

Sustainable Clubs Guide



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About the Sustainable Clubs Guide.

This Guide, drawn up by LaLiga, is a reference document not just for football clubs but also any other sports organisation that wants to advance and meet society's expectations.

Its aim is to get them to understand everything the concept of **sustainability implies for a sports organisation**: what it is, why it is important, what benefits it offers and what steps are involved in integrating sustainability into their day-to-day activities. Football clubs and sports organisations will find help with integrating sustainability into every aspect of their management.

The social and economic impact of the professional football industry has increased enormously in recent years. The rise in the clubs' income, largely due to the sale of TV rights and commercial activities such as merchandising and sponsorship, has meant they must become more professional organisations in response to new needs that demand they act more and more like a first class company.

That means these days football clubs need a structure with defined functions and a greater business as well as a sports focus. In that regard, one of the challenges that organisations must increasingly address is sustainability. More and more, governments, investors and society are demanding that organisations take into account the impact they have on their environment, that they behave in an ethical and responsible manner, and create value in communities through their activity.

Until now, the football industry and sport in general have not made as much progress on sustainability as other sectors. Nevertheless, the world of sport has

even more reasons for integrating sustainability into its way of doing things. Sport is a crucial element in our society. It is part of our culture and promotes positive values such as effort, staying power and the will to succeed. And it is more closely linked to people than any other activity. For that reason, incorporating sustainability into sports organisations is a question of responsibility, of giving back to society what it gives to us. It means leaving a legacy that benefits the community.

Besides being a question of responsibility, sustainable management is establishing itself as the only way to run a business. Organisations which take that on board will be better prepared and more likely to be successful in the future.

CONTACT

We hope the Guide lays the foundations for incorporating sustainability into clubs and sports organisations. However, sustainability is constantly evolving and even more so in the world of sport, which still has some way to go compared to other sectors. We therefore welcome any comment or suggestion that can help us to improve and update future editions of this Guide (rsc@laliga.es).

What do we understand by sustainability?

The United Nations defines sustainable development as satisfying the needs of the present generation without compromising the capacity of future generations to satisfy their own needs. That means promoting economic growth which allows society to develop in a fair and equitable way without damaging the environment.

Historically the terms corporate social responsibility or social action have been used indiscriminately as synonyms of sustainability and to refer to different ideas.

However, each one has a different nuance which should not be confused with the concept of sustainability that we want to convey in this Guide. Sustainability does not just embrace measures to protect the environment

and nor does it refer to social programmes or initiatives such as volunteering or philanthropy. Those types of actions are a good start and can have very positive results but the idea of sustainability is more than that. It is a strategic concept that refers to what being an organisation means in the long run, what legacy it wishes to leave behind, how it wishes to relate to its environment. It is therefore reflected across the board, throughout the organisation's entire structure, and takes shape in its management.

With this concept of sustainability in mind, the aim of any organisation must be to make a profit and get results while minimising its negative impacts on the environment and society, and, in turn, promoting positive impacts and creating value.

Sustainability

is a **strategic move by an organisation** that is proactive and long-term .

is a **formal commitment**, subject to control and monitoring mechanisms.

is **based on creating shared value**, by dealing with the impact of the activity on the environment.



The three dimensions of sustainability

Sustainability is usually divided into three dimensions:

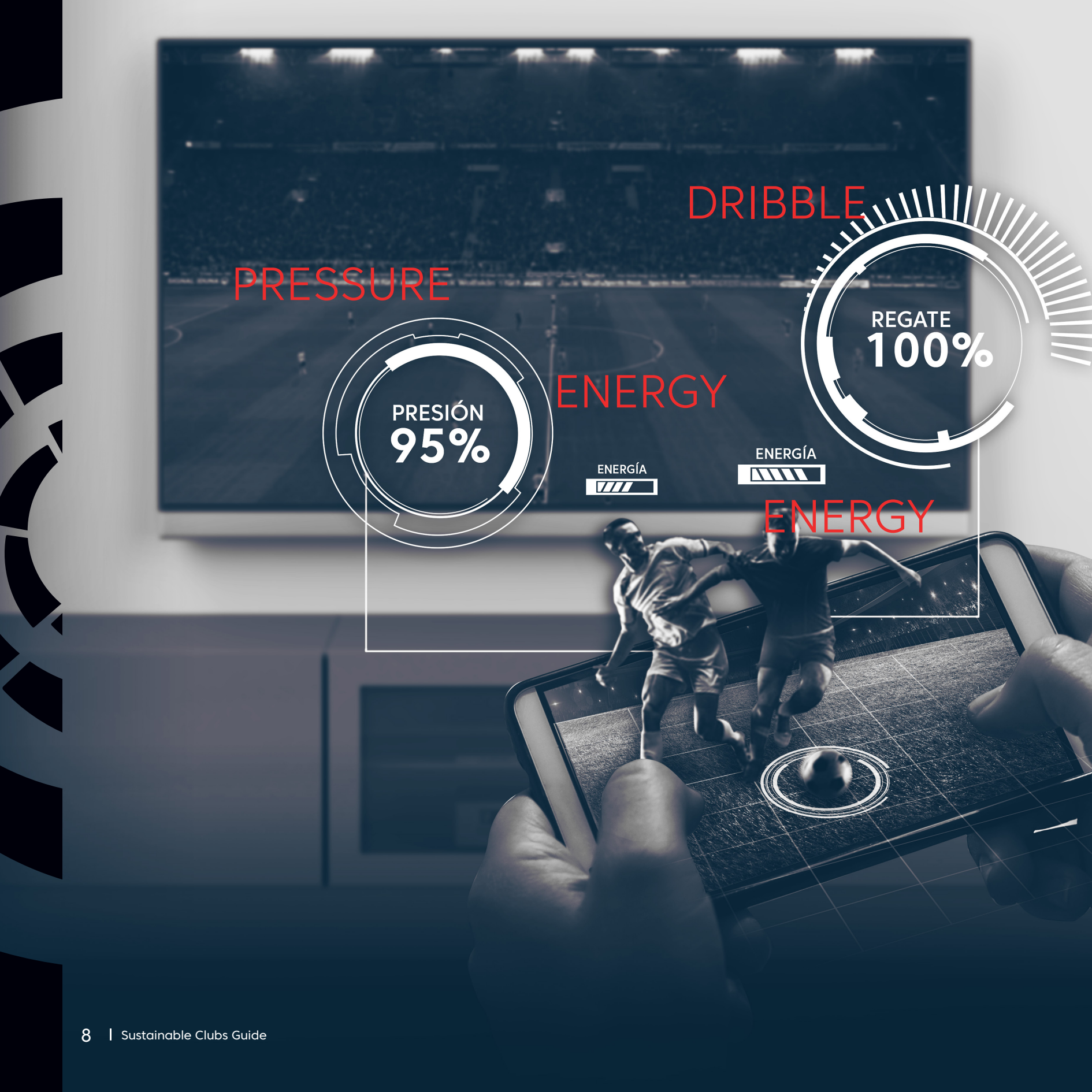
1. The economic or Good Governance dimension: which embraces the economic growth of organisations through a structure that integrates ethics, transparency and responsibility as a way of doing things.

2. The Environmental dimension: which includes how the organisation measures its impact on the environment and adopts measures after taking decisions based on adequate information, in order to minimise and reduce that impact.

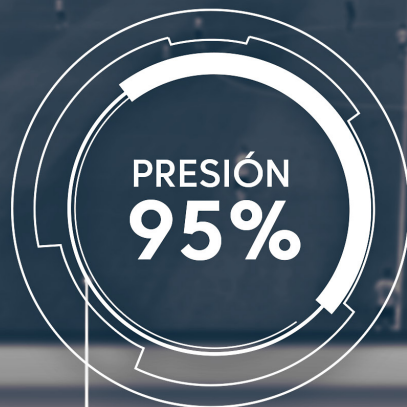
3. The Social dimension: which includes the relations that entities maintain with society, both with communities as well as their own employees



When dealing with sustainability in a sports organisation. it is useful to keep these three dimensions in mind separately for planning and organising initiatives or projects. However, it is also vital to bear in mind that sustainability requires an integrated approach, as these dimensions are interconnected and affect each other.



PRESSURE



DRIBBLE



ENERGY



ENERGÍA



ENERGY



The advantages of being a Sustainable Club



There is a great deal of evidence that sustainability has real and tangible benefits for organisations when it is actually integrated into their activity. The following are some of the advantages of being a Sustainable Club:

1. A better image and reputation

More and more people, consumers and customers value good behaviour in organisations. Furthermore, for a football club that has very close links with its city and its community, a sustainable way of doing things can be a differential feature that adds value and creates a feeling of pride among fans.

2. More income

The improvement in a club's image that comes from being recognised as a "Sustainable Club" can give rise to new opportunities for generating profits, for example, in the form of sponsorship from companies that want to be associated with that image.

3. Cost savings

Generally speaking, many of the measures for improving sustainability are related to increasing efficiency and saving on resources, a secondary effect of which is cost savings.

4. Capacity for legal compliance

Integrating sustainability into activity also means paying special attention to regulatory compliance and establishing management systems which, ultimately, improve a club's capacity for being up to date in their compliance with applicable legislation.

5. Attracting talent

More and more people and workers like to share certain values and a vision with the organisation they work for. Achieving the image of a sustainable sports organisation will also attract workers who identify with those values, and will increase staff commitment.

**Sustainability enables
organisations to
continue over time.**

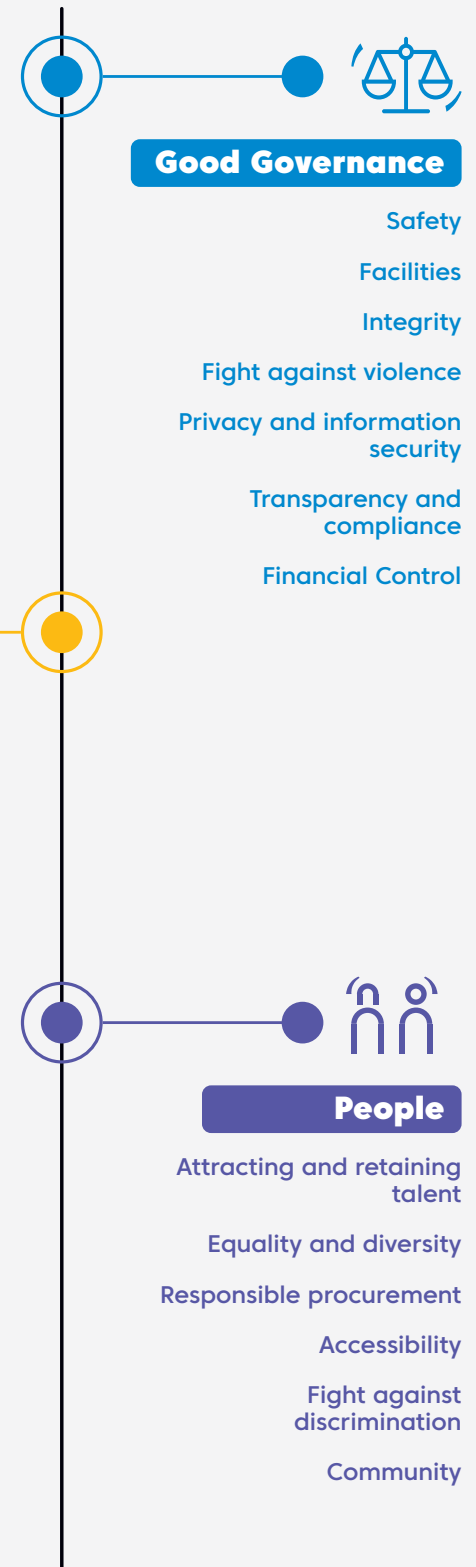
Interpreting the Guide

The structure of this Sustainable Clubs Guide revolves around the three dimensions of sustainability.

The dimension of **Good Governance** is in turn divided into the following lines: Safety, Installations, Integrity, Fight against violence, Privacy and information security, Transparency and compliance, and Financial control.

The **Environment** dimension contains the following lines: Emissions: energy and mobility, Waste, Water, and Sustainable construction.

The **People** dimension is divided into: Attracting and retaining talent, Equality and diversity, Responsible procurement, Accessibility, Fight against discrimination, and Community.



Basic and advanced standard

The measures relating to each aspect of the Guide are divided into two levels

Basic standard level:

includes requirements demanded by law and LaLiga regulations and which are regarded as the minimum required for each club.

★ Advanced standard level:

includes measures that go further than the minimum in each aspect.



Levels of application

The Guide distinguishes between **three levels of application for each of the measures proposed:**



Governance

Those measures proposed throughout the Guide that directly affect this level, are implemented internally in the club and affect the structure, functions, governance, policies or employees



Facilities

The measures proposed that directly affect this level will be those that require alterations to the facilities or which are carried out in them. The facilities include all those that are under a club's control:

- Stadiums
- Junior football and training areas
- Offices
- Shops and other leisure and catering spaces.



Events

Some of the measures proposed are implemented at sports events.

Where to start?

One of the questions which could prove an obstacle when it comes to addressing sustainability in an organisation is deciding where to begin.

Many clubs will start with or already have some small projects. In general, they will focus on volunteering, recycling, community projects, energy efficiency and so on. While these initiatives constitute a starting point, they do not usually have a strategic focus, nor do they embrace all the economic, social or environmental questions of sustainability.

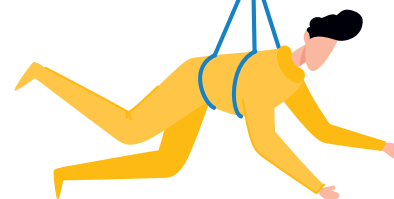
The key is to consider sustainability from a strategic, holistic approach that permeates the clubs' way of doing things.

This Guide is conceived as a **general Plan of Action for all clubs**, but it can be adapted to the actual situation at each club. The **Self-diagnosis Tool** which accompanies this Guide has been designed for that purpose.

It consists of a questionnaire that reflects all the measures included in this Guide. Clubs must answer the options proposed by the questionnaire and then they will get a result which will indicate the level they are at for each of the aspects covered, as well as a series of recommendation on how to move forward.

Based on this diagnosis, a club will be able to decide which aspects are more of a priority for making progress and also be able to follow the recommendations in that regard. In addition, one way of measuring progress could be to use the tool every year.

To get the
**Self-diagnostic
Tool**, send an email
requesting it to:
rsc@laliga.es



A large, modern building with a blue, wavy, metallic facade. The name "Balaidos" is visible on the upper left. A sign in the foreground mentions "PROYECTO DE MEJORA DE LA CALIDAD DEL AGUA" and "CONSEJO DE TIERRA". A person is walking on the right.

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SUSTAINABLE CLUBS GUIDE





Good Governance.

Professional football's social exposure, as well as its economic importance as an industry, mean the ethical behaviour and governance of all those involved must be exemplary. The principles, practices, policies and procedures of good governance are the pillars that sustain the everyday activity of sports entities.

So, first of all, clubs must ensure the culture of compliance and good governance are integrated into the governance and all levels of their organisation. But it is equally important to establish a governance framework and internal control systems to ensure that everyone is aware of and complies with all applicable regulations on safety, security, integrity, transparency, privacy and compliance. In addition, clubs must ensure their audiovisual product has the necessary quality and complies with the TV broadcasting standards established by LaLiga.

The first step in ensuring your club is up-to-date as regards regulatory compliance would be to carry out an analysis of the state of the club. This section of the Guide constitutes a good compilation of the regulations and requirements clubs must have in these aspects, so they can start from the requirements included here.

Clubs must be familiar with the current regulations on safety, integrity, transparency and compliance, and must apply them to their facilities and events.

Good Governance on different levels



Governance

Not surprisingly, Good Governance starts from measures taken at club governance level. A sustainable club in this area is one where ethics, integrity, and regulatory compliance are well established in its management and governance systems and which applies it from this level to all levels of the club.



Facilities

Good governance measures pass through club management but many of them are reflected on the facilities. Clubs must be familiar with legislation dealing with the safety and security of their facilities so they can apply all the measures required by law.

Likewise, facilities must comply with LaLiga's requirements to ensure the quality of the audiovisual product and the entertainment.



Events

As in the case of facilities, measures affecting events are adopted by the club's management. It is vital that events have all the measures required by law in place in order to guarantee the safety, security, comfort and well-being of spectators.

Events also require certain specific measures to ensure the quality of the audiovisual product.

What aspects a sustainable club must work on through good governance.

The following pages cover six aspects that a club must comply with in order to achieve an excellent level of compliance with legal standards and the demands of ethical and exemplary behaviour.

Measures to be implemented for the six aspects are grouped in two levels:

Basic standard level: includes requirements demanded by law and LaLiga regulations and which are regarded as the minimum required for each club.

★ **Advanced standard level:** practices are suggested for going further than the minimum requirements in managing compliance, ethics and transparency at the club.

Sports events and facilities must comply with certain mandatory requirements for ensuring the **safety** of spectators in emergency situations.

With regard to that aspect, clubs must comply with the legal measures established for **fighting against violence** in sport, which poses a threat to spectators' safety and also endangers football's legacy and values.

In addition, corruption, match fixing, predetermining results seriously harm the competition by undermining its value. Clubs must therefore put measures in place that guarantee football's **integrity**.

Finally, clubs have to continue making progress on issues such as **privacy, transparency and regulatory compliance**, by adopting practices that put them on the same level as leading companies



Good Governance

Safety

Facilities

Integrity

Fight against violence

Privacy and information security

Transparency and compliance

Financial Control

The professional football industry must adopt best practice in compliance, integrity, ethics and transparency.



GG.1 Safety

Clubs are required by law to comply with all the measures relating to match organisation in their sports stadiums. The requirements that the Law demands of clubs in this area are designed to guarantee the safety of spectators at sports events at all times, thus ensuring effective management of football matches in terms of organisation and risk analysis, as well as crisis and emergency management.

To comply effectively with these measures (explained in the basic standard below), clubs must have a safety and risk prevention strategy and a properly implemented system for compliance. Failure to comply with these requirements means exposing all the club's staff to all kinds of responsibilities.

Sources and applicable legislation

- **Act 5/2014, of 4 April, on Private Security**, which requires first division clubs to appoint a safety director.
- **Royal Decree 393/2007, of 23 March, on the Self-protection of Centres, Establishments and Premises engaged in Activities that may lead to Emergency Situations**, which requires clubs to draw up a self-protection plan.
- **Act 19/2007, of 11 July, against Violence, Racism, Xenophobia and Intolerance in Sport**, which requires sports stadiums to have a set of internal regulations.
- **Royal Decree 2816/1982, of 27 August, approving the General Regulations on the Policing of Public**

Entertainment and Recreational Activities, which requires clubs to have a health and safety prevention plan and an operating licence in order.

Global commitments



The **ProS4 and ProS4+ projects** (Promoting safety, security and services at sports events) were implemented by the EU to ensure the compliance of all member states with certain standards and practices to improve safety and security at sports events. For the moment the latter has been extended until October 2020. On their project website you will find resources and be able to contact the various groups and networks that set it up.

Suggested indicators

- Number of drills carried out
- % of mandatory safety measures implemented.
- Number of training sessions on safety issues

Basic standard level:



Regulation compliance



Have the following documents duly in order:

Self-protection plan
Health and safety prevention plan
Operating licence
Internal sports stadium regulations

Safety director



Have a safety director

★ Advanced standard level:



Director of operations



Have a director of operations in charge of the self-protection plan

Safety training



Take part in training days on safety issues for security staff run by LaLiga and the CNP (National Police)

Take part in training days on legislation, coordination and emergencies for volunteers and support staff

Technical means for private security



Use the technical means for private security that LaLiga provides clubs with



Governance



Facilities



Events



Direct application



Indirect application

How to ensure compliance with safety regulations and where to start

LaLiga has set up the Safety Area to offer clubs the possibility of analysing where they are as regards complying with safety regulations as well as advice on effective compliance implementation.

If you want to know more about this project, send a request by email to rsc@laliga.es



GG.2 Facilities

As the organisers of their sports events, and any other event that might take place in their facilities, football clubs are responsible for them. Consequently, current legislation requires clubs to comply with a series of requirements in their facilities in order to ensure the safety of spectators, universal access, and an appropriate and effective response to any possible emergency situation.

In addition, stadium infrastructure must also comply with certain standards to guarantee the quality of the entertainment and the audiovisual product. It is therefore vital that clubs are familiar with the regulations and legislation in this area and ensure their facilities are duly equipped.

Sources and applicable legislation

- **Royal Decree 203/2010, of 26 February**, approving the **Regulations on the Prevention of Violence, Racism, Xenophobia and Intolerance in Sport**, which establishes measures that affect stadium infrastructure.
- **The Technical Building Code (CTE)**, includes articles with basic demands on infrastructure that affect stadiums, which are as follows:
 - **DB-SUA Basic Document Safety of Use and Accessibility**
 - **DB-SI Basic Document Fire Safety and Evacuation Route Signs**
- **Royal Decree 842/2002**, of 2 August, approving the **Low Voltage Electrical-Technical Regulations (REBT)**.
- **Act 51/2003, of 2 December, on Equal Opportunities, Non-Discrimination and Universal Accessibility for Persons with a Disability**, which contains the accessibility requirements that affect infrastructures.
- **LaLiga TV Broadcasting Regulations**, which contain a series of requirements with regard to stadium infrastructure and facilities, including the lighting, power supply, grass, areas of the pitch, match facilities and stadium facilities.

Suggested indicators

- % compliance with legislative requirements

Basic standard level:



Compliance with Royal Decree 203/2010



- Computerised System (SCA): set up a physical space in accordance with the protocol
- Turnstiles on gates
- Organisational Control Unit technical system (OCU Room, communication network, CCTV system, 360° camera system, safety PA system, and uninterrupted power supply)

Compliance with the Regulation on TV Broadcasting



- Pitch floodlight system in line with the Club Category Regulation
- Lighting system with instant restrike capacity (800 lux main camera)
- Back-up power supply for lighting system with hot restrike
- Room for Perimeter Transmission Node (PTN)
- TV Compound

★ Advanced standard level:



PA system for entertainment



- Install an entertainment PA system

LED lighting



- Install LED technology, which enables instantaneous restrike of all lighting and light shows to be broadcast, as well as reducing consumption

Stands



- Fit out the stands

Medium voltage



- Have a medium voltage power supply at the stadium Preferably with a double feed from different parts of the grid

Basic standard level:



Compliance with Low Voltage Electrical-Technical Regulations (REBT)

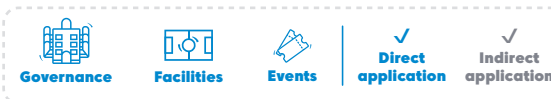


- Reserve power supply with a capacity of at least 25% of total power
- Cabling type Z1 (AS) halogen-free and flame-retardant (ITC-BT-28)
- Non-independent safety service users must be fed by SZ1 (AS+) category cables (ITC-BT-28)
- Periodic inspections carried out every 5 years by the Control Body (ITC-BT-05)
- Installation maintenance (Article 20 REBT)

Compliance with regulations concerning accessibility* and safety



- Infrastructures required by CTE DB-SUA (Safety of Use and Accessibility)
- Infrastructures required by LGDPD RD 1/2013 referring to accessibility
- DB-SI infrastructure corresponding to Safety and Evacuation Route Signs



* This question is dealt with in more detail in Block3, in the section on accessibility

GG.3 Integrity

Integrity has a special relevance for clubs, as gambling is a regulated activity and legal non-compliance therefore leads to both administrative and criminal penalties that can seriously damage a club, or its players, besides affecting the industry's reputation as a whole.

Leaving aside the fact that legal compliance is mandatory, dishonest practices in sport have a number of negative consequences and represent one of the biggest threats facing football on a global scale. Such practices lower the credibility of sport and the industry, they affect the quality of the competition and, ultimately, its value.

Education and awareness-raising play a vital role in preventing match-fixing. Every member of a club must understand the importance of keeping the competition clean and honest. Likewise, the club's mechanisms for overseeing this principle, as well as detecting and handling possible cases, are of special relevance in that regard

Sources and applicable legislation

- **Gambling Act** (13/2011, of 27 May) establishes criteria, limitations and conditions for access to betting, as well as specific provisions for sports persons.
- **The Criminal Code**, under which predetermining, fixing or altering the result of a match has been a crime since 2015.

- **The Royal Spanish Football Federation (RFEF) Disciplinary Code**, Article 75 and 75 bis of which includes the sanctions for acts that result in fixing and agreeing the result of a match, as well as taking part in gambling and betting.

Global commitments



The **International Partnership Against Corruption in Sport (IPACS)** is a global platform that unites all the main stakeholders in eliminating corruption from the world of sport and promoting a culture of good governance in sport.



In 2015, the UN approved the **2030 Agenda for Sustainable Development**, which has **17 Sustainable Development Goals**. SDG 16 – Peace, Justice and Strong Institutions, sets targets for ending corruption and bribery in all its forms, as well as creating effective, transparent and accountable institutions at all levels.

Suggested indicators

- Number of workshops on integrity given
- Percentage of the staff who attend the integrity workshops
- Number and amount of penalties for non-compliance with the regulation

Basic standard level:



Regulation compliance



Implement the necessary mechanisms for ensuring compliance with the Criminal Code, the Gambling Regulation Act, and the RFEF Regulations.

Attendance at annual workshops on integrity.



Comply with attendance at the annual workshops on integrity run by LaLiga – the technical staff and players at least.

Mandatory awareness-raising on integrity



Put the prevention posters designed by LaLiga up in common rooms and at training grounds

Distribute the “Practical Guide for Players”

Person in charge of integrity



Have a person in charge of integrity/compliance

★ Advanced standard level:



Integrity clauses in contracts



Include not taking part in betting on sports events in contracts between the two parties (the club and the player).

Attendance at annual workshops on integrity.



All members of the club, including senior management, must comply with attendance at the annual workshops run by LaLiga.

Own awareness-raising on integrity



Draw up and distribute own content to help in the fight against corruption in sport.

Run own workshops on integrity.

Person in charge of integrity



Have a person in charge of integrity/compliance without other functions who has a suitable profile and training for the post.



What are the regulations on integrity?

LaLiga has published a handbook of good practices on integrity in sport, preventing match-fixing, and sports corruption, which includes the current regulations relating to that for clubs, leagues and federations. LaLiga also has a reporting channel for confidentially notifying any relevant information in this area.

Access the Guide to Good Practices on Integrity: [https://assets.laliga.com/assets/2019/09/02/](https://assets.laliga.com/assets/2019/09/02/originals/5fcd337151af531588c55ae3c9173ebf.pdf)

[originals/5fcd337151af531588c55ae3c9173ebf.pdf](https://assets.laliga.com/assets/2019/09/02/originals/5fcd337151af531588c55ae3c9173ebf.pdf)



Reporting channel
integridad@laliga.es

GG.4 Fight against violence

Violence, racism, xenophobia and intolerance in football are forms of behaviour that detract from the competition and represent an attack on the rights and principles of people's dignity and freedom. Violence in football is a liability for the industry's progress as well as a threat to the safety of spectators and other people.

Clubs must be the standard-bearers in the fight against violence, racism, xenophobia and intolerance in sport, and make further progress on eradicating it by collaborating with the authorities, complying with the applicable regulations, and working on training and education to minimise these types of behaviour.

Sources and applicable legislation

- **Act 19/2007, of 11 July**, against Violence, Racism, Xenophobia and Intolerance in Sport.
- **Royal Decree 748/2008, of 9 May**, regulating the State Commission against Violence, Racism, Xenophobia and Intolerance in **Sport**.
- **Royal Decree 203/2010, of 26 February**, approving the Regulations on the Prevention of Violence, Racism, Xenophobia and Intolerance in Sport.
- **Act 5/2014, of 4 April, on Private Security**, which requires first division clubs to appoint a safety director.

- **Order of 22 December 1998** regulating the Organisational Control Units for the Prevention of Violence at Sports Events.
- **Organic Law 4/2015, of 30 March**, on the Protection of Public Safety.
- **Royal Decree 2816/1982, of 27 August**, approving the General Regulations on Policing Entertainment and Recreational Activities.

Suggested indicators

- % of compliance with the regulation
- N° of awareness campaigns for fans

Basic standard level:



Regulation compliance



Implement the necessary mechanisms for ensuring compliance

Act 19/2007, of 11 July, against Violence, Racism, Xenophobia and Intolerance in Sport.

Regulations on Preventing Violence, Racism, Xenophobia and Intolerance in Sport.

Private Security Act.

Compliance with the general regulations on ticket sales



Comply with the General Regulations on Ticket Sales (Title XII of LaLiga Regulations).

Safety Manual for safety director



Put the prevention posters designed by LaLiga up in common rooms and at training grounds.

National Sports Office circulars

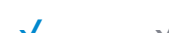


Comply with the circulars drawn up by the National Sports Office in collaboration with LaLiga.

★ Advanced standard level:



Monitoring the regulations for fighting against violence in football



Be familiar and comply with the briefs from the Director of Integrity and Safety on the regulations that have to be followed to eradicate or fight against violence in football.

Participation in seminars on safety



Clubs, represented by their safety directors, must take part in safety seminars organised in collaboration with the law enforcement agencies.

Raising awareness



Draw up and distribute own content to help in the fight against corruption in sport.

Conduct awareness campaigns among the general public and particularly fans.



Fan's handbook

LaLiga has published a fan's handbook which includes instructions on how to avoid violence at sports events. Clubs can draw up similar handbooks, acknowledging LaLiga's own handbook, or create campaigns on social media and/or face-to-face using posters in their facilities to promote the eradication of violence in football

Access the fan's handbook:

<https://assets.laliga.com/assets/2019/06/17/originals/8b4a47f71678475bd990c1e4bd5620b1.pdf>



GG.5 Privacy and information security

The growing digital environment means organisations are handling ever greater amounts of data that in turn is more and more exhaustive. This has produced a strong legislative response in recent years, largely aimed at protecting and empowering citizens and ensuring they can exercise their rights.

A club regularly handles at least the personal data of directors, employees, members and sports persons. As a result of the greater protection of people's rights over their data and the strengthening of the different control mechanisms over them, clubs will have to adapt their data protection practices to avoid non-compliance with current legislation.

Sources and applicable legislation

- **Regulation (EU) 2016/679 of the European Parliament and Council of 27 April 2016 on the protection of natural persons with regard to the processing of personal data and on the free movement of such data associations (pl).** The GDPR treats alike companies, association, clubs foundations and freelancers that, in exercising their activity, process and use the personal data of natural persons.
- **Organic Law 3/2018, of 5 December, on Personal Data Protection and Guaranteeing Digital Rights***

Other reference legislative frameworks:

- **ISO/IEC 27001: requirements for an Information Security Management System (ISMS).**
- **ISO/IEC 27002: Code of Practice for Information**

Security Management.

- **Center for Internet Security - Critical Security Controls: guide to information security best practices.** Twenty critical controls and key actions that organisations should implement to prevent, detect and mitigate cyber attacks.
- **NIST Cybersecurity Framework (NIST CSF): working framework of best practices in information security.**
- **Payment Card Industry Data Security Standard (PCI DSS):** data security standard for organisations that process and/or store payment card details.

Global commitments



In 2015, the UN approved the **2030 Agenda for Sustainable Development**, which has 17 Sustainable Development Goals. SDG 16 – Peace, Justice and Effective Institutions with targets for achieving the protection of basic freedoms.

Suggested indicators

- N° of processing activities identified and, where appropriate, recorded
- N° of risk analyses and, where appropriate, DPIAs carried out
- N° of information security and data protection training sessions held
- N° of rights of stakeholders managed
- N° of security incidents detected

* Since Organic Law 3/2018 came into force, every company has had to be alert to everything published by the Spanish Data Protection Agency.

Basic standard level:



Compliance with the GDPR and the Organic Law on Data Protection



Implement the necessary mechanisms for ensuring compliance:

Personal data processing in accordance with the principles governing processing

Identify and, where appropriate, record the data processing activities carried out

Analyse the risks and, where appropriate, carry out Data Protection Impact Assessments

Apply technical and organisational measures appropriate for the level of risk identified to ensure data confidentiality, integrity and availability

Establish procedures for attending to the rights of the stakeholders

Notify security breaches to the competent authority and, where appropriate, the parties affected by the incident

Only contract those suppliers that offer adequate guarantees so the data processing they carry out for the club complies with data protection legislation provisions

★ Advanced standard level:



Data Protection Officer



Designate a Data Protection Officer, internal or external, to supervise data protection legislation compliance and who can also advise on this matter

Information Security Data Controller



Designate an Information Security Data Controller in the club, internal or external, who can give specialist advice on information security

Information Security Management System



Implement an Information Security Management System based on risk management, identifying roles and responsibilities, and applying security checks

Within this management system, define an Information Security Management System Procedure that envisages the steps to be followed to ensure adequate detection and response to incidents

Training and awareness-raising for employees



Train and educate all employees in information security and data protection, as this is vital for achieving and maintaining optimal levels of security and compliance



Governance



Facilities



Events



Direct application



Indirect application

Further information on data protection issues

The Spanish Data Protection Agency (AEPD) is the independent public authority in charge of overseeing the privacy and protection of citizens' data. Their website offers lots of resources and information to become more familiar and comply with the legal requirements of data protection.

To access the AEPD website:

<https://www.aepd.es/es>



GG.6 Transparency and compliance

The level of professionalisation in football has increased enormously in recent years, thanks largely to the marketing of audiovisual rights, which has given the industry enormous economic weight.

This professionalisation means that football clubs need to adapt their structures and implement management systems, define roles, formalise procedures and policies with the aim not only of scrupulously complying with the legislation that applies to them but also incorporating all the best practices followed by listed companies, which are more advanced in these matters. Market requirements with regard to transparency and compliance have also evolved, with the markets demanding greater information openness and the availability of better financial and non-financial information, which means organisations have to improve their information systems and internal control systems.

Sources and applicable legislation*

This section should consider all hard law legislation applicable to affiliated clubs/SADs including but not limited to the regulations listed below:

- **Act 10/1990, of 15 October, on Sport**
- **Royal Decree 1835/1991, of 20 December, on Spanish Sports Federations and Registering Sports Associations**
- **Royal Decree 1251/1999, of 16 July, on Public Limited Sports Companies (SADs)**
- **Royal Decree 1591/1992, of 23 December, on Sports Discipline**
- **Royal Decree 460/2015, of 5 June: Articles of Association of the High Council for Sport**
- **General Act 7/2010, of 31 March, on Audiovisual Communication**

- **Royal Decree 5/2015, of 30 April, on Urgent Measures in relation to Marketing the Rights to Exploit the Audiovisual Content of Professional Football Competitions**
- **Royal Decree Law 1/2010, of 2 July, approving the consolidated text of the Corporations Act**
- **Act 10/2010, of 28 April, on Preventing Money Laundering and Funding Terrorism**
- **Royal Decree 304/2014, of 5 May, approving the Regulation of Act 10/2010, of 28 April, on Preventing Money Laundering and Funding Terrorism**
- **Act 19/2013, on Transparency, Access to Public Information and Good Governance**
- **Royal Decree 1514/2007, of 16 November, approving the General Accounting Plan**
- **Act 22/2015, of 20 July, on Auditing Accounts**
- **Royal Decree 1517/2011, of 31 October, approving the Regulation on the consolidated text of the Auditing Accounts Act, approved by Royal Decree Law 1/2011, of 1 July**

Suggested indicators

- Creating the position of a Regulatory Compliance Officer or Compliance Body.
- Annual audits carried out by independent third-party experts on monitoring compliance models or programmes.
- Score obtained in the latest INFUT published by Transparency International Spain.

*This section does not include all the legislation/regulations that might already be included in other sections of this Guide

Basic standard level:



Regulation compliance



Compliance with all the hard law regulations that apply to affiliated clubs/SADs in exercising their respective activities, as well as all those internal regulations they may have decided to equip themselves with for self-regulation

Regulation compliance



Compliance with Article 55(19) of the Articles of Association (Requirements for affiliating to LaLiga) entailing implementation of organisation and management models in the terms of Article 31 bis of the Criminal Code, together with the integrity measures decided each season by LaLiga and the mandatory circulars that may be issued on this matter each season:

- Circular Nº 10, 2015/2016 season
- Circular Nº 26, 2015/2016 season
- Circular Nº 21, 2018/2019 season
- Circular Nº 11, 2019/2020 season

★ Advanced standard level:



Good Governance codes



- Code of Sports Ethics approved by the European Council of Ministers on 24 September 1992
- Resolution adopted by the High Council of Sport on 18 October 2004 with the Appendix "Good Governance Code of Spanish Sports Federations" and reissued in subsequent resolutions
- Code of Good Governance of CNMV listed companies
- Code of Conduct for Exemplariness and Transparency in Sports Management

Internal financial information control system



Reports drawn up by a group of experts, at the request of the National Securities Market Commission (CNMV), on internal financial information control systems (IFICS) in listed entities

Recommendations on compliance audits

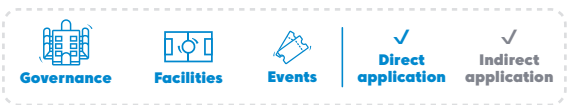


Guide with recommendations on the structure and presentation of the content of the Audit Report on Crime Prevention Models issued each season by Internal Control and Compliance

Recommendations on Internal Audits



Recommendations of the **International Framework for Internal Auditing Practices**



How to implement an adequate internal information control system

The report "Internal Control over Financial Information in Listed Companies" published on the CNMV website, compiles the recommendations drawn up by a group of experts on internal financial information control systems (IFICS) in listed entities, and includes proposals for regulatory changes, a catalogue of principles and good practices, and guides to help inform and supervise the IFICS

Access the CNMV report: https://www.cnmv.es/DocPortal/Publicaciones/Grupo/Control_interno_sciifc.pdf



GG.7 Financial Control

Historically, the professional football industry has been used to living with serious financial problems and big debts, as the usual way of operating was to prioritise sports results over business outlook. However, since UEFA introduced the concept of Financial Fair Play, progress has been made on cleaning up club finances which has enabled them to improve their economic and financial solvency. Clubs have taken on board the fact that even though the essence of their activity is sport, they need to strike a balance between results on the pitch and their business outlook, if they are to survive over time.

Financial control is, therefore, the foundation which enables clubs to move towards greater professionalisation and a business focus. A favourable economic situation will allow them to invest resources so they can make progress on implementing sound governance, taking care of the environment and contributing value to society, the three pillars of sustainability.

Sources and applicable legislation

Legislation on economic and financial compliance:

- **Act 10/1990, of 15 October, on Sport**
- **Royal Decree 1251/1999, of 16 July, on Public Limited Sports Companies (SADs)** Establishes that Clubs/SADs must comply with the same rules as public limited companies in other industries.
- **Royal Decree 1514/2007, of 16 November, approving the General Accounting Plan**

- **Royal Decree Law 1/2010, of 2 July, approving the consolidated text of the Corporations Act**
- **Directive of 27 June 2000 approving the regulations for adapting the General Accounting Plan to Public Limited Sports Companies.**

Other applicable regulations on economic and financial compliance:

- **UEFA Club Licensing and Financial Fair Play Regulations.**
- **Regulations on Drawing up Club/SAD Budgets** (approved by LaLiga's Executive Committee on 15 October 2019).
- **Articles of Association of the National Professional Football League (LaLiga): Article 55 (especially (3), (5), (6), (9), (12), 16bis), (17) and Article 78bis**
- **General Regulations: Book X Regulations on the Financial Control of Clubs and SADs affiliated to the National Professional Football League**

Suggested indicators

- Certificate (positive, positive with recommendations, negative) of Book X of the LaLiga Regulations.
- N° penalties imposed by LaLiga on financial control in relation to Book X of the General Regulations.
- N° penalties imposed by LaLiga in the review of the Regulations for Drafting Club/SAD Budgets.

Basic standard level:



Legislation compliance



Comply with the requirements established in the **legislation applicable to clubs/SADs** in relation to financial control (See “Sources and applicable legislation” on previous page).

Comply with the requirements established by **UEFA on Financial Fair Play** (Link available in “Sources and applicable legislation” on previous page).

Compliance with LaLiga regulations



Comply with the requirements established by LaLiga in the following regulations:

1. Articles of Association:

Art. 55: Requirements for affiliating to the League especially (3), (5), (6), (9), (12), (16)(bis), (17)

Art. 78bis: Penalty Scheme which applies to Financial Control and the Rules and Criteria for drawing up Budgets.

2. Regulations:

Book X Regulations on the Financial Control of Clubs and SADs affiliated to the National Professional Football League

3. Standards for Drawing up the Budgets of Clubs and SADs (approved by LaLiga’s Executive Committee on 15 October 2019).

★ Advanced standard level:



Comply with the requirements of acceptable economic and financial ratios



To comply with Acceptable Economic and Financial Ratios, clubs will have to comply with articles 22-25 of the Standards for Drawing up the Budgets of Clubs and SADs.

1. Comply with the prior conditions described in Article 22.

Not be subject to monitoring measures under LaLiga’s Economic Control regulations

Not be declared as Under Administration or have requested such declaration, or having approved an Administrative Receivership at bankruptcy proceedings, not having fully paid all the Bankruptcy Debts.

2. Comply with ratios A and B described in Article 24,



Environment.



Society is placing more and more demands on organisations regarding their commitment to the environment. The football industry and sport in general cannot lag behind in responding to these demands, especially given their strong social link. Sport is a vehicle for transmitting ethical and responsible values, so it has to set an example in the way it behaves towards the environment.

Football, like all activity, has considerable impacts on the natural environment. These impacts largely stem from the clubs' day-to-day activity: water and electricity consumption in all their facilities, the waste they generate which increases on match days.

The impact of transport merits special mention. Travel by teams, club staff and fans to sports events is responsible for a considerable amount of greenhouse gas emissions, which are a cause of climate change. Nowadays, climate change constitutes the most alarming environmental problem on a global level as it is the main cause of drought, flooding, desertification and extreme climate events which, in the final analysis, are responsible for migrations, displaced persons and inequality in communities. The football industry needs to be aware of its role in this global problem and its responsibility in taking the necessary measures to mitigate it.

A basic condition for achieving proper environmental behaviour is having indicators to enable football's effort to be measured. That will give us a starting point so we will be able to measure its evolution, and even establish some objectives. We recommend that clubs have some professionals who can be assigned the role of carrying out this monitoring. Indicators enable targeted, efficient and effective improvement action to be taken.

Reducing environmental impacts always requires good management at club level – governance – which results in improvements in the facilities and events.

Environmental management on different levels



Governance

A sustainable club is one that measures its environmental impacts, measures its performance and carries out knowledge-based initiatives.

The measures that affect this area of a club are related with putting people in charge, drawing up policies and procedures, and measuring performance.



Facilities

A club's facilities are the main source of its environmental impact.

The measures that affect this area of the club are linked to renovating infrastructure to improve its efficiency in consuming resources and reduce its environmental impact.



Events

The environmental impact of sports events largely depends on the facilities. The more efficient facilities are, the less impact events will have.

However, some impacts are exclusive to the day of the event, such as the GHG emissions associated with spectators.

Which facilities have a bigger impact?



Shops



Offices



Junior football and training areas



Stadiums



What aspects a sustainable club must work on from an environmental perspective.

The following pages cover four lines a club must act on to be environmentally sustainable.

Measures to be implemented for those four lines are grouped in two levels:

Basic standard level: includes the most widespread practices in companies and which are regarded as the minimum on the road to becoming a sustainable club.

★ **Advanced standard level:** practices are suggested for going further than the minimum requirements in environmental sustainability.

Energy consumption and mobility are two lines that have the same impact: greenhouse gas emissions. Consequently they share some measures for managing them, such as measuring the carbon footprint or putting someone in charge.

Waste generation is another one of the main impacts a football club has, especially during sports events, so measures must be taken, first of all, to treat waste, and, secondly, to manage it properly.

Finally, water consumption is another environmental impact where improvements can be made which, as in the previous cases, begins with

measuring consumption in order to establish suitable measures for reducing it.

Sustainable construction is a cross-cutting concept involving all the environmental issues mentioned above and particularly relevant to clubs given their infrastructure.



Environment

Emissions:
energy and mobility

Waste

Water

Sustainable construction

Carbon footprint

To supplement this Guide, a tool has been developed for calculating a club's carbon footprint, and a basic handbook has been produced for using the tool and to provide more information on this matter.

Access the tool for calculating the carbon footprint.



Access the user handbook.





E.1.1 Emissions: energy consumption

This section deals with direct and indirect greenhouse gas (GHG) emissions, specifically those associated with energy consumption. Energy consumption is the club's total energy expenditure, including that attributable to all the facilities (stadium, training areas, offices and shops) and its own sports events.

The main challenges for sports organisations are focused on establishing indicators and targets in the short, medium and long terms that will make it possible to monitor energy management performance. Any initiatives taken must pursue optimal use of energy resources and the use of renewable resources.

Sources and applicable legislation

- **Directive (EU) 2018/844, on energy efficiency**, amending Directives 2010/31/EU, on the energy efficiency of buildings, and 2012/27/EU, on energy efficiency.
- **Royal Decree 235/2013** for the Energy Efficiency Certification of Buildings, currently in a consultation process to amend it for the transposition of Directive (EU) 2018/844.

Global commitments



The Paris Agreement: at the Paris Climate Conference (COP21), held in December 2015, 195 countries signed the first binding agreement on the climate, in which they made a commitment to limit the rise in the global mean temperature to 1.5°C.



In 2015, the UN approved the **2030 Agenda for Sustainable Development**, which has **17 Sustainable Development Goals**. To achieve SDG 7 – Clean, non-polluting energy, and SDG 13 – Action on the climate, requires an energy transition to a low consumption model based on renewable energies.

Suggested indicators

- 302-1 Energy consumption inside the organisation
- 302-2 Energy consumption outside the organisation
- 302-3 Energy intensity
- 302-4 Reduction in energy consumption
- 302-5 Reduction in the energy requirements of products and services

Basic standard level:



Measure the club's carbon footprint (scopes 1 and 2)



Use the tool established in this Guide, or another, to measure the club's carbon footprint (scopes 1 and 2)

Environmental management responsibility



Put someone in charge of monitoring the club's environmental performance, which in this case means checking consumption data through the club's energy bills.

Environmental management policy



Bring the commitments and directives together in a policy for implementing the club's environmental management.

★ Advanced standard level:



Measure the club's carbon footprint (scopes 1, 2 and 3)



Use the tool established in this Guide, or another, to measure the club's carbon footprint (scopes 1, 2 and 3)

EMS implementation



Implement an Environmental Management System in the club which includes managing energy consumption.

Establish a plan with objectives and actions for reducing energy consumption (in the short and long term).



Use renewable energy



Buy renewable energy for consumption in the facilities



Install solar panels or other renewable power generation facilities.



Governance



Facilities



Events



Direct application



Indirect application

What is the carbon footprint and how is it measured?

The total greenhouse gas emissions caused directly or indirectly by the activity an organisation carries out. There are different methods for calculating the footprint (UNE-ISO 14064, GHG Protocol, etc.).

To find out what steps to take and get further information: <https://www.miteco.gob.es/es/sistema/includes/errores/404.aspx>



To access the tool designed by LaLiga for calculating the carbon footprint, apply to LaLiga's CSR department: rsc@laliga.es



E.1.2 Emissions: sustainable mobility

The transport sector is the biggest emitter of carbon dioxide in Spain: in 2017 it contributed 26% of all emissions in the country. The millions of journeys people make every day have an impact on the environment and the climate but they also affect health. So promoting a sustainable mobility model has advantages that extend beyond the environment. It promotes social and economic benefits too.

Football clubs generate a very high number of journeys, both directly and indirectly, with the associated energy consumption and pollutant emissions. Clubs must therefore measure their impact and introduce all the measures they can to achieve sustainable mobility. This refers to travel by players and the club's professional staff but also travel by spectators. That will be dealt with in more depth in the social dimension, as the attendance of spectators at events needs to be planned to ensure safe, comfortable, responsible and sustainable transport for everyone.

Sources and applicable legislation

- **Integrated National Energy and Climate Plan (PNIEC) 2021-2030**, which defines the targets for reducing greenhouse gas emissions, installing renewable energies and being energy efficient. The PNIEC stipulates that by 2023 all those cities with more than 50,000 inhabitants must have a plan for delimiting low emission zones with limited access for the most polluting vehicles.

Cities such as Madrid and Barcelona already have these kinds of protocols but so will a further 145 municipalities thanks to the PNIEC. Clubs must

provide for these demands by means of their own mobility plans for events and staff.

Global commitments



The European Green Deal is a packet of measures launched by the European Commission with the aim of turning Europe into the first climate-neutral continent. The measures range from a significant reduction in emissions to investment in pioneering research and innovation.



In 2015, the UN approved the **2030 Agenda for Sustainable Development**, which has **17 Sustainable Development Goals**. SDG 11 – Sustainable Cities and Communities includes among its targets a reduction in the adverse per capita environmental impact of cities, paying special attention to air quality.

Suggested indicators

- 302-1 Energy consumption inside the organisation
- 302-2 Energy consumption outside the organisation
- 302-3 Energy intensity
- 305-1 Direct GHG emissions (scope 1)
- 305-3 Other indirect GHG emissions (scope 3)
- 305-5 Reduction in GHG emissions

Basic standard level:



Environmental management responsibility



Put someone in charge of monitoring the club's environmental performance, which in this case means measuring and monitoring transport fuel consumption.

Environmental management policy



Put someone in charge of monitoring the club's environmental performance, which in this case means checking consumption data through the club's energy bills.

Travel strategy



Include environmental aspects in planning team travel.



Governance



Facilities



Events



Direct application



Indirect application

★ Advanced standard level:



Measuring the club's carbon footprint scope (sing)



In measuring the carbon footprint, include, as scope 3, estimated indirect fuel consumption (of employees travelling to work and, where possible, of spectators).

Raising awareness



Run campaigns to raise awareness of the importance of using alternative transport, collective transport and transport with a low environmental impact, instead of using and abusing private transport. Club apps or websites can be used for these initiatives.

Staff mobility plans



Design a staff mobility plan which not only improves their quality of life but also reduces fuel consumption and the carbon footprint.

Optimisation of the logistics chain



Optimise the supply chain management process with a triple approach: reduce the carbon footprint, cut time and cut costs.

Sustainable mobility Mobility adapted to society

Sports events mobilise thousands of people. As one of the principle poles of attraction, clubs must be an integral part of and promote smart city trends in favour of rapid, adapted and more sustainable mobility.

To find out more information on smart mobility: https://www.panda.org/our_work/our_focus/projects/one_planet_cities/sustainable_mobility/



E.2 Waste management

In recent years, the problems associated with plastic waste have caused widespread social alarm and put the spotlight on the environmental impact of waste. This has given rise to numerous responses from institutions and organisations which seek to foster the circular economy as a productive model we should follow to minimise these problems.

The sports industry generates a large amount of waste so it must be managed in the best way possible with a reduce, reuse and recycle approach. Minimising waste requires prioritising the acquisition of those products that are strictly necessary, and which generate as little waste as possible or can easily be recycled. Then measures need to be put in place that ensure adequate treatment of waste generated by means of selective collection and raising professional and spectator awareness of this issue. In addition, efforts must be made to cut out waste that is not recyclable.

Sources and applicable legislation

- **Directive (EU) 2019/904 on reducing the impact of certain plastic products on the environment**, which establishes measures for the use of plastic in the European Union, such as prohibiting the use of single-use plastic items from 2021.
- **Act 2/2011 on Waste and Contaminated Soils**, which laid the foundations in Spain for reducing, recycling and valorising waste

Global commitments



The **New Plastics Economy Global Commitment** is an initiative led by the Ellen MacArthur Foundation (a leading organisation on the circular economy) in collaboration with the UN Environment Programme that brings companies and organisations together so we can eliminate plastic as waste.



In 2015, the UN approved the **2030 Agenda for Sustainable Development**, which has **17 Sustainable Development Goals**. SDG 12 – Responsible Production and Consumption stresses the need for our production model to evolve towards circularity, by reducing the use of resources and minimising the generation of waste by means of prevention, reduction, recycling and reuse activities

Suggested indicators

- 306-1 Waste by type and method of elimination
- 306-4 Transport of dangerous waste

Other indicators:

- Volume of waste by type per facility
- Volume of waste by type per spectator

Basic standard level:



Environmental management responsibility

Put someone in charge of monitoring the club's environmental performance which, in this case means checking data on waste generation, as well as its treatment.



Environmental management policy

Bring the commitments and directives together in a policy for implementing the club's environmental management.



Selective waste collection

Have selective waste collection containers for paper and card, packaging and organic waste in all the facilities, and special containers in offices for batteries, toner cartridges and ink, which will be collected by companies specialising in their treatment.



★ Advanced standard level:



EMS implementation

Implement an Environmental Management System in the club which includes waste management.

Establish a plan with objectives and actions for reducing waste (in the short and long term).



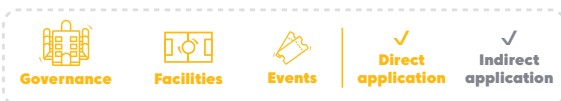
Awareness raising

Put posters and reminders up for everyone to comply with proper waste separation and thus facilitate its subsequent treatment.



Awareness-raising actions

Carry out awareness-raising actions among employees and spectators. Besides signs, digital media such as the club app can be used with spectators to conduct campaigns for reducing waste and promoting the right way to recycle.



What kind of actions can be carried out in a waste reduction plan?

Below there are some examples of actions that could be part of a waste reduction plan. However, it is vital to start with a study to find out where there is room for improvement.

- Eliminate expendable and non-recyclable products.
- Eliminate plastic cups
- Promote reusable cups at events.
- Replace single-use plastic.
- Reach agreements with soup kitchens to avoid wasting food.
- Carry out training and awareness-raising actions among employees and spectators.

E.3 Water management

Water is one of nature's most prized resources. Global social and economic prosperity depend on it. Therefore one of Europe's main objectives is to improve the efficiency of water resources. But responsible consumption is no longer enough. In the near future reuse of water is going to play a key role.

Given their impact, football clubs must become leading players in water saving and consumption minimisation strategies. So being familiar with the main ways a club consumes water and establishing targets and measures for reducing that consumption must be an important part of its environmental management. In addition, clubs must accept the challenge of reusing water as an opportunity, not just for improving their environmental sustainability but also for making a profit in the medium-to-long term.

Sources and applicable legislation

- **Royal Decree Law 1/2001**, approving the consolidated text of the Waters Act, whose aim is to regulate public domain water, the use of water and the exercise of the State's powers.
- **Código de Aguas de Normativa Estatal/Statute Book of State Water Regulations:** Document comprising the 42 existing documents that make up Spanish legislation on water-related issues.

Global commitments



World Water Day This UN celebration, held annually on 22 March since 1993, seeks to raise social awareness of water's importance as a key element in economic growth and environmental sustainability.



In 2015, the UN approved the **2030 Agenda for Sustainable Development**, which has **17 Sustainable Development Goals**. SDG 9 – Industry, Innovation and Infrastructure, and SDG 12 – Responsible Production and Consumption, advocate responsible and sustainable consumption of natural resources, among which water plays a vital role.

Suggested indicators

- 303-1 Water consumption
- 303-3 Recycled and reused water
- Percentage of water consumption by destination
- Percentage of water harvested from rain water

Basic standard level:



Environmental management responsibility

Put someone in charge of monitoring the club's environmental performance which, in this case, means checking data on water consumption in the club's facilities.



Environmental management policy

Bring the commitments and directives together in a policy for implementing the club's environmental management.



Water uses

Do a study of water uses in a football club.



★ Advanced standard level:



EMS implementation

Implement an Environmental Management System in the club which includes water management, establishing targets and measures for reducing water consumption.



Technical study

Prepare a technical study of the club's water system to measure its efficiency and assess its possible renovation.



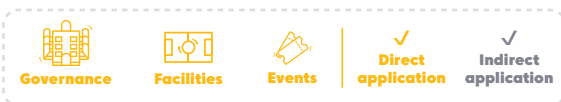
Reuse of water

Develop a strategy for reusing water for industrial purposes in the facilities, measuring the efficiency of water consumption and its economic impact in the medium and long term.



Conscience and awareness raising

Educate employees and spectators on good practices for improving day-to-day water consumption.



Other alternatives for reducing water consumption

Sometimes it is the little gestures that have a greater impact.

- Installation of saving devices.
- Innovation in sprinkling techniques.
- Managing rainwater.
- Establish collaborative relations with water companies for a joint study of alternatives for improving water management.

E.4 Sustainable construction

The concepts of sustainability and eco-efficiency have meant new types of construction have appeared that are geared towards reducing the impact of building activity. Renovating or building new stadiums, training areas and/or training complexes is one of the best opportunities clubs have for reducing their environmental impact, by incorporating sustainable criteria in the building work.

Although in this section we mainly go into more detail on those aspects of sustainable construction that affect the environment, it is important to understand this is a broad, global concept which goes further than that. It consists in taking into account the environment, the community, accessibility, travel, the choice of materials and natural resources, throughout the whole construction process: design, construction, useful life and its purpose.

Given that sustainable construction relates to all environmental indicators, some of the measures have already been referred to above. However, the importance of this concept for clubs means it has to be dealt with separately.

Sources and applicable legislation

- **Technical Building Code (CTE)**, which establishes the regulatory framework for the requirements that buildings must meet and seeks to improve building quality by promoting sustainable development.
- **Act 8/2013, of 26 June, on Urban Rehabilitation, Regeneration and Renewal**, which establishes the basic conditions for sustainable and efficient development of the urban environment.
- See legislation on energy consumption mentioned previously

- See legislation on waste management mentioned previously
- See legislation on water management mentioned previously

Global commitments



The **Net Zero Carbon Buildings Commitment** challenges companies, cities and organisations to achieve zero net emission (pI) in their buildings by 2050. The signatories to this initiative are committed to setting targets and drawing up plans for reducing the operational emissions of their facilities.



In 2015, the UN approved the **2030 Agenda for Sustainable Development**, which has **17 Sustainable Development Goals**. SDG 12 – Responsible Production and Consumption, stresses the need for our production model to evolve towards circularity, and SDG 11 – Sustainable Cities and Communities, which points out the need for sustainable urban development, investing in public transport and improving urban planning and management.

Suggested indicators

- 301-1 Materials used by weight or volume
- 301-2 Recycled input materials used

Other indicators:

- Materials used from recycled sources (percentage or volume)

Given the cross-cutting nature of sustainable construction, this section does not include measures on two levels, as in the rest. There follows a list of recommendations to bear in mind when carrying out construction from a sustainable perspective, which can affect three levels of the construction stage: project, work and operation.

Recommendations on sustainable construction

Choosing building materials

When establishing selection criteria, take into account if they have a low environmental impact and are recyclable, reusable certified as locally manufactured. etc.

Selecting, supervising and auditing suppliers

When establishing selection criteria for suppliers, prioritise local suppliers with a low environmental impact, greener or more efficient materials, etc.
Implement controls that enable suppliers to be monitored.

Efficient water management

Install efficient accessories (thermostatic taps, electronic taps, taps with a timer, etc.)
Install rainwater harvesting systems.

Mobility

Facilitate the use of alternative, non-polluting and/or collective transport by means of proper design and planning.
Have car parks exclusively for parking electric vehicles.

Energy management.

Use renewable energies: install photovoltaic solar panels.
Energy efficiency: install energy-efficient lighting.

Reducing atmospheric pollution

Implement measures to prevent dust rising.
Locate loading and unloading areas in places protected from the wind.
Avoid burning materials.
Use materials low in volatile organic compounds (VOCs).

Waste management

Separate waste on the work site
Control discharges into the sewer system.
Design a waste collection and containers system for efficient management.



Would you like to know more about sustainable construction?

There are various certifiable standards that can serve as a guide for sustainable construction. The two best-known are LEED® and BREEAM®, and, although this guide does not include obtaining these certifications as a recommendation, it is useful to find out more about them.

Find out more about LEED® certification:
<https://www.usgbc.org/help/what-leed>
Find out more about BREEAM® certification:
<https://www.breeam.com/>

People.



The development of professional football has given way to a global industry with a particularly prominent role in Spain. Its social impact is much more than that of an economic driver creating employment.

Given the nature of the business, its social side must be at the heart of the strategy of all clubs. As representatives and a visual image of the business, they must set an example in good practices and by raising awareness. The outward projection of their values has an effect on the fans, and the application and communication of sustainability criteria in their corporate culture create greater social demand and a professional business image, which is also essential for attracting talent and how a club operates.

To that end, in addition to action and prevention policies, support for equality and the fight against discrimination, new policies are needed to make the working environment a healthier, more inclusive one that is also more conducive to personal development.

The two dimensions of social management



Internal: Employees

Internal social management affects employees. Formulating policies for improving labour relations (pl) is the best way of having committed and motivated employees, which translates into higher productivity. This in turn will have an effect on the external perception of the club as an employer brand.



External: Society

External social management affects the community. Clubs have an intrinsic responsibility to society and, in particular, to the community they are a part of.

Most of the measures put forward in this section will apply to governance, as a club's commitment to its staff and society stem from that.

Social management on different levels



Governance

Good social management, internally and externally, rests on the pillars of an organisation: its policies and the mechanisms necessary for implementing them. Governance should be the vehicle that enables a club to fulfil its goal of being socially responsible.



Facilities

Club facilities play little part in their social impact, apart from being tools they can use with the community,

On the other hand, it will be important to take into account the social impact that building new facilities might have.



Events

Events are levers for creating social value. Clubs must work to ensure their sports events have the best possible social impact on their community, while minimising negative impacts as much as possible.

What aspects a sustainable club must work on from a social perspective

The following pages cover six lines a club must act on as regards aspects of a social nature.

Measures to be implemented for those six lines are grouped in two levels:

Basic standard level: includes the most widespread practices in companies and which are regarded as the minimum on the road to becoming a sustainable club.

★ **Advanced standard level:** practices are suggested for going further than the minimum requirements in social sustainability.

Some of the lines of action will be directed at improving **internal social** management:

Attracting and retaining talent enables clubs to get better professionals, the most direct way of achieving their objectives. Equality and diversity, and the fight against discrimination, are commitments any organisation should have. Clubs must implement measures and policies that ensure effective equality is achieved and discrimination is eradicated both inside and outside the club.

Other lines focus on **external social** management:

Ensuring responsibility in the supply chain not only contributes to the community's sustainable development, it also avoids possible controversy in clubs themselves. In addition, the concept of accessibility has evolved and needs to be expanded. Taking this new way of understanding accessibility on board will have benefits for the club and its community. Clubs must also handle their relations

with the community on the understanding that they are not merely part of social action but one of its strategic areas.



People

Attracting and retaining talent

Equality and diversity

Responsible procurement

Accessibility

Fight against discrimination

Community

The football industry must be a vehicle for creating social value through its professionals, its community and by transmitting the values of sport.



P.1 Attracting and retaining talent

The football industry is becoming increasingly important, not only socially speaking but also from an economic point of view. And the sector's growing professionalisation calls for clubs to adapt practices that liken them more and more to listed companies.

These practices include attracting and retaining talent, a key aspect of an organisation's growth and value creation. Nowadays, getting employees to form the best possible team, ensuring they are motivated and believe in the entity's project represents a challenge for most companies and organisations.

Current trends show that other factors, rather than salary, are becoming more important in attracting and motivating people. These include work-life balance, identifying with the company's values or the environment it can offer, among many others. Formulating policies, improving communication and offering opportunities for development and promotion will help clubs to position themselves as attractive employers.

Sources and applicable legislation

- **Royal Decree Law 8/2019**, on Urgent Measures for Social Protection and the Fight against Job Insecurity in the Working Day, which requires a person's working day to be recorded
- **Organic Law 3/2018** on Data Protection and Guarantee of Digital Rights defines the right of workers to digital disconnection in order to ensure real rest and holiday time.

- **The Workers' Statute** encompasses the basic standards of Spanish Labour Law.

Global commitments



In 2015, the UN approved the **2030 Agenda for Sustainable Development**, which has **17 Sustainable Development Goals**. SDG 8 – Decent Work and Economic Growth defines the objectives for promoting and ensuring the creation of decent jobs.

Suggested indicators

- 401- 1: New hires and staff turnover
- 401-2 Benefits provided to full-time employees that are not provided to part-time or temporary employees
- 401-3 Parental leave
- 404-1 Average hours of training per year per employee
- 404-2 Programmes for upgrading employee skills.
- 404-3 Percentage of employees who receive periodic performance and personal development appraisals

Basic standard level:



Work-life balance and flexibility measures



Implement work-life balance measures that improve talent retention and increase staff efficiency. They must first comply with the law and then improvements can be considered.

Training plans



At the least, draw up a training plan for all the staff.

As far as possible, draw up training plans for different roles.

Internal communication



Carry out an analysis of the internal communication channels available to employees for identifying strong points to be enhanced and gaps to be filled.

Establish a strategy for internal communication.

★ Advanced standard level:



Equality Committee



Appoint an Equality Committee with executive powers for managing equality and diversity at the club.

Promoting women's football



Establish measures for promoting women's football: not only at senior level but also in the club's junior categories.

Diversity management.



Besides a gender perspective, include other types of diversity in company management: disability, religion, culture, etc.

Work-life balance and flexibility



Implement work-life balance and work flexibility measures that go further than those established by law. For example, increase maternity/paternity leave and breastfeeding breaks, offers employees social benefits or introduce flexitime, among other things.



Governance



Facilities



Events



Direct application



Indirect application

Google Data analysis applied to talent management

Not only is Google one of the most important companies in the world today, it is also a successful example of how to manage talent and retain people, thanks to its use of disruptive projects and data analytics, which have turned it into a benchmark employer brand

To find out more about why Google is considered to have revolutionised people management, look at the following article:
<https://www.tlnt.com/how-google-is-using-people-analytics-to-completely-reinvent-hr/>



P.2 Equality and Diversity

A commitment to generational, cultural and gender diversity, and integrating people with disabilities, is a lever for football clubs to create value. Because of their important social role, clubs must act as agents of change in this sphere, by driving trends such as equality and diversity. In order to promote those values, clubs must first apply them and take them on board internally.

Then, a good perception of inclusion and equality at the club on the part of its workers will reflect on their performance and their commitment. There are also benefits with regard to the club's reputation which, aside from encouraging employee commitment, will contribute to creating an image of a socially responsible employer brand while helping to spread those values in the community.

Sources and applicable legislation

- **Directive (EU) 2019/1158 on Work-Life Balance for Parents and Carers**, which establishes a framework for ensuring equality between men and women by establishing a work-life balance.
- **Royal Decree 6/2019** establishing Urgent Measures for Equal Treatment and Opportunities between Men and Women in Employment and Occupation, including compulsory implementation of an Equality Plan in **companies with more than 50 employees**.

Global commitments



International Women's Day:

International Women's Day is celebrated every year on 8 March. Driven by society, in recent years it has sought a change of paradigm, encouraged reflection on the role of women and achieving equal rights (specifically equal pay for comparable jobs).



In 2015, the UN approved the **2030 Agenda for Sustainable Development**, which has **17 Sustainable Development Goals**. To achieve SDG 5 – Gender Equality, and SDG 10 – Reducing Inequalities, it is necessary to develop a model where equal opportunities are guaranteed and social inclusion is fostered.

Suggested indicators

- 405-1 Diversity of governance bodies and employees
- 405-2 Ratio of basic salary and remuneration of women to men

Other indicators:

- Percentage of Equality Plan compliance
- Percentage of new hires belonging to the least represented gender

Basic standard level:



Commitment to equality and diversity ✓

Declare the club's commitment to equality and diversity This can be done by:

Statement: could be internal or made public.

Equality policy: could be internal or made public .

Equality Plan ✓

Design an Equality Plan which spells out the **targets, monitoring indicators** and **measures** for meeting them. It is vital that the Plan defines responsibilities.

Training and awareness-raising ✓ ✓

Carry out awareness-raising and training sessions on equality and diversity through the company's communication channels in order to embed the message in the club's culture. As far as possible, extend awareness-raising to the community.

★ Advanced standard level:



Employer Branding strategy ✓

Design an Employer Branding strategy to position the club as an attractive company for talent and to improve its employer brand image.

Corporate culture ✓

Establish a corporate culture and work on promoting it among your employees.

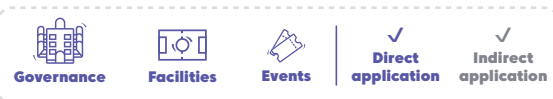
Professional development programmes ✓

Establish processes for setting targets and goals, as well as career plans.

Link setting goals to training plans.

Workplace environment surveys ✓

Carry out surveys to measure employee satisfaction and establish improvement plans.



How can you draw up an Equality Plan and what should it contain?

Before drawing up an Equality Plan you should first carry out an analysis with the Workers' Legal Representative Collect and analyse the company information, then establish the goals, quantifiable measures and a timeframe. Finally, assign resources and responsibilities.

To access the Manual for drawing up a Company Equality Plan drawn up by the Ministry of Equality: http://www.bibliotecavirtualrs.com/wp-content/uploads/2011/10/manual_para_elaborar_un_plan_de_igualdad_en_la_empresa.pdf



To learn more about the steps to follow and what an Equality Plan should contain: <http://www.igualdadenlaempresa.es/faq/respuestas.htm#q16>



P.3 Fight against discrimination

Clubs must ensure the positive values of sport – effort, camaraderie, fair play, solidarity and respect – are preserved and fostered. These add value to the industry and, more than that, they represent a fundamental part of its legacy.

Discrimination of any sort, therefore, can have no place at the heart of the organisation, which must set an example by applying the principle of equal treatment and opportunities, and not allowing any discrimination, direct or indirect, in a club's labour relations.

Furthermore, clubs must extend their commitment to raise awareness and consciousness to society, especially their fans and the teams they are training, with a particular focus on young people. This issue, closely related to violence (dealt with previously in the section on safety) is especially sensitive at sports events, although it represents a great opportunity to carry out awareness-raising actions.

Sources and applicable legislation

- **Directive (EU) 2000/43 on applying the Principle of Equal Treatment to Persons regardless of their Racial or Ethnic Origin**, which establishes the framework for fighting against discrimination and ensuring equal treatment.
- **Royal Decree 203/2010 approving the Regulations on Preventing Violence, Racism, Xenophobia and**

Intolerance in Sport and regulations for accessing LaLiga stadiums.

- **Act 19/2007, of 11 July, against Violence, Racism, Xenophobia and Intolerance in Sport**

Global commitments



No to Racism: in 2001, UEFA forged an alliance with FARE (Football Against Racism in Europe) in the fight against racism. The annual No To Racism campaign is one of the main ways this powerful commitment has of making itself known.



In 2015, the UN approved the **2030 Agenda for Sustainable Development**, which has **17 Sustainable Development Goals**. To achieve SDG 10 – Reducing Inequalities, it is necessary to encourage and promote people's inclusion, regardless of their age, sex, race, ethnicity, religion or other condition.

Suggested indicators

- 406-1 Cases of discrimination and corrective actions undertaken

Basic standard level:



Internal training and awareness-raising ✓

Carry out training on the fight against discrimination at all levels of the club, from employees to players and technical staff.

Awareness campaigns for fans ✓ ✓

Conduct campaigns to prevent discrimination of any kind targeted at fans.

Grassroots football programme ✓ ✓

Design and develop a programme to act in the fight against discrimination among the most sensitive sector: the boys and girls trained by the club.

★ Advanced standard level:



Awareness campaigns for fans ✓ ✓ ✓

For example: Draw up and publicise a guide of good practices for fans, placing special emphasis on sports events linked to minors.

Produce awareness-raising posters.

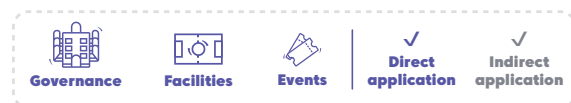
Conduct awareness-raising campaigns through different channels for sports events.

Plan of action for the fight against racism ✓ ✓

Draw up an action plan with commitments, measures and objectives to guide the club's action in the fight against racism.

Initiatives and alliances ✓

Take part in initiatives, alliances or coalitions against discrimination in sport, to share good practices and knowledge.



Support of official bodies in the fight against discrimination

For some years now the world of football has been working to wipe out racism and discrimination. So both LaLiga and UEFA offer clubs guides and handbooks for combating discrimination. Here are some examples:

To find out more about UEFA's club guide for combating racism:

<https://es.uefa.com/newsfiles/459068.pdf>



To find out more about LaLiga's guides and handbooks: <https://www.laliga.com/transparencia/guias-manuales>



P.4 Responsible procurement

The concept of responsible procurement arises from the need for organisations to mitigate risks. Conceived as a way of strengthening the value chain, improving efficiency and avoiding reputational impacts, it has become one of the basic trends in sustainability.

Establishing measures to achieve a more sustainable supply chain is an opportunity for generating competitiveness. Incorporating economic, environmental and social criteria into selecting suppliers translates into more efficient processes, lower costs, less environmental impact, better relations with suppliers and a better image, and avoids penalties.

For a club that maintains a close relationship with the community, it is essential that it includes prioritising local suppliers in its procurement criteria to help the community develop. This point is particularly important in the case of sports events.

Sources and applicable legislation

- **Act 11/2018 on Non-financial Information and Diversity**, which, among other things, demands transparency in due diligence procedures with regard to its supply chains and outsourcing, with the aim of detecting, preventing and mitigating potential and existing adverse effects.
- In 2015, the United Kingdom published the *Modern Slavery Act*, which establishes measures for fighting against the violation of Human Rights in supply chains. Although there is no equivalent regulation in Spain, current trends driven by the European Union, such as the new *Human Rights Plan*, could promote the adoption of equivalent regulations in our country in the coming years.

Global commitments



Human Rights in Supply Chains, A Call for a Binding Global Standard on Due Diligence: Human Rights Watch published this document in 2016, in which they warned of the importance of monitoring non-violation of human rights in the supply chain.



In 2015, the UN approved the **2030 Agenda for Sustainable Development**, which has **17 Sustainable Development Goals**. To achieve SDG 13 – Action for the Climate, it is necessary to include policies for mitigating climate change, which implies managing the supply chain better.

Suggested indicators

- 204-1 Proportion of spending on local suppliers
- 308-1 New suppliers that were screened using environmental criteria
- 308-2 Negative environmental impacts in the supply chain and measures taken
- 414-1 New suppliers that were screened using social criteria
- 414-2 Negative social impacts in the supply chain and measures taken

Basic standard level:



ESG criteria in selecting suppliers



When selecting suppliers, include environmental, social and good governance criteria.

Prioritise contracting local suppliers

Adherence to the code of ethics



Get suppliers to sign a compliance clause stating they adhere to the club's code of ethics.

★ Advanced standard level:



Supplier compliance process



Draw up a procedure for ongoing monitoring and assessment of suppliers during the year.

Supplier code of ethics



Draw up a specific code of ethics for suppliers, including commitments and a reporting channel for each one to improve supplier management.

Monitoring and audits



Establish an annual audit plan for suppliers to check they are complying with the clauses and commitments they have signed.



Governance



Facilities



Events



Direct application



Indirect application

Guide to Value Creation through Responsible Procurement

Relations with stakeholders (pl) is one of the pivotal elements of new corporate social responsibility strategies. Companies must be aware that their responsibility extends beyond the traditional spheres and to ensure their environmental and economic performance, they must have extensive control over their supply chain. Implementing a responsible procurement model is not only a way of improving brand image but also of ensuring the business is operating in accordance with the new standards demanded by society.

To download the “Guía para la Creación de valor a través de la Compra Responsable” from Club de Sostenibilidad:

<http://www.clubsostenibilidad.org/publicaciones/creacion-de-valor-a-traves-de-la-compra-responsable/>



P.5 Universal Accessibility

Each of the sections in this Guide could no doubt be the subject of a single and extensive document that went into each aspect and its application in depth. However, clubs have already addressed most of them to a greater or lesser extent and, while they may not have been fully applied, their application is generally well on track. Other sections, on the other hand, such as universal accessibility, have been developed in more detail in the Guide. Generally speaking, universal accessibility is not addressed with the broad and comprehensive approach it merits, so the purpose of this section is to make clubs see “beyond” the traditional concept of accessibility and understand everything it entails.

A change of concept: from “adaptation” to universal accessibility.

To start with, it is vital we take on board that disability has, fortunately, ceased to be approached as a question of good will and today is understood as **one of respect for human rights**. Universal accessibility is the necessary principle so everyone can fully exercise their rights. Thus, the lack of accessibility constitutes a violation of the right of people with a disability to equal opportunities and poses a big risk to the reputation of clubs that fail to respect it, directly or indirectly, because they will be discriminating.

While this human rights approach is slowly getting through to society, governments and institutions, many organisations that embrace the concept of accessibility have still not fully grasped it or taken it on board. There is a general tendency to associate accessibility with reduced mobility, when it includes people with any kind of disability: hearing difficulties

or deafness, reduced vision or blindness, learning difficulties, and so on. In addition, elderly people are very often people with a disability or who have some difficulties with mobility or other things such as their sight or hearing, and can therefore benefit from any improvements implemented in accessibility. The same can happen with children and more people than those who initially we would associate with the concept of accessibility, not to mention people in their circle such as family and friends who also attend events.

Accessibility as an opportunity to reach more people

This way of understanding accessibility undoubtedly requires a total change in our perception of the concept. Accessibility becomes a cross-cutting tool for improving user comfort, facility, quality and experience. Viewed from this perspective, it is a differentiating factor for clubs that can bring value to a host of consumer profiles. It also represents a business opportunity for clubs and a source of economic gain.

Ensuring accessibility is a legal and ethical obligation but it also means an opportunity to reach more people and improves the quality, comfort and experience of all users and spectators.



So, how should a club begin to tackle accessibility?

First of all it must internalise this new concept which goes beyond the facilities. **It stems from club governance** and must be tackled strategically. Based on this conviction, this Guide includes a series of initiatives and provides access to more resources should more information be needed. There are also numerous associations, foundations and other initiatives the club can be guided by on the road to universal accessibility.

However, although a club may build an accessible facility, that does not mean it is managing accessibility. It is important to keep accessibility in mind during construction and in management. But a club that has already taken accessibility on board in its internal management will also have it in mind during construction, making it easier to tackle that part.

Sources and applicable legislation

- **Royal Decree Law 1/2013 approving the consolidated text of the General Act on the Rights of Persons with Disabilities and their Social Inclusion.**
- **Act 51/2003, of 2 December, on Equal Opportunities, Non-discrimination and Universal Accessibility of Persons with Disabilities,** which laid the foundations in Spain of universal accessibility for persons with disabilities.

Global commitments



Football and Social Responsibility partner portfolio: UEFA's website has a portfolio of activities that clubs need to carry out in order to fulfil their social responsibility goals. Accessibility has occupied a prime place among these since the start of UEFA's relationship with CAFE (Centre for Access to Football in Europe) in 2009.



In 2015, the UN approved the **2030 Agenda for Sustainable Development**, which has **17 Sustainable Development Goals**. To achieve SDG 10 – Reducing Inequalities, it is necessary to encourage and promote people's inclusion, regardless of their age, sex, race, ethnicity, religion or other condition.

Suggested indicators

- Percentage of compliance with accessibility measures established by law
- Training and awareness-raising sessions on accessibility
- Compliance with accessibility protocols

Basic standard level:



Accessibility diagnosis in facilities



Implement compulsory accessibility measures in facilities.

Awareness campaigns for fans



Implement all necessary accessibility measures to comply with legislation in all club facilities, which includes drawing up the necessary protocols.

Awareness raising



Spread the word and make everyone involved in the club, including management, aware of the importance of accessibility in all its nuances.

Responsibility for accessibility



Put someone in charge of accessibility at the club.

★ Advanced standard level:



Accessibility committee



Set up a committee in charge of ensuring universal accessibility in all the club's practices.

Accessibility channels



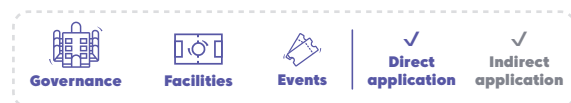
Establish specific channels so fans and spectators can communicate any complaint, suggestion or claim they wish to make regarding accessibility.

Training, awareness and information



Carry out training and awareness-raising campaigns among employees and fans to raise their awareness and publicise the implications of what the concept of accessibility involves.

Offer useful information on accessibility to people who need it via the club website, to answer any query or question they may have regarding accessing the stadium with reduced mobility or any other disability.



What requirements must a stadium meet to be accessible (and comply with the law)

The UEFA and CAFE guide Access for All establishes the minimum requirements in football stadiums in accordance with the regulations. It offers practical advice and solutions to help football clubs and national associations provide accessible facilities and services in new and already built stadiums and to ensure they are inclusive, accessible and welcoming to everyone.

UEFA and CAFE Good Practice Guide to Creating an Accessible Stadium and Matchday Experience: <https://www.cafefootball.eu/Handlers/Download.ashx?IDMF=b56dde6e-d414-490e-8d39-cb637156ca1b>



P.6 Community

Generally speaking, football clubs have understood and assumed the big role they have as agents of social change and, at the same time, the responsibility they have to their community. So it is common for many clubs to have social projects or do voluntary work, including those managed by a club foundation.

This is the right approach but to move towards a sustainable club management model, social action and social responsibility must be part of the club's business management and strategic vision. The socio-economic needs of the clubs' environment therefore have to be identified with the aim of establishing a strategic plan and responding to those social demands. In that way, the actions a club carries out will be guided by a purpose and will respond to the real needs of its community.

In addition to that, the football industry's intrinsic activity has a social impact, especially on an economic level, that is generally positive. Clubs must work to maximise the positive social impact of their activity and minimise the negative impacts, in particular by adequately planning their sports events in coordination with the local authorities.

Global commitments



In 2015, the UN approved the **2030 Agenda for Sustainable Development**, which has **17 Sustainable Development Goals**. Football, as one of the most important industries nowadays, has the capacity to contribute to society through many of these, for example:

- SDG 4 – Quality Education, by trying to raise awareness of the importance of children's education in the most disadvantaged corners of the planet.

- SDG 5 – Gender Equality, by empowering women and girls, and being part of the movement for change to reduce the inequality between men and women.
- SDG 10 – Reducing Inequalities, by driving new social models promoting inclusion and equal opportunities.

Suggested indicators

- 413-1 Operations with local community participation, impact assessments and development programmes
- 413-2 Operations with significant adverse impacts – real and potential – on local communities

Other indicators:

- Number of programme beneficiaries
- Collaboration with associations and foundations
- Social impact of programmes or projects

LaLiga's *Social Fair Play* project is a social concept that clubs are working on to define a joint club strategy for integrating social responsibility into their business management model, so they can finally implement measures that make sense and have value.

For further information on this project:

<https://www.laliga.com/fundacion/laliga-fair-play-social>



Basic standard level:



Social action management



Define responsibilities and the necessary control procedures so activities, sponsorships and donations are always in accordance with the club's image and its line of managing social action.

Study of stakeholders priorities



Carry out a materiality study to find out which aspects stakeholders, especially the community, regard as priorities for social action.

Promoting sport and healthy living



Run campaigns to promote the values of sport and a healthy lifestyle.

Run campaigns to promote minority sports.

★ Advanced standard level:



Social action strategy



Define a clear social action strategy for the club by diagnosing the needs of the immediate environment and the community, identifying the key projects, actions and measures to be implemented, monitoring and assessing the projects, and communicating the results.

Socio-economic impact study

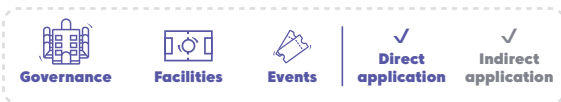


Carry out a socio-economic impact study, of the club or a sports event, to find out and publicise the economic impact of the activity and maximise it where possible.

Mobility plan



In order to minimise the negative social impact that sports events can have, draw up a mobility plan for spectators in collaboration with the local authorities. Measures can run from proper planning of construction to providing public transport or awareness campaigns among spectators via apps and social media.



Sport for change, another way of doing things

In one of his columns, the Chief Executive of the Laureus Sport for Good Foundation describes how the NBA turned social responsibility into a philosophy, pointing out that this way there are more opportunities, apart from the benefit obtained.

Sport for change: Why the NBA makes social responsibility a philosophy, not a department: <https://www.sportspromedia.com/opinion/nba-social-responsibility-basketball-africa-league-david-stern>







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