



# COVID-19 RECOVERY & RESILIENCE:

SUPPORTING PLAYERS AND  
THE GLOBAL FOOTBALL INDUSTRY

COVID-19 HAS DEEPLY IMPACTED THE GLOBAL FOOTBALL INDUSTRY, PUTTING MANY HUNDREDS OF THOUSANDS OF JOBS IN JEOPARDY. THESE INCLUDE THE LIVELIHOODS OF PROFESSIONAL FOOTBALL PLAYERS WHO HAVE SHOWN GREAT LEADERSHIP IN RESPONSE TO THE CRISIS; FOR EXAMPLE, THROUGH THE EXTENSIVE SUPPORT OFFERED TO THEIR COMMUNITIES AND THE CONTRIBUTIONS THEY HAVE MADE TO ENABLE SPORT'S PHASED RETURN. TODAY, PLAYERS AND THEIR UNIONS ARE COMMITTED PARTNERS IN THE VITAL RECOVERY AND REBUILDING EFFORTS. HERE IS HOW WE CAN SUPPORT THEM AND OUR INDUSTRY:

## A UNITED FOOTBALL INDUSTRY

This crisis is an unprecedented test for everyone in the football industry with significant health, financial and sporting consequences. The commitments made at the global, regional and national levels emphasise the collective and multi-stakeholder culture that must underpin recovery and rebuilding. The response to the crisis must be a catalyst to build on, rather than unwind, the encouraging process that has been made.

### KEY ASPECTS:

- A united industry response relies on global, regional, and national stakeholder processes
- Include player associations in all aspects of the recovery and rebuilding policy making process
- Develop tailored recovery and resilience mechanisms to shape a sustainable football industry

## EMERGENCY RELIEF BACKED BY LONG-TERM VISION

The global football industry is comprised of different markets and levels of competition that each have been impacted differently. Although hardship is being felt industry wide, the game continues to be a source of a tremendous range of societal benefits. The worst impacts of the crisis can be alleviated through providing immediate relief now, supported by the development of long-term post-pandemic strategies.

### KEY ASPECTS:

- Include industry, player and union support in government and social protection packages
- Promote solidarity measures for those parts of the industry which temporarily cannot operate
- Develop safe strategies that allow a gradual return of fans

## FAIR WORK, FREEDOM OF ASSOCIATION & COLLECTIVE BARGAINING

Players are one of the main sources of the industry's prosperity and must be provided with fair work to ensure the sustainable future growth of the industry. Freedom of association and collective bargaining must be ensured by the football stakeholders. Collective bargaining helps the industry to develop a forward-looking approach that fosters a sustainable industry based on measures that are legitimate, proportionate and collectively agreed upon.

### KEY ASPECTS:

- Review and ensure player access to social protection schemes
- Review laws and regulations to ensure they are consistent with international labour standards
- Engage in collective bargaining to resolve complex industrial and regulatory

## FINANCIAL TRANSPARENCY & GOOD GOVERNANCE

Poorly governed institutions present an obstacle to recovery and rebuilding. A culture of robust financial management and good governance must be embedded in the global sport industry. Financial transparency is critical given drastic changes in revenue will necessitate a significant restructuring of the industry. To ensure these impacts can be collectively and objectively addressed and resolved, access and availability to key information is essential.

### KEY ASPECTS:

- Ensure government support is conditional upon respect for good governance and human rights
- Enhanced safeguards in relation to ownership, insolvency, liquidity, reserves, and compliance
- Provide access to key financial information including special audit rights for player associations

## FULLY COMMIT TO WOMEN'S FOOTBALL

Women's football has made significant progress in recent years, but still has enormous untapped promise. Fully realising the promise of women's football is essential to supporting industry-wide recovery. This requires a proactive change in mindset and committed actions to develop sustainable career paths, underpinned by fair and professional playing conditions, as well as addressing existing systemic inequities in the governance of the game.

### KEY ASPECTS:

- Build the commercial case for women's football and promote gender equality
- Implement minimum working and playing conditions for women
- Implement minimum standards for participation in global and regional competitions

## SUPPORT PLAYER DEVELOPMENT & WELLBEING PROGRAMS

Players, like all others, are not immune to the considerable stresses and challenges arising in their employment as well as in their personal and family lives during the pandemic. To address these challenges stakeholders must continue to actively support player development, wellbeing and education programs that are most effectively developed and implemented by player associations.

### KEY ASPECTS:

- Maintain and expand resources for player development, wellbeing and education programs
- Focus on mental health support, education and skill development, and career transition
- Research the specific consequences of the crisis felt by players



To find out more about the work of player unions to ensure a more sustainable sports industry please visit: [www.fifpro.org](http://www.fifpro.org) and [www.worldplayers.co](http://www.worldplayers.co)

In cooperation with World Players Association



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