



# Non-financial information statement

2021/22 SEASON







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## 1.

## Letter from the President



In 2020, the doors to our homes were closed in the midst of a global tragedy. Stadiums closed, theatres closed, cinemas closed, and we were forced to reflect on many of the everyday things we took for granted. The COVID-19 pandemic was for many what some call a black swan event, an expression popularised in the 16th century as a synonym for something non-existent until a specimen was discovered in Australia a couple of centuries later, taking with it a handful of false beliefs. The black swan; the event that does not exist and will not exist... until, suddenly, it is with us and forces us to adapt.

But not all events, however unexpected, are black swans, and we can anticipate and prepare for many of them now. Even in the case of the pandemic, many organisations were able to adapt to the situation by adopting innovative systems and developments that allowed us to continue working, even if not in the best conditions. Innovation, technology, prevention plans, and responsibility helped us to weather the situation: during the pandemic, total revenues fell much less than experts predicted, and LaLiga was less affected than the decline experienced by football as a whole in Europe, according to UEFA's latest sectoral report.

This season, with the stadiums now open, clubs and competitions showed an unprecedented speed of recovery: 62% of clubs achieved a positive EBIDTA and LaLiga's revenues returned to a pre-pandemic level of normality. Economic control contained the impact of COVID-19, and the digitalisation and internationalisation of the competition, and a networking model that had already been modernised before the situation forced us to do so, allowed us to adapt quickly and continue working to maintain and grow.

But to close ourselves off to economic outcomes would be short-sighted: the impact and social erosion of the pandemic has been such that many of the elements resulting from it have already been identified as major critical threats in many of the world's forums. Economic, political, technological and intergenerational inequality has become a major threat to all countries, and one of the most potentially damaging elements in the years to come.

This is pulling society in opposite directions, with each extreme manifesting antagonistic life and ideological priorities that pit them against each other. This polarisation of society, marked by inequality, can have a profound impact on many facets of human life. Political uncertainty, social instability and economic collapse are among

the most important risks if this is not resolved. Therefore, as in the strictly economic field, it is our responsibility as companies to provide solutions to the current situation and thus be prepared should an unexpected crisis occur. This means adopting a more inclusive and sustainable approach to business now, one that combines robust and flexible socio-economic growth and development, a more effective and efficient way of working that minimises social impact and can adapt to future challenges quickly.

Maintaining a balance between growth and socio-economic development is therefore the main challenge to be addressed by the business world and, in our case, by the sports industry. This means taking into account the limits of our capacities, the increasing polarisation, the current fragilities of the system and, above all, developing that capacity to work in uncertainty in our plans.

#### **The power of promoting positive social change**

Likewise, the world of sport must rethink the social role it is given in today's society. We have the power to use our business to promote meaningful change in society, and therefore we must integrate social justice as a reputational element of our brands, approaching them as real drivers of key social challenges.

LaLiga, together with the clubs and their sportspeople, have powerful platforms that can promote positive change for society as a whole. We must accept the key role we can play in tackling major societal challenges. In addition, we must be aware of the potentially adverse effects of not integrating the various societal challenges into our mission, which could even influence the final results.

The world of sport is not exempt from the transformation in the field of social justice and, increasingly, we see how sportspeople are becoming more involved, and their voice is louder, demanding greater social action, playing an even more important role as role models. LaLiga has also been using its knowledge and experience for years to promote the education of future generations in the values of sport, through our more than 500 sports projects in 40 countries.

Also, thanks to our Foundation, we have brought the power of football to change lives in places where children live in very difficult situations, such as Cameroon, El Salvador or the second largest refugee camp in the world, Za'atari. The results are a source of pride for all of us, and for the football world as a whole.



## 1.

## Letter from the President

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### **Robust, efficient, ethical and accountable systems.**

Social justice has become so critical that future growth is likely to be conditioned by how authentically sport organisations respond to these challenges. The challenge? Explore the connection of our brands to key social challenges, using sport as a catalyst for the responses required, giving a sense of purpose to the actions undertaken. The priority? To have robust, efficient, ethical and accountable systems in our sports organisations.

Failure to address the basic requirements of an organisation's asset management in a sustainable way, through governance aligned to these challenges, will prevent it from being able to address social and environmental issues with the necessary tools to achieve its purpose of being a driver of social transformation.

Adapting to change is a priority for any strategy, and economic, social, technological and political changes must also be faced by organisations with radical processes that, added to the speed with which we are confronted on different fronts, increasingly require greater agility and a deeper internal transformation. This implies, among other things, having to adapt traditional business models and their forms of management, taking a different view of the business and seeking new sources of resources.

Thus, we have to redefine the relationship with our consumers, which obliges us, among other things, to invest in multi-channel digital solutions, integrating the use of new communications channels, with the aim of exploring new ways to boost the ongoing relationship with fans.

The monetisation of data, the improvement of the fan experience

in our stadiums, and the alliance with technological companies that help us to improve the online experience of our fans, must be some of the strategic elements with which to face the adaptive capabilities of the environment. Digital tools need to be harnessed to drive new revenue streams.

### **Sustainable transformation: internationalisation and digitalisation.**

LaLiga has been moving towards sustainability since the 2013-14 season on a path that began with economic regulation, which allowed us to provide the clubs and the organisation with a robust economic structure. The centralisation of TV rights and product protection and promotion processes allowed us to achieve operational excellence. In parallel, the implementation of LaLiga Global Network, the network of LaLiga delegates that currently guarantees our physical presence in 41 countries with a reach of more than 90 international markets, pushed us towards solvent internationalisation.

It was at that time that the first processes, developments and changes in the field of digitalisation led to the creation of one of the organisation's most ambitious projects, launched in 2021: LaLiga TECH, the technological subsidiary of LaLiga where innovation and technology go hand in hand to address current needs, seeking disruptive solutions to changes in consumer behaviour and new styles of business management, enabling the generation of a new source of business, in addition to the organisation's conventional lines of income.

But the historic milestone of recent years has undoubtedly been the agreement we reached with the investment fund CVC, which allows LaLiga and its clubs, through the LaLiga IMPULSO project, to bring the modernisation of Spanish football forwards by 20 years, providing the necessary resources to address the business transformation in short

periods of time, emulating the steps already taken in terms of digitalisation, internationalisation and professionalisation of the structures.

A system that embraces sustainability allows organisations to adapt to change, even those black swans that are impossible to foresee, as the flexibility and robustness of the structures created under this philosophy generate the ability to respond quickly and create adaptive solutions to even the most complex problems, while remaining responsive to each and every one of our stakeholders. As a result, we can take responsibility for driving social transformation from the sports industry and be not only able to adapt to change, but also to lead it.

**Mr Javier Tebas Medrano**  
**President of LaLiga**





2.

# LaLiga overview

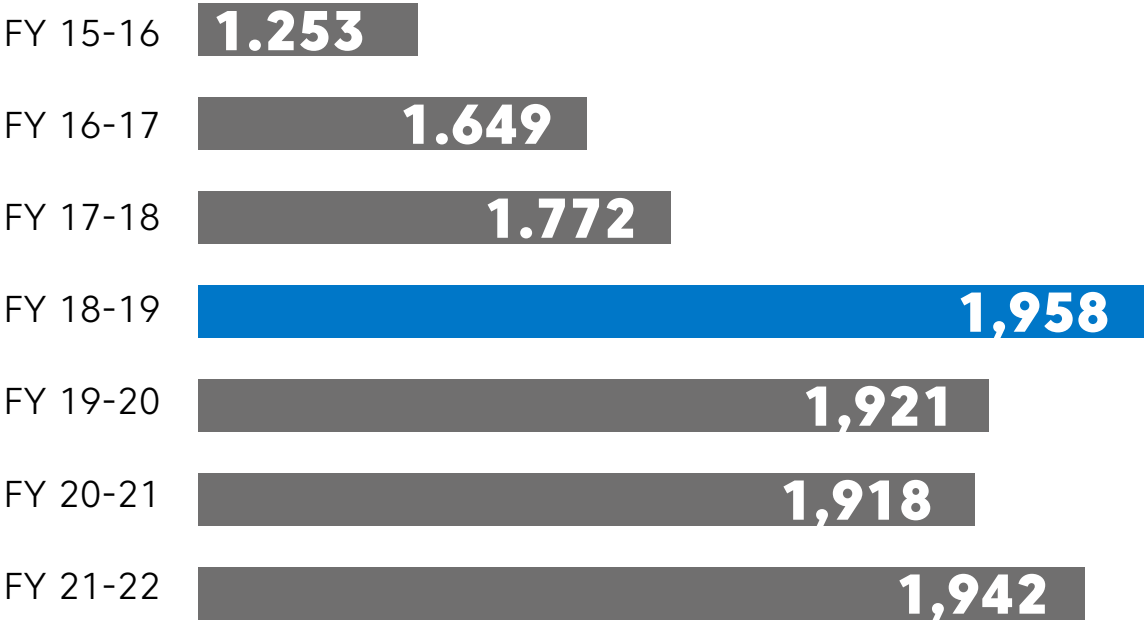


## 2. LaLiga overview

### 2.1. LaLiga in figures

Net Turnover of LaLiga and the group of subsidiaries.

INCOME

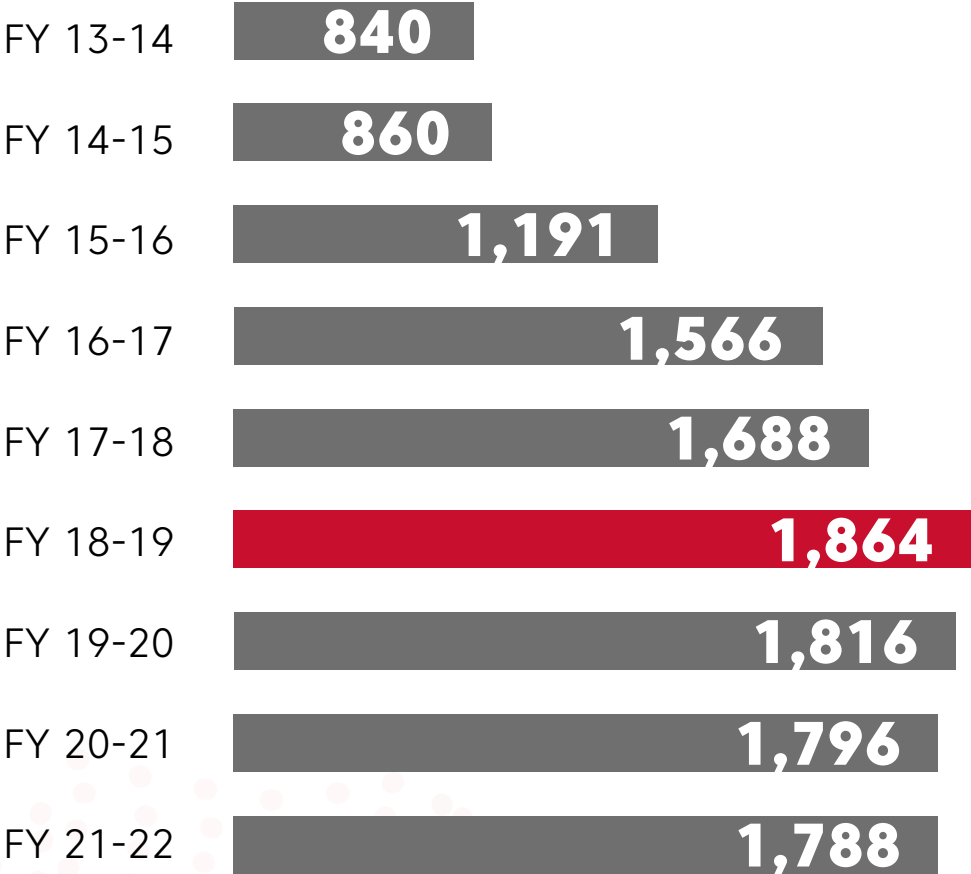


NT Liga Nacional de Fútbol Profesional and Subsidiaries (thousands of €)

Despite the impact of the pandemic in the last two years, LaLiga has maintained its turnover, showing great commercial stability.  
The international offensive becomes the bulk of the growth and revaluation potential.

Evolution: Revenues from the sale of LaLiga Audiovisual Rights (millions of euros)

LaLiga jointly markets the audiovisual rights of the clubs/SADs, LaLiga Santander and LaLiga SmartBank, and they are the main source of revenue for the clubs, exceeding 60% for most of them.



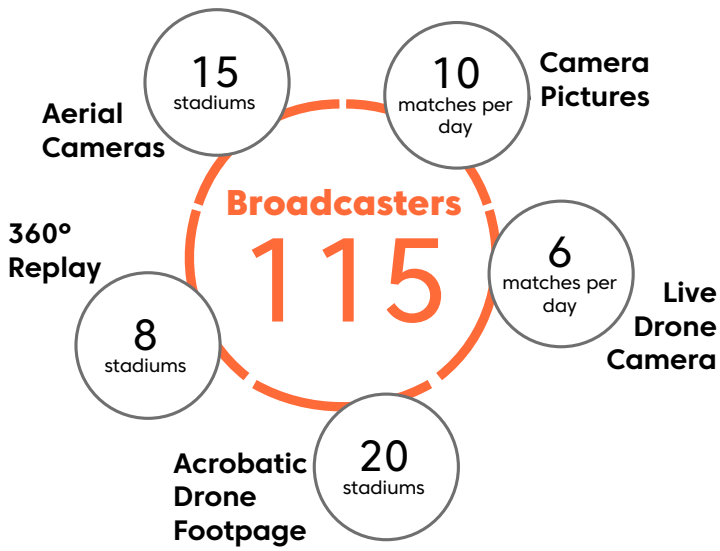
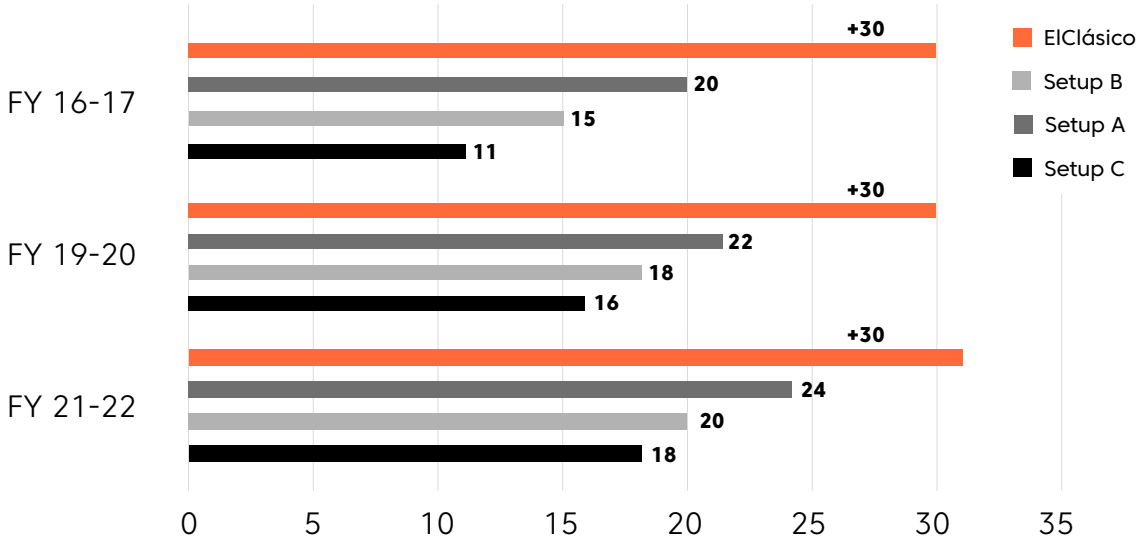


2.1. LaLiga in figures

Audiovisual production

Number of cameras in production.

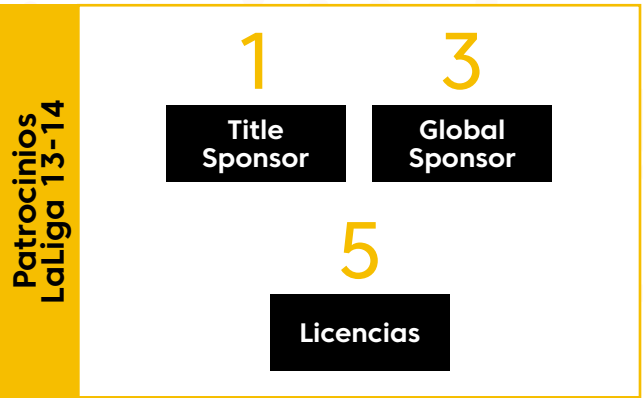
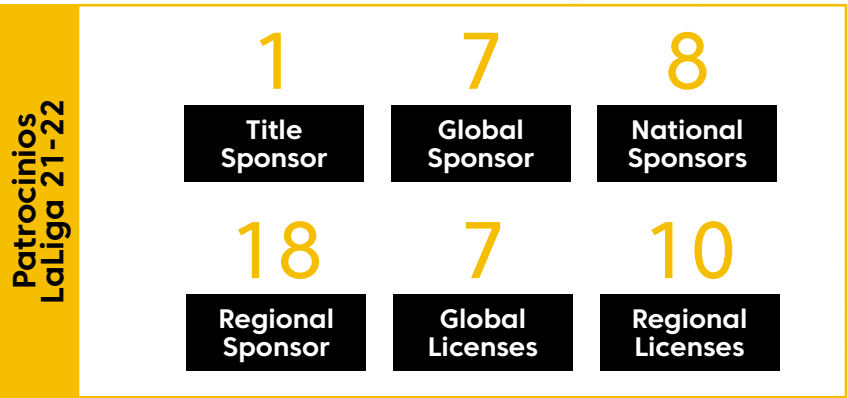
Innovation in television broadcasting and constant improvement in audiovisual production are the basis of the new platforms aimed at the audiovisual transformation of sport, which require adaptation to current consumption habits in a new digital ecosystem.



Sponsorships

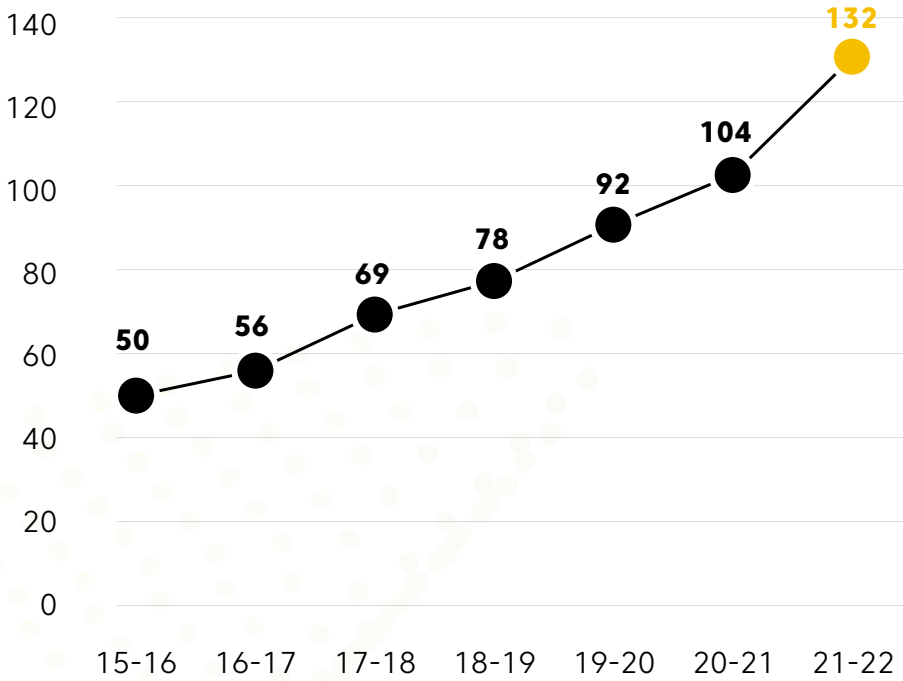
MANAGEMENT

LaLiga is available to leading brands seeking to associate themselves with the excellence of Spanish football and with the image of a leading global competition.



INCOME DEVELOPMENT

LaLiga's strong growth and international expansion of sponsorship revenues.



2.1. LaLiga in figures

Focus on integrity, fair play and the fight against match-fixing:

Integrity and safety

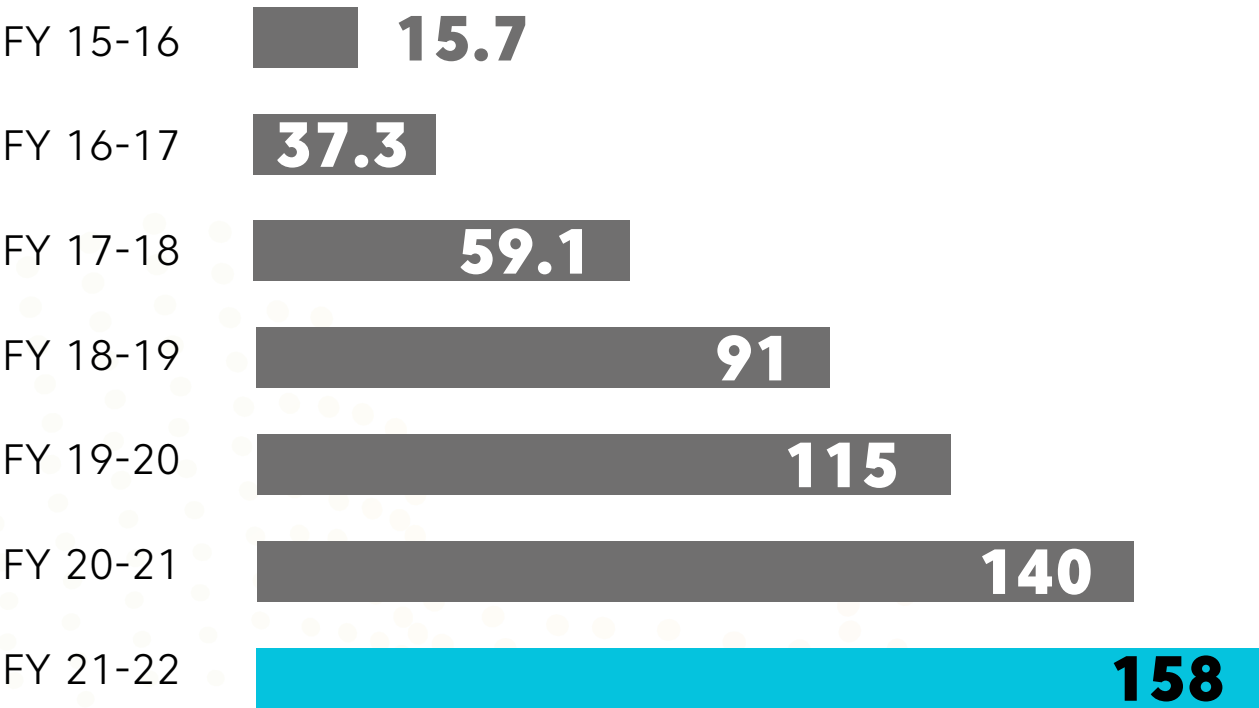
LaLiga has among its priorities the fight against sporting corruption and the promotion of good practices in sport, along with the fight against violence, xenophobia and racism.



Social media

LaLiga's followers on social networks:

LaLiga is positioning itself as a leader in the entertainment sector in the field of social networks, with the aim of conquering new fans, and the purpose of winning over even more of those who are already fans.





2.1. LaLiga in figures

Human capital

Evolution of Employees:

Leading the international expansion of LaLiga is the goal of the international area with the aim of increasing the value of our competition, the number of fans worldwide, and the creation of business opportunities for LaLiga and its clubs.

PRESENCE

41  
countries

HUMAN CAPITAL

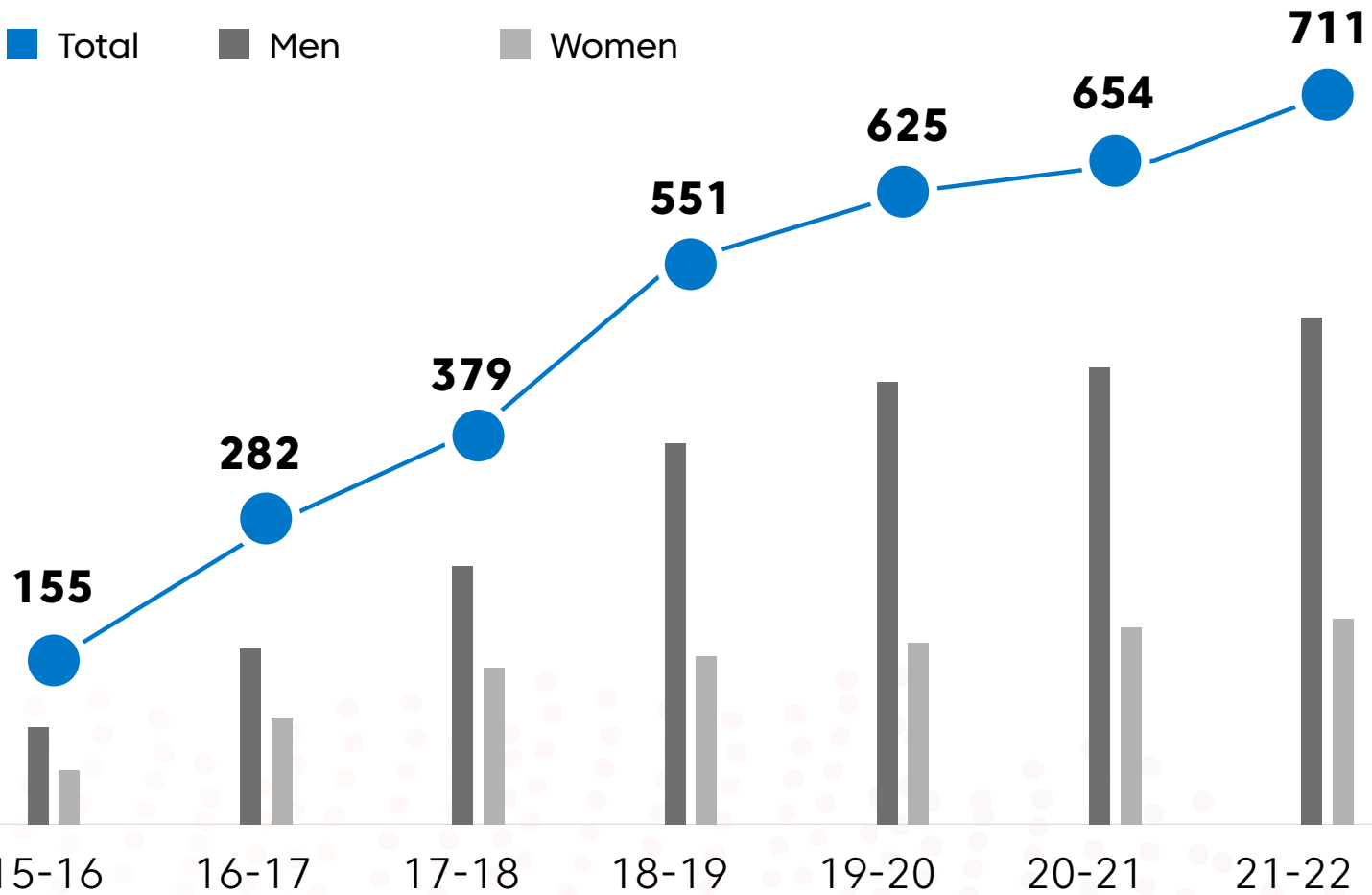
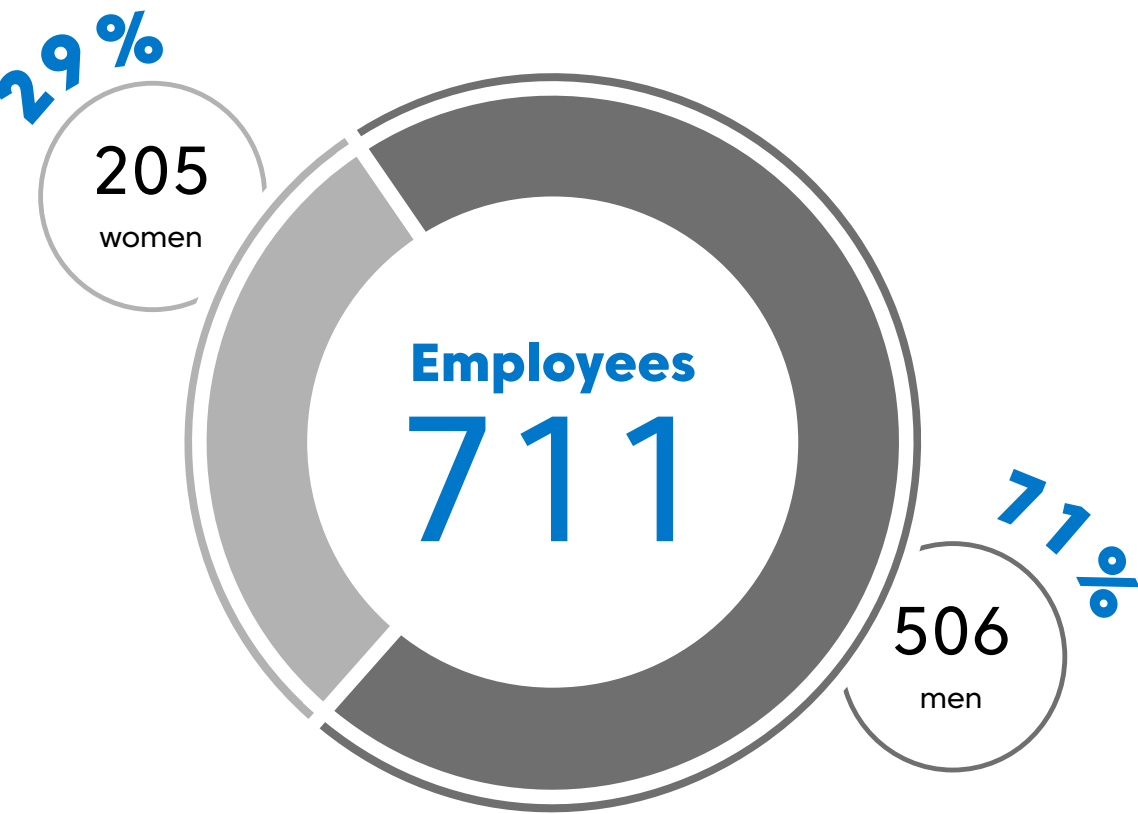
44  
delegates

SCOPE

95  
countries

OFFICES

11  
offices



2.1. LaLiga in figures

LaLiga & Women's Football

LaLiga, through its women's football department, is actively involved in developing this sporting discipline.

PROMOTE AND ENCOURAGE

64

MEMBERSHIP

Sports associations

INCREASE VISIBILITY

53%

CLUBS

Representation in national categories

VALUE CREATION

80

ASSISTANTS

Training programmes on business management

INTERNATIONAL EXPANSION

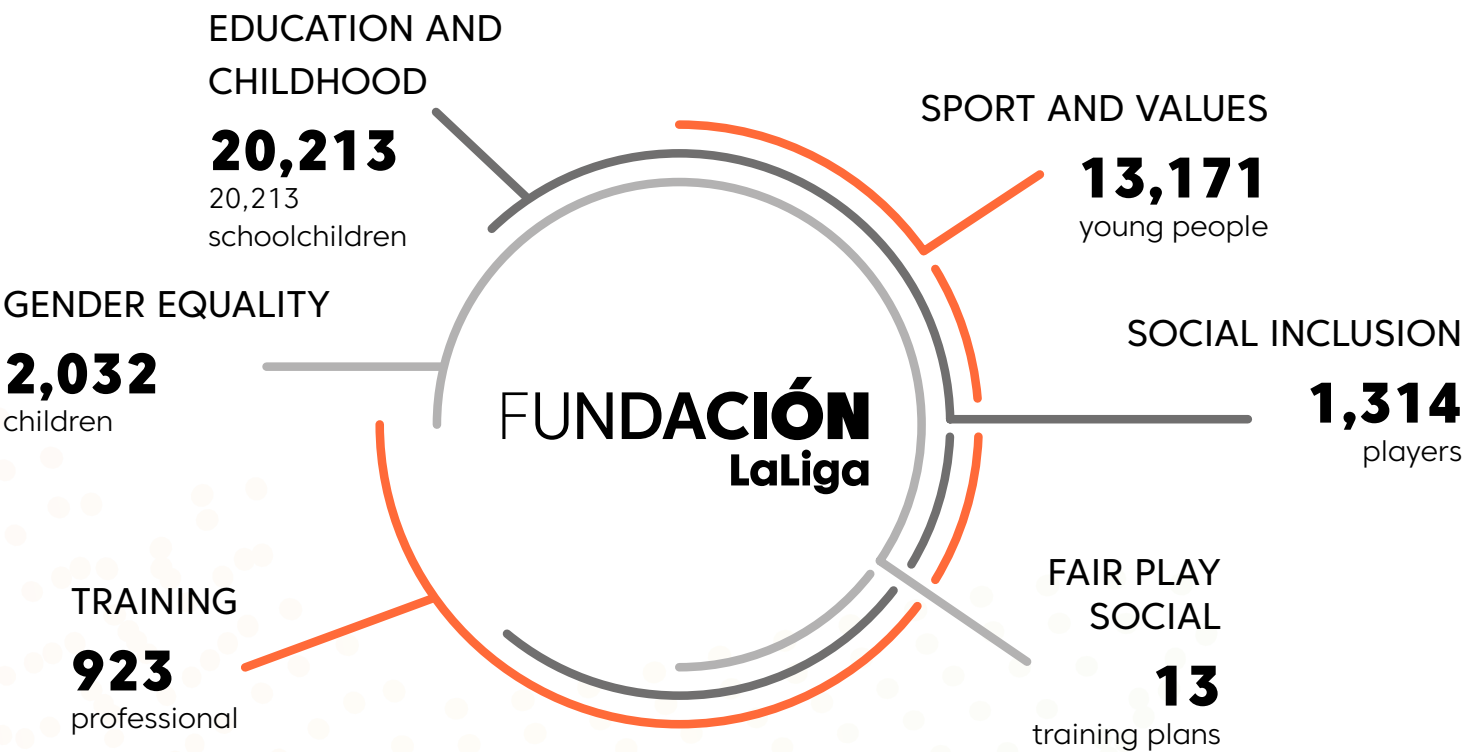
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COUNTRIES

Partnership programmes women's football

LaLiga Foundation

LaLiga, through FUNDACION LaLiga, addresses the main social challenges through six main lines of action.





## 2.2. Business model

LaLiga began on **26 July 1984** as an association made up of all the public limited sports companies – SADs – and football clubs that played in the two national-level professional competitions.

As well as organising the competition, **the Spanish football association** is responsible for the **production and marketing** of content associated with the sporting events in its scope. These competencies, together with current regulations in terms of organising competitions, shape the organisation's strategy and business model.

As a result of the **business restructuring** process carried out by the LaLiga group, **LaLiga Group International** came about with the aim of developing and maximising LaLiga's potential, making it the world leader in sports entertainment.

LaLiga Group International currently brings together all the commercial activity that was until now carried out by LaLiga, as well as the assets and technical staff associated with the preparatory and support activities

for LaLiga to manage the commercialisation of the audiovisual rights. **LaLiga** therefore retains sole **control of commercialising** the audiovisual rights, entrusted to it under **Royal Decree-Law 5/2015**, in addition to the functions delegated to it as organiser of the Competition.

The restructuring of LaLiga Group International **concluded on 1 February 2022** with the incorporation of **Loarre Investments, S.à r.l.** (CVC fund), a **benchmark partner** with extensive experience in the world of sport, which will promote the development of the Clubs that make up LaLiga by **implementing a strategic plan** that will allow them to strengthen and improve their infrastructure, digital development, internationalisation and sporting projects, among others.

### Professional competitions organised by LaLiga



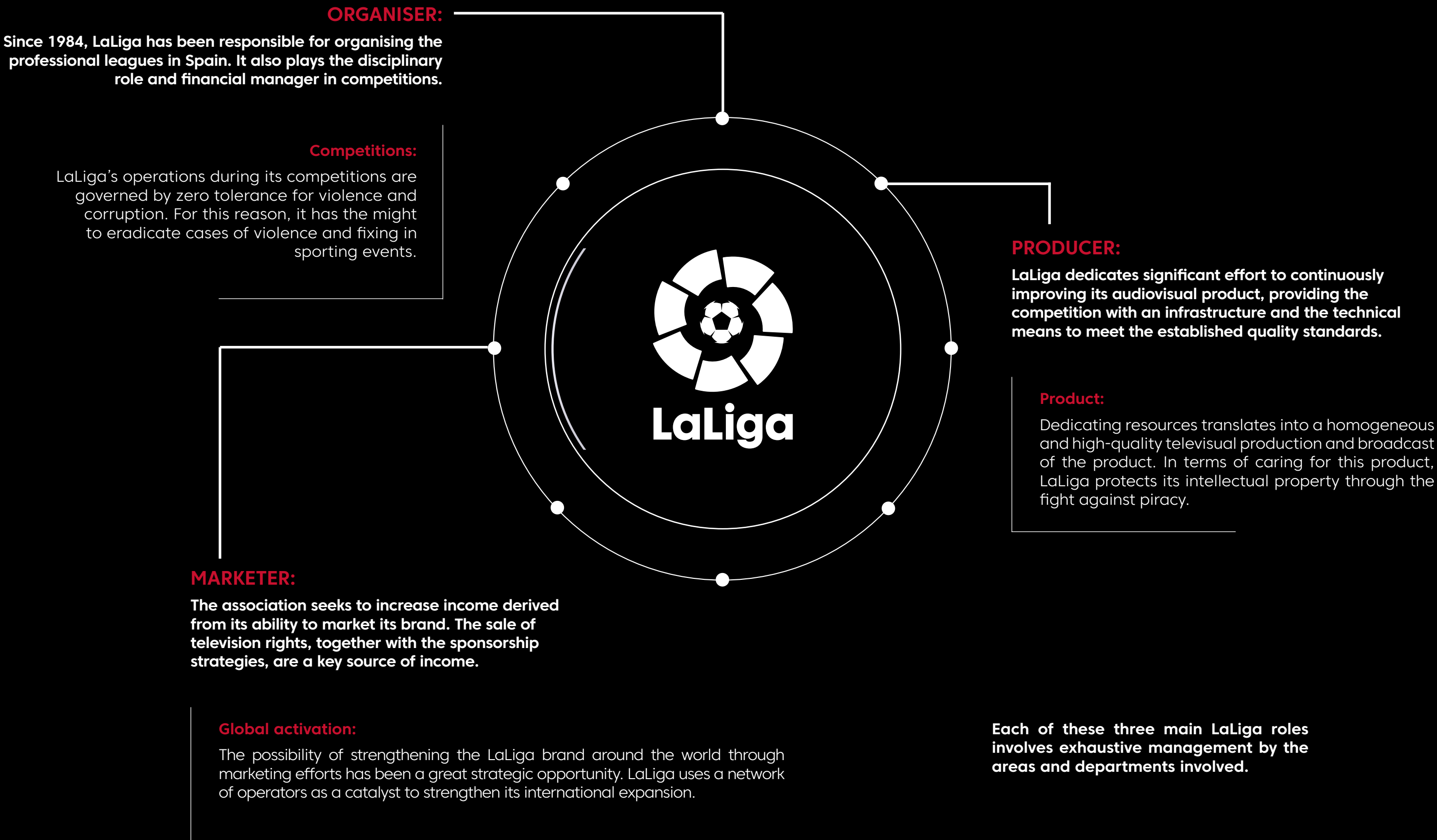
The Spanish First Division is the highest level men's category in the league system and the main club-level competition in the country.

The Spanish Second Division is the second category of the Spanish league system.





## 2.2. Business model





2.2. Business model

The roll-out of LaLiga's business model



Organisation

Competitions

- Event scheduling and competition times based on two factors:
- Stadium attendance.
  - National and international broadcasting.

Fight against violence and intolerance in sport

- In competitions through the prevention, monitoring, analysis and dissemination of situations contrary to the sportsmanship models pursued by LaLiga.
- Internationally through assessing the emerging risks of violent behaviours in other European competitions.

SEPFSAU2 and Control Units Operating in stadiums

- Channelling resources to ensure safety in stadiums and the integrity of competitions:
- Compliance with RD 203/2010 on preventing violence with the support of a security coordinator appointed by the national police.
  - Funding for clubs to ensure compliance with technical safety requirements.

<sup>2</sup> Society founded in 1994 responsible for deploying its own infrastructure in stadiums.



Production

Caring for the audiovisual product and fan experience

- Compliance with the current Regulation on TV Broadcasting.
- Creation of the Match Director position to ensure the established quality standards.
- Backing for clubs in professionalising their infrastructures: visual standardisation and aesthetic ordering of the stadiums.
- Production of programmes and specials related to the sporting events of LaLiga.

Fight against piracy and fixing

- Fight against piracy using state-of-the-art software to protect intellectual property by:
- Working with the European Commission in the application of intellectual property rights.
- Promoting a global coalition aimed at sports organisations and the entertainment industry.
- Developing detection systems and launching awareness-raising campaigns aimed at its stakeholders.

Dedicating resources to persecuting practices contrary to fair play, opening legal proceedings in cases where fixing or an illicit agreement can be seen in the result of an official event.



Roll-out of LaLiga’s  
business model



Marketing

Audiovisual  
rights

Collective marketing of the audiovisual rights from its competitions in compliance with RD-Law 05/2015 and allocation of the associated operating profits among the affiliated clubs.

Global  
growth and  
expansion of  
LaLiga

- Consolidate LaLiga’s international presence through operations of global offices.
- Promote greater following from audiences and generation of LaLiga digital content worldwide.
- Search for new sponsorship opportunities and audiovisuals contracts that increase the overall value of the brand.
- Define new business relationships with long-term responsibility criteria, which can also be replicated by clubs.



Key figures related to its business model



Organisation

Scope of its audiences

Television audiences maintain stable indicators with figures showing that they exceed 2 billion viewers on television around the world.

Stadium attendance, conditioned by the health pandemic and health restrictions with limited access to stadiums, is starting to pick up again with figures of 12 million spectators and a target of 14 million pre-pandemic attendees.

Zero tolerance to violence

Initiatives have been carried out to improve the performance of club management in terms of safety:

- A total of 23 visits to clubs – 14 for LaLiga Santander and 9 for LaLiga SmartBank – with 64 attendees. During these visits, 42 self-protection plans were analysed and 42 preventive health plans were reviewed.
- 154 consultancy and support actions, among which 27 safety drills being performed stands out.

The educational project Futura Afición, launched by the Foundation, is aligned with the purpose of eradicating violence in football. It thus promotes and encourages positive values in sport such as fair play, sportsmanship and respect among boys and girls under 12 years old



Production

Continuous improvement of broadcasts

LaLiga has several audiovisual production models depending on the importance of the event.

Broadcasting in recent years has incorporated more interactivity with performance statistics, such as those generated by Mediacoach, or the use of artificial intelligence for automated replay, such as Automatic TV. Also with multi-camera signals, drones or even film cameras that have made it possible to create live video game images.

In 2022, a further leap was made, broadcasting the first match vertically on TikTok and expanding broadcasts on new platforms such as Twitch together with the world's most famous streamers.

Fight against piracy

- Protecting Spanish elite football depends on three fundamental elements: technological innovations, legal backing and international alliances, which is why we decided to set up a division within the company with a technological focus, which today is LaLiga Content Protection.
- Partnerships are essential. LaLiga is a member of international associations and coalitions against piracy such as the international organisation SROC (Sports Rights Owner Coalition), CAOVP (Coalition Against Online Video Piracy) and MPAA (Motion Picture Association) in the United States, the Alianza Contra la Piratería in Latin America, or the Coalition Against Piracy (CAP) in Asia. We work extensively with AAPA (Audiovisual Anti-Piracy Alliance), with our own office in Brussels since 2017, to convey our position on piracy and defend our interests with EU regulators. We want to understand the decisions that are made and how they impact our strategy.



Key figures related to its business model

Commercial

Negotiation with operators

- The sale of TV rights is done through “Request for Offers” or “tenders”. These are tenders for the audiovisual rights of the competition which are offered for a fixed period of time.
- We have two types of tenders: domestic and international. Three seasons (2019/20, 2020/21 and 2021/22) were marketed in the last Request for Offers for the domestic market. Rights are usually divided into “packages” (different matches, highlights, clips etc.). Specifically, there are currently eight different packages in the contracts in force.
- The current national tender, launched last November, represents the third tender we have launched since the centralised sale of rights was approved in 2015. It will start in the 22-23 season and it is envisaged that it could be extended to three, four or five seasons. This duration is a key new item compared to the current tender, as until now we could only sell national rights for three years.
- As far as international tenders are marketed for a period of time that can vary from three to six seasons and rights are offered not by package but by territory: either for a specific country or for a group of countries.

LaLiga and the big brands

- The association and sponsorship strategy followed by LaLiga in recent years has meant large steps forwards in terms of promoting its brand.
- More than 51 strategic allies throughout the geographies where LaLiga is present.
  - Increase in turnover to 132 million euros in sports sponsorships.

New business models. Redefining the relationship with consumers

- Leveraging new digital tools to drive new revenue streams, and exploring new ways to drive an ongoing relationship with fans, are two of the main business strategies that LaLiga wants to leverage in today’s volatile environment.
- With the aim of linking the world of sport and football with the world of entertainment and emotions in an innovative manner, through the combination of physical and virtual experiences, it brings new content to millions of customers and fans. For this reason, two projects were presented in the current season, culminating the first phase of the joint venture signed between LaLiga, Port Aventura World and Kosmos. These are **LaLiga TwentyNine’s**, the world’s first LaLiga-themed restaurant, a unique and pioneering sports bar concept, and **‘The Beat Challenge’**, a football platform and skills video game developed for mobile launch using Augmented Reality technology.
  - We are launching an Amazon shop in collaboration with LaLiga Santander clubs. Through this exciting partnership with Amazon, we continue to develop our internationalisation strategy and can drive the growth of the competition and its clubs. Thanks to this partnership, LaLiga clubs have the opportunity to reach more customers outside Spain.
  - The business to be generated by **blockchain technology** has become a major attraction for the sports industry. There is an opportunity to develop and generate income through new assets with little investment, although the development of **NFTs, cryptocurrencies or tokens** is still in its infancy. This type of product fits naturally into LaLiga’s fan engagement strategy, as it is the first elite competition that began to take an interest three years ago in the possibilities of Blockchain in sport through its office in the United States, which has led us to close a strategic agreement with Sorare, Dapper Labs and Socios.com, companies specialising in fan engagement through Blockchain technology, to offer new digital experiences and products to football fans.





## 2.3. Contribution to the Sustainable Development Goals: The 2030 Agenda<sup>3</sup>

In its commitment to the Sustainable Development Goals (SDGs), LaLiga focuses its strategy on promoting the development of responsible and sustainable football aligned with the best practices in the sector.

Sport in general and football in particular, has always been one of the most versatile elements of sport for the achievement of sustainable development goals.

Football has a great potential to promote social transformation serving as a vehicle for the construction of peace, health and social welfare, the promotion of equality and social inclusion, and education through dialogue and interaction, using a universal language and values.

As the beautiful game, football contributes to the achievement of the Sustainable Development Goals (SDGs) and LaLiga has contributed to the achievement of the SDGs both in its more traditional dimension as an instrument to promote peace initiatives, in major sporting events and grassroots activities, through its notorious contribution to the economic development of the country, to the dimension of education in values such as sportsmanship, teamwork, camaraderie and the desire to excel and achieve common achievements or in formal education through specialised training.

Alongside these traditional dimensions as an enabler of sustainable development, the crisis of the COVID-19 crisis revalued LaLiga's role in contributing to the SDGs as a player in the global entertainment industry.

**1.** Firstly, and during the hardest months of the lockdown, the supply of audiovisual products was key in maintaining a certain degree of normality among a population shocked by the scale of the pandemic.

**2.** Secondly, LaLiga was able to focus its business quickly in the audiovisual and digital environment, bringing improvements and innovations to the offered products and anticipating the development of new services that will be key to the business and economic recovery of the clubs.

**3.** Thirdly, the pandemic has highlighted the psychological, emotional and health value of playing football, reinforcing the objective of promoting health and wellbeing entrusted to sport.

Additionally, LaLiga has doubled its efforts in other areas of sustainable development: its commitment to responsible production and consumption (SDG 12 and SDG 13) the promotion of renewable energy and sustainable infrastructure (SDG 7 and SDG 11), the need for multi-sectoral partnerships to promote R&D and the achievement of other goals (SDG 17), and the sector's impact on employment (SDG 8), giving the Sustainable Development Goals renewed momentum in this industry.

<sup>3</sup> For more information, see Annex III: Analysis of the contribution to the SDGs.



3GOOD HEALT  
AND WELL-B

Thus, since the declaration of the emergency state and especially after the lifting of the lockdown, the value of football in its contribution to Objective 3 became clear: To ensure healthy living and promote well-being for all at all ages. In this sense, LaLiga, through all its associates and its different areas of action at both competition and grassroots levels, contributes to health and wellbeing by raising awareness and the value provided by physical activity for all fans and members of clubs and schools.

5GENDER  
EQUALITY

LaLiga has also been significant in promoting balanced participation of women and gender equality (Goal 5: Achieve gender equality and empower all women and girls). Both in the development of its Equality Plan at a corporate level and in the Strategic Plan of the LaLiga Foundation and in the support of women’s football, LaLiga has become a powerful promoter of women and female empowerment, helping to question the stereotypes and social roles commonly associated with women.

In addition, LaLiga participates in the promotion of Goal 4: Ensure inclusive and equitable quality education and promote ongoing learning opportunities for all. Through LaLiga Business School, various training activities are offered that are based on training for the professional performance of managers and coaches of football clubs, as well as support for university studies with the LaLiga Pro Player programme, a programme included in “LaLiga Grassroots” and to which is added the “National Plan for the Optimisation and improvement of the youth academies”, which was created with the aim of supporting, promoting and boosting grassroots football in Spain and around the world. Through our sporting and academic methodology, we aim to promote grassroots football around the world, fostering sporting excellence in the development of young players and the training of coaches.

4QUALITY  
EDUCATION

LaLiga’s partners also provide an important source of resources and generate employment and opportunities for hundreds of people (Goal 8: Decent work and economic growth). During the 21/22 season, LaLiga has strived to maintain employment and ensure safe and healthy working conditions for its employees through important investments in safety measures and protocols to guarantee the continuity of the competition and the work of all non-sporting staff.

In addition, the promotion of talent and training have continued to be one of the pillars of the Human Resources policy through the training plans and academic programmes organised by LaLiga Business School.

Likewise, as discussed in chapter five, “Solvency and Growth, LaLiga’s contribution to economic development and growth can be seen both in the economic value generated at an aggregate level during the 21/22 season, as well as its distributed value, where the distribution of income from audiovisual rights among the clubs and the contribution to grassroots football, women’s football, sports federations and social projects are particularly relevant. With this goal in mind, the development of innovative audiovisual products by LaLiga will have a long term impact with a cascading effect on other sustainable development goals.

Finally, Spanish professional football is preparing to pick up speed through LaLiga Impulso. A project that includes joining forces with a strategic partner to meet the competition’s challenge for this decade: to become a global digital entertainment company. To this end, its new ally, CVC Capital Partners, will inject close to 2 billion mainly for the development of infrastructure and digitalisation projects.

This strategic investment will allow the implementation of major investments, thanks to a long-term partnership that will not only facilitate the development of interesting projects, but will also provide the possibility of making a leap forwards in terms of business model and economic growth for the LaLiga professional clubs.

8DECENT WORK AND  
ECONOMIC GROWTH



The social legacy of LaLiga is completed with the LaLiga Foundation’s programme, LaLiga Genuine, in favour of the social inclusion of people with disabilities, which, since its creation, has materialised LaLiga’s contribution to Goal 10: Reducing inequalities.

The environmental dimension has been increasingly developed in LaLiga’s strategic plans LaLiga and, consequently, its contribution to the SDGs linked to environmental objectives, such as the promotion of renewable energies, the construction of sustainable cities, the fight against climate change and responsible promotion and consumption.

Thus the promotion of renewable energies (Goal 7) through criteria and tools for measuring the carbon footprint and the promotion of sustainable mobility (contribution to Goal 11:

Make cities and human settlements inclusive, safe, resilient and sustainable), are included in the Guide to Sustainable Clubs. Similarly, the Guide offers self-diagnostic tools for clubs to internalise responsible consumption guidelines (Goal 12) and climate change education and mitigation in the Sustainable Clubs Guide (Goal 13): Climate action).



Regarding Goal 16: Promoting just, peaceful and inclusive societies, LaLiga has been one of the most consistent players in its contribution to peace, the fight against xenophobia and racism in sport, together with the promotion of the values of respect, tolerance and fair play, which are all elements that develop social skills of coexistence beyond cultural differences or political divisions. The Anti-Violence, Anti-Corruption and Bribery Code attests to the culture that LaLiga wishes to implement in its clubs and in the competitions in which they participate. Alongside this, the adoption of good governance, integrity and transparency criteria are first guaranteed through economic control and awareness-raising provided by the “Good Practice Guide” among all its partners.

Finally, LaLiga has continued to consolidate and establish solid and effective institutional partnerships (Goal 17: Revitalise the Global Partnership for Sustainable Development). In addition to the alliances already established with the AFE, the Ministry of Culture and Sport and the DGI, LaLiga renewed its agreement with the West Asian Football Federation (WAFF) with the aim of promoting the sustainable growth of football in the Middle East and has signed an agreement with the Alliance of Civilisations with the aim of promoting and raising awareness regarding social responsibility by encouraging diversity, inclusion and solidarity. In addition, 41 international agreements have been reached in 33 countries with sports leagues and federations.





3.

LaLiga's vision



### 3. LaLiga's vision

## The philosophy of LaLiga revolves around its values:

Teamwork

Resilience

Transparency

Authenticity

Responsibility

Integrity

Evolution

In 2020, the global market was **affected by the macroeconomic impact** of the pandemic crisis, which has led to an unprecedented global economic downturn, with a consequent negative impact on all economic activities.

Against this unforeseen background, LaLiga's **business model** was radically affected, largely conditioned by the attendance of the public in the stadiums, and had to react quickly to ensure optimal sanitary conditions for all its employees and to maintain its activity. Thus, during the lockdown, LaLiga focused on investing millions in **anti-COVID measures and on the technological dimension** of its business through audiovisual innovations, while consolidating its social work:

- ☉ Focusing, first and foremost, on the health and safety of employees and sportspeople.
- ☉ Putting contingency plans in place immediately to guarantee the continuity of the competition and work at LaLiga headquarters, with most of its employees working from home.
- ☉ Ensuring the broadcasting of matches of sporting competitions, enabling fans to continue to enjoy the spectacle of football on all platforms.
- ☉ Collaborating with institutions on public health measures and support for athletes in other competitions.
- ☉ Securing your its against potential attacks and manipulation and guaranteeing the security of the digital environment.
- ☉ Designing and executing turnaround plans for all operations flexibly and safely.

- ☉ Protecting the financial and cash generation capacity of partners. Thus, despite the strong economic impact of the crisis on all our activities, LaLiga has shown that, although it is not immune, it is in a good position to face tensions such as this and tackle the future.

This is why **LaLiga IMPULSO** was created. A strategic project created with the **association with the investment fund CVC** – a benchmark partner with extensive experience in the sports industry – injects close to 2 billion euros to undertake growth and consolidation projects from a sporting and business point of view. This agreement provides LaLiga clubs with the necessary impetus to advance many years in professionalisation and development, allowing clubs to undertake projects that ensure **their overall growth**.

With this agreement, clubs will make responsible investments focused on **their club and its environment** to grow the competition as a whole and each entity individually within a common sustainable strategic plan.

This swift reaction to the pandemic, as well as LaLiga's strategic commitment, has helped to **maintain employment**, supported by robust corporate risk management, and to **consolidate the impact of technology** in the world of football, opening up new business avenues.

The **digitisation of the business** has also maintained traditional risks around security, anti-piracy and fair play, which need to be minimised to build the necessary trust in the new reality.



### 3. LaLiga's vision

However, the pandemic has also demonstrated that there are **clear opportunities** to emerge stronger from the crisis, based on:

- ☀ **Accelerating** innovation as an engine for growth and development.
- ☀ The public recognition of **the importance of football** as an entertainment industry that improves the quality of life and social relations.
- ☀ The firm **commitment to the social impact** of LaLiga's activity through a firm belief in the capacity of football as a backbone of local communities and social cohesion throughout Spain.

Looking ahead to the coming years, LaLiga will continue to play its role in innovating sports entertainment and contributing to the **economic development of Spain** and as an **ambassador of Brand Spain**.

Our purpose also ties in with the **United Nations 2030 Agenda** in a cross-cutting manner, through multiple goals such as job creation, the promotion of peace and justice, gender equality, economic development and partnerships for development.

The **formulation of all these purposes** is built on the **values of LaLiga** (transparency, camaraderie, authenticity, integrity, self-improvement, responsibility and development) and on sustainability: we wish to be perceived as a key player in the sustainable development of the new society and an enabler to face new socio-economic and environmental challenges.

These values determine **LaLiga's vision** and its desire to position itself as a leader in the global football and entertainment industry by generating the highest quality audiovisual content for its audiences, adopting a sustainable approach in its activity and maintaining uniformity in all its messaging.

Beyond this, **transparency** and good governance are the premises under which LaLiga ensures compliance at all levels in the competition and in the relationships it has with third parties, extending the adoption of **good practices** at both the legal and regulatory level to all affiliated clubs and sports companies. The **economic restoration** of the tournaments has laid the foundations for sustainable growth in its affiliated clubs, which LaLiga supports with initiatives that help to professionalise their structures and promote sustainable management in affiliated organisations.

At the community level, and given the impact and influence that football has on society as a whole, LaLiga will also continue to be committed to using **sport as a school of values** for people. LaLiga therefore contributes to being a **driver** in the integration of ethical, social and environmental initiatives in communities where it operates, favouring social development and generating lasting links with its stakeholders.

LaLiga thus follows **a path imbued** by corporate responsibility with a view to sustaining growth based on geographic expansion, continuously improving its audiovisual product and brand development. In addition, its **culture of being a digital and data-driven organisation** facilitates its decision-making process and strengthens its long-term competitive capacity.

Recognition of  
reputational monitors

**LaLiga: the most valuable Spanish brand in the sports and entertainment industry.**

We are positioned in the Brand Finance report.

For yet another year, we consolidated our position in the report prepared by the global consultancy group Brand Finance as the most valuable Spanish brand in the sports and entertainment industry.

Despite the complexity of the situation experienced during 2021 due to the pandemic, we have remained one of the 50 most valuable organisations in the Spanish ranking, currently occupying 37th place.

The growth of our brand value has been sustained, with an increase of 4.2% compared to the previous edition and 34% compared to 2019.

*“The sports industry is experiencing one of its most active moments in terms of investment. Despite the harsh impact of the pandemic on the business over the last two years, the main investment firms and high net worth individuals have seen in top-level competition an attraction based on two pillars: its ability to attract large crowds of fans in digital environments and being one of the most attractive and recurrent live experiences in the entertainment segment. And there LaLiga has positioned itself as the tournament with the greatest potential for revaluation within sports properties considered premium, according to the FORBES panel of experts, which is based on the analysis of six key indicators”.<sup>4</sup>*

**This is how FORBES Spain, a magazine specialising in the world of business and finance, revealed its assessment of LaLiga within the industry.**



<sup>4</sup> [https://forbes.es/\\_newspack\\_sports/148609/laliga-el-valor-del-deporte/](https://forbes.es/_newspack_sports/148609/laliga-el-valor-del-deporte/)





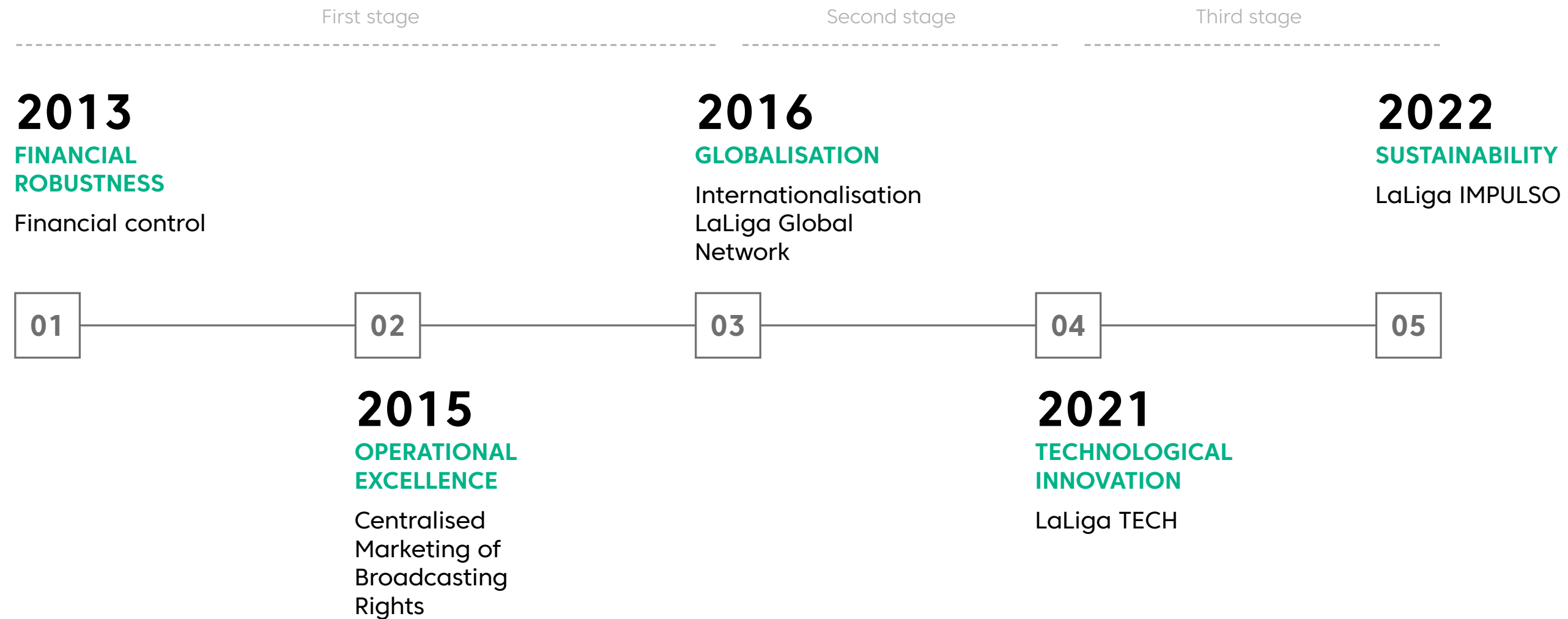
4.

# Future strategy



## 4.

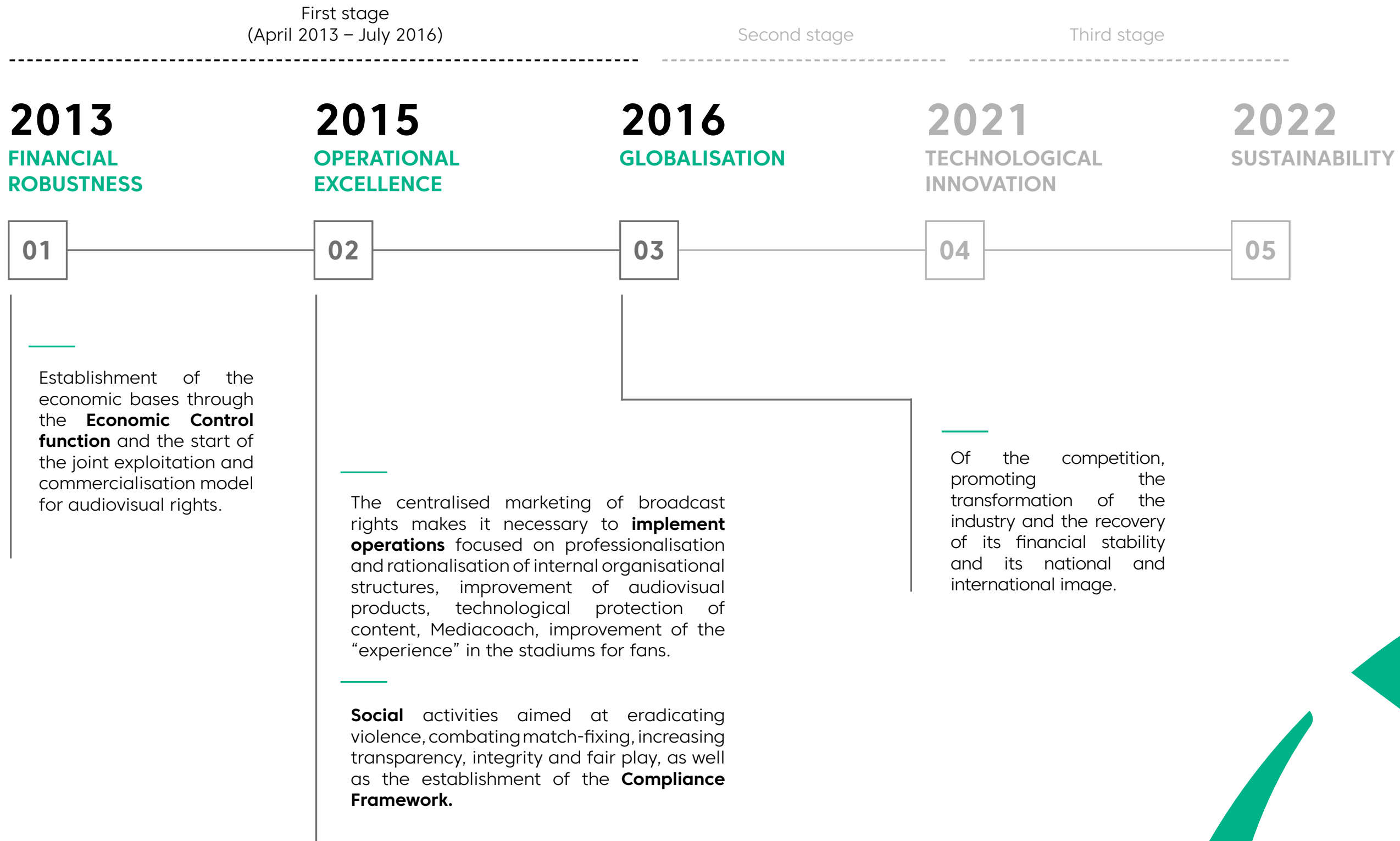
## Future strategy: Oversight and internationalisation

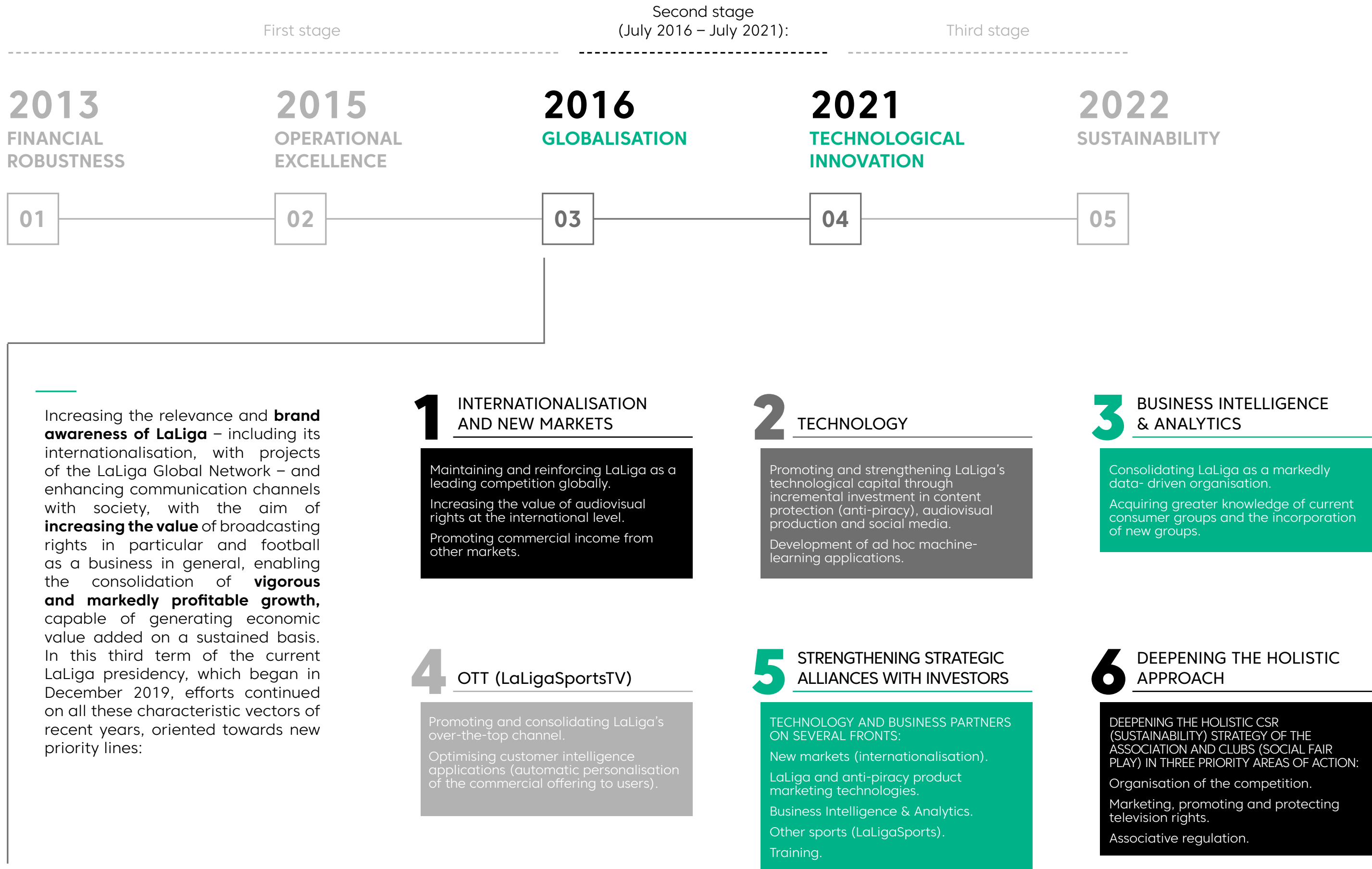


*There are three distinguishable periods since the beginning of the current presidency, with each focusing on financial control and the internationalisation of LaLiga and its affiliated clubs.*

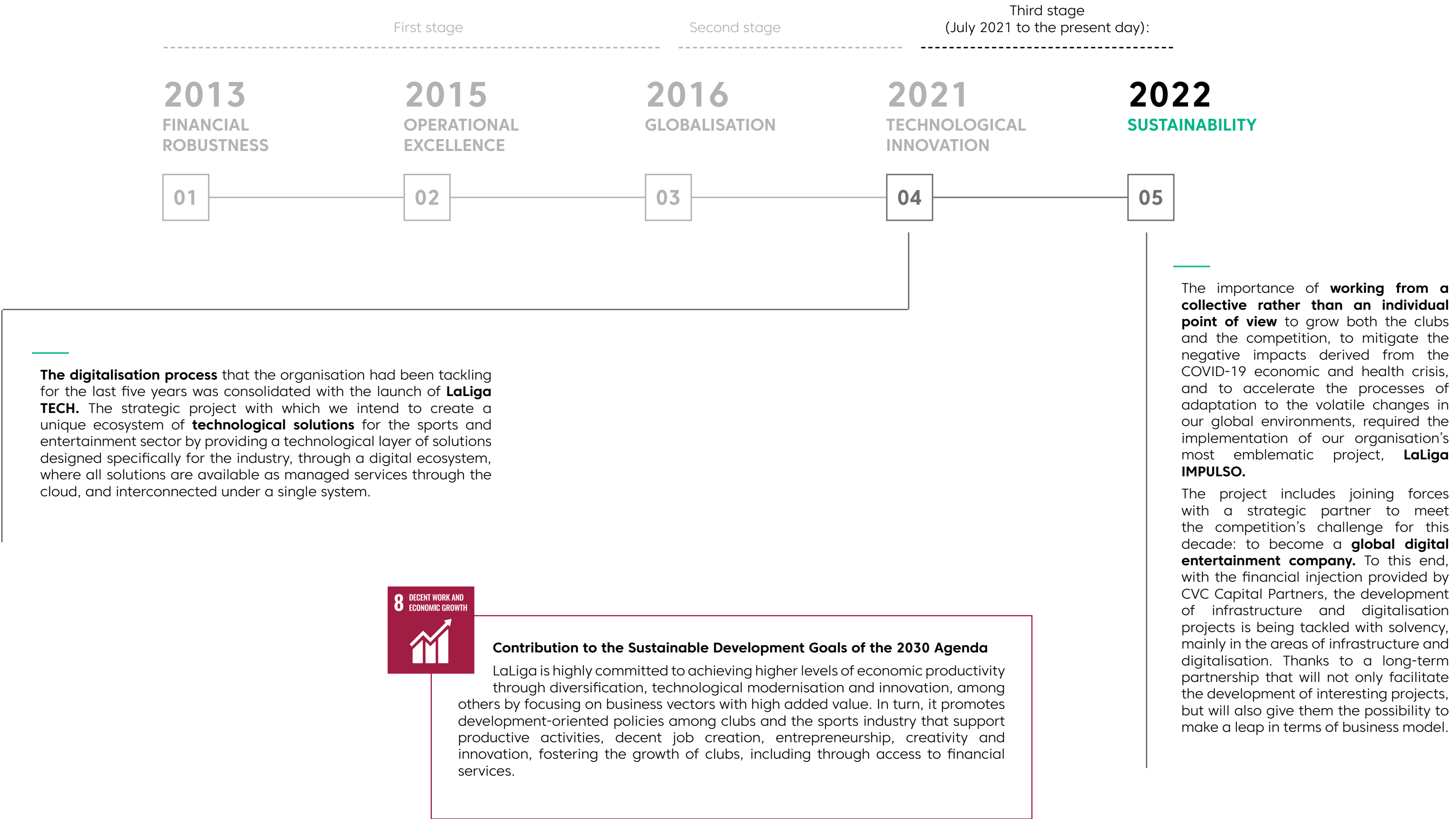
In recent years, LaLiga's strategy has been to adapt itself to the needs of Spanish professional football at all times.













## 4.1. Strategic management of COVID-19

"After the beginning of the State of Emergency in Spain, LaLiga brought in a series of **measures** to safeguard the health of players, spectators and all those involved in the football industry."

In this situation, the organisation's ability to respond quickly ensured the **continuity of its operations**. Work from home tools have ensured that the people who are part of LaLiga have been able to keep working without risking their health, and those who have joined us have had strict **occupational safety measures** in place, thanks, among other things, to the continuous **updates of the protocols** of medical tests and the rules established within the protocol for returning to the offices.

The health of our professionals is our priority and, for this reason, a **preventive protocol** was drawn up in the **LaLiga Organisation** with the aim of minimising any possible risk related to COVID-19. The regulation of the use of face masks, the protocol for periodic antigen testing, the **updating of** the medical testing process for all those employees who had already received the vaccine and the adaptation of working hours to working from home, formed the fundamental focus of LaLiga's preventive programme from the beginning of the pandemic, which was maintained until the current 2021-22 season.

### The return to training and competition.

Since the Higher Council for Sport (Consejo Superior de Deportes, CSD) decreed the date for the return of LaLiga competitions from 8 June 2020 onwards **behind closed doors** and, in compliance with strict health and safety controls, LaLiga created a **specific work group** in charge of drawing up a plan for the return to training to protect the competitive capacity of the teams participating in its competitions.

In anticipation of the launch and continuity of the competition, LaLiga approved continuous protocols for action and return to team training, with the aim of **ensuring the health and safety of players and club staff members**, sporting justice, minimising the economic impact and guaranteeing the completion of the competition.

The **implementation** of the Return to Training Protocol and the Return to Competition Protocol was a **success** which was evident at the end of the 2019-20 season, with continuation into the 2020-21 season, and the period of time when it resumed operations in the 2021-22 season. All protocols were aimed at completing LaLiga Santander and LaLiga SmartBank minimising the health risk and guaranteeing the financial security of the clubs.

During all this time, **LaLiga assumed responsibility for the control and access to the training sessions** of each of the clubs, the testing of all players and employees participating in the training sessions and the holding of matches behind closed doors and managed the pre-match meetings and travel for all teams.

### Organic management resources:

The scope of action has been oriented towards the **participation of LaLiga clubs** in its two official competitions (LaLiga Santander and LaLiga Smartbank) in addition to all the matches of the Copa S.M. El Rey Competition organised by the RFEF in which the association's clubs took part, with **132,325 antigen tests** delivered between 19 December 2021 and 9 March 2022.

In turn, motivated by the links it maintains with other institutions and sporting bodies, LaLiga has considered it necessary to provide its **health and management support** to other sporting competitions, providing health resources to guarantee the full development of the official competitions of the 2021/22 season, as has been the case:





## 4.2. LaLiga's risk management<sup>5</sup>

*As part of the implementation of the comprehensive corporate risk framework,<sup>6</sup> LaLiga annually identifies and assesses the risks that are applicable to Organisation.*

The purpose of this exercise is to assess how critical the risks previously identified are so as to integrate this information into its decision-making process. LaLiga's Compliance Body prepares this model in accordance with the following procedure:

### Annual update of the risk map

<b>Risk assessment</b>	The managers and heads of the corresponding entities of the Organisation assess the risk catalogue based on: <ul style="list-style-type: none"><li>● Probability of occurrence, considering the entity's current control environment.</li><li>● Direct or indirect impact (economic, reputational and operational) to achieve the objectives defined by the Organisation each season.</li></ul>
<b>Generation of Risk Maps</b>	The Compliance Body aggregates and consolidates the results to analyse them and generate the risk map, differentiating between low, medium, high and very high risks, which allows their management to be prioritised.
<b>Report to the Governance, Representation and Administration Bodies</b>	Notwithstanding that the work of identifying, assessing and updating the Risk Map is performed by the Compliance Body, the phase of reporting to the bodies on which, ultimately, the responsibility of managing the entity's risks would fall is essential.
<b>Monitoring of critical risks</b>	To define, jointly with the directors and managers of the Organisation, the appropriate measures to monitor, implement the necessary key controls and respond to the risks that the process has highlighted as critical.

<sup>5</sup> LaLiga's Risk Management Model is carried out following the international benchmark framework established by COSO (Committee of Sponsoring Organizations of the Treadway Commission), and considers both financial and non-financial risks.

<sup>6</sup> Up to three categories of risks are identified and assessed: Environmental risks (from external factors that could have a negative impact on LaLiga); process risks (those from LaLiga's internal activity due to the possible improper design, development or execution of procedures); and information risks (that directly or indirectly affect the information managed by LaLiga).

<sup>7</sup> Relevant findings from the risk map update carried out at the end of the 2021-22 season.

### Risks identified<sup>7</sup>

- 1 Covert financing of Clubs by states or sovereign funds, which violate the principles of competition and undermine the proper functioning of competitions (national, European and world) and financial fair-play.
- 2 Association of the "football-corruption" binomial, irrespective of category and division, federative or associative field, etc.
- 3 Piracy of TV rights (in residential and hospitality) through the broadcasting of matches by illegal means that allow users watch without paying the costs.
- 4 Impairment in institutional relations with relevant entities in the field of sport in general and football in particular, or other bodies or associations with which it is appropriate or necessary to have a relationship to manage the business.
- 5 Creation of alternative competitions to the national leagues or changes to existing FIFA or UEFA competitions, with a negative impact on LaLiga and/or its Clubs.



### 4.3. Future strategy



The unprecedented complexity of all the risks posed by the pandemic placed LaLiga's partners in a situation of **maximum tension**, which has required flexibility, the search for cooperative solutions and capacity to adapt, elements that LaLiga has been able to include in the management of the pandemic.

With the pandemic still present and **global problems** arising from geopolitical tensions, it has not been the year of recovery that was hoped for. However, LaLiga has remained **steadfast in its commitment** to being an innovative, competitive and sustainable company, thanks to the involvement, performance and efficiency of its teams.

The result of all these measures is a wide **range of positive impacts** such as:

- The protection of employee health and safety with low COVID incidence rates.
- The continuity of the competition and the television spectacle minimising the economic impact of the pandemic on the clubs' accounts and avoiding additional revenue losses due to cancellations of audiovisual and commercial contracts.
- The benefits derived from the mitigation of the psychological impact of the pandemic on Spanish society and all audiences.
- The development of technological innovations in audiovisual products (virtual stands, fan audios, new camera shots, etc.)
- The strengthening of the internationalisation strategy.
- The technological transformation of football. Creation of LaLiga TECH as a specialised technology provider for the sports and entertainment sector, with interconnected solutions through a single data-driven ecosystem. The only technology offering designed exclusively for the industry, by the industry.
- The launch and implementation of LaLiga IMPULSO. The project will accelerate the development of the clubs by 20 years in terms of investment, growth, infrastructure, and professionalisation.





5.

**Solvency and growth**



## 5. Solvency and growth

### 5.1. LaLiga's economic profile

*“LaLiga has positioned itself as the tournament with the greatest potential for revaluation among premium sports properties”<sup>8</sup>*

In addition to the recreational and sporting aspects, the football industry is one of the sectors that contributes **most value** to the Spanish economy.

The sports industry is experiencing one of its **most active times** in terms of investment, despite the severe impact of the pandemic on the business over the last two years. Currently, the **main investment firms** and high net worth individuals have seen an **attraction** in top-level competition, and specifically in professional football based on **two pillars**: its ability to attract large crowds of fans in digital environments and being one of the most attractive and recurrent live experiences in the entertainment segment.

**Football** has **1.042 billion fans** worldwide, which gives organisations such as LaLiga great potential for international revaluation. In fact, if we take the aggregate revenue for the 2019-2020 season as a reference and extrapolate this data to the national level, and correlate it with the population of each country, the result shows that LaLiga generates **€107 per inhabitant**, well above the €86 of the Premier League, the €52 per inhabitant of Serie A, the €46 per inhabitant of the Bundesliga, or the €34 that Ligue-1 and Ligue-2 are able to generate per inhabitant.

This trend could be **accentuated** in the next audiovisual cycle, following the resolution of the latest tenders, as evidenced by the 21% increase in revenue in Spain after the start of joint marketing of audiovisual rights

in 2015, which has allowed LaLiga to increase the value of audiovisual rights in Spain by 1% for the period 2022-2025.

This ability to generate higher revenues per capita is what **reinforces** LaLiga's **position** as the most successful on the international stage.

LaLiga clubs have undergone a **strong transformation** from being clubs and SADs seeking financial survival to becoming companies with football as their basic product, continually adapting to the demands of the fans and the audiovisual industry, significantly increasing the ways to obtain their resources through box office income, the sale of advertising space, sponsorship contracts, the sale of broadcasting rights, merchandising and the marketing of intangible assets derived from the federative rights of players.

The involvement of LaLiga clubs in **national and international championships** is a high-impact economic activity that moves **billions of euros annually** and contributes significantly to the country's gross domestic product, acting as a driving force for the economy through an increase in the demand for intermediate products and services in many other sectors.

<sup>8</sup> [https://forbes.es/\\_newspack\\_sports/148609/laliga-el-valor-del-deporte/](https://forbes.es/_newspack_sports/148609/laliga-el-valor-del-deporte/) publicado 2 de abril 2022

<sup>9</sup> According to the latest edition of Nielsen Fan Insight published in 2021.



## Marketing audiovisual rights

The key to LaLiga's current financial growth revolves around the **marketing of audiovisual** rights associated with the sporting events. Until the 2014-15 season, the marketing model was based on establishing individual business relationships between each of the clubs and the operators. This model reported income below LaLiga's estimated potential, given its size, impact and importance.

### Domestic tender

This season has seen the launch of the **third domestic tender** we have launched since the centralised sale of rights was approved in 2015. However, at the international level, tenders are frequently launched, following a **differential strategy by market** rather than selling all rights at the same time.

The audiovisual rights marketed in the latest tender **cover the 2022-23 to 2026-27 seasons** and can be extended to three, four or five seasons. Previously, domestic rights could only be sold for three years, but following the amendment of RDL 5/2015 in 2020, this period could now be extended, as is already common in the field of international audiovisual rights.

In addition to selling over three seasons, the current tender has a **different format**, as we are not only looking to maintain revenue figures, but we are also aiming for **greater access** to our games for all fans. The market has not stopped evolving in recent years and more and more people have become accustomed to consuming television products via the internet. That is why our tender has been designed for this **new reality**, with the ambition to democratise access to football and offer multiple options to all our audiences.

In a context of a **fall in the value** of audiovisual rights in the domestic markets of the main competitions, according to the results published in their TV tenders, LaLiga has **improved its revenues** for the next cycle, from 980 million to 990 million per season between 2022-2023 and 2026-2027.

### International tender

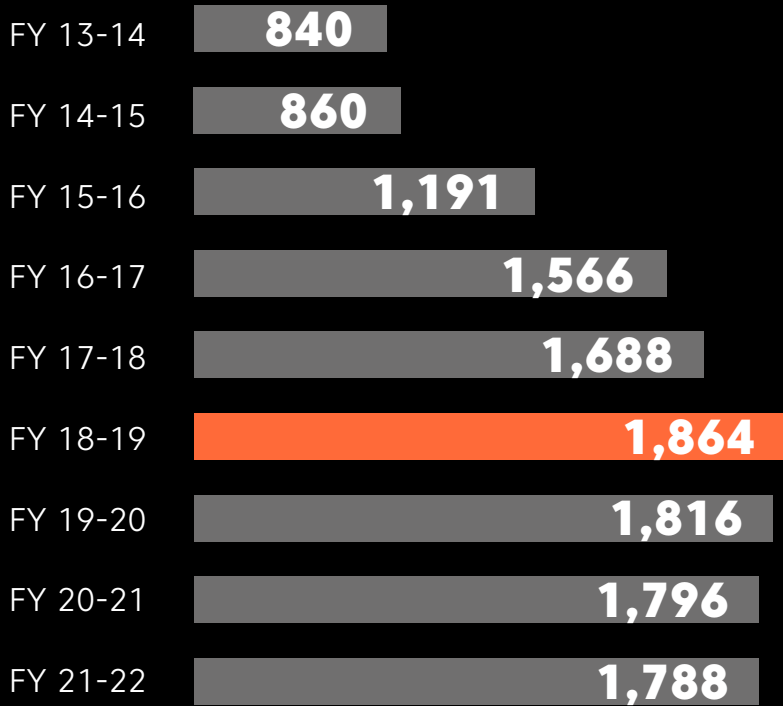
Another challenge is to be a **highly competitive entertainment organisation** outside our own borders. On this path, new **agreements** have been created, among which the following stand out:

- The **Disney** deal: via the US television channel ESPN. LaLiga closed its **biggest TV deal ever**, with an eight-year contract until the 2028-2029 season. In this way, **Disney/ESPN** is committed to promoting the competition and the matches on all its platforms, giving visibility to an audience of millions.
- Likewise, from the 2023-2024 season, Spanish football will be broadcast in **Mexico and Central America**, thanks to the renewal with **Sky**, LaLiga's partner in the region for more than a decade, and for which it has begun to broadcast one match per day free-to-air on Canal5 of the Televisa Group.
- In addition to these initiatives, LaLiga launched an innovative project called **LaLiga Pass**. This service allows reaching strategic markets such as **India and South East Asia**, personalising the product even more with an additional service for core fans in collaboration with broadcasters in each territory.
- Commercial work on television rights is amplified as, from **this season**, LaLiga can be seen in **India** on the **Sports18** television channel, thanks to a key agreement with the Viacom18 audiovisual group. In fact, the most important matches will also be shown on general channels with commentary in English, Hindi and the main regional languages (Bengali, Kannada, Telugu and Malayalam), with a potential reach of 800 million viewers. The agreement covers the eight countries in the area besides the Indian giant, such as Bangladesh, Pakistan, Bhutan, Nepal, Afghanistan, Sri Lanka and the Maldives.



Sale of audiovisual rights 2021-22

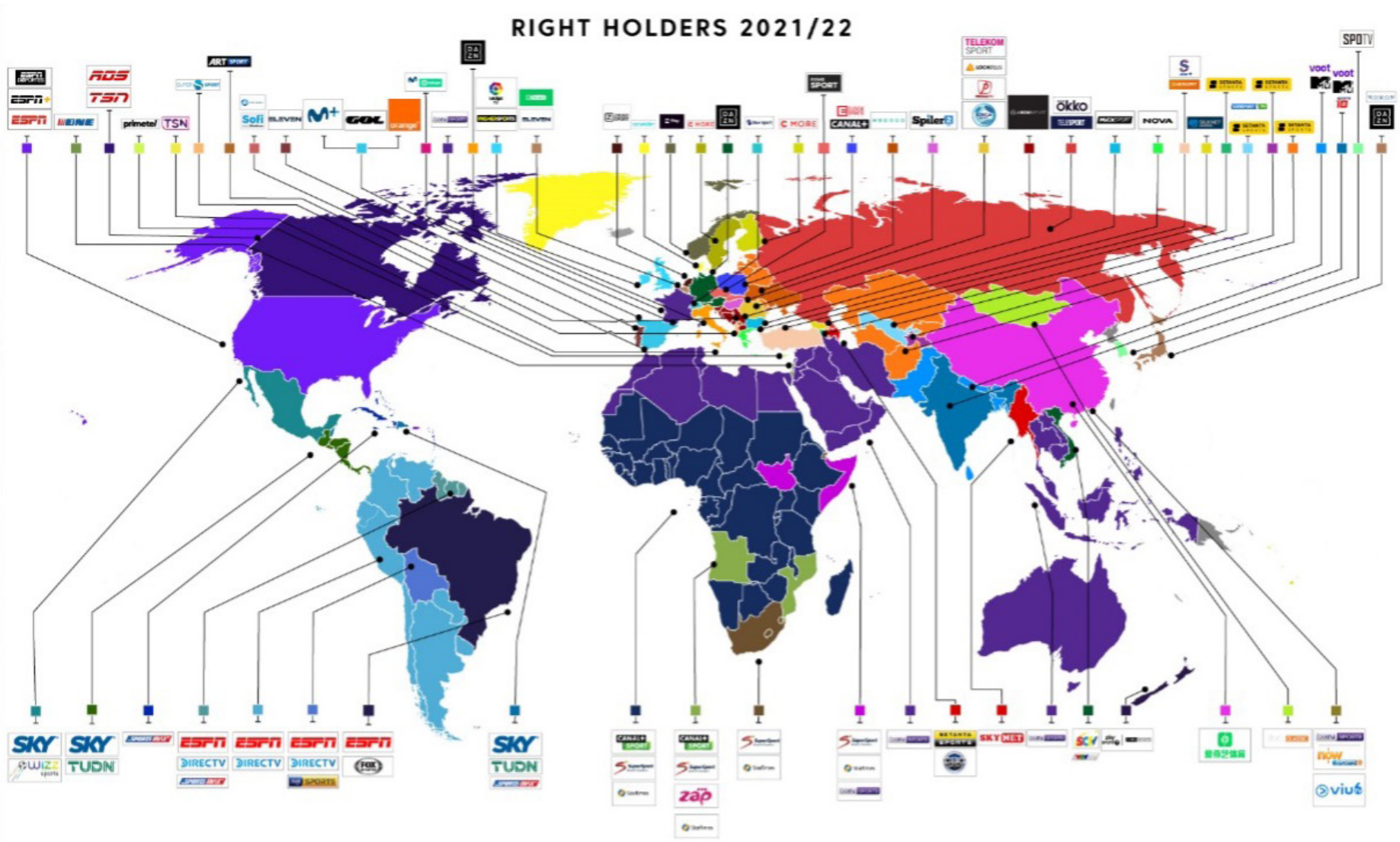
Evolution:  
Revenues from the sale of LaLiga Audiovisual Rights (millions of euros)



Promotion.  
Marketing leverage:

To stay close to all operators and their subscribers on an international scale, we have one of the most **successful** promotional tools among all broadcasters, **“LaLiga Experience”**. This is a project that has been running for **five years** with the aim of continuing to support the competition’s international operators and boosting the promotion of its broadcasts and its connection with the audience through a global campaign that also reinforces the presence and visibility of the LaLiga clubs.

This action is carried out by the **audiovisual area** and aims to **help** international operators promote the broadcasting of the competition in their countries, increasing the dissemination and visibility among their followers and new audiences, while at the same time raising the profile of our competition.





## Improving the product and viewer experience. Audiovisual news

In recent years, national and international operators have seen **improvements in audiovisual production** that LaLiga progressively incorporates into its product, increasing the bargaining power of the Spanish football association. Sports audiovisual consumption has been transformed by technological advances and new platforms to reach more audiences.

**Innovation in broadcasting** is one of the priority strategies for improving the audiovisual experience of LaLiga. The latest example has been to know the goal probability of a play through artificial intelligence in seconds, which allows providing more data to the viewer and enriching the broadcast.

The Audiovisual area is constantly working on the search for **new technical resources** to serve football as fresh as possible to our viewers.

**The live emotion** is the great value of sport compared to other entertainment industries, and today no sports broadcast can be understood without the accompanying audiovisual productions in the form of technological innovations, artificial intelligence and broadcasts on new platforms. Broadcasting in recent years has incorporated more **interactivity** with performance statistics, such as those generated by Mediacoach, or the use of artificial intelligence for automated replays, such as Automatic TV. Also with **multi-camera signals, drones** or even **film cameras** that have allowed us to create live video game images and for which we have been internationally recognised by winning the Innovation Award at the SPORTEL 2021 awards.

The incorporation of a **new cinematic camera** into our broadcasts,

a pioneer in the football industry that offers a real feeling that has never been seen, it is comparable to that of a video game, and also offers a feeling as realistic as if you were in the stands of the stadium or just a few metres away from the players.

In this way, we reaffirm our **leadership** in innovation and audiovisual technology, as the first major football league to integrate such a camera into its live broadcast with a wireless link.

Matches in **4K HDR**, aerial cameras, volumetric replays, using Mediacoach in the broadcast and graphics with player tracking data or tactical performances, are part of the techniques we already used in the broadcasting of LaLiga matches.

Clubs are showing their **full commitment** to improving the audiovisual experience for our fans: **Fifteen stadiums** already have fixed aerial camera installations. **Eight other stadiums** have incorporated technologies to view 360° virtual replays from anywhere on the field.

This 2021-22 season took another leap forwards, broadcasting the **first vertical game on TikTok** and expanding broadcasts on new platforms such as **Twitch with alongside Llanos**.

In addition to the technological innovation in the broadcasting of the matches, we have our own production which, in the case of the agreement reached with Sorare, has allowed us to produce “Once in a Lifetime”. The first documentary of a Derby which reached one million views.

### LaLiga News & Content Hub

This season, the portfolio of services offered by **LaLiga Content** has been joined by a new news agency, **LaLiga News & Content Hub**, completely renewed, where all operators have access to **all the content** to which they are entitled: match summaries, interviews, programmes, highlights, promos, graphic pieces and more. Each operator is able to customise the portal with the content that is of most interest to them.



## Economic value generated during the 2021-22 season

This revenue model guarantees LaLiga generates and distributes value among its stakeholders.

### ECONOMIC VALUE GENERATED DURING THE 2021-22 SEASON

Value Generated	Thousands of euros		
	2021/2022	2020/2021	2019/2020
Sponsorship, licences and others	13.679.35	104,226.00	98,055.00
Marketing audiovisual rights	1,788,321.75	1,796,305.00	1,815,607.00
Provision of maintenance services for sports venues	14,746.75	9,633.00	10,096.00
Provision of digital and technological services and other	7,052.78	7,821.00	2,689.00
<b>Net Turnover</b>	<b>1,941,800.63</b>	<b>1,917,985.00</b>	<b>1,926,447.00</b>
Football pools	2,373.87	5,206.00	4,763.00
<b>Income from public entities</b>	<b>2,373.87</b>	<b>5.206.00</b>	<b>4.763.00</b>
<b>Sundry income and other</b>	<b>32.554.13</b>	<b>24.385.00</b>	<b>22.702.00</b>
<b>Financial income</b>	<b>9.428.08</b>	<b>657.00</b>	<b>500.00</b>
<b>Other income</b>	<b>2.645.69</b>	<b>3.002.00</b>	<b>3.291.00</b>
<b>Total Economic Value Generated</b>	<b>1,988,802</b>	<b>1,951,235</b>	<b>1,957,703</b>

### ECONOMIC VALUE DISTRIBUTED DURING THE 2021-22 SEASON

Distributed value	Thousands of euros		
	2021/2022	2020/2021	2019/2020
Sponsorships, licences and other commercial management expenses	78,552.37	65,985.00	55,206.00
Marketing Audiovisual Rights expenses	1,656,447.08	1,696,072.00	1,718,027.00
Provision of maintenance services for sports venues expenses	12,461.84	12,606.00	7,333.00
External services expenses	129,958.67	99,191.00	95,247.00
Other current management expenses	39,480.97	29,065.25	17,830.00
<b>Total operational costs</b>	<b>1,916,900.92</b>	<b>1,902,919.25</b>	<b>1,893,643.00</b>
<b>Total wages and salaries</b>	<b>38,430.99</b>	<b>33,104.00</b>	<b>32,042.27</b>
<b>Total payments to public administrations</b>	<b>10,191.62</b>	<b>8,289.00</b>	<b>7,794.40</b>
<b>Equity-accounted shareholding</b>	<b>56.52</b>		
<b>Total investment in the community</b>	<b>21,760.00</b>	<b>22,324.75</b>	<b>28,802.00</b>
R,F,E,F, (Royal Spanish Football Federation) Agreement	17,490.00	17,896.75	18,620.00
Professional Football Foundation Agreement	1,070.00	1,228.00	2,059.00
AFE Agreement	3,200.00	3,200.00	3,200.00
Donation to the Women's Football Association		0.00	1,600.00
LaLiga 4Sports Agreement		0.00	3,323.00
<b>Total Financial and exchange</b>	<b>7,525.69</b>	<b>843.00</b>	<b>896.30</b>
<b>Total Economic Value Distributed</b>	<b>1,994,865.75</b>	<b>1,967,480.00</b>	<b>1,963,177.97</b>
<b>ECONOMIC VALUE RETAINED</b>	<b>(6,063.35)</b>	<b>(16,245.00)</b>	<b>(5,474.97)</b>





5.2. LaLiga and the oversight of clubs

*LaLiga promotes the financial compliance of clubs by developing technological solutions to cover the needs that results from the various applicable regulations.*

LaLiga’s powers and obligations with the clubs are based on current national legislation and its Financial Control Regulations.

Relevant legislation in terms of club oversight

Keys to the oversight

LAW ON SPORTS

Pursuant to the provisions of Article 41.4 b) of the Law on Sports, LaLiga performs the role of guardianship, control and financial oversight of the clubs:

- Exclusive organisational competence for LaLiga.
- Increased flexibility in decision making.

FINANCIAL CONTROL REGULATION

Sistema de supervisión económica –definido por LaLiga y la RFEF– aplicable a todos los clubes, en vigor desde la temporada 2013/14.

- To promote greater discipline and rationality in club finances.
- To encourage clubs to operate based on their own income generating capabilities.
- To promote responsible spending for the long-term benefit of football.
- To protect the viability and sustainability of the competitions and the Clubs/SADs.

REAL DECRETO 05/2015 DEL 30 DE ABRIL

Establece la venta colectiva de los derechos audiovisuales de los Clubes de LaLiga a partir de la temporada 2016/2017. Este decreto incluye los criterios para el reparto equitativo de los ingresos resultantes.

- Improved negotiation capacity with operators.
- Increased income generation for Spanish football in general.



Economic value generated during the 2021-22 season

The regulations on financial control and the preparation of LaLiga budgets are based on **UEFA Financial Fair Play**, a fundamental mechanism to ensure clubs do not compromise their future viability.

This set of rules is complemented by a **disciplinary system** – also included in the LaLiga Statutes – that ensures compliance with the **regulations**, with the main aim being to **equalise the competitive capacity** of the different clubs.

To avoid situations of this type and to promote responsible management of each club’s financial resources, LaLiga makes applications to them all that **facilitate management and compliance with the rules**.

Digital tools that ensure compliance

- **The Financial Control** tool is used by each club to provide the information required by the financial control standard in a timely manner. This tool analyses the data provided and produces – on an annual basis – reports on the financial situation of each club.
- **LaLiga Manager** allows clubs to monitor and follow up on all operations related to the registration of players and their enrolment control. This application is based on the responsibilities that LaLiga has in terms of registration and enrolment. In this application, clubs can navigate through different menus that provide them with information related to both their staff and the limits and budgets to which they are subject.



Contribution to the Sustainable Development Goals of the 2030 Agenda

Financial control is a key element in cleaning up LaLiga competitions, ensuring that the clubs pay their debts with players, social security, the Tax Agency and the other clubs. This regulation, originating from the UEFA Financial Fair Play, contributes to target 16.6, “Develop effective, accountable and transparent institutions at all levels”.

Distribution of audiovisual rights income

LaLiga is responsible for distributing the income from marketing of audiovisual rights of its events among the affiliated clubs. The total amount for audiovisual rights for the 2021-22 season amounted to 1,788 (thousands of euros). The distribution of income among the affiliated clubs is currently pending approval by the Audiovisual Rights Control Body and will be published in December 2022.

Distribution of audiovisual rights for the 2020-21 season

LaLiga Santander				LaLiga SmartBank			
Ingresos Obligaciones				Ingresos Compensación por Descensos Ingresos por Descensos Obligaciones			
ATHLETIC CLUB	72,2	-6,1		R.C.D. ESPANYOL DE BARCELONA, S.A.D.	10,4	30,5*	40,9
FUTBOL CLUB BARCELONA	165,6	-14,1		CENTRE D'ESPORTS SABADELL F.C., S.A.D.	5,8		5,8
REAL MADRID CLUB DE FUTBOL	163,0	-13,9		REAL SPORTING DE GIJÓN, S.A.D.	7,6		7,6
CLUB ATLETICO DE MADRID, S.A.D.	130,1	-11,1		REAL CLUB DEPORTIVO MALLORCA, S.A.D.	9,5	9,9*	19,4
SEVILLA FUTBOL CLUB, S.A.D.	84,2	-7,2		SOCIEDAD DEPORTIVA PONFERRADINA, S.A.D.	6,0		6,0
REAL BETIS BALOMPIE, S.A.D.	59,5	-5,1		CLUB DEPORTIVO CASTELLÓN, S.A.D.	6,1		6,1
REAL SOCIEDAD DE FUTBOL, S.A.D.	66,4	-5,6		CLUB DEPORTIVO TENERIFE, S.A.D.	6,9		6,9
LEVANTE UNION DEPORTIVA, S.A.D.	50,3	-4,3		RAYO VALLECANO DE MADRID, S.A.D.	7,4		7,4
CADIZ CLUB DE FUTBOL, S.A.D.	47,3	-4,0		REAL OVIEDO, S.A.D.	6,8		6,8
VALENCIA CLUB DE FUTBOL, S.A.D.	73,3	-6,2		CLUB DEPORTIVO MIRANDES, S.A.D.	6,4		6,4
CLUB ATLETICO OSASUNA	49,7	-4,2		CLUB DEPORTIVO LEGANES, S.A.D.	9,8	16,1*	25,9
DEPORTIVO ALAVES, S.A.D.	51,1	-4,3		GIJÓN FUTBOL CLUB, S.A.D.	7,8		7,8
ELCHE CLUB DE FUTBOL, S.A.D.	47,3	-4,0		REAL ZARAGOZA, S.A.D.	9,4		9,4
VILLARREAL CLUB DE FUTBOL, S.A.D.	73,3	-6,2		ALBACETE BALOMPIE, S.A.D.	6,2		6,2
REAL CLUB CELTA DE VIGO, S.A.D.	53,3	-4,5		UNION DEPORTIVA LAS PALMAS, S.A.D.	8,0		8,0
REAL VALLADOLID CLUB DE FUTBOL, S.A.D.	48,5	-4,1		CLUB DEPORTIVO LUGO, S.A.D.	6,2		6,2
GRANADA CLUB DE FUTBOL, S.A.D.	52,5	-4,5		AGRUPACION DEPORTIVA ALCORCON, S.A.D.	6,4		6,4
SOCIEDAD DEPORTIVA EIBAR S.A.D.	51,8	-4,4		CLUB DE FUTBOL FUENLABRADA	6,7		6,7
SOCIEDAD DEPORTIVA HUESCA, S.A.D.	46,8	-4,0		UNION DEPORTIVA ALMERIA, S.A.D.	8,0		8,0
GETAFE CLUB DE FUTBOL, S.A.D.	58,5	-5,0		MALAGA CLUB DE FUTBOL, S.A.D.	7,2		7,2
TOTAL: 1.444,7 -122,8				FUTBOL CLUB CARTAGENA, S.A.D.	6,0		6,0
Datos en millones de euros				UNION DEPORTIVA LOGROÑES, S.A.D.	5,9		5,9
				TOTAL: 160,5 56,5 217,0 -13,6			

<sup>10</sup> <https://www.laliga.com/transparencia/gestion-economica/derechos-audiovisuales>



5.3. Advertising and sponsorship

*LaLiga presents itself as an attractive partner for the big advertising brands, with a robust compliance system and solid values based on good management and sportsmanship.*

For football clubs, **sports sponsorship** is one of the biggest sources of revenue. For this reason, LaLiga works **to promote** a sponsorship model for Clubs based on **corporate responsibility** and long-term **relationships**.

LaLiga integrates responsible criteria in its commercial strategy and in the configuration of its portfolio of sponsors. LaLiga can therefore **effectively manage** the relationships it establishes and minimise the potential reputational risks that may incur.

The competences in terms of marketing and commercial strategy fall to **LaLiga’s Marketing and International Development area**, which is responsible for identifying potential collaborating brands and establishing sponsorship agreements, exploring new business models and organising events and other activations with their sponsors.

LaLiga’s efforts have materialised in a significant **increase** in the number of sponsors and licensees, which is reflected in the **turnover** derived from sponsorship, which during the 2021-22 season meant revenues of **133 million euros**.

LaLiga has **different sponsorship** modalities, differentiating between global, national (Spain) and regional (foreign markets) sponsors depending on the designated geographical area. LaLiga’s global sponsorship portfolio will comprise 51 brands at the end of the 2021-22 season, up from nine sponsors in the 2013-14 season.





5.4. Increase in value at an international level

LaLiga believes in internationalisation and evolution as an engine for growth and to remain competitive with other entertainment products in the world.

In order to increase the value of LaLiga worldwide, the International Development area contributes to maintaining and reinforcing our position as one of the global leaders in the entertainment industry, reinforcing commercial action and promoting promotional and institutional work.

International presence in 41 countries through 11 offices and 44 delegates of the International Development area, and the support of 11 people in the Madrid head office, enabling greater proximity and support to international broadcasters, helping to identify potential local sponsors at an international level, and closing institutional alliances with leagues and federations, which improves the notoriety and awareness of the LaLiga brand to ensure a greater presence in the market, adapting content for each of the environments with an international presence.



Among the wide range of agreements reached this season, we would like to highlight the wide range of actions undertaken internationally, which reached 1,501 activations in seven geographical areas such as North America, Europe, MENA, China, Latin America, Africa and the territories of Asia and Australia.

The keys to the project are based on **four management levers**:

- The ability to adapt to the environment and the circumstances
- Competition, matches and clubs as the focal points of the activations.
- Innovation and differentiation online and offline.
- Tailored strategies at a local level.

ACTIVITIES AT AN INTERNATIONAL LEVEL

Actions activated		
Communication	Brand activations	Women's football
Digital and innovation	Marketing actions	Foundation
Institutional	Broadcasters	League agreements
Clubs	Sports projects	Federation agreements





As a result of the work carried out, LaLiga has received international awards:

- **Awarded in South Korea by the K-League** as the organisation that has contributed the most to its development: earlier this week we received the award at a ceremony in Seoul, a recognition from Kwon Oh-Gap, president of the K League, who praised our **contribution to the development** of the South Korean league through training programmes for young people.
- Recognised in the **United States by Front Office Sports** as one of the best **employers in the sports sector**: a distinction awarded to organisations in the sports industry that excel in leadership, commitment to diversity and inclusion. We join a list of 29 other well-known companies such as Buzzers, Publicis Sport & Entertainment, and Denver Broncos among many other international sports organisations.

Details of profits earned by country and taxes payable at the end of the financial year ended 30 June 2022 are as follows: (thousands of euros)

Company	2020-2021 Season		2021-2022 Season	
	Result	Tax on profits	Result	Tax on profits
Liga Nacional de Fútbol Profesional	12€	-100€	0€	-59 €
LaLiga Group International	0€	0€	3.790€	0€
Sociedad Española de Fútbol Profesional SAU	1,380 €	-335 €	941 €	-264 €
La Liga Servicios Digitales	86€	-130€	2€	-34 €
LNFPFZE- Dubai. Dubai Multi Commodities Centre	195€	0€	439€	0€
La Liga (USA) INC.	93 €	72 €	1,626 €	-432 €
Beijing Spaninsh Football League Consulting CO Ltd.	121€	-111 €	99 €	-33 €
LaLiga South Africa Propietary Limited	217€	-86 €	153 €	-64 €
La Liga Singapore Pte. Ltd.	154€	-15 €	466 €	-61 €
La Liga LFP Mex. S.RL.C.V.	6€	-128 €	66 €	-159 €
LaLiga Content Protection SL	0€	0€	-814 €	0€
Digital Sports and Innovation SL	0€	0€	-11,936 €	0€
JV USA	0€	0€	2,116 €	0€



### 5.5. LaLiga TECH. LaLiga's technological transformation

The **technological transformation of football** is a reality that opens a new era in the sport. New technologies have made sport today a very different spectacle than in previous decades, leading to **new**, more immersive and informative **experiences** for fans and professionals alike. This has been possible thanks to the creation and implementation of **LaLiga Tech**, LaLiga's technological subsidiary, which over the last five years has developed different **solutions** to promote the digital transformation of the industry and which allows the use of new resources to be more efficient in the operation, to have more scope in the business and more monetisation options, adapting to the new forms of fan consumption.

The technological revolution that is taking place in the sector has two specific **objectives** for sports organisations: the need to have a **more direct digital relationship** with fans that can be monetised beyond the presence in stadiums or sports facilities; and to correctly address the **change in** consumption **habits** and entertainment preferences of users.

Together with **Microsoft** as a strategic partner due to its leading position in the technology industry, LaLiga began this **path towards digitalisation**, designing an entire ecosystem of solutions that put data at the centre of all processes. We combine the experience of an international sports organisation with in-depth technical expertise. Thanks to a team of more than **140 specialists** who have designed such solutions for LaLiga over the last few years, they are now starting to commercialise them to help speed up the digital transformation of the industry.

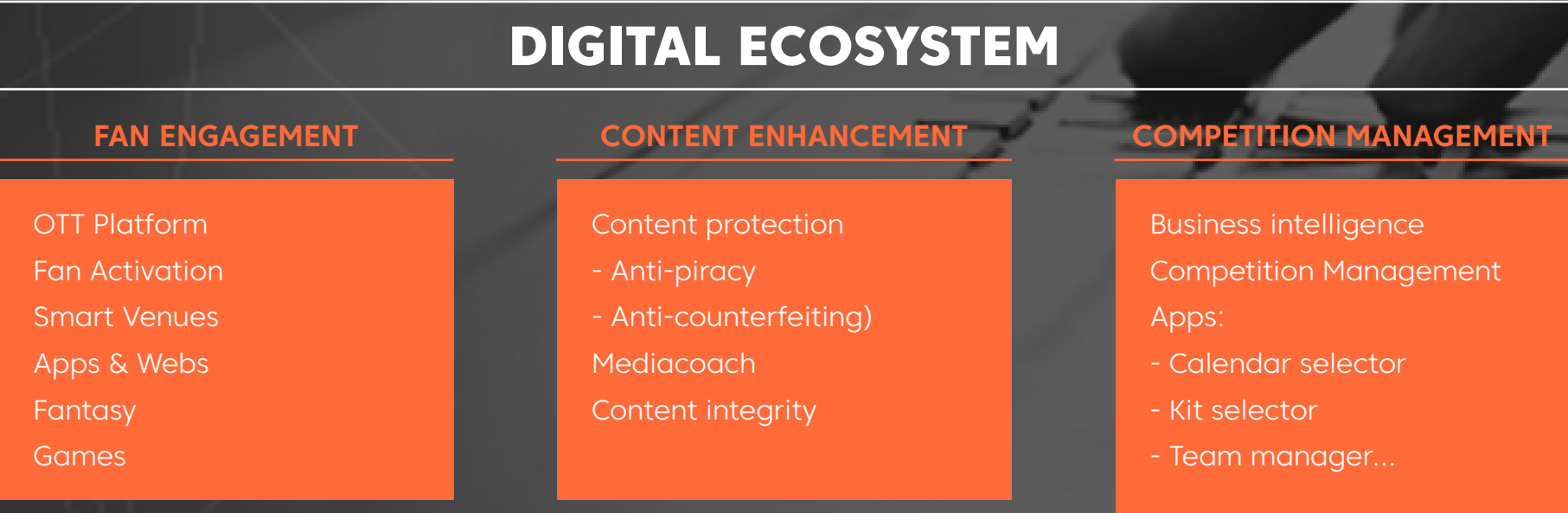
To lead the digital transformation of sport, LaLiga Tech is working in **three areas**:

- Fan management
- Competition management
- Content improvement

All solutions are available as **managed** services **via the cloud** and are interconnected under a single **data-drivenecosystem**.

Thanks to all the development it has carried out, LaLiga Tech is not only the technological subsidiary of LaLiga, but also a **supplier** for other sports. LaLiga Tech's solutions ensure that the different use cases designed are truly relevant to the sports industry because they are designed by sports professionals for the sports industry.

Our goal with this launch is to **accelerate the adaptation** of the sports & entertainment sector to the digital world and the new ways of interacting and consuming of fans, while also **strengthening** our position as a leading company regarding technology, a company that works with methodologies and procedures comparable to those of large technology companies





5.6. LaLiga IMPULSO. Growth plan for LaLiga and Clubs

LaLiga Group International S.L. was created as a result of the business restructuring process carried out by the LaLiga Group with the aim of developing and maximising LaLiga’s potential, making it the world leader in sports entertainment.

LaLiga Group International currently brings together all the **commercial activity** that was until now carried out by LaLiga, as well as the assets and technical staff associated with the preparatory and support activities for LaLiga to manage the commercialisation of the audiovisual rights. LaLiga therefore **retains sole control** of marketing the audiovisual rights, entrusted to it under Royal Decree-Law 5/2015, in addition to the functions delegated to it as organiser of the Competition.

The restructuring of LaLiga Group International concluded on 1 February 2022 with the incorporation of **Loarre Investments, S.à r.l.** (CVC fund), a benchmark partner with extensive **experience** in the world of sport, which will promote the development of the Clubs that make up LaLiga by implementing a **strategic plan** that will allow them to strengthen and improve their infrastructure, digital development, internationalisation and sporting projects, among others.

LaLiga Impulso was born as a strategic project for LaLiga through which the investment fund CVC injects close to 2 billion euros to undertake **growth and consolidation projects** from a sporting and business point of view. This pioneering agreement in professional sport in our country provides LaLiga clubs with the necessary **impetus** to advance 20 years in professionalisation and development, allowing clubs to undertake projects that ensure their **overall growth**.

The initiative has been approved by the vast majority of clubs, with 38 of LaLiga’s 42 clubs having joined voluntarily with the aim of working together for the overall development of the competition.

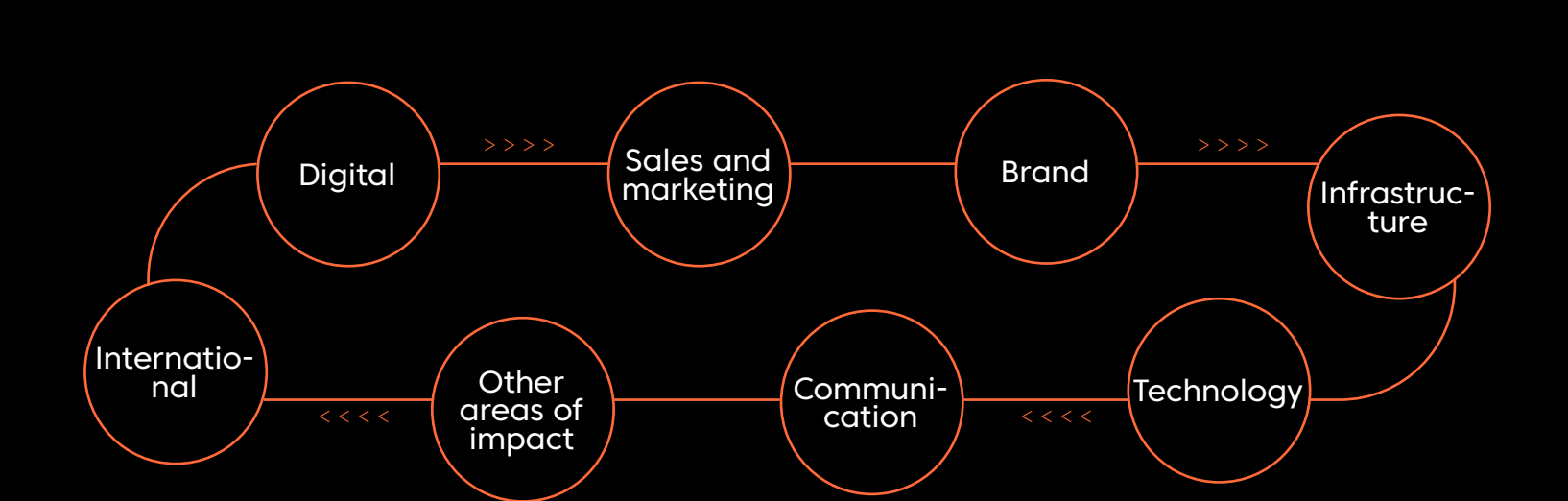
The funds received by the clubs are **earmarked** and can only be used for a pre-determined number of items. At least **70%** must be allocated to **investments** to grow the club, i.e. to strengthen areas such as Infrastructure, Digital, Technology, Communications, Commercial & Marketing, International, Branding, as well as its staff structures. In addition, the financial structure can optionally be optimised (max. 15%) and the sports squad can be strengthened by extending the salary cap (max. 15%).

<b>1.</b> <b>Investments for Club growth</b> Enhancement of <b>infrastructures</b> (e.g: Stadium, Sports City, etc.) <b>Innovation Technology, internationalisation plans</b> , etc.	>	<b>2.</b> <b>Financial debt</b> Cancel and/or refinance financing operations Cancellation of bankruptcy debt Other debts	>	<b>3.</b> <b>Additional amount for registering players</b> During the first three seasons to be distributed as the Club deems appropriate.	>	<b>4.</b> <b>Non-sport structure staff</b> The part not consumed in the previous points may be used.
<b>AT LEAST 70%</b>		<b>MAXIMUM 70%</b>		<b>MAXIMUM 15%</b>		

With this agreement, clubs will make **responsible investments** focused on their club and its environment to grow the competition as a whole and each entity individually within a common sustainable strategic plan.

<b>&gt;&gt; Benefits for LaLiga</b> <ul style="list-style-type: none"><li>Supporting LaLiga in developing and maximising LaLiga’s potential.</li><li>Aligning the interests of all stakeholders.</li><li>Financial resources needed to carry out complementary projects or acquisitions.</li></ul>	<b>&gt;&gt; Benefits for Clubs</b> <ul style="list-style-type: none"><li>Incorporation of an industrial benchmark partner with extensive experience.</li><li>Availability of funds to support the development of the Clubs.</li><li>Belonging to a league with stronger Clubs.</li></ul>
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LaLiga IMPULSO is promoted as a cross-cutting project that has a direct impact on all areas of the organisation. These areas are linked to the organic development of the business and are the main drivers of growth that will enable each club to achieve the targets set and the estimated revenue generation.







6.

**Beyond  
the pitch**



# 6.

## Beyond the pitch: LaLiga committed to its surroundings

### 6.1. The people of LaLiga

*Human capital is one of LaLiga's priorities, whose renowned brand supports its needs in terms of talent.*

LaLiga aims to be an organisation that **prioritises improving** people's **quality of life** by empowering and motivating all employees with a culture of continuous development, lifelong learning and opportunities for internal promotion. Our employment model is based on **respect for and compliance with universal** human rights **standards** and labour laws, career development, inclusion and occupational health and safety.

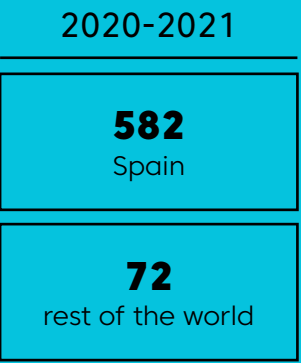
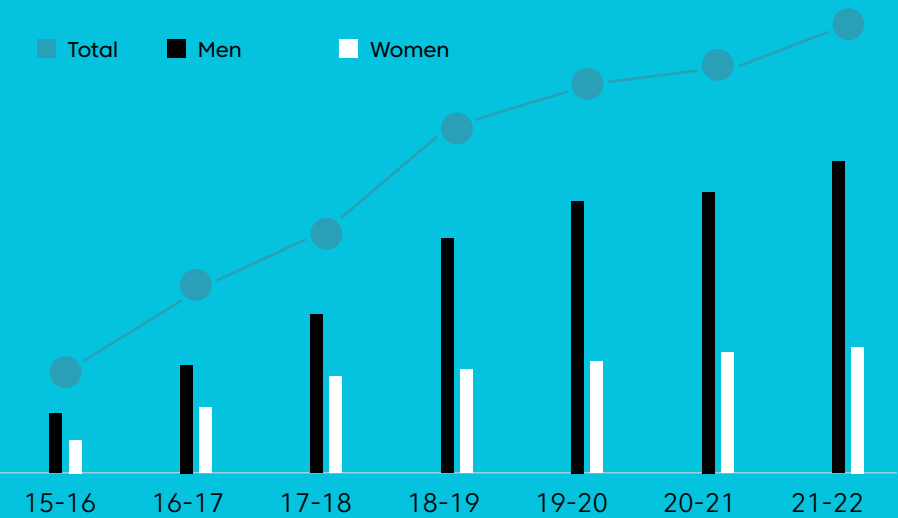
We seek working relationships based on **trust, transparency and good faith**. LaLiga's continuous growth and internationalisation process has led to great challenges in terms of culture, organisation and human resources management: **permanent adaptation** of the organisational structure to the growing needs of the employers' organisation, resizing of the workforce, standardisation of processes, training in new technologies, talent management and promotion of corporate culture.

In the Human Resources Department, we manage organisational structures and people at the corporate, divisional, regional and production centre levels.

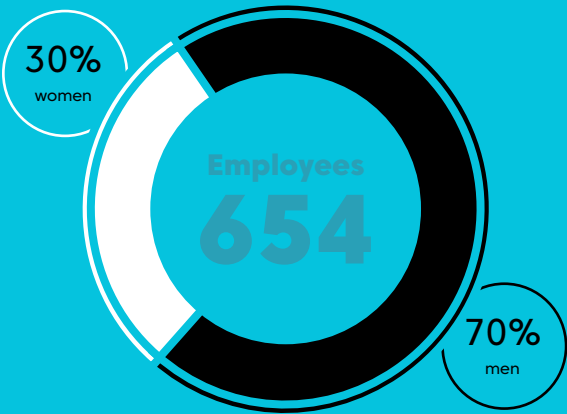
#### Profile of the workforce

At the end of the 2021-22 season, LaLiga's workforce was 711 employees, 8.7% higher than the previous season, in line with the increased activity and organic growth experienced by the organisation at all levels.

#### Main figures related to the LaLiga workforce



2020-2021



2021-2022





## Attraction and selection

The Spanish football association guards its global brand through caring for its **employer brand**. The People Management Department is responsible for attracting, selecting and retaining the best professionals in the national and international market. To achieve this, LaLiga uses its positioning as a brand and **exposure on social networks and job portals**, publicising the firm and the existing vacancies.

### Main communication channels to attract talent

**LinkedIn** is LaLiga's main recruitment tool. Through its channel, LaLiga also **publishes content** related to its activity that may be of interest to potential employees and the community in general.

Through its own employment portal, "**Ficha por LaLiga**", potential candidates can find out about **open vacancies** within the organisation.

LaLiga also promotes its vacancies internally through the "**Somos LaLiga**" portal – with **exclusive access for employees** – to encourage job changes and offer new professional challenges to employees who wish to do so.

Continuing to employ and attract **talent** from our national and international market throughout this season has kept being one of our strategic levers. The complexity arising from the COVID-19 pandemic forced us to **transform our selection process**, making our work 100% digital.

However, all training programmes that are usually held at LaLiga's head office have **continued to be digitised** so that no employee misses the opportunity to enjoy the **continuous training** programmes, but there has been a move towards greater normality, with more and more frequent in-person training sessions. The onboarding activities combined face-to-face and online delivery.

All of the activities planned by LaLiga that promote **health and well-being** of all employees have been maintained, adapting the educational programmes to the environment and limitations caused by the reduction in mobility.

## We reached 100,000 followers on LinkedIn

**We continue to grow and reach new milestones.** We have reached 100K followers on our official **official LinkedIn page**. It is the fruit of the effort and work of all of us who are part of the company and who, as a team, have been evolving and making our heartbeat felt in every corner of the world.

## Loyalty of talent acquired

The association continuously ensures **compliance with the principle of equal treatment and opportunities**, firmly rejecting any type of discrimination.

In this sense, the Equality Plan, which was drawn up together with the Workers' Representation, sets out the organisation's **commitment** to further establish and develop specific policies and actions that **ensure** equal treatment and opportunity between men and women. This plan, which was in place for four years and ended in January, contemplated – among others – measures related to prevention and action in cases of sexual or sex-based harassment. Therefore, LaLiga promotes a working environment with zero tolerance for conduct of this nature and undertakes to investigate all complaints related to sexual or sex-based harassment, for which a procedure is established that aims to resolve the aforementioned conflicts.

Having an **Equality Plan** means a real commitment to achieve equality of treatment and opportunities within our company. Because if one thing is for sure, it is that talent knows no gender. LaLiga Group International's current equality plan is currently being drafted.

In addition, and with the aim of highlighting this commitment, we have created a specific seal that accompanies all the actions included in it, which include selection and recruitment actions, promotion and training, communication and occupational health, among others.

Similarly, and in accordance with the principle of **equal pay** for reasons of sex, LaLiga works to ensure that its remuneration policies are as fair and egalitarian as possible.

As a complement to the measures aimed at promoting the **financial health of employees**, a flexible remuneration plan is offered, comprising a series of products and services, including those related to subsistence allowances, public transport, childcare, catering and savings insurance, and extending health insurance to employees' family members. The **objective compensation** system is added to this plan, which will apply to the entire organisation from the 2019-20 season.

In terms of **universal accessibility**, LaLiga's offices have the necessary access measures, as well as adequate services so that people with physical disabilities can carry out their activity without difficulties..<sup>11</sup>

8 DECENT WORK AND ECONOMIC GROWTH



### LaLiga's contribution to the United Nations 2030 Agenda.

By drawing up its Equality Plan, LaLiga makes its contribution to target 8.5, “...achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value”.

Employees with a disability



<sup>11</sup> The number of employees with disabilities employed in LaLiga in the 2020-21 season was three.



### Professional careers: Culture, development and training

The continuous development and training of its teams requires an organisation to **individually follow-up** each employee for evidence of the **strengths and weaknesses** of the workforce. At the end of each year, all employees – including expatriate staff – are invited to the **performance evaluation** process.

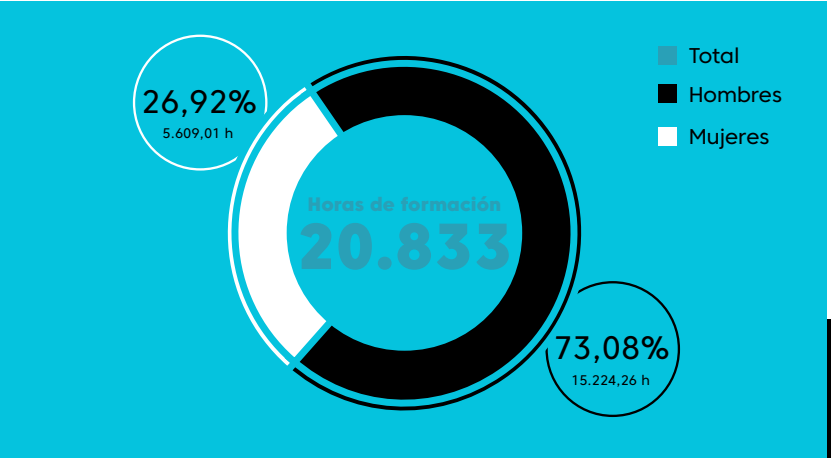
Based on the areas for improvement and potential growth, LaLiga carries out **training programmes** tailored to the needs identified within the organisation. LaLiga’s training catalogue is **wide-ranging and extensive**, with cross-cutting and specific courses on offer, both face-to-face and online, which over the last season implied a total of 20,833.27 hours of training.

We aim to achieve a **coherent and regulated organisational structure**. To this end, we have classified all employees according to certain assessment criteria, creating job descriptions that are the starting point for performance assessment, talent attraction and development processes, which enable us to develop specific promotion and development plans according to each of the profiles identified.

In line with our digital transformation and process improvement, the performance results were **automated**, improving and aligning with employee roles and development needs, and in turn aligning with organisational needs, enabling us through this digital performance dynamic to **analyse and extract data** through a talent matrix expressed in a Talent and Calibration Map. This enables us to position all our human capital and identify those who may be ready to take on greater professional challenges.

LaLiga also has its **own business school**, – open to the general public – where the best performing employees and recognised collaborators teach subjects based on the football business. In its programmes, LaLiga shares its **knowledge, experience and know-how** with the aim of detecting and training talent to provide the sports industry with added value in the form of human capital.

LaLiga offers its teams the possibility of accessing **scholarships and training** for the entire range of courses aimed at improving job skills.



### Main programmes offered by LaLiga Business School:

#### Másteres universitarios

- Master’s in Global Sports Marketing
- Master’s in Optimising Health and Performance.
- Master’s in Law Applied to Professional Football
- Master’s in Football Management, Methodology and Analysis
- Master’s in LaLiga’s Sports Marketing
- Master’s in Law Applied to Professional Football

#### Courses

- LaLiga eSports Management and Business.
- The Making of the Sports Event
- Security at Sporting Events



### LaLiga’s contribution to the United Nations 2030 Agenda

The set of initiatives and projects that focus on training and offering university courses, among which LaLiga Business School stands out, contribute, in line with target 4.4 to **“substantially increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs and entrepreneurship.”**

At the same time, they also promote target 8.6, on the important need to **“substantially reduce the proportion of youth not in employment, education or training.”**



Occupational health and safety

Maintaining the health, safety and well-being of our employees is a core value of LaLiga. It is an essential part of the organisation’s risk management and internal controls, as well as our Code of Business Conduct.

LaLiga guarantees optimal conditions in terms of occupational health and safety in the workplace for its employees. The health and well-being of employees is a priority, because it is considered a prerequisite for high productivity and innovation.

LaLiga offers employees:

- Medical insurance and health benefits, which can be extended to their family members through the Flexible Remuneration Plan.
- Flexible working arrangements to ensure work-life balance, such as working from home, flexitime and reduced working hours.
- Policies and guidelines on pregnancy, adoption and parental leave.
- Free flu vaccine.

In addition to all this, LaLiga offers all employees the opportunity to participate in the **LaLiga Life PROGRAMME**, which aims to promote healthy eating habits and encourage the doing of sports.

During the current season, LaLiga has not recorded any significant occupational accidents involving its employees. LaLiga has **intervention teams** that receive specific training in prevention and evacuation measures, prepared to act in the event of an emergency. In addition, new employees take an **online course** on the fundamentals of occupational risk prevention, including the most common risks in the workplace and those related to data display screens. **Specific risk prevention training** is also provided for employees working from home.

Derived from the epidemiological situation, it was crucial for LaLiga to not only to create a protocol for action but also to ensure its compliance, making it mandatory for all professionals.

Due to the evolution of the pandemic, this protocol for action has required **constant modifications**, focusing not only on legislative compliance, but also on the health of all professionals, creating the safest possible environment for them.

Preserving occupational health

LaLiga put in place a number of ad-hoc measures to respond to the situation caused by COVID-19.

The introduction of working from home has been the pillar of this series of actions aimed at adapting to this new reality and ensuring a safe working environment. This programme has focused on three key axes (technological, organisational and personal) that have led to an increase in operational flexibility while maintaining the realism of the organisation’s objectives for the current season.

The employer has kept its employees up to date on protective and preventive measures at all times. Likewise, when the time came, people management professionals as well as the prevention service defined, facilitated and continuously updated a detailed health action protocol to return to the offices so as to avoid risking the health of their teams.

In line with the evolution of the health situation, the preventive protocols for medical tests against COVID-19 were updated following the entry into force of the new protocol from the Ministry of Health on 28-03-2022.

In turn, LaLiga has continued to provide all employees with full medical check-ups through multiple prevention centres.

LaLiga guarantees the right to **digital disconnection** of its employees so that their **rest time and privacy is respected** outside of work hours, and this is reflected in both its Collective Bargaining Agreement and in its Protocol for the organisation, recording of working time and digital disconnection. Likewise, to guarantee a work-life balance and in compliance with RD-Law 8/2019 on urgent social protection measures and the fight against job insecurity in the working day, LaLiga improved **the working day registration system** this year. This system for monitoring employee activity means it was not possible to collect detailed absenteeism data on employees in the 2021-22 season considering the flexibility of their hours. However, no significant absenteeism was detected throughout the last year.

Its collective bargaining agreement, applicable to **96%,<sup>12</sup>** voluntarily improves on what is established by law for paid leave due to marriage, family illness or death. Although expatriate workers are not covered by a collective bargaining agreement, they enjoy specific condition the contemplate privileged attention from the Spanish football association.

<sup>12</sup> Due to the fact that the criterion of those covered by the agreement has been updated to include expatriate employees, we have to consider that the data published in the NFIS 2021 showed an indicator at 79.05% when it should have been 87%.



“Your Playground” work from home

The environment defines who we are as an organisation, and that is why LaLiga is committed to **mobility, flexibility, transformation and collaboration**. We adapt our workspaces, technology, and methods of working with the aim of achieving new ways of performing our day-to-day work.

In a context of ongoing evolution, it is necessary to face **mobility as the main challenge**, so we have therefore established a model that prioritises flexibility, collaboration, work-life balance and productivity. We are committed to new technologies, working from home and the reconfiguration of our workspaces. We believe that we no longer need to coincide in a physical space to achieve success in a common project.

In October, the new work from programme “**Your Playground**” came into effect, providing a combined option of working from home and onsite work at the company’s offices. LaLiga wanted to design a **system that guarantees** all the requirements established in RDL 28/2020 of 22 September on remote working. By implementing this programme, LaLiga fulfils the objective of continuing to foster a culture based on responsibility, achievement of results and **work-life** balance among its staff.

The programme has been defined on the basis of current and binding Spanish and European regulations on labour, occupational risk prevention, data protection and information security.



Corporate Volunteering Programme<sup>13</sup>

LaLiga’s Corporate Volunteering is the tool that promotes the transformation of society with the **values** of football using the energy and charitable time of LaLiga’s employees as catalysts.

From LaLiga, **corporate volunteering** is allowed to take place during working hours, outside working hours or a combination of both. LaLiga undertakes to assign 50% of the working hours allocated to corporate volunteering with **a maximum of eight hours** per season.

During this year we highlight, among others, **the contributions of LaLiga employees to:**

- **Employability training**, through the holding of workshops with skills that collaborate with young people from vulnerable contexts, institutes with high rates of absenteeism, entities that work with people with special needs in active search of employment and other groups with difficulties in accessing the labour market.
- After two seasons without being able to take place due to the exceptional health situation, the **LaLiga Genuine Santander** corporate volunteering programme returned, where 47 LaLiga employees travelled to Bilbao to collaborate in the outcome of the 2021-22 season, in the phase with the largest number of participants, with more than 1,000 sportspeople from all corners of Spain.

<sup>13</sup> Volunteer actions are considered to be all those promoted by LaLiga and generating a real social impact, such as material donations that are made voluntarily or leisure and inclusive sports activities aimed at groups at risk of exclusion.



LaLiga with the clubs

A training and co-working programme was launched with clubs in the 2020-21 season, and more specifically with those responsible for human resources departments, with the aim of promoting initiatives and actions to improve the management of human capital at LaLiga clubs.

Human Resources Meetings

The Human Resources Meetings seek to promote the creation of environments that wish to share knowledge, exchange impressions, assess best practices, promote active listening and encourage networking as a formula for development in the management of the clubs' human capital.

Their purpose is to address the main challenges, present and future, presented by the management of people in professional football clubs, as well as to highlight the relevance and criticality that the role of the Human Resources function has within this sector.

For this purpose, the most relevant issues in the field of people management were discussed at four round tables, with the participation of professionals from football clubs as well as sector leaders in these matters:

LaLiga IMPULSO. TALENT OFFICE

One of the strategic objectives of the launch of LaLiga Impulso is to achieve a leap in the professionalisation of the partners, and that implies a change in several aspects of the daily life of the clubs.

One of these aspects will undoubtedly be to adapt the professional structures to the needs of the club and the objectives of LaLiga Impulso.

For this purpose, LaLiga's Human Resources department together with LaLiga Business School created the TALENT OFFICE, which provides all clubs with a series of services, including specific courses in strategic areas to encourage and help clubs in their growth.

As a result of the training needs detected in the clubs, ad-hoc courses are proposed to strengthen the structures of the partners through different training programmes in the main strategic areas.

The aim is to support clubs through training, as a tool for growth and development, with the implementation of specialised courses in areas such as Branding, Digital Strategy, International Development, Communications, Commercial Exploitation of Infrastructures, Innovation, Entrepreneurship and Integrated Project Management, as well as E-Commerce/Shopper Marketing.

- 01 An objective of LaLiga Impulso is the development and strengthening of club structures.
- 02 Accompanying and supporting clubs in the identified talent needs.
- 03 Provision of specific training/profiles for clubs.

Main functions of the talent office for clubs::

Assessment	Training	Profiles
Consultancy	Talent	Assessment
Change management		
Proactively push profiles to clubs		





## International Area: Five years of boosting international mobility.

Since its launch in 2016, LaLiga Global Network has been configured as the **network of international offices** whose main objective is to increase the visibility of clubs outside Spain.

This network of delegates and offices spread over more than fifty countries strengthen the brand and support clubs' international expansion. The department's mission is to lead LaLiga's international expansion with the following **goals**:

- 🎯 Increase the value of our competition internationally.
- 🎯 Increase the number of followers around the world and their interest in the competition.
- 🎯 Creation of business opportunities for LaLiga and its clubs.

LaLiga's goal for this team of expatriate workers<sup>8</sup> is for them to have a fully personalised service so that they can take full advantage of an experience that impacts not just on their professional training, but also on their **personal development**. To bring the excitement of the competition to every corner of the world and to be ever closer to fans. This growth has been

boosted since **2017**, with which we have managed to **increase our agreements with** international **broadcasters** and the arrival of new partners and sponsors, which has seen the current edition increase the range of international implementation projects through **LaLiga Grassroots**. An initiative with which, through our sporting and academic methodology, we will promote grassroots football around the world, fostering **sporting excellence**.

We are committed to the retention and exchange of talent as the best tool to continue to lead in the industry. With these moves, we aim not only to evolve as a project, but also to **offer challenges** to all colleagues: both in the international network and in the Madrid office.





## 6.2. LaLiga and its innovation ecosystem

*LaLiga sees digital innovation as the basic element to transform its activity and achieve its business objectives*

### LaLiga and its technological business

In the 2019/20 season, a **structured plan** began to adopt and manage the change associated with the roll out of technological solutions, which has the aim of **accelerating digital transformation** and change in clubs and in the business. LaLiga is working towards an internal process in which technology drives continuous improvement in the organisation.

All of this aims to centralise the information necessary for decision-making based on **data analysis**. The work that has been carried out in this area for the last five years culminates with the creation of **LaLiga TECH**, one of the most strategic projects of the LaLiga organisation, with which we aim to provide a **unique ecosystem** of technological solutions for the sports and entertainment sector.

It is born as a company with its own identity, composed of the following key departments: **Technology & Data, Product & Delivery, Customer Strategy, and Business Development**.

LaLiga Tech's solutions are available as managed services through the **cloud** and are used to create **new channels** that offer a direct connection with consumers, enhance and protect content with real-time data and digitise key management processes. All solutions are **interconnected** under a single data-driven ecosystem, bringing new insights that can be used to drive broader growth across the organisation.

#### LaLiga Tech's offer

LaLiga Tech's solutions are available in three main areas:

- Relations with fans.
- Content improvement.
- Competition management.

In relation to **fans**, to help the adaptation of digital habits and behaviours of a global fan base. In this regard, LaLiga Tech offers solutions for the launch of a proprietary **OTT streaming platform**, including business intelligence tools to analyse **viewing patterns**; creation and management of multi-channel fan engagement campaigns, creating a 360° picture of how fans interact with all digital properties; creation of competition apps and web platforms, including fantasy games to engage with fans globally; and enabling digital access to stadiums with personalised on-site experiences.

Through the incorporation of real-time data that will provide new information, LaLiga Tech's **content** enhancement offering includes:

- **Mediacoach**, a real-time match data platform that generates advanced statistics for use by coaching staff and official broadcasters.
- **Content Protection**, LaLiga Tech's complementary entity that offers global monitoring and analysis software to instantly detect and remove any illegal content.
- **Content Integrity**, software that tracks real-time data from the world's leading betting markets and analyses patterns in sporting events to detect any irregularities.

In terms of **competition** management, **data analysis** takes on special importance in any organisation, thanks to LaLiga Tech's competition management solutions through customised Data Dashboards that visualise the performance of any platform in the digital ecosystem in real time.

This is in addition to **customised applications** that digitise key competition processes, including artificial intelligence tools for optimal match schedules, digital platforms for uploading alignments or teams, and resources to centrally manage financial processes, as well as the **Business Intelligence platform** that enables fast and accurate visualisation of performance across the organisation to increase operational efficiency and profits.

All solutions are connected by a **single** data-driven **ecosystem** and can be interconnected and integrated into existing environments, enabling modular and scalable deployment for customers of all sizes.



“Your Playground” work from home

For LaLiga, “dynamic innovation” is a concept that goes beyond the new technologies applied to generate an outstanding competitive capacity. It is an ongoing quest to identify new opportunities that generate benefits for our industry and our stakeholders.

Through innovation we provide answers to complex challenges, amplifying the reach of broadcasts and optimising production costs, preventing and healing sports injuries, ensuring maximum performance and health of players, and enabling fans to enjoy the company of their friends remotely.

Our goal is to make LaLiga and its clubs disruptors in the entertainment industry by leveraging the best innovation and technology to create unforgettable, high-impact experiences.

We collaborate to promote creativity in multidisciplinary teams that favour the exchange of new ideas. We combine to achieve more innovative solutions from different branches of knowledge. We execute to develop from idea to solution, using agile working methodologies. We lead to learn and measure to improve by encouraging prototyping. Fans, business and technology are the three aspects of action on which LaLiga’s innovation is focused.

TECHNOLOGY

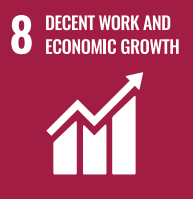
With technology we determine the feasibility of ideas. We assess whether it aligns with our current technological capabilities and resources or how developed that technology is in the world.

BUSINESS

It enables us to measure the viability of the proposal and, together with the technology, helps us to evaluate how our proposal fits into the company’s roadmap of priorities and what the business model of that idea is for LaLiga.

FAN

Assess the desirability of the innovative idea we have –what does the market need and how does the market need it? This aspect intersects with the business aspect in measuring what things and when potential customers are willing to pay for and with the technology aspect in what innovations they are ready to adopt.



Contribution to the Sustainable Development Goals of the 2030 Agenda

Thanks to the drive for innovation based on the use of Business Intelligence & Analytics tools, LaLiga is able to measure the degree of effective compliance of different objectives and establish predictive models to allow the company to make decisions more effectively. Thus, LaLiga contributes to target 8.2 “**Achieve higher levels of economic productivity through diversification, technological upgrading and innovation, including through a focus on high-value added and labour-intensive sectors.**”

At LaLiga, we work with the conviction that technology and innovation are fundamental to improve the fan experience in the world of sport and entertainment.

Therefore, there is no one better than **entrepreneurs** to generate ideas and projects that provide solutions to clubs, and our goal is to **locate companies** that innovate in the stadium of the future: that have developed new technologies that will improve efficiency and performance in stadiums (in areas such as mobility, sustainability, hospitality or security), as well as create better fan experiences.

We are also interested in meeting companies that innovate in the area of **artificial intelligence** and data-driven decision making in areas such as audience analysis, fan campaign management, smart pricing, sports performance, tactical analysis and process automation, among others.

We promote startups to transform the sports industry with Lanzadera.

LaLiga has signed an agreement with **Lanzadera** to select companies that provide innovative solutions to solve business challenges and accompany LaLiga and its clubs on the road to transforming the world of sport and entertainment.

Alliances with our partners allow us to approach innovation from **another front** and, as an example of this, we have launched Beyond Stats, together with Microsoft.

It is an advanced **football statistics** project whose first step is the launch of its own web portal open to the public, which is set to turn the fan experience **around** every matchday thanks

to big data. **Beyond Stats** provides analysis of large dynamic datasets processed by the Mediacoach platform. This new portal offers new analysis prior to each LaLiga Santander matchday, is completely free of charge and is available in English and Spanish.

It goes beyond the usual **metrics** that reach the fans, gathering **a very large volume** of data that is generated in real time during each match thanks to the up to **19 different** high-resolution **fixed perimeter cameras** for optical tracking that are installed in each LaLiga Santander stadium. The cameras track players, referees and the ball on the pitch, recording each player’s position with pinpoint accuracy at a blistering pace of 25 times per second to generate more than 3,500,000 data points per match.

Subsequently, through Mediacoach technologies, also supported by Microsoft technology, the raw data collected by the cameras is processed and managed on the basis of **two streams of captured information**:

- **Tracking**, which contains the information collected by the cameras with the positions of the players, ball and referees, with which metrics such as number of sprints, maximum speeds or distances covered can be produced.
- **Eventing**, which allows the most relevant technical-tactical actions to be recorded, such as shots, crosses into the area and changes of direction, substitutions, fouls, offside, among others.



## LaLiga and its digital environments

### Competitive Gaming

The **eSports** business is presented as one of the benchmarks for live sporting events, and proof of this is the growth in its **turnover**, which has increased sixfold in the last eight years, with a capacity to attract an audience between 2014 and 2021 of **215 million new fans**, where Spain has established itself as one of the top **ten markets on a global scale**. A social phenomenon within the entertainment industry that has positioned itself as one of the **main connectors** between stakeholders and **younger audiences**, allowing, thanks to the clubs, video games to distinguish themselves as a hallmark of youth culture.

After the pandemic, Spain has become the country with the **highest penetration**, and is currently one of the sectors with the greatest power to **attract** investors with new profiles, attracted by the consolidation of audiovisual consumption, and by the transforming capacity of clubs in the search for new lines of business that expand their sources of income beyond conventional sponsorships.

**Competitive gaming** has become one of LaLiga's main levers to get closer to the **new generations**. Under the official name of **eLaLiga Santander**, the championship is celebrating its fifth season this year, and is doing so with a growing audience and impact since the matches began at the end of January.

Since it began in the 2017-2018 season with ten clubs participating, the number of **clubs** has grown to thirty-eight, thanks to the fact that this is the first season in which all LaLiga SmartBank teams have joined eLaLiga Santander, which has allowed us to go from six programmes in three months to nineteen programmes in five months, with **342 regular league matches** and a final, as well as the eLaLiga Santander Cup. A new tournament called **eLaLiga Santander SuperCup** has also been introduced this year, positioned as the first title of the season.

The competition registered an all-time record number of hours viewed with a total of **818,935** (23% more than the previous season), which reaffirms the tournament as a great reference among the new generations and the perfect showcase for partners such as EA Sports, co-organiser of the competition; PlayStation, the official platform; and Twitch.

### BEAT The BEST

eLaLiga Santander begins its international journey through **thirteen online competitions** in countries around the world, under the title "**Beat the Best**", and **two Challenges**, in China and the United States.

As part of our commitment to continue growing outside Spain, we have taken the excitement of EA SPORTS FIFA 22 and FIFA Online 4 tournaments around the world.





🎮 Apps and games

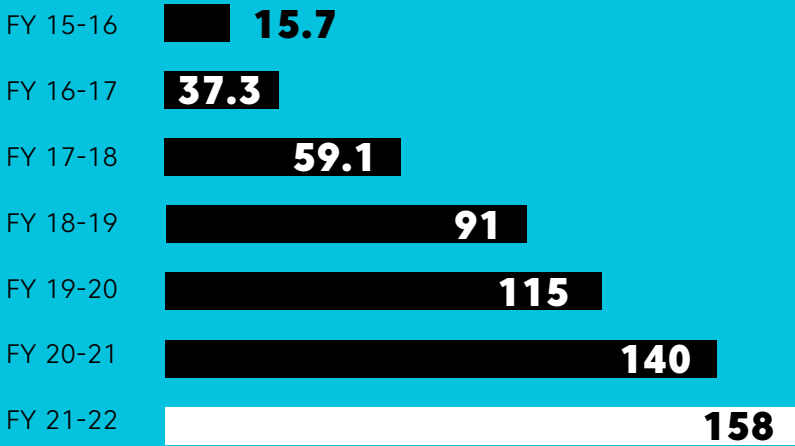
LaLiga’s digital products of web, apps and games have reached **27.5 million SAU** (season active users) in the 2021-22 season, compared to 15.8 million the previous season. These applications offer entertainment to all LaLiga fans, both during live matches (Official App, LaLiga.com, Fantasy, etc.) and during the rest of the week outside the **90 minutes** of the match (Fantasy, ScoreWords, Educational Games, etc.) with games and **engagement** actions that inform and entertain users. The official fantasy game of the competition, **LaLiga Fantasy Marca**, continues to position itself as the **number 1 Fantasy game** in Spain, with highly successful new functional innovations such as the “Ligas Premium” or the “subscriptions” that allow advertising to be removed from the game.

Digital Platform Project	Working with <b>Microsoft</b> , LaLiga operates a digital platform that promotes the generation of value content for fans, clubs and sponsors.
LaLiga Official App	Allows fans to keep <b>up to date</b> with all the news related to Spanish football, including news, transfers or results.
Apps and Games	One of the LaLiga’s showpieces in the digital world is the creation of applications and games that add <b>value for fans</b> , and are capable of attracting other audience types to create a larger community.

The digital strategy carried out by LaLiga over the last few seasons has positioned us as the football competition with the highest growth on social media and the league with the most **downloads** in its mobile applications. These two pillars, together with the entertainment offer, the consolidation of LaLiga’s name in the world of eSports and the development of a solid customer strategy, focused on the fan and worked with the clubs, have been the **main achievements** of the Digital Strategy department during the 2021/22 season.

In terms of social networks, our digital community has grown by more than **18 million followers** this year, reaching a total of 158 million followers, spread across more than 17 different social networks.

LaLiga’s followers on social networks:



In our quest to **get to know our fans better and to** be able to personalise and segment our content offering for them, this season we have consolidated over **30 million people** in our DMP digital audience database.

Fifteen million are **registered fans and prospects**; and of them:

- 6.5 million users make up our database **of** registered users to impact with personalised marketing communications.
- 3.9 million are assumed to be users we have **profiled**.

This information helps us to generate **customised and personalised content** that makes communications and conversion actions more effective and allows us to optimise and monetise the relationship with our fans.

In addition to the commitment to content and entertainment, it is also important to **activate** this content in order to increase the value of LaLiga’s partners. In this way, digital contributes to **revenue generation** and to impact and presence in the competition business. In terms of partner impressions, we have reached more than **14.3 billion impressions** with the content we have generated by associating partner brands in our publications (official sponsors and LaLiga broadcasters), increasing the figure compared to the previous season and generating an estimated economic impact of more than **460 million euros**, according to Blinkfire.<sup>14</sup>



<sup>14</sup> Blinkfire Analytics is a sponsorship data platform that uses computer vision to measure media value accurately and in real time.



## 🔗 New forms of digital supply and consumption

**Fan engagement and interaction** with LaLiga's digital ecosystem is increasing, thanks to an offer of original, innovative and personalised content, which has been complemented by one of the most successful and groundbreaking digital and audiovisual projects:

For the first time in Spain, **GOL** offered matchday 32 of LaLiga Santander between **Real Sociedad and Real Betis in Spain** in a vertical format and free to air on the channel's official profile on **TikTok** (@goltelevision). This initiative has been made possible thanks to an agreement between **MEDIAPRO, LaLiga and TikTok**, projecting the commitment to innovation and adaptation of content to new digital consumption formats.

LaLiga Santander has become the **first major European league** to offer a match in this **format** on the video platform.

We continue to **consolidate** our digital strategy, and for this reason, in this edition we are adding the broadcasting of all the **summaries** of all the matches of each day via **Twitch**. The broadcast is free-to-air in

Spain. This is a major milestone, as for the first time we can enjoy the summaries of **LaLiga Santander and LaLiga SmartBank** matches on the platform, as well as the best analysis of what happened on the pitch.

With the aim of reaching our fans through new channels beyond conventional media, we launched **the new project 'LaLiga Casters'**.

Enjoying a LaLiga Santander match in a different way is one of the initiatives that add to the strategic digitalisation plan, where **the best national influencers, youtubers and streamers** exclusively narrate one match per day on Movistar LaLiga and GOL. It allows us to enjoy the broadcast of the match, and be able to select the LaLiga Casters audio channel, so we can listen to the comments of these influencers at the same time as we watch the match.

This is a **new format** that we are launching within the entertainment industry, to which we belong, whose main objective is to adapt our product with the **most important** stars of the digital environment.

**Several casters**, divided into three groups, are responsible for giving voice to the audio channel 2 on Movistar LaLiga and GOL once a month, and the broadcast is also shown on LaLiga's Twitch and the Twitch or YouTube channels of the Casters themselves. Among others, we can enjoy the voices of the renowned **Ibai Llanos, DjMariio, Ander Cortés, Alexby or RobertPG**.

In this way, LaLiga has embarked on creating content that **brings football to younger fans** in a different way to capture their attention and to develop content that maximises engagement and increases the value of the television product.





Professionalisation of the digital ecosystem

🕒 The professionalisation of eSport competition

eLaLiga has kicked off its **fifth season** with a clear purpose in mind: to **further professionalise the league**.

After years of consolidating the product, the joint project between LaLiga and EA Sports has introduced changes in the relationship between football clubs and eSports, with **a new tournament** such as the Super Cup and the search to recover face-to-face events as part of the initiatives worked on this season. A project that has its sights set on **e-sports** becoming a section of its own for clubs in the medium term, and with the aim of becoming **self-financing** with its sponsors, and with the **amplification** of other lines of business.



Two years later, eLaLiga Santander once again opened its doors to the public, bringing together more than **11,000 people at its two live events**: eLaLiga Santander Cup (3,271), based in Zaragoza, and the Grand Final (8,354), held in Madrid.

It is a **joint project** between the two properties with a financial contribution to the clubs in order to cover all the costs of the eLaLiga and to enable the 38 participating clubs to finance their projects. The terms signed between the publisher and the employers' association include mandatory payment to FIFA players, among other conditions, with the aim of advancing the **professionalisation** of eSports competition.

Face-to-face events are **key** for LaLiga and therefore have also returned to the limelight this year after two seasons of inactivity due to the pandemic. The final of the Cup was a great physical event, where the aim was to **bring the fans together** in a single city and turn it into an eSports festival.

🕒 LaLiga IMPULSO in the digital strategy

Beyond the current **digital ecosystem** that LaLiga makes available to the clubs, which provides them with support to increase their **popularity** internationally, it boosts business opportunities in other niche markets and provides them with the necessary technological resources, and this edition of **LaLiga IMPULSO** also includes the improvement of autonomous professional management in the field of digitisation in a personalised way.

LaLiga's digital area will provide them with a management model that entails compliance with **production indicators** in order to assess the club's capacity for improvement in digitalisation.

It is based on a working model that uses **three key management elements** (audience, engagement and monetisation) and **five drivers** on which to implement the action strategy (content, product, customer, monetisation and growth).



The **aim of** the project is to achieve four milestones in terms of content:

- 🕒 Growth in international markets
- 🕒 The activation of content with KOL / Influencer
- 🕒 Optimising content
- 🕒 The definition of an SE strategy

Within this support aimed at clubs, **weekly monitoring** is carried out with the Digital teams, in which the centralised project of **Chinese Social Networks**, where Estrategia Digital manages the accounts of 23 clubs on the Chinese platform Weibo, currently stands out.

It also centralises the Data Driven project, in which 27 clubs have joined, with which teams can work on their **relationship with fans** and personalise their communications through **Marketing Cloud**.



### 6.3. Committed to society

*LaLiga's social action is based on the global positioning of Spanish professional football and the configuration of a global and responsible ecosystem around sport.*

This commitment is structured through the **LaLiga FOUNDATION**, the **Women's Football Department** and the **training actions** undertaken in favour of football in particular and sport in general, from the **Sports Projects** area attached to the Competitions Department, together with the programme of support for sport in general linked to the main national sports bodies.



#### FUNDACIÓN LaLiga

Since 1993, the LaLiga FOUNDATION has been the **main vector** for LaLiga to coordinate its **social and community action** and is a benchmark for Clubs and professional football foundations throughout the world.

#### Non-professional Women's

Through its Women's Football Department, LaLiga acts as an **ambassador** to give greater visibility to women playing football.

#### Sport Institutional

LaLiga extends its commitment to the **development of sportspeople** and creates an ecosystem of **training support** in sports management in general and a drive towards the professionalisation of the sector in particular, together with support for the participation of elite sportspeople in the **best international competitions**.

#### LaLiga Grassroots

We promote grassroots football around the world, **fostering** sporting **excellence** in the development of young players and the training of coaches, amplified with **projects to promote and support** LaLiga clubs in terms of youth academies and the organisation of international tournaments.



LaLiga FOUNDATION

In line with the exponential growth of its activity in recent years, the LaLiga FOUNDATION has substantially increased the **number of professionals** dedicated to ratifying the employers’ organisation’s commitment to social development, developing its activity around **four areas** of action: education, training, social inclusion and strategic management of social responsibility, and sustainability.

Lines of action and impact of the LaLiga FOUNDATION:

EDUCATION AND CHILDHOOD <b>20,213</b> Schoolchildren	To transfer the positive values of sport
SPORT AND VALUES <b>13,171</b> Beneficiaries	Positive values format for youths
GENDER EQUALITY <b>2,032</b> Children	Equal opportunities and equal rights for men and women
SOCIAL INCLUSION <b>1,314</b> Players	Standardisation of sports to include people with learning disabilities
TRAINING <b>923</b> Professionals	Training activity related to different issues in sports
FRAY PLAY SOCIAL <b>13</b> Training actions	Promoting Social Responsibility

Genuine Santander

**The inclusive and socially responsible project** – LaLiga Genuine Santander – has been working for the last three years to **normalise** people with learning disabilities playing football. At each edition, **more and more Clubs** have their own Genuine team within the competition, which contributes **great social value** to the professional leagues in Spain.

In addition to the **36 teams** that made up the league before its suspension in March last year, **6 new teams** joined for the 2021-22 season: Fundació Barça, SD Ponferradina, CF Fuenlabrada, Burgos CF, FC Cartagena and UD Ibiza.

After **a 600-day break** as a result of COVID-19, the league of the real football stars returned, with a total of **42 teams**, made up of more than 1,036 players, licensed players and **229 members of the coaching staff**, who have gathered at their different venues to relive the real Genuine experience.

A total of **189 matches** were played, divided into three phases, to put the finishing touch to the competition in the hands of Athletic Club Fundazioa.

Thanks to this project and with the collaboration of **seven of our sponsors**, we have worked to improve the **socio-occupational integration** of the

participating members of Liga Genuine Santander, promoting their employability and encouraging their integration into the labour market, which has allowed 26 players to find a job thanks to the collaboration of **Food Delivery Brands** .

Achieving **equal employment opportunities** of people with intellectual disabilities through awareness raising, training and transition to employment, makes our social and sporting project a clear example of the inclusive capacity of LaLiga Genuine Santander through sport.

The training of **144 professionals from the technical staff** has been one of the parallel actions to the competition itself, which has allowed greater knowledge and skills in the management of intellectual disabilities to be provided through a **programme** given by the **Autonomous University of Madrid**. At the same time, **19 players received scholarships** for university education, thanks to the Universia Foundation



LaLiga’s contribution to the United Nations 2030 Agenda

Through its sports competition for people with learning disabilities, the LaLiga FOUNDATION responds to the needs of target 10.2 to “**empower and promote the social, economic and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status**”.



⚙️ **Promoting sustainability in professional football Clubs**

The LaLiga FOUNDATION is committed to promoting sustainability and good practices related to football clubs and their foundations, establishing the following as its main objectives:

- ⚙️ Promote SR as a strategic management tool for foundations and clubs
- ⚙️ Training, consulting, monitoring and personalised support
- ⚙️ To promote methodological systematisation, measurement and social impact
- ⚙️ To generate synergies between foundations and clubs for the mutual knowledge of activities

Through Fair Play Social, direct action is structured around the institutional figures of each club’s foundation. This service focuses on analysing the specific needs of each club and its environment. To this end, the so-called in-house Social Responsibility Actions are rolled out, days whereby the LaLiga FOUNDATION team travels to the head office of each foundation to provide personalised assistance to ensure its strategy is adapted to the needs identified

⚙️ **Encouraging volunteering and promoting training**

Additionally, the LaLiga FOUNDATION works to ensure the offer of permanent training services in legal-sports matters and in volunteer programmes. These actions are for both the affiliated Clubs and their stakeholders in general.

Values at stake (Volunteering)	Law Meetings
Social awareness of youths through doing sports To promote sports volunteering among professional football clubs and foundations	Aimed towards the professionals of our clubs and foundations, as well as other sectors of the sporting industry. Continuous training and updating Multiple disciplines: legal-sports, financial, social responsibility, sustainability, etc.



**LaLiga’s contribution to the United Nations 2030 Agenda**

By promoting sustainability and training Clubs on applicable regulations, LaLiga makes a firm contribution to target 9.4, “... **upgrade infrastructure and retrofit industries to make them sustainable, with increased resource-use efficiency and greater adoption of clean and environmentally sound technologies and industrial processes, with all countries taking action in accordance with their respective capabilities**”.

Through its Sustainable Club Guide, LaLiga also encourages Clubs to incorporate good practices into their management. This is a response to target 12.6, “**Encourage companies, especially large and transnational companies, to adopt sustainable practices and to integrate sustainability information into their reporting cycle**”.

On the other hand, with its guide on preparing sustainability reports, it responds to the needs of target 17.19 to “**build on existing initiatives to develop measurements of progress on sustainable development that complement gross domestic product, and support statistical capacity-building in developing countries**”.





● The LaLiga FOUNDATION around the world

Every year, the FOUNDATION expands the scope of the positive impacts associated with its projects internationally, promoting playing football as a means of sharing and transmitting the values of sport and social inclusion, gender equality or education.

Each and every project starts with the desire to generate a positive impact on the communities where they are implemented and to establish long-lasting collaborative relationships with local organisations with greater knowledge in that area. These projects are mainly aimed at the most vulnerable groups in society, with a particular focus on children and youth.

Main programmes of the LaLiga FOUNDATION around the world

Projects	Where	What	Impacts
LaLiga Za’atari Social Project	Za’atari refugee camp in Jordan	Sports competitions along with training and other socio-educational work	Improvement of the quality of life of the children of Za’atari, the physical, social and sporting development of the participants.  Education and training of coaches and referees.  Promote gender equality through sports.
Vicente Ferrer Foundation	Anantapur State in India	Promotion of gender equality and integration through football and empowerment of rural youth	Socio-sporting training in partnership with rural football clubs  Implementation of local mixed tournaments and competitions, empowering youths in their rural environments.  To promote gender equality and integration through football
LaLiga Values to Win (El Salvador)	In collaboration with the Government of the Republic of El Salvador and the Inter-American Institute for Economic and Social Development.	Coordination and support for the successful establishment of 262 sports schools throughout the country, with the aim of distancing local youths from violent and marginalising social dynamics.	It promotes initiatives aimed at social inclusion, job integration, environmental education and entrepreneurship.  Promotion of volunteering activities through environmental education.



Women’s Football

LaLiga, through its Women’s Football Department, is actively involved in the promotion of women’s football, assuming its co-responsibility as a sporting institution with the role of women in the sports industry in general and football in particular. This department has taken on dynamisation tasks by increasing its visibility and contributing to the professional development of its structures, promoting, among others, the organisation of training programmes and meetings with club and league managers to leverage the exchange of insights and best practices available in management models.

Hand in hand with the Clubs, various strategies and initiatives are carried out to promote, generating value, increasing visibility and promoting the international expansion of their clubs and players.

Lines of action and impact of LaLiga’s WOMEN’S FOOTBALL section:

PROMOTE AND ENCOURAGE	Sports associations.
64 Members	
INCREASE VISIBILITY	Representation in national categories.
53% Clubs	
VALUE CREATION	Training programmes on business management
80 Attendees	
INTERNATIONAL EXPANSION	Partnership programmes women’s football
5 Countries	

Pillars of LaLiga for the empowerment of women’s football:

	Concept	Specific actions
PROMOTE AND PROFESSIONALISE	The professionalisation of the structures has been one of the project’s great strategic axes. LaLiga has actively collaborated with the clubs and ACFF to lay the foundations for sustainable growth.	Among other actions, training meetings have been held for the clubs.
INCREASE VISIBILITY	LaLiga has dedicated numerous resources to making women’s football more known in society and offers it communications channels for this.	Dissemination of content related to the competition (schedules, classifications, team and player records, etc.).
VALUE CREATION	Drive through clubs to maximise the value of women’s football.	Supporting LaLiga sponsors with the inclusion of players in promotional campaigns.
NATIONAL AND INTERNATIONAL EXPANSION	Promoting the geographical expansion of women’s football, paving the way forward in the global outlook to create a valuable product.	Establishment of partnerships with international leagues, federations and institutions in Japan, Sweden, Jordan and Cameroon.  Advisory and consultancy projects have been carried out, as well as training workshops and social actions in India.

<sup>15</sup> La organización de la competición y la relación con el fútbol femenino recogido sobre la Real Federación Española de Fútbol (RFEF).

LaLiga’s commitment to sport

To reinforce LaLiga’s commitment to Spanish sport in general, and with the aim of contributing to the professionalisation and transformation of sports federations, LaLiga has allocated extensive resources, as well as contributing its knowledge and experience to the Spanish Sports Association (ADESP), constituted by the Spanish Sports Federations.

The aim is to enhance the value of Federated Sport, in order to be considered as one of the essential actors in the sporting development of our country, and to create the seed of a professional structure,

which can serve all national sports federations in the improvement and amplification of the provision of their own services, to lead and coordinate national projects that go beyond mere competition.

One of the initiatives formulated by LaLiga and ADESP has been the launch of the Sportnet 4 Women Network, with the aim of developing women’s careers in sport and physical activity.

The platform aims to develop women’s careers in sport and physical activity, to connect, share and promote the careers of each of them.

The Sportnet Network aspires to be a meeting point for all women dedicated to Sport in Spain from any position – athletes, executives, managers –, and is born to occupy an essential space in the social and professional evolution of our sport.



LaLiga’s contribution to the United Nations 2030 Agenda

LaLiga promotes the role of women’s sport and responds to existing needs in terms of gender equality, demonstrating its voluntary commitment to target 5.9, **“Adopt and strengthen sound policies and enforceable legislation for the promotion of gender equality and the empowerment of all women and girls at all levels”**.



## Institutional relations for the sport

LaLiga has three national institutions and the foundations of its affiliated Clubs/SADs as its main stakeholders in the professional football sports industry. To date, LaLiga has contributed financially to these entities by following what is stated in the current legal provisions:

1. LaLiga-RFEF coordination agreement, renewed in 2019.
2. Royal Decree Law 5/2015 of 30 April on Urgent Measures in relation to Marketing the Rights to Exploit the Audiovisual Content.
3. Collective Bargaining Agreement for professional football signed between LaLiga and AFE.
4. RD-Law 15/2020, better known as the “Viana Pact”, LaLiga faces new commitments with these institutions and its economic contributions to them will have to consider new criteria:

### INSTITUTIONS AND COMMITMENTS

**RFEF:** The governing body of football in Spain. It is affiliated with the International Federation of Association Football (FIFA) and the Union of European Football Associations (UEFA), the highest-level football bodies at a world and European level.

**CSD:** Autonomous body that directly exercises the powers of the general state administration in the field of sport. Their powers are detailed in the Law on Sports.

**AFE:** Association to service the group of football players that nurtures their union, ensures the normal development of their sports career and subsequent job promotion, defending and guaranteeing labour, financial, training, social, present and future rights, transmitting sports values to its affiliates and to society. In addition, they are helped and assisted to participate in international sporting events.

Through the agreements reached with the RFEF, it is intended to strengthen training football and the development of amateur football.

Channelled by the HCS, it has covered the social protection of amateur football players, and the allocation of financial resources has been expanded to High-Level sportspeople.

As a result of the new RD-Law, a part of the resources generated by audiovisual rights will be allocated to other federated sports through an increase in the fees allocated to the HCS.

The aid for the promotion of the associative movement, and the contributions to the normal development of the activity guarantee that the AFE can invigorate multiple actions to benefit current professional players, as well as those who no longer work professionally as a member of the club’s squad.



Likewise – and as a result of RDL 15/2020, LaLiga undertakes to work jointly and coordinate with the RFEF and the HCS overseas to contribute to the reputation of Spain and to strengthen our image linked to sport. Added to this is the agreement with the RFEF to draft a code of conduct for football, applicable to its corporate governance and to third parties, which will serve as a reference for other professional sports.

The following table shows a breakdown of the contributions made, as a result of the previous provisions during the 2021-22 season<sup>16</sup>:

<b>AFE</b>	<b>€ 11,126,297</b>
Aid for the promotion of the associative movement 0.5% AFE	<b>€ 7,604,489</b>
Charitable purposes and the normal development of the activity of the AFE (Association of Spanish Footballers) Association	<b>€ 3,200,000</b>
Footballers On	<b>€ 321,808</b>
<b>CSD</b>	<b>€ 47.637.300</b>
Contribution to the participation of sportspeople in international competitions	<b>€ 15,879,100</b>
Contribution to the social protection of High Level sportspeople	
Contribution to social protection in amateur foot- ball 0.5% (2nd B and FF)	<b>€ 7,939,550</b>
Promotion, boost, dissemination and internationa- lisation of sport 1.5%	<b>€ 23,818,650</b>
<b>RFEF</b>	<b>€ 40,308,492</b>
Solidarity contribution to the development of ama- teur football 1% and 2ºB federative infrastructures	<b>€ 3,758,200</b>
Convention on the coordination of aid for grass- roots football	<b>€ 8,550,292</b>
<b>TOTAL</b>	<b>€ 99.072.089</b>

<sup>16</sup> The contributions made in the 2020-21 season amounted to €95 million  
<sup>17</sup> Resolution of 6 March 2022, of the Presidency of the Higher Council for Sports [https://www.boe.es/eli/es/res/2022/03/06/\(1\)](https://www.boe.es/eli/es/res/2022/03/06/(1))

With the funds earmarked for sport under RDL 15/2020, the HCS has launched a new model of Olympic and Paralympic preparation with the implementation of the Team Spain Elite programme, aimed at financing the athletes who have the best chances of winning Olympic medals or diplomas in Paris 2024.

The resolution published in the Official State Gazette of 6 March<sup>17</sup> of the Presidency of the HCS establishes the regulation of the classification groups of top-level international and high public priority Sports Programmes, as an instrument by which the FFDDEE and the HCS agree on the top-level sports objectives for each of them, enabling collaboration of all kinds but also specific and final funding, which supports athletes and teams included in these programmes, their performances and their technical structures.

The aim of this resolution is the classification of the Sports Programmes of the highest international level and high public priority of TEAM SPAIN ELITE of the FFDDEE. This classification obeys exclusively technical-sporting criteria of high competition and international representation, and will frame the collaboration of the HCS with each of the FFDDEE whose programmes are classified, in all joint actions.

LEVEL	TEAM SPAIN ELITE OLYMPIC AND PARALYMPICPROGRAMMES	SPECIALITIES OR WORKING GROUPS THAT INCLUDE ATHLETES OR TEAMS THAT MEET THE FOLLOWING CRITERIA
1-O	Team Spain Olympic elite	Olympic Games: Medallists and finalists. World ranking:* Top 10.
1-P	Team Spain Paralympic elite	Paralympic Games: Medallists. World ranking:* Medallists.
2	Team Spain elite projection	hletes and/or teams not in the above levels with the potential to be in the top 8 at the next Olympic Games and in the top 3 at the next Paralympic Games.
OTHER TEAM SPAIN PROGRAMMES		
3	Team Spain strategic interest	Athletes and/or teams that are not included in the above, due to their activity and results.
4	Team Spain level 4	National FFDDEE athletes and/or teams participating in official WCs and ECs at a senior level (not included in the above levels).

\* The World Ranking is not applicable to team sport events.

Contribution to the Sustainable Development Goals of the 2030 Agenda

LaLiga has a series of alliances in various branches, such as anti-piracy proceedings, together with government agencies such as the Ministry of Culture and the National Police and private entities. Other alliances include the application of intellectual property rights together with the European Commission and the organisation of football competitions together with the Higher Council for Sports, the Asociación de Futbolistas Españoles (Spanish Footballers’ Association), and the Real Federacion Española de Fútbol.

Through these alliances, LaLiga makes a significant contribution to target 17.17, “Encourage and promote effective public, public-private and civil society partnerships, building on the experience and resourcing strategies of partnerships”





Promoting global change

With the launch of LaLiga Grassroots, we are taking the development of the various national and international sports projects that we have been developing since 2015 a step further and incorporating an important new feature: a series of specific programmes that will take place at the ESC Madrid Centre where LaLiga and the NBA, two leading institutions in the world of sport, live side by side.

An initiative with which, through our sporting and academic methodology, we promote grassroots football around the world, fostering sporting excellence in the development of young players and the training of coaches.

This is a new specialised unit made up of the Sports Projects and International Business and Development departments, where its main areas of intervention will focus on the holistic development of young players, international training programmes for different professionals in the sector, projects to promote and support LaLiga clubs in the area of youth academies and the organisation of international tournaments.

The LaLiga Grassroots training offer includes different programmes that focus on improving players’ skills, with a focus on excellence. Among them are two long-term programmes for young people from all over the world that will take place in Spain. LaLiga Talents and LaLiga Academy.

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LaLiga Grassroots projects:

-  **LaLigaTalents** Focused on players who already have a high performance training dynamic. With the aim of helping them develop and push their talent to its highest competitive level.
-  **LaLigaAcademy** Aimed at players who want to live an educational sporting experience. With the aim of influencing the improvement and optimisation of the player’s sporting abilities.
-  **LaLigaCamps**  
Partners High performance stays in Spain for international teams, groups and players in order to improve their collective and individual preparation and development.
-  **LaLiga**  
ProPlayer It allows LaLiga youth players to go on scholarships to the United States, so that dozens of youth players can showcase their skills in front of coaches from North American universities.

Likewise, LaLiga’s international department is working to increase the value of our competition, and one of the initiatives that is taking on a leading role in all its activities is the many social agreements that are being closed at an international level.

Reaching spaces in most parts of the world and promoting social initiatives exclusive to the environments of each society is the differential value provided by the work of 44 LaLiga delegates, present in 41 countries.

The adaptation to the environment, and the idiosyncrasies of each country, enables us to provide customised solutions to the social challenges of each area, allowing LaLiga, and with the collaboration of the clubs, to implement a series of social actions at an international level, which each year amplifies the disruptive capacity that football provides.





#### LaLiga, a key player in the development of grassroots football in Asia

We joined the project promoted by SportSG and the Football Association of Singapore to promote the development of grassroots sport and provide it with a stable structure focused on the medium and long term. We joined the Unleash the Roar project, a project launched by the Singapore government to promote the development of grassroots football in the country.

The project, supported by the Ministries of Education, Culture and Defence, aims to promote and enhance the development of grassroots sport among its nearly six million inhabitants. LaLiga will play a leading role in this plan and we will take our relations with the different institutions to a new level with the signing of an agreement that, in this first stage, will last for two years.



#### More than 500 young Mexican football talents compete in LaLiga Tryouts for training scholarships

LaLiga Tryouts, launched this 2022 in Mexico by LaLiga Grassroots in partnership with LaLiga North America and Elevate Football, is a pioneering official grassroots scouting programme.

This is a pioneering scouting process for young talents from a European league in Mexico, and comes to the country thanks to the work that the Spanish competition has done in the development of the market and the collaboration agreements it has with local entities.

Twenty-seven footballers were selected from more than 500 participants aged between 12 and 17 following an exhaustive scouting process carried out by LaLiga Grassroots scouts and coaches. The trials open the opportunity for participants to develop part of their training at the LaLiga Academy, the long-term academic-sports excellence programmes that will be hosted by the new ESC LaLiga & NBA Madrid Centre.



#### LaLiga North America announces unique football education and immersion partnership

LaLiga North America and Vermont Academy have signed a partnership agreement to launch Vermont Academy LaLiga, a unique football immersion and academic programme in the United States for young student-athletes. The collaboration will provide students aged 14 to 19 with the opportunity to train under LaLiga's football methodology with the entity's top coaches. Students in the programme will compete at a high level throughout the year, while receiving a rigorous college preparatory education in the United States and gaining visibility to coaches at the best colleges and universities in the country, enhancing their personal development, growth and future opportunities. The programme will be launched in September 2022 for the 2022-2023 academic year.

In addition, they will have national and international football competitions throughout the year as they participate in the New England Prep School Athletic Conference and the Lake Region during the autumn, as well as competing in tournaments and exhibitions throughout the academic year. All while fully participating in Vermont Academy's educational, extracurricular, community and personal growth opportunities..



**🔗 We teamed up with the NGO Bloomsbury Football in the UK's first community partnership**

We joined forces with Bloomsbury Football to support this London-based non-profit organisation that uses the power of football to transform the lives of young people.

Through a multi-year agreement, we will support the community work being done by Bloomsbury Football, whose grassroots football initiatives reach more than 5,000 young people per week. We will begin to do so this summer with the sponsorship of the Bloomsbury Youth League in central London, which will be renamed the LaLiga x Bloomsbury Football League.

Bloomsbury Football's philosophy is based on three pillars: access to regular, high-quality football coaching improves physical and mental health, builds stronger communities and teaches young people valuable life skills. Through this strategic partnership with Bloomsbury, which will last several seasons, LaLiga and the clubs will support grassroots football in London and the ongoing development of the sport in the UK.



**🔗 National Plan for the Optimisation and Improvement of Youth Teams**

Linked to the LaLiga Impulso project, we have launched the National Plan for the Optimisation and Improvement of Youth Teams. A plan that includes the strategic areas and spaces for improvement to take national grassroots football to a new level of professionalisation.

In this sense, many clubs will be able to accelerate some of the initiatives and actions planned for their lower categories, achieving their objectives much earlier, or even launching investments that would not have been possible otherwise.

**It is supported by 5 pillars:**

**1. Infrastructure and resources:**

One of the key areas for the Impulso Plan, which is particularly relevant for youth academies: it is recommended to invest in suitable infrastructure, such as the improvement of sports cities, and technological tools, an area in which LaLiga will also make different resources available to clubs, such as the LaLiga Academy Manager software.

**2. Comprehensive attention to players:**

In particular, attention will be paid to their academic and personal development and to the care of psycho-social or mental health aspects.

**3. Development and transfer to professional football:**

An area that will reflect the success of the initiatives and which represents a commitment by the clubs to a more sustainable growth of their professional teams through their youth academies, the detection and retention of talent in Spain and greater financial rationality in the transfer market.



**4. Training model and transfer to competition:**

It addresses the training philosophy and plan from a methodological point of view. Clubs must have their own established philosophy and training proposal to guide the activity and development of the youth academy.

**5. Structure and professional development:**

It focuses on the professionalisation of youth teams, marked by a key element: even more demanding requirements in terms of training, specialisation and stability of technicians, guaranteeing a professionalised and quality structure.

One of the training projects that make up the wide range of training programmes on offer is the LaLiga Training Hub. A project whose mission and objectives are to sustain, support and promote the know-how of Spanish football through the exchange and generation of knowledge between professional clubs.

A training programme made available to professionals in the sports areas of clubs and their youth teams. A space for meeting and exchanging knowledge between some of the best professionals in national and international football.



## Respect for human rights

At LaLiga, we consider respect for human rights to be fundamental, and for this reason these are included in different measures through:

- The Code of Ethics includes the values and principles that must guide the behaviour of the organisation's professionals in the performance of their work, and allow the consolidation of an integral, ethical and responsible conduct.
- In turn, the Code of Ethics of third parties subscribes to the guidelines for the conduct of third parties, among which is the commitment to all its employees, and those of its subcontractors, being over 16 or the legal age to work stipulated in the country where they operate, where more restrictive. Furthermore, in no case will any minor carry out jobs that are hazardous or interfere in their education or physical, mental, moral or social development.
- The goal of the equality plan is the establishment and development of policies that integrate equal treatment and opportunities between men and women directly and indirectly based on sex, as well as the promotion and encouragement of measures to achieve real equality within the association.

With regard to forced labour and child labour, there are no cases in the Group that indicate the need to adopt measures other than those currently in place in this area, in strict compliance with current labour legislation and the principles governing the company's relationships.

We affirm that there are no claims, proceedings, suits or litigation, whether commenced or pending or adjudicated during the current or prior years, relating to claims brought by any employee of The League or its representative, for incidents of discrimination or harassment of which we are aware that involve damages or penalties to The League.

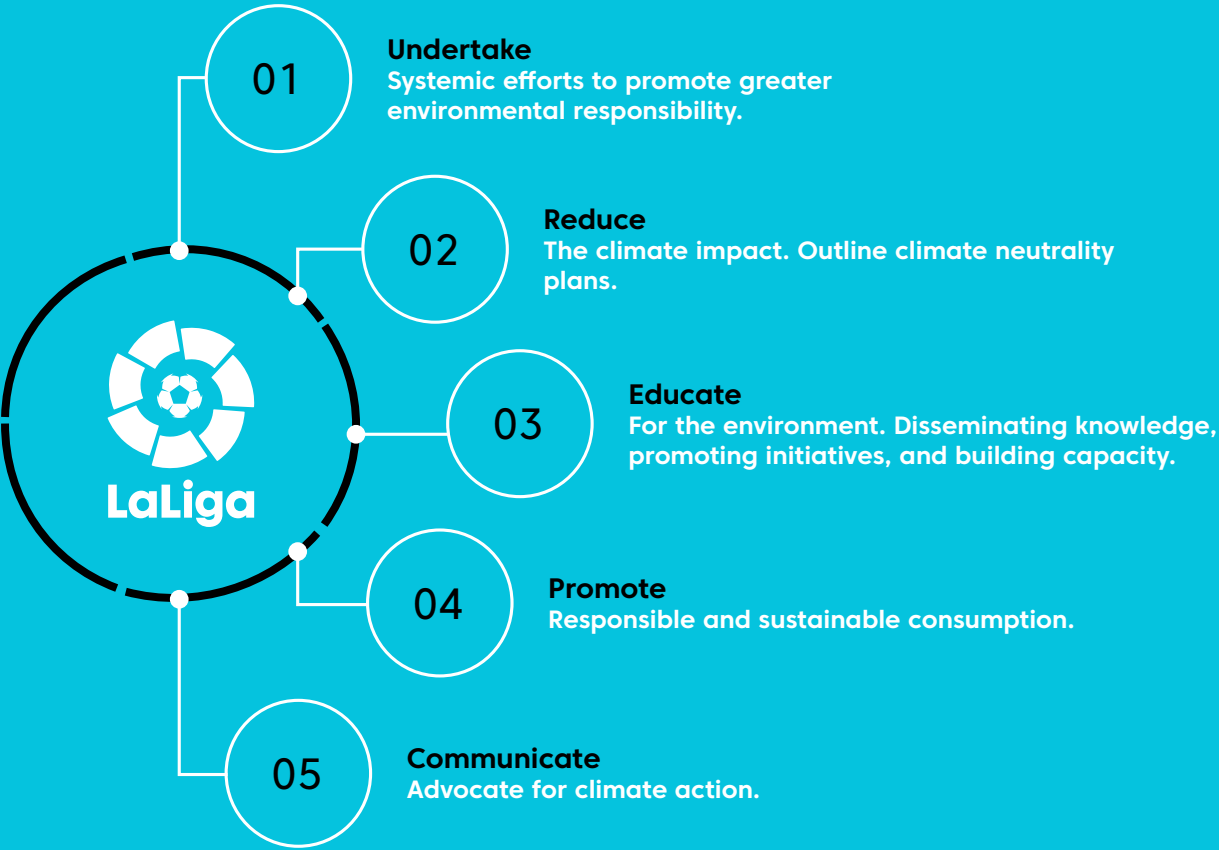


### 6.4. Joint responsibility on environmental protection

*The environmental perspective is increasingly a matter of interest on the agendas of LaLiga and professional football Clubs.*

LaLiga is currently working on the roll out of environmental management across all its activity as an institution that aspires to be a benchmark in sustainability and the promotion of good environmental practices among professional football Clubs.

Its environmental commitment is demonstrated by transmitting to the clubs principles on which to build to meet the challenges of climate change and respect for the environment, based on five lines of action:



Football is a mass sporting activity, so we need to start **to evaluate and foresee impacts in order to contribute to their reduction and/or compensation**, this goal of internalising environmental concerns in sport being an element of consideration that must make its qualitative

and quantitative development compatible with the preservation of natural values and resources.

#### LaLiga’s contribution to the United Nations 2030 Agenda

Through the implementation of environmental sustainability audits, LaLiga responds to the needs of goal 13.3, **“Improve education, awareness-raising and human and institutional capacity on climate change mitigation, adaptation, impact reduction and early warning”**.





LaLiga committed to best practices

The growth of the workforce in recent years has led to an **increase in LaLiga’s environmental impact in absolute terms**. That has led the Association to implement several initiatives with the purpose of converting the Madrid head office – on calle Torrelaguna – into a “green office”, in which there is consistency in the use and management of resources to minimise its impacts as much as possible.

🌱 Energy consumption and emissions

During the 2021/22 season, LaLiga’s energy consumption at its offices in Spain<sup>19</sup> amounted to **731,447.63 kWh**, as a result of the growing number of employees returning to the office and the increase in activities organised at our head office.

Additionally, and new this season, the information collected has been used to calculate the amount of greenhouse gases emitted into the environment, following the guidelines of the **GHG Protocol** standard. LaLiga’s carbon footprint for this current season is therefore **188,71 Tn of CO2 equivalent**.<sup>20</sup>

Waste management

LaLiga ensures the selective collection of waste generated as a result of the activity in its offices. For this, recycling stations for paper and cardboard, plastic, packaging and waste have been installed in its offices. In addition, day-to-day **water bottles have been eliminated, with the aim of reducing the organisation’s consumption of single-use plastic containers** and taking **a further step towards its goal of becoming a “green office”**.

Key environmental figures

ELECTRICITY USE		CO2 USE	
FY20/21	FY21/22	FY20/21	FY21/22
546.389,62	731.447,63	157,36Tn	188,71Tn
kWh of electricity consumed		Tonnes of CO2 equivalent emitted into the atmosphere	

INITIATIVES RELATED  
TO WASTE  
MANAGEMENT

2

<sup>19</sup> LaLiga LaLiga has an office in Madrid. The headquarters are located at Torrelaguna 60.

<sup>20</sup> CO2eq or Carbon Dioxide Equivalent is a measure of the carbon footprint in tonnes.

In the scope of greenhouse gas (GHG) emissions, only indirect emissions (scope 2) are considered.



The road to environmentally responsible professional football

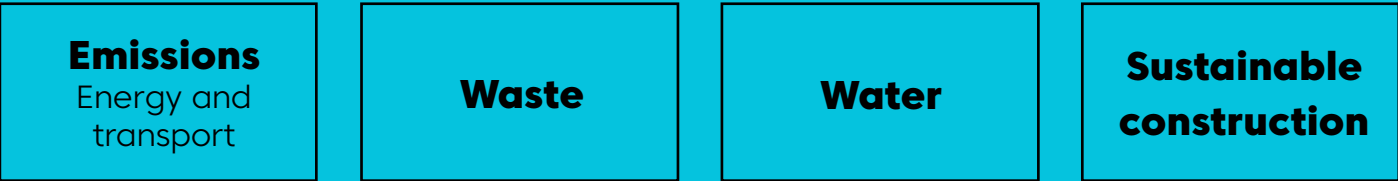
The 848 sporting events organised each year, together with the daily operations of the Clubs, have a significant impact on the environment. For this reason, LaLiga promotes the importance of sustainability and respect for the environment among these entities.

As a continuation of the work that LaLiga has been carrying out to raise awareness regarding the improvement of environmental management, throughout the season it has invited affiliated clubs/SADs to a course on **Sustainability in Sport** where working sessions were held with the aim of **raising awareness and informing about the environmental impact of professional football** and the most substantial changes that need to be implemented in terms of environmental practices. During these sessions, Clubs had the opportunity to share some of their success stories and actions that they have taken.

During this work with the clubs, efforts are focused on the following four environmental aspects: **emissions, waste, water and sustainable construction.**

Activities or initiatives designed to improve environmental performance are framed in those lines or issues each club wishes to focus on. To a large extent, the priorities depend on the clubs' own capabilities and the environmental needs and challenges of their environment. However, **LaLiga urges them, to the best of their ability, to articulate an environmental action in two dimensions:**

- **Internal management:** Knowing and managing the club's own environmental impacts in the best possible way, adopting measures and taking action to mitigate them.
- **External management:** Targeting measures and actions so they are in line with the needs of the environment.



● Environmental sustainability assessment

As a way of promoting environmental management among clubs, LaLiga has promoted the evaluation of environmental audits assessing the degree of sustainability according to the recommendations set out in the Guide for Sustainable Clubs.

With this reference guide, clubs have a tool that helps calculate the carbon footprint of a sports entity. This tool considers the different facilities that represent significant impacts on energy consumption and incorporates the emission factors necessary for a precise calculation of the total direct (scopes 1 and 2) and indirect (scope 3) emissions.



So that clubs would know in detail which aspects they should assess from an internal environmental management **perspective, LaLiga, previously provided them with the “Sustainable Clubs Guide”, which deals with this area.**

Furthermore, that document has a **“Self-diagnosis Tool”** annexed to it containing a diagnostic questionnaire on the environmental dimension, among others. **By using this tool, clubs can find out their degree of maturity in relation to the different environmental questions:**

- **Energy consumption and resources:** In that regard, clubs can carry out initiatives to measure their carbon footprint, the materials they consume and the waste they generate, and then try to reduce them.
- **Greenhouse gas emissions:** Football clubs generate a very high number of journeys with the associated emissions that contribute to climate change. Clubs must therefore measure their impact and adopt all the measures they can.
- **Waste management:** 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.
- **Sustainable construction:** Renovating or building new stadiums, training areas and/or training complexes is one of the best opportunities clubs have for reducing their environmental impact.

The **football industry** is as important as any other in the fight against climate change. On the one hand because, like any other sector, it has a negative impact on itself that it must mitigate, as all the socio-economic players are demanding.

On the other hand, due to its **increasing turnover and popularity**, the industry is also capable of having a very positive impact through its role as **a voice in society**. Clubs that serve as an example in environmental matters will be creating an enormously valuable level of awareness, by transmitting their messages to a large number of people. In that regard, clubs are a **powerful ally for third sector entities and organisations**, who they can work with to put the focus on the most pressing environmental problems and where it is most needed on a regional, national and international level.

With the aim of contributing to the environment in an intelligent, structured way that really adds value, LaLiga prepared an **“Environmental Guide for Clubs”** for all clubs, which sets out how to **organise measures around an environmental plan or strategy**, avoiding carrying out one-off actions without planning and without forming part of a strategy.

- **Replace equipment that consumes energy in facilities** – boilers, cooling equipment, lighting, etc. – to improve energy efficiency and reduce energy consumption. There are lots of subsidies for these measures in all the autonomous regions which, combined with the savings generated, make this a highly profitable investment.
- **Promote the roll-out of renewable energy sources** for power generation or heating, which are usually subsidised by the autonomous regions and the central government, thus generating significant savings from an economic perspective.
- **Install electric car charging points, spaces for electric scooters and bikes**, and adopt other measures for promoting sustainable mobility.
- **Team up with local councils to establish mobility plans for events and match days** (encourage use of public transport, optimise routes, establish bus routes, offer more parking alternatives, and so on).





As a roadmap towards an **environmentally sustainable economy**, clubs are advised that as local social agents in the cities and provinces in which they are located, they should consider opportunities such as the **establishment of alliances that promote care for the environment in collaboration with other civil society organisations**, with initiatives such as:

- **Implementing an environmental management system** (with the possibility of certification).
- **Encouraging and ensuring** separate waste collection in all club facilities.
- **Acquiring waste treatment equipment** such as organic waste compactors for cut grass. As well as a better way of managing waste, this will avoid GHG emissions by reducing transport.
- **Avoiding or stopping** the sale of single-use plastic containers in stadiums and training complexes.
- Considering the life cycle of materials and using **recycled raw materials in building** new stadiums and facilities.
- Building **water recycling and harnessing systems**, especially in areas where water consumption is more intensive, such as pitch irrigation.
- **Finding sustainable alternatives** for pitch fertilisers and phytosanitary products.
- Taking action **to raise environmental awareness**, possibly in partnership with other entities.

With the same purpose of providing **support** and **information coverage** to clubs in terms of environmental legislation and, with the aim of learning about the main regulatory initiatives from the different public administrations that may influence the activity of clubs, in-depth

documentary support has been provided on the main key initiatives, which address **thematic areas in sustainability** (in general), **climate change and the environment, around the following aspects:**

- **The Recovery Plan for Europe**; Recovery, Transformation and Resilience Plan for Spain
- **Spain's 2025 Digital Agenda.**
- **European Climate Law**, European Climate Pact and the Climate Change and Energy Transition Law
- **Energy Efficiency Directive**
- **Directive on Energy Efficiency in Buildings** and the Long-term Strategy for Energy Renovation in Spain's Building Sector
- **2030 Safe, Sustainable and Connected Mobility Strategy**; and Mobility Bill
- Spanish **Circular Economy** Strategy
- **2021-2030 EU Strategy on Biodiversity** and "Farm to Fork" Strategy
- **Polluted Land and Waste** Bill



#### LaLiga's contribution to the United Nations 2030 Agenda

LaLiga is aware of the significant direct or indirect impact that clubs have on the environment due to their travel needs. Through actions aimed at promoting mobility and sustainable construction or waste management, it contributes to target 11.6, **"...reduce the adverse per capita environmental impact of cities, including by paying special attention to air quality and municipal and other waste management"**.





# 7.

## Good Governance in LaLiga



# 7.

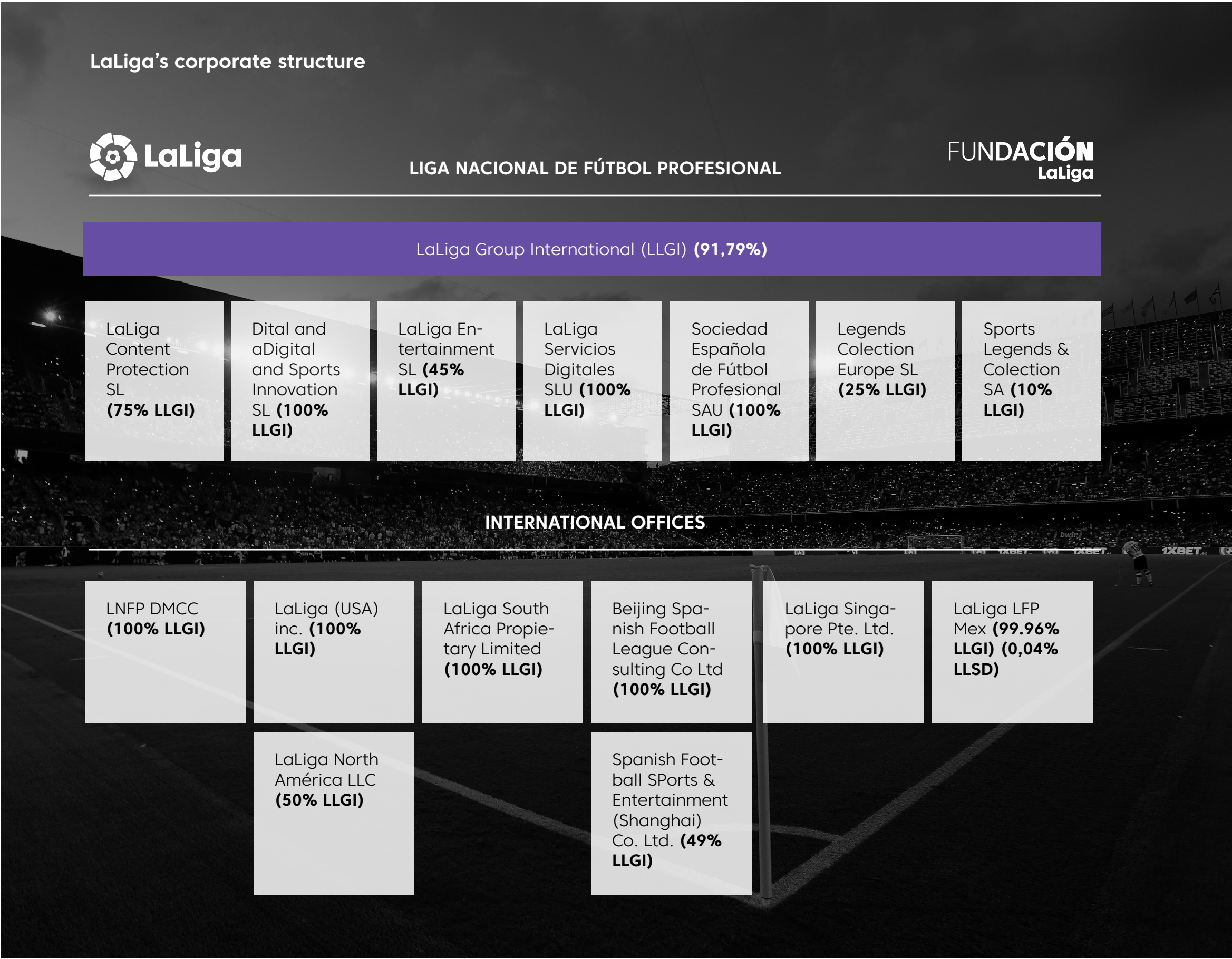
## Good Governance in LaLiga: Committed to the best practices

*LaLiga’s behaviours are aligned with the best practices of responsibility, ethics, transparency and responsibility as well as the utmost respect for the Law.*

This is why LaLiga believes in the noble values of sport both on and off the field of play, starting with the good ethical and governance behaviours of all those who make up the organisation.

### 7.1. LaLiga’s governance and administration structure

*LaLiga is regulated by its Articles of Association, the General Regulations, the Regulations on TV Broadcasting and Articles 10.2 b) and 41.3 of the Sports Act.*





Article 6 of the Articles of Association defines the governance structure of LaLiga, which can be summarised as follows:

- The General Assembly
- The Division Committees
- President
- The Executive Committee
- The Association Disciplinary Judge
- The Budget Validation Body
- The Audiovisual Rights Management Oversight Body
- The Regulatory Compliance Body
- The various committees (electoral, economic oversight, legal and licensing committees)
- The Corporate General Management
- The Legal Counsel

The competences and obligations assumed today by the different governing and representative bodies of LaLiga are as follows:

LALIGA GOVERNANCE STRUCTURE

General Assembly

The highest governing body of LaLiga and the expression its associates’ will

Main functions:

- Approve the accounts and the budgets.
- Decide on the impact of expenses among LaLiga’s members..
- Detail the terms of registration in the Association and the terms for taking part in each Division.
- Appoints external auditors, if any.
- To elect of the President of LaLiga.
- To change the registered office.
- To approve, amend or repeal the Articles of Association and General Regulation.
- To elect the Association Disciplinary Judge and the Economic Oversight Committee.

The General Assembly is made up to:

- The President of LaLiga, who will be the President of the Assembly and;
- A representative of each of team registered in LaLiga at the time of the Assembly and whose voting rights are not suspended.

LaLiga’s Legal Counsel shall **act as the Secretary** and be entitled to take the floor, but not to vote.

The Director General **shall attend** with the right to speak but not to vote.

In **addition**,the President of the Royal Spanis Football Federation has the right to attend (withthe right to speak but not to vote).

**Additionally**, the following may also attend without the right to take the floor or to vote, except where the President concedes them the floor:

- Any persons invited by the President.
- A companion for each full member of the Assembly and;
- A representative of the Sports Corporations or Clubs that are affiliates of LaLiga that have had their right to vote suspended.



Division Committees

Bodies of the various professional competitions organised by LaLiga

Main functions:

- Approve the distribution of the economic funds between SADs and Clubs for each Division.
- Approve the schedule of match dates and times affecting their Division.
- Look into and approve amendments applicable to competitions where these solely affect the Division that adopts the resolution.
- Elect and, as appropriate, censure the representatives of each Division Committee in the Executive Committee in accordance with the provisions set forth in the Articles and in the General Regulation.
- Elect the first and second Vice-Presidents of LaLiga as appropriate and exercise their vote of no confidence as appropriate.

Each Division Committee it made up to:

- **The President** of LaLiga who chairs it and;
  - A representative of each Sports Corporation or Club registered in the same competition division.
- The Legal Director of LaLiga shall act as Secretary, and be able to speak but not vote, and the Corporate General Manager shall attend, who shall be able to speak but not vote.
- There shall be as many Division Committees as there are categories of competition organised by the LIGA in the National League Championship. Therefore, at present, there is a First Division Committee and a Second Division Committee.

President

- The President is the highest position in LaLiga, holding the governance and legal representation of it and with the executive powers conferred.
- In the December 2019 election, Mr Javier Tebas Medrano was elected as President of LaLiga for the third consecutive term.
- The President of LaLiga holds office after being elected by free, direct and secret ballot by all the members of the Extraordinary General Assembly, which also sets his remuneration.
- The legal regime of the President is provided for in Articles 32 to 37, inclusively, of the Articles of Association and in Book II, Articles 1 to 9, of the General Regulation.

Executive Committee

LaLiga's ordinary governance and administration body

Main functions:

- To carry out any resolutions adopted by the General Assembly and/or the Division Committees.
  - To propose the initiation of disciplinary proceedings.
  - To draw up the LaLiga's budget, as well as the Profit and Loss Account and the Budget Settlement.
  - To deal with any consultation broached on the interpretation of LaLiga's Articles and Regulations.
  - To recommend rules and criteria on drawing up the budgets of LaLiga members.
- **President:** The President of LaLiga. Mr Javier Tebas Medrano.
  - **Vice-Presidents:** Mr Miguel Ángel Gil Martín (1st) and Mr Javier Fernández Rodrigo (2nd)
  - **Membership** Twelve representatives of the elected Sports Corporations and Clubs, in the manner provided for by the General Regulations, by the Division Committees (six members for each First and Second Division Committee).

Chief Executive Officer

- Under the direction of the President of LaLiga, they shall carry out the strategy defined by them for the Entity, being part of the highest authority within the hierarchy. They will be responsible for taking the relevant decisions in the Entity in order to lead the Institution to meet the goals set by the Presidency in the most efficient way possible. To do so, they shall:
- With the President, develop a strategic plan to implement the goal set out by the President.
  - Control strategic processes in order to evaluate results.
- The Chief Executive Officer of LaLiga is currently Mr Óscar Mayo Pardo, appointed 31 May 2021 by the Executive Committee following the proposal by the President Mr Javier Tebas Medrano.



Corporate General Manager

The Corporate General Manager of LaLiga is the person appointed by the Executive Committee who supervises the activities and functions of each LaLiga Directorate, Department and service. Its competences include:

- Responsibility for LaLiga’s economic area, acting under the guidelines laid down by the General Assembly, the Executive Committee and the President.
- The ultimate responsibility for the economic control mechanism of the Clubs/SADs.
- Holding the highest responsibility for the effective implementation and fulfilment of the rules and criteria to draw up the budgets of affiliated Clubs/SADs.

The Corporate General Manager of LaLiga is currently Mr Javier Gómez Molina, appointed on 7 October 2021 by the Executive Committee.

OTHER LALIGA BODIES

Audiovisual Rights Management Oversight Body.	Legal Management.	Economic Control Committee.
Association Disciplinary Judge.	Budget Validation Body.	Regulatory Compliance Body.
Licensing Committee.	Legal Commission.	Electoral Committee.

Remuneration of senior management<sup>21</sup>

The **Remuneration Policy** of LaLiga’s governing and administrative bodies is based on the following principles set out in Articles 6 and 7 of the **Code of Good Governance**:

- Except with the express authorisation of the General Assembly, **golden parachutes with a compensation amount greater** than the maximum recognised by current law are prohibited.
- Exceptionally, and only with prior authorisation from the **Executive Committee**, are the travel expenses of people unrelated to it paid.
- The financial report must include information regarding the monetary or in-kind remuneration paid to the members of LaLiga’s **Executive Committee** and **Senior Management**.

ANNUAL REMUNERATION FOR SENIOR MANAGEMENT IN 2020-21 AND 2021-22 (THOUSANDS OF EUROS)

	Fixed	Variable	Total 21-22	Fixed	Variable	Total 21-22
President	2,187	1,298	3,485	2,192	1,174	3,367
Managing Directors	190	46	238	965	475	1,440
<b>Total remuneration of LaLiga’s Senior Management</b>			<b>5,519</b>			<b>6,173</b>

<sup>21</sup> The term senior management, in this context, refers both to those professionals with senior management or commercial employment contracts, and those who do not have this type of contract and hold positions of responsibility in the management of LaLiga’s most strategic departments.



## 7.2. Compliance and transparency in LaLiga

*For LaLiga, the growing social interest in good corporate governance, ethics and transparency in business represents one of the greatest opportunities to create value.*

- **LaLiga's Code of Ethics**, applicable to all the entity's professionals and bodies, which aims to establish the principles and values that should guide LaLiga's conduct in its activities. This Code, initially approved by the General Assembly in December 2015, was revised and adapted during the 2019/20 season, giving it a more global character.
- 2005 **Code of Good Corporate Governance**, adapted to the latest reforms in the area of good corporate governance and transparency brought about by the reform of the Capital Companies Act in 2014.
- **The Third Party Code of Ethics** aims to establish the general guidelines of conduct and integrity that all Third Parties of the LaLiga Organisation, regardless of their geographical location and without exception, must apply: respect for the law, the fight against bribery and corruption, prevention of money laundering, protection of personal data, confidentiality and security of information, respect and human rights, defence of competition, corporate image and reputation, and the environment.
- **Ethics Channel** is one of the communication channels through which the Organisation's professionals can report (anonymously or identifying themselves) any malpractice or irregular conduct that may occur in LaLiga. This Channel has its own Operating Policy, which establishes a communications procedure and guarantees a professional and confidential treatment of the communications that are made, preserving the indemnity of the professionals who, in good faith, make use of this Channel, as well as the honour and the presumption of innocence of the professionals concerned, in the face of unfounded or malicious communications.
- **Regulatory Compliance Policy** based on the values and principles set forth in the Code of Ethics, which provides employees, managers and governing bodies of our Organisation, affiliates, customers, suppliers

and, in general, any third party, a firm message of rejection and zero tolerance of any conduct that involves an illegal act, whether it is criminal or not, or one that contravenes the policies, protocols, processes, standards, values and principles of the Organisation.

- **Disciplinary system** that sanctions non-compliance with the Compliance Management System, as well as any breaches of the law that professionals may incur.
- **Policy on gifts, invitations, hospitality, contributions and social donations** that establishes the criteria that regulate the giving and/or accepting of gifts, invitations, hospitality and solidarity contributions.
- **Expenses Policy** that seeks to establish the operational and management rules concerning expenses incurred by LaLiga Organisation's staff in the performance of their professional tasks and duties.
- **Procurement of goods and services policy.** It establishes the need to open procurement processes to suppliers above a certain amount, as well as the need to duly justify the procurement decision.
- **Policy on the Use of ICT Resources** (Information and Communication Technologies). Defines user obligations regarding access to LaLiga Organisation corporate data network, security measures to apply when using ICT resources, and to establish guidelines for the correct use of these resources.
- **Corporate personal data processing policy:** Sets out the principles and guidelines that must guide the behaviour of the entities, bodies and professionals that are part of LaLiga, to align it with the highest standards of protection of the individuals' fundamental right to protection in regard to the processing of their personal data, and to define the responsibilities and obligations of the members of LaLiga regarding personal data processing.

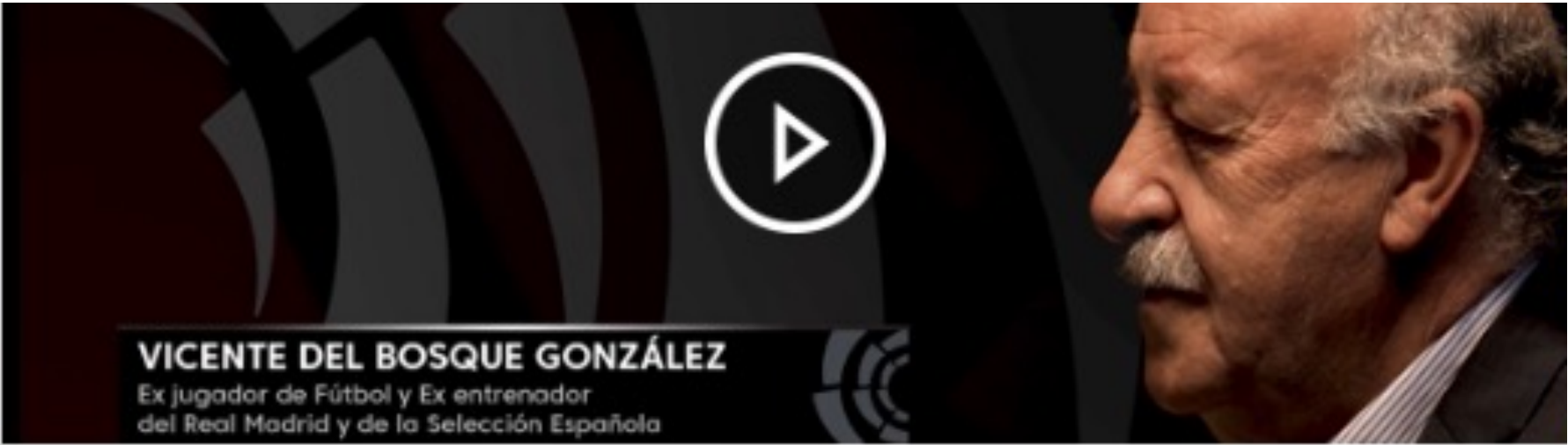
- **Corporate Information Security Policy:** Establish the principles and guidelines which must underpin the actions of related entities, bodies and all individuals to ensure information, aligned for this purpose with international recognised standards and good practices, as well as defining the responsibilities of the different roles.
- **The Anti-Corruption Policy:** LaLiga is firmly committed in this respect and we express our absolute rejection of any type of conduct that could be understood as corruption, with the aim of unduly influencing third parties by altering the natural course of professional or business relationships. As a result of this commitment, the LaLiga Executive Committee, at its meeting of 21 June 2022, approved the Anti-Corruption Policy (NG-CTO-010), which applies to and is mandatory for all staff and members of the governing and representative bodies of the LaLiga Organisation, understood as all entities wholly or majority owned by LaLiga.
- **Other policies:**
  - Travel Policy
  - Corporate Volunteering Policy, etc.



Internal communication is **essential in consolidating the awareness and commitment** of all the professionals in the Organisation with the values and principles established in its Code of Ethics. Therefore, during the 2019-20 season, an internal communication project was launched with multiple activities aimed at consolidating a genuine culture of compliance in the organisation, which has continued during the 2021-22 season, giving continuity to training and developing a new plan with compulsory training content in both face-to-face and online modalities, which has been implemented with the **Corporate Academy**. A benchmark platform in internal training, where every season **training content can be accessed and the courses taken tracked**, with which we will continue to promote the personal and professional growth of the entire **LaLiga Organisation**.



### The best of us



**“A clean locker room, a pleasant working atmosphere, that’s as good as it gets”. This is affirmed by Vicente del Bosque, defender of football associated with values such as companionship, effort and humility above prizes, defeats and titles. He defines his leadership style as “kind” and stresses that in team management “the best example is not words but deeds”. In this video he shares reflections on companionship and the importance of unity in teams, humility and leadership.**

With the aim of promoting the main values provided by football in the current 2020-21 season, an innovative, emotive, inspiring, formative and transformative project has been created, through which we wish to promote the conversation on the influence of football on society, social leadership, business ethics, corporate governance and, above all, the values that define us as a brand, through the experience and knowledge of key people in the academic, business and sporting spheres.

Through video chapters, it completes an outstanding

repository of experiences, reflections and knowledge of great experts and thinkers from different fields. All of this, of great formative and inspirational value, is periodically published on the LaLiga intranet to be shared with all members of the organisation.

Renowned and transformational figures from LaLiga, the NBA, public bodies, sportspeople, writers, businessmen, directors of large entities, entrepreneurs, thinkers and academics from internationally prestigious universities, among others, make up a line-up of top-level speakers in this inspirational and educational project.

Finally, in terms of transparency, LaLiga collaborates closely with various organisations that has resulted in significant progress being made in terms of transparency regarding the management of both LaLiga and its Clubs.

### LaLiga’s transparency portal

#### Collaboration with Transparency International

As a result of this collaboration, significant strides have been made on transparency matters regarding the management in both LaLiga and its Clubs. In fact, in this context of collaboration, TI-E created a transparency index –INFUT– of the Clubs and SADs that are part of LaLiga.

#### Participation in the Business Integrity Forum

The ultimate aim of the Forum is – from a civil society standpoint, and in direct collaboration with the business and private sector – to offer the best initiatives that allow progress to be made in positioning Spanish companies as benchmarks in matters of business culture and transparency both nationally and internationally.



8.

# Annexes



# Annex I.

## About this report

For the purposes of transparency, LaLiga publishes its Non-financial Information Statement for fourth year running, which aims to bring together all relevant information for LaLiga and its stakeholders to offer a true picture of the Association as a whole.

The benchmark principles of the Global Reporting Initiative (GRI) Standards have been used in preparing this report in line with LaLiga's desire to adopt the best reporting techniques. This report presents all issues that reflect the most significant financial, environmental and social impacts of LaLiga, which have been identified and assessed based on a materiality study. The contents of this document are complemented by the other publications and information available on the LaLiga website, with the most relevant links located throughout the report to expand on the information given.

Likewise, this Report has been prepared to respond to the provisions of Law 11/2018 on Non-Financial Information and Diversity, reporting all the indicators requested in the Law that are relevant to LaLiga. Despite not being obliged to publish this information in response to this Royal Decree, LaLiga wants to carry out a transparency and goodwill exercise, and for it to serve as an example for the world of professional football. All indicators requested by Act 11/2018 that are relevant for LaLiga are reported.

The scope of the information in this Report extends to the countries where LaLiga has a presence. The qualitative indicators apply to the entire Association. Where the scope for the quantitative indicators differs from the above, it is explicitly indicated. Likewise, unless otherwise stated, the data reported refers to the end of the 2021-22 season.





# Annex II.

## Materiality Study

LaLiga has updated its materiality analysis with the aim of knowing the issues of greatest significance to the organisation. From our perspective, the evolution of material issues does not require an annual update, but we propose a review based on three-year cycles, depending on the specific characteristics of the sector and business environment and trends in stakeholder needs.

### MATERIALITY ANALYSIS UPDATE PROCESS

- IDENTIFICATION: Analysis of the relevant trends affecting the Association. Identification of global issues and related sub-issues.
- ASSESSMENT: Presentation of the relevant issues identified to internal and external stakeholders.
- VALIDATION: Validation of the result of the materiality matrix to ensure that it appropriately reflects the issues that are truly relevant to LaLiga.

### IDENTIFICATION OF MATERIAL ISSUES

The recommendations in the Global Reporting Initiative (GRI) Standards and Sustainability Accounting Standards Board (SASB) were followed in identifying priority issues.

### ASSESSMENT OF THE MATERIAL ISSUES

To prioritise issues according to their importance and potential impact on corporate management and its environment, LaLiga collected feedback from key internal and external stakeholders. In addition to sending the survey to the Association’s clubs as well as to all employees of the group, an effort was also made to gather feedback from fan groups, sports institutions and bodies, broadcasters, sponsors and bodies with which we have corporate alliances. The diversity of opinions made it possible to assess each issue according to its relative importance and to report on the issues which are a priority for the stakeholders that interact with LaLiga and are part of its shared value creation model.

As a result of the materiality analysis, 11 issues and 28 related sub-issues were identified.

A1	ECONOMIC PERFORMANCE
1	Financial growth
2	Internationalisation
3	Increase the value of the competition
A2	FINANCIAL SUPERVISION OF THE CLUBS
4	Financial control of the clubs
A3	COMPLIANCE
5	Ethics and Transparency
6	Anti-corruption and the fight against match-fixing
7	Corporate Governance
A4	PROMOTING AND CARING FOR THE PRODUCT
8	Fight against violence
9	Cybersecurity and data protection
10	Fight against piracy
11	Brand revaluation
A5	RELATIONSHIP WITH STAKEHOLDERS
12	Relationship with public administrations and suppliers
13	Relationship with RFEF, AFE and HCS
14	Relationship with the clubs
15	Relationship with consumers
A6	OPERATIONAL ECO-EFFICIENCY
16	Reduction of energy and water consumption
17	Sustainable events
A7	INNOVATION
18	Digital transformation
19	Innovation and digitisation in services
20	Innovation and diversification in the audiovisual product
A8	DIVERSITY AND INCLUSION
21	Equality and diversity
22	Non-discrimination
A9	TALENT MANAGEMENT
23	Development of human capital
A10	HEALTH AND SAFETY
24	Labour practices
25	Occupational Health and Safety
A11	CONTRIBUTION TO THE COMMUNITY
26	LaLiga’s actions and development plans for local communities.
27	Socio-economic impact and social action
28	Promotion, advancement and development of the sport and its schools



WHO WERE  
CONSULTED?

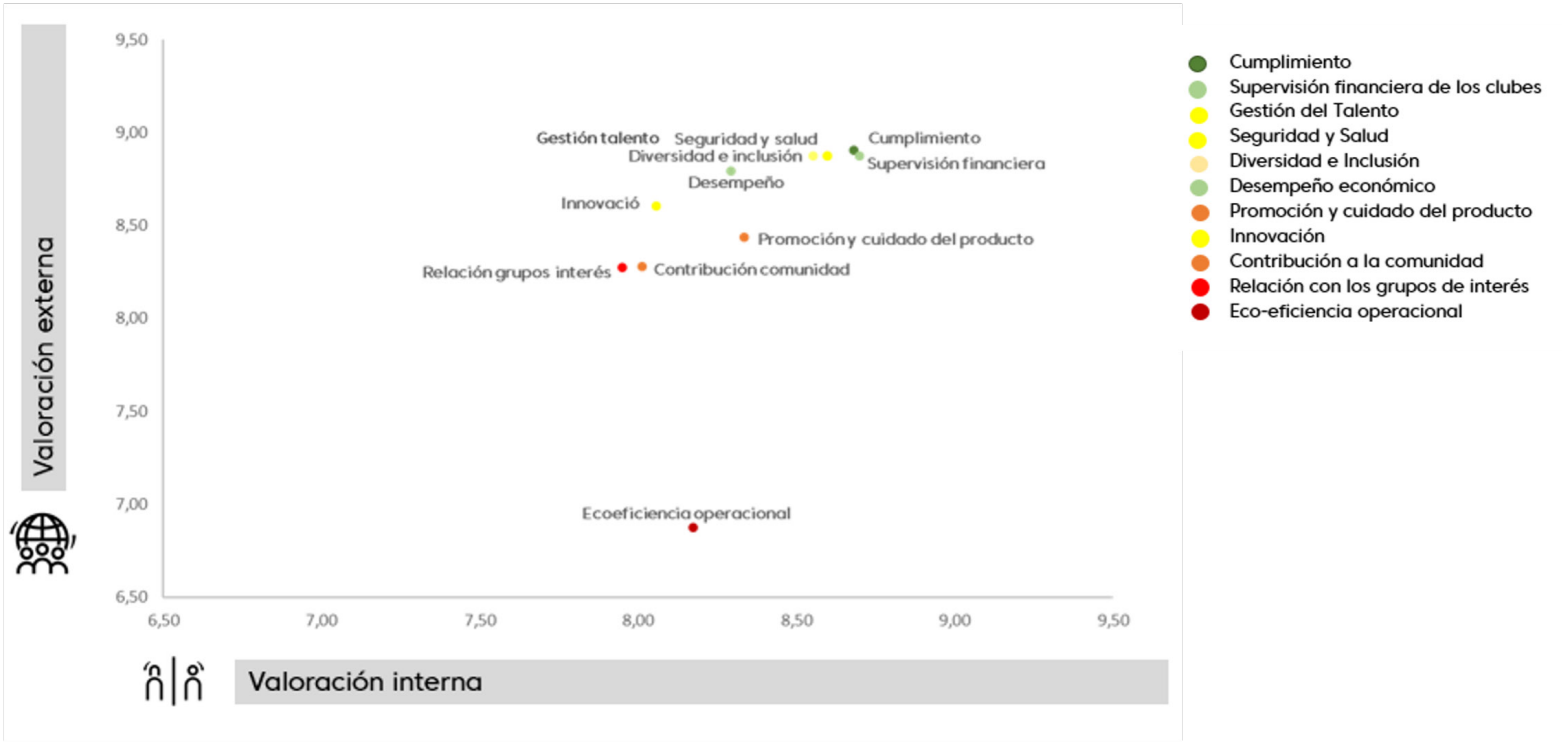
Broadcasters, sponsors, fan groups, sports organisations and institutions, partnerships with alliances.

Employees, managers and clubs of the association

HOW WERE THEY  
CONSULTED?

Semi-structured interviews and online surveys.

Priorización de los asuntos materiales



Each year a reflection is carried out on whether the questions of this analysis are still valid. The conclusion for the 2021-22 season is that the trends are maintained, which have also been contrasted with different analyses of the mega trends, which endorses the criteria adopted in this edition.



# Understanding the material issues

- **Material issue, Compliance:** where it lists the following top-rated sub-items in order of priority.
- **Anti-corruption and the fight against match-fixing.** Anti-corruption training actions carried out and actions taken, together with incidents and corrective measures implemented, corruption-related risks, and, substantially, measures to combat match-fixing.
- **Ethics and transparency.** Promotion of ethical practices both within the Association and in football in general. Promoting transparency in the sector.
- **Corporate governance.** Governance as a lever to achieve good ethical behaviour in the organisation and in football in general.
- **Material issue, Financial oversight of clubs:** Financial control of clubs regulated by financial control rules as a mechanism for the stability of clubs.
- **Material issue, Talent Management and Health and Safety:** human capital development with all the training, career and professional development initiatives, together with the career path within the organisation, are material aspects of retaining and attracting talent. The policies and working conditions offered by LaLiga, and the efforts made in terms of Health and Safety both in the organisation and in the clubs, have a substantial impact on the image of the Association.
- **Material issue, Diversity and inclusion:** The promotion of non-discrimination in the organisation and in the competi-

tion, together with the promotion of equality and diversity practices in LaLiga, and its remuneration policy for men and women, and the presence of women in positions of responsibility and governance, are matters of high consideration by stakeholders.

- **Material issue, Economic performance:** Economic growth and value creation, the international expansion of LaLiga as a driver of revenue growth, and the increase in the value of the competition derived from the economic growth of the competition, are the set of material elements that are recognised as one of the most material aspects of the Organisation.
- **Material issue, Promotion and care of the product:** The fight against violence with the set of measures to ensure the safety of those attending events, the measures to ensure compliance with the law and guarantee consumers' peace of mind regarding their privacy through the measures adopted in terms of cybersecurity and data protection, together with the fight against piracy to minimise the losses caused by this issue, and protect the product as well as the consumers who pay for it, are material issues that are highly valued by the different stakeholders, in addition to the revaluation of the brand through the improvement of the audiovisual product and the growth of the value of the LaLiga brand in general.
- **Material issue, Innovation and digital transformation:** Converting LaLiga into a data-driven organisation where data analysis is integrated as a central axis in decision-making. Innovation in the services it provides to clubs and end consumers is based on excellence in the use of technological tools, and where innovation is presented as the way to produce the best audiovisual product, as a measure to improve quality and increase audiovisual rights. Likewise, diversifying the content

offered to the public, contemplating new forms of entertainment such as eSports.


- **Material issue, Contribution to the community:** The economic impact and social action that LaLiga contributes socio-economically to its environment and the articulation of social initiatives, together with the promotion, encouragement and development of minority sport as an educational engine for minors and the promotion of sport in general.
- **Material issue, Relationship with stakeholders:** Practices and initiatives to establish and maintain a good relationship with public administrations, the RFEF, AFE and the HCS, together with initiatives to maintain good relations with clubs, their supporters and consumers, are aspects of relevance as a material activity of the Organisation.
- **Material issue, Operational eco-efficiency:** The set of initiatives undertaken by LaLiga to reduce the environmental impact, focusing efforts on raising awareness among clubs towards policies to improve energy efficiency, coherent waste management, accompanied by good water management and an appropriate mobility policy, are the core elements of the material issue in the environmental field.



# Annex III.

## Analysis of the contribution to the SDGs

In its commitment to the Sustainable Development Goals (SDGs), LaLiga focuses its strategy on promoting the development of responsible and sustainable football aligned with the best practices in the sector. To do this, it has identified those initiatives, programmes and specific measures that promote its contribution to the objectives of the 2030 Agenda.

	To what target do we contribute?		How do we contribute?	
	Objective 4: Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all	Target 4.1: By 2030, ensure that all girls and boys complete free, equitable and quality primary and secondary education leading to relevant and effective learning outcomes.	Target 4.3: By 2030, ensure equal access for all men and women to quality technical, vocational and higher education, including university education.	Target 4.4: By 2030, significantly increase the number of young people and adults who have the necessary skills, in particular technical and vocational skills, to access employment, decent work and entrepreneurship.
		Each new season, and with the aim of supporting the academic training of employees' children. LaLiga provides different benefits by giving financial aid each year for each child enrolled in the programme.	At LaLiga we believe that our professionals are our best assets and, for this reason, we are always committed to continuous development. In this context, we offer the full range of training courses that we make available to them, facilitating their access by means of grants and/or financial aid each year.	Through the LaLiga Business School initiatives, learning opportunities are promoted among young people and adults in terms of training.
			LaLiga Grassroots, an initiative in which, through our sports and academic technology, we promote grassroots football around the world, fostering sporting excellence in the development of young players and the training of coaches.	



Through the agreement reached with different startups, we selected entrepreneurial initiatives that accompany LaLiga and our clubs on the path to transform the world of sport and entertainment in four areas: smart stadium; fan engagement; audiovisual; and artificial intelligence and data.

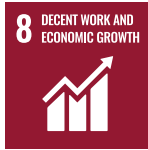
The Player Entrepreneur Office (PEO) manages and promotes the relationship between sportspeople and former sportspeople with startups, creating opportunities for both sportspeople and technology startups that are dedicated to finding solutions to the challenges of the sector. This alliance links and benefits both, providing a career opportunity beyond the competition for sportspeople and uncovering greater visibility, exposure and funding for the technology companies.

Through ESC MADRID, LaLiga amplifies its educational challenge by investing in a sports and educational complex developed in partnership with the NBA. It is a multidisciplinary complex, a pioneer in the development of sport in Spain, thanks to a long-term agreement with the NBA and T3N Sport & Investment, with the aim of developing and supporting vocational training programmes, job skills and educational development and improving technical teaching skills.





<b>Objective 5:</b> Achieve gender equality and empower all women and girls	<p>Target 5.1: End all forms of discrimination against all women and girls everywhere.</p> <p>Target 5.c: Adopt and strengthen sound policies and enforceable legislation for the promotion of gender equality and the empowerment of all women and girls at all levels.</p>	<p>With the Vicente Ferrer Foundation and LaLiga Women's Football Department, we promote social inclusion, gender equality and youth empowerments through playing football in rural areas in the south of India. These activities include organising mixed championships, training coaches and referees and support in setting up a Residential Academy for Girls, as a place for learning about and playing football.</p> <p>Despite not being the organiser of women's football competitions, LaLiga promotes it by creating a specific women's football department within LaLiga that, provided with resources and supported by the organisation's other departments, has developed a strategic plan with the aim of putting Spanish women's football at the forefront of the world.</p> <p>LaLiga and the Spanish Sports Association, ADESP, the Sportnet 4 Women Network platform, which aims to develop the professional careers of women in sport and physical activity, to connect, share and promote the careers of each of them. It aspires to be a meeting point for all women dedicated to sport in Spain from any position (sportswomen, executives, managers), and is born to occupy an essential space in the social and professional evolution of our sport.</p>
	<p>Target 7.2: By 2030, increase substantially the share of renewable energy in the global energy mix</p>	<p>LaLiga promotes energy efficiency improvement practices among the clubs that comprise it, increasing the number of stadiums that update their energy supplies to more sustainable sources.</p> <p>LaLiga has provided all clubs with a carbon footprint measurement tool to monitor and know the amount of energy consumed, produced and purchased, according to the source, both for direct operations in their facilities and in the supply chain.</p>



<b>Objective 8:</b> Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all	<p>Target 8.2: Achieve higher levels of economic productivity through diversification, technological upgrading and innovation, including through a focus on high-value added and labour-intensive sectors:</p> <p>Target 8.3: Promote development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity and innovation, and encourage the formalisation and growth of micro, small and medium-sized companies, including through access to financial services.</p> <p>Target 8.5: By 2030, achieve full and productive employment and decent work for all men and women, including for young people and persons with disabilities, and equal pay for work of equal value</p> <p>Target 8.6: By 2020, substantially reduce the proportion of youth not in employment, education or training</p>	<p>LaLiga has launched an initiative aimed at centralising, organising, preparing and providing all the information necessary to make decisions based on the use of Business Intelligence &amp; Analytics tools. Thanks to this initiative, LaLiga is able to measure the degree of effective compliance of different objectives and establish predictive models to allow the company to make decisions more effectively.</p> <p>The LaLiga Impulso project includes joining forces with a strategic partner to face the competition's challenge for this decade: to become a global digital entertainment company. To this end, its new ally, CVC Capital Partners, is injecting almost 2 billion euros mainly for the development of infrastructure and digitalisation projects. This strategic investment will allow the implementation of large investments, thanks to a long-term partnership that will not only facilitate the development of interesting projects, but will also give them the possibility to make a leap in terms of business model.</p> <p>In 2019 – and together with the Workers' Representatives – LaLiga drafted an Equality Plan for its employees, which sets out its commitment to further establish and develop inclusive policies for equal treatment and opportunity between men and women.</p> <p>LaLiga has its own business called LaLiga Business School, where top employees teach subjects based on the football business.</p> <p>Through this, the association offers the possibility of a scholarship for one of its three masters' degrees available to its teams.</p>
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<b>Objective 9:</b> Industry, innovation and infrastructure	Target 9.4: By 2030, upgrade infrastructure and retrofit industries to make them sustainable, with increased resource-use efficiency and greater adoption of clean and environmentally sound technologies and industrial processes, with all countries taking action in accordance with their respective capabilities	LaLiga promotes training clubs on applicable regulations and ensuring that the facilities are properly equipped. In addition, the LaLiga Impulso programme provides economic resources to the clubs with a finalist investment aimed at modernising the sports infrastructures in their playing venues, as well as in sports training facilities, together with other real estate investments aimed exclusively at the productive improvement of the sector.
<b>Objective 10:</b> Reducing inequality within and between countries	Target 10.2: By 2030, empower and promote the social, economic and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status	LaLiga Genuine has been working for four years towards normalising the playing of football for those with learning disabilities, adding more and more organisations and individuals who wish to contribute their piece of the pie to the competition.
<b>Objective 11:</b> Make cities and human settlements inclusive, safe, resilient and sustainable	Target 11.6: By 2030, reduce the adverse per capita environmental impact of cities, including by paying special attention to air quality and municipal and other waste management	LaLiga is aware of the significant direct or indirect impact that clubs have on the environment due to their travel needs and the waste generated, particularly on match days. Therefore, LaLiga, through its Guide for Sustainable Clubs and the Environmental Manual for Clubs, promotes sustainable mobility, and the orderly management of waste by measuring the carbon footprint of clubs and adapting sustainable transport methods, and selective waste management, following the approach of reduce, reuse and recycle.



<b>Objective 12:</b> Ensure sustainable consumption and production patterns	Target 12.6: Encourage companies, especially large and transnational companies, to adopt sustainable practices and to integrate sustainability information into their reporting cycle.	<p>Through the publication of the Non-Financial Reporting Manual aimed exclusively at clubs, LaLiga, together with the General Council of Economists of Spain, encourages the orderly initiation of the drafting of non-financial reports, as a vehicle to promote the integration of the principles of sustainability as an element of management in their organisations.</p> <p>Using its Sustainable Clubs Guide, LaLiga encourages clubs to approach sustainability from a strategic and holistic standpoint. This Guide includes the best sustainability practices for clubs to adopt.</p> <p>Similarly, it has developed a Self-Diagnostics Tool to measure the current position of each club in terms of sustainability.</p> <p>LaLiga has incorporated an exclusive training course for executives into its panel of integrated training courses within LaLiga Business School who want to learn about the cross-cutting model of sustainable management in Clubs, providing an exclusive module on the processes of preparing non-financial reports (sustainability reports).</p>
<b>Objective 13:</b> Take urgent action to combat climate change and its effects	Target 13.3: Improve education, awareness-raising and human and institutional capacity on climate change mitigation, adaptation, impact reduction and early warning	LaLiga developed an Environmental Guide for football clubs to initiate the implementation of strategic environmental plans in the association's clubs.







<b>Objective 16:</b> <b>Promote peaceful and inclusive societies</b>	<p>Target 16.1: Significantly reduce all forms of violence and related deaths everywhere.</p> <p>Target 16.5: Substantially reduce corruption and bribery in all their forms</p> <p>Target 16.6: Develop effective, accountable and transparent institutions at all levels</p>	<p>LaLiga is highly involved in the fight against violence, racism, xenophobia and intolerance in sport. In collaboration with the main state police agencies, LaLiga has published an anti-violence code with the aim of educating and raising awareness among fans. This document details measures intended to exemplify behaviours to be followed by any person attending a sporting event, as well as the applicable legislation.</p> <p>LaLiga has a series of internal policies, procedures and protocols for action and compliance aspects, among which include measures to prevent corruption.</p> <p>Also, in 2017, LaLiga published the Guide to Good Practices, which includes the regulations and principles in relation to betting, match fixing and tampering, bonuses or incentives for winning, and sporting ethics; whose audience is, in addition to LaLiga, Spanish federations, leagues and sportspeople in general.</p> <p>If there is sufficient indication of possible fixing, an investigation is launched that may lead to a report being made either to the police or to the Official Gambling Regulation Directorate. In this sense, LaLiga streamlines and enhances police work with detailed information on the crime.</p> <p>Financial control is key in the clean-up of the competition that LaLiga aims to do.</p> <p>The regulations implemented by LaLiga originate from UEFA's Financial Fair Play, and the main difference with this is the "A Priori" Financial Control process. This measure gives due importance to protecting creditors, guaranteeing that clubs pay their debts with the players, Social Security, the Tax Agency and other clubs on time.</p>
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<b>Objective 17:</b> <b>Revitalise the Global Partnership for Sustainable Development</b>	<p>Target 17.17: Encourage and promote effective public, public-private and civil society partnerships, building on the experience and resourcing strategies of partnerships</p> <p>Target 17.19: By 2030, build on existing initiatives to develop measurements of progress on sustainable development that complement gross domestic product, and support statistical capacity- building in developing countries</p>	<p>LaLiga has a series of alliances in different areas:</p> <p>Integrity and safety with the Spanish gambling regulator.</p> <p>Organisation of football competitions with the Higher Council for Sports, the Spanish Footballers' Association, and the Real Federación Española de Fútbol.</p> <p>Application of intellectual property rights jointly with the European Commission</p> <p>Procedures against piracy with the Ministry of Culture.</p> <p>Investigation of piracy networks with the State Security Forces and bodies</p> <p>LaLiga publicly discloses corporate sustainability information and data and increases accountability, transparency and data quality. It has also built monitoring and information systems against commonly agreed international standards and indicators. Finally, LaLiga has prepared the Sustainable Clubs guide with the aim of supporting initiatives that promote the dissemination and use of sustainable development data among clubs.</p>
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# Annex IV.

## Human Capital tables, facts and figures

PEOPLE:

Breakdown of the workforce by age and sex						
FINANCIAL YEAR	FY 20-21			FY 21-22		
Age	Men	Women	TOTAL	Men	Women	TOTAL
From 20 to 29	72	43	115	93	43	136
From 30 to 45	296	127	423	302	132	434
>45 years old	90	26	116	11	30	141
			654			711

Breakdown of the workforce by professional category and sex						
FINANCIAL YEAR	FY 20-21			FY 21-22		
Professional category	Men	Women	TOTAL	Men	Women	TOTAL
Scholarships	12	2	14	9	2	11
Support	115	71	186	115	70	185
Coordinators	255	94	349	296	106	402
Directors	15	8	23	20	9	29
			654			711

Breakdown of the workforce by type of workday and sex						
FINANCIAL YEAR	FY 20-21			FY 21-22		
Match day	Men	Women	TOTAL	Men	Women	TOTAL
Part time	39	8	47	48	8	56
Full time	419	188	607	458	197	655
			654			711

Breakdown of the workforce by contract type and sex						
FINANCIAL YEAR	FY 20-21			FY 21-22		
Type of contract	Men	Women	TOTAL	Men	Women	TOTAL
SCHOLARSHIP	12	2	14	9	2	11
Temporary	24	10	34	198	5	203
Permanent	422	184	606	483	14	497
			654			711

Breakdown of workforce by country						
FINANCIAL YEAR	FY 20-21			FY 21-22		
Country	Men	Women	TOTAL	Men	Women	TOTAL
Spain	438	189	627	481	198	679
China	2	0	2	2	0	2
Dubai	1	2	3	6	2	8
India	1	0	1	1	0	1
Jordan	1	0	1	1	0	1
Ecuador	1	0	1	1	0	1
Mexico	6	2	8	8	2	10
USA	2	0	2	2	0	2
Singapore	5	0	5	3	0	3
South Africa	1	3	4	1	3	4
	458	196	654	506	205	711

Dismissals by professional category and age group					
PROFESSIONAL CATEGORY	20-21	21-22	AGE GROUP	20-21	21-22
Directors	0	2	>45 years old	3	11
Managers	1	2	From 20 to 29	8	2
Coordinators	14	6	From 30 to 45	17	10
Support	13	13	Total by age	28	23
Scholarship	0	0			
Total by categ	28	23			



Dismissals by professional category and age group					
PROFESSIONAL CATEGORY	20-21	21-22	AGE GROUP	20-21	21-22
Directors	0	2	>45 years old	3	11
Managers	1	2	From 20 to 29	8	2
Coordinators	14	6	From 30 to 45	17	10
Support	13	13	Total by age	28	23
Scholarship	0	0			
Total by category	28	23			

Dismissals by sex		
FINANCIAL YEAR	20-21	21-22
Sex		
Men	24	12
Women	4	11

Average number of employees by type of contract and age group								
Type of contract	Scholarship		Permanent		Temporary		Total	
TEMPORADA	20-21	21-22	20-21	21-22	20-21	21-22	20-21	21-22
Men	4.96	5.18	419.43	458.91	46.67	8.89	471.06	472.98
> 45 years old	0	0	86.63	111.55	2.96	0.1	89.59	111.65
From 20 to 29	3.31	4.97	52.02	65.27	9.62	4.47	64.95	74.71
From 30 to 45	1.65	0.21	280.78	282.09	34.09	4.32	316.52	286.62
Women	0.87	0.74	180.21	197.73	8.22	3.06	189.3	201.53
> 45 years old	0	0	24.19	29.49	0.02	1.04	24.21	30.53
From 20 to 29	0.87	0.74	31.38	34.14	3.96	0.91	35.21	35.79
From 30 to 45	0	0	124.64	134.1	4.24	1.11	128.88	135.21
	5.83	5.92	599.64	656.64	54.89	11.95	660	675

Average number of employees by type of workday and age group						
Average contract	Full time		Part time		Total	
SEASON	20-21	21-22	20-21	21-22	20-21	21-22
Men	430.17	426.36	40.88	46.62	471.05	472.98
> 45 years old	73.27	86.9	16.32	24.75	89.59	111.65
From 20 to 29	61.57	71.53	3.37	3.18	64.94	74.71
From 30 to 45	295.33	267.93	21.19	18.69	316.52	286.62
Women	182.87	164.38	6.44	9.38	189.31	201.53
> 45 years old	23.19	27.77	1.02	2.76	24.21	30.53
From 20 to 29	35.42	34.09	0.8	1.7	36.22	35.79
From 30 to 45	124.26	130.29	4.62	4.92	128.88	135.21
	613.04	590.74	47.32	56	660	675

Evolution of average remuneration by professional category and sex				
SEX	Men		Women	
Season	20-21	21-22	20-21	21-22
Professional category				
Scholarship	9,595.00€	8,763.33€	8,940.00€	8,940.00€
Support	23,120.30€	24,210.47€	26,341.65€	27,352.16€
Coordinators	53,471.94€	51,355.30€	47,531.56€	48,301.68€
Managers	98,765.78€	96,445.25€	80,926.09€	83,879.50€
Directors	234,159.97€	272,866.71€	140,426.56€	151,675.31€

Evolution of average remuneration by age group and sex				
SEX	Men		Women	
Season	20-21	21-22	20-21	21-22
Age group				
From 20 to 29	30,996.00€	31,501.50€	31,239.00€	30,733.29€
From 30 to 45	58,305.00€	58,223.28€	48,036.00€	49,809.63€
> 45 years old	80,708.00€	84,449.49€	68,940.00€	67,643.16€



Evolution of average remuneration by sex		
SEASON	20-21	21-22
Sex		
Men	€56,433.62	€59,065.15
Women	€46,413.22	€48,426.43
Gender gap	17.76%	18.01%

Average employability by professional category						
	Men	Women	TOTAL	Men	Women	TOTAL
Age group						
2.1 Responsible persons	0.46	0.00	0.46	0.00	0.00	0.00
2.1 Responsible persons	61.61	20.72	82.33	63.70	16.98	80.68
Directors	13.88	7.98	21.86	19.25	9.00	28.25
3.1 Coordinators	133.58	46.06	179.64	131.78	50.73	182.51
3.2 Coordinators	114.64	43.93	158.57	124.91	46.39	171.30
4.1 Support	59.14	50.30	109.44	49.08	49.14	98.22
4.2 Support	83.20	19.45	102.65	43.89	9.50	53.39
Scholarship	4.55	0.87	5.52	2.68	0.61	3.29
TOTAL	471.06	189.31	660.37	435.29	182.35	617.64

Work absenteeism				
SEASON	20-21		21-22	
Sex	Men	Women	Men	Women
Reason		no. of employees		
Workplace accidents	3	0	7	3
Occupational illness	0	0	0	0
Common accidents	0	1	4	1
Common disease	19	21	58	41
Risk during pregnancy	0	0	0	0
Risk during breastfeeding	0	0	0	0

Care of the sick child	0	0	0	0
Breastfeeding	4	8	13	12
Birth leave	29	11	58	25
COVID19	13	22	23	11
Frequency index	2.52	0.84	9.06	3.3
Severity index	0.64	0.71	3.37	2.09

SEASON <sup>22</sup>	20-21	21-22
Number of days of absence	1,601	6,625

Hours of training by professional category				
SEASON	20-21		21-22	
Sex	Men	Women	Men	Women
Professional category		Hours		
Support	6,274.00	908.50	6,485.00	1,742.21
Coordinators	13,848.50	4,654.50	7,481.00	3,314.13
Managers	841.50	1,036.00	989.26	222.50
Directors	173.50	204.50	269.00	330.17
Total hours of training	21,137.50	6,803.50	15,224.26	5,609.01
	75.65%	24.35%	73.08%	26.92%
	27,941.00	20,833.27		

<sup>22</sup> The increase in the workforce, due, among other things, to the return to normality as a result of the end of the EREs approved in previous season with some groups of employees, and the preventive trend of giving leave to all pregnant employees in the months prior to giving birth, has led to a natural increase in the number of employees due to common illnesses, compared to the previous season.



# Annex V.

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Main risks linked to the group's activities	30	102-11, 102-15
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Environmental assessment or certification procedures	74	N/A
Resources dedicated to the prevention of environmental risks	72-76	N/A
Application of the precautionary principle	72-76	102-11
Amount of provisions and guarantees for environmental risks	LaLiga does not make provision for environmental risks as they are not considered material. See materiality analysis.	N/A

Content	Page / Direct Response	GRI Standard
Pollution		
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Circular economy and waste prevention and management		
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Actions to combat food waste	Non-material indicator as it does not affect the development of LaLiga's activity.	N/A
Sustainable use of resources		
Water consumption and water supply	Water consumption is considered non-material. See materiality analysis.	N/A
Consumption of raw materials and measures adopted so they are used more efficiently.	Water consumption is considered non-material. See materiality analysis.	N/A
Direct and indirect energy consumption	72	302-1, 302-4
Measures taken to improve energy efficiency	72-76	302-3
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Climate change		
Greenhouse gas emissions	72	N/A
Measures adopted to adapt to the consequences of climate change	72-76	N/A
Reduction targets set voluntarily in the medium and long term to reduce emissions	Non-material indicator as it does not affect the development of LaLiga's activity.	N/A
Protecting biodiversity		
Measures taken to preserve or restore biodiversity	All environmental impacts are carefully assessed by LaLiga and, as the activities do not take place in protected areas, the impact on biodiversity is considered non-material.	N/A
Impacts caused by the activities and operations in protected areas		N/A
Social and employee-related matters		
Employment		



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Total number and breakdown of the types of work contract and annual average of permanent contracts, temporary contracts and part-time contracts by sex, age and professional category	Annex IV page 85-	102-8
Number of dismissals by sex, age and professional category	Annex IV page 85-	401-1
Average salaries and the trend broken down by sex, age and professional category	Annex IV page 85-	405-2
Wage gap	Annex IV page 85-	405-2
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Content	Page / Direct Response	GRI Standard
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Training policies implemented	49-53	404-2
Total number of training hours by professional category	Annex IV page 85-	404-1
Accessibility		
Universal accessibility for people with disabilities.	49	103-2
Equality		
Measures taken to promote equal treatment and opportunities between men and women	48	103-2
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Measures taken to promote employment	47	404-2
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Integration and universal accessibility for people with disabilities.	49	103-2
Policy against all types of discrimination	48	103-2
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Application of due diligence procedures on human rights	71	N/A
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Promotion and compliance with the provisions of the fundamental ILO conventions	50-51	102-41
Elimination of discrimination in employment and occupation	71	103
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Content	Page / Direct Response	GRI Standard
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Contributions to foundations and non-profit entities	51	413-1
Company		
Company commitments to sustainable development		
Impact of the company’s activity on employment and local development	33	203-1, 203-2, 204-1, 413-1,
Impact of the company’s activity on local populations and the territory	33	203-1, 203-2, 204-1, 413-1,
Relationships maintained with players in local communities and the types of dialogue with them	60-70	102-43, 413-1
Association or sponsorship actions	40	102-13, 201-1, 203-1
Subcontracting and suppliers		
Inclusion of social, gender equality and environmental issues in the procurement policy	Non-material indicator as LaLiga does not have any supplier services or subcontracts.	N/A
Relations with suppliers and subcontractors of their social and environmental responsibility		N/A
Audit and supervision systems and their results		N/A
Consumers		

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# Non-financial information statement

2021/22 SEASON

