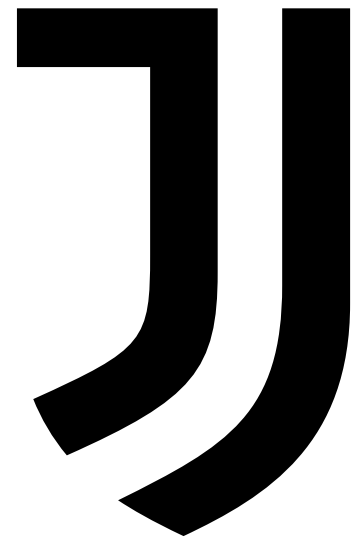


CHILD

SAFEGUARDING

POLICY

Juventus Academy





Juventus Academy - Child Safeguarding Policy

Revision	Approval	Nature of changes
Rev. 0	Board of Directors 18/11/2020	Adoption



CONTENTS

1.	INTRODUCTION TO THE CHILD SAFEGUARDING POLICY	5
1.1.	GLOSSARY	5
1.2.	JUVENTUS' COMMITMENT TO PROTECT MINORS	6
1.3.	KEY PRINCIPLES	6
1.4.	RECIPIENTS	7
1.5.	ROLES AND RESPONSIBILITIES	8
1.6.	REFERENCE LEGISLATION AND RELATED DOCUMENTS	9
2.	DESCRIPTION OF THE PHENOMENA INCLUDED IN THIS POLICY	10
2.1.	THE VARIOUS FORMS OF ABUSE	11
2.1.1.	PHYSICAL ABUSE	11
2.1.2.	SEXUAL ABUSE	11
2.1.3.	EMOTIONAL, PSYCHOLOGICAL AND VERBAL ABUSE	11
2.1.4.	NEGLECT	12
2.2.	ABUSE INDICATORS	12
2.3.	BULLYING	13
2.4.	INAPPROPRIATE PRACTICES	14
2.5.	THE RISK OF ABUSE, BULLYING AND INAPPROPRIATE CONDUCT IN FOOTBALL	15
3.	PREVENTION	18
3.1.	PERSONNEL SELECTION AND HIRING	18
3.2.	CODE OF CONDUCT	18
3.3.	RAISING AWARENESS AND TRAINING	19
3.4.	RISK ASSESSMENT AND MITIGATION	19
3.5.	DIGITAL COMMUNICATION TECHNOLOGIES	20
4.	RESPONDING TO CONCERNS	21
4.1.	MEASURES TO BE TAKEN IN RESPONSE TO CONCERNS OR ACCIDENTS	21
4.2.	KEY PRINCIPLES	21
4.3.	REPORTING A CONCERN, AN ACCIDENT OR AN INAPPROPRIATE BEHAVIOUR	23
4.3.1.	WHAT SHOULD BE REPORTED	23
4.3.2.	WHEN SHOULD ONE FILE A REPORT	24
4.3.3.	WHO TO REPORT TO	24
4.3.4.	HOW TO FILE A REPORT	24



4.3.5.	WHAT HAPPENS THEN.....	24
4.3.6.	WHAT MUST BE DONE DURING THE ENTIRE CASE MANAGEMENT	24
4.4.	CASE MANAGEMENT.....	25
4.5.	DRAFTING THE REPORT.....	26
4.6.	APPROPRIATE REPORTING MECHANISMS FOR MINORS AND THEIR FAMILIES.....	26
4.7.	WHAT MUST BE DONE IF A MINOR CLAIMS TO HAVE SUFFERED ABUSE.....	27
5.	MONITORING OF THE APPLICATION OF THE CHILD SAFEGUARDING POLICY.....	28
6.	STANDARD OPERATING PROCEDURES	29
6.1.	MINIMUM CHILD SAFEGUARDING REQUIREMENTS FOR EACH INDIVIDUAL ACTIVITY	29
6.1.1.	SAFETY IN RESIDENTIAL ACTIVITIES	29
6.1.2.	STAYING OVERNIGHT AND ROOM ARRANGEMENT.....	29
6.1.3.	PREMISES USED AS CHANGING ROOMS.....	29
6.1.4.	USE AND ABUSE OF ALCOHOL OR DRUGS	30
6.1.5.	TOURNAMENTS AND AWAY MATCHES.....	30
6.1.6.	MEANS OF IDENTIFICATION.....	32
6.1.7.	SUPERVISION	32
6.1.8.	SUPERVISION AND WORKING ALONE	32
6.1.9.	PRESENTS AND GIFTS	33
6.1.10.	PHYSICAL CONTACT WITH MINORS.....	33
6.1.11.	GENDER DIVERSIFICATION.....	34
6.1.12.	GUIDELINES FOR DIGITAL PROTECTION	34
6.1.13.	VISITORS/MEDIA AND COMMUNICATION REPRESENTATIVES	35
6.2.	REFERENCES FOR THE CHILD SAFEGUARDING POLICY AND SUMMARY OF STANDARD OPERATING PROCEDURES	37
7.	GENERAL ANNEXES	41
7.1.	GUIDELINES AGAINST BULLYING AND DISCRIMINATION	41
7.2.	GENERAL CODE OF CONDUCT.....	43
7.3.	BEHAVIOUR AGREEMENT FOR PARENTS/GUARDIANS.....	45
7.4.	BEHAVIOUR AGREEMENT FOR MINORS.....	46
7.5.	REPORTING FORM	48
7.6.	REPORTING PROCESS FLOW CHART.....	50
7.7.	CHECK LIST FOR TOURNAMENTS AND AWAY GAMES	51



1. INTRODUCTION TO THE CHILD SAFEGUARDING POLICY

Football offers the opportunity of experiencing social interactions, fun and self-affirmation. Especially for younger people it can be a chance to get to grips with issues that are central to everyone's growth, such as cooperation, trusting others, charisma and respect. A necessary condition in order to experience these positive effects is that the playing or training environment is always safe and offers them protection from possible abuse or mistreatment.

That's why, respect for the rights and protection of young girls, young boys and adolescents (henceforth also children) in football is a primary goal for the Juventus Academy that undertakes to guarantee that the highest educational and sporting standards are applied in all its projects and every possible measure is adopted to minimize the potential risks that minors involved in their activities may be subject to. The aim is to protect them from all forms of inappropriate conduct, abuse or exploitation both when they are directly involved in Juventus' activities as well as in projects managed by Partners or service providers the world over.

For Juventus the promotion of a context for growth through sport that guarantees equal opportunities and guarantees for children and young girls and boys is a fundamental priority.

For Juventus respect for gender is a fundamental priority. In this document however, for reasons linked to simplification and brevity, at times we have chosen to use male terms to refer to people, but the invitation is to consider them as "false neuter", meaning that they refer to both females and males.

1.1. GLOSSARY

Child Safeguarding¹

By *Child Safeguarding* we refer to the responsibility that organisations assume when guaranteeing that their own personnel and their own programmes do not cause damage to children, meaning that they don't put them at risk of suffering mistreatment or abuse, and that all concerns regarding the safety of beneficiary minors (or those they come into contact with) is appropriately managed and reported to the competent Authorities.

Minor

A little girl, boy or adolescent, a person under the age of 18.

Abuse² perpetrated against a minor

By abuse we refer to any act or failure to perform an act, which might physically or psychologically harm a minor, that directly or indirectly causes damage or impedes the prospect of a healthy and safe development towards adulthood. The abuse can take place through direct contact, online and

¹Keep Children Safe – www.keepingchildrensafe.org.uk

² World Report on Violence and Health of the World Health Organisation – www.who.int



even without the minor being aware of it. The WHO, the World Health Organisation, lists four main categories of abuse against minors: physical abuse, sexual abuse, psychological abuse, and neglect.

1.2. JUVENTUS' COMMITMENT TO PROTECT MINORS

This Child Safeguarding Policy outlines the guidelines, principles and rules that the recipients are required to comply with. It therefore reiterates everyone's responsibility to protect minors from abuses or damage, as well as the obligation to report any suspicion regarding any risky situation guaranteeing the commitment assumed towards young girls, boys and adolescents as defined in Juventus' Child Safeguarding Framework (2019).

Raising awareness: all personnel must be aware of the problem of abuse of minors, exploitation and the risks to which they can be exposed. Young girls, boys and adolescents and their families will be informed about the standards of conduct described in the Child Safeguarding Framework and how they can report any kind of concern.

Prevention: by raising awareness, best practices and training we will do whatever possible so that our staff, partners and anyone representing Juventus minimize risks for minors and guarantee an environment where their rights are respected and inappropriate conduct, abuse and exploitation is prevented.

Reporting: we will guarantee that our personnel, partners and representatives are clear about the measures to be adopted if there are concerns regarding abuse or exploitation of minors.

Management: we will ensure that action is taken to support, safeguard and protect minors wherever there are concerns related to their possible abuse or exploitation.

Juventus' personnel, its representative and its Partner's staff, must always show the highest standards of conduct towards young girls, boys and adolescents, as indicated in this Policy. These standards are applied to both the professional and private life of personnel and anyone who represents Juventus.

1.3. KEY PRINCIPLES

The fundamental principles of this Child Safeguarding Policy are the following:

1. football must be a safe, positive and enjoyable sporting experience for all minors involved.
2. All children have an equal right to protection, the promotion of their well-being and participation, regardless of age, gender, sexual orientation, ethnic origin, social origin and their different levels of ability.
3. All actions related to the protection of minors must be undertaken in their greater interest.



4. Everyone is responsible for protecting minors. They can even perform a role in helping to protect themselves and other minors, even if the ultimate responsibility for their protection rests with adults.
5. The measures introduced to guarantee the protection of infancy should be inclusive and non-discriminatory, acknowledging that some minors (with different abilities) could be more at risk of abuse.
6. A transparent and open environment is essential to guarantee the protection of minors. The abuse and mistreatment can more easily be perpetrated when personnel, the so called "accompanying managers", the Partners, the minors, the families and community members do not feel in a position to voice their concerns.
7. All concerns related to the safety and the protection of a minor must be carefully evaluated.
8. No single organisation can protect minors on its own, therefore one must work and collaborate with other organisations and local agencies in charge of protecting childhood.
9. In the event that a person decides to report a presumed abuse or mistreatment against a minor, they must be guaranteed confidentiality and secrecy during the entire case management process.
10. All actions related to the protection of minors must be carried out in accordance with the provisions of the national and international legal context.

1.4. RECIPIENTS

The following Child Safeguarding Policy applies to the following recipients:

- Juventus Academy human resources, other even occasional collaborators of Juventus.
 - "Human resources" refers to all the employees, whether temporary or seconded, as well as para-subordinate workers and other persons who are part of the Company's staff (e.g.: technical, health and medical staff) regardless of their contractual arrangements, the reference legislation or the fact that they are or are not club members.
 - "Other collaborators", for example, refers to observers, agents and intermediaries, the accompanying managers as well as other occasional collaborators of Juventus regardless of their professional category and the contractual arrangement.
- The "Suppliers", the "Licensors", the commercial and corporate partners (hereinafter also "Partners") and the "Other parties" with whom Juventus maintains contractual relations are also subject to compliance with the Code of Ethics, as well as anyone undertaking activities in the name and on behalf of Juventus or under the control thereof, whether they are natural or legal persons.
- Whoever comes in contact with minors in environments managed or controlled by Juventus.



Recipients are obliged to observe the principles contained in this Policy, insofar as they apply, and shall be subject to disciplinary measures or penalties for the violation of any of its provisions. These measures depend on the type of relationship that binds them to Juventus.

1.5. ROLES AND RESPONSIBILITIES

The protection of minors is everyone's responsibility. Everyone who works for or on behalf of the Juventus Academy, at whatever level or position, approves of the principles for the protection of minors, promotes their well-being and adopts every measure to implement this Policy.

Board of Directors

Adopts the Child Safeguarding Framework and every Policy of reference.

Definition, management and monitoring of the Policy- Child Safeguarding Manager

Defines and updates the Policy ensuring that it is structured and implemented in every aspect of management and every process implemented by the organisation, as described below.

Creates a working environment that can favour the implementation and development of this Policy's principles.

Guides the promotion of the Policy in adopting best practices for the protection of childhood and adolescence in all projects implemented by the Juventus Academy either directly or through its suppliers.

Calls for the allocation of appropriate resources in order to allow the development and effective implementation of the Policy.

Assigns responsibilities with regard to the Policy, within the functions of the Juventus Academy including the appointment of the Child Safeguarding Focal Point figure/s.

Internal Audit and Legal

The heads of the Internal Audit and Legal Departments receive the serious, unresolved reports and regular reports concerning the suspicion of mistreatment, abuse or exploitation against a minor. He/she takes part in the analysis and response process.

Supports the Head Coach and the Area Manager of the J Academy in their decision-making role and regarding their management responsibility for each individual case.

Head Coach/Area Manager acting as the Child Safeguarding Focal Point

Promotes the effective implementation of the Policy in all projects and events for which he/she is responsible and more specifically:

- supports JFC staff, the Licensees or Suppliers by promoting awareness and providing guidance on the different aspects covered by this Policy.
- promotes, guides and monitors at a central level, the prompt application of the main Child Safeguarding measures during operations;



- provides support and coordination of the Child Safeguarding Officer in the management of the Policy, the receipt of reports related to potential abuse or inappropriate conduct.

Child Safeguarding Officer of the local Licensee

The Child Safeguarding Officer is the reference figure identified for each project in order to enable an effective application of the Child Safeguarding Policy in all its operating guises.

He is the first point of contact in the event of concern or suspected abuses, maltreatment or inappropriate conduct detrimental to a minor, manages and files the report as required by the procedure to the *Head Coach/Area Manager that acts as the CSG Focal Point* and to the local Authorities, if necessary.

Suppliers and Local Licensees:

The partners and external organisations that collaborate with the Juventus Academy are required to demonstrate the highest standards in the handling of child protection. When the organisations do not have their own appropriate Safeguarding system, they will adopt this Child Safeguarding Policy. Each Supplier and/or Local Licensee must guarantee to indicate a *Child Safeguarding Officer* to implement this Child Safeguarding Policy.

Each person that operates on behalf of Juventus Academy.

Everyone, depending on their operating functions, is fully responsible for creating a working environment that is safe and protecting wherever they carry out their project.

Endorses the Policy and reports any suspected maltreatment and abuse against minors or presumed violation of the same Policy.

1.6. REFERENCE LEGISLATION AND RELATED DOCUMENTS

This Child Safeguarding Policy is based on principles and values that provide the foundations of the main International treaties that concern the rights of children and adolescents, first among them the UN Convention on the Rights of the Child (1989) and the current national and international legislation governing maltreatment and abuse of children.

It is correlated and develops documents and guidelines adopted by Juventus such as in particular: Child Safeguarding Framework adopted by Juventus Football Club (2019), the Code of Ethics and the Organisation, Management and Control Model pursuant to Italian Legislative Decree no. 231/2001, the Soft Skills Manual (drawn up by Unesco), the International Charter of Physical Education, Physical Activity and sport.

It also recalls other indications and specific contents proposed in the Child Safeguarding Toolkit for UEFA Member Associations (2019).



This Child Safeguarding Policy, that applies to the J Academy programmes, takes into account the indications of FIFA³ in relation to *gender equality* in the world of football⁴.

2. DESCRIPTION OF THE PHENOMENA INCLUDED IN THIS POLICY⁵

In recent years it has become increasingly obvious that sport is not always a safe space for children, and that the same abuse that is occasionally found in the home, in schools and in the community can also take place within sports programmes.

In terms of impact, the immediate and long term consequences of abuse can undermine the education, health and well-being of minors and can have serious consequences on their future development.

Everyone who works for or on behalf of Juventus, at whatever level and in whatever role, must be aware that abuse cannot be considered as a single episode linked to a single category. In most cases, the problems overlap and can compromise the harmonious development and well-being of a minor.

Main information regarding abuse of minors:

- abuse generally takes place because an adult is deliberately choosing to exploit their trusted position against a minor, or could be the result of actions or omissions caused by a lack of awareness and training (e.g. not monitoring a minor appropriately or taking action in the presence of a risk);
- even if abuse is typically viewed as a damaging form of conduct that an adult engages in to the detriment of a minor, even peers can perpetrate abuses;
- minors are generally abused by people they know, in a familiar environment or an institutional or community environment. alternatively, and more rarely, the abuse can be committed by strangers (e.g. via the Internet).
- Minors have a great capacity for resilience, but in order to be able to come to terms with an abuse they need help. Abuse has serious long term repercussions on them. Unless it's treated, the effects of the abuse can be devastating and could persist into adulthood.

The World Health Organisation recognises four main categories of abuse on minors.

³Fifa: women`s football strategy - www.fifa.com/womens-football/strategy

⁴In this document, for reasons linked to simplification and brevity, we have chosen to use male terms to refer to people, but the invitation is to consider them as "false neuter", meaning that they refer to both females and males.

⁵ The definitions of the various types of abuse, inappropriate practices and bullying, the relative indicators and risks connected to the world of football have been developed based on those put forward by the: "World Report on Violence and Health" World Health Organization –www.who.int; *Child Safeguarding Toolkit UEFA* - www.uefa-safeguarding.eu; *Child Protection Manual*- Juventus Football Club



2.1. THE VARIOUS FORMS OF ABUSE

2.1.1. PHYSICAL ABUSE

Physical abuse is often the most recognisable form. It includes actions such as: shaking, burning, pinching, biting, suffocating, yanking, hitting or other actions that cause physical harm, leave bruises or cause pain.

Examples that apply to the world of football:

- slapping a minor because he is irritating, doesn't listen or bothers the team;
- forcing a minor with an injury to play;

2.1.2. SEXUAL ABUSE

Concerns the inducement or coercion of a minor to engage in any type of illicit sexual behaviour, by an adult or another minor.

It may involve physical contact, as for example rape, or non penetrative acts such as kissing or touching a minor's intimate parts.

Sexual abuse also includes actions that do not imply physical contact such as: the use of sexual innuendo, involving minors in the production or vision of sexual images, encouraging them to act in sexually inappropriate ways.

Juventus Academy believes that any involvement in sexual activities by an adult with a minor, regardless of any supposed consent, is to be considered an abuse.

Examples that apply to the world of football:

- taking or asking for a photo of a naked minor while they take a shower;
- engaging in a sexual relationship with a minor;
- reproaching a minor with sentences that hint at the development of their physical sexual attributes;
- asking for a strange or inappropriate physical contact claiming that it is for the minor's good.

2.1.3. EMOTIONAL, PSYCHOLOGICAL AND VERBAL ABUSE

Emotional abuse takes place when an adult, who plays a significant role in the minor's life, criticizes, threatens or rejects him/her to such an extent that their self-belief and their feelings are affected. Even making snide comments or jokes detrimental of just one minor can be harmful.

This does not mean that minors should not be criticized, or that jokes can't be cracked. Criticism is important, it can be an opportunity to learn and improve. By the same token, jokes and laughter help



to form bonds between people that can help create a team spirit. However, the difference is that in emotional abuse the criticism stops being motivational and the jokes aren't funny.

Emotional abuse also includes "assisted violence" meaning whenever the minor experiences any form of maltreatment, carried out through deeds of physical, verbal, psychological, sexual or economic actions, on reference figures or on adult or minor figures that are emotionally significant.

Emotional abuse can hurt and cause damage, just like physical abuse.

Examples that apply to the world of football:

- scolding a minor and constantly referring to him/her as "loser" for not having played well in the match or failing to convert a penalty.
- constantly mocking a minor, encouraging the other players to join in, if he/she proves not to be particularly capable;
- showing favouritism within a team making some feel excluded.

2.1.4. NEGLECT

Neglect takes place when an adult does not provide sufficient emotional support or pays little or no attention to a minor. Neglect takes place when a minor is not assured food, a place to live, clothes, medical assistance or supervision.

Examples that apply to the world of football:

- not being aware of where a minor is during summer football camps or away trips;
- not providing water during training;
- using transportation that is not up to regulatory standards or unsafe.

2.2. ABUSE INDICATORS

A minor who suffers violence or abuse can develop some forms of behaviour that could be considered 'indicators' that it is important to be able to recognise. However, it is important to bear in mind that if these signs are not particularly specific, they shouldn't necessarily be taken as certainties.

A few examples of indicator behaviours are detailed below:

- worry and/or fear of being in unfamiliar environments or in the company of an adult with whom the minor does not wish to be alone;
- frequent anger, sudden bouts of rage, self-aggressive conduct (causing self-harm) or aggressive to others (destructiveness, cruelty, provocation);
- inappropriate knowledge or sexual conduct for their age (lack of inhibition, seductiveness, refusal of physical contact);



- significant lack of social skills and a tendency to self-isolation;
- unexplained physical injuries, including bruising, wounds, burns, cuts or pain when walking;
- unexplained/constant illness, e.g. stomach pains, difficulty eating;
- attempted suicide;
- low self-esteem;
- inventing that other friends, even imaginary or teammates have been abused.

2.3. BULLYING

This is a form of violence that involves systematic actions of oppression and abuse of power carried out by a minor (or an adolescent), who is thus defined as a bully, against another child or adolescent who is considered weak; this last individual is therefore the victim of bullying. Bullying actions can be carried out by a single subject or by a group.

One can distinguish between two types of bullying: direct or indirect bullying.

In the first instance we are referring to violent actions, that may be physical or verbal, that feature explicit attacks against the victim; in the second instance we refer to actions that aim to damage the victim in his relations with others; typical examples of indirect bullying are the spreading of slanderous or false statements against someone, their exclusion from a group, their systematic isolation, etc.

Cyber-bullying is an increasingly common form of bullying that takes place via social networks and digital devices. It can include the publication and dissemination of embarrassing or offensive messages, images or videos.

Adults at times underestimate peer violence, believing it to be less serious because it takes place between minors. However it is a conduct that can lead to serious consequences. For this reason it is important that everyone knows that violence among peers is not acceptable and that it must be flagged and promptly opposed (*see annex 7.1*).

Although bullying hasn't been defined as a form of abuse by the WHO, Juventus believes that it is an abusive behaviour, that will not be accepted by any individual who belongs to the J Academy, whatever their role: any form of bullying that might take place in the relative programmes will be handled in line with the anti-bullying procedures (*see annex 7.1*).

A minor who is a victim of bullying can display indicators that the personnel and volunteers must be familiar with.

By way of example here are a few physical signs and forms of conduct that a minor might display if he/she is a victim of bullying.

- is reluctant to take part in training and matches;
- becomes introverted and anxious;



- leaves the match or the training with damaged or missing clothes/equipment;
- often "loses" money or constantly asks for/steals money;
- shows physical signs such as cuts or bruises;
- is afraid to express his/her opinion;
- provides unlikely excuses for any of the aforementioned forms of conduct.

In more extreme cases:

- starts to stutter;
- cries at night or has nightmares during an away trip;
- bullies his peers, friends or brothers;
- stops eating, engages in binge-eating or purging activities (self-induced vomiting, use of laxatives, etc.);
- self-harms ("cutting");
- attempts or threatens to commit suicide;
- leaves the field or home without a valid reason.

Among the various reasons why a young person may engage in bullying may be a desire to exercise control or to gain attention; it could also be a response to envy for another person's success or competence, just as it may originate from personal distress or inappropriate relationship models learned in their family or social context. What follows are possible behaviours indicating a potential bully:

- relates with others in an aggressive and overbearing way;
- verbally and physically intimidates his companions;
- damages objects and equipment;
- adopts violent forms of behaviour to express his opinions.

2.4. INAPPROPRIATE PRACTICES

As part of this J Academy Policy for the protection of minors, inadequate practices are to be understood as violations of the Code of Conduct that will be very strictly examined and that will lead to reporting procedures detailed in the third section of this document.

The Company will adopt the possible sanctions foreseen based on what has taken place.

In most cases, inappropriate practices can be dealt with by the personnel managing the programmes through prompt communication to the Child Safeguarding Officer.



The reference form for the protection of minors against inappropriate practices is contained in this document (see *annex 7.5*). In any case a copy of the form must be forwarded to the head of the team.

The personnel and the travelling management staff must report all cases of inappropriate practices that take place within the J Academy programmes to the Child Safeguarding Officer. He/she will take responsibility for verifying the information provided and shall undertake the most appropriate actions, referring the more serious instances to the J Academy's Child Safeguarding Focal Point.

How to recognise inappropriate practices

Bad practices refer to conduct that is not in line with the needs of the minors, and may thus compromise their well-being.

A few examples:

- not paying enough attention in order to avoid injuries, for example exposing minors to intense training or inappropriate training sessions;
- ignoring or showing favouritism towards one minor in particular;
- putting minors in compromising or embarrassing situations, for example young referees or players forced to share changing rooms with adults;
- not having subscribed to the Juventus Code of Conduct and the J Academy guidelines for the protection of minors;
- not reporting conduct that might compromise the minors well-being, for example instances of abuse or bullying;
- using aggressive or offensive language towards a minor.

2.5. THE RISK OF ABUSE, BULLYING AND INAPPROPRIATE CONDUCT IN FOOTBALL

A few factors and specific situations can facilitate the perpetration of abuse and violence in competitive football. These include:

- **Highly asymmetric power and trust relationships, for example between the trainers and his/her athletes.** The relationship between a minor and his/her trainer or other supporting personnel such as coaches, physiotherapists and doctors, can be among the most significant and valuable for a child or young person engaged in competitive sport. However, these very close relationships, where the balance of power is very one-sided, can on occasion provide an opportunity for the perpetration of abuses. When these situations take place, children and adolescents may not fully recognise them as forms of violence and not feel that they are in a position to report what is taking place.
- **Excessive pressure on performance** to achieve success beyond what is reasonable or appropriate given the age, the appropriate time frame and the actual potential of the athletes.



This can threaten the physical and psychological well-being of young athletes, as well as undermine the team spirit.

- **Team culture:** Being part of a team and the feeling of belonging that this brings about is a key to bolstering an individual's self-esteem and promoting good teamwork. This culture is created by the players, but it is also heavily influenced by the staff and the sports management. If these figures with their attitude make it clear that respect for others is a fundamental value and that no form of bullying will be tolerated, this will make it easier to create a positive and welcoming team atmosphere. Conversely, if the attitude of the adults emphasizes how performance and winning are paramount over everything else, the players may isolate themselves or feel justified in carrying out physical and verbal violence against members of the team that are not considered to be performing sufficiently well.
- **Physical contact (e.g. physiotherapy) and the sharing of private quarters (e.g. changing rooms, showers, rooms).** Appropriate physical contact in sport is necessary and useful in order to develop ability and technical prowess in sport, as well as for protection and safety reasons, for example in order to tend to an injury or comfort a minor in distress or to celebrate his/her success. Physical contact during sport must always be aimed at satisfying the needs and requirements of the minor, not of the adult, it must take place with the minor's consent unless in the event of an emergency. The educational strategies in sport must be shaped around fairness, respect towards all genders, and aligned to the stage of development of the minors involved. In no instance may actions be engaged in towards them that involve physical penalties or any kind of treatment that may reasonably be considered degrading, cruel, frightening or humiliating.

Some environments, like changing rooms, physiotherapy rooms, rooms earmarked for residential purposes or away games, may offer people meaning to perpetrate abuse the opportunity to do so in isolated situations. For this reason, access to these premises must be managed and monitored in such a way as to minimize the risks and guarantee full protection.

- **Discrimination and gender based violence** Gender discrimination includes a wide range of behaviours, insults, sexual innuendo and hostile or degrading attitudes towards girls and young female athletes, lesbian, gay, bisexual and transgender athletes (LGBT). In the world of football that gender discrimination often originates from a macho and hetero sexist culture that sees a clear-cut and stereotyped separation between men and women in sports. For example it leads young female athletes to having less opportunity to play football matches, more restrictive development and support paths (even of an economic nature), scant female reference in technical roles (coaches, managers, referees). The media can magnify this kind of discrimination, rather than focusing on the technical aspects, by focusing on irrelevant characteristics of the athletes such as their physical appearance. The same cultural matrix leads to discrimination against LGBT athletes. In some parts of the world, these orientations are illegal and/or are considered immoral. Athletes are often hesitant to come out for fear of being victims of violent or discriminatory attitudes by their peers, and also by their coaches.

Homophobic and transphobic harassment includes a whole range of verbal and physical violence, discriminatory, offensive, hostile and degrading attitudes towards those who receive them such as, by way of example:



- being subject to provocations and forced to undertake "initiation rituals" involving sexual or aggressive activities;
 - suffering violence or stigmatization from their peers;
 - being subject to discriminatory practices of an economic or organisational nature (forced and disrespectful logistic situations such as having to share lodging with coaches, other athletes, etc.).
- **Exploitation and trafficking of minors** Trafficking in a sports context involves the sale of minor athletes, usually beyond national borders for profit. This has been described as a new form of child slavery that leaves players in a very precarious legal predicament. Non official football training centres, that are therefore not regulated, test the young players, who are then signed up or rejected. These players can be involved in illegal migration practices or exchanged between one club and another, without complying with established procedures.

Additional factors of vulnerability:

- **Minors from minority ethnic groups or with disabilities.** Minors belonging to minority linguistic or cultural groups or with disabilities can be more vulnerable than others to being insulted or abused by their peers or by those in positions of trust, even as a result of cultural or linguistic barriers that may contribute to increasing this risk and make it even harder for the victim to ask for help.
- **Minors who engage in leadership roles.** Minors who take on positions of responsibility, (as for example assistant coaches or match officials) are often at risk of being verbally, physically or emotionally abused, discriminated against by adult coaches, parents/guardians, and spectators of the sporting event. This behaviour is unacceptable and the damage it can cause cannot be underestimated. Minors who take on roles of responsibility are the future of the game: that's why they need to be encouraged and rewarded.



3. PREVENTION

To guarantee minors the right to protection, it is essential to consider effective prevention measures to reduce the likelihood and the seriousness of the consequences of any instances of bullying, inappropriate practices, abuse, maltreatment or exploitation can have on them.

3.1. PERSONNEL SELECTION AND HIRING

The breadth and quality of the programmes dedicated to minors throughout the world could not exist without the efforts and competence of the coaches, travelling managers and partner organisations.

The hiring and selection of personnel, collaborators in other guises (henceforth "personnel") or travelling managers must mirror the efforts of JFC for the protection of minors and foresee the specific obligation to use all possible means to contribute to preventing the hiring in J Academy programmes of anyone who might cause harm to children.

No one should be allowed to work with minors until all the basic checks and ⁶ all the introductory and/or training sessions envisaged by this policy have been completed.

3.2. CODE OF CONDUCT

The Codes of Conduct are important prevention measures because they define in a clear and approved way the appropriate conduct that must be kept in order to contribute to the creation of a healthy, positive and safe environment for minors and those that are totally unacceptable.

All persons involved in any role in the J Academy are required to sign and respect the Code of Conduct of the Juventus Football Club, as defined in the Child Safeguarding Framework (*see annex 7.2*).

All violations of the Code of Conduct shall receive a prompt, confidential response in compliance with the guidelines detailed in this Policy.

Furthermore, Juventus, in order to guarantee the safest and most protective environment possible for the minors it comes into contact with through the Juventus Academy projects also defines:

1. A conduct agreement for parents/guardians (*see annex 7.3*);
2. A conduct agreement for minors who take part in football activities (*see annex 7.4*).

⁶If the regulations of the country of reference do not allow the release of criminal records, one must request a self-certification that certifies the absence of offences against minors.



3.3. RAISING AWARENESS AND TRAINING

The dissemination of this Child Safeguarding Policy must be promoted by J Academy personnel, its representatives, the personnel of licensee organisations and its service suppliers according to procedures agreed with line managers and the HR management.

All recipients must be supported in developing the competence and knowledge related to the protection of minors, appropriate to the role they hold in the organisation.

To this end, Juventus, with the help and support of specialist organisations; shall oversee the regular training sessions designed to enable:

- a full understanding of the Policy and the Safeguarding procedures of the J Academy, including the Code of Conduct and the Guidelines for reporting potential concerns;
- an appropriate awareness of maltreatment and abuse phenomenon in childhood;
- understanding of the responsibility of the personnel and volunteers regarding the protection of minors that take part in J Academy programmes.

All training and orientation sessions held and the list of participants will be recorded, and they will be kept on file as required by the current regulations governing data management and protection.

Juventus undertakes to ensure that even the direct and indirect beneficiaries of the planning actions of the J Academy programmes (the minors and their families, the territory and the institutions with which we collaborate or where the projects take place) are all informed and aware of the organisation's efforts on this front and are aware of the reporting mechanisms at their disposal.

This implies informing, using the most appropriate procedures depending on the context and the audience, of the existence of the Child Safeguarding Policy and the rules of conduct that one can expect from the personnel, as well as the procedures by which one can report any situation involving abuse or inappropriate conduct.

3.4. RISK ASSESSMENT AND MITIGATION

Risk assessment is an essential element of any Child Safeguarding process. It effectively constitutes the basis for a preventive action, ensuring that the activities are safe and that any identified risks are minimized.

Risk assessment in Juventus is carried out by the Risk Manager and includes the J Academy activities. A specific risk assessment is undertaken when there is a specific event, if it is likely that there may be special issues to take into consideration. The single items of the area of interest can therefore be adapted to the specific nature of the event and of the specific programme.



What needs to be foreseen:

- when organising the activity, one must carry out a risk assessment to identify any dangers, with a plan to reduce those risks to a minimum;
- if an assessment reaches the conclusion that there are too many risks that cannot be curtailed to an acceptable level, the activity should not be continued;
- emergency contacts and relevant medical information on every minor have to be collected before taking part in the physical activities and that information must be available to everyone who is responsible for taking care of them during those events;
- the risk management measures must be regularly reassessed, both during and at the end of the activities, so that the *lessons learnt* can be applied to future activities and the necessary adjustments can be made.

3.5. DIGITAL COMMUNICATION TECHNOLOGIES

The personnel and the travelling managers that use digital communication tools in the context of J Academy activities, are required to know the J Academy digital protection guidelines (see *paragraph 6.1.12*) for a correct identification of potential dangers that social media in particular can entail for minors and adopt all possible measures to reduce the risks to a minimum. The personnel and volunteers are required to fully embrace the Code of Conduct as far as the use of social media is concerned and follow the aforementioned Guidelines.

In particular:

- all activities that involve contact with minors through the use of digital technologies, must be assessed in order to guarantee that the risks for the protection of minors are identified, mitigated and appropriate controls are implemented;
- the involvement of minors and their guardians for marketing and communication purposes must include their informed consent and must not increase their vulnerability or put them at risk;
- J Academy shall provide indications on the appropriate use of technology (Internet access, the use of mobile phones and other devices, social media, etc.) as related to the protection of minors contained in this Policy and in the Guidelines;
- whenever a minor can access the Internet, filters and software blocks will be installed to guarantee that it is not possible to access unsuitable or harmful material. Sites that promote the abuse of minors or contain images and information that are damaging to minors will be blocked on all devices supplied by J Academy or by its Partners;
- in case of receipt of offensive material or unsolicited messages, the Child Safeguarding Officer must be warned, and he/she must immediately refer the case to those who within the Company or its Partners handles computer security and, if necessary, the competent Authorities and postal security organisms - the material or the messages in question must not be forwarded electronically when reporting the case, which could constitute an offence.



4. RESPONDING TO CONCERNS

To guarantee the right of minors to protection, it is essential to foresee a simple and transparent procedure to report concerns or possible suspicion of abuse, maltreatment or exploitation that may be damaging to them, like the ones described in this section and in annexes 7.5 and 7.6.

4.1. MEASURES TO BE TAKEN IN RESPONSE TO CONCERNS OR ACCIDENTS

The concerns, suspicions and the accusations of improper or abusive actions can cause fears and stress, especially if they refer to a colleague or a volunteer engaged in the programmes. However, reporting a concern is indeed very important to avoid a minor suffering from maltreatment or abusive conducts and to ensure that the issue is handled in an appropriate and effective way.

The Child Safeguarding Officer is tasked with providing instructions and full support to any member of the personnel or travelling manager who, in good faith, reveals possible risk situations or reasons for concern for a minor even if, at a later stage, the concern turns out to be unjustified.

We reiterate the importance that the personnel and travelling managers involved in J Academy projects report concerns without censuring them for fear of criticism or repercussions so that the cases or the risk of abuse on minors are not ignored or their continuation inadvertently justified.

The Guidelines for reporting concerns *are communicated and made available* to all Policy recipients and communicated to minors, the families and the community.

Juventus will even allow concerns to be raised in anonymous form, guaranteeing the total confidentiality of the process and of all related documents. A report of all the notifications received (even those on an advisory basis) must be stored safely and confidentially by the Child Safeguarding Officer. Responsibility will be assumed for all concerns raised and dealt with in compliance with this Policy and the procedures established within it.

4.2. KEY PRINCIPLES

The Company undertakes to ensure that in all its activities or programmes an effective response will be given to every report of suspected abuse or inappropriate conduct according to the following key principles:

1. *The safety and well-being of the minor* :The safety and well-being of the minor are the top priority. No minor must be placed at risk by the action one intends to undertake. The greater interest of the minor will be pursued consistently during the entire reporting, analysis and management process.
2. *Professional approach and confidentiality throughout the entire process*: All the reports will be handled professionally, confidentially and promptly. Juventus undertakes to handle every concern and report with the utmost seriousness (including those that may be forwarded anonymously) and shall ensure appropriate processing of all parties involved. Minors who are the victims of abuse, the witnesses and those against whom the accusations are made, have a



right to confidentiality. Confidentiality, in this case, means that the internal reports to the Company may only be made by to the Company personnel indicated in this Policy. Meaning only on a "need to know" basis according to the general rule to be followed of the shortest possible "chain of command", in order to reduce the potential for information leaks and the resulting violation of the Child Safeguarding Policy. Confidentiality and privacy must be guaranteed at every stage, from the reporting stage to the safe recording of the data and the application of any disciplinary measures against the personnel.

3. *Respect for all parties involved:* Every staff member who intentionally makes a malicious or untruthful report of maltreatment or abuse may be subjected to disciplinary measures. All interested parties, including the person accused of the deed, must be treated with respect, dignity and sensitivity throughout the entire duration of the process. The person suspected or accused must be informed that an internal procedure has been opened against them as soon as possible and must be kept constantly updated, unless law enforcement authorities or the Judicial authorities indicate otherwise or if it is in the greater interest of the minor not to do so.
4. *Dissemination and raising of awareness* of the reporting procedures: the young boy and girls and the adolescents, as well as their parents/guardians will be made aware, in the most appropriate way, of the procedures to be used to report any concern or suspicion of abuse or exploitation, especially of a sexual nature, whether it concerns Juventus personnel, its volunteers, Partner personnel, or others.
5. *The use of best practices in the receipt of information of a suspected abuse and in its reporting* :Listening and collecting a witness statement, especially from a minor, is a delicate process that requires care, compliance with a few fundamental rules, professional competence and specific training. Juventus ensures that its staff receives basic training and the possibility of receiving specific support at the time from the reference Focal Points as well as from the Central Focal Point. A crucial part of the reporting process is the recording and communication of the suspected abuse on a minor: reporting the essential information, in an accurate and prompt fashion, enables an effective and immediate analysis to be undertaken. The Report form is designed to guide the process of collecting the information and must be used internally to record and report any type of accusation, report or doubt regarding possible abuse on minors.
6. *Access to Competent Authorities:* In the event it is suspected that an offence has been committed, the minor victim has the right to expect police investigations or criminal prosecution to take place. The involvement of the competent Authorities should always be taken into account.

In particular, each Child Safeguarding Officer undertakes to:

- Clarify to all the personnel when it is necessary to report the inappropriate behaviour of a staff member or volunteer or the suspicion of a possible abuse against a minor beneficiary and what action should be taken;
- Inform the parents or guardians of beneficiary minors on how and to whom they should report any concerns or suspicions;



- Favour compliance with the reporting procedure described below through training and regular specific surveys.

Even if in all likelihood most of the issues that the personnel and the travelling management figures employed in J Academy project will have to deal with regarding the protection will be connected to inappropriate practices, as identified in the first section, rather than actual instances of abuse, it is still essential to respond appropriately and promptly in order to minimize as much as possible the risk of potential abuses.

4.3. REPORTING A CONCERN, AN ACCIDENT OR AN INAPPROPRIATE BEHAVIOUR

The personnel and the travelling management figures must report any doubts to the Child Safeguarding Officer of the programme or event, using the reporting procedures and tools set out below.

4.3.1. WHAT SHOULD BE REPORTED

A concern, a suspicion or a certainty related to possible abusive or prejudicial situations against a minor carried out by anybody, a violation of the Code of Conduct by a personnel member or travelling management figure, one or more episodes of inappropriate practices or bullying.

A few typical situations that must certainly be reported (even if this list is not complete) are detailed below:

- A minor reveals an abuse or discloses elements that lead to the suspicion that he/she or other minors are involved in an abusive situation or exploitation;
- Anyone who represents or is part of Juventus' personnel or a third party organisation, Partner or Licensee who becomes privy or suspects that a minor has been abused, exploited or is at risk of being abused or exploited;
- A member of the community reports to a J Academy representative or, if this is not possible, to one of its Partners that harm may be done or has been done to a minor or that there is the risk that this may happen;
- J Academy personnel or one of the travelling management figures or one of its Partners does not comply with the Code of Conduct or perpetrates inappropriate practices;
- Anyone representing or employed by J Academy or one of its Partners abuses a minor with whom he/she has come into contact within a work context;
- Anyone representing or employed by J Academy or one of its Partners abuses a minor outside a work context (e.g.: a member of their own family, a minor they are in contact with, or a minors who are sexually exploited, etc.);
- Situations that can potentially be linked to crimes in the country where the programme is taking place or seriously damaging situations for a minor such as for example the voluntary removal, the threat of suicide, self-harm, disappearance;



- Instances of bullying or cyber-bullying.

4.3.2. WHEN SHOULD ONE FILE A REPORT

It is strongly advisable that reports be made promptly or at least no later than 24 hours from the time when the supposed violation took place. Timeliness is essential in order to guarantee the minor's safety. Please remember that in the event of an emergency the first thing to do is to contact the health services and the appropriate authority, while at the same time, or as soon as possible, informing the Child Safeguarding Officer.

4.3.3. WHO TO REPORT TO

The Child Safeguarding Officer, and if not available or he/she is the suspected abuser, their direct superior.

It remains the duty of J Academy personnel in addition to the other figures of reference for beneficiary minors, to promptly make a personal report to the competent Judicial authorities if faced with an event that he/she considers to involve a crime. In this case the personnel is required to inform their direct superior and/or the Child Safeguarding Officer at the same time.

4.3.4. HOW TO FILE A REPORT

Initially the report should be made verbally, but it must be transcribed as soon as possible onto the specific report form (see *annex 7.5*).

4.3.5. WHAT HAPPENS THEN

The Child Safeguarding Officer of the programme or event, at the time, will analyse the information received and assess the seriousness of the event taking care to inform the Child Safeguarding Focal Point in the most serious cases based on the *report flow chart found in annex 7.6*. The Child Safeguarding Officer will ensure that any urgent measures for the protection of the minor are implemented as well as guaranteeing him/her immediate medical, psychological or social support, based on a local mapping of the services and will prepare a plan on how to proceed in compliance with this Policy and current legislation in the country where the event has taken place, establishing a degree of urgency and the appropriate scheduling.

4.3.6. WHAT MUST BE DONE DURING THE ENTIRE CASE MANAGEMENT

Maintain complete secrecy regarding the report made according to the principle that "only those who are closely connected to the management of the case must know".

Support one's own colleagues, according to one's role, in guaranteeing an appropriate analysis of the situation, based on the indications provided by the Child Safeguarding Officer or the Focal Point.



4.4. CASE MANAGEMENT

The Child Safeguarding Officer is the reference figure identified for each project as the first point of contact for all reports of suspected maltreatment, abuse, exploitation, inappropriate practice or bullying and discriminatory actions against minors. The Child Safeguarding Officer shall promptly inform the Juventus Manager of reference (Head Coach or Area Manager) acting as the Focal Point for the received report.

Generally speaking the Child Safeguarding Officer in agreement with the Child Safeguarding Focal, depending on the seriousness of the case, will be tasked with:

- Acting in compliance with applicable legislation to guarantee the safety of the minors and all the persons involved.
- Decide to mitigate or alleviate concerns, when for example at a first objective evaluation no substantial data has been confirmed.
- Set out a plan of action, along with a schedule, assigning roles and responsibilities for the management of the case.
- Decide along with the competent figures in Juventus or the licensee organisation to initiate the application of disciplinary measures against the person who is the object of the report.
- Assess and draft a report of the case to the Judiciary, Public Safety and Social Service Authorities (regarding the protection of the minors involved) in an emergency and in collaboration with Internal Audit and Legal Departments of Juventus, in any case informing them as soon as possible.
- Keep all the documentation on file throughout the entire process described above, in a safe place and share it confidentially only with the persons who are actively involved in the process.
- Establish an internal plan of action to monitor the progress of the report (including role allocation, tasks and scheduling) and carry it forward to its conclusion.
- Guarantee appropriate feedback and support for the people involved until the active management of the case reaches its conclusion.
- Always act according to the basic principles laid out in this Policy and in accordance with both current international and local legislation.

The Child Safeguarding Officer must promptly involve (meaning within at most 24 hours) **the Manager of the Juventus Academy acting as Child Safeguarding Focal Point** of their project in all cases in which:

- There is no certainty, but there is the suspicion of a situation that is seriously detrimental or abusive of a recipient minor.



- In accordance with current local legislation there is first hand evidence of the crime taking place during the activity or that involves a recipient minor.
- The need must be considered of whether the case should be reported to the competent Authorities (Social services, public safety or Judiciary).
- For measures and decisions that may have any kind of repercussion on the progress of the project, including disciplinary measures.
- For serious violations of the Code of Conduct on behalf of any person operationally involved in the programme.

The Internal Audit and Legal Departments of Juventus are involved in the management of unresolved serious reports by providing support to the i Child Safeguarding Focal Points in their role as decision-makers who bear the responsibility for managing each single case

They are also involved in the receipt of the regular reports related to all the notifications through the monitoring tools adopted.

4.5. DRAFTING THE REPORT

To report a concern or a presumed abuse the reference form included in annex 7.5 of this document should be used. In particular, each report must be filled in:

- accurately and legibly;
- in the primary interest of the minor;
- reporting the exact words of the minor, if possible;
- indicating the date, times, places and contexts when the revelation occurred or the presumed abuse or the discovery of concerning elements emerged, along with any other pertinent information;
- the report should be signed and dated by the person who drafted the report.

The report should avoid:

- using judgemental language;
- expressing a personal opinion, unless it is backed by substantial evidence.

4.6. APPROPRIATE REPORTING MECHANISMS FOR MINORS AND THEIR FAMILIES

While it is essential that all those who work with minors are aware of the phenomenon of abuse, of how they are expected to conduct themselves and the procedures for reporting and managing potential abuses or inappropriate behaviours, it is equally important that direct and indirect beneficiaries of the planned actions (minors, families, the local area and the institutions involved or those within which the intervention takes place) are aware of the company's efforts on this front.



- Because it is their right to be informed about what they can expect from personnel involved in the project and on how inappropriate behaviour may be reported.
- So that they can feel safe and protected in the project in which they are involved and to communicate the commitment of all the personnel in guaranteeing this right.
- To put them effectively in a position to report every concern or discomfort in a suitable and sustainable fashion. To identify with them and from their point of view the risk factors inherent in the projects or services in which they are involved and the various ways these risks can be managed.

Juventus guarantees that in every project the minors and their contact persons are informed of their right to be protected, on what one means by abuse or mistreatment, on how this can happen, on what conduct they can expect from personnel and how to ask for support or flag concerns. For this reason the most appropriate reporting mechanism is put in place (for example the specific person one should turn to, a dedicated phone line, a box where one can post messages, other) and the informative material diversified by age groups, that may be handed out directly to the beneficiaries or used as a guide by the Child Safeguarding Officer to supply the information.

4.7. WHAT MUST BE DONE IF A MINOR CLAIMS TO HAVE SUFFERED ABUSE

Generally speaking youngsters and children are more inclined to reveal concerns about their safety to an adult they trust and who they can rely on. In a football context it is most likely that such a person would be a coach, a member of staff or a volunteer with whom the minor has built up a significant relationship. Minors who suffer abuse often have the need to feel that they are being listened to, in order to be believed and get the abuses to stop.

If a minor expresses concern over the conduct of a member of staff or a volunteer towards them, the person receiving the account must:

- receive any accusations of abuse in a very attentive and competent way by listening, making it easier for the minor to provide his/her account of the problem, rather than interviewing him/her on the details of what took place;
- remain calm and not show any excessive reaction to what the minor is telling them;
- listen empathetically and take everything the minor is telling them seriously;
- be honest with the minor and tell them that it is not possible that the information that he/she has given them can remain secret;
- not make judgemental statements about the person against whom the accusation has been made;
- not contradict the minor, and if anything ask them to be more precise about the information they are providing;
- use open ended and non-specific questions that can help to clarify things, such as "Can you explain what you mean by this?";



- verify the concerns with parents/guardians before making a report unless this may put the minor in danger or further compromise any additional investigation of the case; x
- provide the minor with a few indications of what will happen as a result, how to inform parents/guardians or the competent services - one should bear in mind that he/she could have been threatened and may feel particularly vulnerable at this stage;
- accurately record the details on the report form (see *annex 7.5*);
- transmit the information to the Child Safeguarding Focal Point without taking quick actions that may turn out to be inappropriate;
- reassure the minor that he's done the right thing in opening up, thanking him/her for the trust and the courage shown.

It is important to remember that it is not the duty of the individual operator who receives the account to verify whether the abuses have taken place. It is instead his/her specific responsibility to report any concern, suspicion or certainty of an abuse.

5. MONITORING OF THE APPLICATION OF THE CHILD SAFEGUARDING POLICY

Monitoring and a regular assessment of the Policy and how it is implemented is an essential step in order to be able to effectively guarantee the protection of minors.

Juventus is responsible for monitoring the overall implementation of the Child Safeguarding Policy, using the documented auditing instruments.

Every J Academy project will be subjected to monitoring on regular basis regarding the implementation of the Child Safeguarding Policy with the tools designed for this purpose, in order to assess the progress in the implementation of Policy, identify best practices and areas that could be improved.

Based on the monitoring, an action plan will be drawn up to fill any Policy implementation deficiencies and mitigate any identified risks.

The Policy will be reassessed every three years, or before if there are changes to the pertinent national legislation or in the organisational structures and systems of the J Academy programmes. These reviews will include feedback for personnel and, where possible, the opinions of beneficiary minors, their families and other relevant stakeholders.



6. STANDARD OPERATING PROCEDURES

6.1. MINIMUM CHILD SAFEGUARDING REQUIREMENTS FOR EACH INDIVIDUAL ACTIVITY

This section will provide a description of the procedures that regulate specific contexts in terms of the protection of minors.

6.1.1. SAFETY IN RESIDENTIAL ACTIVITIES

Juventus guarantees respect and full implementation of the current safety legislation in all of J Academy's activities. The premises, the lodgings and the structures supplied are maintained in such a way that the safety and well-being of resident minors are always guaranteed. For those premises Juventus and its Licensees guarantee a written assessment of the risks connected to the use of those premises, even by strangers, and that appropriate measures to mitigate identified risks have been implemented. All personnel and the resident minors must be informed about safety protocols and especially those in response to emergencies.

6.1.2. STAYING OVERNIGHT AND ROOM ARRANGEMENT

Overnight stays are only allowed with the authorisation of the parents/guardians of the minors involved. During these overnight stays the minors must be guaranteed:

- privacy especially during personal hygiene operations;
- clear regulations on living there and the use of common spaces;
- a careful monitoring of electronic devices that avoid exposure to risks;
- supervision and protection by the assigned authorised personnel;
- the safety of the premises;
- the right of children to contact their parents, or other significant figures, if they feel unsafe, distressed or anxious during their stay;
- the possibility that parents/guardians can get in touch with their own children;
- a separation of the rooms hosting girls and boys based on gender.

6.1.3. PREMISES USED AS CHANGING ROOMS

All persons involved are required to monitor minors in changing rooms, balancing this requirement with the right to their own privacy.

It will also be necessary:

- to avoid isolated situations between adults and minors;



- avoid female personnel entering the male changing rooms and vice versa;
- guarantee separate access and specific areas, in the event that the changing rooms and the toilet facilities are used by both adults and minors;
- forbid adults from getting undressed in the presence of minors, or getting changed or taking showers at the same time as minors using the same facilities;
- not place any pressure on a minor who feels ill at ease changing or taking a shower in public;
- forbid the use of mobile phones and/or photographic equipment with a video-recording capacity by personnel, volunteers or the minors themselves;
- deter parents from entering unless it is strictly necessary. In these circumstances, only one parent, preferably of the same gender as the son or daughter may enter the changing room and he/she must inform the coach of their presence in advance. At least one personnel member of the same gender as the minor involved must be present with the parent in the changing room;

6.1.4. USE AND ABUSE OF ALCOHOL OR DRUGS

During the use of the premises, all personnel and minors must not:

- Use, possess or be under the influence of drugs or illegal substances;
- Use or be under the influence of alcohol;
- Be incapacitated by any kind of legal medication, such as prescription or over the counter medicines;
- Supply alcohol or drugs (including tobacco) to minors;
- Where possible, minors should be made aware of the risks connected to the abuse of those substances.

6.1.5. TOURNAMENTS AND AWAY MATCHES

A careful assessment of the details linked to travel related to tournaments and away matches, that includes the transportation and the hotel accommodation, must always be carried out, well in advance, in order to assess and mitigate any potentially connected risks (see *annex 7.7*). The agreed measures can be passed on to the minors involved and to their parents/guardians.

In particular, during the planning stages, it must be ensured that:

- The transportation of minors only takes place in circumstances directly connected to the sport or school activity, with prior authorisation from parents/guardians. This approval must be provided in writing and must contain specifications regarding the reason for travelling, the route to be followed, the means of transport used, the dates and times of departure and return, the details of whoever will be present on the trip besides the personnel.
- When travelling in a group there must be at least one figure of reference, among the personnel, of the same gender as the minors involved.
- All participants are provided with appropriate insurance coverage.



- If it is impossible to ensure the presence of the Child Safeguarding Officer, this function is clearly delegated to one of the members of the staff who is ready to perform such a role.
- The Code of Conduct for the adults and the Behaviour Agreement for the minors has been signed by all participants
- Minors are clear about who they should contact if they are concerned and they are also informed about who the designated Focal Point is and what their role is.
- A member of staff can always be reached 24 hours a day, 7 days a week, as a point of contact, who must always have the list of participants and their details in order to be able to communicate with them and their relative parents/guardians;
- Minors must wear an identification badge.
- There is an initial agreement on lodging arrangements in the event of an overnight stay and the rooms assigned to the technical staff are divided up in a functional way in order to guarantee oversight.
- The staff personnel reach the location of the departure meeting point sufficiently in advance in order to avoid the minors having to wait on their own.

During the away game it must be ensured that:

- It is not possible to access alcohol or drugs in the rooms or any other shared premises.
- Televisions and/or other devices at the minors disposal have active *parental control* systems.
- If health or technical personnel external to the Club are involved, they must always operate in the presence of a member of Juventus' personnel.
- Everyone knows the location of the exits and the emergency procedures.
- In the event that a minor has to stay in a hotel during the away game or the tournament due to an injury or illness, two members of staff must stay with him/her to provide the necessary care.
- In the event of a serious injury, the staff is responsible for ensuring that the minors return to their domicile safely.
- No minor is left alone in the accommodation.
- Time must be set aside specifically with all players to share the details of the activities, reiterate the Behaviour Agreement and to voice any specific needs.

During the away game it will be ensured that:

- The minors have the chance to express an overall assessment of the experience, even through the use of digital tools, and in particular what they have appreciated and any critical issues they may have encountered.



6.1.6. MEANS OF IDENTIFICATION

When providing the service, all persons must wear identification such as branded clothing or badges and show a pass to access the facilities of the Club or its Licensees. During away games identification badges must be worn by the minors involved.

6.1.7. SUPERVISION

All personnel, whatever their role, is responsible for supervising the minors so that they always feel protected and in a safe and monitored environment, and at the same time should encourage them to:

- Positively engage in the sports activity;
- behave in an appropriate manner to the context.

All persons are required to avoid isolated and unsupervised situations with minors and to perform all activities within sight of other personnel. When supervising in accommodation it's advisable that the personnel involved be the same gender as the minor guests. Particular care must be taken in the selection and training of that personnel.

6.1.8. SUPERVISION AND WORKING ALONE

In general one must avoid working alone. At least two adults must always be present when working with minors. If this is not possible, the adults must be able to be seen by other personnel or prefer group activities involving a number of beneficiaries.

A sufficient number of staff members must always be present to guarantee an appropriate level of supervision for the minors, also taking into consideration the context, the ages and the capacity of the minors involved.

The following adult-minor ratio is recommended⁷:

- 1 adult for every 10 minors between the ages of 13 and 18;
- 1 adult for every 8 minors between the ages of 9 and 12;
- 1 adult for every 6 minors between the ages of 5 and 8;

If the number of adults is not sufficient to reach the required level of supervision, the activity will be cancelled. If it is necessary to provide medical assistance, the minors can ask for the presence of an adult they trust.

In order to collect anti-doping samples from a minor specific arrangements and procedures have been drawn up. The minor athletes must be informed that they have been selected for an anti-doping test in the presence of an adult of the same gender and they can choose to be accompanied by one of their adult representatives of the same gender and/or by another minor teammate.

⁷This relationship may be changed based on the new recommendations issued in the wake of the Covid-19 emergency



6.1.9. PRESENTS AND GIFTS

The handing out of presents or gifts by all the personnel operating in the J Academy projects with beneficiary minors is subject to:

- advance authorisation by the supervisor, who should be the person responsible for the project or facility;
- information given to the parents/guardians on what has been donated.

6.1.10. PHYSICAL CONTACT WITH MINORS

All physical contact with minors must be inherent to the sporting activities and related to the minors needs, rather than the needs of the personnel.

In no instance must personnel have contact with minors that:

- involves contact with intimate areas;
- are not justified by sports, health or connected services;
- have a sexual connotation;
- cause pain or anxiety to the minor;
- are not necessary;
- take place against the minor's will, unless the minor is in danger.

In this last instance physical immobilisation must be a final resort, the level of force used must be appropriate to the specific circumstances and its only purpose must be to hold the minor to prevent damage to him/herself or to others and the incident must be reported to the Child Safeguarding Officer or to the coach as soon as possible. As far as possible it will be guaranteed that the support team personnel is divided equally by gender so that the activities involving care or training that involve physical contact are performed by persons of the same gender as the minor. Particular care will be paid to the safe selection and the training of that personnel.

The minors must be encouraged to voice their concerns with regard to any form of physical contact, by whomever (adult or peer), that makes them feel ill at ease or threatened. Even well meaning gestures, such as putting a hand on a shoulder or arm, can, if regularly repeated, raise doubts in observers. As a general principle, adults holding positions of responsibility should never have gratuitous or unnecessary physical contact with minors. A minor's resistance to contact must be respected. For minors with disabilities one can ask for specific support or assistance to guarantee safe inclusion and participation, with clear agreement on what is required. This role, especially if it involves intimate care, is not appropriate for coaches.

Juventus must provide the minors in its Youth Sector and their parents/guardians with information in order to agree on what kind of physical contact will be required within the context of their activities and receive their formal consent.



6.1.11. GENDER DIVERSIFICATION

Reference figures in management, in the technical or support staff of the same gender as the minors must be guaranteed for projects and facilities where beneficiaries are divided by gender. This gender balance will be considered especially for activities that involve night time supervision, away games, monitoring of changing rooms and physical contact (e.g. physiotherapy).

6.1.12. GUIDELINES FOR DIGITAL PROTECTION

Photographs, films, videos and social media are an excellent way to advertise football activities and programmes. They may be used to celebrate results, promote activities and keep people updated. A film may also be recorded in order to analyse and improve performance in compliance with Juventus Guidelines.

Possible risks

- digital communication can easily be misunderstood;
- use or sharing of personal data (for example names, e-mail addresses or phone numbers)
- undesired contacts with adults who have illicit intent (i.e. soliciting) or inappropriate requests;
- sending of offensive or otherwise inappropriate material (e.g. sexting);
- instances of cyber-bullying.

Recommendations to personnel (Juventus and Licensees) and travelling management staff

- No content that concerns a minor can be published on social media and generally speaking on Internet without consent.
- Representatives, personnel and volunteers cannot be "friends" with beneficiary minors using their personal social media, and should instead opt to use the official channels of the programme or event.
- All official communications must be made, where possible, directly with parents or guardians if addressed to a minor, with them copied in.
- Violent, discriminatory or sexually explicit messages, images or videos must never be put online. If one becomes aware of or receives messages of this kind, the fact must be reported to the Child Safeguarding Officer. Likewise anyone behaving inappropriately, with regard to communications, filming or photographs of minors must be reported. The illicit material must NOT be sent to the Child Safeguarding Officer, nor to anyone else since it could be considered a crime. The messages or other materials must not be erased as they may constitute evidence.
- The anonymity of the minor involved in all communications must be guaranteed, even if the publication is designed to positively highlight the qualities of the minor and there is explicit consent by parents or guardians. One should also avoid the publication of all elements that may



easily lead to the minor's identification and localisation (e.g. the home or school address, unscreened text, photos or videos).

- Every time images or videos of minors are used one should assess the potential risk of that material, considering potentially inappropriate usage.
- All personnel and volunteers are required to guarantee appropriate monitoring of minors when using their own and the programme's digital communication devices to ensure that they don't inadvertently expose themselves to the risk of abuse or exploitation through social networks, online gaming, web searches, e-mails, calls or messages.
- The images (both digital and on paper) and the videos must be stored in such a way as to prevent others from unauthorised access and must be destroyed or erased as soon as they are no longer required.

Recommendations to personnel and travelling management staff regarding personnel external to the Juventus programmes.

It may be difficult to monitor and control the media external to the Club. However, a few indications can be provided on how they can collaborate in order to protect the minors:

- Ensure that parents and minors give their consent to the use of their photos/videos, and indicate those who haven't given their permission to the media in advance;
- inform the media that Juventus aims to create a safe environment for all minors explaining their commitment to their protection;
- Ask the media not to take photos, nor to make audio or video recordings of minors that might harm their image or harmful to them (e.g. photos/videos of minors undressed);
- Indicate the areas where access is not allowed and ask the media to respect them, especially changing rooms;
- Ask the media not to publish private information of minors (e.g. the addresses).

The aforementioned agreements should preferably be provided in writing.

6.1.13. VISITORS/MEDIA AND COMMUNICATION REPRESENTATIVES

In order to guarantee the protection of the young male and female athletes the Juventus Academy undertakes to:

- Ensure that the parents and minors give their consent to the use of their photos/videos, and indicate those who haven't given their permission to the media in advance.
- Inform the media of Juventus' commitment to creating a safe environment for all minors and to fighting discrimination and stereotypes linked to racism and sexism.
- Ask the media not to take photos, nor to make audio or video recordings of minors that might



harm their image or harmful to them (e.g. photos/videos of minors undressed);

- Indicate the areas where access is not allowed and ask the media to respect them, especially changing rooms.
- Accompany the media representatives throughout all stages of their visits.
- Ask the media not to publish private information of minors (e.g. the addresses).



6.2. REFERENCES FOR THE CHILD SAFEGUARDING POLICY AND SUMMARY OF STANDARD OPERATING PROCEDURES

References for the Child Safeguarding Policy to be followed and the table summarising the standard operating procedures

References and contacts for the Child Safeguarding Policy		
Project/event	Place (address)	Duration
<i>Organisation responsible for the project/event:</i>		
Child Safeguarding Policy References		
<i>Child Safeguarding Officer (of the event of the project):</i>	<u>Name/Surname:</u>	<u>Telephone</u> <u>E-mail:</u>
<i>Head Coach/Area Manager:</i>	<u>Name/Surname:</u>	<u>Telephone</u> <u>E-mail:</u>
<i>Internal Audit Management and Legal Management Juventus</i>	wb@juventus.com	



Summary table detailing the standard operating procedures			
WHEN		WHAT	WHO
START OF PROJECT	<i>Preparation</i>	<ul style="list-style-type: none"> - Check to ensure that all the forms for each minor are complete (e.g. informed consent, health information, medicine administration authorisation, presence of special needs, medical certificate) and inform the rest of the team that comes into contact with minors of the existence of possible situations that need to be taken into consideration - Verify that information material is available to the beneficiaries and their families - Verify that the contracts always mention the Child Safeguarding Policy 	Child Safeguarding Officer
	<i>Safer recruitment</i>	<ul style="list-style-type: none"> - The personnel employed in whatever capacity in the project, operating with minors, based on the applicable legislation, each year, must agree to the Club possessing every appropriate and clean criminal record . Checks that all the personnel employed in whatever capacity in the project has signed the Code of Conduct - Promotes the constant development of a culture that holds personnel responsible for the behaviour connected to the Code of Conduct, including the compulsory reporting of suspected abuses 	Child Safeguarding Officer
	<i>Training</i>	<ul style="list-style-type: none"> - Check that all employed personnel has taken part in at least one training session on the Juventus Academy Policy. - Makes clear to the team the procedures, roles and responsibilities of each member - Each member of the team knows their role and responsibility within the project 	Child Safeguarding Officer All the staff
	<i>Reporting</i>	<ul style="list-style-type: none"> - Mapping: identifies the services present locally (e.g. Hospital, Public Prosecutor's Office, Law Enforcement) and makes it available to the rest of the team 	Child Safeguarding Officer



	<i>Risk assessment</i>	<ul style="list-style-type: none"> - Fills in the risk assessment template with the help of the technical staff - Designs the activities so that they are safe - Is aware of any special needs of the minors in his/her charge 	Child Safeguarding Officer
	<i>Disclosure notice</i>	Informs the families of those enrolled about the Policy, the reference persons and the mechanisms by which one may report any concerns	Child Safeguarding Officer
	<i>Monitoring and support</i>	Ensures that all the aforementioned procedures and standards are implemented and provides appropriate support for their full implementation	Child Safeguarding Focal Point J Academy
DURING THE PROJECT	<i>Risk assessment</i>	Implements all the mitigation measures in the execution of the activities	All the staff
	<i>Code of Conduct</i>	<ul style="list-style-type: none"> - Monitors compliance with the code of conduct - Respects the Code of Conduct 	Activity contact persons All the staff
	<i>Reporting</i>	<ul style="list-style-type: none"> - Reports all concerns related to the safety of a minor or an inappropriate behaviour to the CSG Officer - Receives a report by a staff member of an episode, of a poor practice, bullying or abuse and manages it consistent with the guidelines contained in the Child Safeguarding Policy - Receives the report from the Child Safeguarding Officer, coordinates the process of analysing the situation and the report management plan. 	All the staff Child Safeguarding Officer J Academy Focal Point



		Ensures that the report is handled according to the standards detailed in J Academy's Child Safeguarding Policy	
	<i>Report management</i>	<ul style="list-style-type: none"> - Guarantees compliance with the guide lines in the management of reports - Guarantees support for the victim 	Child Safeguarding Focal Point J Academy
	<i>Disclosure notice</i>	Informs the beneficiary minors of the Policy, what behaviour they can expect from the personnel and how to ask for support or report concerns	Coach/Child Safeguarding Officer
	<i>Monitoring</i>	Monitors the actual implementation of all the foreseen Child Safeguarding measures and provides appropriate support	J Academy Focal Point
At the close of the project	<i>Assessment of the Child Safeguarding measures applied</i>	<ul style="list-style-type: none"> - Debriefing - Assess the adequacy and the effectiveness of the Child Safeguarding measures implemented, identify best practices and possible areas of improvement 	Child Safeguarding Focal Point J Academy



7. GENERAL ANNEXES

In this section we provide the annexes to the text.

7.1. GUIDELINES AGAINST BULLYING AND DISCRIMINATION

J Academy undertakes to provide an environment that promotes fun, respect, inclusiveness and equality for all those taking part in the organisation's programmes and its Partners.

Bullying is considered a behaviour that no beneficiary minor should experience. The impact that bullying can have on their growth must never be underestimated.

The personnel and the volunteers who witness bullying and cyber-bullying behaviour, must take immediate action in an appropriate manner and report them in writing to their line manager or in the more serious cases to the Child Safeguarding Officer. All members of J Academy personnel and that of its partners are informed of these Guidelines.

Recommendations for J Academy programmes:

- being aware of bullying dynamics and its indicators (*see section 3 Child Safeguarding Policy*);
- not minimize the issue: let the victim know that you are taking what they are saying seriously, creating an active listening and trusting atmosphere;
- encourage communication: avoid taking a punitive and blaming attitude, and instead focus on promoting dialogue and communication.
- develop a real view of the problem, and avoid taking the sides of the bully or the victim. Before taking action, get a full understanding of the problem and the reasons that led each participant to behave accordingly;
- an approach that tends towards mediation should be used to help reach a resolution, but only if there is the informal consent and the agreement of all parties.
- be aware of the minor's emotional experience: try to get the emotions, fears and feelings about what has taken place to surface;
- urge the minor to ask for help from the personnel or one of his adult reference figures if he should find himself being the victim: explain that this is by no means a sign of weakness, it is instead a brave way of bringing the bully out in the open;
- a minor who is intimidated or subject to forms of bullying must be listened to and put at ease, possibly by two personnel members he trusts;
- if what is revealed is considered reliable and, especially if the episodes are reiterated, action is taken regarding the accused minor with a view to re-educating rather than expelling;
- the parents/guardians of both parties must be informed at every stage and of every circumstance;



- the parents/guardians must be encouraged to inform the coaches or other members of the personnel if they suspect that the minor is suffering from any kind of discrimination or bullying;
- involve internal and external experts if necessary in order to manage the situation in the best way possible with the option of providing support to both the parties and the staff;
- the cases of cyber-bullying must always be reported to the Child Safeguarding Officer or to the Focal Point and, if necessary, as soon as possible to the competent Authorities to minimize the risk of circulation of inappropriate material and its consequences. This material must NOT be sent to the Child Safeguarding Officer or to the Focal Point, as this may constitute a crime.

Generally speaking a few suggestions as to how to adjust one's reaction when faced with instances of bullying are provided below:

WHAT NOT TO DO	WHAT TO DO
Act with merely punitive intent	Strengthen the positive conduct of the minors involved and of their resources
Punish the bully and/or protect the victim excessively	Make the victim aware of his responsibility and help the bully to change
"Label" the minors involved	Provide real opportunities for change
Disapprove of the person	The disapproval should address the negative conduct
Humiliate, make sarcastic remarks or threaten	Use clear and transparent communication



7.2. GENERAL CODE OF CONDUCT

All personnel involved in whatever role in J Academy activities has the duty to create a positive and safe environment for the minors they are engaging with.

By signing this Code of Conduct I undertake never to engage in inappropriate or potentially abusive conduct, including:

- 1) hitting, physically attacking or physically or psychologically abusing a minor;
- 2) having attitudes towards minors that - even from a psychological standpoint - may negatively influence their harmonious development and ability to engage in social relationships.
- 3) engaging in conduct that provides a negative example for minors;
- 4) engage in sexual activities or having a sexual relationship with individuals under the age of 18, regardless of the definition of legal adulthood or the legally approved methods of consent recognised in different countries. A mistaken belief concerning the age of a minor cannot be considered an acceptable defence;
- 5) having relations with minors that could in some way be considered exploitation, maltreatment or abuse;
- 6) using inappropriate, offensive or illegal language, equally inappropriate suggestions or providing equally illegal advice;
- 7) conduct myself in an inappropriate or sexually provocative manner;
- 8) establish or engage in "ongoing" contacts with minors, using personal online communication tools (e-mails, chats, social networks, etc.). Only professional online tools and environments must be used that the organisation is aware of and, where possible, the land line and the work mobile phone for telephone contacts;
- 9) allow one or more minors to sleep in one's own home without surveillance and the advance authorisation of one's direct superior, aside from exceptional circumstances;
- 10) sleep in the same room or in the same bed as a minor;
- 11) help minors in activities that are strictly personal without the minor requiring it;
- 12) give money or goods or other benefits to a minor outside the parameters and the purposes set for the project activities and without the knowledge of one's direct superior;
- 13) tolerate or participate in conduct by the minor that is illicit and/or illegal or that jeopardizes their safety;
- 14) act in such a way as to shame, humiliate, diminish or scorn a minor or perpetrate any other form of emotional abuse;
- 15) discriminate.



I also undertake to:

- 1) be vigilant in identifying the situations that may entails risk for minors and know how to manage them;
- 2) refer all concerns, suspicions or certainties regarding a possible abuse or maltreatment of a minor as set out in the *Child Safeguarding Framework* or in this connected *Child Safeguarding Policy* on which it is based, as well as the procedure for managing reports;
- 3) organise work and the workplace in such a way as to minimize any risks;
- 4) be always visible to other adults, as far as possible, while I'm with the minors;
- 5) ensure the spread and maintenance of an open culture that may enable the personnel, the representatives, the minors and those taking care of them to easily raise and discuss any type of subject or concern;
- 6) ensure that any inappropriate behaviour or which might generate abuses against minors do not go undetected nor are tolerated;
- 7) enhance the abilities and skills of the minors and discuss their rights with them, what is acceptable and what isn't, what they can do if any sort of problem emerges;
- 8) maintain a high personal and professional profile;
- 9) respect the rights of minors and treat them with dignity and respect;
- 10) encourage the participation of minors in order that they may also develop their own capacity for self-protection.



7.3. BEHAVIOUR AGREEMENT FOR PARENTS/GUARDIANS

As a parent/guardian I will contribute to the development of a safe and fun environment where minors can play football, guaranteeing to:

- cooperate with and show respect for everyone who takes part in the game;
- promote an honest game and high standards of behaviour;
- accept decisions made by competent officials;
- do not use or tolerate offensive or abusive behaviour or language with/by players or officials;
- appreciate the effort and participation rather than focusing on the performance and the results;
- neither tolerate nor encourage any form of bullying;
- not humiliate nor diminish the minors or their efforts in a match, in a training session or blame them for not winning a match;
- not to physically punish any minors;
- respect the privacy of minors, for example by not entering changing rooms without first speaking to the coach;
- refrain from the inappropriate use of social media, which includes not publishing photographs or comments on minors or their families on personal social media (e.g. Facebook or other websites) without the permission of the parents, as interested parties.

As a parent/guardian I have the right to:

- know that the minors during the activities are safe and protected from all forms of inappropriate conduct or abuse;
- be informed of any problem or concern related to my son/daughter or entrusted minor;
- express my concern about the safety and well-being of my son/daughter or of any other minor to the coach and/or the Child Safeguarding Officer (name, surname and contact)
- expect that my concerns be promptly managed and addressed in the most appropriate manner if necessary involving the competent Authorities.

NAME:

DATE:

SIGNATURE:



7.4. BEHAVIOUR AGREEMENT FOR MINORS

(Version for minors 11 - 17 years old)

Playing football, training and playing in matches and tournaments should always be a safe and amusing experience for young kids.

That's why it is important to be clear on behaviour that we expect from everyone.

By accepting to take part in the activities of the Juventus Academy, it is important you understand and agree with this Behaviour Agreement.

In taking part in the football activities I have the right to:

- have fun and develop my football skills;
- feel safe and happy;
- be protected from inappropriate behaviour, by adults and my peers that make me feel uncomfortable or sad;
- speak and be listened to, especially if I have concerns or don't feel safe;
- know where to go to ask for help and who to speak to if I'm afraid or worried about something;
- receive assistance in the event of an accident or injuries.

I also undertake to:

- create and maintain a playing and training environment that is pleasant and respectful of everyone's right, whether male or female;
- respect my coach and my teammates;
- play in a fair way;
- shake hands with the other team's players and the referee at the end of the match;
- ensure that I'm on time for training sessions, the matches and any other football activity;
- inform my team manager/coach of any injuries or medical conditions before or during the activities;
- respect and help my other peers to take part fully, behaving as a model of sportsmanship;
- respect the dignity, values and the point of view of my peers;
- never use vulgar, racist, homophobic, discriminatory or offensive language towards anyone;
- not use social media (Instagram, Facebook, Snapchat, Twitter, TikTok, WhatsApp, etc.) to offend, wound, or upset anyone, for example by spreading negative comments or private images without any consent.

I'm also aware that if anyone is behaving inappropriately, if I feel uneasy or in danger I can always talk about it with _____ (name, surname, and contact of the Child Safeguarding Officer) or with any adult figure who I trust within the project.

These figures will listen to me calmly and serenely and will help to put an end to the situations that concern me or make me feel upset.



(Simplified version for minors aged 6 - 10)

Playing football, training and playing in matches and tournaments should always be a safe and amusing experience for young kids.

That's why it is important to be clear on behaviour that we expect from everyone.

By accepting to take part in the activities of the Juventus Academy, it is important you understand and agree with this Behaviour Agreement.

Playing football I have the right to:

- have fun and always learn something new;
- feel safe and happy;
- be protected from all behaviour by older people and by my playmates that don't make me feel happy;
- speak and be listened to, especially if there is something that saddens me;
- always have an older person who I can ask for help or advice, if I'm worried about something or for one of my playmates;
- be looked after if I hurt myself.

I also undertake to:

- respect my teammates;
- respect my coach;
- play in a fair way;
- shake hands with the other team's players and the referee at the end of the match;
- be on time at training sessions, matches and other activities;
- immediately tell my coach if someone hurts themselves or if I need help or if someone is behaving badly;
- respect and help the other children to take part fully, behaving as an example of sportsmanship;
- respect the values and opinions of other children;
- not use vulgar or offensive language, even on social media, and not exclude my companions.

I'm also aware that if anyone is behaving inappropriately, if I feel uneasy or in danger I can always talk about it with _____ (*name, surname, and contact of the Child Safeguarding Officer*) or with any adult figure who I trust within the project.

These figures will listen to me calmly and serenely and will help to put an end to the things that concern me or make me feel upset.



7.5. REPORTING FORM

Reporting form	
Name of the person collecting the report: Position: Organisation they belong to:	Location: Date of the report:
The report concerns: Possible abuse or concern for the safety or the well-being of a minor <input type="checkbox"/> YES - <input type="checkbox"/> NO The behaviour of an adult <input type="checkbox"/> YES - <input type="checkbox"/> NO	
Level of risk <input type="checkbox"/> High <input type="checkbox"/> Medium <input type="checkbox"/> Low	
Details of the minor or the adult to which the concern refers Name: Age: Contacts:	Any specific needs of the minor of the person that is the object of the concern:
Name of the parents/guardians of the minors and relative contacts:	
Reason for the concern/ What happened:	
Any physical signs or behaviour noticed in the minor:	



Details of the minor's account:

Who else is aware of the accident or the concern? Are there other people informed or involved in the event that is the object of the concern?

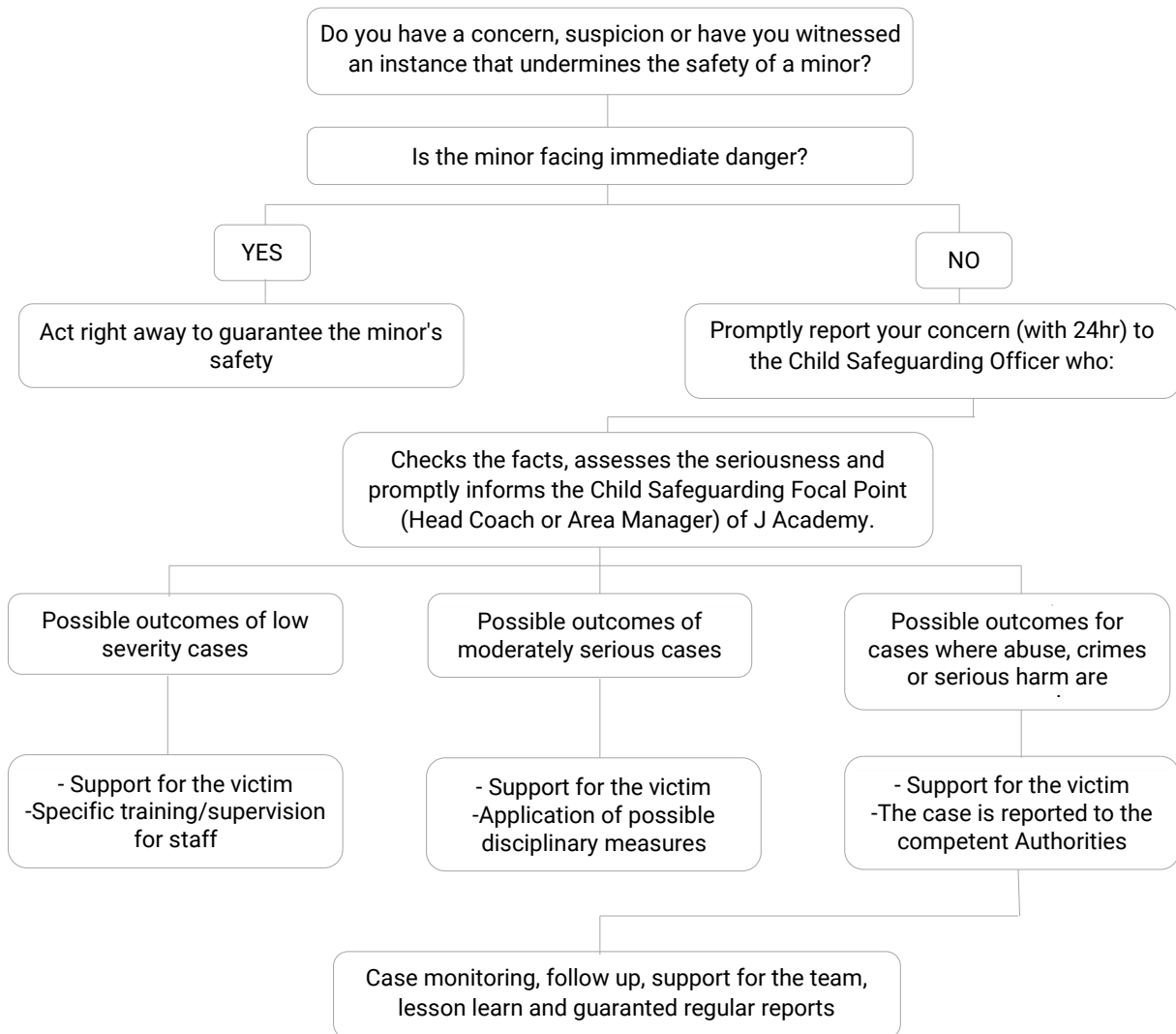
What type of support has been offered and what actions have been undertaken up to now?



7.6. REPORTING PROCESS FLOW CHART

The following flow chart summarises the main steps for a prompt and appropriate management of a concern or a suspected inappropriate conduct.

Who can file a report? Anyone: J Academy or Licensee/Partner personnel or representatives, who have a concern or suspicion regarding the safety of a minor or an inappropriate conduct.





7.7. CHECK LIST FOR TOURNAMENTS AND AWAY GAMES

<p>Purpose of the trip:</p> <ul style="list-style-type: none"><input type="checkbox"/> Competition/ Tournament:<input type="checkbox"/> Training:<input type="checkbox"/> Other (<i>please specify</i>):
<p>Planning:</p> <ul style="list-style-type: none"><input type="checkbox"/> Where<input type="checkbox"/> When<input type="checkbox"/> Who (staff/travelling management staff/athletes)
<p>Communication with parents/guardians</p> <ul style="list-style-type: none"><input type="checkbox"/> Send information and details on the destination and lodging (address/phone number)<input type="checkbox"/> Share Name and contact number of the Child Safeguarding Officer with the parents/guardians and the players.<input type="checkbox"/> Share arrival and departure times<input type="checkbox"/> Share details of the transportation used<input type="checkbox"/> Share details on the sporting competitions/s<input type="checkbox"/> Share the list of the equipment that players need to bring with them<input type="checkbox"/> Signed consent document<input type="checkbox"/> Information on health conditions (including allergies), any disabilities or ongoing medical therapies<input type="checkbox"/> Tools for <i>child safeguarding</i> ready (template for the report, disclosure notices, consents, etc.)
<p>Transportation</p> <ul style="list-style-type: none"><input type="checkbox"/> Sharing the arrival and departure times (sharing the times with parents/guardians and what happens if parents/guardians do not make the appointment in time).<input type="checkbox"/> Check the appropriateness of the transport vehicles to be used<input type="checkbox"/> Check that the drivers have seen and underwritten the Code of Conduct<input type="checkbox"/> Arrange the appropriate insurance coverages

**Hotel accommodation**

- Type of accommodation (hotel, hostel, etc.)
- Carry out an advance inspection of the facility and assess risks (if possible)
- Special diets, food allergies
- Ensure that the facility is suitable for the group, including any needs connected to disabled minors (this may also include the need for board and lodging for the travelling management staff)
- List of rooms
- Accommodation for accompanying adults

Preparing the athletes

- Provide information on local language and traditions (e.g. customary behaviour and dress)
- Currency of the country
- Local telephone numbers and contacts that need to be known
- Briefing on the procedures and the references concerning the Child Safeguarding during the trip (e.g. name and contact of the appointed Focal Point)

Supervision and management of the technical staff

- Numerical ratio foreseen between technical staff and minors
- Clearly establish the responsibilities of the technical staff

Documentation

- Travel tickets
- Passports and visas
- Documents relative to scheduled hotel and transportation bookings (flights/trains)

Insurance

- Civil liability
- Injuries
- Medical

**Emergency procedures**

- First aid
- Specific medical information available to players when necessary
- Information on local health emergency contacts, hospitals, etc.

Arrival

- Verification of the rooms and meal times
- Planning of group meetings
- Verification of procedures with the technical staff
- Clarification of any rules (for example the time for returning to one's room at night)