

ANNUAL REPORT 2020





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FOREWORD

What a great year 2020 would have been for Belgian football. A real year of celebration. The Royal Belgian Football Association was founded 125 years ago, and we would have celebrated this anniversary, together with our 3,780 clubs and our 511,973 members. And in June, the cherry on the birthday cake would have been the Red Devils' bid for the European title.

But along came COVID-19. And the celebration year came to nothing. Corona's impact on football was enormous. They say that you only truly miss something once it's gone. Well, those months without football have made us realise just how important football really is. For our health, for our physical and mental well-being, but also for our social fabric. Forging bonds with teammates, interacting with supporters, chatting in the cafeteria: it's just as important as the training sessions or the match itself. Football connects people.

Football is a mirror for society. As society evolves, and it does so at a furious pace, we as an association must change with it. We will not let a coronavirus stop us on this path of change. Behind the scenes, we have worked hard in the past year on good governance: external control, greater diversity, a new licensing system and a new set of federation rules. Not the sexiest subjects perhaps, but milestones for a future-oriented and robust organisation.

We have also invested heavily in the further digitalisation of our association to better serve our members and our supporters. With our brand-new RBFA app, you can experience football anytime and anywhere. In addition, increased digitalisation will

stimulate commercial growth so that we can continue to invest in our sport. The further development of football in Belgium is and remains our top priority.

With the Red Devils and the Red Flames, we have very strong brands. They are fantastic brands which we can use to create value. And every Euro that we earn, can be reinvested in the future of our sport: at every level, from grassroots to the very top.

The coming year will hopefully bring us many sporting highlights. The Red Devils will do all they can to shine at the European Championship. This autumn, the Final Four of the Nations League is scheduled to take place. And after a brilliant campaign in the qualifying campaign, the Red Flames are preparing for their European Championship next year.

In autumn, we will move to our new headquarters in Tubize. Everything will live and breathe football; it will be the beating heart of our sport. We will physically make the connection between football and the entire organisation behind it. We are 'tearing down the silos' and creating an even closer team. With our new headquarters, we are also making significant leaps forward in terms of ecology and sustainability.

In recent years, we have been building on solid foundations. In sporting terms, Belgium is already one of the world's top football nations. As an association, we aim to be just as ambitious. That is why we strive to lead the way with the RBFA! It is the first time that we have presented our annual report in this form. Enjoy reading!


PETER BOSSAERT
CEO RBFA


MEHDI BAYAT
PRESIDENT RBFA



01

FOOTBALL IN OUR DNA

At the last count, we had 3,780 Belgian football clubs (regular football, futsal and mini football combined), with a total of 511,973 members. They play some 300,000 matches on 5,000 pitches every season. Belgian football is a daily passion for more than half a million people and their close contacts: players, coaches, referees, volunteers and supporters. Not to mention all the passive football fans. They support the Red Devils, the Red Flames or their favourite club in the stadium (when this is allowed) or in front of the television. According to a UEFA survey, about half of all Belgians are involved in Belgian football in some way.

Our mission is to bring football to as many people as possible. This is how we develop and organise football in Belgium. And how we ensure that it is and remains the most played, inclusive and attractive sport.

To fulfil this mission, we put football first. Because we have football in our DNA. That is why football is involved in everything we do. And why we place everyone involved in football at the centre. Whether it involves the Red Devils, the Red Flames, the 24 professional clubs or the thousands of amateur clubs, we continue to create an environment where football comes first.

THE YEAR IN FIGURES



CLUBS

3,780

CLUBS

3,025 – Voetbal Vlaanderen
755 – ACFF

FORMAT

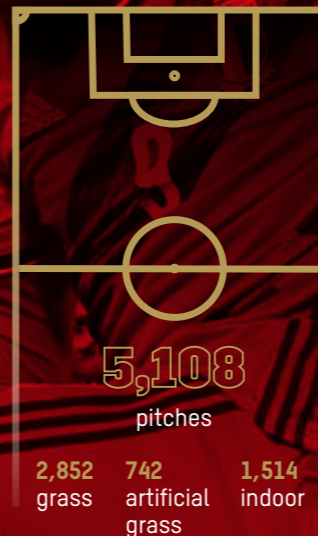
1,900 – football
1,311 – mini-football
546 – futsal
23 – offer all disciplines

2,000
stewards



17,500

members of the official 1895 Belgian Fan Club



300,000
matches per season



MEMBERS

511,973

MEMBERS

307,571 – Voetbal Vlaanderen
200,594 – ACFF
4,361 – RBFA*

* Some numbers may be higher as members may compete in more than one format

FORMAT

494,576 – football
16,365 – mini-football
16,353 – futsal

AGE

251,728 – adults
260,245 – youth

GENDER

470,935 – men
41,038 – women

NATIONALITY

475,743 – Belgian
36,230 – other

MEMBERSHIP TYPE

(At least) 366,674 players
22,000 coaches
4,500 referees
12,400 club directors
106,399 volunteers

EMPLOYEES

185
EMPLOYEES

43
AVERAGE
AGE

10.4
AVERAGE NUMBER
OF YEARS OF SERVICE

GENDER

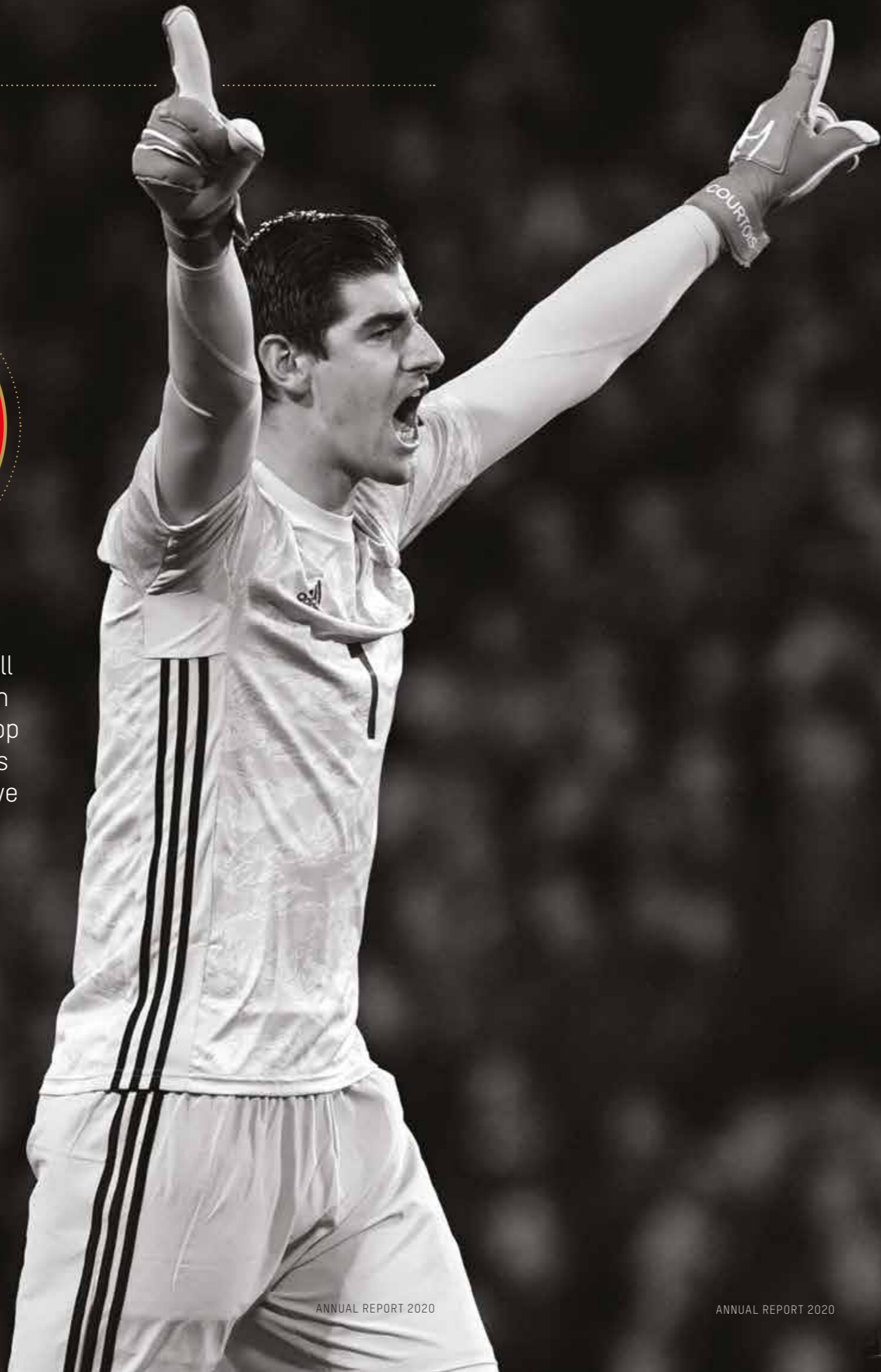
25%
FEMALE

75%
MALE

LANGUAGE

40%
FRENCH

60%
DUTCH



MISSION
Organise and develop football

MISSION STATEMENT

We want to bring football to everyone. Our mission is to organise and develop football, and ensure it is the most played, inclusive and engaging sport in Belgium.

5 CORE VALUES

Our mission is to organise and develop football in Belgium so that it remains not only the most practised sport, but also the most exciting and inclusive. There are five core values that drive us, both on and off the field. These five values are in our DNA. They function as the compass that keeps our focus on football anytime, anywhere.



1. SPORTSMANLIKE

- The urge to win goes hand in hand with fair play.
- Wanting to win and being able to lose: that is the essence of sport. We set the bar high. That is why we aim to improve football as a whole, with better players, referees and coaches, and an even better organisation, without compromising on the enjoyment of the game.



2. INTEGRITY

- We are an open and transparent organisation. If we want to keep football fair and honest, we must set a good example ourselves.
- We aim to be a loyal and reliable partner both for our own members and the outside world.



3. INCLUSIVE

- Football is a mirror for society. The sport transcends differences in backgrounds and opinions.
- We actively work on increasing diversity and connecting people around a common goal: football first.



4. TEAM PLAYERS

- Football is a team sport. Footballers know that one plus one adds up to more than two. They realise that they depend on their teammates to succeed.
- That is why we join forces to collectively serve as ambassadors for football.



5. SERVICE-ORIENTED

- As a modern organisation, we are available, accessible and customer-oriented. We want to build lasting relationships with all our stakeholders.
- For this reason, we aim to achieve results and score maximum impact.

FROM FIFA TO LOCAL CLUBS: THIS IS HOW THE FOOTBALL FAMILY IS MADE UP

Since September 2018, we have been leading the FIFA World Ranking with our Belgian Red Devils. On the world map, with barely 11 million inhabitants, Belgium is a small country. And yet we have become the best football country in the world. So we can safely speak of a great achievement. The Red Devils are perhaps the strongest brand and export product that Belgium has. It is no surprise that they have received a great deal of attention in recent years. Along with the worldwide rise of women's football, the Red Flames are also gaining increasing visibility. They are a great asset in terms of encouraging even more girls to play football. This is one of our main strategic objectives for the coming years.

The national teams may sit at the top of the football hierarchy, but the much broader base level is at least

as important as the high-achievers. With our regional associations, we organise competitions and support the clubs in all series and departments: in professional and amateur football, for girls and boys, on the field and in the sports hall, from the U6 through the first teams, to the veterans. The commitment may be different, but the football experience is the same everywhere.

Our organisation's mission is to effectively organise and develop football in Belgium, at all levels. We do this together with Voetbal Vlaanderen and ACFF, the regional football associations. Like the RBFA, they have their own committees and commissions. Thus, they can add regulations to the rules of the game that are laid down at the level of the RBFA. We also consult with the Pro League, which represents the professional football clubs.



FIFA

FIFA is the worldwide football association, which we co-founded in 1904. This international football association organises the world championships for clubs and national teams.

UEFA

UEFA stands for Union of European Football Associations. The RBFA was there at the birth of UEFA, when it was founded in 1954. UEFA organises all European tournaments for clubs and national teams, and the qualifications for the European and World Championships.



The Royal Belgian Football Association manages Belgian amateur and professional football on a federal level, together with the regional associations. The RBFA lays down the rules at national level and takes care of the administrative and sporting organisation of Belgian football.



The Pro League represents professional football. Belgian professional clubs are all united within this organisation.



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



The management of amateur football in the French and German-speaking parts of the country lies in the hands of the regional independent federation 'Association des Clubs Francophones de Football'.

NEVER SAY “IT’S ONLY FOOTBALL”:

Our amateur football accounts for over 2 billion Euro of added value to society every year

Our amateur clubs play an indispensable role in society. They have more than half a million members and many more supporters and participants. Last year, for the first time, we were able to map out the economic and social impact of our amateur football objectively. Scientific research led by UEFA has shown that amateur football generates more than 2 billion Euro for Belgium every year. This concerns both the money paid out by players and clubs and the reduction of social costs such as health and crime. So, many thanks to the footballing amateurs!

UEFA brought together scientists from different disciplines: sport economists, labour economists,

physiologists and psychologists (see overview table). Their task: to measure the impact of amateur football as precisely as possible. Together with research agency Substance, they developed a model to quantify the Social Return on Investment (SROI) of the almost four thousand Belgian amateur clubs.

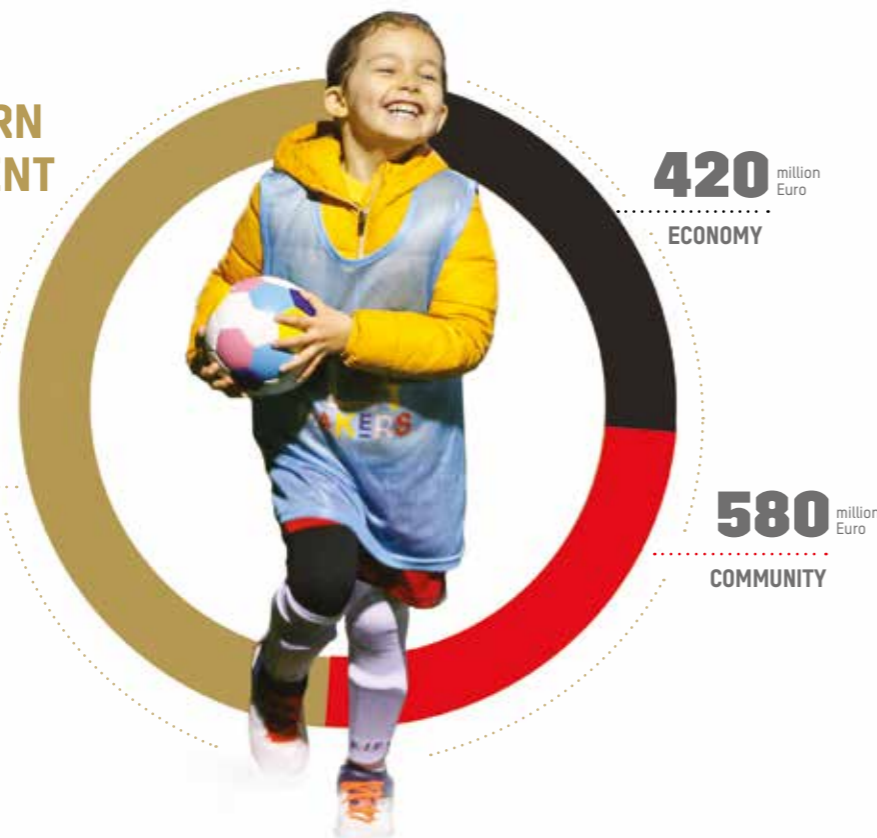
The WHO and the EU also monitored and gave advice while developing the model. The researchers refined it further after the first reports in Scotland and Sweden. In 2020, they applied this new model to amateur football in Belgium. It showed that football participation brings our country 2.13 billion Euro every year.

SOCIAL RETURN ON INVESTMENT

2.13 billion Euro

1.13 billion Euro

HEALTH



We can divide this huge sum into three categories:

**FOOTBALL'S DIRECT CONTRIBUTION TO THE ECONOMY:
420 MILLION EURO**

This section includes allowances received by coaches and other club employees, among other things. The investments made by the hundreds of thousands of amateur athletes in items such as football clothing or drinks and food also contribute directly to our economy.

**COST SAVINGS IN HEALTHCARE:
1.13 BILLION EURO**

Practising sports is healthy. Those who play football experience a positive effect on their physical and mental health. Research has shown that amateur footballer players are happier and have fewer healthcare needs.

**THE POSITIVE IMPACT ON OUR COMMUNITY:
580 MILLION EURO**

Young people who play football learn new skills on and off the pitch. They also learn important values. Football boosts their self-confidence, sharpens their social skills and instils team spirit. They then take those skills and values to school or work. In turn, they are less likely to end up involved in crime. And that's an incredibly important social cost saving!

This enormous social impact gives us great responsibility. And there is much more to it than just football. Subsequently, our social role as a football association extends far beyond the football pitches, the changing rooms and the cafeterias. Hot social topics such as health, welfare, sustainability and diversity are centralised within our operations. Football is a powerful lever to make a difference in these areas too. We are taking up the gauntlet. And for this, we are using the latest technological developments and all available data.

THE EXPERTS OF THE SROI STUDY

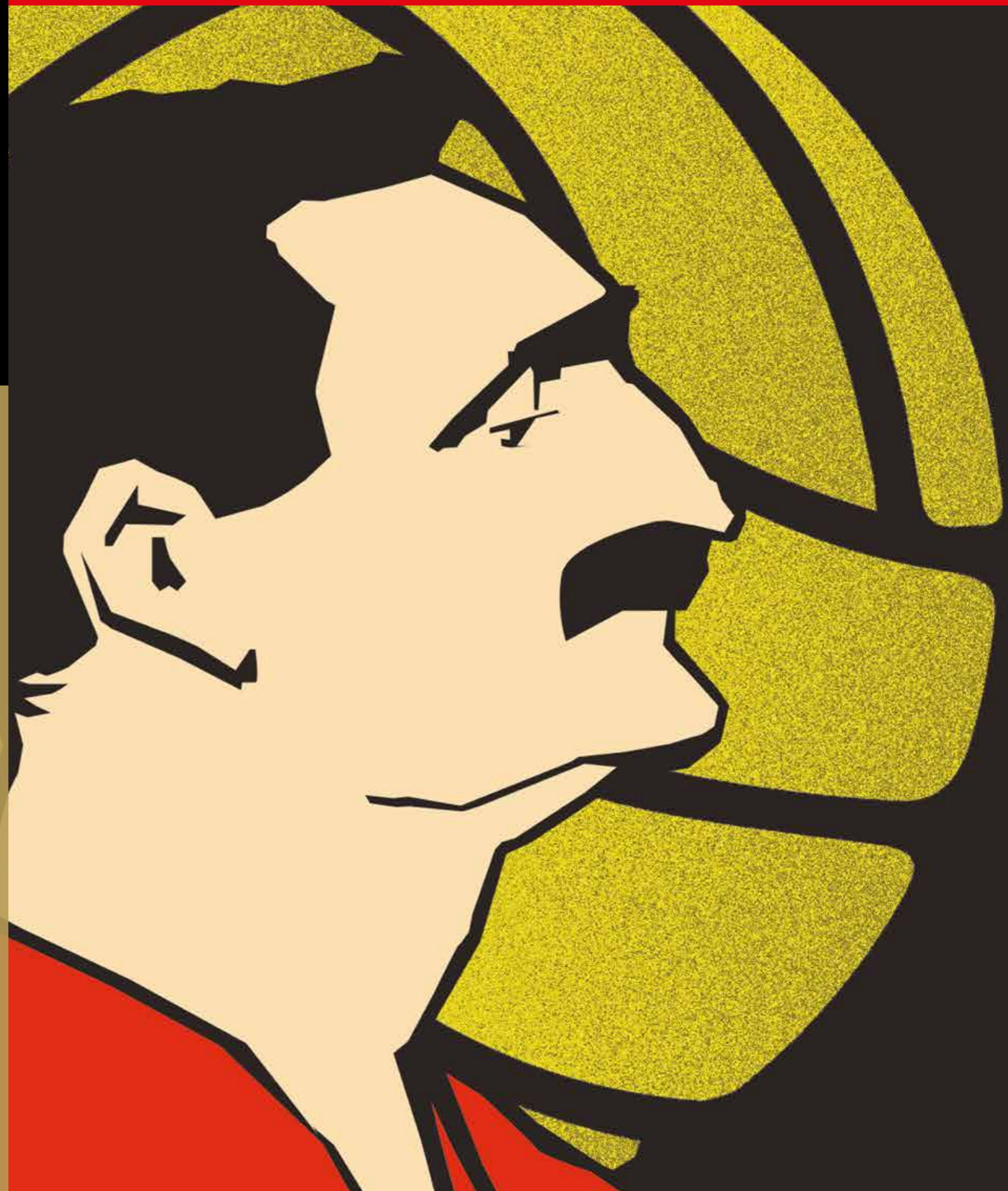
ACADEMICS		UEFA	
Paul Downward	University of Loughborough	Noel Mooney	UEFA
Ilya Sointsev	Plekhanov Russian University of Economics	Liam McGroarty	UEFA
Louise Mansfield	Brunel University of London	Antoine Fournier	UEFA
Michael Lechner	University of St Gallen	Robin Russell	UEFA
Peter Krstrup	University of Southern Denmark	Igor Masnjak	UEFA
Thomas Peterson	Malmö University	Sefton Perry	UEFA
Joan Duda	University of Birmingham	Thomas Junod	UEFA
Chris Gratton	Sheffield Hallam University	Roman Dieng	UEFA
Laura Finnegan	Waterford Institute of Technology	Rupert Webster	UEFA
Hubert Rovers	European Football Development Network	Manuel Reuss	UEFA
Christian Pfeifer	IZA Institute of Labor Economics	NATIONAL FOOTBALL ASSOCIATIONS	
Pamela Wicker	Universität Bielefeld	Gerry Readon	FAI
Rosie Meek	Royal Holloway	Jurrie Groenendijk	KNVB
INSTITUTIONAL REPRESENTATIVES		Kris Van Der Haegen	RBFA
Olivier Fontaine	European Union	Lottie Strong	EFA
Steven Whittings	WHO	Niccolò Donna	FIGC
		Willi Hink	DFB
		Rupert Webster	EFA
		Danny Bisland	SFA

RBFA // **125** YEARS

125 YEARS RBFA: DO YOU REMEMBER?

ARMAND SWARTENBROEKS

Armand Swartenbroeks, a player for Daring Brussels, captained the Red Devils who went on to become Olympic champions in 1920. Swartenbroeks was a doctor and a committed humanist. During the First World War, he founded the Front Wanderers. This team of Belgian military internationals played charity matches in France, Italy and the United Kingdom, often to sold-out stadiums. Swartenbroeks then also became mayor of Koekelberg. In 2020, a play about his life was published; this developed into a fascinating and instructive story.





02

THE COMPETITION WITH COVID-19

We have not experienced anything like this since the Second World War. The football competition is at a standstill. Corona has hit football right at its heart. Social distancing is simply not compatible with a team sport like football, for the experience on the pitch, along the sidelines or in the stands. The impact is immense.

We have consistently respected one priority over the past year: the health of our hundreds of thousands of players, coaches, referees and countless volunteers. In every difficult decision we have had to make, always in close cooperation with all members of the football family, the health and safety of our members and supporters has come first.

WHAT HAPPENED TO OUR SPORT?

Tightened measures, relaxations, and then back to square one. 2020 was a real rollercoaster. The various governments in our country made crisis decisions on the advice of the scientific experts. We translated them into the world of football.

EVERYONE UNITED IN THE CRISIS CELL

One of our first decisions was to create a new crisis cell. The entire football family was represented in the crisis cell: the RBFA, the Pro League, Voetbal Vlaanderen and ACFF. The representatives were given a mandate by their associations to take quick decisions in this crisis unit, in the interest of the health and safety of everyone in Belgian football.

It was crucial that all entities were represented in the crisis cell. All divisions and series in football are intertwined. Belgian football is organised in such a way that every promotion or relegation at even the highest levels has an impact right down to the fourth provincial level. If one association had unilaterally decided to stop the competition or let it continue, it would have led to chaos in other departments and series. We wanted to ensure we avoided that situation and we succeeded in doing so.

DONE WITH COMPETITIVE FOOTBALL...

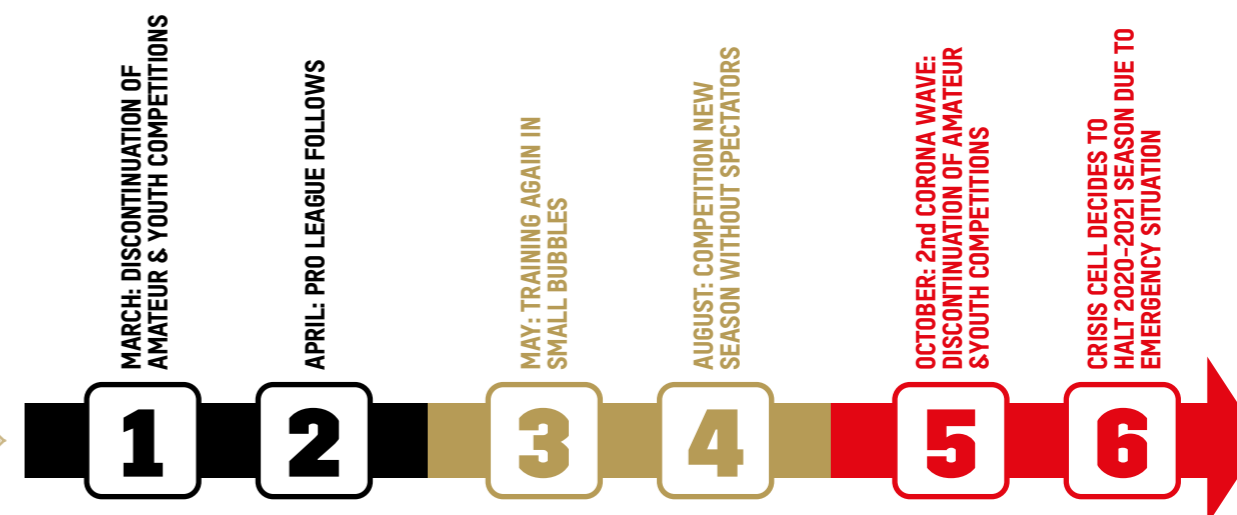
In March 2020, football competitions in Belgium were abruptly brought to a halt at all levels and for all ages. The country went into lockdown, even football became impossible.

... EXCEPT FOR THE PROS

The impact of COVID-19 on the Jupiler Pro League and the 1B Pro League was unavoidable but, in the end, and despite a few hiccups, both the league and cup did take place in the 2020-2021 season. The competition in the highest division of women's football was also completed. All this was subject to exceptionally strict conditions and stringent health protocols.

AND HATS OFF TO THE CLUBS!

Numerous clubs have done everything possible in the past year to ensure that the youngest teams can play football safely. Children up to 12 years of age have been able to train and play matches during the 2020-2021 season. Organising 'corona proof' training sessions and competitions is not an easy undertaking. But many clubs have made hugely impressive efforts. We would like to express our thanks to all clubs for their hard work in particularly difficult and constantly changing circumstances.



- 1** On 27 March, the crisis cell decided to permanently suspend the amateur and youth competitions for the 2019-2020 season. The decision applied to all divisions and series, in field football, futsal and mini-football. The ranking on 12 March was also the final ranking, and determined which clubs went up and which went down.
- 2** A week later the Pro League also had to stop. Only the cup final between Antwerp and Club Brugge and the return match of the promotion play-off in 1B were played at a later date in August.
- 3** From May onwards, training was allowed again, in smaller bubbles and with strict safety measures.
- 4** In August, the new season's competition and cup started. It started without spectators, but after a few matches the clubs were allowed to admit a limited number of supporters into the stadium.
- 5** Unfortunately, this football delight was short-lived. In October, the second corona wave struck in all its ferocity. The number of infections and hospitalisations rose rapidly. The amateur and youth competitions had to be suspended again.
- 6** The crisis cell met every week. In the end, it was unfortunately not feasible to restart the competitions. There was simply insufficient time for all teams to play each other at least once and this is the absolute minimum for a fair competition. The crisis cell was thus forced to prematurely halt the 2020-2021 season for amateur football. This time, there was no final ranking and no promotions or relegations among the amateur clubs.

THE MAJOR FINANCIAL IMPACT OF COVID-19

Over the course of the year, the main sources of income dried up almost completely. Professional clubs played in empty stadiums. So there were no ticket sales.

Hospitality revenues also fell. Clubs were forced to keep their cafeterias closed. But in the meantime, fixed costs continued: paying the wages, maintaining the infrastructure, and so on.

The exact financial impact of COVID-19 varies greatly from club to club. One thing is certain however: unfortunately, no club escaped a financial blow in 2020.

THE RBFA HAS MISSED OUT ON REVENUE OF 22 MILLION EURO

We have not been spared from this severe financial impact either. Almost all matches of the Red Devils and Red Flames were played in empty stadiums. The troubling overall cost of the corona crisis for the RBFA and our related federations came in at around 22 million Euro in budgeted revenue.

Fortunately, despite the impact of COVID-19, our



budgeted commercial growth for 2020 was almost fully realised. Four loyal partners, BMW, Carrefour, Proximus and adidas, extended their contracts for four years last year. As a result, our income from media and sponsorship will be about 55 percent higher in 2021 than in 2018. For 2020, the loss of revenue on match days for the Red Devils and Flames has unfortunately partially undermined this increase.

In addition, with more than 53 million Euro in equity capital, the RBFA has built up the necessary buffers. This allowed the Executive Board to make various important decisions for the benefit of our clubs. For their association and insurance contributions, all clubs received a partial exemption (5 months out of 9) from our Board of Directors, which amounts to 3.8 million Euro in support measures, particularly for amateur clubs.

Professional clubs received accelerated repayments totalling 2.3 million Euro and were also exempted from paying the association tax on season tickets and business seats. We are also allowing all these support measures to continue in part through 2021. Until present, we have already provided more than 8 million Euro in support measures for our clubs.

Our games played at home are a major source of income. But no supporters were allowed. The friendly tournament in Qatar, in which the Red Devils were to participate, was also cancelled. On top of that, there was the postponement of EURO 2020, which had a major impact on the potential earnings from merchandise. In the year of a big tournament, we always see a sharp increase in the sale of jerseys, scarves and so on. So we missed out on that too. Fortunately, there will be partial compensation for this funding source in 2021.

WELCOME SAVINGS: 15 MILLION EURO

The cancelled competitions in amateur and professional football also had a positive side: fewer

costs. Travel costs for referees and the costs of the disciplinary bodies were eliminated. We also went through our own organisation with a fine-toothed comb, so almost every cost item came out lower than budgeted.

For some 100 employees, both at the national level and at the level of the regional federations, we resorted to the system of temporary unemployment. And we are still applying this measure. This was not a pleasant decision, especially for the employees. But it was vital in order to keep our people on in the long term.

The RBFA is a non-profit organisation. This means that every Euro we earn goes back into supporting our social purpose: football. To achieve this goal and further strengthen our positive impact on society, a strong commercial strategy is crucial. We are therefore delighted that we were able to maintain a number of future-oriented investments in 2020. We are thinking primarily of Tubize, further digitalisation, the development of women's football and scouting for and training new talent. We were also able to continue investing in the well-being of our staff.

THE FINAL ACCOUNT: A LOSS OF 6 MILLION EURO

We had budgeted for the RBFA to make a 1 million Euro profit in 2020. In the end, it turned out to be a loss of 6 million Euro. We can attribute this result largely to the support measures for clubs and the loss of income for our own national teams.

Fortunately, even after this negative result, the RBFA can count on a strong equity capital of more than 47 million Euro. This equates to a financial independence ratio of 66.65 percent by the end of 2020. So, continuity is not compromised. Moreover, the next financial year looks promising, with the European Championship and the Final Four in the Nations League. We are going for it, full of confidence and enthusiasm!

EMPTY PITCHES, FULL SCREENS

Like everywhere else, the lockdown had severe consequences in the world of football: empty stadiums, no football training sessions, no weekly matches, no players on the field, no supporters in the stands or around the pitch. But what cannot be done physically is still possible virtually. And so began initiatives to unite football fans and keep their passion for the sport alive.

HOMEGAMES

Due to corona, the Red Devils and Red Flames did not play any matches in the first half of last year. To compensate for this and offer something to our loyal supporters, we came up with Homegames. On our website and through our social media channels, fans could take part in 50 competitions and win exclusive prizes. They could take on the role of a referee, answer quiz questions about their favourite players, or dive into the past of the Red Devils and Red Flames. We also involved our partners in Homegames. This initiative attracted more than 60,000 participants.

WHICH DEVIL ARE YOU?

The European Championship was to be the sporting highlight of 2020. Unfortunately, last summer we had to do without big screens and full town-centre squares. But we didn't want to leave the fans completely disappointed. So we developed 'Which Devil Are You'? In turn, almost 35,000 participants checked which Red Devil they have the most in common with.

HEARMECHEER & FANFEST

The match between Belgium and Iceland for the Nations League in September 2020 was a sad first: it was the first time the Red Devils had played in an empty King Baudouin Stadium. We have therefore devised new way to involve

the fans in the match and bring the atmosphere from the stadium to their homes. We ended up with two innovative start-ups: Canada's HearMeCheer provided live cheering and singing on TV, and New York's FanFest allowed supporters to chat about the match online at home as if they were at the stadium or in a pub. This also ensured full television screens and high viewing figures for our national teams.

RED REPORTER

Another illustration of a successful commercial activation is the 'Red Reporters'. Together with Proximus, we organised a hunt for two talented, flying reporters. They were given exclusive, behind-the-scenes access to Red Devils and Red Flames matches and were able to write reports for our social media channels. They took the supporters to places most fans can only dream of and form the bridge between supporters and players. Flemish Janne Michels and the French-speaking resident of Brussels Amine Serock survived several selection rounds with a total of five video assignments. They won the final of the talent show. Over the next two years, they will follow the Red Devils and Red Flames closely during friendlies, qualifiers and major tournaments.



A WAVE FOR THE CAREGIVERS

1895 Belgian Fanclub, the official supporter club of all our national football teams, launched a virtual Mexican wave together with the RBFA. With this huge, online solidarity action, we were lending our support to the care providers who are fighting the coronavirus. The proceeds of 'The 1895 Wave for Support' were donated in full to the Red Cross. The Red Devils and the Red Flames also participated in this great virtual wave.



RBFA // **125** YEARS

125 YEARS RBFA: DO YOU REMEMBER?

WORLD CUP 1930

The very first World Cup took place in Montevideo, Uruguay in 1930. And the first European country to sign up for it was Belgium. Our delegation travelled for no less than two weeks on the packet boat Conte Verde. The most striking figure for the Belgians was not a footballer, but a referee: John Langenus. To this day, he is still the only Belgian who has ever blown his whistle at a World Cup final. In 1930, he led the final between homeland Uruguay and arch-rival Argentina. The host country won 4-2. The Belgians lost their two group matches and were quickly eliminated. Almost all matches were played in the Estadio Centenario, a concrete colossus with 80,000 seats. A world away from the desert palaces of the World Cup 2022 in Qatar!





03

A SPORTS ASSOCIATION IN FULL BLOOM

There is no sport in Belgium more popular than football. And such a popular sport requires a modern, transparent and forward-looking governing body. We owe it to our top sporting status as a football association to be at the forefront of the game, on the international stage as well. And at home, as representatives of the biggest sport, we aim to set a great example for other associations.

Our operations and organisation are constantly in the spotlight. Alongside our 500,000+ own members (players, coaches, referees, volunteers and board members), supporters, media and authorities are also committed to football. Good governance is therefore essential to meet the high expectations of all these different stakeholders.

Good governance is an ongoing process, in which we must value transparency, diversity and integrity. Over the past year, we have taken important steps in crucial areas to build a sports association of the future. But our work is far from finished.

WE ARE DIVERSE AND COMPLEMENTARY

Football is a mirror for society. As society changes, so does football. As we organise and develop football in Belgium, we must set our own good example. In the past year, for example, we have focussed on diversity, both in our staff and in the various association bodies.

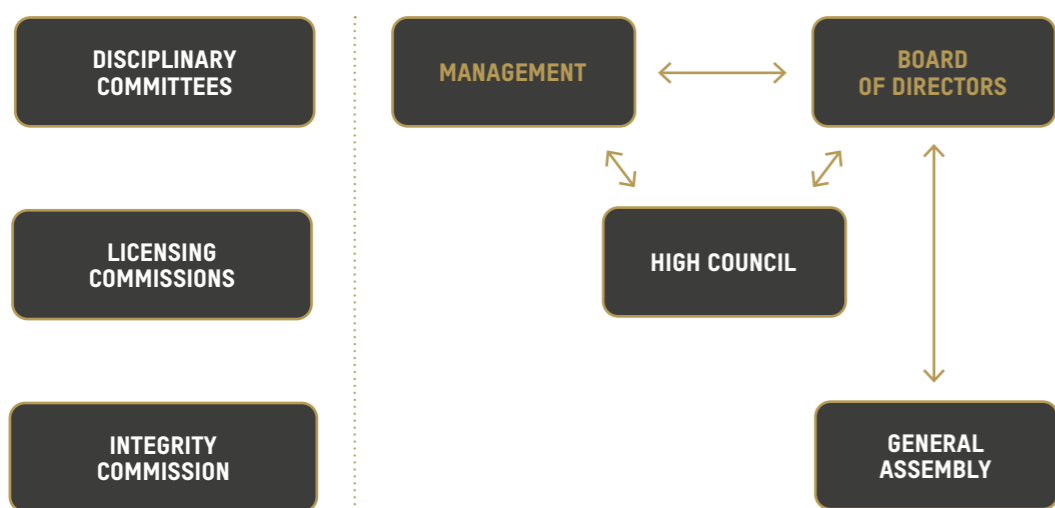
GOOD GOVERNANCE IS INDEPENDENT

In 2020, we agreed on a thorough overhaul of our Board of Directors. At the moment, it consists of 12 members, all representatives of the Pro League, Voetbal Vlaanderen and ACFF. Our board of directors is getting smaller however: only 10 members from mid-2021. A

more important milestone is the introduction of two independent board members. For the very first time, the RBFA's board of directors will not only include people with a function in the footballing world. With the two new directors, we aim to strengthen the diversity in our Board of Directors and bring on board a fresh view of the organisation and the development of Belgian football.

The representatives of the amateur and professional clubs unanimously support this reform even though their own representation is now shrinking. This clearly indicates that the entire football family is fully committed to good governance.

GOVERNANCE STRUCTURE



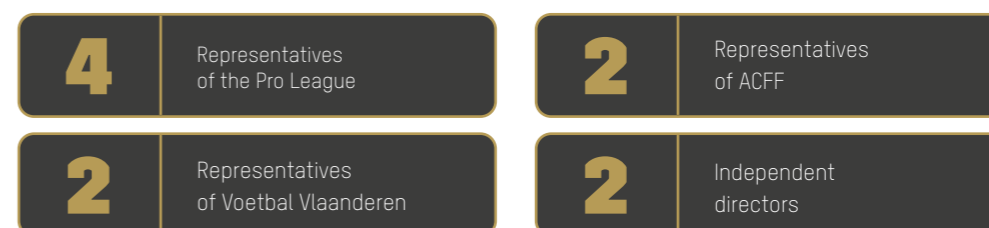
A HEALTHY STRUCTURE:

The organisational chart shows our governance structure and illustrates how the different organisational bodies interact, report to each other and exercise their control function. The three committees work completely independently.

NEW COMPOSITION OF THE BOARD OF DIRECTORS

The ten-member Board, which has been in place since June 2021, is made up as follows:

BOARD OF DIRECTORS



An external selection agency started the search for the two independent directors last year. The bar has been set high in the profile we have drawn up. The two new, independent members of the Board of Directors must have an excellent track record. We are looking for high-achievers who do not come from the world of football. They must have earned their stripes in other sectors of society.

At the end of 2019, we strengthened our General Assembly with six new faces from the wider world of sport. Last year, we also recruited new members, both men and women, from diverse backgrounds and age groups into the national disciplinary bodies and the licensing committee. Ultimately, we need associations that combine a broader range of competencies and more closely reflect the diversity in society.

A DIVERSE TEAM

On 31 December 2020, the RBFA had a total of 185 employees. Despite COVID-19 and the difficult economic conditions, this is the same number of employees as a year earlier. All new recruits are trained and integrated into the team quickly and efficiently. Our work organisation is geared up for this process. A quarter of our employees are currently women. We have been catching up in this area of diversity in recent years. The majority of our new staff in 2020 were women. However, we still have some way to go in this area and also in other areas such as ethnic background.

The diversity of our staff is much greater than that of our official organisational bodies. But that is no reason to rest on our laurels. In our recruitment campaigns, we continue to pay close attention to a diverse and complementary workforce that reflects society as closely as possible.

In the past year, we have also focused strongly on the complementarity of our employees. As for our Board of Directors, we are looking for new skills for our daily operations. We are a football association, but we need more than just football expertise. COVID-19 offered us new opportunities to continue working on creating teams that are as complementary as possible. The crisis has made many talented people consider a career change. A highly diverse range of profiles applied for our vacancies. In each department, we are trying to bring in additional experience and expertise. This is how we strengthen our organisation with clear added value.

We give our employees plenty of opportunities to continue developing their skills and talents. They have access to a wide range of training, which we expanded last year through our RBFA Knowledge Centre. We want to make the RBFA a learning organisation. Continuous, lifelong learning must be part of our DNA. COVID-19 accelerated the development of our internal, digital training offer. So, the e-learning library of online courses for our employees now contains a wide range of subjects: from welfare and languages to IT and leadership.

KEEP INNOVATING

Our core task is the organisation of Belgian football. To ensure that competitions run smoothly and fairly, we have been working hard on innovations and reforms over the past year. Football also has a great impact on the whole of society. As organiser, promoter and mouthpiece of the most popular sport in the country, we are aware that a lot of eyes are on us. That is why we are committed to transparency and have again taken important steps forward in order to work as openly and transparently as possible.

DUSTING OFF FEDERATION RULES

The federation rules are the foundation for the organisation of football in Belgium. Among other things, they set out how the competition runs, who is allowed to participate, the consequences of issues such as postponed matches or red cards, and how we settle disputes.

Our federation rules were in urgent need of simplification and modernisation. They need to evolve together with football and the wider society. Over the course of time, a number of contradictions and ambiguities had crept into the federation rules too. Moreover, logic had disappeared from the structure and the language was no longer uniform. The new regulations for international football bodies and the introduction of digital technology in football also forced us to rewrite the federation rules.

The federation rules are the guideline for both professional and amateur football. All clubs, in all departments and series, are bound by them. It is therefore crucial that the entire Belgian football family supports and identifies with the federation rules. For this reason, the Pro League, Voetbal Vlaanderen and ACFF were also represented in the working group led by experts from KU Leuven. The

result is a set of rules with 11 chapters, just like the number of players on the pitch, which corresponds to today's football reality.

LICENCES: SWITCHING TO THE FLASHING LIGHT MODEL

The licensing system, which oversees the financial management of professional clubs, among other things, was also thoroughly reformed in 2020. This system ensures fair competition by preventing professional clubs from going bankrupt during the season. In recent seasons, clubs have been assessed once a year on their financial record. In essence, it was 'all or nothing' for the clubs and this one-off snapshot approach often gave rise to procedural battles and hasty, improvised solutions in which clubs rushed to find additional capital or a buyer. After a thorough analysis of the licensing system and working with various stakeholders, including the Pro League, we decided to supplement the annual award process with a system of continuous monitoring.

From now on, monitoring the clubs' financial management will involve a flashing light model. By proactively monitoring the clubs, the new Licensing Committee for Professional Football (the reformed licensing department) will be able to intervene and make adjustments during the season. We encourage clubs to keep an eye on sound financial management throughout the year. Together with the installation of the flashing light model, we are also expanding the possibility of sanctions. Previously, clubs either received no sanction at all or a very severe sanction straight away. In the continuous process, the licensing committee or possibly the BAS (Belgian Arbitration Court for Sports) can also impose other sanctions if the indicators change to red, e.g. a transfer ban, a restriction on the number of players in the squad, points deductions or fines.



FOOTBALL AGENTS UNDER STRICTER CONDITIONS

Together with the Pro League, we imposed stricter registration conditions on football agents last year. There was also a ban on acting on behalf of both a club and a player in transfer cases. In the past, this incompatibility has unfortunately led too often to malpractice.

The most important change is the obligation for clubs and players to request an authorisation from the RBFA before they can pay an agent. This clearing is an additional control mechanism that should increase transparency in the cooperation between football agents and clubs or players. Both parties are subject to disciplinary sanctions for breaching the rules. Since its launch on 1 July, we examined a total of 557 transactions between clubs, players and agents in 2020.

CONTROL FROM INSIDE AND OUT

We had very good reason for deciding to open up our board and add two independent members. It allows us to strengthen not only diversity and competencies, but also external control. These new directors, together with the other members of the Board of Directors, can keep an eye on the executive committee. And the auditor reviews our financial results every year.

In addition, our articles of association include our commitment to an annual external audit of our operations. To this end, we have engaged our partner GUBERNA, the Belgian Institute for Directors. They promote good governance in companies and organisations, and share their knowledge and expertise in order to put this into practice. GUBERNA not only takes care of our external audit, but also helps us to get to grips with the areas for improvement identified by the audit.

Since last season, each body within our association has also been evaluating its own operations. They must report to the Board of Directors and the general meeting. This offers greater transparency and control.

A COMPLIANCE OFFICER FOR PROPER COMPLIANCE

Last year, we also appointed a Compliance Officer internally. We created this new function to formulate a clear framework for detecting compliance risks. This could be fraud, conflicts of interest or corruption. The Compliance Officer works across all departments and hierarchies. His task is to provide support in concrete cases and raise awareness among all employees. This, in turn, enables us to cultivate the right reflexes in everyone internally to identify risks and assess them correctly. We shared the purpose of our compliance programme and its insights with other associations during the FIFA Compliance Seminar.

FOOTBALL FOR ALL

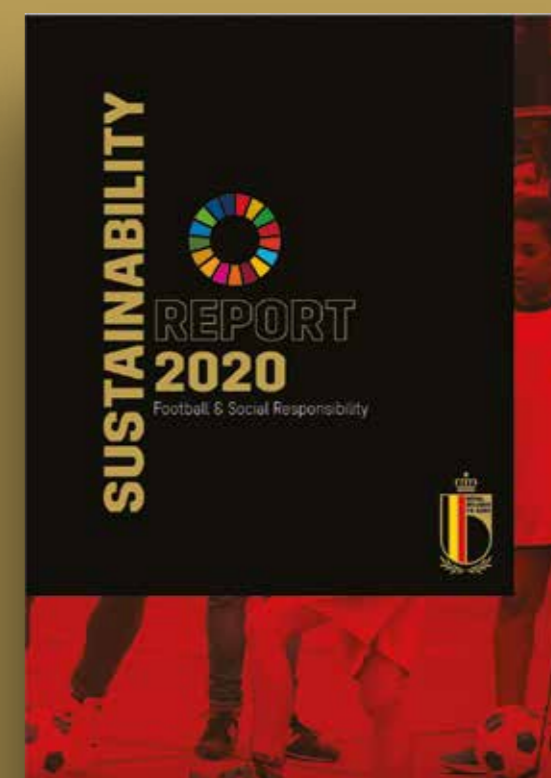
As an organiser, promoter and spokesperson for the country's most popular sport, we are very aware of the enormous impact football has on society. We therefore accept the social responsibility that goes with it. In 2020, we launched a new Football & Social Responsibility strategy for the next four years. This strategy is based on four pillars: inclusion, health & well-being, ethics, and environment. The Belgian Red Courts are the spearhead of our approach. You can read more about them further on. We are also working on a plan to tackle racism, and on a new project in collaboration with the Special Olympics. We christened this the Special Devils and the Special Flames. After all, football is for everyone. We also consider the environment. In our new headquarters in Tubize, for example, we have focused on renewable energy, among other things. In the stadiums, which we aim to turn into smoke-free zones, we also have a plan for better waste recycling. With all these projects and actions, we continue to fulfil our social role in a sustainable way.



MAKING A DIFFERENCE IN FOUR AREAS

Our social responsibility focuses on four key areas. In each of these areas, football can make a difference.

- **Inclusion:** Football is the people's sport par excellence; it unites people and transcends their differences.
- **Health and well-being:** Sport plays a key role in an active and healthy lifestyle. Last year we saw in practice how important this is.
- **Ethics:** In our football ecosystem, everyone should feel protected and respected. For example, every football club should be a safe environment where every member feels secure.
- **Environment:** We are reducing our impact on the planet by using energy, water and other resources more sustainably.



After an extensive survey of more than 500 stakeholders, we developed a new Football & Social Responsibility (FSR) strategy in 2020. In doing so, we wish to realise a positive impact within our own operations, on and off the pitch, and for the wider community. You will find this report, together with our Good Governance Report and Financial Report, in the separate annexes.

40 BELGIAN RED COURTS

The real eye-catchers among all our social efforts will be the Belgian Red Courts. Over the next four years, we will be giving some 40 football fields, spread across the whole of Belgium, a complete makeover. To this end, we will work closely with the city or municipality where the pitches are located. Each Red Court will have a coach who will draw up a programme for the neighbourhood and supervise activities. And for each football pitch, we will appoint a former or current Red Devil or Red Flame as a 'godparent'. With these Belgian Red Courts, we are taking our social commitment to the heart of the various neighbourhoods and districts in our Belgian municipalities. This will make the impact of football even more visible.

In 2020, we started work on practical preparations for the construction of the Belgian Red Courts. This is a major undertaking. For each area, we are collaborating intensively with local authorities.

Last year, we also held an auction of unique 'match worn' football shirts from the Red Devils and Red Flames. The resulting proceeds went directly to the Belgian Red Courts.



THE NEXT 4 YEARS
MAKEOVER OF SOME 40
FOOTBALL PITCHES SPREAD
ACROSS THE COUNTRY
Former Red Devils and Red Flames
become 'godparents' of the
football pitches



RBFA // **125** YEARS

125 YEARS RBFA: DO YOU REMEMBER?

THE BEST RED DEVILS PERFORMANCE SINCE WORLD WAR II

In the years following on from the Second World War, the Red Devils were often mocked as the 'world champion of friendlies'. Since the 1980s, however, they have regularly qualified for the final stages of major tournaments. The revival began with a silver medal at the 1980 European Championships in Italy. We narrowly lost the final to West Germany, after a goal by Horst Hrubesch in the final minute. National manager Guy Thys created a robust team with characters such as Eric Gerets and captain Julien Cools. In the group stage, we outplayed England, Spain and host Italy. The generation of that era is still proud of our best performance ever. But we are pretty sure they would not object to the current generation of Red Devils breaking that record now.





04

WORLD'S BEST

The Red Devils and the Red Flames managed to turn a bizarre year of football into an exceptionally successful one. As a result of COVID-19, they played their first matches in 2020 after the summer. In the autumn, the various matches followed each other in quick succession. But that did not stop the Red Devils from ending the third year in a row as world number one. The Red Flames then managed to qualify for the European Championship in 2022.

And we are already looking forward to the future. Of course, we want to maintain this sporting boom for as long as possible. We are sure that we have not yet seen the best of our national teams. We want to sustainably embed these sporting successes over the coming years. These ambitions led to extending the contract of our national manager Roberto Martinez and the appointment of our new assistant technical director, Jelle Schelstraete.



DEVILS AT THE TOP

INTO THE FINAL FOUR OF THE NATIONS LEAGUE

The 2020 football year started on a low note. First, the Qatar Airways International Tournament was cancelled. The Red Devils were to play matches against Portugal and Switzerland in this friendly tournament, but COVID-19 threw a spanner in the works. Soon after that, the European Championship was also postponed for a year, to 2021. The international calendar, in turn, had to be completely rearranged. In the end, the Red Devils didn't play a single match in the first eight months of the year, and then played eight matches in a short period of time between the beginning of September and mid-November. During those games, the Red Devils managed to qualify for the Final Four of the Nations League in Italy, in October 2021.

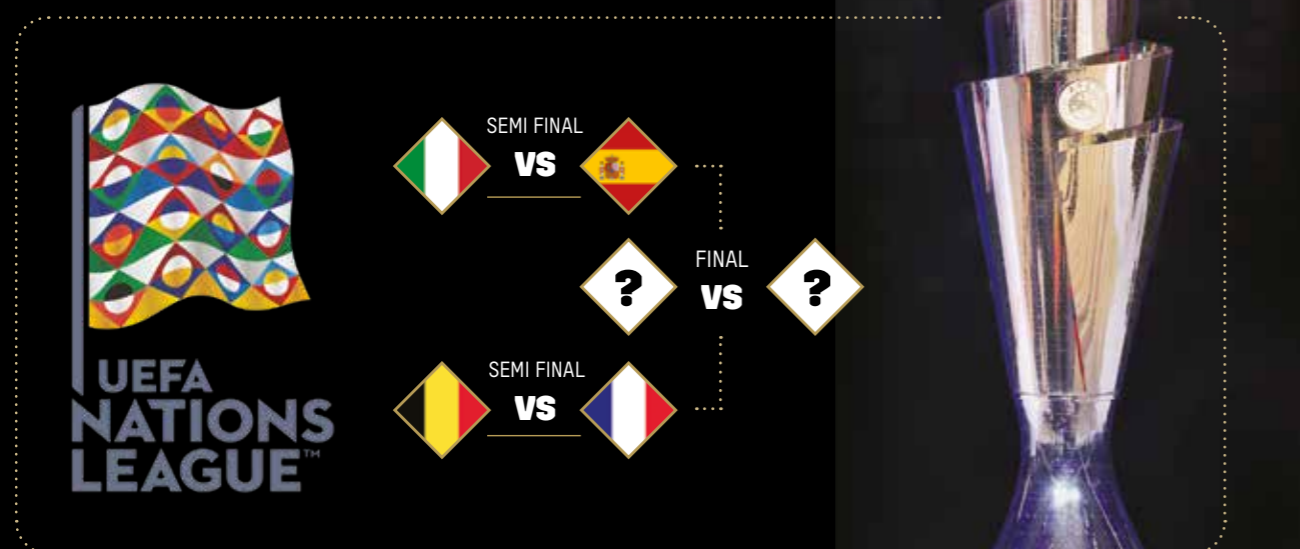


STILL THE BEST FOOTBALL COUNTRY IN THE WORLD

The Red Devils have been at the top of the FIFA World Ranking for over two years now. They achieved their position as the best footballing country in the world on 20 September 2018, and have not relinquished it since. All players and staff are working extremely hard to hold onto that first place. Roberto Martinez, the architect of our current success with the Red Devils, last year extended his contract as national coach until 2022.



FINAL FOUR OF THE NATIONS LEAGUE



MORE THAN TWO YEARS AT THE TOP

1		Belgium	1,783.28 Pts
2		France	1,757.30 Pts
3		Brazil	1,742.65 Pts
4		England	1,686.78 Pts
5		Portugal	1,666.12 Pts
6		Spain	1,648.13 Pts
7		Italy	1,642.06 Pts

WE REMAIN COMMITTED TO WOMEN'S FOOTBALL

RED FLAMES QUALIFY FOR THE EUROPEAN CHAMPIONSHIP 2022!

The goal for the Red Flames in 2020 was qualification for the European Championship in England. Like the men's competition, this European Championship was postponed for a year. So we are looking forward to the summer of 2022. In December, the Red Flames managed to qualify with a resounding victory against Switzerland. The final home game against the Swiss was originally scheduled for the spring. We were going to make it a festival of football, in a sold-out stadium. It should have been the highlight of women's football in Belgium. Ultimately, however, the match was played at the end of last year without fans, but we realised the outcome we had hoped for.



FIFA WOMEN'S WORLD RANKING

1		United States	2,200.39 Pts
2		Germany	2,089.23 Pts
3		Netherlands	2,038.61 Pts
4		France	2,029.93 Pts
5		Sweden	2,016.63 Pts
6		England	1,973.98 Pts
7		Brazil	1,970.72 Pts
8		Canada	1,967.72 Pts
9		Australia	1,950.59 Pts
10		Korea DPR	1,940.00 Pts
11		Japan	1,937.69 Pts
12		Norway	1,936.49 Pts
13		Spain	1,929.41 Pts
14		China PR	1,875.01 Pts
15		Italy	1,874.42 Pts
16		Denmark	1,868.57 Pts
17		Iceland	1,829.08 Pts
18		Belgium	1,814.06 Pts

A NAME FOR SCORING: SCOORE SUPER LEAGUE

The reform of the top division will give a boost to the development of women's football. Thanks to the support of the National Lottery, the highest division of women's football has become the Scoore

Super League from this season onwards. Due to the modified competition format, the number of clubs has increased from 6 to 10. The broadcast of Scoore Super League matches by Eleven Sports gives women's football in our country the extra visibility it deserves.



THREE NATIONS, ONE GOAL: WE ARE BRINGING THE 2027 FOOTBALL WORLD CUP TO BELGIUM, THE NETHERLANDS AND GERMANY

One of the aims of our programme 'The World at our Feet' is to double the number of female footballers by 2024. That is from over 40,000 today to 80,000 football players. With projects in schools and clubs, we want to introduce girls to football at an early age.

We recognise that major international country tournaments can convince people to take up a sport. That is why we want to bring the Women's World Cup to Belgium in 2027. Together with the Netherlands and Germany, we submitted our candidacy as organisers last autumn.



FUTSAL ON THE RISE

Our Futsal Red Devils have qualified for the group stage of the preliminary rounds for the 2022 European Championship in the Netherlands. Now great challenges await them. In addition last year,

Karim Bachar signed a contract as national coach of the Futsal Red Devils until after the European Championships. Before that, he had been working there as an interim head coach.



OUR PRIZE-WINNING PLAYERS

At the end of the day, football is a team sport and collective awards are the most important. However our Devils & Flames continued their good form with the

national team at club level too. Several Red Devils and Red Flames have also collected fantastic individual awards in the past year.



ROMELU LUKAKU
UEFA EUROPA LEAGUE "PLAYER OF THE SEASON"



TINE DE CAIGNY
BELGIAN GOLDEN SHOE



KEVIN DE BRUYNE
PFA PLAYERS "PLAYER OF THE YEAR",
CHOSEN BY HIS FELLOW FOOTBALLERS IN ENGLAND



SIMON MIGNOLET
GOALKEEPER OF THE YEAR IN BELGIUM



THIBAUT COURTOIS
TROFEO ZAMORA
FOR BEST GOALKEEPER IN THE SPANISH PRIMERA DIVISION



PLAYERS AND COACHES OF THE FUTURE

WHO ARE TOMORROW'S RED DEVILS AND RED FLAMES?

The young Devils, despite some very strong matches last year, unfortunately did not manage to qualify for the U21 European Championships in 2021. But they are certainly being developed to join our future

teams. The new generation will do all they can to ensure that we can qualify next time.

We would like to develop a structure to guarantee the sporting successes of the current generations of Red Devils and Red Flames in the future. That is why we set the bar high, from youth to elite. We

aim to create a Belgian football identity that all players can recognise. Our greatest talents can count on professional support. But they also learn how to really push themselves in every training session and match.

This is how they continue to make progress. As head coach of the Red Devils, Roberto Martinez set up a programme to provide the most talented individuals in Belgian football with specific, intensive coaching. This should further strengthen Belgian football and our national teams in the future.

TOP PLAYERS BECOME TOP COACHES

Last year, we offered our (former) Red Flames and (former) Red Devils the opportunity to complete a course to become coaches. This was planned during the national teams' training sessions in Tubize. Due to corona, however, the first lessons had to be conducted via the laptop. Nevertheless, the interest in the course was extremely high. No fewer than 23 Devils and 14 Flames registered. They are now busy with their UEFA coach education. They will become the next generation of top coaches! After all, in order to ensure the world-class performance of our Red Devils and Red Flames, we need another generation of top coaches!



RBFA // **125** YEARS

125 YEARS RBFA: DO YOU REMEMBER?

WOMEN'S EURO 2017

In 2017, the Belgian National Women's Team played in a final round for the very first time. At the European Championship in the Netherlands, the team of national manager Ives Serneels was unfortunately eliminated in the first round. Nevertheless, the Red Flames could look back on a successful tournament. The victory against the much higher ranked Norway was particularly noteworthy. Four years later, the Flames again qualified for the final round of the European Championship, which will take place in England in the summer of 2022. This brings our Red Flames one step closer to their stated ambition: to be part of the European top 8.



05

IN THE PIPELINE FOR 2021




In the 125 years since our foundation, both football and our society have changed dramatically. As a football association, we have evolved accordingly, and will continue to do so for the next 125 years. Yet our mission remains the same: to organise and develop football in Belgium and ensure that it remains the most played, inclusive and attractive sport. The way in which we fulfil that mission will continue to evolve. We would therefore like to conclude our annual report with a brief outlook to what 2021 will bring us. After all, there are several important projects in the pipeline.



HOME AT OUR BASECAMP

In 2021, we will move to our new building at the Proximus Basecamp in Tubize. This will be the base for the Red Devils and the Red Flames, the national youth teams and the referees, but also for all our administrative staff. In the future, our Basecamp will become the genuine beating heart of Belgian football.



 <p>1 new wind turbine</p>	 <p>3,000 solar panels</p>	 <p>20 charging stations for electric cars</p>
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PREPARING FOR EURO 2020

New pitches, changing rooms, fitness and physio room: all will be ready for EURO 2020. The Proximus Basecamp is where the Red Devils will prepare for the European Championship and where they will 'pitch their tents' for the entire tournament. The competitions take place in various cities across different countries. After each match, the players return to Tubize to prepare for the next one.

The Proximus Basecamp lives and breathes football. We are equipped with the most modern infrastructure and our teams can count on a highly professional environment. The showpiece of the sports section will be the brand new changing room for the national A teams. This iconic dressing room will capture the imagination of every youth player. Let's hope it fuels their dreams of one day being able to sit in this dressing room too!

There will also be a new grandstand alongside the practice pitch for the Red Devils and the Red Flames. It will accommodate 2,000 supporters. The open training sessions are a unique opportunity for fans to see the stars of the Red Devils and Red Flames at work up close. The new grandstand will make this a more comfortable experience. As well as the accommodation for the Red Devils and Red Flames, the youth teams at Proximus Basecamp will also be able to enjoy two new football pitches and new dressing rooms.

ONE SPORT, ONE BASECAMP

Today, our employees are spread across Tubize and Brussels. From October 2021, everyone will work in the new association building at the Proximus Basecamp. In the 'old' association building in Brussels, the direct link to football was not always obvious. In Tubize we will work in an environment

that lives and breathes football. We will thus ensure a focus on our primary strategic pillar 'football first' and our core value 'sportsmanlike' every day. The brand new team building also provides a boost to one of our other core values: team spirit. Having all our staff working under the same roof will strengthen togetherness and facilitate cooperation. This sportive winner's environment will also inspire our employees to continuously raise the bar.

VAR AT A CENTRAL LOCATION

From the 2021-2022 season onwards, the VAR (Video Assistant Referee) will operate from the Proximus Basecamp. Referees and their assistants in the stadium will be in direct communication with the VAR in Tubize. This allows the VAR to work in ideal conditions, with state-of-the-art technology. No need for VAR vans at the stadiums! This new, central location will provide further options for making the decisions of the VAR even more uniform and offering even better training to the team of referees in Belgium.

OUR RENEWED BASECAMP: A REAL FOOTBALL CAMPUS

The Proximus Basecamp encompasses an important ecological component. Because we want to minimise our impact on the environment, we put maximum effort into sustainability. We only water our football pitches with water drawn from the catchment basin on our grounds. With solar panels (and in the future our own wind turbine) we keep our CO₂ emissions as low as possible. And the fruit and vegetables we serve in the restaurant come from our own vegetable garden. The Proximus Basecamp is a typical example of the campus model, whereby we centralise functions in one location as much as possible and aim to be self-sufficient wherever we can. Everything is centralised, not only physically, but digitally too.

THE RBFA APP: EXPERIENCE FOOTBALL ANYTIME, ANYWHERE

Technology is an integral part of modern football. Worldwide, esports is growing steadily. Supporters can experience their sport 24/7 through media platforms. And thanks to sensors and cameras, coaches know to the nearest centimetre how far their players have travelled during a match or training session. Even on the football pitch, technology has come to the fore; just think of the VAR or goal-line technology.

Digital solutions have become indispensable in the daily lives of football players and fans. That is why we are giving absolute priority to the digital transformation.

The data we have is an ideal tool target group, from players and parents to supporters and sponsors. Of course, we always do this with the greatest respect for everyone's privacy.

With the RBFA app, we are creating the digital heart of Belgian football. We are using it to ensure the entire football family can experience their beloved sport in a unique way. We aim to develop this digital tool from an app used mainly by our members into an app for everyone: players, coaches, board members, referees, and, of course, football fans.

Finding the dates of Red Devils or Red Flames' matches, buying the corresponding tickets, ordering a shirt as worn by your favourite player: you can do it all through our app. Information about amateur clubs and their players and matches is also available at a single click. For our active members, the app will offer many practical functions: registering with a new club, registering transfers, viewing the statistics of clubs and teams or monitoring activities as a coach or referee.

The football experience on and off the pitch runs seamlessly through our RBFA app. So, the football experience is no longer tied to match days or hours. With live streams, exclusive training images, interviews or glimpses behind the scenes, we can interact with football fans all year round, 24/7. With the data we collect and analyse via the platform, we can offer everyone a unique, tailor-made football experience. Our commercial partners can also personalise their messages and offers, so that our fans gain the maximum benefit.



SPORTING CHALLENGES FOR 2021

There is a great deal of work waiting in the sports area. With EURO 2020 and the Nations League Final Four ahead of them, the Red Devils face two major challenges. Of course, they are giving everything for a win! After that, the Red Devils and the Red Flames will aim to qualify

for the World Cup 2022 and World Cup 2023. The 2023 European Championship is looming for our U21s too and they will do all they can to qualify. We are also hopeful that other national teams will be allowed to play again and add successes to their honours lists.

A PLAN FOR AMATEUR FOOTBALL

Amateur clubs have been hit hard by corona. We have provided an 8 million Euro pandemic aid package. And we will continue to invest in the future of amateur football, because the amateur clubs play an indispensable role in our society. UEFA research calculated that they generate more than 2 billion Euro in social value. Amateur football therefore plays a crucial sporting and social role. And we want to strengthen it even further.

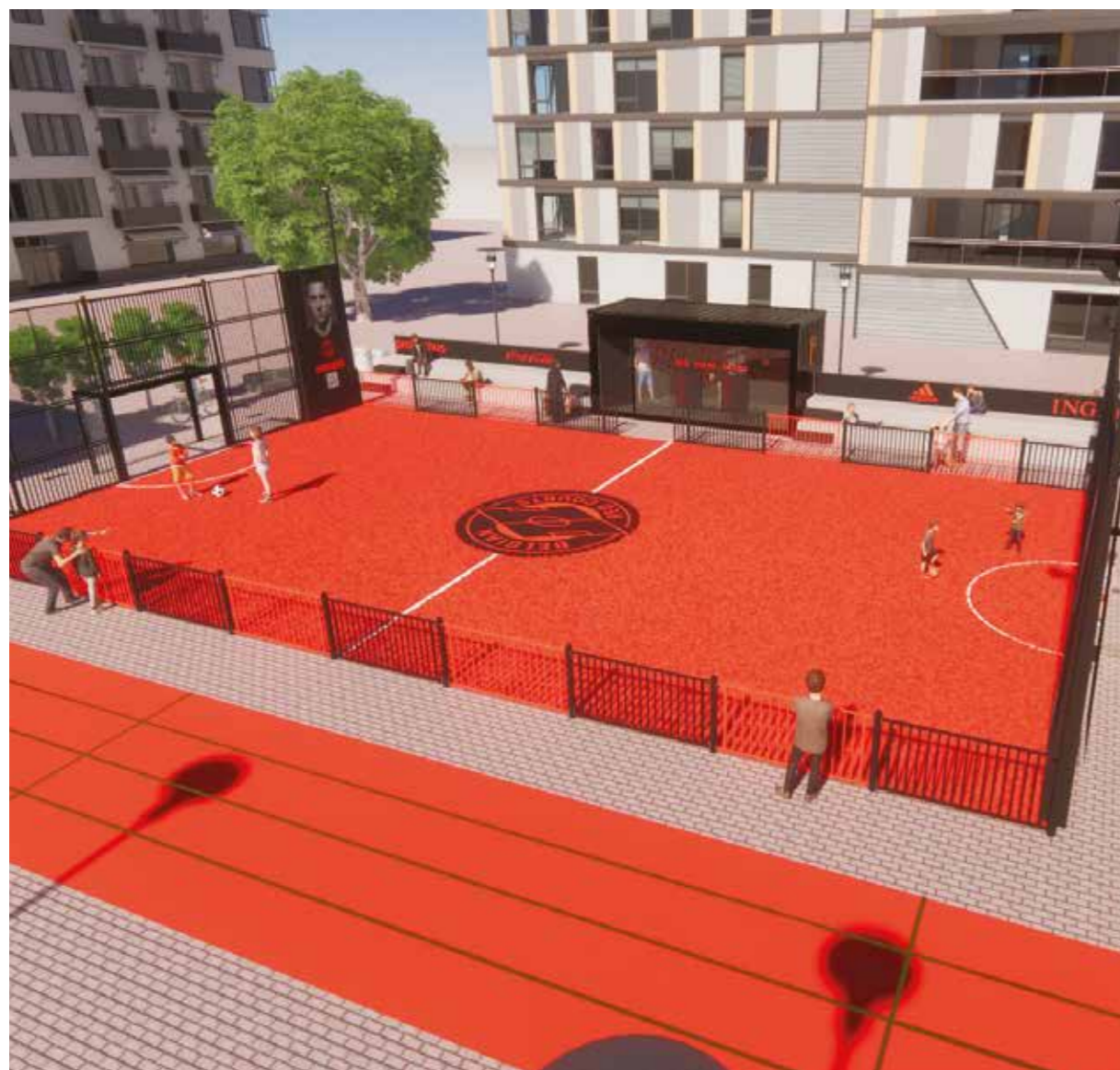
We do this together with Voetbal Vlaanderen and ACFF, the regional football associations. Our intention is that the clubs can continue to develop in a sporting and financially healthy way. Together with consulting firm PwC, we will analyse the current situation and formulate recommendations to secure the future of amateur football. On top of that, we continue to make huge efforts in relation to inclusion and diversity.



THE FIRST BELGIAN RED COURTS

In 2021 we will start constructing the first of the 40 planned Belgian Red Courts. Together with local municipalities, we will revive and regenerate existing football fields throughout the country. Each Red Court will also be allocated a Red Devil or Red Flame as a 'godparent'.

Among other things, we will thoroughly overhaul the two pitches in Tubize under the approving eyes of 'godmother' Tessa Wullaert and 'godfather' Eden Hazard! We also have a number of other locations in mind for the coming year: Brussels, Genk, Lier, Manage, Sint-Niklaas and Waregem.



'COME TOGETHER': BECAUSE THERE IS NO PLACE FOR DISCRIMINATION OR RACISM IN FOOTBALL

With the 'Come together' action plan, we are stepping up the fight against discrimination and racism in football. Football should be a celebration for everyone. Exclusion on the basis of skin colour, religion, gender, sexual orientation, physical or mental ability or other differences is unacceptable, on and off the pitch. To develop this action plan, we selected twenty representatives from various communities, all involved in Belgian football, together with Voetbal Vlaanderen and ACFF. Their experiences and ideas added greater substance to the action plan.

The sounding board for Come Together will be the 'Diversity Board', which will formulate questions and recommendations on discrimination and racism. Our new inclusion manager will manage the implementation of the action plan. The option to highlight racism and

discrimination must become much more accessible in the future. By 2024, all referees in amateur and professional football, all youth leaders, safety officers and coaches will be trained to help tackle racism and discrimination. We will communicate extensively about Come Together, measure results and adjust where necessary. Anyone guilty of discrimination or racism on or off the field must face the appropriate penalties. To this end, we are establishing the National Chamber for Discrimination and Racism, with lawyers and experts on discrimination.

An important objective of Come Together is to create greater diversity in terms of competencies, origin, gender or age within our own organisation. In 2021, our board of directors will therefore have two independent directors. This represents a first and an important step for our sport, which is a mirror of society.





RBFA // **125** YEARS

125 YEARS RBFA: DO YOU REMEMBER?

ICONS TEAM

To highlight our 125th anniversary, the RBFA organised a poll among the fans: who is the greatest Belgian football icon ever? Eden Hazard, who now leads the Red Devils, received the most votes. This puts him ahead of other icons such as Vincent Kompany, Kevin De Bruyne, Jan Ceulemans, Paul Van Himst or Raymond Braine. Braine, by the way, is sometimes referred to as the Eden Hazard of the 1930s. But who among us has ever seen him live at work? That is not the case for the Eden Hazard of this era. His achievements from 2018 are etched on our retinas. In that year, he captained our country to bronze at the World Cup in Russia. The best Belgian performance ever at a World Cup and a well-deserved place for Eden on our Icons Team!



ASSOCIATION AWARDS

A) GOLD MEDAL

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

TIMMERMANS Gilbert, 1st Vice-President of the RBFA Board of Directors

B) HONORARY MEMBER

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.

BIJNENS Marc, Provincial First Substitute of Limburg
JACOB Jean-Noël, President R.B.A. Liege
KRIEKEN Guido, Member of the Audit Committee
LEKIME Michel, Member of RBFA Sports Committee
MAZUR Benny, Secretary General Voetbal Vlaanderen

C) MEMBERS OF MERIT

The title of Member of Merit and the associated silver-plated badge may be conferred on the members of the Federation Authority and the referees and members of the related Executive Board with thirty continuous or thirty-five non-consecutive years of service.

ASSENMAKER Fabian, Referee R.B.A. Luxembourg
BERBIERS Christophe, Coach R.B.A. Liege
BOEYKENS Stijn, Member of the Arbitration Commission for Paid Sport
BOITTE Serge, Referee R.B.A. Hainaut
BUYSSE Wim, Referee P.B.A. Brabant Voetbal Vlaanderen
CONOTTE Laurent, Referee Professional Refereeing Department
CORNELIS Michel, Member of the Arbitration

Commission for Paid Sport

DAEMS André, Member of the RBFA Sports Committee
DEBEL Rudy, Referee P.B.A. West Flanders
DE BIE Vincent, Referee R.B.A. Brabant ACFF
DE GRAAF Peter, Referee P.B.A. Limburg
DEGRANSART André, Referee R.B.A. Hainaut
DELHOVREN Bruno, Coach R.B.A. Hainaut
DE SMET Dirk, Referee P.B.A. East Flanders
THE TEMMERMAN André, Referee P.B.A. East Flanders
DE VOS Dirk, 2nd Vice-President of the Arbitration

Commission for Paid Sport

DE VRIESE Eric, Referee P.B.A. East Flanders
GALKOW Vladimir, Referee R.B.A. Namen
GALLE Marnix, Referee P.B.A. West Flanders
GEVAERT Marc, Referee P.B.A. West Flanders
LAVA Walter, President P.C. West Flanders
LEROY Marc, Member of the Arbitration

Commission for Paid Sport

MASSON Lucien, Member of the Investigation Committee
MULLEMAN Kris, Referee P.B.A. West Flanders
NEUTELEERS Marc, Coach P.B.A. Limburg
ROSANI Rino, Referee R.B.A. Hainaut
SCHREIBER Jean-Luc, Referee R.B.A. Luxembourg
SPIETAEL Daniel, Referee P.B.A. East Flanders
STEENWINCKEL Henri, Referee P.B.A.

Brabant Voetbal Vlaanderen

SWAELEN Gerda, Member P.C. Antwerp

THEUNIS Erwin, Referee P.B.A. Limburg

TIELEMANS Jozef, Referee P.B.A. Brabant

Voetbal Vlaanderen

VALENTIN Olivier, Member of the Arbitration

Commission for Paid Sport

VAN DIEPEN Theodorus, Referee P.B.A. Limburg

VAN GORP August, Coach P.B.A. Antwerp

VANLAEKEN Marc, Coach P.B.A. Brabant Voetbal Vlaanderen

VANNESTE Gino, Referee P.B.A. West Flanders

VANPOUCKE Tom, Referee Professional

Refereeing Department

VANWESENBEECK Karel, President of the High Council

VERBEKE Dirk, Referee P.B.A. West Flanders

VERHAEGEN Rudi, Referee P.B.A. Brabant Voetbal Vlaanderen

WALSCHAP Jeroen, Referee Professional

Refereeing Department

WIEME Martin, Referee P.B.A. East Flanders

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.

BEIRENS Hans, 1st Vice-President Sports Committee Voetbal Vlaanderen

BOEYKENS Stijn, Member of the Arbitration

Commission for Paid Sport

CORNELIS Michel, Member of the Arbitration

Commission for Paid Sport

DE VOS Dirk, 2nd Vice-President of the Arbitration

Commission for Paid Sport

HOUSSIAUX Pierre Yves, Coach R.B.A. Namen

LAVREYSEN Rik, Member of the Arbitration

Commission for Paid Sport

MULS Xavier Member of the Arbitration

Commission for Paid Sport

SERLET Pierre Member of the Futsal Licensing Committee

THEWIS Alexandre, Coach R.B.A. Hainaut

VALENTIN Olivier, Member of the Arbitration

Commission for Paid Sport

VAN den BOSSCHE Chris, Substitute Association

Legal Department

VAN OYEN Frank, Member of the Arbitration

Commission for Paid Sport

VERHAEGEN Ebe, Substitute Prosecutor RBFA

REFEREEING OFFICE ACFF

Nil

PROFESSIONAL REFEREEING DEPARTMENT

DE CUYPER Michiel

LESCEUX Quentin

WILLEMS Laurent

REFEREEING OFFICE VOETBAL VLAANDEREN

BONDUEL Toon

CARREIN Mathias

DILLEN Tom

HUYGHEBAERT Joachim

LAKIERE Glenn

LAMBERIGTS Tom

LUCAS Thomas

SANDERS Thomas

VERHEYDEN Christophe

VERHEYE Tom

P.B.A. ANTWERP

BROECKX Walter

GILLIS Frans

HANNES André

HOREMANS Tom

JONKERS Werner

OSIER Sven

TEULINGHX Marc

THOMAS Laurens

VAN DEN BROECK Karel

VANDEPLAS Erwin

VANDEVELDE Kevin

WAGEMANS Tom

P.B.A. BRABANT VOETBAL VLAANDEREN

BEN KHAYAT Azzedine

DE ZUTTER Johan

HEMMERECHTS Jean

VRANKEN Willy

P.B.A. LIMBURG

BOEDRIJ Sven

BOGIE Dirk

CELEA Carmelo

COLETSIS Georgios

CREEMERS Jean-Marie

DIEPVENS Jos

DUCHATEAU Etienne

JANSENS Jeroen

KARAFOTIOU Christos

KUMS Niels

LENAERS Werner
 LUYCKX Tim
 PILAT Mathias
 POTARGENT Maarten
 RENCKENS Theo
 SMEETS Chris
 SURINX Patrick
 THEVISSSEN Gilbert
 VANPOL Brecht

P.B.A. EAST FLANDERS

BAELE Mario
 BORIAU Tim
 DE BOUVRE Ronny
 DE GEYTER Maarten
 DE GROEVE Raf
 DE GROEVE Yvan
 DE KETELAERE Andy
 GOUBERT Jan
 LAMMENS Fania
 MILAD Sofian
 TIRÉ Nikolas
 VAN CAELENBERGH Gaëtan
 VAN DAELE Danny
 VAN DE VYVER Dominique
 VAN HUYCHEM Bart
 VAN SEVEREN Hans
 VERHEECKE Anthony

P.B.A. WEST FLANDERS

CLAEYS Marissa
 DE PLANCKE Thierry
 DHAEZE Christophe
 GOUDMAEKER Peter
 MEYNS Sander
 NEYRINCK Geert
 POTTIER Rik
 RAES Pieter-Jan
 SCHACHT Frederik
 SOENS Guy
 VANDEKERCKHOVE Marnix
 VANDENHOEKE Nick

R.B.A. BRABANT ACFF

SEKKINI Abdelkader
 VANOBOST Christophe
 VANSEVEREN Roland

R.B.A. HAINAUT

BURCKEL Eric
 DERMINE Bernard
 DESINTE Roland
 FAYT David
 FRANCOIS Axel
 GOURDIN Dorian
 HOUREZ Jonathan
 KAYAALP Ahmet
 LEBEAU Christian
 PETTA Massimo
 RIGAUT Gilbert

R.B.A. LIEGE

CAVE Christophe
 FERRANTE Nunzio Elio
 FOTSO NEAM Eutrope

R.B.A. LUXEMBOURG

PONTHIR Philippe

R.B.A. NAMUR

Nihil

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

POUWELS Jean-Pierre, Olympic Pirates Deurne-BG

BRABANT ACFF

Nihil

BRABANT VOETBAL VLAANDEREN

VAN den BERGH Daniël, V.K. Linden
VAN HOUT Peter, K. Sporting F.C. Haren

HAINAUT

ANDRÉ Jean, R. All. F.C. Cuesmes
DERAMÉE Jean-Noël, F.C. Ellezellois
GUTTADAURIA Vincenzo, J.S. Isiéroise
HENRY Daniel, F.C. Rumes-La Glanerie
MAUROY Pascal, F.C. Vacsresse

LIMBURG

VLISSAKS Jacob Valentinus, K.F.C. Hamont 99

LIEGE

Nihil

LUXEMBOURG

FRIOB Pierre, C.S. Toernich
MULLER Arsène, C.S. Toernich
MULLER Stéphane, C.S. Toernich

NAMUR

Nihil

EAST FLANDERS

Nihil

WEST FLANDERS

VALCKE Lucien, Ladies Oudenburg
VANDEGHINSTE Tony, K.W.S. Desselgem



E. HAZARD
125Y ULTIMATE ICON



ROYAL BELGIAN
FOOTBALL
ASSOCIATION

Avenue Houba de Strooper 145, 1020 Brussels

