

ANNUAL REPORT 2021





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Official app Royal Belgian Football Association





FOREWORD

2021 was a year of many faces. Once again, COVID-19 held football firmly in its grip for almost the entire year. This had a major impact, in both sporting and financial terms. Football may well be the biggest activity in our country. If our sport disappears, it will have serious consequences for clubs, players and fans, for pros and amateurs, for young and old. The empty stadiums, the empty cafeterias and changing rooms are something we will not quickly forget.

The Red Devils finished No. 1 in the world rankings for the fourth year in a row and secured their qualification for a major tournament for the fifth consecutive time. An incredible achievement for a small footballing country like ours. We may not fully realise its value until several years to come. Nevertheless, it could have been better. We were unable to capitalise on our status in the European Championship and in the Final 4 of the Nations League. Fortunately, major events follow in quick succession, with new group matches in the Nations League and of course the World Cup later this year.

Women's football is growing and flourishing. With the Red Flames at the top, who will be playing their 2nd European

Championship this year. But also at the grassroots level, with an increase of more than 20% in the number of girls playing football. We predict that women's football will continue to grow in the coming years. There is lots of enthusiasm and as a Football Association we will continue to invest in this segment of our sport that is so important to us.

The Association has been completely revamped as an organisation in recent years. Integrity and good governance are the foundations on which the renewed RBFA is built. In 2021, another new and significant step was taken with two independent directors joining the Board of Directors. The importance of this is threefold. As the largest sports association, we must allow external control. We want to be open to knowledge outside of football. And last, but not least: we want to integrate diversity in our operations. This diversity does not only apply to our Board of Directors, but to everyone, on and off the pitch. Our team is more diverse than ever and this is something we are keen to demonstrate.

What's more, the renewed RBFA is genuinely tangible since the new Basecamp in Tubize became fully operational. The

influence of the move on our operations is, in a word, all-important. It is the ultimate meeting place where everything to do with football comes together. The new working environment provides a major cultural change, which has an inspiring effect on everyone.

Financially, COVID-19 hit us hard once again. Nonetheless, we came out the other side in good shape. It is reassuring to see that we are a healthy organisation with a solid financial reserve. We have had to draw on this reserve again to steer our sport through this crisis and provide support to the clubs. Despite the financial impact of more than 7 million Euro, our sporting achievements, together with strong commercial growth, have enabled us to end the year with a positive result of 5.4 million Euro. This profit is now being fully reinvested in developing our sport.

We are on the eve of one of the most important sporting periods in our existence. The World Cup is coming up and we want to qualify for the Final Four of the Nations League. The UEFA Women's EURO is a significant event for our Red Flames. The challenges are greater than ever. We are very much looking forward to tackling them head on!

PETER BOSSAERT
CEO RBFA

ROBERT HUYGENS
PRESIDENT RBFA

01

EVERYTHING YOU EVER WANTED TO KNOW ABOUT THE RBFA

What is the Royal Belgian Football Association? What do we stand for? What is important to us? What is our mission? And above all: what did we achieve in 2021? You can read all about it in this annual report.

FACTS & FIGURES

300,000

matches per season

1,709

stewards

9,723

members of the 1895 Official Belgian Fan Club



CLUBS

3,774

CLUBS

- 3,014 - Voetbal Vlaanderen
- 719 - ACFE
- 41 - RBFA

FORMAT

- 1,881 - football
- 1,283 - mini-football
- 581 - futsal
- 29 - offer multiple disciplines



MEMBERS

542,387

** Some sums may be higher as members may compete in more than one format or federation*

MEMBERS

- 320,773 - Voetbal Vlaanderen
- 217,783 - ACFE
- 4,688 - RBFA

FORMAT

- 523,678 - football
- 18,318 - mini-football
- 17,265 - futsal

AGE

- 275,748 - adults
- 266,639 - youth

GENDER

- 495,558 - men
- 46,829 - women (+21%)

NATIONALITY

- 504,257 - Belgian
- 38,130 - other

MEMBERSHIP TYPE

- (At least) 370,000 players
- 26,000 coaches
- 5,000 referees
- 12,400 club directors

EMPLOYEES

214 EMPLOYEES

42 AVERAGE AGE

GENDER

(+32%) FEMALE (+7%)

68% MALE



LANGUAGE

44% FRENCH

56% DUTCH





THE FOOTBALL FAMILY

The Red Devils have topped the FIFA world rankings since September 2018. Having the world's best national men's team is and remains an immense achievement for a small nation with 11 million inhabitants. It makes our Red Devils perhaps Belgium's strongest brand and best-known export product. Our national women's team, the Red Flames, increasingly find themselves in the limelight, while women's football continues to gain ground all over the world. Thanks to our national role models, more and more boys and girls are choosing to play football.

At least as important as the top of the football hierarchy is the much broader base of professional and amateur

footballers. Together with our regional associations, we organise competitions, develop football and support the clubs in all series and departments: professionals and amateurs, girls and boys, on the pitch and in the sports hall, from the U6 through to the veterans. The levels may differ; the football experience itself, that is just as intense in every case.

Like us, our regional football associations, Voetbal Vlaanderen and ACFF, have their own committees and commissions. This means they too can add regulations to the rules of the game. Lastly, we engage in close consultation with the Pro League, which represents the professional football clubs.



1895
THE RBFA WAS FOUNDED IN 1895, IN CAFÉ LE COQ TOURNÉ, NAAMSESTRAAT 16, BEHIND THE ROYAL PALACE IN BRUSSELS.

FIFA®

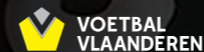
FIFA (Fédération Internationale de Football Association) is the worldwide football association we jointly founded in 1904, which organises world championships for national teams and clubs.

UEFA

UEFA (Union of European Football Associations) organises all European tournaments for clubs and national teams, and the qualifications for the European and World Championships. The RBFA was one of the founding members of UEFA in 1954.



The Royal Belgian Football Association manages Belgian amateur and professional football at the national level, together with the two regional associations. We set the rules at national level and take care of the administrative and sporting organisation of Belgian football.



Voetbal Vlaanderen is a regional, independent association that manages amateur football in Flanders.



The Association des Clubs Francophones de Football manages amateur football in the French and German-speaking part of our country.



The Pro League represents professional football and unites all Belgian professional football clubs.



MISSION
To organise and develop football

AMBITION

We want to reach everyone through football. Our mission is to organise and develop football in Belgium so that it remains not only the most popular sport, but also the most exciting and inclusive one.

ONE MISSION, FIVE VALUES

The Football Association's mission is to organise and develop football in Belgium. As a modern association, we serve as a role model. This means our values determine our actions. Our aim is to anchor these values in our DNA, so they form the guiding principle of our daily lives:



1. SPORTSMANSHIP

- Wanting to win and being able to lose: that is the essence of sport. We set the bar high, also in terms of fair play. This is how we make football better together and enjoy the pleasure of playing.



2. INTEGRITY

- As an open and transparent organisation, we want to ensure football remains fair and honest. That is why we serve as an example by being a reliable and loyal partner to everyone, internally and externally.



3. INCLUSION

- Our sport transcends differences in backgrounds and opinions. We actively work on increasing diversity and connecting people. Our sport is a mirror of society.



4. TEAM SPIRIT

- Football is the team sport par excellence. We realise that we depend on our team mates to achieve success both on and off the pitch. That is why we join forces to collectively serve as ambassadors for football.



5. SERVICE-ORIENTED

- To achieve optimal results and maximum impact, we build lasting relationships with all our stakeholders. As a modern organisation, we remain available, accessible and customer-oriented.



02

THE SECOND HALF AGAINST COVID-19

Even in a year when people on every continent of the world could not leave their homes without a face mask, football goes on just as life does. As a national Association, we did our utmost to continue fulfilling our mission during the pandemic: organising football where we can and developing it where we must. We are happy to report on our and your year of football.



THE SECOND YEAR OF COVID-19

In January 2021, the RBFA crisis unit had to cancel the planned restart of the amateur competitions. Amateur football was heading for a bleak 2020-2021 season. National competitions for men and women could resume. Later, we welcomed fans back to the stadiums. The postponed European Championship made up for a lot, although it remained a tough year for non-professional footballers.

AMATEUR FOOTBALL WAS HIT HARD BY THE HEALTH CRISIS

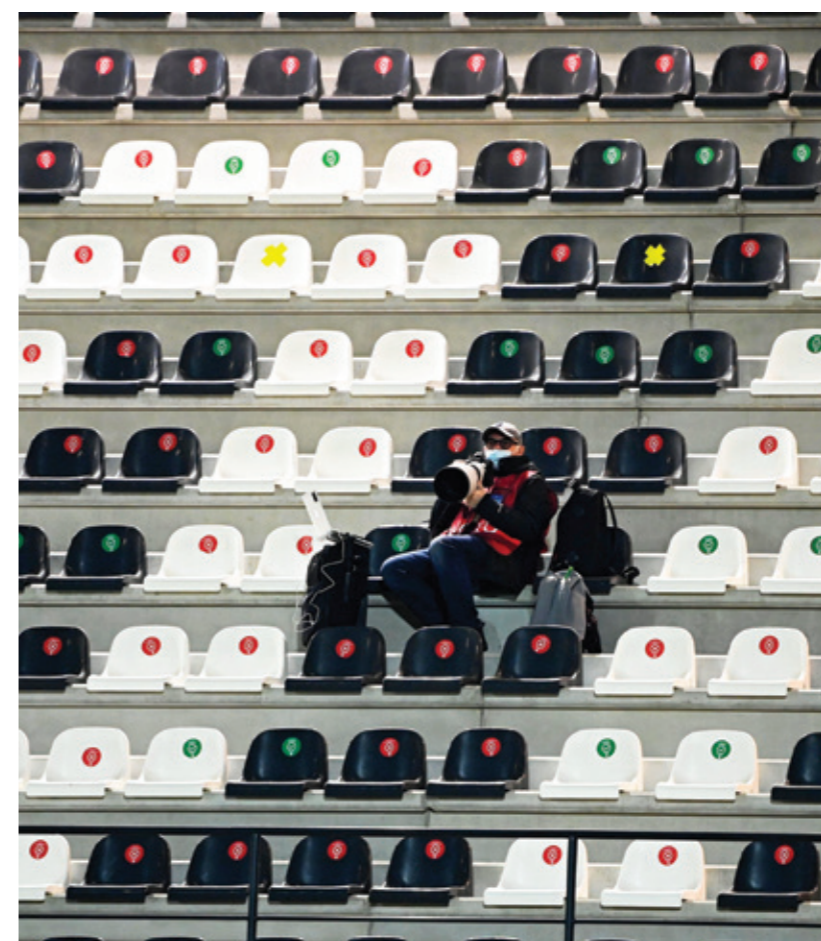
The fact that the amateur competitions had to be stopped for the second consecutive season also had legal consequences, for the restart for example. Players have the opportunity to change clubs every year, even if no matches are played. Clubs may also undergo changes or merge. To manage the impact of the competitions being halted on all these issues, we set up a crisis unit again. The decisions it takes must also be anchored in regulations. This ensured we were able to start the new season after the summer without any problems. There was only one legal procedure in 2021. That is very little compared to the previous year, when there were a great many disputes. At the time the competition was forced to stop just before the final phase. At the beginning of 2021, it went much smoother!

PROFESSIONAL AND INTERNATIONAL FOOTBALL: COST CONTROL

No matches were played with any spectators in the spring of 2021. What's more, in January, all league matches for players over 12 years of age were stopped. This was the situation until the end of the season. Therefore, the RBFA, together with the regional associations, decided to grant the clubs and members exemptions from association contributions for four instalments that still had to be paid. Of course, those who cannot play a competition do not have to pay any contributions. Moreover, we also had to play all our international matches scheduled in the spring, such as Belgium - Wales, Belgium - Greece and Belgium - Croatia, behind closed doors. That was a pretty heavy blow for us. September was not exactly a



PROFESSIONAL MEN'S AND WOMEN'S MATCHES CONTINUED TO TAKE PLACE.



success either. In November, we saw slightly more fans return to the stands. Still, many did not come to the stadium, possibly out of fear of the virus. We saw this phenomenon at many professional clubs: a sold-out stadium could not be taken for granted. So the impact of COVID-19 was extremely serious. Revenue from ticket sales for our

national teams was significantly lower than budgeted, as were the association taxes that professional clubs pay to the Association on their own ticket sales.

THE EUROPEAN CHAMPIONSHIP MADE UP FOR A LOT

To top it off, this was the case for the second year in a row. In the

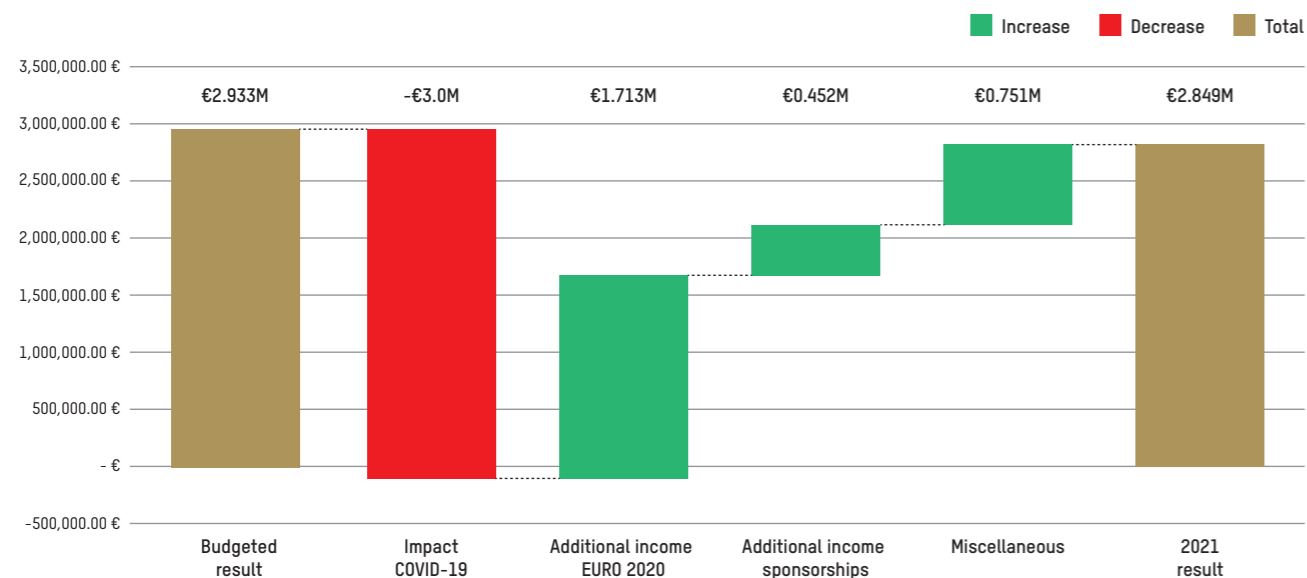
2020 calendar year, we incurred an accounting loss of about 6 million. Fortunately, in 2021 we had the European Championship 2020, which had been postponed. That ray of hope was more than welcome. In the end, the Red Devils made it to the quarter finals and we were left with some 5.4 million Euro. This is slightly more than initially budgeted. Unfortunately, UEFA had to reduce the prize money. It also suffered from a loss of income. The authorities did not allow full stadiums here either. Fewer ticket sales, less hospitality, fewer TV rights and additional costs due to the postponement of the European Championship led UEFA to significantly reduce the tournament's prize money. We lost 2.8 million Euro from the initially proposed amount. What's more, we also incurred higher costs in order to comply with all the COVID-19 protocols, including the many COVID-19 tests. Calling up a wider squad also increased our costs. The postponement of the European Championship could, however, partly compensate for the loss of the previous year. But of course it would have been much better if we all could have played football.

LESS EXPENDITURE

Cost control was a necessity for us. We did not play all our matches in the large King Baudouin stadium. Belgium - Wales was played in Leuven. Fewer spectators, of course, means fewer costs. We also cancelled matches of our youth teams for health reasons, among others. Instead of playing matches abroad, we organised training sessions in Belgium. Finally, during the first six months, we resorted to temporary unemployment for some of our employees. As of July, all our employees were back in full-time employment.

A MAJOR FINANCIAL IMPACT

COVID-19 also left its mark financially. Fortunately, this does not stop us from continuing to invest in our sport and remaining healthy in this area as well.

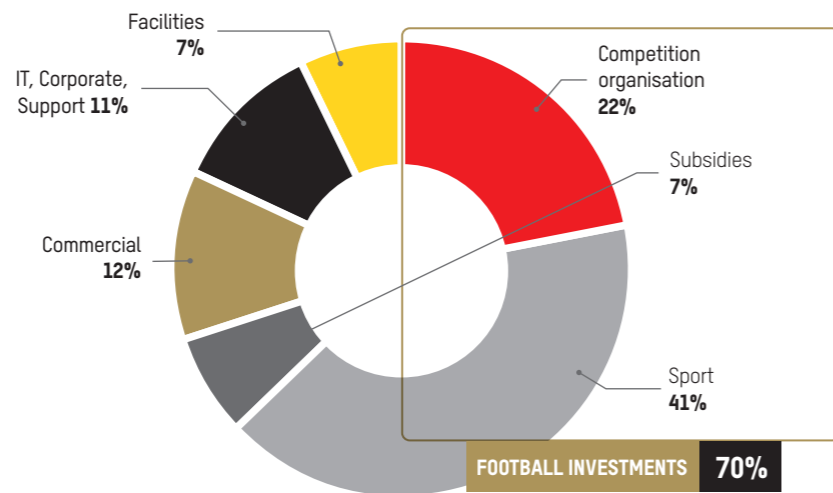


FINANCIAL RESULT IN LINE WITH EXPECTATIONS, DESPITE COVID-19!

Our consolidated result for 2021 is a profit of 2.9 million Euro. As we mentioned earlier, the impact of COVID-19 was partly offset by EURO 2020. Moreover, because our commercial results continue to grow year after year, we were still able to achieve the budgeted result.

FOOTBALL FIRST, ALSO IN OUR COST STRUCTURE

In 2021, we invested 70% of our resources in our core business: football. More than 40% of the budget was spent on our national teams, from the Red Devils to the U15 girls, and on education. We also invested a large part of our resources in organising our competitions: 22% went to insurance, referees and everything related to the disciplinary field. The subsidies received by our regional associations were used, among other things, to support our clubs, set up new formats and invest in education for



our coaches. The remaining 30% was spent on overhead costs. Due to COVID-19, the sale of some buildings was delayed, which meant these costs were higher than we had budgeted.

BREAK-EVEN, REGARDLESS OF THE EC

As in previous years, in 2021, we were

able to allocate some costs to funds created with the profits of the 2018 World Cup. As a result, the final profit to be distributed amounted to 5.4 million Euro, which is exactly the same as our result from the 2021 European Championship. This shows that, despite the major impact of COVID-19, the RBFA is breaking even.



CONTINUED GROWTH WITH OUR PARTNERS

As a non-profit organisation, we reinvest every incoming Euro in football. Every year, we can count on the valuable support of our partners from a wide range of sectors: from food to transport, from clothing to telecommunications, from finance to entertainment. Thanks to their contribution, both financial and material, we have more resources to accomplish our mission. Here are some of the campaigns and achievements that we were able to realise with our partners in 2021.

WELCOME HERBALIFE NUTRITION!

As the Association's nutrition partner up to and including 2025, Herbalife Nutrition resolutely opted to become the main partner of the Red Flames and the eDevils.

This is a powerful statement of faith and confidence in the future of women's football. Thanks to Herbalife Nutrition we are able to make additional investments in our women's sport and in our eSports Academy, with which we aspire to be the world's best!



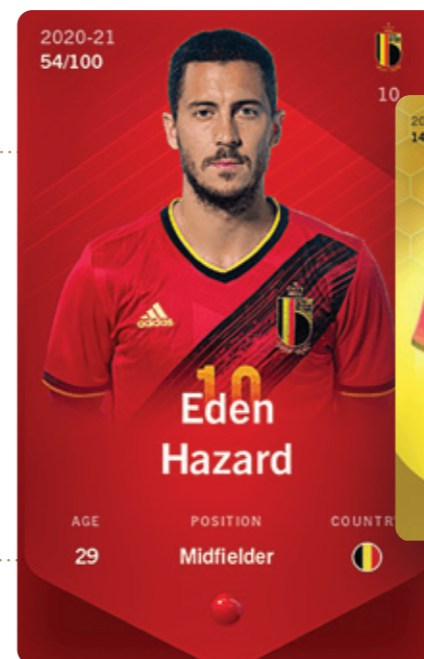
VIP AREA

In order to be able to receive our invitees, partners and special guests in optimal fashion during the matches of our national teams, we upgraded our VIP area. From now on, our VIP area will no longer be located in, but next to the stadium, in a large tent, with more space, higher quality and more networking opportunities! In short, a true number one experience.

BRUSSELS AIRLINES

Our national airline remains a loyal sponsor of the Red Devils. The Trident is our flagship aircraft that, disguised as a Red Devil with its inseparable trident, allows our national football heroes to soar through European skies. That is how we jointly spread our wings and string together the victories.

Welcome on board!



SORARE

Our partnership with SoRare is pretty 'rare' in that it makes us one of the first football associations to embrace the innovative world of NFTs (Non-Fungible Tokens: digital proof of ownership). SoRare creates digital cards of players to collect and exchange. With the cards, you can take part in tournaments, the so-called Fantasy Football Games, against other collectors.

PATRICK IS ALSO STAYING PUT

August 2021 proved to be a very important month for our long-term operations. The RBFA, our PRD (Professional Refereeing Department) and the sportswear brand Patrick extended their cooperation until 2026. Patrick thus remains a loyal clothing partner of our referees and will continue to equip our match officials.



03

SPORTING RESULTS ON ALL LEVELS

The Red Devils, still ranked number one in the world, played the Final Four of the Nations League in 2021, reached the quarter-finals of the European Championship and qualified for the World Cup as group winners. The Red Flames continue their run-up to the European Championship in 2022 and qualification for the World Cup in 2023. The U21 men's team played a virtually flawless campaign towards the European Championship. Together with Roberto Martínez, not only national coach of the Red Devils, but also technical director, we look at the performance of the Belgian national teams in 2021.



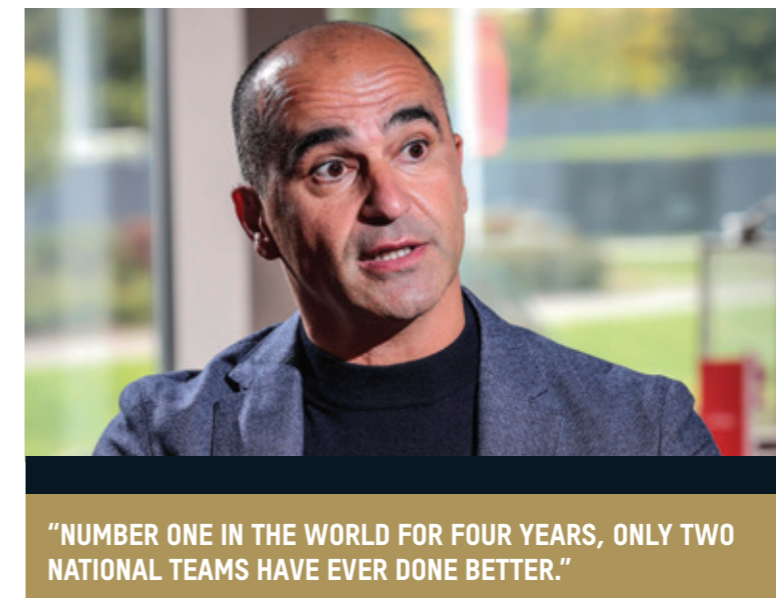


THE RED DEVILS: EVEN A NUMBER ONE CAN DO BETTER

Eliminated by overall winner Italy in the quarter-finals of the European Championship. No victory in the Nations' League. But a convincing qualification for the World Cup! The Red Devils have had an intense year, Roberto Martínez confirms: "At the European Championship, we eliminated Portugal and then fell just short of Italy, the eventual winners of EURO 2020. Furthermore, we were in the Nations' League Final Four. In Italy, we played a fantastic first half against France, but in the end we gave the victory away. Since then, our focus has been on the World Cup."



Martínez also points out that our national men's team finished 2021 as number one in the FIFA World Rankings: "And we did so for the fourth consecutive year! Perhaps we do not realise and appreciate that enough right now. But that realisation will come in a few years, when we look back. If you examine the context of international football, you have to conclude that only two national teams have ever been able to hold the number one position for more than four years. Brazil lasted almost nine years, and Spain won two European

Cups and the World Cup as number one. We are next and do better than all the others. France, Italy and Germany have never done that. Performing is one thing; maintaining a consistent performance is another. The world ranking is measured on the basis of the results over two years. You have to keep winning. We finished among the best eight at the EC. Only two teams earned more points in the world rankings. We provided that consistency by beating Brazil in the World Cup and qualifying for the Final Four of the Nations' League."



"NUMBER ONE IN THE WORLD FOR FOUR YEARS, ONLY TWO NATIONAL TEAMS HAVE EVER DONE BETTER."

FIFA RANKING MEN 2021

1		Belgium	1,828.45 points
2		Brazil	1,826.35 points
3		France	1,786.15 points
4		England	1,755.52 points
5		Argentina	1,750.51 points
6		Italy	1,740.77 points
7		Spain	1,704.75 points



PREPARING UP-AND-COMING TALENT

The year 2021 raised concerns for Martínez in his role as technical director, especially for younger footballers: "2021 was a challenge for football, just as it was in our lives. Missing out on international football for a year can have major consequences when you are around 16 years old. That is why we have thought a lot about and worked hard for the younger age groups. We wanted to make sure they could continue to develop, because they are our future."

The RBFA is doing all that is necessary to ensure that the

young generation's path to normal circumstances runs as smoothly as possible. Martínez: "With the national U19 youth team, we were able to challenge other large associations and national teams. The current golden generation of Red Devils sets the bar high. It is therefore important that we prepare the youth in time for that demanding level. The U19s defeated England and Portugal, and also took on France. We have an effective structure that prepares our young players to potentially evolve to the U21s and later the A team."

THE RED FLAMES: FOCUS ON THE EC AND QUALIFICATION FOR THE WORLD CUP

Our women's football has also had a good year, Martínez believes: "Some of our Red Flames are continuing to develop at their clubs, looking forward to the European Championship in 2022 and fighting for their place at the World Cup thanks

to some fine victories in 2021." We also made great progress with the U23s, where we are working on increasing their professionalism. Martínez: "Hopefully this will also translate into a further rise up the World Ranking in 2022."



FIFA RANKING WOMEN 2021

1	United States	2,109.09 points
16	Iceland	1,834.53 points
17	Switzerland	1,832.74 points
18	South Korea	1,817.62 points
19	China	1,814.22 points
20	Belgium	1,808.13 points



WOMEN'S FOOTBALL IN BELGIUM: THE WORLD AT THEIR FEET

How is women's football doing in our country? "More and more women appear to love football, as never before have there been so many female football players on the Belgian pitches," says Katrien Jans, our women's football manager. We look forward to the 2027 World Cup with great anticipation. Will we make it as a co-organising country?

GROWING AT THE GRASSROOTS LEVEL

When we launched our women's football plan in August 2019, we had 38,500 registered footballing girls and women in Belgium. We want to see this number double. The first six months were very promising, but then COVID-19 brought all activities to an end. Fortunately, this was followed by an impressive increase and so, since our plan was launched, we have about 46,800 girls and women playing football. That is equal to growth of just over 21%: a satisfying leap!

A LOVE OF FOOTBALL OFTEN STARTS AT SCHOOL

In order to grow at the grassroots level, we visit schools with a coach to introduce girls to football. We have already registered more than 143 schools and held 130 introductions. In addition, in association with clubs, both from the Scoore Super League and amateur football, we organise the 'Love Football Cups'. Schools can register for girls to participate in an introduction. These cups remain low-threshold: they



KATRIEN JANS

are not aimed at winning, but inspired by fun. We want to introduce girls to football and hopefully make them want to join a club and play matches. In this programme, we also have four Red Flames ambassadors, two Dutch-speaking and two French-speaking: Shari van Belle and Elena Dhont on the Flemish side and Lola Wajnblum and Lisa Lichtfus on the French-speaking side.



AN INCREDIBLE IDEA!

The Incredibles, the family with super powers from the popular animated films, also turn out to be fantastic football coaches! The UEFA Playmakers project is aimed at our target group of girls aged 5 to 8 years, i.e. beginners. With the help of technical experts, UEFA borrowed these characters to use them for training. The story of the film is told through football training

sessions and used to teach certain principles of football. Attacking or defending is not explained literally, but is incorporated in the story. So when the coach says: "Imitate Dash", the young footballers start sprinting. In this way, they subconsciously learn football techniques through storytelling, and they enjoy it too. Children learn about football in an accessible, playful way. The results are impressive. With sessions in 22 clubs, we have reached more than 1,000 girls. 70% of the girls who participated had never played football before.

MONTH OF WOMEN'S FOOTBALL

During September, after a long period with little sporting activity, a national campaign ran on women's football. We highlighted all aspects of the sport, at all levels, from youth to elite. We shared content on female coaches and referees. We visited clubs and met fans. For example, we put women's football in the spotlight for a whole month, with invitations for them to sign up for a course to become a female coach or referee. A particularly pleasing and unexpected effect of our campaign was that clubs spontaneously adopted the concept and copied our poster. A lot of clubs showcased women's football.

THE NATIONAL YOUTH TEAMS: DOING WELL DESPITE EVERYTHING

Until September 2021, we had not been able to do much with the youth.

Due to the lack of a base from the previous year, we started right at the beginning: scouting, putting together new squads, etc. It was an intense job, which we are now gradually completing, so that we have a good basis and can work towards the next few years. For example, we now have the same framework from the WU15s to the A-squad: a nutritionist, video analysis, a physical coach who works with the girls and who teaches them all the principles from an early age, so that they know what is expected of them as they develop.

21.8%
GROWTH SINCE
THE START OF THE
PROGRAMME IN 2019



We have also set up a team of promising players, the WU23s. Until a few months ago, we had WU15s to WU19s and the A team. But for a 19-year-old girl, the step to the A team is quite big. So now there is a complete WU23 team to bridge that gap. They are gaining experience at the international level. For example, together with other countries from the top 10 in Europe, we have provided a friendly competition format. Whenever the A team plays, the WU23 team also plays against top countries such as Sweden, Norway, the Netherlands, Spain, Italy, so they can experience matches at the highest level.

MORE WOMEN IN FOOTBALL, ALSO AMONG THE COACHES

We want more female coaches. That is why we are organising a course with a dozen Red Flames and four ex-Flames with the aim of obtaining a UEFA A diploma. We hope that all fourteen participants can remain part of the football system and pass on their experience to the young girls and the clubs. We want to organise this course every two years to have more female coaches.

A MAKEOVER FOR THE COMPETITION'S HIGHEST DIVISION

The Scoore Super League competition has been totally revamped. We have developed our own branding to make it a real brand, just like we did with the Red Flames eight years ago. This time we could count on our commercial partners Scoore and ING. The league has a new website and new social media channels. Since last season, one match a week has been shown live on Eleven. By now, everyone knows that live women's football can be seen every Saturday at 14:00.

**THREE
NATIONS.
ONE GOAL.**



THE WOMEN'S WORLD CUP IN 2027 IN THE NETHERLANDS, GERMANY AND BELGIUM?

It remains our ambition to host the World Cup together with the Netherlands and Germany. So, we jointly applied to host the Women's World Cup partly here in Belgium in 2027. We are currently in the start-up phase. We will only find out from FIFA whether or not we will get to host the tournament in a year and a half. The Netherlands has already hosted a UEFA Women's EURO. Germany is big enough to organise a World Cup itself, but Belgium isn't. So this is a unique opportunity to do so with Germany and the Netherlands. It would be a great catalyst for the development of women's football in our country. In 2021, our Red Flames played a friendly triangular tournament against the Netherlands and Germany to showcase our candidacy. In addition, we will host the 2023 WU19 European Championship. Then Europe's eight best WU19 teams will come here to play the European Championship. Let us hope this will prove to be a taster for a successful World Cup 2027 in our region!

AMBER TYSIAK AND HANS VANAKEN ON THEIR BREAKTHROUGH YEAR WITH THE NATIONAL TEAMS

In 2021, two players from our national teams proved that a year full of restrictions is also a year full of opportunities. Both Red Flame Amber Tysiak and Red Devil Hans Vanaken made their breakthrough with the national teams. We asked them what they remember about the year and how they view the future.



What do you remember most about 2021?

Amber: The friendly match against the Netherlands in February immediately springs to mind. I was really thrown to the lions. We got our butts kicked with a 1-6 defeat. But it was my debut match with the Red Flames. The fact that I got the chance, and against the Netherlands, was an extraordinary experience for me. That's why I remember that in particular!

Hans: I view 2021 as the year of my breakthrough with the Red Devils. After the European Championship, people looked at me with scorn. I haven't always had the chance to show what I can do. So then people judge you, which might not be entirely justified. Until I performed well twice in a row in the qualifying matches for the World Cup in September, against Estonia and against the Czech Republic, and that perception changed completely. I am glad I was able to show how I can

really help the national team. It restores your confidence as a player.

Amber, you joined the Red Flames in February 2021. How long had you been looking forward to that?

Amber: I did dream about it when I was about 19 years old. If I compared myself with other youth players, I didn't think I really stood out. I wasn't told I was really talented at first, or that I would make it. But then I realised that with hard work and a lot of perseverance, I could make it to the high potentials. When I succeeded, it happened step by step. Then came the realisation that it was actually possible.

Hans, you have been playing football for about 25 years. Did you have big ambitions as a teenager when you debuted at Lommel?

Hans: The ambition has always been

there. I hoped to achieve something as a footballer. As a little boy, I followed the 2002 World Cup in Japan and South Korea. I dreamed of also standing there one day. But whether it would work, I couldn't know, of course. You soon realise that you are one of many and only a few are chosen.



"WHEN I FOLLOWED THE WORLD CUP IN 2002, I HOPED TO BE AT A FINAL TOURNAMENT ONE DAY. I'M GLAD I SUCCEEDED!" (HANS)

But the ambition didn't go away. I've worked hard and given up a lot for it. And finally, I did it!

What does representing Belgium mean to you?

Amber: It's a great honour! Being part of the selection is so extraordinary. And being allowed to play is even better. When you are called up and you see your name, you realise that you are one of the best players in Belgium. That is a very special feeling.

Hans: I am proud to play for my country. The first time, in September 2018 against Scotland, was obviously exciting. I felt overwhelmed, being part of a group of stars. I hope that I can and may represent Belgium for a long time to come. It is the most fantastic thing in the world for me.

Amber, at 21 you were playing in the national team, in 4th place for the Golden Boot and being referred to as the discovery of the year. Did it all start to go to your head?

Amber: Oh, no. (She laughs.) I am actually a very introverted person. Talking about myself in a very positive way is not something I find easy. I know my qualities, but certainly also the areas I need to improve in. I keep a close eye on them. I have had the chance to prove a lot and I always crave more. But I certainly don't let it all go to my head.

Hans, how do you explain that of all the Red Devils you have made the most progress in the past year?

Hans: First of all, I have been given the opportunity to prove myself. The World Cup qualifier against Belarus was important to be selected for the European Championship later on. Fortunately, it went very well and I was able to score twice. (It ended 8-0.) Then came the European Championship, which was a disappointment for me. Of the five

matches, I only sat on the bench once and in the stands four times. That is frustrating and something you would rather not experience. If you only play two minutes at a European Championship, you cannot show much. Fortunately, in September things changed completely. As a result, I was allowed to play more minutes in the subsequent matches. Everything depends on the opportunities you get. So, 2021 started with a disappointment for me in the national team, but ended brilliantly.

What were the other highlights of the rather challenging year, 2021, for you?

Amber: The match against Armenia ending 19-0 in November! I scored a hat-trick as a central defender! I think that's rather unique. In the context of the 19-0, that might not say much, but the fact that I scored three times as a defender is exceptional. Our match against Poland, the last one of the year, is another event that comes to mind. We had a very good collective performance (4-0). We showed how well we can play football and that we can beat a strong team like Poland. It was a great match, both for the spectators and for the players. After the defeats against top countries at the beginning of the year, we still ended 2021 on a positive note. Poland may not be a top country like the Netherlands or Germany, but it is not at the level of Albania or Kosovo either.

Hans: Our national title with Club Brugge! Becoming champion in your own country is the best thing you can do. And that I was able to score in the Champions League in five consecutive matches. It's great to be in the statistics like that. Not that it should be so important, but it does give you a good feeling.

What do you both expect from 2022?

Amber: Becoming champion with the club (OH Leuven)! We are currently (10 February 2022) in first place with one point more than Anderlecht. I want to

"WE HOPE TO GO FURTHER AT EURO 2022 THAN WE DID IN 2017!" (AMBER)



achieve that objective. In addition, I am of course looking forward to the European Championship in England. I hope that I am selected and if so, that I will also be able to play. And I hope that we will do better as a team than in 2017, so get at least one round further. But when you start playing a European Championship, you just want to win it!

Hans: With Club, I hope we can become champions again. And at the end of the year the World Cup is on the programme. I'm keeping my fingers crossed that I will be there.

What is your advice to young footballers with talent and ambition?

Amber: Keep believing in yourself. In the youth series, I was not always the most talented. I didn't stand out. But by working hard and believing in myself, I got there. 'Hard work beats talent when talent doesn't work.' I have carried this quote with me all my life!

Hans: Work hard and listen to your coach. The coach will give you good advice and help you progress, so that you become a better footballer. And what's more: have lots of fun playing. Because if you don't enjoy it, you won't make it. So, have fun, work hard and listen carefully!

GOOD LUCK, AMBER AND HANS, AND MAY YOUR HOPES COME TRUE!

04

INTEGRITY ABOVE ALL

We are still one of the best teams in the world in our sport. Like our national teams, as an Association we want to continue to lead the way. We strived for this in 2021 by modernising our administration and by focusing more than ever on fair play on the pitch, both for our professional and amateur players, for our referees and supporters.

BETTER GOVERNANCE FOR A BETTER FUTURE

As a mirror of society, the world of football evolves alongside it. Our Football Association should not only follow this evolution, but be one step ahead of it. Since 2018, we have worked hard to grow into a modern organisation. And because we are well aware of our responsibility as a role model, we are committed to transparency and diversity at all levels, including on our Board of Directors.

NEW STRUCTURE AND OPERATIONS

Before 2019, the RBFA consisted of two separate legal entities: a non-profit association and an unincorporated association. We drastically simplified this structure in 2019 by integrating the unincorporated association in the non-profit association. This meant we could limit the risks of unlimited liability for our clubs and our board, without affecting our clubs' involvement. We were also able to safeguard the tax regime of the non-profit association.

INTERNAL AND EXTERNAL CONTROL

Our operational activities are audited every year. To this end, we have collaborated with our partner GUBERNA, the Belgian Institute for Directors. They promote corporate governance in companies and organisations, and share their knowledge and expertise in order to put it into practice. GUBERNA not only takes care of our external audit, but also helps us to get to grips with the areas for improvement. Meanwhile, each body within the Association also evaluates its own operations. They must report to the Board of Directors and the General Assembly.

FOCUS ON DIVERSITY

At the end of 2019, we strengthened our General Assembly with six new faces from the wider world of sport. The following year, we also recruited new members, both men and women, from

diverse backgrounds and age groups for the various association bodies and committees. Ultimately, in these bodies we want to combine a broader range of competencies so they reflect the diversity in society more closely.

UPDATING FEDERATION RULES

In 2020, our new federation rules came into force. This is the cornerstone of the organisation of Belgian football. The rules were completely revised by a working group consisting of employees of the RBFA, Pro League, Voetbal Vlaanderen and ACFF, under the supervision of KU Leuven. The drafts were discussed with all our football stakeholders.

COMPLIANCE OFFICER ENSURES PROPER OPERATIONAL MANAGEMENT

Like any organisation or company that takes itself seriously, the Football Association has internal guidelines: on how we work and cooperate, how we treat colleagues and external contacts. Since 2020, our Compliance Officer has been there to position these guidelines within a framework and be alert to risks such as fraud, conflicts of interest or corruption. His task is to provide support and raise awareness among all employees. In this way, we can cultivate the right reflexes to detect such risks and intervene in time.

A FIRST: TWO INDEPENDENT DIRECTORS

In June 2021, we made history with the RBFA by adding two independent members to our Board of Directors: Pascale Van Damme and Paul Van den Bulck. This recruitment process involved a well-considered approach. First, we compiled a clearly defined profile for potential candidates. The two new, independent members of the Board of Directors had to have an impeccable track record. So for once, we were not looking for the best people from the football community, but for talented individuals who have earned their stripes in other sectors of our society. From now on, our board will no longer consist solely of members with a role in football. This first represents an important step for our sport, which reflects society. We aim to strengthen the diversity and range of competencies in our Board, increase external control and bring on board a fresh view of the organisation and the development of Belgian football!

ANTI-MONEY LAUNDERING LEGISLATION ALSO APPLIES TO US

Since July last year, like all professional clubs, we have been subject to anti-money laundering legislation. The anti-money laundering legislation is based on European regulations that apply to very specific sectors: banks, law firms and notaries, the diamond sector and, since 2021, professional football. Among other things, the law requires us to carry out risk analysis on business partners in order to exclude the possibility that funds received originate from illegal activities, tax havens or are linked to the financing of terrorism. In the event of suspected fraud or dishonesty we are obliged to report it to the public prosecutor. Meanwhile, we have already had contacts with the Federal Public Service Economy, which has to implement this legislation. This will allow us to optimise the way we work in accordance with the new framework.



PAUL VAN DEN BULCK AND PASCALE VAN DAMME



A FAIR SPORT FOR ALL

All those on the pitch are expected to play the game fairly. As a modern association that serves as a role model, we attach great importance to our values and monitor compliance with them. That is why we have taken the necessary steps in the past year to ensure the integrity of our sport, to better monitor the health of professional clubs through the licensing system and to support amateur football.

INTEGRITY AS THE BASIS OF FAIR SPORT

With our task as a Football Association to promote football in all its forms, we are committed to the principles of fair play and sporting integrity. It is essential for our efficient operations and for the sport's reputation. Through our integrity programme, we want to inform as many football clubs and football players as possible about what match-fixing is, how it can occur and the corresponding

regulations that exist. We focus on prevention and want to reach as many people as possible. We do this mainly by giving presentations to all national teams, referees, professional football clubs and amateur clubs.

A large part of our activities focus on amateur football. This is where the vast majority of reports about possible match fixing originate from. We are convinced that the greater good in football and

in any sport is the integrity of the competition. Once integrity has been lost, and the result of a match is not determined by those 22 people on the football pitch, the credibility of the league is completely lost as well. This has become apparent in professional football in recent years, but we will do our best to ensure this filters down to the lowest level. To this end, in 2021, with the support of the European Union and UEFA and in cooperation with

four other football associations, we prepared anti-match fixing presentations with a special focus on amateur football. We trained dozens of people in both Flanders and Wallonia to give these prevention presentations, all over the country and down to the lowest level. We will continue to send our people out to hopefully reach every club in Belgium over the next two or three years.

A NEW PROFESSIONAL LICENSING SYSTEM THAT PUTS THE HEALTH OF OUR CLUBS FIRST

Because the clubs were hit particularly hard by the pandemic, we want to support as many as possible, even in difficult times, to ensure their continuity. We adapted our licensing system in 2021 with this objective in mind. The licensing system safeguards the financial management of professional clubs and ensures fair competition. In this regard, clubs must fulfil a number of obligations, such as paying their players on time, paying social and fiscal charges and respecting obligations towards other clubs. However, the usual annual audit of each club's financial records is no more than a snapshot. For this reason, the system has been supplemented with a flashing light model, which involves continuous monitoring and intervenes when there is an alert. This means we can encourage clubs to focus on sound financial management throughout the year. At the same time, we can intervene more quickly and impose sanctions on the clubs if necessary. Our sanctioning powers have increased so that we can impose fines, deduct points or take other measures.

With our closer and constant monitoring, professional clubs should be able to operate within their means and be less likely to encounter any

surprises. As a result they will avoid severe sanctions whereby they risk losing their licence. Professional football is the Licensing Committee's main concern. Nevertheless, this department also focuses on the upper echelons of amateur football, as these are teams that could also become professional. Through this procedure, we help them by providing advice and support to run a healthy and sound business.

A FINANCIALLY HEALTHY AND SUSTAINABLE FUTURE FOR AMATEUR FOOTBALL

The amateur football clubs have faced major challenges for several years, which the COVID-19 crisis clearly brought to the surface once more: it remains difficult to develop the sport in a financially sustainable way. That is why the RBFA, Voetbal Vlaanderen and ACFF took the initiative, in association with PwC, to conduct a large-scale study of Belgian amateur football. The main conclusion is that there is a need for transparency in the way players receive compensation. Moreover, there is no clarity in the tax regulations, which means that the amateur clubs do not have legal certainty.

We set to work on this and after a great deal of political consultation in recent months have reached an agreement with the NSSO on a new, transparent remuneration framework for amateur football players. We are convinced that these initiatives will have a positive impact on amateur football in Belgium and we want to take advantage of the current momentum to move forward as quickly as possible. In concrete terms, this means that we will continue to elaborate the initiatives in the coming months, so that the changes can take effect from the 2023-2024 season.



REFEREEING: CERTAINLY NOT A YEAR FOR A SENDING OFF

Our referees perform well at home and abroad. We continue to make progress. We see this in the promotions and the statistics. For example, the percentage of correct decisions at key moments on the pitch has evolved from 85% to 89%. Stephanie Forde, Operational Director Professional Football Refereeing Department: "There is still room for improvement. It is something we are going to seriously invest in. As a result, VAR operation can be optimised, so that less time is lost and correct decisions can be taken more quickly. Furthermore, the education and transition of talented referees from amateur to professional football must improve, so that we have more referees of the highest level in professional football. Finally, our external communication could also improve: we would like to offer people greater insight into our operations and bring refereeing closer to football."

NOT AN EASY YEAR

The pandemic put our professionalism to the test in 2021 too. In the second half of the 2020-21 season, many activities were cancelled: education, seminars and courses. In addition, a great deal of flexibility was required from everyone, for example to replace sick colleagues at the last minute. This in turn entailed twice as much administrative work. Devising new protocols in situations that were

constantly changing also required additional efforts.

POSITIVE ASPECTS

Fortunately, there were lots of positive developments in our operations in 2021, such as the many meetings that can now take place online. Less travelling, which saves us time and has a favourable impact on our budget. Technology has surfed along on this social development and

has also been incorporated in the education we provide. This resulted in an improvement in the way visual material is presented as well as the quality of interactions with dozens of participants. Furthermore, during this period we drew up a new policy plan for Belgian women's refereeing, with the aim of having all matches in the women's top league led by female referees and of climbing the UEFA rankings.

VAR: AVOIDING WASTED TIME

In May 2021, the measures again gave us room to physically carry out our activities. This allowed us to train new VAR and A-VAR referees by the start of the new 2021-2022 season. Saturday 17 July was a new milestone for VAR in the RBFA's history. For the first time, VAR analysed a match from the brand new VAR Replay Centre located in our new association building in Tubize. This is unique in the world, as nowhere else is VAR integrated in a football association's main premises. However, VAR operations were criticised. This is why it is being optimised so that less time is lost and the correct decisions can be made more quickly. On average, VAR now corrects 85% of wrong decisions. This leads to 98% of final decisions being in line with the



STEPHANIE FORDE

expectations. On the technological front, the Referee Department continues to invest in order to develop and apply new technology to benefit football. From the eleventh match day of the Jupiler Pro League, VAR was able to use 3D offside line technology, which significantly reduces the margin of error.

RECRUITMENT AND TRANSITION

What's more, for the first time in 10 years, we launched a large-scale

campaign to recruit national referees. Together with Voetbal Vlaanderen and ACFF, we started a recruitment campaign for 700 new referees. Anyone who feels called upon to join the referee corps in Belgium can apply. In addition, we are also focusing on educating referees and we want a smoother transition of talented referees from amateur football to professional football, where we need more referees of the highest level.

PROMOTIONS GIVE BOOST

In terms of quality, too, our referee corps is doing much better than in previous seasons. Several (assistant) referees were promoted to the Jupiler Pro League and internationally our situation looks a lot brighter. We now have a second referee in UEFA Category 1 and the first Belgian designation in ten years for a group match in the UEFA Champions League has become a reality. Promotions give everyone a boost and spur us on to do even better.



05

TOGETHER AT HOME IN OUR BASECAMP

On the following pages, we would like to show our new home base, talk about working at the Royal Belgian Football Association and let the manager of our football centre have his say. Welcome to Tubize!

BEATING HEART OF BELGIAN FOOTBALL

Without a doubt, the big move to our campus in Tubize on 15 October, was an undeniable highlight of the year. A brand-new complex, modern and ecologically designed with all the necessary facilities and technology. The new building is equipped with spacious offices for hybrid use, a restaurant, an auditorium, two gyms and brand new changing rooms. The centre also includes a four-star hotel to accommodate athletes, partners and guests. In the coming years, the high-quality football pitches around the building will be supplemented by additional pitches and a new grandstand ... We finally have a fully-fledged national football centre!

SURROUNDED BY FOOTBALL PITCHES

Our 13-hectare site breathes football. Around the buildings there are five football pitches in natural grass, two in artificial grass, one pitch for beach soccer and two pitches for street

football. We are literally in the middle of the football pitches, which bustle with activity. Everyone has a view of them and is thus involved. There is always a match or training session going on somewhere. It means that everyone on our campus will immediately feel connected to

our core business: football. Both the national A teams and national youth teams will train at the centre, as well as domestic and foreign professional clubs and other associations. Preparation matches and international tournaments for national youth teams, coach and



referee education, talent scouting and all kinds of other football tournaments also take place here.

MEETING PLACE WITH TOP FACILITIES

Our entire Association is brought together at our new football centre. The new offices, henceforth the association's administrative headquarters, also house the sports departments of the RBFA, Voetbal Vlaanderen, ACFF and our Refereeing Department. The building is fully in line with our values of collaboration and team spirit. We have abandoned the stereotypical office environment and adopted a hybrid working style, with free seating office space for all. This gives colleagues the opportunity to meet each other and work on projects together. The coffee corners, terraces with a view of the pitch and our Skybox restaurant are also ideal places for encounters. The team of chefs led by Bartel Dewulf, the chef for the national teams, prepares delicious and healthy meals for our staff and visitors. Moreover, we have a stunning new auditorium and can also use our campus as a conference centre. Our new centre is a place that connects people and moves football forward! Here we can use the facilities worthy of a team that is number one in the world.



A HEALTHY SPORTS ENVIRONMENT

In the new football centre, environmental awareness and sustainability are just as evident as a healthy working and sports environment. Solar panels and later a wind turbine serve as energy sources. Our water basin should supply sufficient

water to spray our fields. And part of our vehicle fleet is hybrid. We are also trying to introduce environmentally conscious reflexes in small, everyday habits, such as drinking filtered tap water. Finally, there is our own gym, where all our employees can keep fit!



A MODERN EMPLOYER

We want to be a modern and dynamic employer that offers opportunities to everyone on the labour market. We promote diversity and inclusion both on and off the pitch. The skills of each potential new colleague and complementarity with the existing team constitute our main recruitment criteria. This allows us to create diversified and high-performing teams, regardless of origin, sexual orientation, religion, age, physical disability or financial status. In addition, we are committed more than ever to the physical and mental well-being of all our employees. We want to evolve from being a good employer to a dream employer.

A NEW CULTURE

Our HR policy is interwoven into every aspect of our strategic plan. We have aligned our approach with the four pillars of our strategy. In the past year, we have focused on cultural change. We started from the point of view of each employee and his or her journey within the organisation. It does not matter whether it is a long or a short journey, or whether it concerns a volunteer who checks in from time to time. It is about responding to the needs that arise.

FEEDBACK AND FLEXIBILITY

The support provided by the management to their team and directly to each employee is of great importance.

Managers are accessible, so you can turn to them, with good news or problems. We value an effective feedback culture, so you know where you stand today and what you can achieve. Because everyone deserves the chance to grow.

We introduced a new, hybrid model for our "Work at home" policy. We opted for a flexible system with the possibility of working from home up to 60% of the time. We also encourage our employees not to drive to and from work during rush hour and to flexibly check in and out. It means you don't arrive at work irritated from traffic jams but relaxed and in a good mood. This all leads to greater efficiency.

FEELING GOOD AT WORK

In our new Basecamp in Tubize, we give absolute priority to the physical and mental health of all our employees. We have our own gym, where everyone can keep fit and even take part in a session with the physical coach of our Red Flames. We also conduct medical check-ups on site. To promote mental well-being, we set up an Employee Assistance Programme, whereby people can ask for psychological help at any time. You can also contact them for legal advice and support. Our chefs in the restaurant focus on healthy food to give the inner man and woman a healthy boost.



WHAT DO OUR EMPLOYEES THINK?

What is our colleagues' opinion about working at the RBFA? To keep its finger on the pulse, the HR team organised a comprehensive Employee Experience Survey in 2021. In it, we invite colleagues to talk about the culture, management, development opportunities and the association's COVID-19 policy. Based on this input, we can continue to work on the actual

needs of our organisation, and not on theoretical rules that state how things should be done. After that, a group of ambassadors was formed, consisting of people from all the different departments who jointly prepared the move to the premises in Tubize. For example, we worked together on a clean desk policy and on organising the move. Working with all the departments on one common goal was an incredibly instructive experience.



SOME KEY FIGURES FROM THE EMPLOYEE EXPERIENCE SURVEY:

- 96% OF EMPLOYEES ENJOY WORKING AT THE RBFA.
- 95% FEEL THAT THEY HAVE SUFFICIENT AUTONOMY.
- 80% ARE MOTIVATED, INSPIRED BY MUTUAL COOPERATION AND THE VARIETY.
- THE THREE KEY WORDS THAT ARE MOST OFTEN LINKED TO THE RBFA ARE: OPEN, INNOVATIVE AND SPORTING.



FORMER PROFESSIONAL FOOTBALLER AXEL LAWARÉE MANAGES OUR SITE IN A PROFESSIONAL MANNER

As a former professional player at domestic and foreign top clubs, Axel Lawarée is well versed in our beloved sport and has seen many stadiums up close. He applies this valuable experience in his current job, which he performs with great enthusiasm and passion. In 2018, he became manager of the Belgian Football Centre. In his role as Director of Operations, Lawarée has the task of managing the development and design of the pitches.



What a stunning campus, Axel! What is your job like here in Tubize?

Axel: Very intensive! Our campus is closed maybe 4 or 5 days a year. This means an almost constant presence and responsibility, on weekdays and weekends. It is our job to run and keep the centre open. We open it at 7:00. The time we close the barrier and activate the alarm depends on what's on the agenda. So it could just as easily be at 22:00 or 01:00. There are activities during the day and in the evening, during the week and at weekends.

A sustainable approach is part of the Association's new culture. How is that translated into your management of the centre?

Axel: We consistently pursue this ecological approach and mindset here. This also applies to the maintenance and treatment of the turf. Harmful herbicides are out of the question. The centre decided this even before the authorities imposed restrictions on its use. So weed control is performed manually. For a domain spanning 13 hectares, that's a mammoth task. From March to September, it is a particularly intensive task for our maintenance

teams, who also look after the football pitches. When deterioration was detected, we used to be able to identify the defect and treat it with the right chemical. Today we are ahead of everyone else by no longer using 'medication', but only natural products. We spray the grass with 'vitamins' or 'good fungi'. They protect it from bad fungi. This natural approach is more challenging and time-consuming. But sooner or later, this will become the normal way of working. For us, it is already self-evident.

Can the infrastructure effectively meet the needs of everyone?

Axel: As a national football centre, our turf welcomes all the national teams (Flames, Devils, youth teams) and all referees, both professional and amateur, who come here to train, there are scouting matches and training sessions. This all happens on our pitches and requires thorough planning. Therefore, we ask each department to communicate their wishes and schedule. For example, we first draw up an internal annual schedule for the Football Association. On top of that, there are requests from other clubs that do not have the

necessary infrastructure and want to rent a pitch. Many other clubs regularly or sporadically come here to train and make use of our catering and other services. It means we can also make our centre more profitable. We receive lots of visitors too, and our partners and sponsors like to organise events here.

AXEL LAWARÉE (Huy, 9 October 1973)

Player career:

1990–1996 RFC Seraing
1996–1997 Standard Liège
1997–1998 Sevilla FC
1998–2001 Excelsior Mouscron
2002–2004 SW Bregenz
2005–2006 Rapid Vienna
2006–2007 FC Augsburg
2007–2010 Fortuna Düsseldorf
2010–2013 RFC Hannutois
2013–2014 Richelle United

Coaching career:

2014–2016 Standard Liège
(sporting director)

Honours:

2003 Top scorer in the Austrian Bundesliga (SW Bregenz)
2005 Austrian Bundesliga national champions (Rapid Wien)

06

UNITED AGAINST DISCRIMINATION AND RACISM

Just as in our society, discrimination has no place in football. Exclusion on the basis of skin colour, religious belief, gender, sexual preference, physical or mental characteristics or any other difference is unacceptable. Therefore, the RBFA set up a working group consisting of 20 experts with the necessary knowledge of discrimination. This steering group has led to the formation of a new action plan against racism and discrimination in Belgian football, both on and off the pitch: Come Together was launched on Zero Discrimination Day, 1 March 2021. We are working with Voetbal Vlaanderen, ACFF and the Pro League in a working group set up especially for this purpose. Our action plan itself is also very diverse: it ranges from raising awareness to sanctions.



COME TOGETHER: MULTI-FACETED CAMPAIGN

In 2021, we started working on our Come Together plan. Our new inclusion manager, Samia Ahrouch, ensures effective implementation of the action plan. In the meantime, we have made important steps with Come Together, but there is still much work to be done. We must and will remain focused on this battle! This is another reason why we are taking a clear stance on respect for human rights and the working conditions of foreign workers in Qatar, where we will be participating in the 2022 World Cup. We are using the World Cup platform to exert pressure for change. This tournament can play an important role as a lever for more and more sustainable improvements.

RAISING AWARENESS

In order to draw up our plan, we brought together 20 people from all levels of amateur football with the help of an external agency: players, coaches, referees and experts from outside the football community. We brainstormed with them about the problem of discrimination and racism in football. Their input and university studies served as the basis for drawing up the plan, which consists of five pillars:



- 1 We listen to people on and off the pitch who are affected by racism.
- 2 As a mirror of society, we want to represent everyone in the Football Association.
- 3 We want to educate every group in football about diversity and how to tackle discrimination, by focusing on prevention and raising awareness.
- 4 We measure our actions so that we can monitor the impact and evolution of complaints and subsequent sanctions.
- 5 We communicate about our plan to make everyone aware of the different forms of discrimination.

HEARING 32 MONTHLY RACISM REPORTS

You have to start by listening, so we set up a Diversity Board, consisting of 13 external experts, who advise on and guide the action plan. Together with Voetbal Vlaanderen and ACFF, we called on people to report any form of discrimination over the past year, which eventually happened: of the hundreds of reports we received in 2021, an average of 32 per month were related to racism on or alongside

the pitch. We are also fully committed to the reporting point, including a 'Come Together button' on our website and in our app, as well as an accessible reporting form.

EDUCATION AND SANCTIONING

During the course of last year, we organised workshops on discrimination and racism, in which 188 club members and 185 referees actively participated. The referees were able to report any

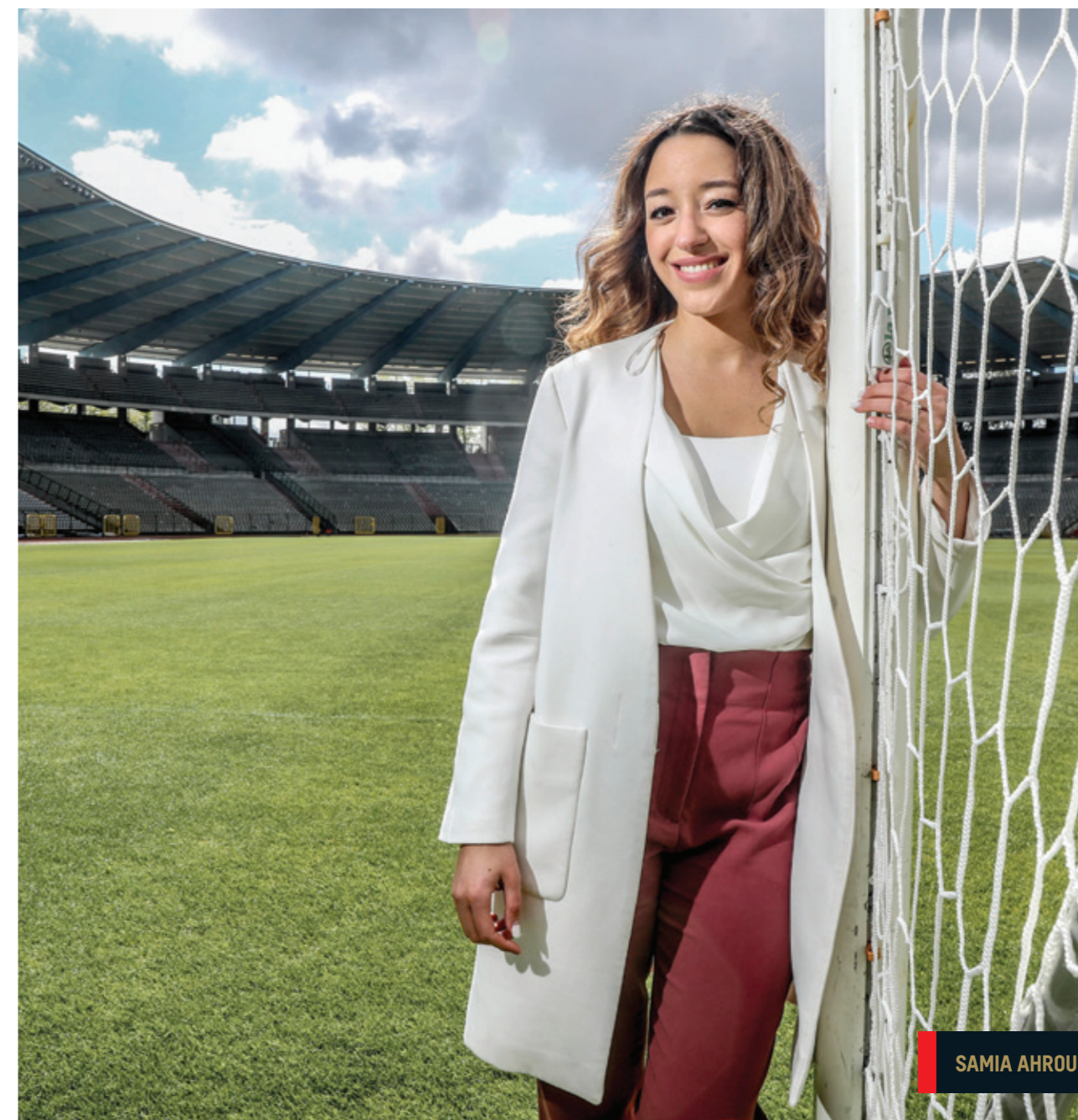
discrimination incident they identified on the specially adapted referee sheet. More than 200 reports were received through this channel. All reports are screened and in the first phase are approached remedially. Repeat offenders are referred to the National Chamber in the fight against discrimination and racism. It can be viewed as a courthouse within the RBFA, which rules on all discrimination and racism cases in Belgian football. Some

75 cases have now been handled. The sanctions imposed range from fines, playing matches behind closed doors to suspensions by the RBFA of players, coaches and club representatives. The chamber also imposes many alternative sanctions such as education on discrimination or a compulsory visit to the Kazerne Dossin or the Africa Museum. There are many ways to help people improve their behaviour.

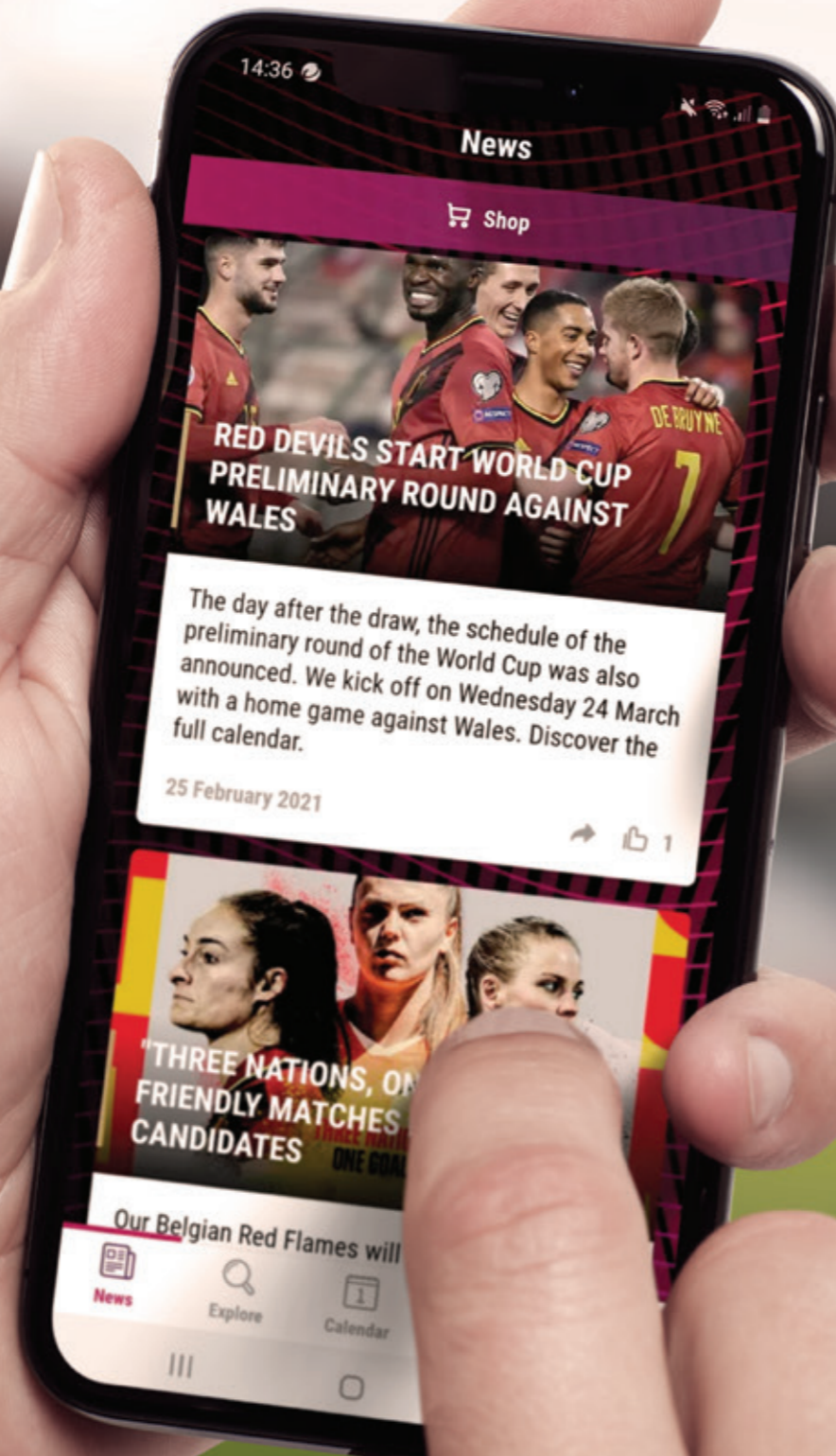
MORE DIVERSE RECRUITMENT

Together with our regional associations, we strive for our organisation to be a mirror of today's society. That is why we are focussing on greater diversity in the composition of association bodies and committees, whereby competence invariably prevails. Also to recruit our own employees, the RBFA is more diverse and

complementary than ever. For example, we currently have a 60/40 male/female ratio for the vacancies filled. Finally, the appointment of two independent members to our Board of Directors is another clear indication and an important step for our sport: just like society, we want our Board to be as diverse as possible in terms of competencies, origin, gender and age!



SAMIA AHOUCHE



07

A DIGITAL PLAYER

What cannot be done physically is still possible virtually. Once again, the second year of COVID-19 demonstrated this all too clearly. Our society has evolved and shifted up a gear on the digital pathway. The lockdown has taken virtual football to the next level at lightning speed. Everyone has an increasing need for digital solutions, so we put a lot of effort into our digital channels. This enables us to optimally involve our members in our sport and offer them the best service. In 2021, we unveiled our new RBFA app. We are also continuing to work on other digital steps. Registrations and terminations of memberships currently take place almost exclusively digitally, thousands of weekly referee designations pass through the digital tool RefAssist, and many meetings and sessions also take place online. In the future, our members will be able to manage and track their accident files and insurance claims digitally too.

NEW RBFA APP: THE DIGITAL PORTAL FOR EVERY FOOTBALL FAN

In March 2021, we launched our long-awaited, brand new RBFA app. We did so following meticulous analysis of our Best of Belgian Football (BBF) app, which was no longer sufficient as a digital platform. If we are to continue to grow, we need to be fully up to speed with the digital reality. With the revamped app, our aim is to be a real media channel, with exclusive content that increases and strengthens the bond with our fans. The new app provides access to all results, rankings and fixture lists of all Belgian competitions, football news, videos and livestreams, the results and rankings per team, quizzes and predictions, extensive and detailed information on players and teams. Of course, you can also buy tickets for the Red Devils and Red Flames matches via the app. In short, if you love football, this app is a must-have for your smartphone. It will also accompany you throughout your football career.



MORE ADVANCED AND MORE COMPREHENSIVE

If you were one of the users of the old BBF app, then you know that it contained all the information about amateur and youth football. Of course, the new app includes this information too, as well as all the other functionalities of the old app. The

new RBFA app is more user-friendly, appealing and technically stable, with an enhanced search function and simpler navigation. Furthermore, two separate news zones have been added for all news updates and the video content of the regional associations Voetbal Vlaanderen and ACFF. From now on, you can follow everything about our

national teams, your favourite amateur or youth club and all the players that interest you on the same channel.

EXCLUSIVE VIDEO CONTENT AND STREAMING

With the launch in March, the app allowed you to follow the Red Devils during EURO 2020. Since then, the app

has been a source of infotainment. You get exclusive behind-the-scenes footage and fascinating interviews with players and coaches. You see them at work during their training sessions and preparation for major tournaments, and follow them closely before, during and after their matches. You can also get more involved in competitions through our polls, quizzes and predictions. What's more, the app makes it easy to buy tickets for a match played by the Devils, the Flames or another national team.

FOLLOW YOUR FAVOURITE PLAYER'S EVERY STEP

The number of goals, yellow cards, penalties, substitutions, playing minutes, per player or per match: all the match statistics you could possible

think of are available in the new app. From now on, you will find them even more easily and quickly. Select a club or player and you see their performance at a glance. With the data of all youth, women's and men's competitions, this app represents the largest database of Belgian football! Do you have a technical problem, found a bug or want to report an improvement to the creators? Just shake your smartphone to send your notification! We will continue to develop and expand the RBFA app with new features together with our digital partners, including PwC, ACA and Devoteam, also in 2022. Another objective is to eliminate any remaining teething problems from our app. Be sure to follow our updates to discover and try out these new additions!



DIGITAL PLATFORMS

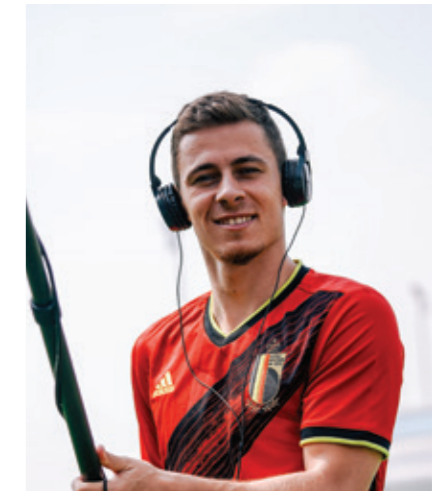
AVERAGE NUMBER OF USERS PER MONTH:

APP: 400,000
+ SITE: 300,000

	ROYAL BELGIAN FOOTBALL ASSOCIATION	BELGIAN RED DEVILS	BELGIAN RED FLAMES	SCHORRE SURTELAND
Facebook	530,000	1,500,000	68,000	3,200
Instagram	112,000	996,000	37,000	3,700
Twitter	397,000	927,000	38,000	700
TikTok		368,000		
YouTube		480,000		

BEHIND THE SCENES WITH THE DEVILS AND THE FLAMES

We are investing more than ever in entertaining videos, interesting articles and other fun activities such as quizzes for our app. We can use the app to show people what is going on with the national teams and in Belgian football, with content they would otherwise not have access to.



Our new app is currently used mainly during weekends. People check who is playing where and when and how to get there. The app is not only functional for those actively involved in football, it is also a source of entertainment. For this purpose, in addition to our app, we also have various channels on social media and our website.

Last year, we made more videos than ever and there were additional investments in entertainment. We introduced Devitime during the European Championship. Everyday we showed video clips on the ins and outs of the Red Devils and their entourage during the European Championship. We also published news articles, interesting information and fun quizzes about the matches. On our social media, the 'Red Reporters' made the most of it with reports from the front row, also from behind the scenes.

We want to entertain as many people as possible with all these different forms of

information and entertainment. This will make them want to use our app more often. The app helps position us at the centre of the digital football landscape. We want to make direct contact with football fans. A special example is our Christmas jumper campaign involving the Red Devils, which made many front pages and was also picked up worldwide. With this successful campaign, we were able to use one of our brands to send a positive message 'with a twist' to the world, despite the more challenging period of the pandemic.

AN EVEN GREATER FOCUS ON QUALITY

In the coming years, we wish to expand and supply even more, extremely varied content for the app. We also want to provide high quality material digitally, in which we incorporate interesting and relevant messages from our commercial partners in the story. In addition, we want to evolve from 'one message for everyone' to more personalised messages and content, so that you immediately see the video clips and messages about your favourite players.





ESPORTS ACADEMY: BECAUSE ESPORT IS ALSO TOP-CLASS SPORT

During the first lockdown, virtual football suddenly became about the only form of football we could play: eSport and eFootball gained momentum and was elevated to a much higher level. With the eSports Academy founded in March 2021, the RBFA aims to play an active and valuable role in the fast-growing world of eSports. By discovering and growing talent and placing the best teams at the kick off of international tournaments in which Belgium is fully represented. There is still a lot of ground to cover, but in the meantime we have risen from 35th to 21st place in the world rankings!

INVOLVED FROM THE OUTSET

First of all, we want to play an active role on the international eFootball scene. At present, we are not one of the strongest countries in this respect. That's why we launched the RBFA eSports Academy. The aim of the Academy is to organise a number of online and offline tournaments at regular intervals throughout the year in order to

discover and further educate talent. We create a fresh flow of players through these selection tournaments. Besides looking for talent, we support the players who are already at the top in Belgium. Just as U15 footballers come to train at our Proximus Basecamp, we bring the talented gamers together in our own eSports room. We organise a monthly programme to

screen, train and improve players. We prepare them to be part of the selection we need for our international tournaments.

PLAYING ESPORTS IN TOP FORM

You also need to be in top form to play eSports. In qualifying tournaments there are often five matches in a row in which each player has to be fully concentrated.

That easily equates to four hours of intensive concentration. So the gamers have to be razor-sharp and prepared for it. During the academy days, our approach is as broad as possible. We pay attention to tactics and analysis, mental coaching, stress resistance and also health.

EIGHT SELECTED PLAYERS

In the same way that Roberto Martínez assembles his national Devils team, eight players are chosen each time for the eDevils. They come from the group of professional players in Belgium and from the Academy. This means anyone from the Academy can progress to the A-team, which eventually plays tournaments.

We are going to prepare our select eight for competitions using boot camps. We also consider how best to play together for the matches that are played in pairs. Therefore, finding the right team combination is also very important in this type of football.

RAPID PROGRESS

Our set-up gives us the opportunity to detect talented individuals and allow them to progress quickly. Within three to four years, we can compete for prizes in a major tournament, such as the FIFAE Nations Cup. By playing many matches, the eDevils have already been able to improve our position in the world rankings,

from 35th to 21st place. Now, our ambition is to reach the top 15 in the near future!

MORE FANS OF OUR SPORT

Lastly, eFootball is another way of bringing young people into contact with football. By playing with the Red Devils in games, they might also become supporters who come to the stadium, or play football themselves in the real world. Thus, eSports broadens our audience and our experience. eSports is also an additional topic of communication, which is very much appreciated by certain target groups. Therefore, eSports fits perfectly in the big picture presented by our Association!



2021 IN FOCUS

THE POST-MATCH REPORTS



If you want to present a summary of match highlights, you cannot rely on well-known media alone. Together with our partner Proximus, we also offer exciting and entertaining post-match

reports. To do so, we engage a well-known host, such as Average Rob or Pablo Andres. They interview players and coaches and report with a healthy dose of wit.

2021 IN FOCUS

#DEVILTIME

**DEVILTIME
DAILY**
EVERY DAY AT
06:06:06
EXCLUSIVELY ON
RBFA APP



In the run-up to the European Championship, we wanted to unite the whole country around our Red Devils. For this purpose we created #DEVILTIME, the time to play even better, cheer even louder and dream even bigger. Deviltime is the time when everyone surpasses themselves. We launched this campaign with a video message

from 'supreme devil' Roberto Martínez, flanked by his illustrious predecessors Raymond Goethals and Guy Thys on the Grand Place in Brussels! A lot of content was created within the same theme, such as our #DEVILTIME Daily: a daily news broadcast in the RBFA app during EURO 2020 at 06:06:06.

2021 IN FOCUS

THE CÔTE D'OR GOLDEN MOMENTS



Our Belgian football history boasts many golden moments. They are definitely worth retelling and reliving. That is why we launched Golden Moments, together with our partner Côte d'Or. In the series of videos,

we asked our players to share their most memorable moments in view of EURO 2020. We immortalised these moments in graffiti on the walls of our indoor hall. You can also view them again via our RBFA app.

2021 IN FOCUS

THE RED DEVILS AND RED FLAMES CHRISTMAS CARDS



To end 2021 on a happy note, we designed fun Christmas cards together with the players of our national teams. Did you see Kevin De Bruyne in his red Christmas jumper with two Christmas

baubles on his chest? Or did you prefer the one of Tessa Wullaert in her cosy winter onesie? You will find them and all the other cards on our website www.rbfa.be!

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A LOOK AHEAD TO 2022

Football is the most popular sport in our country. Our Football Association has been organising this sport at all levels for more than 126 years. We use all our knowledge, experience and enthusiasm to ensure 'our football' continues to evolve, from Tubize to the farthest corners of the country, on and off the pitch, in the stands and on large and small screens. The way we fulfil our mission evolves along with our society. Together we look forward to what the coming year will bring. Therefore, we conclude this annual report with a brief preview of projects in the pipeline.



A EUROPEAN CHAMPIONSHIP AND WORLD CUP IN 2022

In July 2022, the European Championship in England is a highlight on the Red Flames' agenda. At the same time, the team is making every effort to qualify for the Women's World Cup in 2023. After that, we will pursue the ambitious plan to co-host the World Cup in 2027 with the Netherlands and Germany. We are eagerly awaiting FIFA's decision!

Together with the Red Devils, we are looking forward to the World Cup in November, with great enthusiasm, hope

and courage. It would be fantastic if we could repay our fans' support at the World Cup. In addition, we will do everything we can to qualify with the Devils for the Final Four of a new edition of the Nations League. In June, the group matches begin against the Netherlands, Wales and Poland. We are candidates to host the Final Four exactly one year later.

Finally, at the start of 2022, we already counted six active Red Devils with 100 or more international games played to their

credit: Romelu Lukaku, Dries Mertens, Eden Hazard, Toby Alderweireld, Axel Witsel and Jan Vertonghen, who is the record holder with 136 caps. We expect at least two new internationals in 2022 to join this club.

Other forms of football, such as Futsal and Five-a-side, will also receive extra attention in 2022. Our aim is to make our sport and all its variants even more appealing to the broadest and optimally diverse sports audience!

ENGAGING IN DIALOGUE ON THE WORLD CUP IN QATAR

The Red Devils have qualified for the 2022 World Cup in Qatar. This is very good news from a sporting point of view. However, the World Cup in Qatar has a sensitive history.

There were plenty of reasons not to support the decision to organise the World Cup in Qatar. The procedure was not handled correctly or transparently, the calendar will be abruptly stopped in order to be able to play in November and December, and too little consideration was given to sustainability aspects. However, the most important reason is that of human rights and the way migrant workers are treated in Qatar.

The RBFA does not shy away from this problem. We believe that we can use the World Cup as a lever for change. To this end, we are engaging in dialogue with other parties and working together to exert

international pressure for sustainable change in the country. For example, we set up the Belgian Consultation Platform on Qatar, which includes, in addition to the RBFA, the International Football Federation (FIFA), the United Nations International Labour Organisation (ILO), human rights organisations Amnesty International Vlaanderen (AIVL) and AI Francophone (AIBF), and the trade unions ACV BIE and ABVV. This platform shares insights and experiences about the living and working conditions of migrant workers in Qatar. It also ensures that football is a lasting and sustainable catalyst for change in Qatar and the Middle East in terms of human rights and the living and working conditions for all population groups. Through the Platform's regular meetings, we provide ongoing consultation with FIFA to monitor the situation on the ground and exert pressure for further change. In addition,

the RBFA drew up an ethical charter and a questionnaire focusing on human rights, diversity and working conditions. Every supplier in Qatar must meet these requirements before we can work with them.

In 2022, we will continue to take action with our partners with a greater focus on white collar workers in the hotel and security sector, on women and the LGBTQ+ community. Workshops with Amnesty International will follow for the staff and players. Red Devils fans travelling to Qatar will also receive an information session to prepare properly for their trip. Football cannot work miracles, but our sport does have the power to bring about positive change through dialogue. And that is what we as a Football Association will continue to strive for.





OPENING OF THE FIRST BELGIAN RED COURTS

All those who love football must be able to play their sport. That is why we make social efforts to make football accessible and an experience available to everyone. This is how our Belgian Red Courts concept came into being. They are mini-football pitches in cities all over the country, which we renovate or reconstruct! We work with local governments and the various partners in the advisory board of our Red Courts programme. Moreover, we supply each Belgian Red Court with a

Court Coordinator and two Court Coaches who put together a programme every week. There is also a current or former Red Devil or Red Flame who acts as an ambassador. This is how we turn the village sports square into a fully-fledged mini football pitch. In May 2022, the very first Belgian Red Court in the country will be inaugurated with the necessary festivities in Lier, in the presence of ambassador Jan Ceulemans. It will be followed in rapid succession by: Waregem

with Thorgan Hazard, Sint-Niklaas with Jan Vertonghen, and Vilvoorde with Yannick Carrasco. Bilzen, Hasselt and Lokeren are also on the agenda, with Julie Biesmans, Davina Philtjens and Femke Maes as ambassadors. Finally, in Tubize, our captains Tessa Wullaert and Eden Hazard will show off their own Belgian Red Court, one of which will be entirely devoted to blind football. In total, we plan to open no less than 17 Red Courts in '22 and early '23!

FURTHER DEVELOPMENT OF BASECAMP

The Proximus Basecamp, our new football centre in Tubize, currently has five grass pitches, two artificial grass pitches, two street football pitches, a beach soccer pitch and an indoor hall. The work schedule for the coming year

includes expansion of the buildings, a new grandstand with 3,000 seats, padel courts, the renovation of the tennis court and three additional football pitches. We continue to focus on ecology and sustainability because we want our

campus to exert minimal impact on the environment. Next year, we will also install additional solar panels on the roof of the new grandstand. This allows us to further develop our Basecamp as the centre of Belgian football.



ASSOCIATION AWARDS

A) GOLD MEDAL

The gold medal is awarded to any member of the Board of Directors or Supreme Council in office who has held the title of honorary member for ten years.

VANSPAUWEN Johny, Member of the Supreme Council

B) HONORARY MEMBERS

The title of honorary member and the corresponding gilded badge can be awarded for forty uninterrupted years of service or forty-five non-consecutive years of service to:

- international referees,
- the president of an association body,
- the members of the national bodies and
- the members of the related management boards.

DE WULF Tjorn, Secretary of the Referee Department

TIMMERMANS Gilbert, 2nd Vice-President of the RBFA Board of Directors

GOVAERTS Jan, President P.B.A. Antwerp

HUTSEBAUT Stijn, Coach Refereeing Department Voetbal Vlaanderen

MERTENS Wim, Member of the Professional Football Disciplinary Board

PIENS Tom, Coach Refereeing Department Voetbal Vlaanderen

POTS Tim, Coach Refereeing Department RBFA

SAADOUNI Karim, Coach Refereeing Department Voetbal Vlaanderen

VAN CRAEN Marc, Member (Director) RBFA Board of Directors

C) MEMBERS OF MERIT

The title of member of merit and the corresponding silver-plated badge may be conferred on the the members of the association body and referees and members of the related management boards with thirty uninterrupted or thirty-five non-consecutive years of service.

BANCU Philippe, Referee R.B.A. Namur

BEYAERT Peter, Referee P.B.A. Antwerp

BIANCHI Christophe, Referee Refereeing Department ACFF

BULCKAERT Luc, Referee P.B.A. West Flanders

CAMS Steven, Coach P.B.A. Limburg

CARPENTIER Michel, Referee R.B.A. Hainaut

CASIER Luc, Referee P.B.A. West Flanders

CHARTIER Francis, Referee R.B.A. Hainaut

COOLEN Filip, Referee P.B.A. West Flanders

COOMANS Jozef, Referee P.B.A. Limburg

COOPMANS Carl, Secretary P.C. Limburg and P.B.A. Limburg

COOREVITS Philippe, Referee P.B.A. East Flanders

CUYPERS Henri, Referee P.B.A. Limburg

DE BOECK Jan, Coach P.B.A. Antwerp

DE CLIPPELEIR Christiaan, Referee P.B.A. Antwerp

DE LANGE Ronny, Referee P.B.A. East Flanders

DE MEYER Julien, Referee P.B.A. East Flanders

DEN HAESE Eddy, Referee P.B.A. East Flanders

DE WEIRDT Jo, Referee Refereeing Department RBFA

DIONISIO Antonio, Referee R.B.A. Hainaut

DOUHARD Joseph, Referee R.B.A. Namur

HERMANS Erwin, Referee Refereeing Department Voetbal Vlaanderen

KESTELOOT Luc, Referee R.B.A. Liege

LAFORGE Philippe, Coach R.B.A. Liege

MAES Leo, Coach P.B.A. Antwerp

MARCHAND Daniel, Referee R.B.A. Hainaut

MARTENS André, Member of the Pool of Specialists

MASQUELIN Jean-Pierre, Referee R.B.A. Hainaut

MEERS Kristof, Referee Refereeing Department RBFA

MESOTTEN Ben, Referee P.B.A. Limburg

ODEYN Michel, Referee P.B.A. Antwerp

PIETTE Nico, Referee P.B.A. Limburg

PLOMPEN Willy, Referee P.B.A. Antwerp

RICCHEZZA Tony, Referee R.B.A. Namur

ROSSION Francis, Referee R.B.A. Luxembourg

SMET Wim, Referee Refereeing Department RBFA

TASSIN Dominique, Referee R.B.A. Liege

THIJS Martin, Referee P.B.A. Limburg

TIMMERMANS Patrick, Referee P.B.A. Limburg

VAN DAMME Luc, Referee P.B.A. East Flanders

VAN MELE Jan, Referee P.B.A. East Flanders

VAN ROOY Rudy, Referee P.B.A. Antwerp

VERSCHAEREN René, Referee P.B.A. Antwerp

WEYTS Jozef, Member P.C. Antwerp

D) ASSOCIATION MEDALS

The association medal can be awarded:

- to the members of an association body who have twenty continuous or twenty-five non-consecutive years of service,
- to referees who have at least fifteen continuous or twenty non-consecutive years of service.

BRAMS Paul, Member of the Flemish Study Committee

DEMARS Michel, Member of the ACFF Board of Directors

DE MEYER Philippe, President P.C. East Flanders

DI LIDDO Gaetano, Member of the ACFF Board of Directors

ELST Constant, Member P.C. Antwerp

FONTEYN Wim, President of the Flemish Study Committee

GOT Paule, Member of the ACFF Board of Directors

HENRY Laurence, Member of the ACFF Board of Directors

HINAND Cécile, Member of the ACFF Board of Directors

HOZAY Mylène, Member of the ACFF Board of Directors

MARTENS André, Member of the Pool of Specialists

MICHAUX Joel, Member of the ACFF Sports Committee

SURAHY Carole, Member of the ACFF Board of Directors

VANDEBROEK Leon, Member P.C. Limburg

VERHAEGHE Bart, Member of the Supreme Council

ACFF REFEREEING DEPARTMENT

Nil

RBFA REFEREEING DEPARTMENT

BATTISTON Christophe

BLAISE Quentin

CLAES Nico

DE CREMER Wesli

D'HONDT Lothar

JANS Lennert

JANSSENS Tim

KEIGNAERT Jacques

MASZOWEZ Nicolas

PIERART Bérengère

TOEBACK Maarten

VERGOOTE Jasper

VOETBAL VLAANDEREN REFEREEING DEPARTMENT

DELPORTE Nick

GHIJSELINCKS Rune

JANSSENS Glenn

KETELS Wesley

SCHEPERS Arno

VANLOMMEL Mario

ZEEBROEK Bart

P.B.A. ANTWERP

DE PRINS Matthias

HEYLEN Dimitri

JACOBS Guido

LEEMANS Peter

MARINUS Rudi

PEETERS Chris

VAN DE CRUYS Kristof

VAN HOYWEGHEN Kevin

P.B.A. BRABANT VOETBAL VLAANDEREN

Nil

P.B.A. LIMBURG

DREESEN Danny

HULS Kristof

JACOBS Bart

MERTENS Theo

PAREDIS André

RAMAKERS Koen

P.B.A. EAST FLANDERS

AZIBU BUTEFFAN Murad

CLEMMENS Benny

DE PESTEL Dieter

DE POTTER Jo

D'HAESE Leon

GMATI TRABELSI Samir

KEPPENS Jens

OPSOMER Gerrit

SCHIETTECATTÉ Jacques

STEVENS Kris

VANDEPUTTE Christian

VANDEWALLE Birgen

VAN DE WALLE Mario

VERPLAETSE Patrick

P.B.A. WEST FLANDERS

CRAEYMEERSCH Nico
 DANCKAERT Hannes
 DEJONGHE Pieter
 DEMUYSERE Steve
 DHONT Christophe
 FERMAUT Jens
 LABEEUW Frank
 POTTIER Rik
 STANDAERT Jens
 T'KINDT Bart
 POTTIER Rik
 STANDAERT Jens
 T'KINDT Bart
 TORSY Peter
 VANDENBRANDE Frederik
 VANDERHEEREN Jan
 VUYLSTEKE Tanguy

R.B.A. BRABANT ACFF

DE BECKER Jonathan
 DERDELINCKX Sébastien

R.B.A. HAINAUT

AHFIR Driss
 ARTISIEN Patrick
 RESTAINO Luigi

R.B.A. LIEGE

DODEIGNE Damien
 KLERX Didier
 LENOCI Vincent
 MARIETTE Félicien
 ROJAS SANTAUEFEMIA Miguel
 Angel

R.B.A. LUXEMBOURG

BILAS Frédéric
 COLLIN Michel

R.B.A. NAMUR

BATTOIA Youri
 BRITEL Mehdi
 MOYEN Michaël
 THOLA Jean-Luc

E) CLUB LEADER BADGES

A special badge is awarded to club leaders who have been responsible committee members and/or authorised correspondents for at least twenty uninterrupted years or twenty-five non-consecutive years.

ANTWERP

INDEKEU Luc, K. Sporting Club Wiekevorst

BRABANT ACFF

DESMET Jacques, R. Un. Auderghem
 STRECKER Paul, R. Un. Auderghem

BRABANT VOETBAL VLAANDEREN

Nil

HAINAUT

BORSU Christian, R.C.S. Faulx-Les-Tombes
 FONTAINE Guy, R.U.S. Loyers
 HUBERT André, R.U.S. Loyers
 LOMBA Philippe, R.C.S. Faulx-Les-Tombes
 PIRARD Gaëtan, R.U.S. Loyers
 THIRY Jean, R.U.S. Loyers

LIMBURG

Nil

LIEGE

Nil

LUXEMBOURG

MOUTON André, R.S.C. Nassogne

NAMUR

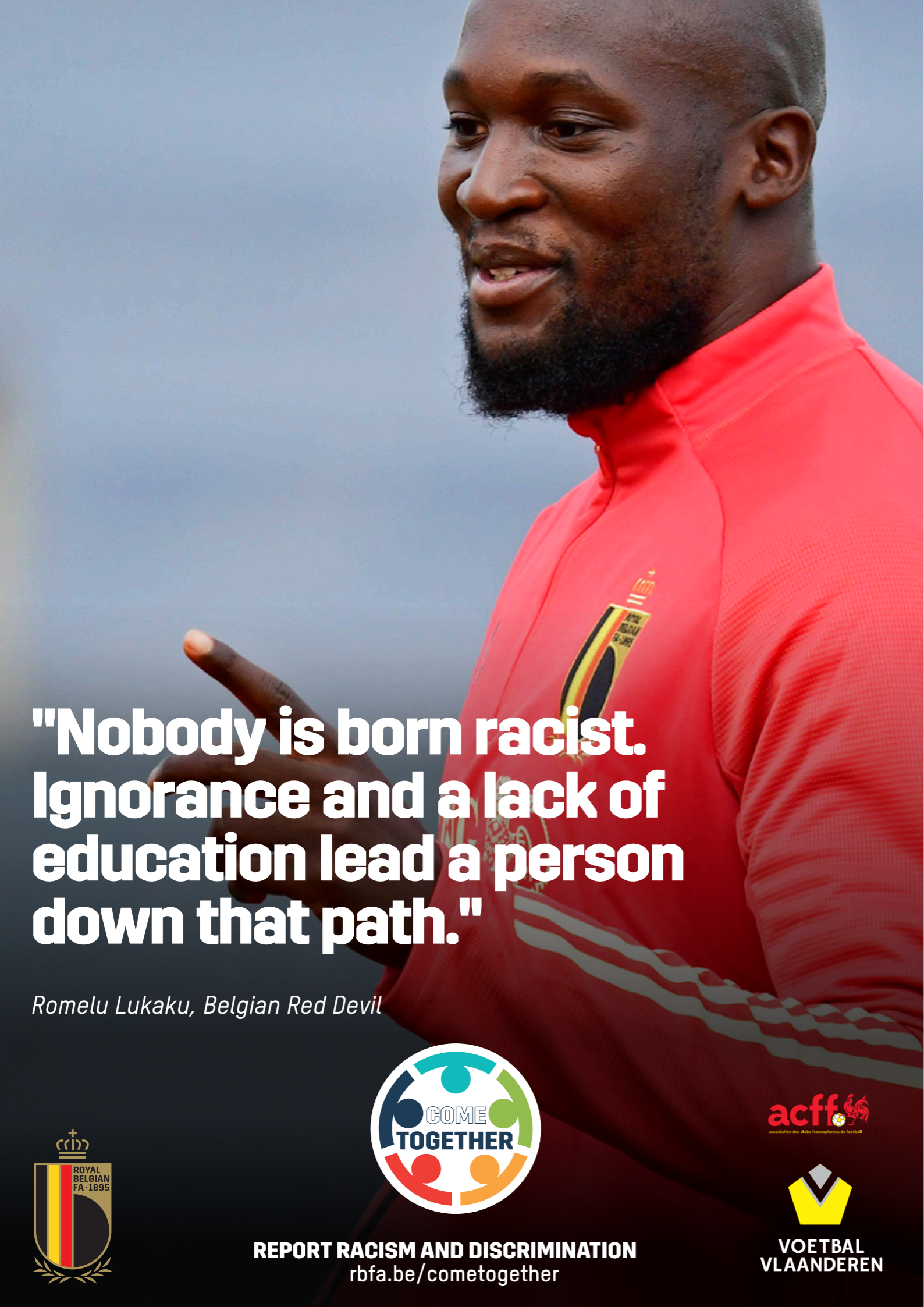
Nil

EAST FLANDERS

BERLAMONT Rudi, K. Eendr. Machelen-a/d-Leie
 DE SPLENTER Dany, K. Eendr. Machelen-a/d-Leie
 HENDRICKX Andre, S.K. Herdersem
 LAMBRECHT Robert, S.K. Herdersem
 MORTIER Fernand, K. Eendr. Machelen-a/d-Leie
 VANDEBERGHE Hendrik, K. Eendr. Machelen-a/d-Leie
 VAN DORPE Dirk, K. Eendr. Machelen-a/d-Leie
 VAN HEUVERSWYN Rudy, K. Eendr. Machelen-a/d-Leie

WEST FLANDERS

Nil



"Nobody is born racist. Ignorance and a lack of education lead a person down that path."

Romelu Lukaku, Belgian Red Devil



REPORT RACISM AND DISCRIMINATION
rbfa.be/cometogether

**VOETBAL
VLAANDEREN**



**ROYAL BELGIAN
FOOTBALL
ASSOCIATION**



ROYAL BELGIAN
FOOTBALL
ASSOCIATION

Rue de Bruxelles 480, 1480 Tubize

