

SUSTAINABILITY



REPORT 2020

Football & Social Responsibility



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PETER BOSSAERT
CEO KBVB



MEHDI BAYAT
VOORZITTER KBVB

1/ PREFACE

We are proud to present the RBFA sustainability report for the fourth year in a row. As the largest sports organisation in the country, we want to use the strength of our organisation to create a positive impact.

How does the RBFA strive to be a sustainable organisation?

In 2019, in collaboration with Route 2030, we analysed the results of our first major stakeholder survey for the continuation of our sustainability strategy. We used this survey to gauge the opinion of our stakeholders. We asked them about the sustainable development goals of the United Nations that are a priority for the RBFA. We also examined whether, according to our stakeholders, we already have an impact on these global objectives. In 2020, the RBFA faced the challenge of converting the collected information into a new policy for the next four years. In the coming years, the action plan that emerged from this will be central to the pursuit of becoming a sustainable organisation.

Integrating sustainability throughout the organisation and beyond is not easy. How does the RBFA tackle this?

We consciously chose to replace the term CSR with FSR, which stands for Football and Social Responsibility. We did this for two reasons: On the one hand, because this is a direct reflection of the RBFA's main strategy where we have 'Football first' as the first pillar. We use football as a means to have a positive impact on our environment. On the other hand, to make our new FSR policy more accessible, clear and tangible for everyone.

What sustainability plans does the RBFA have for the coming years?

Unfortunately, Covid-19 also made itself felt in 2020 and had an impact on several of our activities, but we always looked further for possible alternatives to realise the various actions. We hope to continue our sustainability story together with our partners in a positive and meaningful way. Only together can we give sustainability a central place in the organisation of football. It is clear that sustainability is a priority for us in the coming years.

In this report, we look back on a strange year and guide you through the results of the stakeholder survey that gave us insight for drawing up a new action plan. In the next chapter, we will take you through the structure of our four pillars (inclusion, ethics, health and well-being, and the environment) and how we translate this into reality.

PETER BOSSAERT
CEO KBVB

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SUSTAINABLE DEVELOPMENT GOALS



2/ FOOTBALL AND SUSTAINABLE DEVELOPMENT GOALS

2.1 // INTRODUCTION

We know that sustainable development is not only an inspiring, but also a challenging journey. Sport, and football in particular, has the power to bring about positive change by inspiring millions of people. As the country's largest sports federation, we recognise this impact and want to contribute to a better world for future generations and create a sustainable football landscape.

In 2019, the RBFA, together with Route 2030, a sustainability consultancy, started a three-year project "Sport as a development tool: innovative methodology to stimulate policy actions for organisational and system change". This project, supported by the Foreign Affairs Department of the Flemish Government, aims to test the Social Responsibility policy against the global sustainable development goals or Sustainable Development Goals (SDGs) of the United Nations (UN). These are 17 global goals that the UN and its member states are promoting for a better world by 2030.

In order to use sport as a means to change things and create maximum impact, we incorporated the results of the survey into a new sustainability strategy in 2020. One of the new projects that we will be rolling out in 2020 are the Belgian Red Courts. More information can be found in chapter 4.3.1.

In this sustainability report we refer to the relevant GRI criteria, drawn up in accordance with the GRI Standards "Core". On the basis of the reference table at the end of this report, the reader can easily find all standards in the report.

GRI (or Global Reporting Initiative) is an international independent organisation that helps gain insight into and communicate about the impact on sustainability themes. GRI provides the standards most commonly used worldwide for sustainability reporting. In doing so, it enables organisations, governments, civil society and citizens to make more informed decisions, based on information that matters.

3/ THE NEW FOOTBALL AND SOCIAL RESPONSIBILITY STRATEGY

Through this sustainability report, we show the world how we evolved towards a strategically anchored sustainability strategy, aligned with the SDGs.

Players, members, fans, sponsors, clubs, referees, stewards, volunteers, employees, Voetbal Vlaanderen and ACFF, governments, media, social partners, Pro League, UEFA, FIFA, and many other stakeholders were involved in setting up our FSR strategy to gain an in-depth understanding of the current RBFA sustainability landscape and the topics that most interest our stakeholders.

3.1 // DIALOGUE WITH STAKEHOLDERS

In order to make sustainable impact possible, the RBFA entered into dialogue with as many parties as possible. As a result, the RBFA has become more aware of the needs, expectations and wishes of the various stakeholder groups. This creates the opportunity to identify the sustainability themes that are important to the RBFA.

The RBFA-Sustainables

A passionate sustainability team has been put together under the name the 'RBFA-Sustainables'. All colleagues from different departments within the RBFA and the regional federations (Voetbal Vlaanderen and ACFF) are part of this.

The main goal of the RBFA-Sustainables is to work together to achieve the sustainability ambitions, to brainstorm about further actions and to assess the achievements. By involving them, the RBFA seeks to collect important information, promote collaboration, and develop and promote new actions in line with the sustainability strategy. The RBFA-Sustainables can also report and provide feedback, which is useful for gaining new insights, promoting further collaboration in specific areas, and continuously developing innovative ideas.

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3.1.1 STAKEHOLDER PROCESS

The RBFA-Sustainables together determined the focal points and objectives for initiating a dialogue with internal and external stakeholders. The process took place in three steps.

3.1.1.1 STEP 1: IDENTIFYING THE STAKEHOLDERS

The RBFA-Sustainables carried out an impact analysis to determine on which SDGs we already had a positive or negative impact. The SDGs were then translated into specific RBFA-related themes. This was used as the basis for the stakeholder survey. The stakeholders of the RBFA were identified and divided into two groups: the internal and external stakeholders.

3.1.1.2 STEP 2: SURVEYING THE STAKEHOLDERS

Subsequently, internal and external stakeholders were questioned to determine which sustainability themes and SDGs are important for the RBFA.

More than 500 stakeholders responded to the survey, which assessed which of the 17 impact themes and 17 SDGs are important in the future plans of the RBFA.

[Possible to work with quotes from FSR team]

First of all, we presented the SDGs and asked our stakeholders to indicate to what extent the RBFA should prioritise these SDGs. In a second part of the survey, we presented the specific sustainability themes. Respondents again answered the question to what extent these themes should be a priority for the RBFA."



3.1.1.3 STEP 3: RBFA SUSTAINABILITY

Sustainability is often used as an abbreviation for "green" or "ecological" issues, but the RBFA-Sustainables found this definition too narrow. That is why the RBFA used the 2030 Agenda and the SDGs of the United Nations (UN) as a frame of reference. These 17 global goals are promoted by the UN and its member states and strive for a sustainable world by 2030.

The UN calls on governments, organisations, companies and individuals to join forces to achieve these ambitious goals together. The RBFA also wants to take its responsibility.

During an internal workshop, the RBFA-Sustainables defined the following definition: "Using the power of football to create a healthier, more inclusive and more sustainable world".

Based on a stakeholder analysis, the FSR team has defined what sustainability means for the RBFA and determined the priorities. 4 pillars were chosen: inclusion, ethics, health and well-being, and the environment. These themes stimulated the RBFA to think broadly about sustainability and their impact.

MATERIALITY MATRIX

RBFA WITH SDG'S AND TOPICS

EXTERNAL STAKEHOLDERS



INTERNAL STAKEHOLDERS

3.1.2 MATERIALITY ANALYSIS

The stakeholder survey led to a materiality matrix that shows the main sustainability challenges based on the views of the internal and external stakeholders of the RBFA. This matrix shows a clear ranking of the topics, reflecting the importance of the stakeholders and which strategic direction to take.

Subsequently, the RBFA analysed the topics in the top right corner of the matrix and chose them as priorities for the organisation. The four main topics are "awareness raising about sport", "ethics and good governance", "social inclusion" and "education for young and old".

The highest SDG priority is SDG 3 'good health and well-being', followed by SDG 10 'reduced inequality', SDG 5 'gender equality', and SDG 4 'quality education and lifelong learning'.

Using the materiality matrix, the RBFA has determined its focus of the FSR strategy for the coming years. The priorities are clustered in 4 pillars: inclusion; ethics; health and well-being; and environment.

THESE FOUR PILLARS FORM THE BACKBONE OF OUR FSR STRATEGY:

Inclusion (SDG 1, 5, 10)

The RBFA promotes football for everyone. We are committed to equal treatment and the meaningful involvement of each individual, fully appreciating the differences in terms of age, gender, religion, sexual orientation, culture, origin, income and opportunities.

Ethics (SDG 4, 16)

The RBFA ensures that all its activities take place in an honest and transparent atmosphere. Everyone involved feels safe, protected, and respected.

Health and well-being (SDG 3, 8)

The RBFA promotes an active and healthy lifestyle through the organisation of football.

Environment (SDG 7, 9, 13, 14)

The RBFA reduces the federation's environmental impact by focusing on sustainable consumption of energy, water, transport, and emissions.

3.2 //

DEVELOPMENT OF A LONG-TERM STRATEGY

The RBFA strongly believes in these 4 pillars, which form the basis of our strategy. Each pillar consists of subdomains that contain the priority SDGs. The RBFA has set clear ambitions for each domain. The latter are translated into measurable objectives, which can be an important catalyst in realising the 2030 Agenda for sustainable development.

The RBFA will only achieve these objectives in collaboration with its stakeholders. That is why partnerships have a special place at the heart of the FSR strategy. By working closely together and sharing knowledge, the RBFA can continuously improve its sustainability efforts and help partners to take further steps together towards a sustainable transformation.

3.2.1 AMBITIONS AND OBJECTIVES ON 3 DIFFERENT LEVELS

To fulfil the priorities of the RBFA, the FSR team has chosen ambitions and objectives on three levels. These levels are inspired by the UEFA FSR strategy guidelines:

LEVEL 1: INSIDE RBFA

Integrate sustainability within the entire functioning of the federation.

LEVEL 2: COMPETITIONS

Each event of the RBFA is organised in a sustainable and socially responsible manner.

LEVEL 3: OUTSIDE RBFA

Have a positive impact on Belgian society with, among other things, the Belgian Red Courts project.

For each ambition and objective, actions and indicators are developed, in collaboration with various departments of the RBFA and colleagues from the Flemish (Voetbal Vlaanderen) and Walloon (ACFF) divisions. The RBFA-Sustainables helped create the FSR strategy through workshops organised for each pillar and level.

OUR AMBITIONS













We have developed our ambitions based on the priorities of our stakeholders. These ambitions are the foundation of our strategy and reflect the goals we wish to achieve by 2024. It is our guide to action. The ambitions are defined per sustainability pillar and at each level, shown in the table below. We have also aligned each ambition with the sustainable development goals.

OBJECTIVES

Ambitions without goals and actions have little impact. That is why the RBFA-Sustainables worked out concrete objectives, actions and indicators, together with other stakeholders. Over the next four years, we will implement these actions to achieve our objectives and ambitions. The indicators make it possible to regularly evaluate and report our progress. This is how we make our impact clear. In what follows, we present our objectives for each ambition and at each level (Inside RBFA, Competitions and Outside RBFA).

“OUR AMBITIONS ARE WHAT WE STRIVE FOR BY 2024. IT IS OUR COMPASS FOR ACTION.”

HEDELI SASSI

	INCLUSION	ETHICS	HEALTH AND WELL-BEING	ENVIRONMENT
INSIDE RBFA	<p>The RBFA has a positive impact on inclusion within the functioning of the federation</p> 	<p>The RBFA sets an example when it comes to ethics within the own organisation.</p> 	<p>The RBFA has a positive impact on the health and well-being of its employees and profiles itself as an excellent employer.</p> 	<p>The RBFA has a positive impact on its own internal organisation the environment</p> 
COMPETITIONS	<p>The RBFA has a positive impact on inclusion in the organisation of events under its responsibility.</p> 	<p>The RBFA implements the code of ethics in the organisation of its events.</p> 	<p>The RBFA promotes health and well-being in the organisation of its events.</p> 	<p>The RBFA has a climate neutral impact on the environment when organizing events.</p> 
OUTSIDE RBFA	<p>The RBFA has a positive impact on inclusion within the city / municipality where the Belgian Red Courts project has been developed.</p> 	<p>The Belgian Red Courts project respects the code of ethics and promotes the RBFA values.</p> 	<p>The RBFA has a positive impact on the health and well-being of the participants in the Belgian Red Courts project.</p> 	<p>The RBFA has a climate neutral environmental impact within the city / municipality where the Belgian Red Courts project is running.</p> 

REDUCED INEQUALITIES



4/ FOOTBALL AND SOCIAL RESPONSIBILITY ACTIONS 2020

In 2020, the RBFA carried out several projects and actions that focus on the four themes that emerged from the analysis: inclusion, ethics, health and well-being, and the environment. These themes will be implemented at every level as indicated in the previous chapter: Inside RBFA (everything that happens within the organisation); Competitions (all events and competition under the responsibility of the RBFA); and Outside RBFA (including the Belgian Red Courts project that targets society as a whole).

To shape and implement these actions, we worked closely with expert organisations that share their know-how and support with us to reach the right target groups. In this chapter, we explain the actions taken and the results in detail per level and per theme. We also highlight the essential partners of each realization. Finally, we also indicate per project on which sustainable development goals we have a positive impact.

4.1 // INSIDE RBFA

4.1.1 INCLUSION

The RBFA promotes football for everyone. We are committed to equal treatment and the meaningful involvement of each individual, fully appreciating the differences in terms of age, gender, religion, sexual orientation, culture, origin, income and opportunities. In addition to our inclusion projects, we also want to eliminate all forms of discrimination from football by focusing on a new action plan that we launched in March 2021. More information about this can be found on our website.

In order to strive for a positive impact on inclusion within our organisation, various objectives have been developed which we explain below.

AMBITION	GENERAL OBJECTIVES	THEME
The RBFA has a positive impact on inclusion within the organisation.	<ol style="list-style-type: none"> 1. Develop an action plan for the organisation so that it becomes more inclusive, and makes people feel represented. 2. Involve different target audiences in our work by consulting them on a regular basis. 3. Integrate national "all abilities" and Younited teams into national team structures when they meet the criteria 	Inclusion
The RBFA has an exemplary role regarding ethics and safety within the organisation.	<ol style="list-style-type: none"> 1. Internal policy on the prevention of harassment and abuse. 2. Employees, committee members and volunteers act with respect for the mission, values, and ethical code. 3. Inform and ask commercial partners to respect our code of ethics. 	Ethics
The RBFA has a positive impact on the health and well-being of employees and profiles itself as an excellent employer.	<ol style="list-style-type: none"> 1. Develop a sustainable POSITIVE culture through our health and well-being policies for all employees as part of the global HR policy. 2. Create growth opportunities for employees and develop their talents. 3. Managers receive coaching training. 	Health and Well-being
Within the organisation itself, the RBFA has a positive impact on the environment.	<ol style="list-style-type: none"> 1. Employees are aware of the impact of their job activities on the climate and how to reduce their negative impact. 2. The RBFA wants to achieve the international standards for climate action based on received certificates for positive actions. 	Environment

AMBITION: THE RBFA HAS A POSITIVE IMPACT ON INCLUSION WITHIN ITS ORGANISATION.

TARGET AUDIENCE: Addresses all relevant departments in football

DURATION OF PROJECT: Continuously since January 2016

PARTNERS: Voetbal Vlaanderen, ACFF, Pro League, Plan International Belgium, RBFA Youth Council, Nextgenity and 20 actors from the professional field, Belgian Paralympic Committee, Belgian Deafsport Committee, Amp Football Belgium, Ligue Handisport Francophone, Parantee-Psylos, Féma, Special Olympics Belgium and Inter vzw

SDG'S: We aim to stimulate positive impact on SDG 4 'Quality education', SDG 5 'Gender equality', SDG 10 'Reduced inequalities to achieve objectives'.



4.1.1.1 THE RBFA, AN INCLUSIVE ORGANISATION

In order to tackle discrimination and racism in the coming years, we, together with Voetbal Vlaanderen and ACFF, listened to 20 representatives from various communities, each of whom is involved in Belgian football, from their own experience.

As in the past, we could develop an action plan based on the reports that reached us, but this would not have the desired impact. Hence the choice to meet in July 2020 with a group of 20 representatives from football, from various backgrounds to develop a new action plan against racism and discrimination. During this meeting, together with Nextgenity, we mainly listened to what is going on and off the football field, how they define diversity and what this means for them. Afterwards, we made a SWOT analysis and defined the problems to arrive at meaningful actions.

After months of work, the action plan will form the basis to vigorously tackle discrimination and racism. The plan is based on five pillars: listening, representing, training, measuring, and communicating.

For example, an inclusion manager was appointed in 2021. A new Diversity Board and a National Chamber for Discrimination and Racism will be established later in 2021. In addition, there must be a workforce with a good diversity balance and reporting racism and discrimination must be much more accessible. These are all goals that we must further shape in 2021.

FOOTBALL FOR ALL LEADERSHIP

The RBFA gave one student a grant to participate in the Football for All Leadership training. This international training gives people with disabilities the opportunity to follow an in-depth training on football management, and also includes an internship in the football world. The RBFA paid the student's entry fees and flights. In 2020, he did an internship at the RBFA to research accessibility for people with disabilities in sports.

4.1.1.2 THE RBFA IS AN ORGANISATION THAT ENGAGES AND CONSULTS VARIOUS TARGET GROUP

THE RBFA YOUTH COUNCIL

All participants in the hackathon for diversity in October 2019 had the opportunity to apply as a member of the first Youth Council of the RBFA. On the basis of a motivation letter, the RBFA selected nine enthusiastic young people between 16 and 25 years old. From 2020, they will advise the RBFA on, among other things, tackling discrimination in football.

The RBFA Youth Council started on 22 February 2020. Together, they wrote down three core values that will be central to their operation:

- 1. Inclusion:** creating unity between people across the country through participation and dialogue; take the first steps as youth ambassadors to show mutual respect between age groups; representing youth in all walks of life.
- 2. Transparency:** have respect, be honest and clarify initiatives of the RBFA.
- 3. Dynamic:** taking forward-looking action by means of refreshing and innovative ideas with an important role for (online) media. Do not stigmatise, always remain neutral.

The Youth Council has recorded the first podcast episodes of RBFA talks. These will be published in 2021. They invited several guests such as Roberto Martinez, Ives Serneels, Kassandra Missipo, Divock Origi, Jonathan Lardot and Ibrahim Affifi. Through these episodes we highlight the power of diversity and how it contributes positively to football.

FAN BOARD OF THE BELGIAN FANCLUB 1895

The official fan group is also an important advisory body that we want to involve in our social projects. Our new strategy was presented to them and, where necessary, we adjusted the action plan based on their input. Also, as part of our new action plan against racism and discrimination, we ask our fans to participate in this positive football story.

4.1.1.3 INTEGRATE THE NATIONAL G-TEAMS WITHIN THE RBFA-STRUCTURE

SPECIAL DEVILS / SPECIAL FLAMES

The RBFA launched a new project in collaboration with Special Olympics Belgium: Special Devils and Special Flames. Through this project, the RBFA expanded on its support story around the national G teams and more specifically the national team for people with intellectual disabilities. We want to show that football is for everyone and we want to promote G-football for people with intellectual disabilities in Belgium.

On 29 January 2020, after an extensive selection procedure, the ten-man staff and the 46 selected players were presented to the press. They will represent Belgium at international Special



“FOOTBALL IS A GREAT WAY FOR PEOPLE WITH DISABILITIES TO FEEL ACCEPTED IN OUR SOCIETY. IT NOT ONLY INCREASES THEIR WELL-BEING, BUT ALSO THEIR CONFIDENCE AND AWARENESS.”

R. MARTINEZ

Olympics tournaments for the next four years. The first training was one with Roberto Martinez and Ives Serneels. Unfortunately, this devilish start did not continue for long. After the second practice, at the beginning of March, we had to cancel all scheduled practices and all tournaments due to Covid-19.

The RBFA also supported the other national G-teams in 2020: Belgian Blind Devils, Belgian Deaf Devils and Red Flamingos. They used the Proximus Base Camp as a training location and also received financial support of € 2,000 for training costs incurred. Thanks to our partner Martin's Red Hotel, they could also stay for free during their annual internship.

In the meantime, we are also continuing to work on the integration of these teams into the organisation of the RBFA. To promote this, the RBFA will work with each team individually, based on new objectives and criteria. For example, new cooperation agreements are concluded with greater financial support for the teams, but with more specific objectives aimed at the growth of this form of football. For example, the teams will have to work on three factors through this support: the professionalization of the national teams, the nationalization of the teams and the focus on recreational sports/grassroots activities to make the football forms better known and increase participation.

4.1.2 ETHICS

The RBFA promotes football for everyone. We are committed to equal treatment and the meaningful involvement of each individual, fully appreciating the differences in terms of age, gender, religion, sexual orientation, culture, origin, income and opportunities. In addition to our inclusion projects, we also want to eliminate all forms of discrimination from football by focusing on a new action plan that we launched in March 2021. More information about this can be found on our website.

In order to strive for a positive impact on inclusion within our organisation, various objectives have been developed which we explain below.


AMBITION: THE RBFA SETS AN EXAMPLE IN TERMS OF ETHICS AND CREATES A SAFE FOOTBALL CLIMATE.

TARGET AUDIENCE: National youth teams, personnel, staff members national teams, committee members

DURATION OF PROJECT: Continuously since January 2018

PARTNERS: ICES vzw, UEFA, FIFA, Voetbal Vlaanderen and ACFF

SDG'S: We aim to stimulate positive impact on SDG 3 'Good health and well-being' and SDG 16 'Peace, justice and strong institutions'.



4.1.2.1 PREVENTION OF TRANSGRESSIVE BEHAVIOUR AND ABUSE

In 2020, we set up an ethics and safeguarding working group together with Voetbal Vlaanderen, ACFF and Pro League. We wrote a policy together to guarantee a safe football climate for children. This was published in three languages with a detailed action plan for each federation. For example, every federation can handle an incoming complaint according to the uniformly written protocol. The action plan is now monitored every two months by the working group. Some of the actions from the plan have already been implemented in 2020.

EDUCATION

In 2020, all staff members of the women's national youth teams received training on a safe football climate and the importance of a confidential advisor within each team.

We collaborated with UEFA on these online courses. We made sure that the content was fine-tuned and translated into Dutch. For example, all those involved in sport have the choice to follow the training in French, Dutch or English. The launch of a Dutch-language e-learning course is planned for March 2021.

Two members of staff were also designated as the integrity contact person (API). For example, players or staff members can choose whether they can go to either a woman or a man. We would like to share this role with everyone as the responsibility to have a safe football environment lies not only with the APIs, but with everyone involved.

CODE OF ETHICS RBFA

In 2019, the RBFA launched its code of ethics for staff and members of federal agencies. In addition, we set up an integrity committee, consisting of independent experts that monitors compliance with the code of ethics and also makes policy recommendations. The ethical code is meant to prevent unacceptable behaviour. An e-learning course on the code of ethics was also developed, which RBFA staff were required to follow. A specific reporting point for violations of the Code of Ethics was also made available on the RBFA website.

The principles of the code of ethics are part of the contracts that the RBFA signs with staff, members of federal agencies, volunteers, suppliers and partners.

MODEL 2 OF GOOD BEHAVIOUR AND MORALS

All trainers and staff members of the national teams who come into contact with minors must annually submit proof of good behaviour and morality towards minors by 2021. We also developed a code of conduct for all players, staff, and parents.

4.1.3 HEALTH AND WELL-BEING

The RBFA promotes football for everyone. We are committed to equal treatment and the meDue to Covid-19, many members of staff were partially or completely suspended. This literally and figuratively created a greater distance among colleagues. It was therefore important to pay sufficient attention to this, together with the Human Resources department and the RBFA. In 2020, the well-being of staff was a prominent item on the agenda.

AMBITION: THE RBFA HAS A POSITIVE IMPACT ON THE HEALTH AND WELL-BEING OF ITS EMPLOYEES.

TARGET AUDIENCE: Supporters, visitors to the Belgian Football Centre and employees

DURATION OF PROJECT: Continuously since January 2017

PARTNERS: Foundation against cancer, Ann De Bisschop

SDG'S: We aim to stimulate positive impact on SDG 3 'Good health and well-being' en SDG 4 'Quality education'.



4.1.3.1A POSITIVE CULTURE THROUGH THE HEALTH AND WELL-BEING STAFF POLICY

WELL-BEING BEFORE AND DURING COVID-19

The "Lunch and Learns" were one of the first actions to stimulate well-being in the workplace. It is a no-obligation meeting moment with other staff members where an external speaker was invited to explain a particular topic related to health and well-being. Under the leadership of Human Resources and Ann De Bisschop, we organised four 'Lunch & Learns'. Initially in person, but soon we switched to an online version, with topics linked to "home working". The topics discussed in 2020 were:

- Healthy and different food, by nutrition columnist Chantal Van der Brempt
- Order and balance in your digital communication landscape, by Florence Pérès
- Well-being, by Ann De Bisschop
- Tips for optimal sleep, by Sleep Psychologist Dr Aisha Cartoos

In addition to these "Lunch and Learns", we shared some practical did-you-know things every two weeks to stay in balance, both physically and mentally. These 'did you know' were easy to apply and at the same time had a big impact. For example, drinking enough water or raising awareness of a good sitting posture at your desk.

THE 'BEAT CORONA CHALLENGE PART 1/PART 2' AND 'BRAIN GYM CHALLENGE'

The "Beat Corona Challenge" was a challenge where evenly matched teams were put together. Each team consisted of 3 to 5 people and everyone could participate, regardless of activity level. The intention was to move as much as possible and earn points for your team. You could collect this by walking, running, or cycling. Every week an intermediate classification was drawn up and we saw one record after another being broken.

After the competitive challenge, it was time for a joint challenge. In the second edition we had the ambition to reach 22,000 km together by 12 July. This was achieved with flying colours and that is why we donated 2,000 Euro to our 5 social partners: Foundation against Cancer, Younited Belgium, Plan International Belgium, Bednet, and Class Contact.

After the Beat Corona Challenge, it was time for a new challenge, the Brain Gym Challenge, to keep our brains in good shape. Every Friday, two members of staff organised a short 30-minute quiz. The ideal coffee break.

NEW EMPLOYEES

Human Resources worked on a structured and pleasant "onboarding" of new employees in 2020. The aim was to make the new staff feel at home immediately through a warm welcome and to be able to start easily. Since July 2020, there are already 18 new employees that we have received through this process.

It includes an intake meeting to review the corporate culture and values. A welcome gift includes a jersey, the book of 125 years RBFA, a coffee mug and a drinking bottle to immediately propagate the sustainability values.

After 2 months we repeat this conversation and we mainly listen to the first experiences of the new employee; how was the reception moment experienced, how is the new job going, are there opportunities for growth for us as an HR department, etc.

WORKING FROM HOME

Working from home is a topic that has come up very often in the past year. This both with us and with other companies. For the RBFA, it is clear that working from home is part of today's reality. The RBFA has therefore decided that all employees have the choice to work from home up to 60% from June 2020. This automatically has an impact on the work-life balance of our employees and the ecological footprint of the RBFA.

4.1.3.2. FOCUS ON TRAINING WITH GROWTH OPPORTUNITIES FOR STAFF

In 2020, the RBFA has focused strongly on training. For example, based on motivation letters, 25 staff members were given the opportunity to follow the UEFA Football Management training. In addition, a survey revealed that the staff needed language training and 28 staff members will be taking French lessons and 13 Dutch lessons in 2021.

Within the RBFA, every manager was instructed to attend a workshop on an open feedback culture and to apply it in the form of "GO ALL process". This is a continuous feedback process based on personal goals: KPIs. In this way, on the one hand, adjustments can be made together and the RBFA can offer the necessary support to achieve the intended objectives. On the other hand, through these moments we ensure that the manager and employee enter into dialogue with each other and can give each other feedback.

4.1.4 ENVIRONMENT

The RBFA reduces the climate impact of the federation by focusing on actions related to sustainable energy and water consumption, transport, purchasing policy and CO2 reduction.


AMBITION: AS AN ORGANISATION, THE RBFA HAS A POSITIVE IMPACT ON THE ENVIRONMENT

TARGET AUDIENCE: Staff members

DURATION OF PROJECT: Continuously since 2019

PARTNERS: Route 2030, Southpole, European Life Programme, Tack-
le-project, ACR+

SDG'S: We aim to stimulate positive impact on SDG 13 'Climate action' and SDG 14 'Life under water'.



4.1.4.1 STAFF AWARENESS

Within our strategy, we considered it important to make everyone in the organisation aware of the impact of our activities on the environment. In this way, we want every department to take small measures to reduce the negative impact. To find out where our greatest impact lies, we have chosen to perform a CO2 baseline measurement. This gave us a good picture and revealed our working points. Together with Route 2030 we have chosen to perform this measurement with South Pole, an organisation that already has experience in measuring impact and proposes an action plan based on these measurements. The CO2 measurement focuses on the level Inside RBFA and Competitions. This allows us to map our emissions from both our internal operations and our events.

4.1.4.2 PROXIMUS BASECAMP

This awareness will extend further to the complex in Tubize, which we have been working on for several years. Just think of our pesticide-free fields and our own beehives, composting, and flower meadows.

However, with the new headquarters of the RBFA at the Proximus Basecamp, we will reach a new phase. The building will meet the new urban planning requirements to keep energy consumption as low as possible. When we use energy, it will also come from renewable sources, such as our solar panels and windmill. Also, in the field of water recuperation, consideration has been given to sustainable maintenance of both the fields and the sanitary facilities.

The foundation stone was laid in September 2020 in the presence of then Prime Minister Sophie Wilmès. We already look forward to October 2021 when we move into our new headquarters in Tubize.

4.2 // COMPETITIONS

AMBITION	GENERAL OBJECTIVES	THEME
The RBFA has a positive impact on inclusion in the organisation of events.	<ol style="list-style-type: none"> 1. Implement an action plan against racism and discrimination in football. 2. Reduce barriers for vulnerable groups to watch matches of national teams by a social rate. 3. Increase diversity among supporters in national team matches. 4. Sharing expertise, good and bad practices with other sports federations with regard to inclusion and accessibility. 	Inclusion
The RBFA implements the Code of Ethics and Safety Policy as part of the organisation of events.	<ol style="list-style-type: none"> 1. Respect and protect the rights of employees, volunteers, and suppliers. 2. Policy on the prevention of harassment and abuse with a focus on young people. 3. Employees, volunteers, and suppliers will always act in accordance with the Code of Ethics and the values of the RBFA. 	Ethics
The RBFA promotes and promotes health and well-being during the organisation of events.	<ol style="list-style-type: none"> 1. Offering new opportunities for healthy food for visitors, employees, volunteers, and suppliers. 2. Offering sustainable and safe mobility facilities for visitors, employees, volunteers, and suppliers. 3. Strive for a smoke-free generation by means of an active no-smoking policy. 4. Policy that focuses on the mental health of mainly national team players. 5. Create visibility through different campaigns. 	Health and Well-being
The RBFA has a climate neutral impact when organizing events.	<ol style="list-style-type: none"> 1. Employees, volunteers, and supporters of the RBFA are aware of the impact of football events on the climate. 2. Take action with RBFA employees, volunteers and supporters to reduce the negative impact of football events on the climate. 3. Create awareness among supporters about the importance of recycling. 4. By 2022, the Proximus Base Camp must become a prime example of sustainability and recycling. 	Environment

4.2.1 INCLUSION

AMBITION: THE RBFA HAS A POSITIVE IMPACT ON INCLUSION WHEN ORGANISING EVENTS.

TARGET AUDIENCE: All stakeholders in football

DURATION OF PROJECT: Continuously since January 2016

PARTNERS: Voetbal Vlaanderen, ACFF, Pro League, Plan International Belgium, RBFA Youth Council, Nextgenity and 20 actors from the professional field, Belgian Paralympic Committee, Belgian Deafsport Committee, Amp Football Belgium, Ligue Handisport Francophone, Parantee-Psylos, Féma, Special Olympics Belgium and Inter vzw

SDG'S: We try to stimulate a positive impact on SDG 1 "No poverty", Gender,



4.2.1.1 ACTION PLAN RACISM AND DISCRIMINATION

As indicated in 4.1.1 (Inside Inclusion), we started drawing up a new action plan in 2020. This will affect both internal and external stakeholders. That is why this part is also repeated here.

4.2.1.2 SUPPORTERS WITH A DISABILITY

Every year, the RBFA provides a wheelchair and blind stand during home games of the Belgian Red Devils and a wheelchair stand during home games of the Belgian Red Flames. For 2020, we wanted to go a step further, but unfortunately there were no competitions where the public was welcome.

In 2020, we submitted a European project together with other partners and expert organisation Center For Access to Football in Europe (CAFE) and we want to commit ourselves to giving supporters with disabilities a worthy place when they come to the matches. The aim of the two-year project, which will start in 2021, is to involve supporters with disabilities in policymaking about promoting accessibility and inclusion in our sport.

4.2.1.3 ERASMUS+ PROJECT OUT!

The European Erasmus+ project is a project by Football Supporters Europe, supported by UEFA's #EqualGame. The focus was on building a network to strengthen the fight against homophobia and to support LGBTQ+ actors in football. The output of this project were three international network meetings, one of the conferences was organised by the FSR department of the RBFA, completely online. FIFA, UEFA, LGBTQ + organisations and more than 30 colleagues from football associations and leagues attended the conference. In total, more than 80 people took part in this online conference. In addition, Football Fans Europe wrote a scenario with good practices and recommendations. This was based, among other things, on the results of a survey about the current state of affairs at the RBFA and other stakeholders in Belgian football.

CONFERENCE BRUSSELS

On October 15, we hosted a European conference on how to tackle LGBTQ+ phobia in football by federations and leagues. More than 30 colleagues from European football attended the conference. In the morning we organised a panel debate with Matthias De Roover (amateur football player and Mister Gay Belgium 2019), Di Cunningham (organiser Proud Canaries and co-founder England LGBTQ+ supporter group: Three Lions Pride), Claudia Krobitzsch (diversity manager German Football Association) and Sarah Gregorius (strategy and policy officer FIFPro and former player of the New Zealand national team). In the afternoon there were two workshops on "How can leagues and football associations involve supporter groups to create a more inclusive football environment?" and "Sharing good practice: How can football associations and leagues become more inclusive for LGBTQ+ stakeholders?" Would you like to know more about the results of this conference? Then be sure to read our extensive summary. In 2021, we want to implement the policy recommendations in our operations and raise awareness and activate our supporter groups to promote diversity within their clubs as well. More information can be found on the OUT! Website.

QUALITY EQDUCATION



4.2.2 ETHICS

AMBITION: THE RBFA IMPLEMENTS THE CODE OF ETHICS AND CREATES A SAFE FOOTBALL ENVIRONMENT FOR ALL OF ITS EVENTS.

TARGET AUDIENCE: National youth teams, personnel, staff members national teams, supporters and volunteers

DURATION OF PROJECT: Continuously since January 2019

PARTNERS: ICES vzw, UEFA, FIFA

SDG'S: We try to stimulate a positive impact on SDG 3 "Health and well-being" and SDG 16 "Peace, justice and strong institutions".



The image shows two icons for Sustainable Development Goals. On the left is SDG 3, 'Good Health and Well-being', represented by a green square with a white heart and a pulse line. On the right is SDG 16, 'Peace, Justice and Strong Institutions', represented by a blue square with a white dove and a scale of justice.

4.2.2.1 SAFE FOOTBALL CLIMATE

In 2020, together with Voetbal Vlaanderen, ACFF and Pro League, we set up an ethics and safeguarding working group to jointly write a policy to guarantee a safe football climate for children. The action plan is now monitored every two months by the working group. Some of the actions from the plan were already implemented in 2020. Read the full plan here (www.rbfa.be/nl/nieuws/een-veilig-voetballimaat-voor-jongeren).

We have already focused strongly on this in 2020 and in 2021 we will launch an e-learning course that every volunteer, employee and staff member can follow in French, English or Dutch. Next year we will be able to demonstrate with clear number how many people have followed this course.

4.2.3 HEALTH AND WELL-BEING

AMBITION: THE RBFA HAS A POSITIVE IMPACT ON THE HEALTH AND WELL-BEING OF OUR SUPPORTERS.

TARGET AUDIENCE: Supporters, visitors Belgian Football Centre

DURATION OF PROJECT: Continuously since January 2017

PARTNERS: Belgian Fanclub 1895, Foundation against cancer, City of Brussels

SDG'S: We try to stimulate a positive impact on SDG 3 "Health and Well-being" and SDG 4 "Quality education".



The image shows two icons for Sustainable Development Goals. On the left is SDG 3, 'Good Health and Well-being', represented by a green square with a white heart and a pulse line. On the right is SDG 4, 'Quality Education', represented by a red square with a white open book icon.

The matches in 2020 unfortunately had empty stands. As a result, we have been able to do very little on this theme. In the meantime, we have worked behind the scenes with the city of Brussels on the "Smoke-free stadium"..

4.2.3.1 SMOKE-FREE FOOTBALL

In the context of "Generation Smoke Free", the RBFA wants to continue to focus on a healthy, smoke-free policy during all its competitions and at the Proximus Basecamp.

Training smoke-free ambassadors

Together with the Foundation against Cancer, the RBFA developed a training course for the training of smoke-free ambassadors. These are volunteers who walk around the stadium and make smoking supporters aware of the smoking ban. Before they can start working as ambassadors, they follow a two-hour training course given by the tobacco specialists of the Foundation against Cancer. In 2020, we organised this workshop on 7 March. Because no more competitions took place with an audience, we unfortunately could not put anything into practice. More information can be found on our website.

Clear signage in the stadium

In the past, we were often told that it was unclear to our supporters that the stadium is smoke-free. Visualizing our visualizations more clearly was a prominent item on the agenda. Together with Prosport, the non-profit organisation that manages the stadium for the city of Brussels, we looked together to purchase ashtrays to reduce the number of cigarette butts on the esplanade and to renew the signage of the smoking ban in the stadium. Everything should be implemented by 2021.

4.2.4 ENVIRONMENT

AMBITION: AS AN ORGANISATION, THE RBFA HAS A CLIMATE NEUTRAL IMPACT ON THE ENVIRONMENT DURING ITS EVENTS.

TARGET AUDIENCE: Supporters, partners, and suppliers

DURATION OF PROJECT: Continuously since 2019

PARTNERS: Route 2030, Southpole, European Life Program, Tackle project, ACR+, Fostplus, Brussels Environment, Prosport and City of Brussels

SDG'S: We try to stimulate a positive impact on SDG 13 "Climate action" and SDG 14 "Life under water".



4.2.4.1 RECYCLING AND MOBILITY DURING NATIONAL TEAM MATCHES

In 2019, we had worked on waste policy during the Red Devils matches, in collaboration with the City of Brussels, Fostplus and Brussels Environment. After we carried out the baseline measurement, we got a good indication of the number of kilograms of waste we produced, and more specifically which types of waste were excessively present.

TYPE OF WASTE	QUANTITY (kg)
Plastic waste	144
Paper and carton	216
Residual waste	792
Public bins around the stadium	780
Illegal dumping	470
TOTAL	2402

In the meantime, we have been able to convince the city that we must now tackle waste policy together. Currently it is not possible for our supporters to sort their waste and all bins must be provided by the organisers. Together with the city, we first mapped out all the rubbish bins on the site. Afterwards, together with Fostplus and Brussels Leefmilieu, we made a drawing of the number of rubbish bins that are needed to reduce the risk of litter. On the basis of this exercise, the City of Brussels is responsible for purchasing and installing these waste bins. In 2021, the supporter will return to a stadium where waste will receive the necessary attention.

4.3 // OUTSIDE RBFA

AMBITION	GENERAL OBJECTIVES	THEME
The RBFA has a positive, inclusive impact in the cities/ municipalities where a Belgian Red Court project has been implemented.	<ol style="list-style-type: none"> Promote football for all target audiences through the Belgian Red Courts. Investing in education about/from/ for diversity, stereotyping and prejudice through the Belgian Red Courts. Diversity campaigns that raise awareness about/of/for the power of diversity, anti-discrimination, and prejudice in football. 	Inclusion
The Belgian Red Courts project respects the code of ethics and promotes the values of the RBFA.	<ol style="list-style-type: none"> Protect and respect the rights of external stakeholders, such as players, supporters, communities, employees, children, volunteers, journalists, human rights activists. Investing in education and raising awareness about ethical and safe football within the community. Inspire Grassroots football clubs to invest in the local community. Training of Belgian Red Court Coaches in becoming RBFA ambassadors. 	Ethics
The RBFA has a positive impact on the health and well-being of participants in the Belgian Red Courts project.	<ol style="list-style-type: none"> Investing in education and raising awareness about health and well-being. Promote football as a sport. Ensuring a flow of activities of football clubs and welfare organisations. 	Health and Well-being
The RBFA has a climate neutral impact on the cities and municipalities where a Belgian Red Courts project is organised.	<ol style="list-style-type: none"> Investing in sustainable renovations of the Belgian Red Courts. Investing in education and creating awareness of visitors about/of/for the climate impact through the Belgian Red Courts. Climate neutral organisation of the Belgian Red Courts Cup and the Belgian Red Courts programs 	Environment

Everything that happens at the "Outside RBFA" level is aimed at society. There we want to use the power of football, more than ever, to make a positive difference. In this chapter we reveal what our new project "Belgian Red Courts" aims to achieve and how we will achieve this. Afterwards, we will explain the other achievements from the strategy structure (inclusion, ethics, health and well-being, and environment). In the future, more campaigns will take place at the local Belgian Red Courts of various cities and municipalities.

4.3.1 THE BELGIAN RED COURTS

In 2020, we developed the Belgian Red Courts project. Over the next four years, the RBFA has the ambition to renovate 40 football pitches, which the RBFA built in Belgium 15 years ago, and to give them a broader social role. Those 40 football pitches will be renovated into a **BELGIAN RED COURT**.

On 1 September 2020, we celebrated our 125th anniversary. An ideal time to launch a new community project in collaboration with our Belgian Red Devils and Belgian Red Flames: **THE BELGIAN RED COURTS**. It is the starting point for a new, social strategy the Football Association has devised. Based on this Football and Social Responsibility philosophy (FSR), the RBFA wants to give something back to society. The Belgian Red Courts must become a meeting place for young and old. In addition, our Red Devils and Red Flames are the proud ambassadors. We will link their name to the terrains



BELGIAN RED COURTS

4.3.1.1 WHAT ARE BELGIAN RED COURTS?

In 2005-2006, we built 40 football pitches in Belgium. Fifteen years later, our sites need a major renovation and clear purpose. That is why we created the Belgian Red Courts, a community project supported by (former) Belgian Red Devils and Flames who had an unforgettable impact on our Belgian football. They are the ambassadors of this project

4.3.1.2 WHAT WILL THE BELGIAN RED COURTS PROJECT DO?

This project consists of three main pillars.

4.3.1.2.1 RENOVATION OF 40 FOOTBALL - COURTS

The football pitches are getting a new sustainable look. Each field is linked to an (former) Belgian Red Devil or Flame. For the renovation, we will work closely with the municipality or city that owns the court. In this renovation, we want to provide the court with a classroom, lighting, athletics tracks and a Wi-Fi hotspot. The latter is important to reduce the digital divide. More than ever, we have noticed during corona that a lot of people do not have access to the internet. Through these hotspots, we want to create more connections with our partner Proximus.

BELGIAN RED COURTS

40 football pitches in Belgium
a community project supported
by (former) Belgian Red Devils
and Flames



4.3.1.2.2 BELGIAN RED COURTS PROGRAMMES

We develop educational football programmes that use football as a means to address a number of themes: inclusion, ethics, health and the environment. We train a local Belgian Red Court coordinator and Belgian Red Court coaches who provide a weekly programme on the courts. These coaches are young people who want to take on an ambassadorial role within their own community and want to participate in using football as a means to create a positive story.

Together with the Hannah Arendt Institute and the Free University of Brussels (VUB), we will be participating in a project of the European Union for the development of our Belgian Red Courts programme for the next four years. A programme that the Belgian Red Courts uses as a meeting place to promote local social connection.



The project focuses on football as a means of increasing inclusion and citizenship among young people. This is done through an inclusive and empowering approach and this in close collaboration with local, national, and European partners. The project has three main objectives

- **Offering football as a meaningful leisure activity for young people through a weekly education-oriented programme at the local Belgian Red Courts, each linked to an international role model from football.**

- **Training 20 young people who want to take up a local ambassadorial role within their community as Belgian Red Courts Coach.**

- **Organizing four exchange and networking workshops for the Belgian Red Courts Coaches and focusing on the exchange of good practices with other European member states.**

For the development of the Belgian Red Courts Coach programme and the Belgian Red Courts programmes, we will base ourselves on the one hand on the results of the research of the VUB and the Hannah Arendt Institute. On the other hand, we will work with organisations that have expertise in setting up low-threshold coaching courses within a sports context or have specific know-how on the themes of discrimination, citizenship, human rights, gender equality and safeguarding.

The collaboration for this project will be coordinated by the RBFA Knowledge Center, our knowledge centre that brings together all research in football.

4.3.1.1.3 BELGIAN RED COURTS CUP

In 2022 we will organise the first Belgian Red Courts Cup: a national football tournament that aims to unite people. The final will take place in the Proximus Basecamp. Different football forms will be given a place in this tournament: G-football, walking football, girls football, and so on. It will be a football party for everyone!

4.3.2 OTHER 'OUTSIDE' ACHIEVEMENTS

In addition to the Belgian Red Courts, other actions were rolled out with regard to inclusion, ethics, health and well-being, and the environment

4.3.2.1 INCLUSION

AMBITION: THE RBFA HAS A POSITIVE IMPACT ON INCLUSION WHEN ORGANISING EVENTS.

TARGET AUDIENCE: All involved in football

DURATION OF PROJECT: Continuously since January 2016

PARTNERS: Voetbal Vlaanderen, ACFF, Pro League, Plan International Belgium, RBFA Youth Council, Nextgenity and 20 actors from the field, Belgian Paralympic Committee, Belgian Deafsport Committee, Amp Football Belgium, Ligue Handisport Francophone, Parantee-Psylos, Féma, Special Olympics Belgium, Fedasil, Red Cross Flanders, Croix Rouge, vzw De Rand, UNHCR, Erasmus +, Sport & Citizenship Think Tank, National Lottery, Romanian Football Federation, Fundacja Dla Wolności, FARE Network, Scottish Football Association, FUNDACIÓN LaLiga, ESSCA School of Management, Belgian fan club 1895, Football Supporters Europe, Pride in Football, Fußballfans gegen Homophobie, UEFA, Erasmus +s

SDG'S: We try to stimulate a positive impact on SDG 5 "Gender equality", SDG 10 "Reduce inequality".



4.3.2.1.1 ACTION PLAN RACISM AND DISCRIMINATION

RESEARCH VUB BRUSSELS

In 2020 we conducted [research into racism, homophobia and sexism observed by referees in collaboration with the VUB](#). The survey among referees shows that 70% of them experienced racism towards players and 43% towards referees during the past two seasons (2018-2020). Just over half the referees who observed racism towards referees in the past two seasons say that the supporters are mainly the instigators. Experiences with sexism and homophobia were also surveyed.

In case of discrimination against players, the referees also designated other players as instigators of discrimination, in addition to the supporters. Finally, 55% of the referees also indicated that, in their opinion, discrimination in football is increasing. A major focus of the research was how referees respond when faced with this. The survey shows that 60% of the referees respond by giving a warning, a yellow or red card, or by applying the three-step procedure. This means that many referees still do not report discrimination on the field via their match report or do nothing when they see or hear it. In terms of reporting, the survey found that only 37% of referees who perceived discrimination actually reported it. As a side note to these figures, we would like to emphasise that a significant portion of these referees witnessed it as a supporter and thus had no authority to act. Nevertheless, even though there are other ways of reporting (for example via the various hotlines), too few referees actually report it, and an official file is often not produced. We also looked at racism towards players by province and region over the past two seasons. All figures can be found [in the report](#).

The results were explained to the internal working group "diversity in football", and the results contributed to [Come Together: the new action plan against discrimination and racism](#). We will repeat this research every two years to chart the evolution.

RESEARCH KU LEUVEN

In 2020, we launched a study in collaboration with KU Leuven, Voetbal Vlaanderen and ACFF into discrimination in Belgian youth football. This will be a very unique study that will allow us to adapt our policy to reality.

The research contains both quantitative and qualitative research. In the quantitative part, we mainly look at a survey that is sent to a large number of children, young people and parents, and in the qualitative part, in-depth interviews are conducted with various stakeholders in football. In addition to these two forms of research, a thorough literature study is also prepared, and field observations are made.

The research has already gone through several phases and the results will be made public in 2021. We will repeat this research every two years to chart the evolution.

WORKING GROUP 'DIVERSITY IN FOOTBALL'

In 2020, the "Diversity in Football" working group met twice, or we met in smaller groups throughout the year to develop specific action points. The 2019-2020 annual report, with figures on discrimination in football, is available on [our website](#). In this chapter, we highlight the most important achievements in 2020.

TRAINING AND WORKSHOPS

REFEREES

In 2020, the RBFA, together with Voetbal Vlaanderen and ACFF, was fully committed to raising the awareness of the referees. The focus was on their important task of reporting discriminatory language and behaviour during matches through the referee report. After consultation with the referees, the module "discrimination in football" was adapted and filmed, so that it becomes a regular part of the training with current examples from the field. This recording will be used for every training.

CHIEF STEWARD

Candidate Chief Stewards always attend a two-day course organised by the RBFA Security Department. This course has a permanent part "The social dimension in football" in which we discuss the approach to discrimination in football and the role of the safety officer in-depth.

FOOTBALL FOR ALL – CAMPAIGN 2020

At the end of February, we launched the "Football for All" campaign for the second time, together with ACFF, Pro League and Voetbal Vlaanderen. A total of 24 professional clubs and 375 amateur clubs took part in this awareness-raising campaign. For the first time, our elite referees also participated in this campaign. In the campaign, we call on all clubs to share their action against discrimination with us.

Red Flame Cassandra Missipo and five other ambassadors shared their story as a [campaign video](#) for Football for All. In addition, they call for reporting every incident. Because reporting always makes sense. Both for you and for others!

FOOTBALL FOR ALL CAMPAIGN 2020



FOOTBALL MEMORY GAME



4.3.2.1.2 EVERYONE ON THE PITCH

The "Everyone on the Pitch" project entered its senior year. The project promoting inclusion through football for asylum seekers and refugees ran for a total of four years. Of course, many activities could not take place in 2020, but many clubs were again actively involved in offering these newcomers a warm welcome.

FOOTBALL CLUBS REACHED

In 2020, 12 new football clubs joined the "Everyone on the field" project. This brings the counter to 78 football clubs that invest in the inclusion of refugees and asylum seekers through football. These clubs received financial support of 500 Euro through the project. We also advised new clubs to start up their local project.

FOOTBALL MEMORY GAME

In 2019, the RBFA launched the football memory game in collaboration with vzw De Rand, a language game in French and Dutch to learn and practice "football language" in a playful way. Football clubs, schools and social organisations can request this game for free via our website and you can also download it completely for free. In total we distributed 132 game boxes. More information can be found on [our website](#).

FOOTBALL DICTIONARY "SCORING WITH LANGUAGE"

In the week of the Dutch language and the Football People weeks, we launched a new football dictionary in collaboration with vzw de Rand, Voetbal Vlaanderen and ACFF. It is presented in the same style of the memory game. In this way, the words can be practiced in a playful way through the game.

Every year, we count more foreign speakers in Belgian football and that creates an extra challenge for our clubs. We partly meet this challenge through this dictionary. In this way, children can playfully integrate into our society through football. In 2020 we already distributed 5,500 dictionaries, of which 3,900 in Dutch and 1,600 in French.

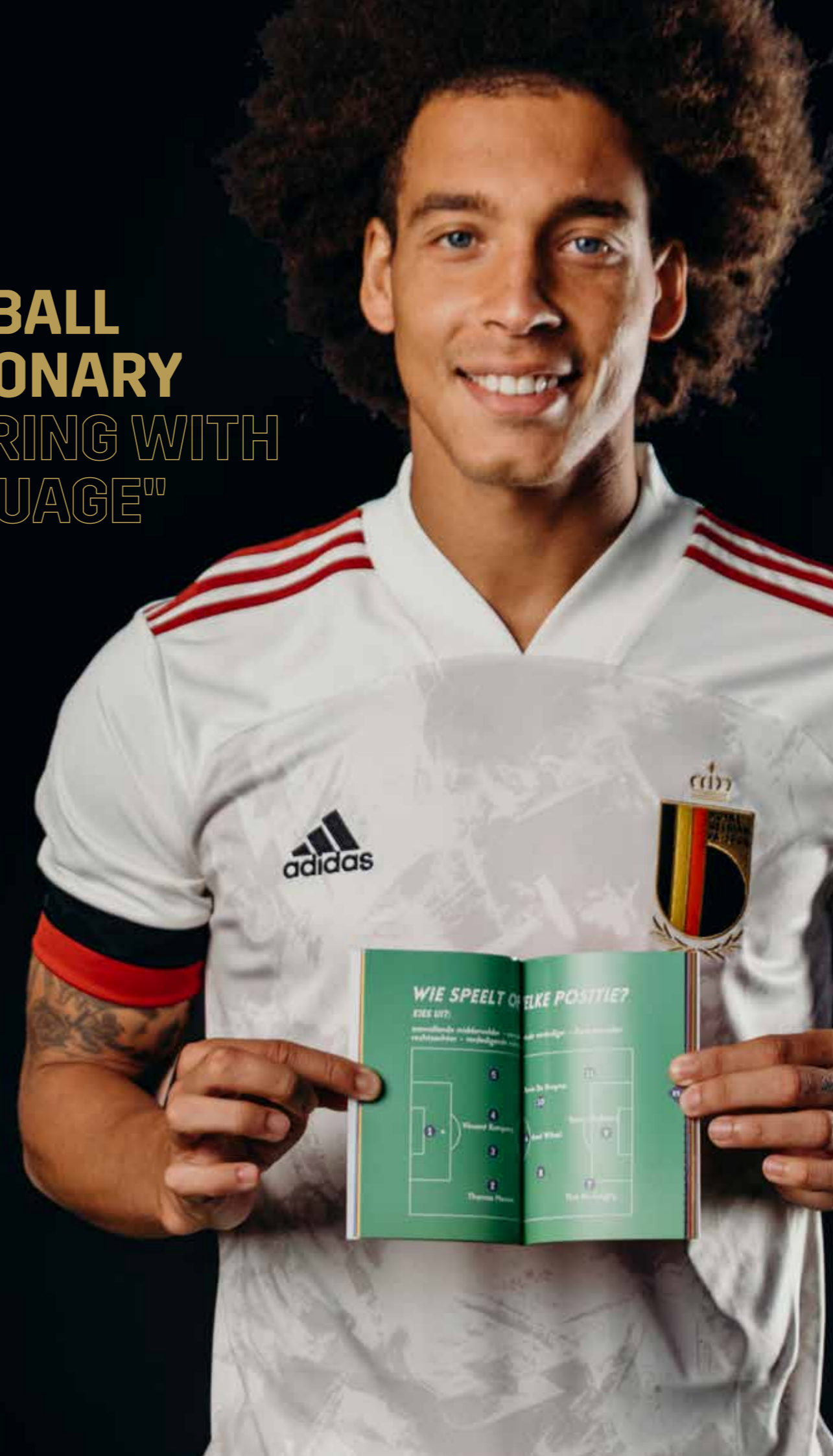
COMMIT TO VOLUNTEERING

Together with football club RFC Seraing, we organised a steward training with 12 residents, three of whom are women, from the local asylum centre. They all completed this training and were fully deployed as stewards from September 2020. Once this training has been completed, you can be deployed anywhere as a steward.

FOOTBALL INCLUDING REFUGEES ERASMUS + PROJECT

In 2019, the European Erasmus + project Football Including Refugees in Europe (FIRE) started. This European project uses football as a tool to promote social inclusion, participation and access to sport for asylum seekers, refugees and migrants. The main objectives are to support grassroots football organisations and to form an inspiring network. In 2020, the RBFA organised the third international conference where Secretary of State for Asylum and Migration, Sammy Mahdi, provided the opening speech. The report of this conference can be found on [our website](#).

FOOTBALL DICTIONARY "SCORING WITH LANGUAGE"





4.3.2.1.3 G-FOOTBALL

G-FOOTBALL IN FLANDERS

In 2020, six new clubs started offering G-football in Flanders. This brings the counter to 126 football clubs that have one or more G-football teams under their wing. Six of these clubs focus specifically on CP + football, football for people with cerebral palsy (Cerebro Cerebral Palsy) and six specifically for children with Autism Spectrum Disorder. Football Flanders has organised a competition in each province specifically for VE football (football for people with an intellectual disability) with the provincial G working groups of Voetbal Vlaanderen. The number of connected players stands at 1,924. In order to further develop G-football, Voetbal Vlaanderen drew up a blind spots plan in 2020, which they will use in the period 2021-2024 to offer even more regional football opportunities for people with a disability.

Voetbal Vlaanderen also invested heavily in training. In 2020, the G-football trainer course started for the second consecutive year. The course consists of 60 hours of training, both theory and practice, and prepares participants to provide training to the different G target groups. In order to further support the G-clubs, Voetbal Vlaanderen is developing a new club tool with a focus on adapted communication and exercises. More info can be found at [Voetbal Vlaanderen website](#).

G-FOOTBALL WALLONIA AND BRUSSELS

ACFF was unable to organise any G-football festival in 2020. So, they organised a survey about G-football. No fewer than 117 clubs have indicated that they are interested in starting a G-operation. Based on this data, they will draw up an action plan to encourage these clubs.

In Hainaut, together with League Handisport (LHF), they have developed a competition format with 14 clubs from the region. Hopefully they can kick off next season. Together with LHF and the coaching department they are working on a G-course for trainers. More information can be found on the [ACFF website](#).

FOOTBALL KICK-OFF 2020

This year the eleventh edition of the Football Kick-Off could unfortunately not take place at the Nekker in Mechelen. But a delay is not a cancellation! Hopefully we can make it a big G-festival in 2021! This year we organised the "[Virtual FKO](#)". All clubs were called upon to register and participate in this Football Kick Off. All registered clubs were sent a package containing a scarf, a medal and a training sheet with fun exercises made by our national coaches of the Special Devils and Flames. More info can be found on [our website](#).

4.3.2.2 ETHICS

As an organisation we are responsible for the sports experience of thousands of children and adults in Belgium. They must be able to play sports and live in an environment that respects their rights. We promote this both in Belgium and in Benin.

AMBITION: SOCIAL PARTNERSHIP OF THE BELGIAN RED DEVILS WITH A FOCUS ON PUBLICIZING BOTH ORGANISATIONS AND ORGANIZING COOL PROMOTIONS FOR THE TARGET AUDIENCE SUCH AS MEET AND GREETINGS AND FREE MATCH VISITS.

TARGET AUDIENCE: Supporters, children and young people with a chronic illness (physical and/or mental)

DURATION OF PROJECT: September 2018 - September 2020

PARTNERS: Bednet, Class Contact

SDG'S: We try to stimulate a positive impact on SDG 3 "Health and Well-being and SDG 4" Quality education".



The image shows two icons for Sustainable Development Goals. On the left is SDG 3, 'Good Health and Well-being', represented by a green square with a white heart and a pulse line. On the right is SDG 4, 'Quality Education', represented by a red square with a white open book icon.

FINAL PROMOTION WITH BEDNET AND CLASS CONTACT

On November 13, 2020, all children could follow the training of the Red Devils live at home, via the GoPro. Red Devils Axel Witsel, Michy Batshuayi and Youri Tielemans trained with a camera on the chest. These cameras provided unique images that could be followed live on a separately created site thefrontrow.be. Eden Hazard could not be there himself, but also followed the training from behind his PC.

Eden Hazard tells us more: "I am currently quarantined at home due to COVID-19. As a result, I cannot attend the training. But I will still be able to follow the training from a distance, just like the sick children from Bednet and Class Contact. These organisations ensure that long-term sick children do not have to sit on the reserve bench but can follow the lesson and everything else. As a team we have a warm heart for them, especially in these turbulent times."

Bednet and Class Contact are both organisations that provide distance education for long-term sick children and young people.

4.3.2.2.1 PARTNERSHIP BEDNET AND TAKE OFF

Bednet and Class Contact are both organisations that provide distance education for long-term sick children and young people.

PYJAMA DAY 2020

For the Pyjama Day in 2020, Bednet and Class Contact, together with the Red Devils, organised a panama party in the [Martin's Red Hotel in Tubize](#). The Red Devils called for them to go to school in pyjamas on Friday 13 March.

SKYPE SESSION WITH DRIES MERTENS AND DEDRYCK BOYATA

Two Red Devils took the time to Skype with two children who are being home-schooled via the online system of Bednet and Class Contact. It became a pleasant conversation for both our Devils and the children. Watch their conversation [here](#).

GENDER EQUALITY



4.3.2.2 PARTNERSHIP PLAN INTERNATIONAL BELGIUM

ACTIVATIONS

Due to Covid-19 we were unfortunately unable to perform our planned activations. That is why we ventured to launch an online quiz using the "Home games" concept. Every week a new quiz was launched on Instagram, the questions of which are linked to one of our (social) partners. On April 30 it was the turn of Plan International Belgium. Do you want to see how much you know about this organisation? Then be sure to [try our quiz!](#)

SUPPORTERS RED FLAMES SUPPORT PLAN INTERNATIONAL

More than 30% of the supporters who had tickets to our Red Flames' cancelled practice match against Norway on April 9 donated the value of their ticket to Plan International. Due to the corona crisis, the game against Norway was cancelled.

Supporters who had a ticket for Belgium-Norway were given the choice between a refund of their ticket or a direct donation to Plan International, the social partner of our national women's team. 32% chose the latter.

[We thank all supporters for their commitment!](#)

AMBITION: SOCIAL PARTNERSHIP OF THE BELGIAN RED FLAMES WITH PLAN INTERNATIONAL BELGIUM. THE FOCUS IS ON SUPPORTING THE GIRLS' FOOTBALL PROJECT OF PLAN INTERNATIONAL BELGIUM IN BENIN AND RAISE AWARENESS OF THE ORGANISATION AMONG SUPPORTERS

TARGET AUDIENCE: Supporters, girls, and women

DURATION OF PROJECT: August 2016 - December 2020

PARTNERS: Plan International Belgium, DPG Media, National Lottery

SDG'S: We try to stimulate a positive impact on SDG 4 "Quality education", SDG 5 "Gender equality" and SDG 10 "Reduce inequality".



4.3.2.3 HEALTH AND WELL-BEING


AMBITION: THE RBFA HAS A POSITIVE IMPACT ON THE HEALTH AND WELL-BEING OF ITS EMPLOYEES.

TARGET AUDIENCE: Supporters, visitors to the Belgian Football Center

DURATION OF PROJECT: Continuously since January 2017

PARTNERS: Foundation against Cancer

SDG'S: We try to stimulate a positive impact on SDG 3 "Health and Well-being" and SDG 4 "Quality training".



The image shows two icons for Sustainable Development Goals. On the left is SDG 3, 'Good Health and Well-being', represented by a green square with a white heart and a pulse line. On the right is SDG 4, 'Quality Education', represented by a red square with a white book icon.

4.3.2.3.1 TOURNEE MINERALE

1895 Belgium Fan Club, the official supporters' club of the Belgian national teams, annually promotes participation in Tournée Minerale. We promoted the action through some videos on our social media and through the newsletters to our supporters. Roberto Martinez also supported this action in 2020!

4.3.2.4 ENVIRONMENT


AMBITION: AS AN ORGANISATION, THE RBFA HAS A POSITIVE IMPACT ON THE ENVIRONMENT.

TARGET AUDIENCE: Staff members

DURATION OF PROJECT: Continuously since 2019

PARTNERS: Route 2030, Southpole, European Life Program, Tackle Project, ACR +

SDG'S: We try to stimulate a positive impact on SDG 13 "Climate action" and SDG 14 "Life under water".



The image shows two icons for Sustainable Development Goals. On the left is SDG 13, 'Climate Action', represented by a green square with a white globe icon. On the right is SDG 14, 'Life Under Water', represented by a blue square with a white fish icon.

As part of our new project "the Belgian Red Courts", this will be the focus in 2021. For the time being, no actions were taken "outside" at this level.



5/ SUSTAINABLE COLLABORATION

5.3.2.4.1 SDG VOICE 2020

In 2020 we were elected as SDG Voice. As a football organisation we contribute to the global action plan of the United Nations for 2030. As SDG Voice, we take concrete actions ourselves in which we motivate our supporters, members and other sports organisations to create a stable and better future for our planet together. With our amended policy, we give a face to a number of sustainable development goals (SDGs).

The attractiveness factor of our sport in different parts of the world ensures a wide reach. That makes us an ideal player to act as "SDG Voice". The Federal Institute for Sustainable Development is conducting this global campaign in our country. In 2020, they chose seven organisations as ambassadors for Belgium to make the Sustainable Development Goals (SDGs) of the United Nations more known, concrete and tangible. We are one of the lucky ones. In 2021, we will be sharing our videos.

5.3.2.4.2 MEET IN THE SDG SPORT CAFÉ

During the online SDG Forum in October, we organised the SDG Sports Café: a virtual café where we presented a number of football projects that contribute to achieving the Sustainable Development Goals (SDGs) of the United Nations. During the SDG Sports Café we received several guests at our bar.

Plan International Belgium spoke about the girls' football project in Benin that we support with the Belgian Red Flames. Pro League and Younited Belgium gave more information about the cooperation of Younited Belgium with professional football clubs to tackle poverty through football. The French-speaking regional federation, Association des Clubs Francophones de Football (ACFF), explained how they encourage their clubs to reduce their climate impact. Finally, Voetbal Vlaanderen (the Flemish regional federation) presented how football is fully committed to creating an inclusive environment so that everyone who wants to play football can effectively find a tailor-made offer via G-football and walking football, for example. It became an interesting bar chat that is worth repeating.

Collaboration with our partners was crucial to the success of the various sustainability projects of the RBFA. We would like to thank them very much for their efforts and help. In the table below you will find an overview of all partners who were involved in our projects.

With our partnerships, we have an impact on SDG 17 "Partnerships for the Objectives".

17 PARTNERSHIPS FOR THE GOALS



3 GOOD HEALTH
AND WELL-BEING



1 NO
POVERTY



1 NO
POVERTY



2 ZERO
HUNGER



17 PARTNERSHIPS
FOR THE GOALS



17 PARTNERSHIPS FOR THE GOALS



PARTNER	WEBSITE
ACFF	www.acff.be
ACR+	www.acrplus.org
Amputee Football Belgium	www.ampfootballbelgium.com
Bednet	www.bednet.be
Belgian Deafsport committee	www.deafsport.be
Belgian Paralympic Committee	www.paralympic.be
Belgium fanclub 1895	www.rbfa.be/nl/participeer/fans/1895-belgium-fan-club
Bever & Bevers	www.beverbevers.be
Buitenlandse Zaken	www.vlaanderen.be
Class Contact	www.classcontact.be
Croix Rouge	www.croix-rouge.be
DPG Media	www.dpgmedia.be
Erasmus+ project FIRE	www.footballwithrefugees.eu
Erasmus+ project OUT!	www.outinfootball.org
ESSCA School of Management	www.ipa.essca.fr
FARE Network	www.farenet.org
Fedasil	www.fedasil.be
Féma	www.sportadapte.be
Football Supporters Europe	www.fanseurope.org
FostPlus	www.fostplus.be
FUNDACIÓN LaLiga	www.laliga.com/fundacion
Fundacja Dla Wolności	www.fundacjadlawolnosci.org
Fußfans gegen Homophobie	www.outinfootball.org
Inter vzw	www.inter.vlaanderen
Life Programme Tackle	www.lifetackle.eu
Ligue Handisport Francophone	www.handisport.be
Nationale Loterij	www.nationale-loterij.be
Parantee-Psylos	www.parantee-psylos.be
Plan International Belgium	www.planinternational.be
Pride in Football	www.prideinfootball.co.uk
Pro League	www.proleague.be
Proximus	www.proximus.be
Rode Kruis Vlaanderen	www.rodekruis.be
Romanian Football Federation	www.frf.ro
Route 2030	be.www.route2030
Scottish Football Association	www.scottishfa.co.uk
Special Olympics Belgium	www.special-olympics.be
Sport & Citizenship Think Tank	www.sportetcitoyennete.com
City of Brussels	www.brussel.be
Foundation against Cancer	www.kanker.be
UEFA	www.uefa.com
Unia	www.unia.be
Voetbal Vlaanderen	www.voetbalvlaanderen.be
Voetbalcel	www.besafe.be
Vzw De Rand	www.derand.be
Younited Belgium	www.younited.be

6/ CONCLUSIONS

In 2020, the RBFA took major steps in its sustainability story. On the one hand through our new global Football and Social Responsibility sustainability strategy and on the other hand through the new project in collaboration with cities and municipalities, the Belgian Red Courts.

The next step is to set up further actions and to realise the objectives and ambitions. In addition, the RBFA wants to keep track of effective reporting and progress through the proposed actions to make adjustments where necessary. The RBFA has the ambition to communicate transparently about all objectives in the coming months and years and to collect the necessary data for this.

2021 will certainly be a year with many new challenges and projects that will contribute positively to the sustainability goals of the United Nations. We will use the results of the CO2 measurement to identify pain points and tackle them in a targeted manner. We will have a new headquarters that will transform both our well-being and our environmental impact. The Belgian Red Courts will be renovated, the supporters will hopefully return to our stadiums, the "Come Together" action plan will be rolled out.

We hope to continue our sustainability story together with our (social) partners in a positive and meaningful way. We would therefore like to thank all our employees and partners for their support and expertise during the past year. Only together can we give sustainability a central place in the organisation of football and together we strive for a stronger result in 2021.

7/ GRI CONTENT INDEX

This is the first year that the RBFA reports according to the GRI Standards "Core" guidelines. The material themes of the index were chosen based on the materiality analysis (see chapter 3. The new football and social responsibility strategy). We plan to report on the missing disclosures GRI 305 emissions and GRI 404 training and education in the future. We will collect the necessary data for this in 2021.

GRI Standard	Disclosure	Page number(s) and/or URL(s)
RI 102: General Disclosures 2016	102-1 Name of the organisation	p1, cover annual report
	102-2 Activities, brands, products, and services	
	102-3 Location of headquarters	p1-2, preface
	102-4 Location of operations	p1-2, preface
	102-5 Ownership and legal form	p 1-2, preface
	102-6 Markets served	p 6-7, the full football pyramid
	102-7 Scale of the organisation	p 4-5, Football first
	102-8 Information on employees and other workers	
	102-9 Supply chain	p 6-7, the full football pyramid
	102-10 Significant changes to the organisation and its supply chain	n/a
	102-11 Precautionary Principle or approach	p1-2, preface
	102-12 External initiatives	p 24-38, Appendix FSR-report, 4.3 Outside RBFA
	102-13 Membership of associations	p 4-5, Football first
	102-14 Statement from senior decision-maker	p1-2, preface Appendix FSR-report preface
	102-15 Key impacts, risks, and opportunities	p7-9, the social impact of amateur football: 2 billion Euro in added value for society every year, p 26, Achieving social impact, p7-11 Appendix FSR report 3 THE NEW FOOTBALL and SOCIAL RESPONSIBILITY STRATEGY
	102-16 Values, principles, standards, and norms of behavior	p 5, five key values
	102-17 Mechanisms for advice and concerns about ethics	p 25, open organisation and appendix FSR-report 4.1.2.1 prevention of transgressive behaviour and abuse
	102-18 Governance structure	p22, Visual 3.2: organogram governance structure
	102-40 List of stakeholder groups	p7-8, Appendix FSR Report, 3.1.1.1 Determining stakeholders

	102-42 Identifying and selecting stakeholders	p7-8, Appendix FSR Report, 3.1.1.1 Determining stakeholders
	102-43 Approach to stakeholder engagement	p8, Appendix FSR Report, 3.1.1.2 Questioning the stakeholders
	102-44 Key topics and concerns raised	p9-10, Appendix FSR Report, 3.1.2 Materiality analysis
	102-45 Entities included in the consolidated financial statements	See general annual report: Appendix annual accounts
	102-46 Defining report content and topic Boundaries	p 26, Achieving social impact and Appendix FSR Report p7-11, 3. the new FSR strategy
	102-47 List of material topics	p 26, Achieving social impact and Appendix FSR Report p7-11, 3. the new FSR strategy
	102-48 Restatements of information	p 26, Achieving social impact and Appendix FSR Report p7-11, 3. the new FSR strategy
	102-49 Changes in reporting	p 26, Achieving social impact and Appendix FSR Report p7-11, 3. the new FSR strategy
	102-50 Reporting period	p 1, cover page annual report
	102-51 Date of most recent report	2019
	102-52 Reporting cycle	p 3, Appendix FSR report, foreword
	102-53 Contact point for questions regarding the report	p 51, Colophon
	102-54 Claims of reporting in accordance with the GRI Standards	p 5, Appendix FSR report 2.1 INTRODUCTION
	102-55 GRI content index	p 44
	102-56 External assurance	P51, Colophon, Route 2030
	GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary
103-2 The management approach and its components		p8, Visual 1.7: SR0I
103-3 Evaluation of the management approach		p8, Visual 1.7: SR0I
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	p8, Direct contribution of football to the economy
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	p 23-25, Sporting reforms - p 25-26, Open organisation - p 15-16, Appendix FSR report 4.1.2 Ethics
	103-2 The management approach and its components	p 23-25, Sporting reforms - p 25-26, Open organisation - p 15-16, Appendix FSR report 4.1.2 Ethics
	103-3 Evaluation of the management approach	p 23-25, Sporting reforms - p 25-26, Open organisation - p 15-16, Appendix FSR report 4.1.2 Ethics
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	p 23-25, Sporting reforms - p 25-26, Open organisation - p 15-16, Appendix FSR report 4.1.2 Ethics
	205-2 Communication and training about anti-corruption policies and procedures	p 15-16, Appendix FSR report 4.1.2 Ethics

GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	p 19- 20 Appendix FSR report 4.1.4 Environment - 4.1.4.2 Proximus basecamp
	103-2 The management approach and its components	p 19- 20 Appendix FSR report 4.1.4 Environment - 4.1.4.2 Proximus basecamp
	103-3 Evaluation of the management approach	p 19- 20 Appendix FSR report 4.1.4 Environment - 4.1.4.2 Proximus basecamp
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	103-2 The management approach and its components	p 19- 20 Appendix FSR report 4.1.4 Environment - 4.1.4.2 Proximus basecamp
	103-3 Evaluation of the management approach	p 19- 20 Appendix FSR report 4.1.4 Environment - 4.1.4.2 Proximus basecamp
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	103-2 The management approach and its components	p 19 Appendix FSR report 4.1.4 Environment
	103-3 Evaluation of the management approach	p 19 Appendix FSR report 4.1.4 Environment
	103-1 Explanation of the material topic and its Boundary	p 25, Appendix FSR report 4.2.4 Environment
103-2 The management approach and its components	p 25, Appendix FSR report 4.2.4 Environment	
103-3 Evaluation of the management approach	p 25, Appendix FSR report 4.2.4 Environment	
103-1 Explanation of the material topic and its Boundary	p22-23, workforce	
103-2 The management approach and its components	p22-23, workforce	
103-3 Evaluation of the management approach	p22-23, workforce	
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	p22-23, workforce
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	p7-9, The social impact of amateur football: 2 billion euros added value for society every year, p 13-16, 2. COVID-19 HITES FOOTBALL IN THE HEART, Appendix FSR report p17-18, 4.1.3 health and well-being being, p 22 - 23, 4.2.3 Health and Well-being
	103-2 The management approach and its components	p7-9, The social impact of amateur football: 2 billion euros added value for society every year, p 13-16, 2. COVID-19 HITES FOOTBALL IN THE HEART, Appendix FSR report p17-18, 4.1.3 health and well-being being, p 22 - 23, 4.2.3 Health and Well-being
	103-3 Evaluation of the management approach	p7-9, The social impact of amateur football: 2 billion euros added value for society every year, p 13-16, 2. COVID-19 HITES FOOTBALL IN THE HEART, Appendix FSR report p17-18, 4.1.3 health and well-being being, p 22 - 23, 4.2.3 Health and Well-being

GRI 403: Occupational Health and Safety 2018	403-2 Hazard identification, risk assessment, and incident investigation	p 13-16, 2. COVID-19 HITS FOOTBALL IN THE HEART
	403-3 Occupational health services	
	403-4 Worker participation, consultation, and communication on occupational health and safety	p 17-18, Appendix FSR report 4.1.3.1 A positive culture through the health and well-being policy for the staff
	403-5 Worker training on occupational health and safety	p 17-18, Appendix FSR report 4.1.3.1 A positive culture through the health and well-being policy for the staff
	403-6 Promotion of worker health	p 17-18, Appendix FSR report 4.1.3.1 A positive culture through the health and well-being policy for the staff
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	p 17-18, Appendix FSR report 4.1.3.1 A positive culture through the health and well-being policy for the staff
	GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary
103-2 The management approach and its components		p 22-23, Workforce, Appendix FSR report, p18, 4.1.3.2 Focus on training with growth opportunities for the staff
103-3 Evaluation of the management approach		p 22-23, Workforce, Appendix FSR report, p18, 4.1.3.2 Focus on training with growth opportunities for the staff
103-1 Explanation of the material topic and its Boundary		p 9-10, Football research and innovation in the RBFA Knowledge Center, p20-23, Diversity and complementarity, p28, Fight against discrimination and exclusion, p44, Action plan against discrimination and racism, Appendix FSR strategy p 12-15, 4.1.1 Inclusion, p 20-21, 4.2.1 Inclusion, p 28-34, 4.3.2.1 Inclusion
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GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	p20-23, Diversity and Complementarity

GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	p 9-10, Football research and innovation in the RBFA Knowledge Center, p28, Fight against discrimination and exclusion, p44, Action plan against discrimination and racism, Appendix FSR strategy p 12-15, 4.1.1 Inclusion, p 20-21, 4.2.1 Inclusion, p 28-34, 4.3.2.1 Inclusion
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GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	p 9-10, Football research and innovation in the RBFA Knowledge Center, p28, Fight against discrimination and exclusion, p44, Action plan against discrimination and racism, Appendix FSR strategy p 12-15, 4.1.1 Inclusion, p 20-21, 4.2.1 Inclusion, p 28-34, 4.3.2.1 Inclusion
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	p 24-28, Appendix FSR report 4.3 OUTSIDE RBFA
	103-2 The management approach and its components	p 24-28, Appendix FSR report 4.3 OUTSIDE RBFA
	103-3 Evaluation of the management approach	p 24-28, Appendix FSR report 4.3 OUTSIDE RBFA
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	p 24-28, Appendix FSR report 4.3 OUTSIDE RBFA
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	p7-8, The social impact of amateur football: 2 billion euros added value for society every year, p 13-16, 2. COVID-19 HITS FOOTBALL IN THE HEART - Appendix FSR report p21, 4.2.3 health and well-being
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	103-3 Evaluation of the management approach	p7-8, The social impact of amateur football: 2 billion euros added value for society every year, p 13-16, 2. COVID-19 HITS FOOTBALL IN THE HEART - Appendix FSR report p21, 4.2.3 health and well-being

GRI 416: Customer Health and Safety 2016	416-1 Assessment of the health and safety impacts of product and service categories	p7-8, The social impact of amateur football: 2 billion euros added value for society every year
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	p9, data as the motor for the digital football experience
	103-2 The management approach and its components	p9, data as the motor for the digital football experience
	103-3 Evaluation of the management approach	p9, data as the motor for the digital football experience
	103-1 Explanation of the material topic and its Boundary	p8, Social Return On Investment (SROI)
	103-2 The management approach and its components	p8, Social Return On Investment (SROI)
GRI 201: Economic Performance 2016	103-1 Explanation of the material topic and its Boundary	p8, Direct contribution of football to the economy
	103-2 The management approach and its components	
	103-3 Evaluation of the management approach	

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