



Covid-19:  
Impact of the pandemic  
on the Italian Football  
Serie A Clubs  
疫情对意大利甲级俱乐部的影响

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# Sporting Season 2019/2020

## 2019/2020赛季

- Last match played with supporters on 1 March 2020  
2020年3月1日的比赛是获得赞助商支持的最后一场比赛
- Last match played closed doors on 9 March 2020 when the Government applied the country-lockdown and all sports event were suspended  
政府宣布封国，暂停所有体育赛事后3月9日举办了最后一场关门赛
- After Round 26 of 38, Serie A was “Suspended”  
38进26之后，甲级俱乐部比赛暂停
- Still to play: 126 Serie A matches  
待举行比赛尚有126场
- + Cup semifinals and final 半决赛+决赛
- + SuperCup 超级杯
- 16 Players infected of Covid-19 目前意大利有16名球员感染了新冠肺炎



# Consequences 后果..

The suspension affected all tiers supporting the business of football in Italy  
比赛暂停影响了足球行业的各个环节:

- production and distribution of media rights,  
媒体开发
- Sponsorship ,  
赞助
- ticketing,  
票务
- in-stadium corporate hospitality,  
场馆
- merchandising.  
产品销售

# Loss of incomes 利润降低..

- Serie A estimates a total loss of EUR 720 million, most of which is due to loss in revenues from non-delivery of live matches to broadcasters.  
甲级俱乐部预计损失7.2亿欧元，其中主要是直播收入的损失
- May broadcasters/licensees withdraw payments to Serie A in light of the final cancellation (rather than a temporary suspension) of the remaining matches of the season –worth around EUR 350 million –?  
鉴于本赛季剩余赛事取消，许多传媒公司或被授权商取消付款，涉及金额约为3.5亿欧元
- The impact of the Coronavirus may be not limited to this season but be expanded over the future two sporting seasons.  
疫情不仅会对本赛季造成了影响，还会对未来两个赛季造成影响

# Main Options on the table

## 主流观点



- Cancellation of the sporting season 取消本赛季

*(freezing of the chart and, eventually, assignment of the title, at least for the Serie A League)*

*(冻结赛事成绩, 根据目前的成绩确定比赛名次, 至少可以适用于甲级联赛)*

- Postponement of the tournament 延迟比赛

*(by extending the duration of the sporting season which normally runs from 1 July to 30 June of the subsequent year)*

*(将7月1日至次年6月30日的赛季延长)*

Reduction of Incomes / Loss of Clubs  
降薪/俱乐部损失



Reduction of Expenses / Costs of Clubs  
减少开支/俱乐部成本

(which the relevant part is due by Salaries 用于支付员工薪酬)

What procedure to follow when  
negotiating the pay cut?  
降薪谈判需要走什么程序



- Employment Contracts are the result of the freedom of the Parties

劳动合同是双方合意的产物

- A reduction of the economic value of the Contract, must be substantial in order to help the system and avoid the collapse of Clubs

减少合同金额必须作为避免俱乐部倒闭的最后手段

- At same time, Employees (Players and Coaches) cannot be required to totally waive their full remuneration for the period of emergency

同时，不能要求球员和教练员放弃全部薪酬

- In case of postponement of the tournaments, the contracts may be extended until the “new” end of the season, for instance in Italy from 30 June 2020 until July/August, thus Employees will be required to work for an “extra period” until the competitions end

如果比赛推迟，工作合同必须延长至赛季实际结束之日。例如意大利的赛季自2020年6月30日起至2021年7/8月止，工作合同应延长至比赛实际结束之日



The preferred scenario is that 最佳方案..

**the Parties negotiate in good faith  
and**

**find an agreement by mutual consent for the benefit of the system.**

为维护足球行业的共同利益，双方通过友好协商双方达成协议

- The Agreement must be accepted in writing by each Player in order to prevent litigations before the Arbitration Bodies of the League and possible cases before the Italian Ordinary Court.

为避免仲裁或诉讼，应与每位球员签订书面协议

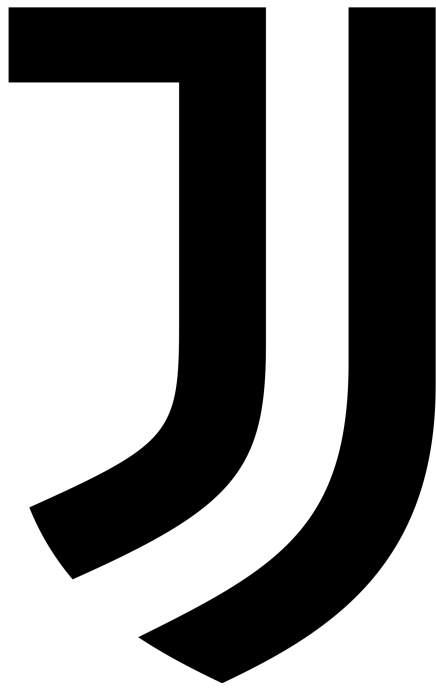
- No competence of FIFA DRC and PSC in light of the collective bargaining Agreements signed between the Leagues, Players/Coaches Unions

FIFA争议解决委员会和球员身份委员会均无权要求俱乐部（联盟）与球员或教练员签订劳资谈判协议

- What's the common practice for clubs in Italy to deal with pay cut?

## 意大利俱乐部降薪的普遍方法

**JUVENTUS**



First Club to reach a Mutual Understanding with Players and Coaching Staff of the First Team  
俱乐部首先要与球员和教练员达成谅解协议:

- 4 months deduction in case of cancellation  
如果赛季取消，减少4个月薪酬
- Should the current season be finalised, the Club will negotiate increases of compensations  
如果能够完成本赛季比赛，俱乐部将与球员或教练员协商提高补偿数额
- Individual agreements still not signed  
不得与个别球员或教练员单独签订合同
- Players free to reach their countries  
球员可以向其国籍国寻求帮助

[Press Release JUVENTUS FC dated 28 March 2020](#)

# The Other Clubs met in Assembly proposing a common position 其他俱乐部的观点:

- 4 months deduction in case of cancellation (from March to June 2020);  
如赛季取消（2020年3月至2020年6月），减少4个月薪酬
- 2 months deduction in case of postponement of the season  
如果赛季延迟，减少2个月薪酬

[Press Release Lega Serie A dated 6 April 2020](#)



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Del  
6 aprile 2020

## NOTA ASSEMBLEA LEGA SERIE A

### Impatto del Covid-19 sul sistema calcio

Il coronavirus ha costretto il mondo intero ad affrontare una crisi senza precedenti. L'Italia è tra le nazioni più colpite con una drammatica caduta del PIL del Paese e milioni di lavoratori interessati dalla misura degli ammortizzatori sociali.

Il settore calcio vivrà parimenti una situazione estremamente difficile, anche in caso di ripresa differita delle restanti partite di campionato e di Coppa Italia, mettendo a repentaglio la tenuta di tutto il sistema, da sempre sostenuto dalla Lega Serie A grazie al contributo mutualistico versato per le serie minori e gli altri sport.

### Linee guida Lega Serie A su riduzione compensi a calciatori, allenatori e tesserati federali della prima squadra

Il contesto sopra descritto richiama tutti ad un atto di forte responsabilità, con i Club pronti a fare la propria parte sostenendo ingenti perdite per garantire il futuro del calcio italiano.

Perdite che necessariamente dovranno essere contenute incidendo sulla riduzione dei costi, la cui principale voce per le Società è rappresentata dal monte salari. In linea con le azioni volte a diminuire il costo lavoro adottate a livello nazionale e internazionale, la Lega Serie A ha deliberato oggi, all'unanimità con esclusione della Juventus che ha già raggiunto un accordo coi propri giocatori, una comune linea di indirizzo per contenere l'importo rappresentato dagli emolumenti di calciatori, allenatori e tesserati delle prime squadre. Questo intervento, necessario per salvaguardare il futuro dell'intero sistema calcistico italiano, prevede una riduzione pari a 1/3 della retribuzione totale annua lorda (ovvero 4 mensilità medie onnicomprensive) nel caso non si possa riprendere l'attività sportiva, e una riduzione di 1/6 della retribuzione totale annua lorda (ovvero 2 mensilità medie onnicomprensive) qualora si possano disputare nei prossimi mesi le restanti partite della stagione 2019/2020. Resta inteso che i Club definiranno direttamente gli accordi con i propri tesserati.

### Termine della stagione sportiva 2019/2020

La Lega Serie A sta seguendo l'evoluzione dello scenario in stretto coordinamento con la Uefa, la FIGC e l'ECA. È stata confermata la volontà di portare a termine la stagione e di tornare a giocare, senza correre rischi, solo quando le condizioni sanitarie e le decisioni governative lo consentiranno.

L'Assemblea riunita oggi ha inoltre analizzato le raccomandazioni per la ripresa di gare e allenamenti delle varie discipline sportive prescritte dalla Federazione Medico Sportiva Italiana, alla luce dell'attuale situazione di emergenza sanitaria. A tal proposito entro fine settimana la Federcalcio emanerà le relative norme medico sanitarie.



# Position of other Stakeholders, Federation, Players and Coaches 足球利益相关者、联盟、教练员的观点:



- NO to the IMPOSITION OF THE CLUBS  
不同意俱乐部单方确定降薪方案
- YES to the DIALOGUE  
可接受协商降薪
- WORK ALL TOGETHER TO COMPLETE THE SEASON  
愿意携手共同完成本赛季比赛
- AVOID FURTHER PROBLEMS LINKED TO THE CANCELLATION (PROMOTION, RELEGATION, etc)  
避免因赛季取消而出现的其他问题 (升级、降级等)

- Due to the shutdown: no sports competitions or trainings are taking place right now  
由于赛事暂停，比赛和训练也都处于停滞了
- Players are blocked and cannot move from one city to another, they are working at home by doing fitness trainings following video instructions of the Staff  
球员被困不能跨城市流动，只能根据教练录制的视频在家训练
- Ministry of Sport: from 4 May 2020 on trainings of professional will be allowed  
体育总局：自2020年5月4日起允许开展专业训练
- Players coming from abroad must be in quarantine 14 days  
外籍球员来意大利的必须先隔离14天
- Still not sure if the season will be cancelled or postponed, in the positive case matches from June  
本赛季取消还是延迟尚无定论。乐观估计，最早也要到6月份才能开赛



# Quid contract in case of *Force majeure* 能否援引 不可抗力中止合同?



- **FIFA Guidelines on COVID-19 《FIFA COVID-19指南》：**

It is Force Majeure but Club's measures must be general (all players) and proportionate, as the *extrema ratio* of a good-faith negotiation

本次疫情属于不可抗力，但俱乐部所采取的措施必须符合公平原则、诚实信用原则和比例原则

- Problem: in case of no mutual Agreements, do the clubs still have to pay wages?  
Risk of insolvency?

问题：如果双方未达成合意，俱乐部应否支付薪酬？俱乐部破产风险？

- Solutions: contractual wage reductions / termination of employment contract  
解决方案：通过签订协议降薪或终止工作合同

Problems: „waste“ of assets/company „capital“ as transfer fees

问题：用俱乐部剩余资产支付转会费？

Thanks for the attention

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