

2020/21 SUSTAINABILITY 2021/22 REPORT





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LETTER FROM THE PRESIDENT

WE ARE AND
ALWAYS WILL BE

Dear members,

I am pleased to share with you the first published Sustainability Report prepared by FC Barcelona. It is a report which reflects on the efforts made by the Club in this area during the last two seasons: 2020/2021, during which the current Board of Directors was incorporated, following the endorsement given to the chairmanship of FC Barcelona by the members of on 17 March 2021; and 2021/2022.

The Sustainability Report provides information on the Club's performance in economic, non-financial, environmental, social and governance matters. It is a report that communicates the sustainability actions carried out by the Club and, where appropriate, jointly with its stakeholders, allowing them to influence the Club's strategy, organisation and operations.

These initiatives and impacts are important for our organisation, and even more so in these times which call for resilience that the Club and society are experiencing. These are times to build a hopeful and inclusive present and future, in which it is necessary to recover, strengthen and guarantee sporting, economic, social and environmental prosperity, to ensure that the Institution is more sustainable over time.

To achieve this, we are fortunate to be a club with constructive values, and to have the capacity to implement an efficient

governance model, based on accountability and transparency, rightly incorporating those decisive criteria for action. Among those criteria is sustainability, which is one of the three pillars of the Club's strategic plan, and without which FC Barcelona would not be able to respond to current and future needs in order to again become a world leader and benchmark in sport.

We do this with conviction, having heeded and incorporated the results of an extensive consultation process that we have carried out for the first time at the Club through a Materiality Analysis of the Institution. This analysis has allowed us to obtain exhaustive knowledge of the opinion of our internal and external stakeholders regarding their expectations of the Institution's actions, both from an economic and governance perspective, as well as from a social and environmental action one.

The Club is therefore renewing its action framework by including sustainability in its broadest and most cross-cutting sense, touching on different fronts, such as, for example, increasing the sensitivity, awareness and local and global responsibility of the Club through the incorporation of criteria for action on economic, environmental and social efficiency and sustainability in the face of the growing internationalisation of its brand and sporting activity.

It will also increase social involvement with the different stakeholders that interact with the Club, thereby generating value for its members through the promotion of equity, diversity and inclusive action in our activities, as well as in the global activities of the Barça Foundation, which works towards the social development of children and young people at risk of exclusion and by promoting support for refugees from all over the world through the agreement signed with the United Nations High Commissioner for Refugees (UNHCR).

And, of course, it will contribute to the structural and functional transformation of the Club's facilities through the Espai Barça project, which will define the immediate and long-term future of FC Barcelona, by promoting sporting excellence, further

strengthening La Masia as a world-class training school with the values that make us who we are, and catalysing professional women's football, as we began to do last season.

All of this will allow us to reinforce the commitment and effort to carry out a professional and ethical management of the Club, which will help facilitate and increase the participation of members so that they can comfortably exercise their statutory duties. This will in turn ensure the correct management and treatment of employees and the promotion of an inclusive, equitable and dynamic working environment.

With this strategic dedication to sustainability, the Board of Directors and the Club's employees are making a commitment to our members and to our fans around the world to the development of an institutional club model that respects the planet and people, being well aware that FC Barcelona is involved in the reality that surrounds us and that it is an indispensable part of the solution to society's current challenges. This commitment allows us to give a broader scope to the sentiment of being *More than a club* and to reinforce the values that define us as a leading institution in the world.

Long Live Barça
and Long Live Catalonia,



**Joan Laporta
i Estruch**

PRESIDENT OF
FC BARCELONA

BARÇA AT A GLANCE

01

SPOTIFY CAMP NOU 



THE CLUB'S VALUES

HUMILITY
EFFORT
AMBITION
RESPECT
TEAMWORK

OWNERSHIP STRUCTURE

Member-based



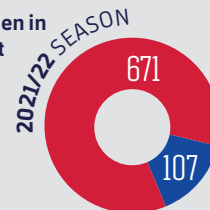
USE OF ELECTRONIC VOTING

Used for the first time for the referendum on the financing of Espai Barça and subsequent Assemblies



LA MASIA

Dual and mixed training of sportsmen and sportswomen in an environment of educational, vocational and emotional values



SPORTSMEN AND SPORTSWOMEN RESIDENTS

A GREAT MULTI-SPORT CLUB



INSTITUTIONAL COMMITMENT



THE CLUB'S STRATEGIC PILLARS

CUTTING-EDGE

Leader, innovator and fan-focused

SUSTAINABLE

A point of convergence between environmental, economic and social spheres

SOCIAL

Social structure with an impact on society

ALLIANCE WITH UNHCR



BIHUB

1st position *Top 25 Most Innovative Teams in the World* report (2022)

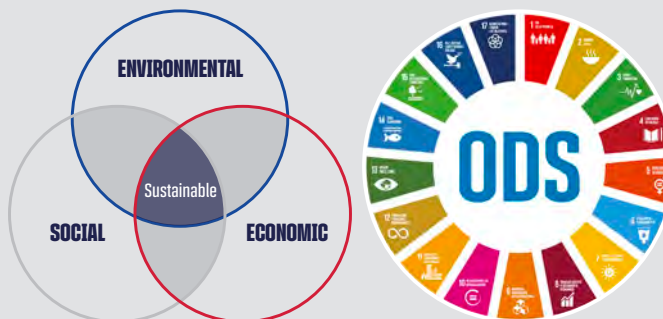


CIRCULAR ECONOMY

100% recycled polyester bags obtained from recycled plastic blisters

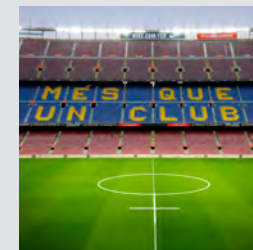


SUSTAINABLE DEVELOPMENT GOALS



8M CAMPAIGN

The line that does not divide, unites us



INCLUSION

Barça Genuine Foundation



ETHICAL CHANNEL AVAILABLE TO EVERYONE

Updated according to European regulations



ENERGY

All electricity comes from renewable sources



SELF-PRODUCTION

Energy self-sufficiency



ENERGY SAVING

Increase in energy efficiency



WATER SAVING

Mechanisms to reduce water consumption



3RS STRATEGY

Reduce, Reuse and Recycle



DIVERSITY, EQUITY AND INCLUSION IN THE WORK ENVIRONMENT

Corporate staff (% of women)	43.1%
Sports staff (% of women)	10.9%
Governing Board staff (% of women)	23.5%
Board of Directors staff (% of women)	5.2%

MÉS QUE
UN CLUB

**MORE THAN
A CLUB
PRESENT,
PAST AND
FUTURE**

02





Main entrance to the field on Carrer Indústria, now called Carrer París. This field was known as the Escopidora (Spittoon) because of its small size.

OUR CLUB HAS HAD A PURPOSE SINCE ITS FOUNDING ORIGINS, AND IT IS NONE OTHER THAN THE STRONG CONVICTION THAT **WE ARE MORE THAN A CLUB**

All large organisations seek to have a purpose that is both clearly identifiable and collaborative with society. Our club has had this practically since its very origins, and it is none other than the strong conviction that we are *More than just a club*.

The first documented reference to the expression *Més que un club* (More than a club) appears in a Barça bulletin dated April/June 1933 in which, in a text from the Cultural Delegation that is not signed, it says “FC Barcelona means something more than just a football club [...]”. Another reference is found in the *Revista Barcelonista* (Barça Magazine), dated 12 August 1965, in an opinion article on the name of the stadium which reads: “[...] there is, in addition, an emotional aspect. Barça is much more than a football club. There are feelings and emotions around Barcelona”. But there is no doubt that the beginning of the popularisation of this phrase began more than 50 years ago, when Narcís de Carreras said that “Barça is much more than a football team”, on 17 January 1968, during his inauguration as president of the Club (which he held from 1968 to 1969).

Shortly afterwards, on 25 October 1969, Manuel Vázquez Montalbán wrote the famous article “Barça, Barça, Barça!”, published in the magazine *Triunfo*. It caused a stir and went down in history as it was

the first time since the Spanish Civil War that people had talked about Barça from a clearly non-sporting perspective. In those lines, he defended FC Barcelona as a symbol of Catalan idiosyncrasy and, at the same time, as a cohesive element of society. Consequently, support for the FC Barcelona colours became an integrating factor for migrants coming from other parts of Spain.

That same year, the phrase evolved into *Més que un club* as used by Agustí Montal, during his pre-campaign for the 1973 elections. Later that year, this phrase unexpectedly became popular on the occasion of World Football Day, which was held at the current site of the Spotify Camp Nou. Since then, the name of FC Barcelona has been accompanied by this sentiment, which the passing of time and the evolution of the institution have strengthened and broadened. In any event, the expression *Més que un club* has always been present in later presidencies, especially in the popular sphere. And it was during the first term of office of Joan Laporta, during the period 2003-2010, that it was revived to the point of becoming practically official. Today, *Més que un club* is present in all areas of the Club. To understand the origins of Narcís de Carreras’ expression, we must go back to the first term of office of Joan Gamper,



Photograph of the cover of the magazine *Triunfo* of 25 October 1969.



1



2



3

1. Hans "Joan" Gamper (1877).
2. First photograph of a FC Barcelona team (1900). Standing, left to right: Arthur Witty, Reig, Meyer and Cabot. Kneeling: Llobet, Widerkehr and Valdés. Sitting: John Parsons, Steinberg, Gamper, Green and Lassaletta.
3. Image of Carrer Indústria (1909-1922) with a line of fans following the match with their bums hanging over the wall, graphic proof of the origin of the popular nickname "culer" referring to Barça supporters, which is still more alive today than ever.

'MÉS QUE UN CLUB' IS,
THEREFORE, A SENTIMENT THAT
ARISES FROM THE INVOLVEMENT
THAT THE CLUB HAS HAD AND
STILL HAS WITH THE COUNTRY
AND PEOPLE OF ALL ORIGINS

founder of the Club. In 1908, he redefined the founding objective of FC Barcelona, namely as a sporting club, and added a new goal: to become a Catalan nationalist club and actively serve the country. Therefore, the Club has been socially involved in the country and the city through multiple initiatives since its very beginnings. From 1899 until 1910, Barça's coat of arms was that of the city of Barcelona. In 1916, FC Barcelona began to wear the Catalan

flag and established the official status of the Catalan language in its administrative and public documents. On 11 November 1918, it gave support to the campaign in favour of Catalan autonomy. As was published in *La Veu de Catalunya* (The Voice of Catalonia) on 25 November 1918, with this support **FC Barcelona went from being 'a' club in Catalonia to being 'the' club of Catalonia**. In 1919, the commemoration of the National Day of Catalonia began

in honour of Rafael Casanova. Barça was the only sporting club, together with the Muntanyenc club, to celebrate it. It is also worth mentioning the support for the constitution of the Mancomunitat, President Josep Suñol's Sport and Citizenship programme, and the actions in support of the 1932 and 1979 Statutes of Autonomy of Catalonia.

During the last decades of the 20th century, of particular note was the club

becoming a member in 1975 of the Congress of Catalan Culture; the president of the recently restored Generalitat de Catalunya, the Rt. Hon. Mr. Josep Tarradellas, was invited to Camp Nou a few days before his return from exile; benefit matches were promoted to help find solutions to community needs or illnesses; and support was given to the candidature of the city of Barcelona to host the 1992 Olympic Games. These are examples of how Barça has historically put the motto *Més que un club* into practice. At the same time, the defence of democratic rights and freedoms defended by the Club during the first decades of the 20th century was taken up in Spain and embraced by certain intellectuals and leaders in the defence of social rights.

Now, at the dawn of the era of globalisation, and with the growing social problems identified around the world, the Club is committed to new international areas for social action. This new approach became a reality in 2006 with the alliance between FC Barcelona and the United Nations International Children's Fund (UNICEF),

linking it to the defence of life and children's rights and is still in place today thanks to the fact that, during the present term of office, the organisation has signed a new global agreement with the United Nations High Commissioner for Refugees (UNHCR), which is linked to the protection of refugees and people displaced by persecution or conflict.

Més que un club, therefore, is a sentiment that arises from the involvement that the Club has had and continues to have with the country and people of all kinds, whether acting as ambassadors or in the defence of public rights and freedoms, which are accentuated as the vicissitudes in which society finds itself become greater. It is a distinguishing feature of our club, and one which is a source of pride for members and fans, as they understand how their belonging to the Club goes beyond the desired sporting objectives of the Institution in order to strengthen universal values which can be extended to the whole of humanity and which form part of the cultural and social spheres, both locally and globally.

The Institution has signed a new global agreement with the United Nations High Commissioner for Refugees (UNHCR).



THE CLUB'S ROOTS

As the campaigns *What does Més que un club mean* or *More than a club* have shown, the Barcelona institution is appealing to the roots of its creation and evolution through several points of action that are integrated into the Club's current Strategic Plan (2026), which are:

- 1 **Origins** in Barcelona and Catalan identity with global commitment.
- 2 **Ownership and democratic governance** of members.
- 3 Defending a **unique and own style of play**, rooted in the practice of sport based on values.
- 4 Promoting high-level **professional or amateur sports**, with both men's and women's teams.
- 5 Commitment to **sustainable** development, including the **economic and governance, as well as social and environmental spheres**, throughout the Club and the Barça Foundation, promoting initiatives and projects that reaffirm the importance of how Barça's objectives are pursued.
- 6 Promotion and defence of FC Barcelona's **universal values** (humility, effort, ambition, respect, teamwork).
- 7 **La Masia** as a school for sport and life, based on a dual approach to training, which involves and promotes universal social and human values.
- 8 The promotion of **innovation** and sporting expertise through various activities at the Club, such as the Barça Innovation Hub (BIHUB), which brings together knowledge and contributes to the success of the Institution.



Through the eight pillars of action, the Club builds its value proposition for the different stakeholders that embrace them. However, as stated above, the institution not only defines the lines of action, but also implements and puts them into practice through its five core values.

The principle of **humility**, which allows any person or organisation to maintain and strengthen the fundamental elements of successful growth, is deeply rooted in FC Barcelona and is one of the values that has enabled it to achieve international renown in its performance, promotion and training in several different sports.

We work on the value of humility in order to continue to strengthen the identity of FC Barcelona, tied as it is to the values that sportsmen and women must uphold throughout their sporting careers. For this reason, the Club works on **training** courses aimed at the players of both the men's and women's teams at La Masia (within the framework of



the Lifelong Learning Classroom or the La Masia *Identity* programme) in which they present cases of sporting figures overcoming challenges and professional experiences. In addition, the Club also works to ensure the players in the different categories behave appropriately on and off the pitch.

The importance of **effort** allows individuals and organisations alike to achieve goals and objectives that, at any given moment, may have seemed distant or unattainable.

In practice and in the sporting improvement of players, the Club places the value of effort at the centre of sporting action through the definition of a **unique style of play**. The effort defines the training foundations for the sportsmen and women in training, who work from the base with referential and emblematic programmes at La Masia, where, from the first moment, technical and sports training is combined with academic training and personal development to guarantee that each player has a training path to follow on and off the pitch.





In order to grow, progress and achieve sustainable sporting greatness, FC Barcelona has included **ambition** and the will to perform at the highest level as one of its basic principles and values in order to continue growing as an institution.

It is thanks to the ambition shown by FC Barcelona's professional and amateur teams, as well as its grassroots training sections, that the Club has established itself as a world benchmark in multi-sport promotion and sporting excellence, as shown, for example, by the titles of European champions in men's football (5), women's football (1), basketball (2), handball (11), indoor football/futsal (4) and roller hockey (22). Ambition, together with other characteristics such as patience, discipline, order, motivation and responsibility define all the Club's teams. The Club has recently excelled as a benchmark in the professionalisation of women's football, something that commenced back in June 2002. It has developed and empowered the sport until the recent European Championship (2020/21), when it received a boost with the new presidential term of office thanks to the improvement of the professionalisation of the support structures, the gen-

eration of visibility of the section and the promotion of the role of women in sport.

This culture of continuous improvement at FC Barcelona in all its activities is also evident in the structural redesign of its facilities, particularly in the Club's major challenge: the Espai Barça, which has become a world reference in sports infrastructure.

Any personal relationship, both on and off the pitch, is based on **respect** for others. This promotes civic-mindedness and equitable development, as well as the ability to function in society and a sense of belonging to the local community.

Respect is taught in a coherent way and with a variety of methods at the Club. Firstly, it is exercised through the reinforcement of one of the most distinguishing characteristics of the Club, namely, **its ownership structure based on the figure of the members, and their democratic participation in the most important decisions** affecting the Club's future. In this area, during the 2021/22 season, the incorporation of the electronic participation in projects such as the approval of the budget for the Espai Barça, or the assemblies of the delegate members and the senate has stood out.



In addition, respect is also the cornerstone and reason for the creation of the Diversity, Equity and Inclusion department, which develops key gender and equality programmes. It is from here that we promote the furthering of equality between men and women in the workplace both internally and through contracts and the requirements of equality plans for the Club's suppliers.

In addition, the Barça Foundation also promotes the application of programmes **for social development and the promotion of respect** in the communities in which it operates. Two illustrative cases are the programme against *bullying*, which provides prevention, detection and action tools to tackle this problem; and the *SportNet* methodology, which aims to reduce violent behaviour among children and young people and improve the social inclusion of groups at risk of exclusion.

The Club and the Barça Foundation, in a cross-cutting manner, also develop joint projects both in their origin and in their development. An example of this is the **Barça Foundation football team**, made up of men and women with intellectual disabilities, a project based on improving the living conditions, autonomy, self-esteem and health of the people who make up the team. And that during their first year of existence they won the

title of champions of their LaLiga Genuine Santander group.

Teamwork, working together and in collaboration, and with companionship, has the great virtue of adding diversity and a variety of skills to achieve a common goal. And at FC Barcelona, it represents the idiosyncrasy of most of the sports it integrates and promotes, becoming a point of reference for the promotion of team sports.

The Club is firmly committed to achieving good results in a sustained and sustainable manner by focusing on the cohesion, fluidity and good teamwork of the sports teams. Without a doubt, individual talents can offer brilliance and can be decisive. But only through the harmony among all the members of a team is it possible to compete in a successful and long-lasting manner. In order for the teams to be cohesive, they must generate an environment that supports them both individually and collectively within the Club, but they must also have points of reference from the alliances that the Club generates with the outside world that are in line with the values that

are demanded of them. Examples can be found in the social sphere: UNICEF, UNHCR, the Johann Cruyff Foundation, children's hospitals, public organisations, etc. And also in the field of research and innovation, through the BIHUB, with partnerships with universities, research centres and investment agents. The same is true in the cultural sphere, where we work hand in hand with organisations such as the Cercle d'Economia, Òmnium Cultural, the Ernest Lluch Foundation, the National Art Museum of Catalonia and the Ramon Llull Institute, as well as other leading institutions.

These are the Club's value propositions based on the origins and actions with values integrated into the current strategic plan, the essence of any step forward made by the institution, especially in the current times of social change and climate urgency, when organisations need to generate value for all their stakeholders in order to be relevant, competitive and project themselves with resilience and confidence. It is within this context that the sense of values and the strategic and structural integration of sustainability takes on importance and prominence, in order to continue building and enriching the story of how the institution, which is *more than just a club*, transcends its status as the best multi-sports club in the world.



2.1 THE PATH TO SUSTAINABILITY

Organisations of all kinds and sizes are structuring responses to a changing global and local scenario resulting from multiple factors: territorial and political destabilisation, the energy crisis, social inequality, the acceleration of climate change, demands for universal health, accessible housing, etc. This means that a historic and global change is taking place in the organisational culture, centred on interdependence, co-responsibility and the consideration and creation of shared value for all stakeholders, expressed through the concept of sustainability.

The term sustainability covers different proposals for strategies, including business action, that seek to improve the social, environmental and economic impact generated by organisations. Nevertheless, they all share a common basis: the alignment of social, environmental, economic and governance objectives, which are key to enforcing and activating the principles of sustainable development.

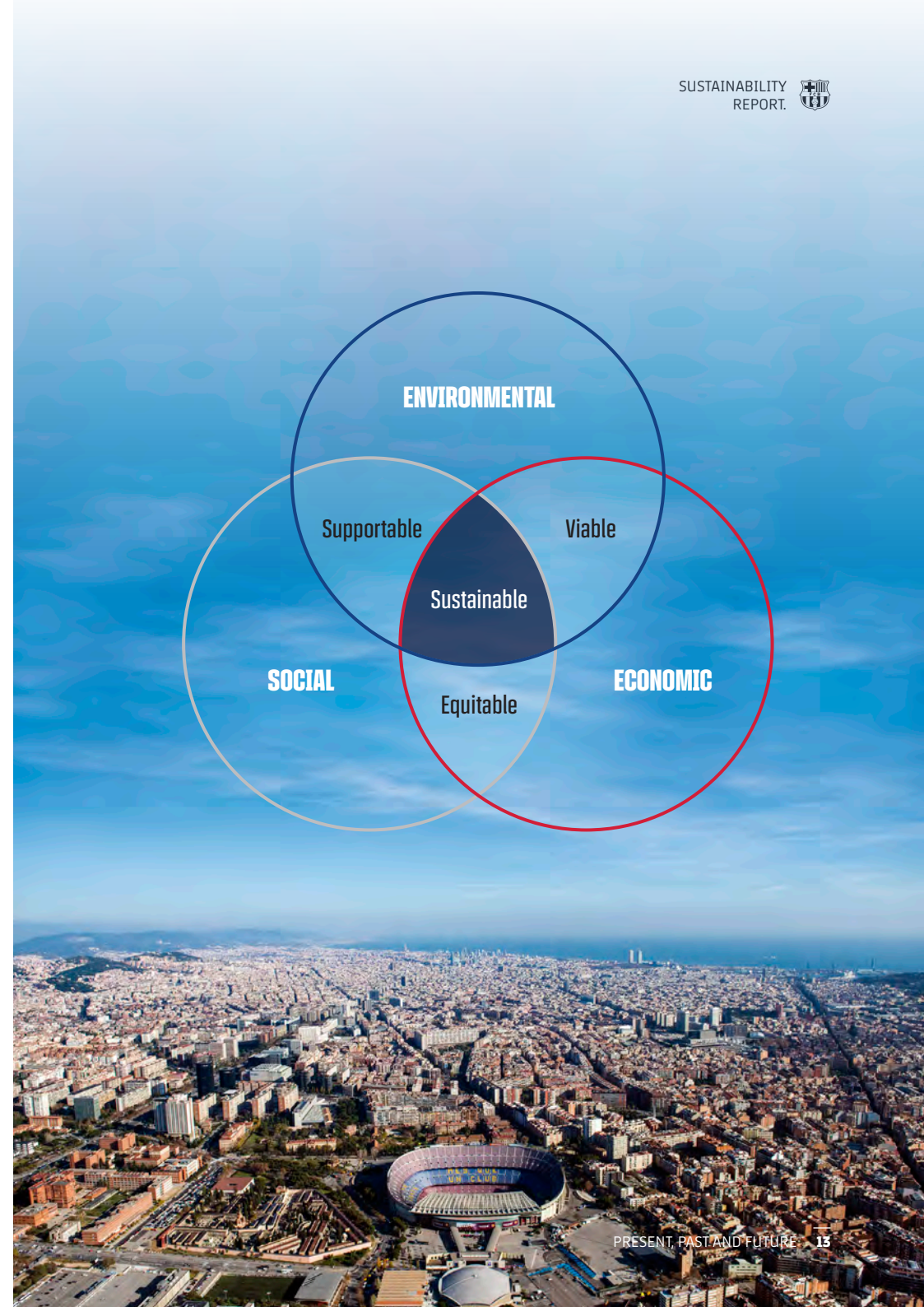
This new paradigm is not a passing trend, but a necessity and a conviction for our own species and for organisations that run the risk of gradually disappearing from the market if they do not adapt and integrate this new management method.

In this way, organisations have to adapt to a process of strategic and operational transformation in order to re-

SUSTAINABILITY IS NOT A TREND, IT'S A NECESSITY AND A CONVICTION

spond to the current challenges set by trends in sustainability. This process requires that the shareholders or owners are no longer the only agents to be taken into account when formulating the organisational strategy, and that the vision of value creation takes into account the other stakeholders: the fans, the local community, suppliers and customers, the media, institutions and strategic agents, etc.

In order to adapt to new social and market demands, and given the organisational complexity and the multiplicity of activities that FC Barcelona carries out, the Club has developed a Strategic Plan in which sustainability is one of the three pillars of its work. Furthermore, in order to integrate this strategic and operational commitment throughout the Club, and to implement the different transition projects and initiatives, a specific Sustainability area has recently been created in the organisation, as well as a Diversity, Equality and Inclusion area, which works in a cross-cutting manner with all areas of the Club.



This path of change and commitment of the Club is guided by the main reference models in the field of international sustainability, such as the **Sustainable Development Goals of the 2030 Agenda of the United Nations (SDGs)**. The GRI (Global Reporting Initiative) or ISO (International Organization for Standardization) methods have also been used. Therefore, with respect to the framework for public action promoted by the United Nations, FC Barcelona defines its framework for contributing to the Sustainable Development Goals through pillars of social, environmental, non-financial and good governance action.

From an operational point of view, when creating the new departments, the analysis of the starting point has been the first step in initiating the Club's transformation process. By studying the strengths and weaknesses, as well as the maturity of the Club with respect to relevant international sustainability standards and the best practices of other leading sports clubs, the Club has begun to define the next steps to be taken in an informed and objective manner in order to significantly integrate sustainability into the organisation and to determine a transformation strategy that is cross-cutting to the different ar-

eas and departments that make it up. In order to complement this new strategy resulting from the analysis of the situation, during the 2021/22 season the Club also successfully initiated and carried out **the first materiality analysis** in the history of FC Barcelona.

This has been a process in which the Club has sought to identify those issues (matters) of a socio-economic, governance and environmental impact that the direct and indirect stakeholders involved in the Club have identified as most relevant or a priority for FC Barcelona's strategic action in sustainability. In order to carry out the initial diagnosis

of the Club's social and environmental results, an ad hoc methodology has been defined, as there is no specific sustainability standard adapted to the specificities of a sports institution such as FC Barcelona. And it is precisely this exercise of identifying priorities in sustainability that the Club has carried out with the external and independent social impact agency, Roots for Sustainability, founder and promoter of B Corp in the national sphere, one of the most recognised and forward looking business movements promoting impact business models (*business as a force for good*) worldwide.

SUSTAINABLE DEVELOPMENT GOALS

ENVIRONMENTAL



SOCIAL



ECONOMY AND GOOD GOVERNANCE



The Club is guided by the main reference models in the field of international sustainability, such as the Sustainable Development Goals of the 2030 Agenda of the United Nations (SDGs).

2.2 THE MATERIALITY ANALYSIS OF FC BARCELONA

Having defined FC Barcelona's starting point in terms of sustainability, the Club has proceeded to determine the future priorities to be addressed in order to continue improving its results and the social, environmental, sporting, economic and governance impacts that it generates for all its stakeholders. To this end, during the 2021/22 season, the Club developed the first FC Barcelona Materiality Analysis, which consisted of a process to identify, evaluate and prioritise possible issues (matters) with social, economic, non-financial, governance and environmental impact that could affect the business and operations of FC Barcelona and its stakeholders (internally and externally). It is a key tool in designing and defining the organisation's sustainability strategy and for preparing non-financial information reports.



STEPS IN THE ANALYSIS

The process of developing the materiality analysis followed the recommendations contained in the Global Reporting Initiative (GRI) and Sustainability Accounting Standards Board (SASB) standards, and was based on three steps:

- 1 **Identification** of relevant sustainability issues for FC Barcelona through the analysis of sectoral and global trends referenced in international standards.
- 2 **Consultation** with FC Barcelona's key stakeholders, both internally and externally, on the relevance of the different issues raised and their opinion on the priorities for action to be developed by FC Barcelona in terms of sustainability. The consultation process was carried out by means of anonymous surveys.
- 3 **Prioritisation and validation** of material issues in sustainability, developing the materiality matrix through the prioritisations made by the stakeholders.



To determine the internal perspective, the analysis incorporated the strategic vision of the Board of Directors, the Management Committee, the Board of Trustees of the Barça Foundation, and the executive members of FC Barcelona's committees and commissions (such as, for example, the Economic Commission).

In order to establish the external perspective, the analysis incorporated the individual opinions of workers, athletes

and technical staff, fans, supporters' clubs, together with the opinions of key organisations such as sports institutions and bodies, suppliers and sponsors, institutional alliances, the public administration and the media, to name but a few.

As a decisive group of FC Barcelona due to its ownership and participation structure, together with its link to the Club as the recipients of its services and

social activities, the opinion of FC Barcelona's members has been taken into account in defining the two perspectives incorporated into the materiality matrix, without this meaning that their assessments have a double value.

The final result of the materiality analysis can be seen reflected in the **materiality matrix** below. In this section, the results of the surveys of the different interest groups are shown using two axes:

the horizontal axis, where the internal perspective is presented; and the vertical axis, where the external perspective is presented.

Thus, the materiality matrix allows us to see which sustainability issues have a higher relevance or priority and how they are structured according to the impact category to which they belong. The following is a list of FC Barcelona's most relevant sustainability issues:

RESULTS OF THE MATERIALITY ANALYSIS

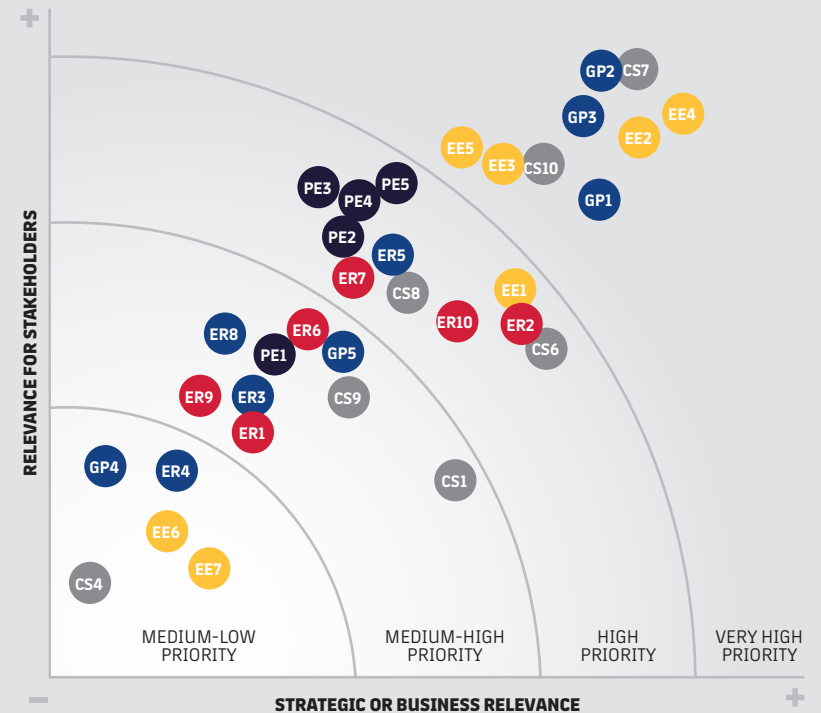
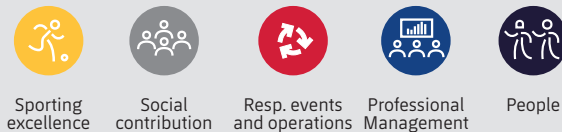
FC Barcelona's Materiality Matrix

VERY HIGH PRIORITY	
EE4	La Masia and the comprehensive development of the sportswoman
CS7	Diversity, equality, inclusive action and anti-racism
EE2	Values and behaviours of sportsmen and women
GP2	Transparency and accountability
GP3	Financial stability and control
GP1	Ethics, good governance and regulatory compliance
CS10	Prevention of violence and the protection of minors
EE3	Growth and projection of sportsmen and women in training
EE5	Promotion of women's sports

VERY HIGH PRIORITY	
PE5	Equal opportunities in the work environment
EE1	Signature playing style
ER2	Inclusive and state-of-the-art facilities
CS6	International promotion of the Barça brand
PE4	Occupational health, well-being and safety
PE3	Conditions, benefits and respect for labour rights
ER10	New technologies
PE2	Attracting, developing and retaining the best talent
CS8	Education and development of vulnerable children and young people
ER5	Renewable energy sources
ER7	Proper management of resources and waste

MEDIUM-HIGH PRIORITY	
GP5	Selection of sponsors and business relationships with values
ER6	Climate change and greenhouse gas emissions
CS1	Relationship and participation of members
CS9	Social inclusion and cohesion in the community
PE1	Sense of belonging and labour cooperation
ER8	Protection of the natural environment and biodiversity
ER3	Climate-friendly mobility
ER1	Sustainable, accessible and safe events
ER9	Management of a responsible supply chain

MEDIUM-LOW PRIORITY	
ER4	Sustainable and high-quality kits and merchandising
GP4	Institutional relations and dialogue with interest groups
EE6	Multisport practice
EE7	Innovation and management of sports knowledge
CS4	Socio-economic and cultural promotion of the local community





Thus, the main conclusions of the materiality analysis are as follows:

- The aim of materiality is to **prioritise FC Barcelona's sustainability issues**, but it should be noted that most of the issues were given high marks (the lowest mark in the internal perspective was 6 and 6.72 in the external perspective; the maximum score was 10 and 9.59 respectively), which shows the relevance of the chosen topics and the importance of establishing a holistic work strategy, but with more focus on the most prioritised topics.
- The materiality exercise presents a **high degree of consensus between the two perspectives** (internal and external) incorporated in the materiality matrix.
- It is worth highlighting the **high prior-**

ity given to those issues that are part of the *More than a Club* strategy or model, such as, for example, La Masia and the comprehensive development of the sportsperson, the promotion of women's sport, the own style of play, as well as the social agents related to equality, equity and inclusion.

- The consensus of opinion that confirms the **high priority given to the issues of professional management and financial transparency** at FC Barcelona is noteworthy.
- Issues related to the **environmental impact**, although they do not have a long tradition in sporting environments, have been given a very significant priority and are considered to be important and necessary in the Club's strategy and reporting on sustainability.

2.3 FC BARCELONA'S SUSTAINABILITY PRIORITIES

With the results of the materiality analysis now in, the Club has to continue to build a series of strategic, operational and functional strengths that support the development of a broad strategic plan for sustainability and the regular application of social, environmental, economic and governance standards that include:

- **Economic sustainability, stability and financial control** are fundamental priorities during the present term of office, and are key to ensuring the viability and prosperity of FC Barcelona. By working towards achieving healthy finances, the Club ensures that it can continue to work independently to improve its impact on a daily basis, taking on new targets not only in the sporting sphere, but also in governance, social and environmental areas. However, FC Barcelona will continue to strengthen its efforts to reinforce financial transparency, a key aspect in order to achieve ongoing accountability in the eyes of its stakeholders.
- **The values** associated with *More than a club* have been, are and will continue to be synonymous with the organisation's sense of transcendence, as well as establishing a standard of co-responsibility and active participation in society.

They also highlight the Club's position as a world leader in the world of sport.

- One of the most distinctive features of FC Barcelona is the **ownership structure and the participation of members**. The maintenance of this structure guarantees the defence of the Club's organisational development, with advanced technological criteria that defend and maintain the mechanisms that facilitate participation, good governance, transparency, accountability and, in short, sustainability, which are key to guaranteeing and reinforcing the Club's culture.
- The promotion of **La Masia** as a two-track training model for young sportsmen and women that connects sports training with educational, relational, vocational and emotional training.
- The skills, teams, organisational structures and current initiatives for research and development of sustainable projects serve as a basis for expanding and diversifying FC Barcelona's social and environmental activity. The components that are particularly crucial are:
- **The alliance with UNICEF**, the annual financial contribution from the Barça Foundation to this organisation to fund social inclusion programmes for

THE CLUB MUST CONTINUE TO BUILD STRATEGIC, OPERATIONAL AND FUNCTIONAL STRENGTHS THAT SUPPORT THE DEVELOPMENT OF A STRATEGIC SUSTAINABILITY PLAN



children; and the new agreement with UNHCR, will allow the Club to provide aid to refugees around the world. As a result, the UNICEF logo will be replaced by the UNHCR logo on the badges of the men's and women's football teams and the Genuine Blaugrana team during the current 2022/23 season.

- The continued work and strategy to promote the **sporting excellence of FC Barcelona's women's teams**, developing better working conditions and greater commercial, social and institutional visibility through the professionalisation of the support structure; and the encouragement of internal actions for promotion and visibility, as well as participation in external collaboration opportunities to promote the role of women in sport.
- **Promoting the practice of sport with gender and functional diversity** through professional and youth multisport practice, and the promotion of a network of amateur sports and inclusive teams at the local social and community grassroots level.
- **Supporting the initiatives of the Barça Foundation**, through its own *SportNet* methodology, to combat the social exclusion of children and young people from vulnerable communities through sport, tackling and providing solutions for development in situations of poverty, violence, migratory movements, social and gender inequality, functional diversity, etc.
- **The incorporation and promotion of environmental criteria** in the management of the Club's resources, such as saving energy, raw materials, water, the development of circular economy projects and the 3R strategy (reduction, reuse and recycling) in waste, the implementation of self-generated renewable energy, and looking after biodiversity, as well as boosting the lines of environmentally-friendly kit and merchandising products.
- The **inclusion of sustainability criteria in FC Barcelona's facilities**, especially in the most important project for the Club's immediate future, the Espai Barça, with the aim of achieving a football stadium of world reference, corroborated by prestigious international certifications during construction (BREEAM, LEED) and in its subsequent management (Biosphere).
- **Universal accessibility** to sports facilities for people with any type of functional diversity (physical, cognitive or sensory), as well as the implementation of support services for these people (Specialised Care Office and *T'Acompanyem* service, for example).
- The promotion of the Barça Innovation Hub (BIHUB) as a promoter, both globally and locally, of an ecosystem of knowledge, research, scientific dissemination and co-development of companies related to sport.
- **Adapting the procedures** for selecting, approving, contracting and managing suppliers, licensees and sponsors to include, promote and manage social and environmental impact criteria, among which we can find criteria relating to equality, inclusion and diversity, proximity, reduction of environmental impact and management of social impacts, etc.



**A CLUB OF
SPORTING
EXCELLENCE**



Related Sustainable
Development Goals



3.1 MULTI-SPORT PRACTICE AND LEADERSHIP

3.1.1. FC BARCELONA'S STRATEGIC POSITIONING

The practice, management and coordination of sport have usually been the focus of economic, institutional and media attention in the leading organisations in the world of sport.

Since almost from its very beginnings origins, FC Barcelona has developed a **multi-faceted structure that seeks excellence in the practice of sport, sporting results and economic sustainability**, by incorporating its own specific characteristics that lend it a distinctive and recognisable reputation in comparison with other clubs.

The style of play, the comprehensive training of the players who train at La Masia, with the ethics and constructive values that the Club promotes and encourages so that they are expressed on the playing field, are part of the sporting excellence that the Club strives for. Other no less important factors, such as the ongoing and sustainable commitment to promote women's football, research-based technology and innovation to offer better sporting results, and improved well-being and better health

for sportsmen and sportswomen, are also indispensable parts of the mosaic of actions that are the driving force behind the Club's sporting excellence.

The Club strives to ensure that this approach to sporting excellence reaches the maximum number of sportsmen and sportswomen from different disciplines and the general public. In this way, **sporting diversity has been, and continues to be, a key asset for strengthening the links with the society that surrounds the Club, especially in the areas in which it is located.**

The Club's multi-sport nature has become an element of activity, coordination and influence in the daily lives of the people who interact with it and this has had a positive impact in areas such as well-being and strengthening the links between the different stakeholders that make up the community around the Club (members, fans, supporters' club members, and professional, amateur and trainee sportsmen and sportswomen), as well as with the population in general.

A WORLD-CLASS PROFESSIONAL MULTI-SPORTS CLUB

FC Barcelona has achieved a position as a global benchmark and authority in multi-sport practice thanks to its leadership in representing and promoting men's professional teams and youth programmes in five sports (football, basketball, handball, roller hockey and futsal) and women's professional and youth teams (football). FC Barcelona therefore has an ongoing and committed proposal for multi-sport excellence, which has been possible thanks to the fact that it has provided the financial resources, infrastructure and professional support teams necessary for the proper management of the different sections.



MULTI-SPORT STRUCTURES FOR SPORTSMEN AND WOMEN IN TRAINING

With the objective of developing a training base in the different sporting areas, FC Barcelona has strengthened a series of key structures to promote multi-sport practice, excellence in sport and the promotion of constructive values as well as the Blaugrana style of play. These include:

La Masia: as a structure for the human and sporting development of the sportsmen and sportswomen training at the Institution. La Masia is the Club's flagship in the dual training of athletes,

because it offers a **dual, values-based training model, and creates an integrated vision of the sports person and his or her environment through the relationship between sports training and job, emotional, relational, family and professional training.**

FC Barcelona, through the **Barça Academies**, continues to achieve growth and international expansion, through youth football schools, and with basketball and futsal schools in Catalonia. The Barça Academies work with boys and girls from 6 to 18 years of age, with the aim of promoting the practice of sport

around the world, with a focus on football. With this programme, FC Barcelona aims to provide the ideal environment for children to receive a comprehensive education through the methodology, style of play and values of FC Barcelona.

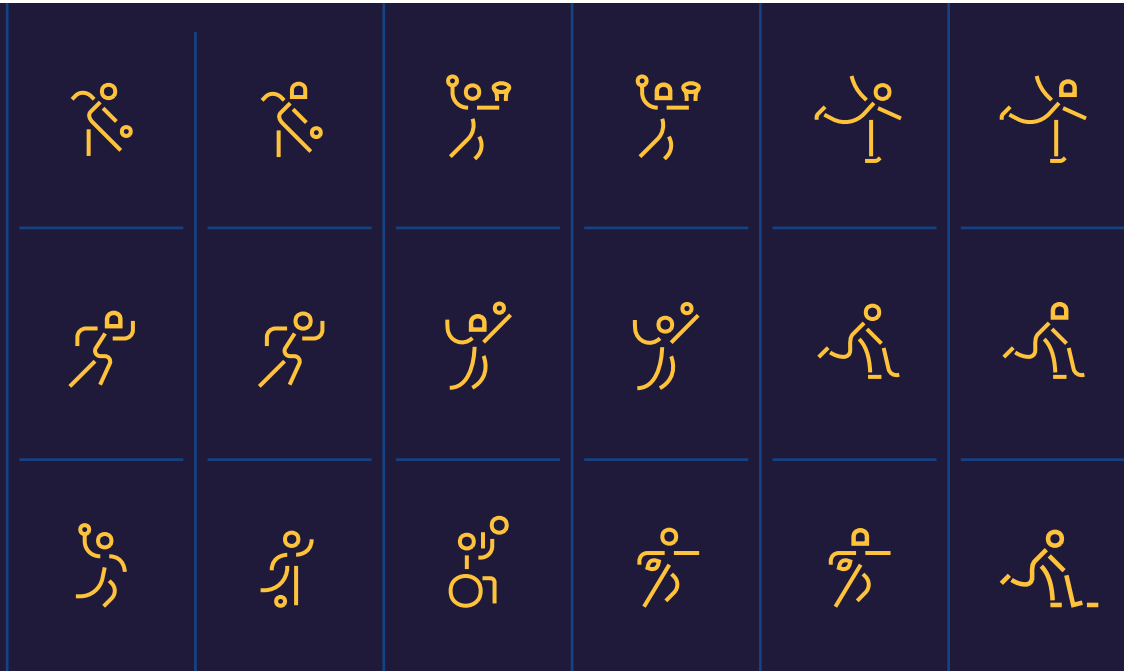
DEVELOPMENT OF AN AMATEUR SPORT NETWORK

As a complement to the professionalised and youth sport practice, FC Barcelona promotes and manages a network of men's, women's and mixed amateur teams, such as: **athletics, rugby, volleyball, field hockey, ice hockey, figure**

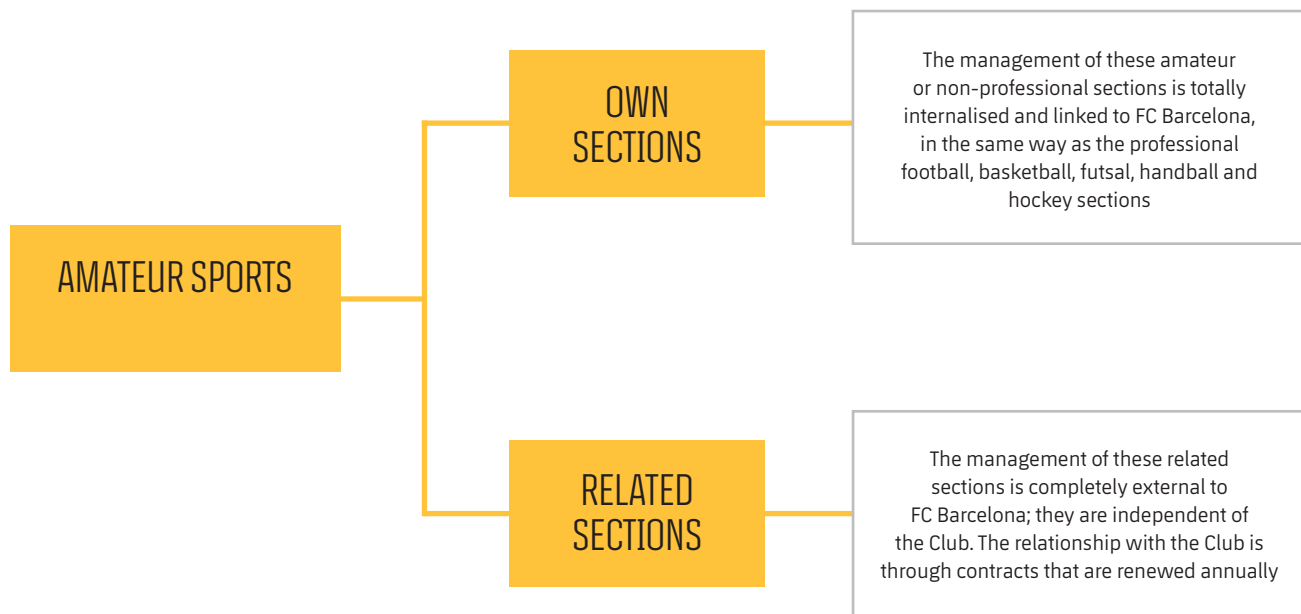
skating and wheelchair basketball. The different sport sections compete at the highest national and international level, and have squads with a high number of players participating in international competitions on national teams and in the Olympic Games.

The aim of this amateur sports network is to encourage excellence in the practice of non-professional sports, to promote healthy habits among participants, and to create alliances with sports organisations to promote the practice and diversity of sport among grassroots supporters and the local community.

A MULTI-SPORT CLUB



STRUCTURE OF ALL THE AMATEUR SPORTS THAT COEXIST AT FC BARCELONA



DATE OF CREATION	SECTION	CATEGORY (GENDER)
1912	Men's	♂ Athletics
1923	Field Hockey	♂ Men's
1924	Rugby	♂ Men's
1933	Athletics	♀ Women's
1940	Field Hockey	♀♂ Women's, Mixed (U10 category only)
1970	Volleyball	♂ Men's
1972	Ice Hockey	♂♂ Men's, Mixed (up to U16 category)
1972	Figure Skating	♂♀♂ Men's, Women's, Mixed
2003	Rugby	♀♂ Women's, Mixed (up to U18 category)

DATE OF CREATION	SECTION	CATEGORY (GENDER)
1929	Basketball Barça CBS	♀ Women's
2004	Volleyball CV Barça	♀ Athletics
2010	Wheelchair basketball UNES Barça	♂ Mixed



MEN'S AMATEUR SPORTS

1912

MEN'S

- During the 2021/22 season, Barça was champion in all indoor competitions in the Absoluto category. Jordan Díaz broke his own Spanish triple jump record. In the outdoor competition, Sebas Martos set a new League record in the 3,000 m steeplechase.
- During the 2020/21 season, Alexis Copello won the silver medal in the triple jump in the indoor European Championships.



1923

MEN'S

- During the 2021/22 season, the team qualified for the Copa del Rey and won the Catalan Super Cup.
- During the 2020/21 season, the team placed fourth in the Cup.



1924

MEN'S

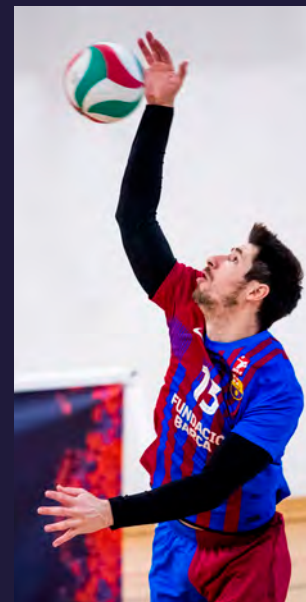
- During the 2021/22 season, the team was proclaimed Spanish champion in the Seven Series.
- During the 2020/21 season, they played in both the League and Cup semi-finals.



1970

VOLLEYBALL

During the 2021/22 season, the team was proclaimed champions, with the accompanying promotion to the Super league, after having been relegated to Super league 2 during the 2020/21 season. As for the grassroots teams, for the first time in many years, the U19 teams and the U14 team qualified for the Spanish championships.



1972

ICE HOCKEY

- During the 2021/22 season, the team won the League title and was able to participate in the Continental Cup in Istanbul.
- In the 2020/21 season, they won the Spanish League after twelve years.
- Currently, the section has mixed teams up to the U18 category.

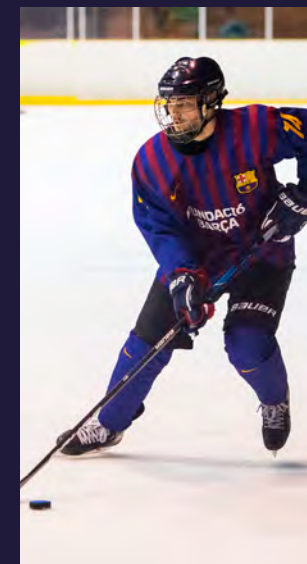
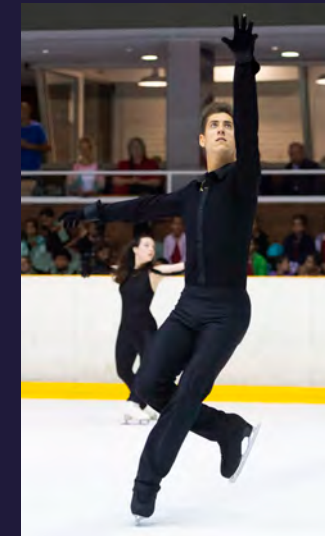


FIGURE SKATING

The skater Euken Alberdi was proclaimed Spanish champion in the last two seasons, and also stood out with his performance in the European Championships and the Junior World Championships. The FC Barcelona skaters likewise secured spots on the podium of two Spanish Figure Skating Championships during the 2020/21 season.



● own sections

*Women's and mixed amateur sports are detailed in section 3.2 Women's Sport.

3.1.2 NOTEWORTHY PROJECTS AND ACTIVITIES

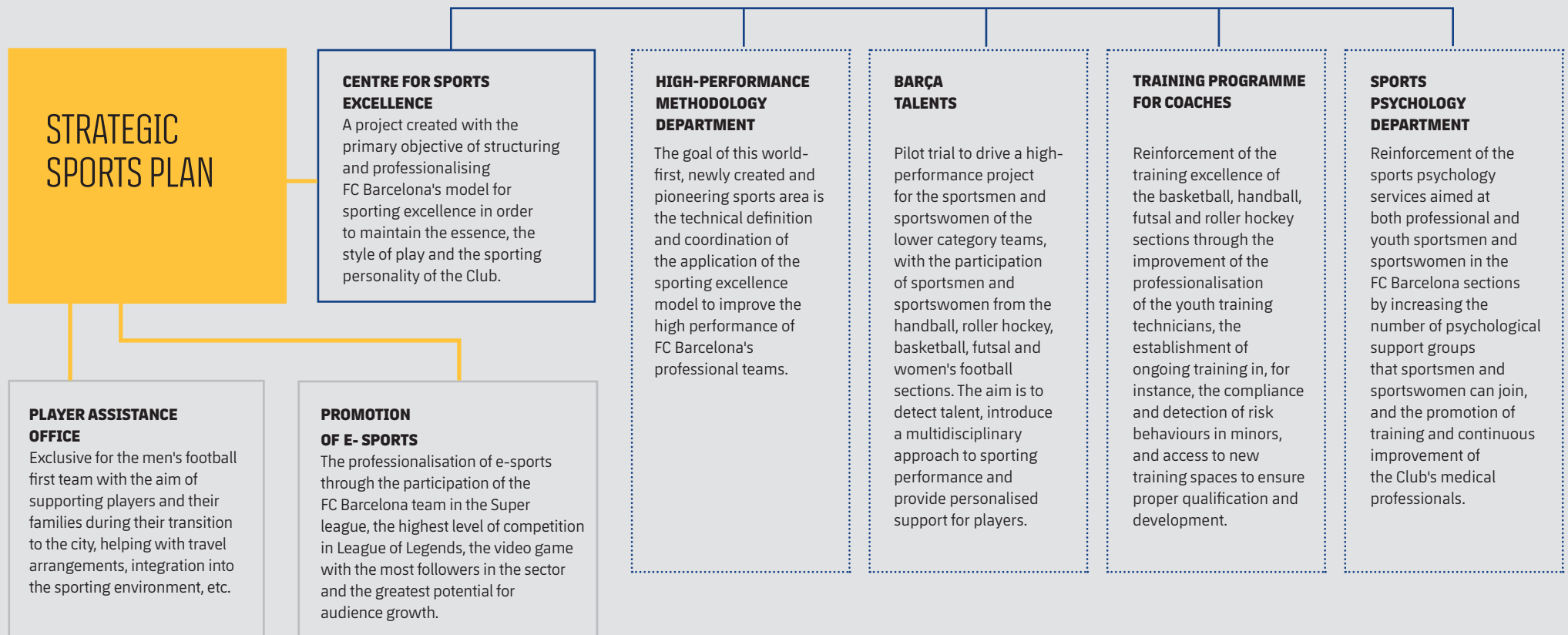
PROFESSIONAL SPORTS

During the 2021/22 season, the Sports Area promoted the new **Strategic Sports Plan**, the road map for the new mandate

that included different key projects to promote FC Barcelona's sporting development and to continue to position it as a world leader in the training and generation of talent. In addition to the

future creation and implementation of new structures and professionalised, cross-cutting business areas that will seek to maximise reach among the fans, the aim was to improve revenue-gen-

erating capacity and attract potential supporters. This is the reason behind the definition of the following projects, programmes and services included in the Strategic Sports Plan:





During the **2020/21 season** and against the backdrop of the COVID-19 pandemic, the tireless efforts of the different sports sections to adapt to the sports management and preparation requirements arising from the health and social context should be highlighted. Specifically, the Club promoted and facilitated the development of the virtual meetings necessary to maintain

the optimal sporting and methodological preparation. The Club also ensured the correct implementation of hygiene, prevention and epidemiological control activities implemented by the Sports Science Area, which were necessary to maintain permitted sporting activity in compliance with the health regulations established by the authorities and federations.

YOUTH SPORTS

At present, the Club has various multi-sport structures for youth players: La Masia and the Barça Academy.



La Masia

As a structure for the dual development of **youth players**, in the **2021/22** term, and for the first time in its more than 40 years of history, La Masia opened the door to its first **female residents**. They are all members of the second women's B football team, who combine football with their studies while they live at the Centre de Formació Oriol Tort.

This initiative is another step towards establishing La Masia not only as a world leader in the youth training model, but

also as an example of inclusion and equality in the world of sport. As for the **2020/21 season**, La Masia was marked by the COVID-19 pandemic. In spite of that, the operation of La Masia was ensured and the sportsmen and sportswomen were able to carry out their routines in a stable manner, although adapting them to the accompanying effects on the use of the facilities and in compliance with the regulations established by the Catalan Civil Protection Plan.



667
SPORTSMEN
AND
SPORTSWOMEN

85
RESIDENTS



671
SPORTSMEN
AND
SPORTSWOMEN

107
RESIDENTS



40 ANYS DE LA MASIA

Barça Academies

The **2021/22 season** was characterised by the gradual return to normality, after the pandemic, of the Barça Academies around the world. It ended with 30 football academy projects for girls and boys aged 4 to 18 (depending on each centre) spread all over the world. At present, there are more than 30 Barça Academies around the world, and more than 180 Barça Academy Camps are organised, which benefit over 45,000 sportsmen and sportswomen.

The most important new event, however, was the return of the Barça Academy World Cup, presented

by Allianz, at the Ciutat Esportiva Joan Gamper. However, not all the players from all the Barça Academies around the world were able to participate due to health restrictions. More than 1,150 boys and girls aged between 6 and 14, representing 15 countries and 26 Barça Academies and Barça Academy Camps, from all over the world, were able to participate in this international tournament.

Over the last year, we have also continued to promote other activities as extensions of the Barça Academies, such as:



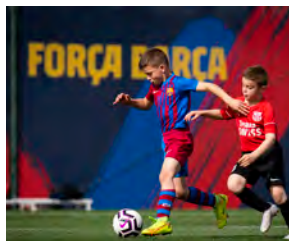
BARÇA ACADEMY CAMPS

The Club's coaches and trainers travelled to lead one-week training programmes, with the aim of bringing FC Barcelona's style of play to more fans in those countries where the Club still did not have a presence.



BARÇA ACADEMY CLINICS

Experiences in Barcelona for groups of players that includes training with our coaches at the Club's facilities.



OTHER TOURNAMENTS

In addition to the Barça Academy World Cup, other competitions were held in which teams from the Barça Academies and Camps took part. Among these, the Asia Pacific Cup and the America Cup stand out.

During the **2020/21 season**, the Barça Academies organised 40 projects (with the corresponding camps and associated tournaments) on more than five continents. It is worth highlighting FC Barcelona's efforts and those of its collaborating entities to maintain contact with the athletes through face-to-face or virtual training sessions during the most restrictive periods, to adapt the training sessions according to local regulations and to reinforce the transfer of the Club's methodology and values.



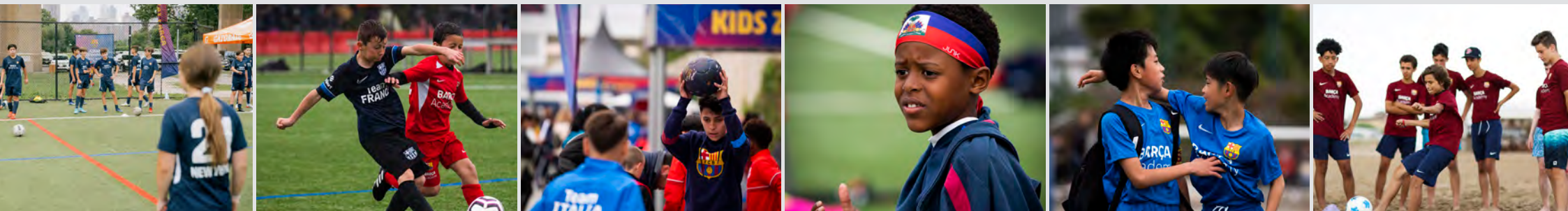
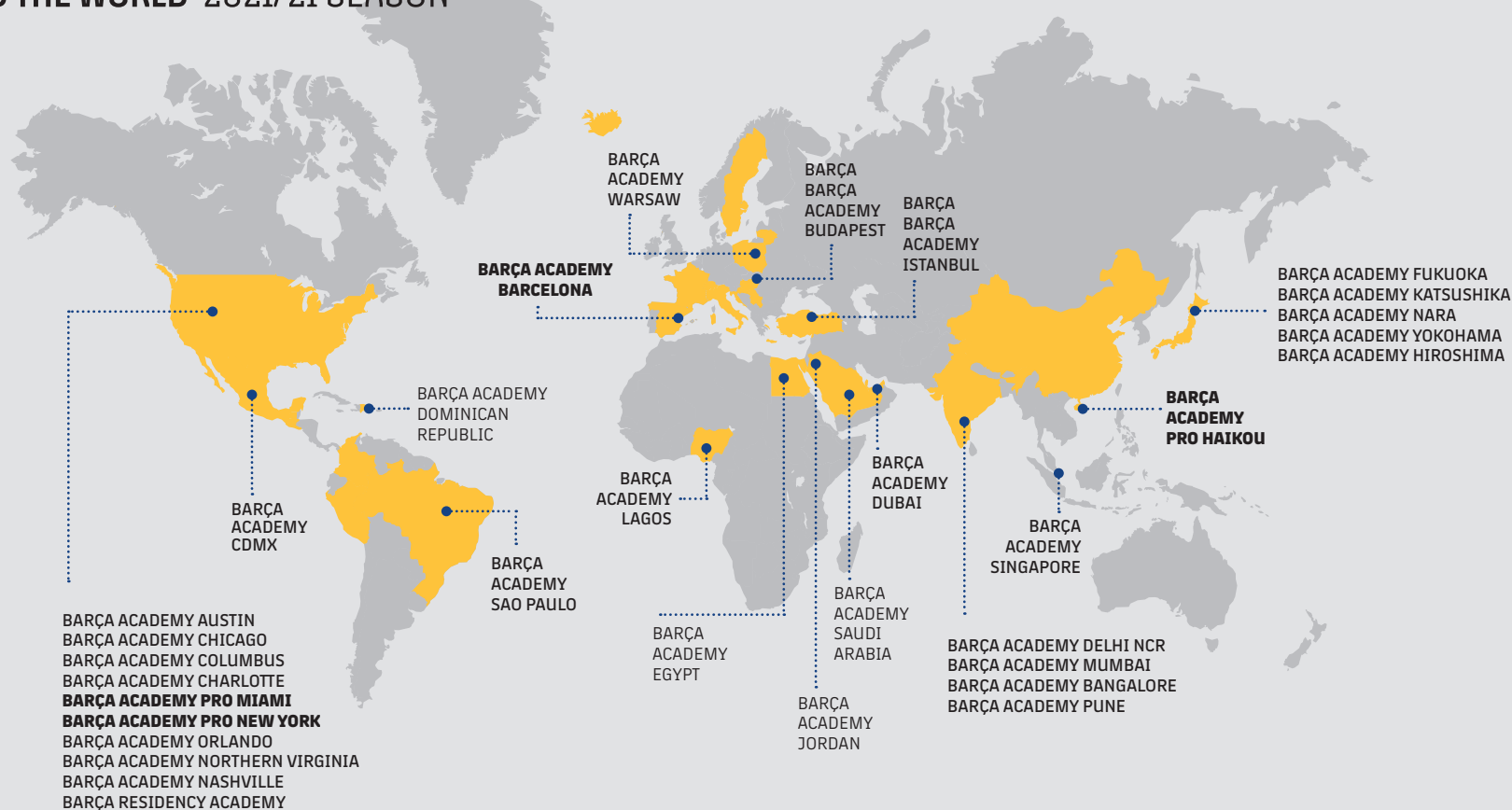


BARÇA ACADEMIES AROUND THE WORLD 2021/21 SEASON

COUNTRIES

34

- SAUDI ARABIA
- ARGENTINA
- BARCELONA**
- BRAZIL
- COLOMBIA
- CROATIA
- EGYPT
- EL SALVADOR
- UNITED ARAB EMIRATES
- UNITED STATES
- FRANCE
- GUATEMALA
- HUNGARY
- INDIA
- ICELAND
- ITALY
- JAPAN
- JORDAN
- LITHUANIA
- MEXICO
- NIGERIA
- PANAMA
- PERU
- POLAND
- PUERTO RICO
- DOMINICAN REPUBLIC
- REPUBLIC
- SAN MARINO
- SERBIA
- SINGAPORE
- SWEDEN
- SWITZERLAND
- TURKEY
- URUGUAY
- CHINA



OTHER PROGRAMMES PROMOTING MULTI-SPORT PRACTICE

Over the last year, in addition to the recurrent programmes to promote multi-sport activities such as Barça Rookies, the Club has been promoting the **Barça Academy Summer Camps by section**, one-week training programmes to which roller hockey has been added, on top of basketball and futsal. The ultimate goal is to promote the Club's values and encourage the practice of sport among a wider base of sportsmen and sportswomen. Other initiatives by the professional sections included **school visits** by the roller hockey section, which consisted of open-door training sessions for the first team.

With regard to the **2020/21 season**, due to the restrictions on public access to the pavilions during the pandemic, the Club's activities focused on the digital sphere through social networks by publishing sports information of interest and the organising of competitions, draws and exclusive promotions aimed exclusively at fans of the basketball section. In order to maintain the connection with the Club's youngest fans, similar programmes were also created, such as **Rookie Fantasy** (a Coaches League shared with participating fans) and **The Rookie Games** (a weekly *quiz* on Olympic basketball held during the summer).



MEN'S AMATEUR SPORTS

As part of the promotion of amateur sports, the **2021/22 season** saw the promotion of new sessions, led by experts from inside and outside FC Barcelona, as part of the **continuing education programme for coaches**. These sessions focused on improving the physical preparation of amateur teams, addressing issues such as internal load monitoring and resistance training.

As part of the training calendar during the season, there was a meeting with Àlex Roca, the Barça Foundation's ambas-

sador, in which more than 200 athletes, support staff and family members participated. The challenges that a disabled athlete has to overcome throughout their life and the way in which they have to make their passion for sport go with their daily life were discussed at the event.

If we look at the 2020/21 season, we should highlight that the Club was able to successfully **standardise and structure the training stages in the amateur sports network**, thereby establishing the criteria for communication with family members

in order to reduce the risks inherent to the activity and further promote the Club's sporting values. As a result of COVID-19, amateur sports teams increased the constant communication with sportsmen and sportswomen (providing support on issues such as sleep, nutrition, emotional health, etc.). Sports theoretical and technical training was promoted in order to cover the lack of physical and face-to-face contact with sportsmen and sportswomen in cases of confinement or the suspension of sporting activity.

3.1.3 INDICATORS

A multi-sport club for professional sportsmen and women

KEY PERFORMANCE INDICATOR	S 2021/22	S 2020/21
Number of professional sportsmen and women	150	140
Football section	54	53
Football section (Women's)	38	26
Basketball section	18	17
Handball section	17	18
Futsal section	13	15
Roller Hockey Section	10	11
Total or partial number of technicians and professionals	154	N/A
Football section	75	74
Football section (Women's)	25	17
Basketball section	26	24
Handball section	11	11
Futsal section	9	9
Roller Hockey Section	8	7
Number of competitions	32	30
Football section	6	5
Football section (Women's)	4	4
Basketball section	5	5
Handball section	7	6
Futsal section	5	5
Roller Hockey Section	5	5
Number of titles in competitions	16	16
Football section	0	1
Football section (Women's)	3	3
Basketball section	1	2
Handball section	6	6
Futsal section	4	1
Roller Hockey Section	2	3
Number of fans attending (average) per game	-	-
Football section	56,518	N/A*
Football section (Women's)	3,059	1,279
Basketball section	4,762	1,085
Handball section	1,224	464
Futsal section	2,063	1,315
Roller Hockey Section	725	323

A multi-sports club for professional sportsmen and sportswomen in training

KEY PERFORMANCE INDICATOR	S 2021/22	S 2020/21
Number of sportsmen and sportswomen in training at La Masia	692	667
Football section	278	279
Football section (Women's)	122	90
Basketball section	80	85
Handball section	104	100
Futsal section	64	63
Roller Hockey Section	44	50
Number of sports sections at La Masia	6	6
Number of sportsmen and sportswomen participating in the Barça Academies and associated campuses	23,870	21,885
Number of Barça Academies projects	30	40
Number of campuses associated with the Barça Academies	100	88
Number of countries where Barça Academies are present	34	22
Number of participants in FCB Academies in Catalonia	676	521
Football section	467	344
Basketball section	132	115
Futsal section	77	62

A multi-sport club for amateur sportsmen and sportswomen

KEY PERFORMANCE INDICATOR	S 2021/22	S 2020/21
Number of amateur sportsmen and sportswomen	692	667
Number of sportsmen and sportswomen participating in the amateur sports network:	1,373	1,334
Male participants	647	645
Female participants	726	689
Number of teams in the amateur sports network	71	70
Men's teams	29	28
Women's teams	42	42
Number of sections with amateur team representation	7	7

*Indicator affected by the COVID-19 pandemic restrictions.

Related Sustainable Development Goals



3.2 WOMEN'S SPORT

3.2.1. FC BARCELONA'S STRATEGIC POSITIONING

Throughout history, the gender stereotypes that existed in society meant that professional and educational sporting practice continuously and pervasively excluded women and girls. Nonetheless, a movement for social change has now arisen that calls for greater

equality and representation of women in different areas of life, including sport.

It is within this context of social change that sports organisations must get involved and take part in this movement by means of different lines of action: encouraging the

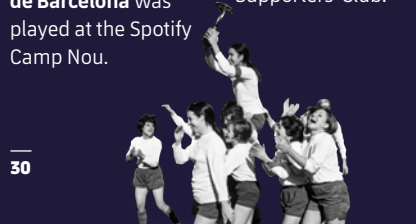
participation of women and girls in professional or amateur training; the dissemination and promotion of women's sport, and the creation of a sporting, economic and social environment that is favourable to women players.

Historically, FC Barcelona has

taken on the responsibility of positioning itself as a key actor and has shown solid work in contributing to the promotion of women's sport and the role of women in sport over the last few decades, as illustrated by its outstanding historical track record.

HISTORICAL JOURNEY OF WOMEN'S FOOTBALL

1970	1971	1994	2002	2011/12	2015/16	2020/21	2021/22
<p>First women's team match at the Spotify Camp Nou</p> <p>On 25 December 1970, FC Barcelona began its journey in women's sport when the first match of the women's football team Selecció Ciutat de Barcelona was played at the Spotify Camp Nou.</p>	<p>Barcelona Women's Supporters' Club Nou</p> <p>In February 1971, the team began to receive material, economic and institutional support from the Club, and became the Barcelona Women's Supporters' Club.</p>	<p>The Copa de la Reina</p> <p>In 1994, FC Barcelona won its first Copa de la Reina, playing against Oroquieta Villaverde in the final.</p>	<p>Integration as a section of FC Barcelona</p> <p>In June 2002, the Barcelona Women's Supporters' Club joined FC Barcelona with the status as a section, and was renamed FC Barcelona Femení [Women's Team].</p>	<p>Double: League and Copa de la Reina</p> <p>In the 2011/12 season the FC Barcelona Women's team won their first national League.</p>	<p>The women's soccer section turns professional</p> <p>In the 2015/16 season, the Club saw the professionalisation of its first women's football team, another step towards making it a global touchstone.</p>	<p>Triple: Copa de la Reina, League and Champions League</p> <p>Winning the Champions League during the 2020/21 season, the first in the Club's history, stands out as a historic milestone.</p>	<p>The Joan Gamper trophy, also for women</p> <p>First time that the Women's team took part in the Joan Gamper Trophy.</p> <p>Triple: Copa de la Reina, League and Spanish Super Cup</p>



The Club's sporting history shows that the strategy for **professionalisation and sporting improvement** over the last few seasons for women's football has made it possible to achieve incremental improvements in the performance of the players, to sign high-level players, to obtain a sponsor structure (including leading European sponsors), and to create a professional training structure integrated into La Masia-Centre de Formació Oriol Tort.

At present, the new Board of Directors has prioritised and promoted the transformation of the Club's departmental and sporting structure with the aim of generating a distinctive driving force in the development of women's sport in all its facets and action areas. This new strategic impulse, together with the international successes of the last few seasons, has

allowed FC Barcelona to position itself as a national and world leader in the promotion of professional women's football, **contributing to professionalisation and to sporting and employment improvement, as well as to the support and promotion of women's sport inside and outside the FC Barcelona environment and the fostering of women's sport.** The Club will also continue to foment the **participation of women, teenagers and girls in the youth teams and in the different women's amateur teams such as athletics, field hockey, figure skating, rugby, volleyball, basketball and wheelchair basketball.**



3.2.2 NOTABLE PROJECTS AND ACTIVITIES

PROFESSIONALISATION OF THE STRUCTURE OF WOMEN'S FOOTBALL

During the 2021/22 and 2020/21 seasons, the women's football first team achieved considerable sporting success, earning itself a position at the top of the European elite.

In the area of sports and labour management, the Board of Directors initiated a departmental transformation in the women's football section in order to achieve an additional boost in the empowerment and professionalisation of the women's football structure, taking

advantage of the social and sporting impact achieved through the attendance records at women's matches.

The 2021/22 season saw improvements in sports management in the professional sphere through the **professionalisation of the technical staff of the women's second team**, the awareness and training of coaches in risk management for minor players, and the progressive improvement of the economic and working conditions of professional players as they achieved greater market acceptance and increased visibility of the sport among the international fan base.

This work done during the 2021/22 season has led to the reinforcement of practices to improve the day-to-day experience of the female players. It has given rise to continuity in the specialised studies on health and sporting performance and in the changes to the facilities to adapt training to the needs of the women's teams. Likewise, it has strengthened and consolidated the policies for preventing and resolving defined situations of harassment and the regulation of maternity leave or long term injuries. The Club's media coverage of women's sporting activity has continued to increase, and the availability of top-level management services and sporting structures (with the Johan Cruyff as the main stadium, and full

access to the Club's medical, methodological and operational services) has been scaled up for the women's teams.

In terms of sporting development and innovation, the importance that women's football has been garnering in recent seasons has meant that science and medicine have accelerated the promotion of research into injury prevention and performance improvement as applied to women's sport. In order to publicise these improvements, the BIHUB and the Medical Services organised training events in which they analysed the similarities and differences between men's and women's sports injuries in order to understand them and to focus on the particular characteristics of women's football and investigate them in depth.

SUPPORT AND PROMOTION FOR THE VISIBILITY OF WOMEN'S PROFESSIONAL TEAMS

The last two seasons have been marked by the achievement of new and extraordinary milestones in the promotion and dissemination of women's professional sport. In particular, the **Barça Women's team continued to break down social stereotypes, barriers and prejudices** with the aim of turning the blaugrana women's team into the pride of a club, a city and a country.

One of the most outstanding achievements during the 2021/22 season was the support and admiration received from the fans at the Barça Women's team matches. This growing support allowed Barcelona Women's team to fill the Spotify Camp Nou twice, a pioneering initiative led by the Board of Directors with the collaboration of all the Club's departments, and which **set two world records for attendance at women's football** in the Champions League matches against Real Madrid (91,553 spectators) and Wolfsburg (91,648 spectators), beating the previous record set at the 1999 World Cup Final

between the United States and China (90,195 spectators).

As part of its communication base, the Club supported a new leap in the quality of the tracking and dissemination of the sporting results of the different women's teams, with a spectacular growth in *online* and *offline* actions focused on following the football first team. The reorganisation of the women's football support structure was key to boosting the communication strategy on social networks, Barça TV and Barça TV+ (the Club's new OTT platform launched during the 2020/21 season). It also implemented other recurring methods of communication with members, supporters and fans. This effort has facilitated the growing journalistic coverage of women's sport, as well as coverage from public and private media at the national and international levels.

Another central pillar of the promotion of women's sport was the Club's **visibility campaigns and activities** focused on spreading sporting activity and commitments to gender equality and inclusion among FC Barcelona's social base and fans around the world.





Campaigns or activities to increase visibility and reach of women's sport

Seasons	Campaign	Description
2021/22	Vision #MoreThanEmpowerment	Slogan and brand pillar that went with the women's football team and under which the Club highlights the commitment to women's football and the role of women in sport.
	Women's Day Campaign: Venus Symbol Painting and Line Up	As part of Women's Day, FC Barcelona wanted to promote the visibility of gender equality by painting the Venus symbol on the Spotify Camp Nou, Johan Cruyff Stadium, Palau Blaugrana and all the fields of the Ciutat Esportiva. There was also the <i>Line Up</i> action, where all the players went out to warm-up wearing the "The line that doesn't divide, unites us" campaign T-shirt.
	Design of the second team kit	In order to spread the message of women's empowerment in all the Club's sporting matches, the second team kit for the 2021/22 season was designed with the colour purple as the dominant colour, a reference to the cause of gender equality.
	Womens' kit for men	For the first time, it was possible to buy the Barça Women's kit in men's sizes.
	First egalitarian Gamper	For the first time in history, the Barça Women's team took part in the Joan Gamper Trophy and was presented together with the men's team.
	Cup & League Victory	Campaign focused on the celebration of the Copa de la Reina and the League won during the 2021/22 season.
	Ballon d'Or	Campaign focused on celebrating the Ballon d'Or awarded to Alexia Putellas, player and captain of the women's football first team.
Attendance records at Camp Nou	Communication and promotion actions of the official matches played by the FC Barcelona Women's team at Spotify Camp Nou against Real Madrid and Wolfsburg.	
2020/21	Women's Day Campaign: #WEAREALLDIFFERENT8M and Only by valuing diversity can we achieve equality	To mark International Women's Day in 2021, the Club promoted a campaign that emphasised gender equality in sport and the defence of diversity in society and the importance of respect, both on and off the playing field.
	For us and those to come	After winning the UEFA Women's Champions League, the Copa de la Reina and securing a historic treble, the "For us and those to come" campaign was launched, with the aim of sharing a message of encouragement to all girls who dream of being footballers.
	#MoreThan	As part of the <i>More Than / Més que</i> campaign, which aims to promote the pillars that define the <i>More than a club</i> slogan, the players of the women's football first team participated in an event to recognise the pioneers of women's football at FC Barcelona and raise awareness of gender equality in sport.
	First match at the Spotify Camp Nou after 50 years	It should be pointed out that the women's football first team was able to play an official League match again at the Camp Nou, 50 years after the match played by the pioneers of women's sport at the Stadium.



AUDIOVISUAL PRODUCTION TO PROMOTE WOMEN'S SPORT

The action to disseminate women's sport and the role of women in sport has also been widely incorporated in the audiovisual production lines promoted by the Club.



MATCHDAY - QUEENS OF THE PITCH

A six-episode documentary series that allowed the fans to remember and celebrate the achievements of the Barça Women's team during the successful 2020/21 season.



BORN TO PLAY

A documentary series about the players of the women's first team that wanted to offer personal portraits: their origins, their arrival at the Club, their family environment and their hobbies.



THE BEGINNING OF A NEW ERA

A documentary about the historic 2021/22 Champions League match between the FC Barcelona and Real Madrid Women's teams at the Camp Nou, which broke the attendance record for a women's football match.

Likewise, the dissemination activities carried out by the Club and its players during the **2021/22 season** also stood out. Among these were FC Barcelona's participation in the meeting on *Sport and Women* at the University of Turin; receiving the Racimo award in recognition "for its work on visibility, the contribution of women to professional football and for being role models in women's sport"; and **organising the Sports Tomorrow Congress**, the sports innovation congress organised by BIHUB, with women in sport as the main theme.

PROMOTING THE PRACTICE OF WOMEN'S SPORT

Barça Women Players Week

As part of the activity organised by the Barça Players Association to promote women's sport, during the last few seasons the institution has organised **Barça Women Players Week**, a series of activities to promote the practice of sport and the recognition of FC Barcelona's historic women's teams among the Club's grassroots and supporters clubs.

DURING THE LAST SEASON, THE HISTORIC DEBUT OF THE WOMEN OF BARÇA CBS BASKETBALL IN THE WOMEN'S CHALLENGE LEAGUE WAS OF PARTICULAR NOTE, IN A MATCH PLAYED AT THE PALAU BLAUGRANA.

Women's amateur sports

During the 2021/22 season, FC Barcelona had more than **700 high-level sportswomen** (an increase of more than 30 compared to last season) who wore the Blaugrana shirt in different women's amateur teams and competed at the highest level in their sports: athletics, field hockey, basketball, figure skating and volleyball.

FEMALE OR MIXED AMATEUR SPORTS

1923

MEN'S

- The original women's field hockey section was created in 1940 and was disbanded in 1943. It was started again in the 2003/04 season, beginning with the U14 category.
- During the 2021/22 season, the Barça women's team was relegated to the Division of Honour, after having played a historic 2020/21 season, in which they rose to the highest category of field hockey for the first time.
- Among the lower categories, only the U10 has mixed teams.



1929

BASKETBALL

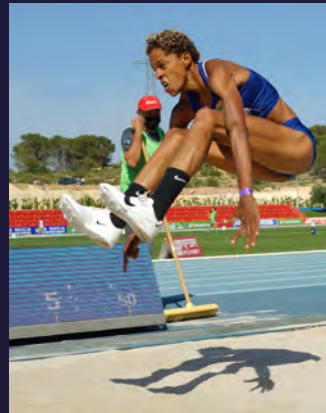
- The first women's team was founded in 1929 and was disbanded in 1936. It returned from 1941 to 1945. Later, between 2002 and 2007, FC Barcelona had a women's team associated with UB Barça. Barça CBS was created in 2011.
- During the 2021/22 season, the long-awaited promotion to the Endesa League came about. The 2020/21 season was an excellent one, with them winning every game except for one, which prevented them from being promoted.



1933

MEN'S

- The first women's athletics team appeared in 1933.
- During the 2021/22 season, Barça became champion in the indoor competitions in the Absoluto category. Ana Carrasco was proclaimed overall pole vault champion. Lucia Pinacchio won the gold medal and set the championship record for the 800 metres. In the outdoors competition, Yulimar Rojas became the world leader in 2022 in the triple jump (14.83m) and was named the 2020 World Athlete of the Year.
- The team achieved a historic title in being proclaimed Spanish outdoor champions for the first time in the 2020/21 season.



1972

FIGURE SKATING

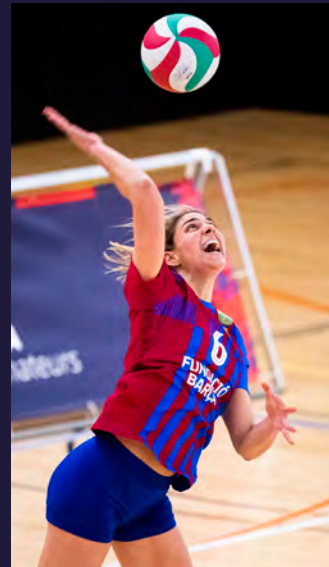
- Both men and women have competed since the very beginning. At present, male and female skaters continue to participate in different formats.
- During the 2021/22 season different skaters were the main stars of the Spanish Figure Skating Championships. The team won the national championship in the mixed field. Warranting particular mention is the Barcelona duo Olivia Smart and Adrián Díaz, who placed eighth in the free dance on ice at the 2022 Winter Olympics in Beijing.
- Also of great importance is the pair Èrika Riera and Raman Balanovich, who won the Spanish junior dance championship in their debut in official competition in the 2020/21 season.



1994

VOLLEYBALL

- The team was relegated to Superliga 2 during the 2021/22 season after having been promoted to the Iberdrola League during the 2020/21 season, the highest category in volleyball.
- In 2004, Club Volleyball Barcelona signed an agreement with the Club, and it became known as Club Volleyball Barcelona Barça.



2010

WHEELCHAIR BASKETBALL

- In the 2021/22 season, the UNES Barça team won the Catalan Super Cup and the Catalan Cup.
- During the 2020/21 season the team won the Catalan Cup.



● Own sections

● Linked Sections

3.2.3. INDICATORS

KEY PERFORMANCE INDICATOR	S 2021/22	S 2020/21
Professionalisation of the women's football structure		
Number of professional women footballers	38	26
Number of women football players training at La Masia	122	90
Number of professional sport coaches in women's football	25	17
Number of competitions in which professional women's football teams take part	4	4
Number of titles in professional women's football team competitions	3	3
Support and promotion to increase visibility of women's professional teams		
Average number of spectators per women's football first team match	3,059	1,279
Number of impressions associated with advertising campaigns to promote women's football and gender equality in the world of sport	788 million	610 million
Number of views associated with advertising campaigns to promote women's football and gender equality in the world of sport	72 million	N/A
Number of interactions associated with advertising campaigns to promote women's football and gender equality in the world of sport.	57.4 million	43 million
Number of publicity campaigns associated with the promotion of women's football and gender equality in the world of sport	N/A	27
Promoting the practice of women's sport		
Number of women's teams in the amateur sports network	42	42
Number of sportswomen taking part in the amateur sports network	726	689



3.3. VALUES AND MODEL OF BEHAVIOUR IN SPORTSMEN AND SPORTSWOMEN

Related Sustainable
Development Goals



3.3.1. FC BARCELONA'S STRATEGIC POSITIONING

In a context in which elite sportsmen and sportswomen enjoy great media attention and visibility, sports clubs need to understand the capacity for social influence that their players can have, and that players can serve as key assets in encouraging appropriate sporting and social values and models of behaviour that have a positive influence on fans. This capacity to influence must encourage sports organisations to treat their

sportsmen and sportswomen's image and actions as a tool for inclusion, respect and dissemination of sporting values and healthy habits.

Through the active participation of sportsmen and sportswomen in addressing urgent problems and challenges in society, FC Barcelona will be able to strengthen its history of defending **sporting values, fostering links with the community and promoting healthy habits.**



COMMUNITY ACTION AND CONNECTING WITH THE LOCAL ENVIRONMENT

FC Barcelona also prioritises the role that sportsmen and women (trainees, amateurs, professionals and retirees) can play in boosting community action and relations with the environment, encouraging their active participation in the different initiatives and programmes promoted by the Club.

In most cases, sportsmen and sportswomen have a degree of notoriety and a capacity for impact on society that is recognised by society itself. This allows their involvement to contribute to improving the quality of life in the community environments where they have influence, and to facilitate social transformation through their active participation alongside that of the Club's coaches. These activities allow for the execution of social and educational actions that have an impact on the development of local and global communities.

SPORTS AND HUMAN VALUES

As part of its main working structure, FC Barcelona has integrated sporting and human values into the **sporting, governance, social and environmental activities of the Institution.** The aim of these is to promote appropriate behaviour among its sportsmen and sportswomen and to transmit how FC Barcelona works and acts in all its different spheres of action. Specifically, the values that define *More than a club* are:

HUMILITY
EFFORT
AMBITION
RESPECT
TEAMWORK

PROMOTION OF HEALTHY HABITS

Healthy habits are becoming increasingly important for people's quality of life, as well as for the well-being and physical and emotional performance of sportsmen and sportswomen. For this reason, the Club is increasingly focusing its training activities in this area, which involves a basic knowledge of the human body and its metabolism.

VALUES, COMMUNITY ACTION AND HEALTHY HABITS

CONTRIBUTION OF PROFESSIONAL SPORTS

FC Barcelona's professional sportsmen and sportswomen promote the social, cultural and educational development of the local and global community. They donate 1% of their salaries to the Barça Foundation and the Barça Players' Association. These amounts are used to finance social and community aid projects and initiatives.

AWARENESS CAMPAIGNS

The FC Barcelona professional players actively participate in campaigns in different areas: social, commercial, environmental, supporting diversity, promoting the Club's values, raising awareness of climate change, and others.

PROMOTION OF HEALTHY BEHAVIOURAL MODELS AND HABITS

The Club promotes good practices for sports persons through the creation of healthy routines and habits, while preventing doping, poor nutrition and risky habits. This is complemented by the action in physical and emotional health and healthy behaviours by the Sports Science Area, the Club's Medical Services and the Centre of Excellence.

TRAINING IN VALUES

As an intrinsic part of the dual development of the sportsmen and women in training, the Club and La Masia promote different activities to raise awareness about social issues. These are done either through programmes such as FC Barcelona Identity, the *Masia Solidària* project or the presentation of life experiences in the Continuing Education Classroom.

BARÇA PLAYERS ASSOCIATION

A non-profit organisation created in 1959 by FC Barcelona that seeks to guarantee the quality of life and promote the values of ex-players by offering assistance and support services to its members, making them participants in its activities.

BARÇA LEGENDS

This FC Barcelona programme aims to provide continuity to the sporting career of the former players of the football first team through a stable project of professional collaboration, in which the former players play charity matches and act as ambassadors of the Club, promoting its values around the world.

- PROFESSIONAL SPORTSMEN AND SPORTSWOMEN
- SPORTSMEN AND WOMEN IN TRAINING
- FORMER SPORTSMEN AND WOMEN



3.3.2. NOTEWORTHY PROJECTS AND ACTIVITIES

SPORTS AND HUMAN VALUES

During the 2021/22 and 2020/21 seasons, the Club continued to promote the integration of FC Barcelona's values among the sportsmen and sportswomen in training, both amateur and professional. The consolidation activities were varied:

- **La Masia programmes:** there has been a continued effort to strengthen the sense of belonging to the Club and the knowledge of the Institution's values among the sportsmen and sportswomen in training through:
 - the **FC Barcelona Identity programme,**

which aims to improve knowledge of the Institution, its history and shared social values through educational sessions about the Club, visits to the FC Barcelona Museum and other activities.

- **Masia Solidària,** in which inspirational conferences were held as well as initiatives linked to social causes in the region and events to collect products for the benefit of the vulnerable population in Catalonia.
- **Continuing Education Classroom:** a series of training and awareness-raising workshops for FC Barcelona players, with the aim of developing the sports

person in areas beyond the sporting side, such as their social, emotional, intellectual and psychological aspects, among others.

- **Tributes to key FC Barcelona sportsmen and sportswomen:** with the aim of recognising the sporting career and the representation of the sporting and human values of FC Barcelona, the Club organised an event at the Camp Nou to pay tribute to the FC Barcelona sportsmen and women who won Olympic medals at the last Olympic Games in Tokyo.





COMMUNITY ACTION AND CONNECTING WITH THE LOCAL ENVIRONMENT

Contribution of professional sports

As mentioned in the previous point, the Barça players took part in numerous activities organised by the Club of a social, cultural, and educational nature. They also contributed 1% of their salaries to allow the Club to be able to carry out actions for the social and educational development of the local and global community.

Awareness campaigns

As part of promoting social values and respect in the world of sport, FC Barcelona has worked to promote and encourage the participation of sportsmen and sportswomen in campaigns against racial and gender discrimination and in favour of diversity. Specifically, over the last few seasons the Club has supported the participation of sports people in the following initiatives:

- **Campaigns in favour of children's rights, and against racism and discrimination against migrants:** In the 2021/22 season the Club, through the Barça Foundation, continued to promote campaigns to protect children's

rights together with UNICEF. Likewise, an alliance was established with the UNHCR to send a message of solidarity to the world to the more than one hundred million people, including many children and young people, who have been forced to flee their countries due to war and repression. This alliance adds value to previous campaigns by federations against racism and discrimination, including the *No to Racism* programme by the European Union of Football Associations (UEFA), as well as various social initiatives by the Barça Foundation, in which the players were active sponsors against child *bullying*, gender discrimination and the refugee crisis.

- **Campaigns for the visibility and promotion of women's sport:** Among the initiatives highlighted during the 2021/22 and 2020/21 seasons is the participation of players in the campaign "The line that does not divide, unites us" on Women's Day in 2022; the initiative "*#WeAreAllDifferent8M*" promoted on International Women's Day 2021; the strengthening of the positioning of the *#MoreThanEmpowerment* campaign; and the day for the Elimination of Violence against Women, with the participation of sportsmen,

sportswomen and coaches from different sections.

- **Campaigns for the inclusion of people with functional diversity:** the 2021/22 season went down in history for the creation of the new Barça Foundation football team, made up of people with intellectual disabilities (20 men and 4 women). It made its debut in La Liga Genuine and made a significant contribution to normalising and raising awareness in society about intellectual diversity in the world of sport. The team had Gerard Piqué and Alexia Putellas as its ambassadors, and they held meetings with the top football teams to generate greater visibility for the project.
- **Campaigns for sexual diversity and orientation:** over the last two seasons, work has been done to raise awareness of sexual diversity and orientation through different campaigns with the participation of the Club's sportsmen and sportswomen. The Day against Homophobia, Biphobia and Transphobia featured a video starring players, in which a message of support was sent to people who have suffered, or are suffering, some form of discrimination because of their sexual orientation or identity.

Promotion of healthy behaviour models and habits

During the 2021/22 and 2020/21 seasons, the Club continued its work and the promotion of healthy habits and behaviours among sportsmen, sports-women and technical staff. With this objective in mind, the Club promoted the following training workshops aimed at sportsmen and sportswomen in training and their families to better manage their health and develop healthy habits:

- **Project Footdie**, focused on working on the different values related to nutrition: healthy and quality food, the social aspect of food, learning to cook, respecting the environment, avoiding food waste, respecting different cultures and types of diets.
- Workshops on **eating habits** as a basis for proper recovery after physical exertion and for preventing injuries.
- **Sleep and rest** workshop aimed at raising awareness about proper rest and its role in sporting and academic performance.
- **Socio-affective cohesion** workshop to

promote the integration of new players to the team and to work on different social skills as a group.

- Course on **Mindfulness** to acquire different mental activation and relaxation techniques.
- **Social networks** workshop to raise awareness among players about the responsibility they have in the digital world and the way they interact with each other.

Also warranting special mention is the participation of the Club's professional players in different campaigns and

communication events with FC Barcelona sponsors, which were aimed at promoting healthy habits and care of personal health. Highlights include the study carried out with Gatorade to improve recovery in sport during the 2021/22 season; and, during the 2020/21 season, the campaigns with Beko, the Club's sponsor, against childhood obesity. One example is the *Pros behind the Pros* initiative, which shared the healthy eating routine of FC Barcelona players and highlighted the role of the professionals responsible for ensuring a proper diet in terms of nutrition and food.





Barça Players Association

With regard to the Barça Players' Association (ABJ, by its Catalan initials), several solidarity games were played to raise funds for social causes during the 2021/22 season. Among these, it is worth highlighting the Càritas triangular tournament with Veterans FC Lloret and Girona FC, and the Fundela Solidarity Tournament with the teams CF Lloreda, Girona FC, CF Palamós, Granada Peloteros and CD Leganés. The group also organised the "The other game" talks, in which they talked about the sports person's skills that will accompany them throughout their lives, retirement from professional sport, the new reality and the new objectives, and the importance of preparing oneself be-

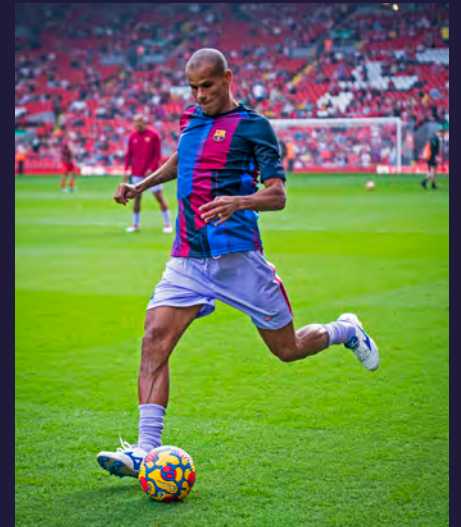
yond a career in sport.

As part of the promotion of inclusion and equality in sport, the "Women's sport" talks took place, in which equality on the football pitch and the promotion of sport among all genders were discussed. The *Football to Remember* programme was also developed, which includes workshops and activities focused on the promotion of active involvement, reminiscence and memory with FC Barcelona as a main focus.

During the 2020/21 season, the ABJ also continued to promote the training (sports and skills training) and grants for former footballers, either through financial support or through job guidance and job bank services.

Barça Legends

In the 2021/22 season, the Club continued the *Barça Legends* programme, which included a match against former Girona FC players to raise funds in the fight against amyotrophic lateral sclerosis (ALS) and to pay tribute to former coach and player Juan Carlos Unzué. At the international level, in the match against Liverpool FC Legends at Anfield, the proceeds collected during the event were transferred to the Barça Foundation and the Liverpool FC Foundation to support social causes. Also worth highlighting is the participation of the Barça Legends team players as supporters of the Barça Foundation's programmes and projects aimed at reducing violence and *bullying*, and promoting social inclusion and integration and respect for children from all over the world. During the 2020/21 season the participation of Barça Legends players in different events had to be virtual and somewhat limited due to the pandemic.





3.3.3. INDICATORS

KEY PERFORMANCE INDICATOR

Annual community donation from the players' payroll	S 2021/22	S 2020/21
Annual community donation from the players' payroll	€3,686,622	€3,469,746
Number of events with the participation of professional players in the social campaigns of the Barça Foundation or other associated foundations and entities	30	23
Number of sportsmen and sportswomen taking part in the <i>Masia Solidària</i> programme	200	N/A*
Number of participants in the <i>FC Barcelona Identity</i> programme	107	19
Number of training sessions on ethics, <i>compliance</i> , social networks, behaviour and sports values for players in training at La Masia	95	9
Number of players participating in the <i>FC Barcelona Legends</i> programme	74	68
Number of former players/members of the Barça Players Association	734	N/A

*Indicator affected by the COVID-19 pandemic restrictions.



3.4. LA MASIA, TRAINING AND RESIDENTIAL CENTRE

Related Sustainable Development Goals



3.4.1. FC BARCELONA'S STRATEGIC POSITIONING

Managing talent in training, mainly the aspect focused on sports performance and the earning of qualifications, has been one of the main focuses of sports organisations and, as such, has historically defined the areas of sports action and strategy. Therefore, against a background of high competitiveness to improve sporting talent, the technical training provided to players includes a comprehensive training of the sports person.

This is precisely what is being developed to the highest standards at La Masia and the Centre of Excellence, which is structured as the essential asset for defining and building a unique strategy for training sports talent, through the promotion of a pioneering **dual training model**, which allows for the comprehensive and holistic development of the sports person, regardless of the professional section to which he or she belongs.



This model enriches sporting and technical training with the academic and personal development of the player. It is based on the work in the academic, emotional and interpersonal education necessary for the correct adaptation to the dynamics of La Masia and for combining sporting life with academic, social and family life. It should be noted that **La Masia's benchmark dual training programme has been recognised as a pioneering programme in the world, and has served as a reference for university research lines in sports training** (e.g. at the University of Amsterdam).

It is well known that FC Barcelona has the **Centre de Formació Oriol Tort** for young sportsmen and sportswomen in training

whose family home is far away from Barcelona. The residence, located at the Ciutat Esportiva de Sant Joan Despí, can accommodate more than 100 sportsmen and sportswomen from the Club's different professional sports, and has its own internal educational cycle with four blocks: personal growth, risk prevention in sport, health and well-being, and the promotion of healthy culture and leisure. In this context, it is worth highlighting that during the 2021/22 and 2020/21 seasons, renovations were carried out at the residential centre to improve the facilities and expand the services. Among the improvement works were the remodelling of the education rooms, dining rooms and accommodations to improve coexistence among the residents.

LA MASIA: COMPREHENSIVE CARE SERVICE FOR SPORTSMEN AND SPORTSWOMEN

The dual training model promoted by La Masia is fully integrated and managed by the Comprehensive Care Service for Sportsmen and Sportswomen, which is centralised in the Tutorial Care Service.

This is a service in which the tutor team provides support during the integration of the sports person and his or her family into the dynamics of La Masia. This tutor team is in charge of carrying out a comprehensive follow-up according to the objectives set by the sports person at the beginning of the season: academic education and professional training; development of interpersonal and emotional skills, and the promotion of the health and well-being of the sports person in training.

However, taking into account this framework and the dual training objectives, the team at La Masia also works from a perspective that considers the stage of development of the sportsmen and sportswomen and their characteristics, adapting the range of support services on offer accordingly:

- **Training stage:** in the Pre-U10 to U16A categories, the service focuses on tutorial support that integrates work on

life skills, self-knowledge and work on values, academic reinforcement and psychosocial work with the family, and so on.

- **Pre-professional stage:** in the U19 categories, the tutorial support begins to focus more on the aspects linked to lifestyle, the definition of a healthy and constructive environment, and working on the psychological variables of high sporting performance.
- **Professional stage:** in the professional categories, the support is linked above all to the construction of a positive lifestyle for the sports person, with an emphasis on aspects of professionalism in sport and the offer of constant support in sports psychology geared towards high-performance athletes.

La Masia has a Family and Environment Care Service which acts as a necessary structure to guarantee the correct functioning of this model. It is an essential programme that helps and forms the bond between the Club, the families of the players and the professional staff around them, thereby achieving open, receptive and transparent communication between the different parties involved in the educational and developmental process of the players.

The dual training model enriches the sporting and technical training with the academic and personal development of the player.



3.4.2. NOTEWORTHY PROJECTS AND ACTIVITIES

ACADEMIC AND PROFESSIONAL TRAINING

Academic support: the La Masia team has an academic support service that complements the training that sportsmen and sportswomen receive at secondary and higher education centres, the aim of which is to ensure excellence in their studies and to ensure that they are compatible with their sporting activities. This support includes the participation of teachers and the educational psychology team in training and academic reinforcement. In addition, in order to reinforce awareness of the importance of dual careers and academic excellence, we also promote sessions to work on and encourage motivation and good study habits, time management, the use of computer tools, and more.

The 2021/22 academic year set a record for the Club and La Masia with 148 study scholarships being awarded to different sportsmen and sportswomen from the six professional sections of FC Barcelona. Measures to support the professional and academic training of sportsmen and sportswomen included workshops on study techniques for secondary and higher secondary school pupils, flexible reinforcement groups according to the needs and specialisation of the teaching staff, the possibility of receiving private online classes for students with unusual schedules was maintained and an open classroom with a specific timetable was set up so that higher secondary school students could use it two weeks before exam periods.

Furthermore, one of the main and most important new developments of

the 2020/21 season, which fulfilled the objective of giving visibility and professionalism to women's sport and gender equality, was the incorporation of the women's football second team into the afternoon higher secondary group. In this way, the dynamic was brought into line with the first team, so that the training schedule was changed to mornings and the players could always be available to train without losing study hours.

Professional support: through the Barça Universitat platform, the La Masia team promoted a project to support the professional and university training of sportsmen and sportswomen in training, which combines in-person and online training in different key subjects in the transition to the professional world (such as courses in financial management, *branding* and

marketing, entrepreneurship, business management and communication and social networks, and so on). The team at La Masia also carried out an ongoing task of job guidance, providing information about different professions and studies through workshops, training and visits by professionals.

Sports person Retirement Guidance Service: to manage the sports person's retirement from sport, the Club has a service focused on promoting positive inclusion into the world of work. In addition to providing guidance and advice on job opportunities, the professional service promotes the construction of future sports projects through collaboration agreements with external entities and companies, which can benefit from the talent of FC Barcelona's professional athletes.



INTERPERSONAL AND EMOTIONAL

Emotional education: this programme aims to educate sportsmen, sports-women women and technical staff both in emotional and social development and in self-awareness, in order to accompany them in their growth and to develop new personal and social skills. The programme also aims for coaches to be trained to detect positive and negative behaviours and attitudes, and to be able to better understand the sportsmen and sportswomen in training.

The individualised work on their personal skills, attitudes and actions, both on and off the playing field, is based on the optimisation of the following interpersonal and emotional skills:

- **Self-knowledge:** work on self-image, emotional management, recognition of personality, self-esteem, etc., is carried out in order to promote this area of development.
- **Skills and aptitudes:** the La Masia professionals focus on autonomy, commitment, tolerance, adaptability, decision-making, self-demand, empathy, conflict resolution, etc.
- **Managing grief or adversities:** managing grief and adversity is addressed, both from a sporting point of view, through injuries or illnesses and de-

partures at the end of the season, as well as from a family and social point of view.

Accordingly, there is a group and individual dynamic for each of these topics which focuses on the most important aspects and leads to self-awareness, providing sportsmen and sportswomen with the tools and techniques to put them into practice according to the occasion or personal circumstances.

The **Continuing Education Classroom** was set up during the 2021/22 season as a complement to this ongoing work in emotional education. With the collaboration of the Club's Department of Diversity, Equity and Inclusion, the Barça Foundation and the Barça Players' Group, this initiative consisted of a series of formative talks, workshops and other activities aimed at sportsmen and sportswomen in training, with the aim of transmitting a set of social messages and values that contribute to proper human development.

The topics covered in the Continuing Education Classroom were related to social awareness and sensitisation, risks and opportunities in adolescence, health and emotional well-being, sport as entertainment, the promotion of responsible leisure and culture, entrepreneurship and the future, and critical thinking, to name but a few. The talks and training sessions included inspiring visits from

former Barça players, people with firsthand experiences and stories of overcoming adversity, and professionals who are experts in different fields and who have excelled in their professions. Among all the extremely worthwhile talks held, **special mention should be made of the session with Juan Carlos Unzué**, former player and coach of FC Barcelona, to raise awareness of amyotrophic lateral sclerosis (ALS), and the **talk by Farkhunda Murtaj**, a professional footballer, captain of the Afghan women's national team and a social activist, on her humanitarian work in Afghanistan.

Lastly, during the 2021/22 and 2020/21 seasons, the La Masia team continued to promote other activities focused on the development of interpersonal and emotional skills:

- **Masia Solidària:** over the last year, an outstanding contribution has been made to the Càritas Food Bank, with the parish of Sant Joan Baptista and the Red Cross, to support the families who have been received from Ukraine.
- **Blaugrana Values Guide:** as part of the collaboration with the Barça Foundation, La Masia sportsmen and sportswomen and their families were also able to familiarise themselves with the new Blaugrana Values Guide, a document to learn how to apply the Club's values both on and off the playing field.

- **Promoting leisure and culture:** La Masia organised visits to cultural and leisure organisations, with the aim of bringing the Club's players closer to other social contexts and encouraging cultural leisure activities as a healthy habit.



HEALTH AND WELL-BEING

Nutritional Service and Training: the La Masia team works to maintain a range of optimal nutritional services in order to promote healthy habits. These include the technical preparation of nutritional diets for daily meals, and training sessions on nutrition and healthy habits aimed at players on the importance of developing balanced diets.

Psychological Care Service: in order to guarantee the proper mental health of the sportsmen and sportswomen in training who require it, and with the aim of further

promoting healthy habits and routines that guarantee well-being, the La Masia team includes a series of follow-up services as part of its activities, as well as personalised and group tutorials, to work on mental health from the following perspectives:

- **Clinical Psychology:** support service focused on the exploration of the sports person's lifestyle and family environment, the detection of risk and protection factors within the family or among the players, and intervening in cases of risk and difficulties in which profes-

sionalised support may be required.

- **Sports Psychology:** an active assessment of the technical staff and the older players to optimise the psychological variables that influence their sporting performance.

The coaching teams of all sports implement and periodically update observation guidelines containing psychological and psycho-emotional indicators in order to monitor the state of health and well-being as well as the support needs of sportsmen and sportswomen.

With regard to these services for the

health and well-being of the sports person, during the 2021/22 and 2020/21 seasons the La Masia team continued to encourage the dynamics of well-being and the promotion of healthy habits through the development of what is known as invisible training. That refers to the different advice and counselling tasks on topics such as rest and dynamics of sleep, nutrition, sexual education, use of social networks, time management and attention or concentration. This training was carried out both internally and externally, with the participation of experts in the relevant fields.





3.4.3. INDICATORS

KEY PERFORMANCE INDICATOR	S 2021/22	S 2020/21
Number of sportsmen and sportswomen in training at La Masia	692	667
Football section	278	279
Football section (Women's)	122	90
Basketball section	80	85
Handball section	104	100
Futsal section	64	63
Roller Hockey Section	44	50
Number of sportsmen and women staying at the Centre de Formació Oriol Tort	109	85
Football section	56	44
Football section (Women's)	14	0
Basketball section	11	16
Handball section	10	10
Futsal section	9	6
Roller Hockey Section	9	9
La Masia: Comprehensive Care Service for Sportsmen and Sportswomen		
Number of tutors in the <i>La Masia</i> programme	15	16
Number of individual sessions with the Comprehensive Care Service for Sportsmen and Sportswomen	11,448	18,244
Degree of satisfaction of the families of the La Masia sportsmen and women	N/A*	8.9/10

	S 2021/22	S 2020/21
Academic and vocational training area		
Number of players receiving academic support and reinforcement	67 regularly and 94 on demand	70
Percentage of sportsmen and sportswomen who sit university access tests (Selectividad)	76%	60%
Percentage of sportsmen and sportswomen who pass the access tests	96%	90%
Number of players in training participating in vocational or university training services or courses	25	51
Number of players attended by the Sports person Retirement Guidance Service:	7	8
Interpersonal and emotional skills		
Number of interventions in emotional education	7	11
Number of sportsmen and sportswomen taking part in the <i>Masia Solidària</i> programme	200	N/A*
Number of teams taking part in the <i>Masia Solidària</i> programme	22	N/A*
Number of entities taking part in the <i>Masia Solidària</i> programme	3	N/A*
Sports person health and well-being		
Number of psychosocial interviews as part of the Psychological Care Service	145	143
Number of psychologists or educational psychologists at La Masia	2	5
Number of interventions by psychologists or educational psychologists at the Masia	1,250	N/A
Number of talks or training sessions on nutrition and healthy habits	3	11

* Indicator affected by the COVID-19 pandemic restrictions.



3.5. BARÇA INNOVATION HUB INNOVATION AND KNOWLEDGE MANAGEMENT

Related Sustainable
Development Goals



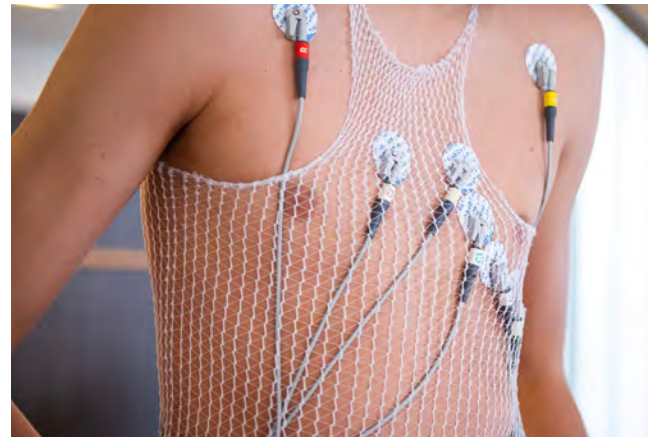
3.5.1. FC BARCELONA'S STRATEGIC POSITIONING

The significance of technological innovation in the world of sport has been increasing as the degree of technological disruption has increased with Industry 4.0 technologies, the explosion in data management, and the growing applications that leading clubs have identified in the field of technology and sports management. This significance is not only linked to the sporting excellence that will arise from sharing sporting knowledge, but will also allow entities to generate new sources of income, create shared value for society, especially in the scalability of innovative products and services that generate direct social or environmental value. These factors converge in the ability to promote the economic development of the local community so that it can benefit from the direct and indirect economic value created.

With this in mind, FC Barcelona has created the Barça Innovation Hub (BIHUB),

a unique sports innovation platform and centre that focuses on scientific research and communication in different areas related to sport and health, the co-development of innovative products and services, the creation of online and on-site training and sharing programmes, and the organisation of congresses and conferences to spread and transfer the knowledge generated by the Club. The BIHUB also stands out for its desire to form an ecosystem for sports research and innovation that is a touchstone in Catalonia and the world, promoting collaboration in the development of research projects with other leading entities, such as universities, start-ups, research centres, investors and high-performance sportsmen and sportswomen, beyond FC Barcelona.

The knowledge developed by BIHUB is structured into the following seven areas of cross-disciplinary research:



BIHUB stands out for its desire to form an ecosystem of sports research and innovation by promoting collaboration in the development of projects with other leading entities, such as universities, start-ups, research centres, investors and high-performance sportsmen and sportswomen.



TEAM SPORTS

With the aim of improving sporting performance in changing environments such as team sports, a line of research is being developed for the self-organisation and autonomy of players based on creative and distinctive work in game-based exploratory activities, methodological support for coaches and trainers, and innovative organisational team structures, among other things.

SPORTS PERFORMANCE

Through the use of automatic monitoring technologies, new fatigue markers, new forms of training and analytical technologies to prevent injuries, work is being done to continuously improve the physical preparation of sportsmen and sportswomen from a systemic and integrated perspective.

HEALTH AND WELL-BEING

With the aim of caring for the health of the Club's sportsmen and sportswomen and improving their performance, BIHUB and the Sports Science area work together in researching, innovating and sharing medical knowledge to improve the prevention, diagnosis, treatment of and recovery from injuries through research in the fields of physiology, nutrition and psychology.

SPORTS ANALYSIS AND TECHNOLOGY

BIHUB and the Sports Area are working to integrate new non-invasive tools to improve the daily sports activities of the sportsmen, sportswomen and the staff. Specifically, it promotes the use of algorithms to recognise sporting patterns; analytical technologies using augmented reality and automatic video editing; high-precision activity tracking and analysis, and other technologies.

**KNOWLEDGE,
INNOVATION AND
RESEARCH**

ENGAGEMENT AND BIG DATA

Efforts are being made to better understand the needs of FC Barcelona fans and to create new, interactive and more personalised experiences through immersive technologies, hyper-personalised content, the gamification of the experience and service automation.

SMART FACILITIES

The Espai Barça project is generating new spaces for innovation in products, services and process improvements for the development of smart infrastructures, applying technologies such as building information modelling systems, biometric and facial identification, and the efficient and sustainable management of resources and waste, to name but a few.

SOCIAL INNOVATION

Together with the Barça Foundation, BIHUB has developed new methodologies, products and solutions that use sport as an instrument for social development (*Sports for Development*), applied mainly in at-risk communities, and focused on the social problems of children (child violence, *bullying*, equality, etc.)

**RESEARCH LINES THAT
CONTRIBUTE MOST
DIRECTLY TO THE
CREATION OF A SOCIAL
AND ENVIRONMENTAL
IMPACT**

With regard to the transfer and sharing of this knowledge, FC Barcelona has **Barça Universitat** at its disposal. This framework has been set up with the aim of putting its know-how into action and making the sports sector grow and become more professional through

learning and training programmes, both face-to-face and online, developed jointly with and accredited by universities and training centres of recognised prestige. The four programmes or training lines that comprise this knowledge structure are as follows:



BARÇA UNIVERSITAT

DIGITAL PLATFORM FOR SPORTS KNOWLEDGE

A range of online courses available on a limited basis that covers different topics in sports management and sports techniques, health and areas of commercial relations with the world of sport and its environment.

RANGE OF OFFICIAL MASTERS AND POSTGRADUATE COURSES

Partnerships with leading universities to offer postgraduate training to students: business management, sports techniques, information technology, fitness, physiotherapy and sports-related subjects.

COACH ACADEMY

Online platform designed for coaches that aims to provide pedagogical tools to design and develop training programmes based on FC Barcelona's methodology and values.

PROFESSIONAL UPDATE CENTRE

Training area for Club coaches that promotes professional refresher courses through content related to research, trends and practical cases in sports science.

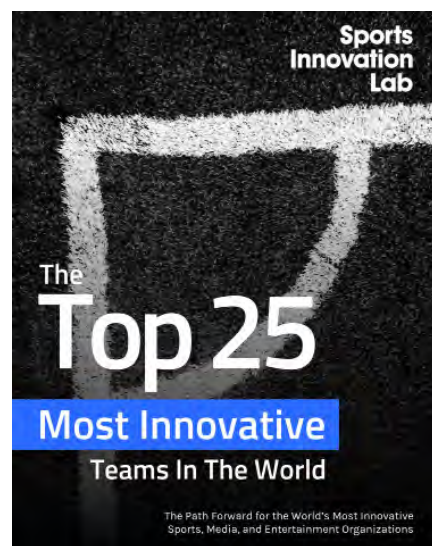


3.5.2. NOTEWORTHY PROJECTS AND ACTIVITIES

BOOSTING RESEARCH THROUGH THE BIHUB AND APPLYING KNOWLEDGE TO FC BARCELONA'S ACTIVITY

The Club promotes and encourages the research and application of knowledge that has translated into success through the recognition of FC Barcelona as a leader in the ranking of the most innovative clubs, achieving **first place in 2022 in the Top 25 Most Innovative Teams in the World** report by the North American consultancy firm Sports Innovation Lab.

It has also continued to promote research that incorporates a broader impact on society and the environment. Highlights among the promoted research initiatives are:



Research or innovation initiatives with a social and environmental impact			
Season	Category	Project	Description
2021/22	Sports technology & analysis	Pixellot	The project has been continued in collaboration with the company Pixellot, which supplies FC Barcelona with automated cameras installed at the Ciutat Esportiva Joan Gamper and the Johan Cruyff Stadium. This automated system aims to record all the sporting activity so that, with the aid of artificial intelligence, it can accurately follow the different actions of the game based on the movement of the players and the ball and, at the same time, immediately edit notable clips. It is worth mentioning the incorporation of the technology at some Barça Academies and youth football schools.
	Smart Facilities	'IoTwins'	Work continued on the development of the <i>IoTwins Project</i> , a project co-funded by the European Commission, which is working on the design of a digital copy of the stadium to predict fan behaviour and improve security, enhance spectator comfort and satisfaction with the experience and optimise the commercial and operational resources.
2020/21	Health and Well-being	Studies Health and fitness for the female football players and Impact of the sleep on young athlete's health and sport performance	Completion of the studies on <i>Health & Fitness for the Female Football Players. A guide for players and coaches</i> , an innovative study on women's sports health carried out jointly with the International Federation of Association Football (FIFA), and <i>Impact of sleep on Young athlete's Health and sport performance</i> , a study carried out in collaboration with the European Union of Football Associations (UEFA). Furthermore, the AdSalutem Institute aims to expand the information available on the impact of sleep and rest on the performance and health of sportsmen and women in training.
2021/22 & 2020/21	Social innovation	SportNet and the Prevention of Bullying	The Barça Foundation continued to promote the application of SportNet, its own methodology that uses play, physical activity, sport and group reflection as tools to promote the values of FC Barcelona, develop social skills and promote inclusion among the participating children, young people and adolescents. The Barça Foundation also reinforced the application of the <i>Bullying Prevention</i> methodology, a method developed in-house that uses the tools offered by sport to curb the problem of <i>bullying</i> with the aim of preventing, raising awareness of and spreading knowledge about harassment.
	Health and Well-being	Triankle	Follow-up to the <i>Triankle</i> project, financed by the European Commission and made up of a consortium of 12 participating institutions, including FC Barcelona. The aim of the project is to find a suitable therapy for the regeneration of tendons, ligaments and cartilage based on the creation of innovative personalised implants using collagen and gelatine manufactured using 3D technology.

During the 2020/21 season, and given the health and social situation that existed in society, various research projects were undertaken regarding the transmission, prevention and prevalence of contagion and the effects of COVID-19 on the world of sport and its members.



TRANSFER AND DISSEMINATION OF KNOWLEDGE THROUGH BARÇA UNIVERSITAT AND SCIENTIFIC AND PROFESSIONAL CONFERENCES

As part of its efforts to disseminate knowledge and create a research ecosystem, BIHUB regularly holds conferences and organises events to promote and disseminate scientific knowledge on sport and other issues that go beyond sport, with the ultimate aim of adding value to different areas of society. One of the most important knowledge-sharing events is the **Sports Tomorrow Congress**.

In November 2021, the fifth *Sports Tomorrow Congress* was held. An event organised by BIHUB, it brought together leading figures from the sports sector to explore and debate the main trends, in-

novations and best practices in the sector, and to show how the future of applied technology could change sporting and everyday life.

For the first time, **the 2021 congress featured women and women's sport as the main focus** of the different presentations and debates related to science, technology and business in the world of sport. The congress offered seven thematic blocks: Medicine and Physiotherapy, Nutrition and Performance, Business, Methodology, Technology, Data Analytics and Gastrolab, a speciality that combines sports nutrition and gastronomy, which was the newest feature of this year's event, which attracted more than 2,000 participants from 80 countries.

Also, as part of the Sports Tomorrow

Congress, during the 2021/22 season, BIHUB, together with Allianz, announced the Allianz Start-up Challenge, a competition aimed at entrepreneurs and companies that seeks to reward the best project on solutions to optimise the performance of athletes with the ultimate goal of driving innovation in sports performance. During the fourth *Sports Tomorrow Congress*, in the 2020/21 season, it is important to note that it was held online in order to adapt to the social and health context of the COVID-19 pandemic. The congress brought together a series of eight events or conferences related to the different areas of knowledge of the Club, where more than 2,000 people attended to listen to the knowledge in technology, business and data analytics, sports per-

formance, sports medicine, nutrition and other topics presented by more than 150 professionals and specialists from around the world.

In terms of **disseminating knowledge**, it should also be noted that, during the 2020/21 season, BIHUB went to great lengths to adapt the different face-to-face training courses and programmes to the digital formats needed to maintain contact with the community of professionals and students of the institution in view of the varying health restrictions. It is worth highlighting the implementation of courses on sports entrepreneurship and innovation in sport, which are essential for professionals who want to create or manage sports projects based on innovation and solving future challenges.



3.5.3. INDICATORS

KEY PERFORMANCE INDICATOR	S 2021/22	S 2020/21
Promotion of research through BIHUB and the application of knowledge to FC Barcelona's activities		
Number of research projects under way	58	63
Number of co-developed products or services available to society	3	5
Number of dissemination articles published on the BIHUB platform	128	329
Number of scientific research articles or studies promoted by BIHUB	56	128
Number of doctoral theses in progress	8	7
Number of collaborating research institutions, research centres and <i>start-ups</i> in the BIHUB ecosystem	63	36
Number of students participating in the master's and postgraduate courses offered by BIHUB	> 700	> 700
Number of attendees at conferences organised or jointly organised by BIHUB	> 2,000	> 2,000
Number of conferences organised as part of the Sports Tomorrow Congress	104	8

Transfer and dissemination of knowledge through Barça Universitas		
Number of courses offered online on the Barça Universitas platform	46	40
Number of webinars organised on different sports topics	15	19
Number of students participating in courses offered online on the Barça Universitas platform	30,865	22,236
Number of master's and postgraduate degrees offered in collaboration with other universities	8	9
Number of participants in the Coach Academy	856	1,148



A CLUB OF SOCIAL INVOLVEMENT

U4





The changes that the Club has undergone over time has meant that its structure, club membership and management model have become central parts of the development of the Club's organisational strategy. That strategy is characterised by a focus on the different internal and external stakeholders to encourage the interaction and community participation that is necessary to maintain and expand the club membership that goes hand in hand with the Club's growth.

FC Barcelona sees its social involvement and activity as a means of strengthening the bond between members and the Club, as well as energising and defining its member ownership structure and the decision-making process of the Institution. In this regard, of particular note is **the supporters' club movement and the fans as an element**

that creates value and a sense of belonging among supporters of the Club's sporting and social activity around the world. So too is the **creation of the Diversity, Equity and Inclusion department**, with which a strategic line of work has been activated to expand and contribute to the promotion of diversity, equity and inclusive action in a cross-cutting manner among the different stakeholders related to the Club. The economic, social and cultural development as a link between the Institution and the local community that has historically embraced the Club and its sports persons likewise stands out. So too does the **Barça Foundation** as a nucleus of altruistic and charitable action with the aim of promoting the development of children and young people at risk of social exclusion around the world.

FC BARCELONA'S
ORGANISATIONAL STRATEGY
IS CHARACTERISED BY
ITS ATTENTION TO THE
DIFFERENT STAKEHOLDERS
AND THE PROMOTION OF
COMMUNITY INTERACTION
AND PARTICIPATION

4.1. PARTICIPATION OF THE CLUB MEMBERS

Related Sustainable Development Goals



4.1.1. FC BARCELONA'S STRATEGIC POSITIONING

Institutions with strong social structures, such as FC Barcelona, need to be relevant through the professionalisation and expansion of their activities. In order to achieve this, it is crucial to preserve and promote a sense of community, as well as transparency in institutional and economic management, together with the participation of members in the most important decisions of the Institution.

In order to achieve these objectives, FC Barcelona has the challenge of continuing to work to improve the existing channels of communication and to create new ones in order to actively maintain and renew its club membership. It is also necessary to continue to involve the club membership in the most important structural and social projects in order to

increase the sense of belonging and to continue to improve the services that the Club offers. The proper management of the social structure that the Club must maintain and promote is therefore directly related to sustainability, increasing the supply of accurate information, participation, commitment to the Club's values and the services it provides to the community.

STRUCTURE AND PARTICIPATION OF THE CLUB MEMBERSHIP THROUGH INSTITUTIONAL BODIES AND ASSEMBLIES

Unlike most professional sports clubs around the world, FC Barcelona has a member ownership structure that has allowed its more than 143,000 members





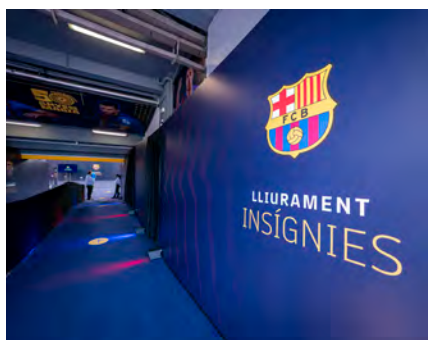
to have greater oversight of the Institution and to participate in making strategic, economic and planning decisions that shape the Institution. This is how members become the main stakeholders in institutional decision-making and management. The General Assembly of Members is one of the different bodies that ensure the participation and control of members within the Institution's structures. Also important in other aspects are, for instance, the Senate, the Members' Syndicate, the Disciplinary Committee, the Statutory Economic Committee, and the Sports Committee¹.

Furthermore, with the aim of rewarding the loyalty of those members historically linked to the Club and committed to participating in the decision-making processes, the President and the Board of Directors **present badges of recognition to those who have completed 25 (silver),**

50 (gold), 75 (gold and diamond) years of membership of the Club, as well as a message of congratulations, recognition and gratitude to all those who have completed 5, 10, 15 and 20 years of Club membership.

ATTENTION, MANAGEMENT AND COMMUNICATION SERVICES FOR MEMBERS

The main stakeholder group in the FC Barcelona ecosystem is the club's members, and this reality can be seen in the work of the Club's staff to offer the best possible attention, communication and opinion management regarding this group. Through the various channels and platforms managed mainly by the Social Area, efforts have been made to improve these relationships and publicise the Club's institutional, sporting and social activities.



¹ For more information, see Section 6.1. Managing ethical and transparent governance.

Main mechanisms of interaction with members

Mechanism	Description
FC Barcelona Members' Office (OAB)	Office that receives and addresses requests, complaints, suggestions and other matters from the members in person, by telephone or online in order to provide a continuous and on-demand service.
Specialised Services Office (OAE)	Office that attends and provides services to those members who have some type of functional diversity, elderly people or people with reduced mobility with the aim of incorporating accessibility and inclusion in social and sporting activities and offering all the facilities and services in an equitable manner among the club members.
Social Committee	Committee that collaborates with the Board of Directors to develop activities within the Social Area. The main function of the Committee is to represent FC Barcelona in different events and activities as an ambassador, while at the same time promoting the historical values of Barcelona and reflecting the Club's commitment to the community.
Members' Magazine	A publication distributed digitally and physically (the last magazine on paper was published in March 2020) that presents the Club's sporting, social and institutional news every two months to the Club's members, with special articles on the Club's innovative projects and programmes in which members should participate and decide
'InfoMembers'	A nimble, online newsletter or communication channel that allows you to find out exclusive news, new developments and everything that is of vital interest to members.
Official Club Bulletin	Under the name <i>El Butlletí</i> , members receive a regular email with all the service information of interest to them to facilitate their dealings with the Club, as well as to inform them of the different processes that are carried out in relation to membership cards and season tickets.
Members' Syndicate	The Members' Syndicate is the body in charge of statutory matters, together with the coordination with the Social Area. It covers the following: how to conduct the census, electoral matters, exposition, defence of the members before the Disciplinary Committee, and other matters listed in article 57. The Members' Syndicate sends the Social Department details of actions, mediations, etc., with the aim of providing information and proposals to improve interaction with members in open processes such as, for example, ticket purchases, travel, season tickets, waiting lists, name changes, and so on.



COMMUNITY PARTICIPATION AND CLOSENESS TO THE CLUB'S MEMBERS

In order to encourage and stimulate the participation of FC Barcelona's members and promote the creation of community links beyond sport, the Club has various social and community activities and projects that it has been promoting over the past few seasons. Specifically, the following programmes stand out:

- **Members and sport:** under the premise of promoting the active participation of the club membership in the community and the promotion of healthy habits and sporting values, FC Barcelona has organised sporting activities geared toward recreation. Prime examples are the Christmas Basketball Tournament for children, and the Football tournament at the Spotify Camp Nou organised for all ages.
- **Barça and women:** With the aim of pursuing gender equality and involving women in the management of social change at the Club and in the world of sport, the Club has organised activity days such as the International Women's Day, or promoted the Edelmira Calvetó Group, a working platform made up of Club members, sportswomen and executives whose objective is to foster gender equality in the Club and

the world of sport, and the recovery of the historical memory of the female Barcelona member. The last time it was held was in March 2020.

- **Youth Zone:** aimed at members aged between 18 and 30. The Youth Zone card encourages participation in volunteer activities of the Barça Foundation, and aims to bring young people emotionally closer to the Club and to generate a sense of connection and involvement, by organising different activities and participatory days as well as leisure days in order to involve young people on a regular basis in the daily activities of the Club and the integration of the sporting values of the Institution. This card also provides various discounts and advantages in different areas such as education, sports, entertainment and other leisure activities.
- **Children's Zone:** FC Barcelona has carried out various leisure initiatives to involve children in the daily life of the Club from an early age. There is a variety of these activities and they include photo sessions with the first team, the digital / virtual *Barça Christmas card*, the digital *Sant Jordi* with a drawing competition, and packs of benefits such as the *Fem Família* programme, to name a few examples. Furthermore,

the Barça Kids section of the Club's website has a section with digital games so that the youngest members of the family can enjoy sport in a virtual way. This aspect is worked on from the perspective of values.

- Volunteer programme for members:** FC Barcelona members can join the Barça Foundation's team of volunteers and play an active role in its social projects. People over the age of 18 who, motivated by altruism and the will to transform, want to dedicate part of their time to create a more equal and inclusive situation for children and help to improve the lives of children and young people in a situation of vulnerability.

Furthermore, with the aim of encouraging the participation of members in sporting events and to make it easier to keep up with the professional teams in national and international competitions, FC Barcelona carries out the following services and programmes:

- FC Barcelona Travel:** service that offers members and supporters the possibility of accompanying the teams in the matches they play away from the local ground. This method of travel has become the preferred method for members to travel and support FC Barcelona players on the professional teams at competitive and exclusive prices. With personalised service and travel assis-

tance from FC Barcelona staff, there is a minimum number of guaranteed places on all trips, and a free gift on Champions League trips.

- Barçapunts loyalty programme:** The programme is based on a 10% discount loyalty scheme. Ten Barçapunts are earned for every euro spent on FC Barcelona Travel. The accumulated points can be redeemed for various advantages and future trips.
- Senior Passport:** With the aim of encouraging greater participation of the older age group in sporting events, the Club grants free access to the Spotify Camp Nou for members over 70 who have been a member for 25 years or more.



CONTRIBUTION TO THE HEALTH OF THE MEMBERS DURING THE COVID-19 PANDEMIC

Since the beginning of the pandemic, the Club has strived to implement measures to help minimise the risk of SARS-CoV-2 infection among Club members and staff². With the members in mind, the Medical Services, the Information Technology Department and the Social Area joined forces to provide the club membership with accurate and actionable information. Strict and effective security measures were also implemented during the exceptional occasions when there were in-person visits. All members in general were provided assistance and monitored, especially those over 80 years of age, who, if necessary, were referred by the Club itself to the Creu Roja (Red Cross).

² For more information, see Section 6.2. Talent and professional development - Health and occupational risk prevention

4.1.2. NOTEWORTHY PROJECTS AND ACTIVITIES

STRUCTURE AND PARTICIPATION OF THE CLUB MEMBERSHIP THROUGH INSTITUTIONAL BODIES AND ASSEMBLIES

Within the context of the institutional participation of the club membership, the 2020/21 season was marked by the participation of members in the election of the new president of FC Barcelona,

Joan Laporta, and the Board of Directors. What also stood out was the participation in the first Assembly called by the new mandate on 20 June 2021, where the financial year of the previous year and the budget for the financial year that was about to end were approved on a technical basis³.

During the 2021/22 season, the participation of the club membership increased:

³ For more information, see Section 6.1. *Managing ethical and transparent governance.*

	2021/22 Season	2020/21 Season
Assembly of Delegate Members	4	0
Online referendum for the Espai Barça	1	0
Senate	1	0

In these forums for participation and decision-making, in addition to the recurring business of the different assemblies (budgets, closing of accounts, etc.), the members were consulted on the agreements regarding the financing of the Espai Barça, the sponsorship agreement with Spotify, the sale of a stake in the share capital of Barça Licensing & Merchandising, and the transfer of up to 25% of the Liga TV rights. The members ratified these agreements.

As an initiative to improve the participation of the club's membership, it should be noted that in the 2021/22 season, and for the first time in the Club's history, online voting was implemented in the different Assemblies of Delegate Members, which facilitated the accessibility and participation of members in the Club's governing and decision-making bodies. A participatory process was carried out to reform the Statutes, in which members contributed ideas, suggestions and proposals to update and improve FC Barcelona's Charter.

ATTENTION, MANAGEMENT AND COMMUNICATION SERVICES FOR MEMBERS

Throughout the 2021/22 season, communication with members was reinforced through the segmented mailing of the

Club's Official Newsletters and the opening of new channels for participation and active communication to address queries and gather opinions and requests regarding projects and important topics to be discussed during the Assemblies of the Delegate Members and referendums (Espai Barça, Spotify sponsorship and the sale of Club assets).

The health crisis caused various disruptions to the general running of the Club, although the FC Barcelona Member's Office (OAB) and the Specialised Services Office (OAE) continued to operate actively, mainly through remote channels, but there was also a face-to-face service by appointment. In addition, the *T'Acompanyem* service of the Specialised Services Office (OAE), in collaboration with volunteers from the Red Cross, restarted and facilitated the attendance of people with reduced mobility to the games at the Spotify Camp Nou. It should be noted that during the 2020/21 term, this service also made access to the polling stations easier for people with mobility difficulties during the election day on 7 March 2021 and to participate in the General Assembly of Delegate Members on 20 June.

During COVID-19, FC Barcelona promoted different initiatives for the benefit of members and season ticket holders, who were compensated for the proportional part of the matches played with





THE SOCIAL AREA, WITH THE AIM OF ALLEVIATING THE CONSEQUENCES OF THE PANDEMIC'S CONFINEMENT, PRIORITISED COMMUNICATION AND EMOTIONAL SUPPORT FOR MEMBERS

no spectators in the stands. Members and season ticket holders were also offered, along with their season ticket to the Spotify Camp Nou or the Palau Blaugrana, the possibility of either renewing their season tickets or requesting a temporary suspension for one season, without having to make any payment until resuming their membership. The waiting list for new season ticket holders and the approval of those members who applied for a future season ticket also remained in force.

COMMUNITY PARTICIPATION AND CLOSER INVOLVEMENT OF THE CLUB MEMBERSHIP

During the 2021/22 season, and once the social and health restrictions had been relaxed, FC Barcelona gradually reactivated the different activities of the Youth Zone and Children's Zone programmes, and continued to offer virtual activities through games and continued to participate in the life of the Club on the new website created by FC Barcelona.

During this past season, 560 members had the experience of playing football

on the Spotify Camp Nou pitch thanks to the two days of the Football Tournament organised by the Social Area, on 19 and 21 June.

After social and health restrictions of the 2020/21 season (which meant no spectators allowed in the stadiums and pavilions) were lifted and once the FC Barcelona Travel programme was reactivated during the last 2021/22 season, two major events stood out: firstly, the convoy of 39 coaches to attend the Women's Champions League final in Turin, which was the first Barcelona expedition to a Barça women's team match. The second major event was the improvement in prices for air and coach travel to attend the Euroleague Basketball Final Four in Belgrade.

CONTRIBUTION TO THE HEALTH OF THE MEMBERS DURING THE COVID-19 PANDEMIC

The Social Area, with the aim of alleviating the consequences of the confinement and other restrictions caused by the pandemic among its membership, prioritised communication and emotion-

al support for its members through the following activities:

- The creation of the *InfoSocis COVID-19 Special newsletter*, with information on the possible emotional, health and social impacts of the disease.
- Direct and online assistance for members, with the corresponding increase in options for actions through this channel, and providing support for older members through calls from the Social Area's call centre.
- The post-confinement appointment service at the OAB and the increase in health protection measures to safeguard the well-being of people using FC Barcelona's facilities were launched.

In this set of actions, it is worth highlighting the outreach actions carried out with members and senators of the Institution or with people over 80 years of age, most of whom live alone or with their partner of the same age. The Club considered it essential to provide telephone support in those times of uncertainty, and also to monitor cases of vulnerability and refer the most serious cases to the Red Cross.

4.1.3. INDICATORS

KEY PERFORMANCE INDICATOR	S 2021/22	S 2020/21
Participation of the club members		
Number of male members	105,705	100,891
Number of female members	37,381	36,623
Number of members	143,086	137,514
Barcelona	56,021	55,010
Catalonia (except Barcelona)	75,169	72,389
World (except Catalonia)	11,896	10,115
Number of members who received the silver badge (25 years)	0	267
Number of members who received the gold badge (50 years)	425	276
Number of members who received the gold and diamond badge (75 years)	45	0
Structuring through institutional bodies and assemblies		
Number of new delegate members	4,457	4,515
Number of new senators	115	89

KEY PERFORMANCE INDICATOR	S 2021/22	S 2020/21
Attention, management and communication services for members		
Number of interventions by the Members' Syndicate	13,805	14,082
Number of resolutions by the Members' Syndicate	346	N/A
Percentage of complaints attended to and resolved in the Members' Office	100%	N/A
Number of digital magazines	7	N/A
Number of <i>InfoSocis</i> published	88	90
Number of Official Club Newsletters sent	61	31
Number of web visits to the members' space	566,070	404,902
Number of monthly downloads (on average) on the mobile app	9,668	6,066



KEY PERFORMANCE INDICATOR	S 2021/22	S 2020/21
Community participation and closer involvement of the club membership		
Number of members who are part of the Youth Zone	22,743	13,834
Number of interactions of members participating in Youth Zone activities	3,000	1,500
Number of members who are part of the Children's Zone	22,707	23,391
Number of interactions of members participating in Children's Zone activities	26,000	4,000
Number of members who have used the FC Barcelona Travel service	3,754	N/A
Number of members with a Senior Passport	213	219

4.2. FAN MOVEMENT

Related Sustainable Development Goals



4.2.1. FC BARCELONA'S STRATEGIC POSITIONING

Sports activities represent one of the most significant mass phenomena in our society. They have a large number of supporters who contribute to the social and economic development of sports organisations and clubs. The way in which these followers have an impact is varied, with particular significance being given to the supporters' movement that promotes the community dynamic of the Club's fans around the world.

Both historically and in the present day, the relationship that FC Barcelona fans have maintained with the Club has been based on sport, but in recent years this link has been complemented by the Club's involvement in promoting the development of many communities around the world. The values of sport, culture and education have been reinforced as elements that create social value, which

have contributed to the recognition and good reputation of the Barça brand.

At present, management relating to the fans is in a state of transformation, which means that the technologies and the methods for getting closer to and detecting the needs of this group are becoming better and better. The Club is therefore incorporating new practices in the field of universal accessibility and in increasing the communicative reach of sporting and social activity both through digital channels and the Club's *streaming* platforms.

In addition to the management and dynamisation of the FC Barcelona club membership, the Club has fostered its relationship with the fans from two perspectives: the promotion of the global fan movement and the dynamisation of the supporters' club movement.





PROMOTION OF THE GLOBAL FAN MOVEMENT

Platforms for spreading and communicating sports and social information

In order to achieve both national and international media coverage of FC Barcelona's activities, the organisation manages various infrastructures, services and platforms, the most important of which include:

- **Social networks:** where recurrent interaction with the fan base from all over the world takes place that allows the organisation to communicate the latest news.
- **Barça App:** through this application for mobile devices, fans have access to different sporting and social content. In this manner, the Club is able to improve the services, the interaction and the level of satisfaction of the Barça community as a whole.
- **Barça TV:** this is the current official channel of FC Barcelona, through which interviews, cultural and social specials, historical material and other audiovisual content related to the current sporting situation of FC Barcelona teams are broadcast on a recurring basis.
- **Barça TV+:** the global *streaming* platform has become a valuable means of strengthening the Club's relationship with its fans and supporters around the

world. This online subscription channel offers more than 1,000 hours of audiovisual content in three languages: Catalan, English and Spanish, including interviews, series, reports and documentaries, as well as pre-season games and live programmes following the official matches of the Barça teams. Access to the platform is free for Club members, but for non-members the premium formats are available on a fee basis and are part of the benefits of the *Culer* loyalty programme.

In order to get to know the fans better and improve their relationship with the *Barça* brand, the Club has created the new **Fan Engagement and Membership** department. It carries out studies to identify the needs, characteristics, opinions and preferences of the fan base, seeking to offer a better experience and interaction with them through new digital content and experiences.

Creation of entertainment content and interaction with the fans

Starting with the new presidential term, one objective that the Club has kept in mind with regard to its interaction with the fans has been the creation, production and marketing of audiovisual entertainment products, key to generating a new seal of quality and prestige with regard to Barça productions. This objective

has been channelled through the creation of Barça Studios, a structure that creates and shares sports and social audiovisual content through Barça TV+, Barça TV and social media, and is responsible for producing premium products for other platforms external to the Club, such as, for example, the documentaries and films produced by Barça Studios.

The Club also has the FC Barcelona Tour & Museum as a place of reference and interaction for fans from all over the world to visit, which, after more than 35 years, continues to be one of the most important tourist activities in the city of Barcelona and Catalonia where visitors can learn about the history and facilities of the Club first hand, in an innovative and dynamic manner.

Fostering feelings of belonging and identity, and social values among the fans

The aim is to reinforce the sense of belonging and the link between Barça and its fans through a story based on the values of FC Barcelona. Specifically, the implementation of the *Culers+* programme, with the aim of increasing global fan engagement, is a step forward in consolidating this international sentiment of bonding with the principles and values of the Club, and has provided privileged access to the Club's ecosystem of products and services.

PROMOTING THE FC BARCELONA SUPPORTERS' CLUB MOVEMENT

Structure and participation of supporters' club members

FC Barcelona is restructuring the internal management of the supporters' club model at a territorial level, focusing on its organisational, social and economic sustainability in order to unify and promote the supporters' club movement. The Club wants to consolidate itself as a benchmark in social action and community development. In line with these objectives, FC Barcelona has continued to work on promoting activities ranging from

the promotion of grassroots sport to cultural and leisure activities. Furthermore, it prioritises the promotion of charity projects, in collaboration with the Barça Foundation, in order to transmit the values that represent the Club in the region, expand the supporters' clubs movement and increase awareness of the Barça brand.

Restructuring of the FC Barcelona Supporters' Clubs Department

The 2021/22 season saw the restructuring of the FC Barcelona Supporters' Clubs Department. Previously, the Supporters' Clubs World Confederation had been acting as an intermediary between the

Club and the supporters' clubs, under a service contract that came to an end. With the presentation of the new Supporters' Clubs project, the Club fostered and continues to strengthen its involvement in the supporters' club movement, promoting a closer and more direct relationship with supporters' clubs and supporters from all over the world. With this new management model without intermediaries between the supporters' clubs and the Club, the aim is to achieve a more transparent and efficient relationship and to empower the supporters' clubs to become true ambassadors for FC Barcelona around the world.

Communication and interaction with the supporters' club group

The Club has its own social networks, a supporters' club website and the *Infopenyes* newsletter as a means of global communication of sporting and social information with the supporters' club community. Furthermore, over the last few years, the Barça TV channel has contributed to the visibility of this group by means of its programming and the creation of programmes such as *Quina penya!* and *Gent Blaugrana*, as well as news programmes and specials that spread knowledge about the Barça Supporters' Clubs.

However, it should be noted that one of the main methods of interaction between the supporters' clubs and the Club's current sporting activities is through the tours and travels of the different FC Barcelona teams, with thousands of people travelling, accompanying and supporting the players of the Club's various sports.

Participation of the supporters in the opinion and management of relations with FC Barcelona

In order to ensure the proper participation of the supporters' clubs and, if necessary, to advise on their management, the Club has a series of bodies and tools that allow an effective relationship with the supporters:

Body	Description
Supporters' Clubs Services Office	Attends to and resolves, in person, by telephone and online, the diverse formalities, queries, procedures and administrative matters relating to all the FC Barcelona supporters' clubs in the world.
Supporters' Clubs Syndicate	Responsible for managing the relationship between the Club and the supporters' clubs, ensuring a good understanding between the different stakeholders and, when necessary, applying the agreements reached. The Supporters' Clubs Council and the different parties involved are aware of and coordinate the Syndicate's actions.
Supporters' Clubs Committee	This body represents the supporters' movement and collaborates with the Board of Directors in order to develop activities, especially in the Social Area. Its main function is to represent FC Barcelona in different institutional, sporting and social events and activities as an ambassador of the Club.



4.2.2. NOTEWORTHY PROJECTS AND ACTIVITIES

PROMOTION OF THE GLOBAL FAN MOVEMENT

Platforms for spreading and communicating sports and social information

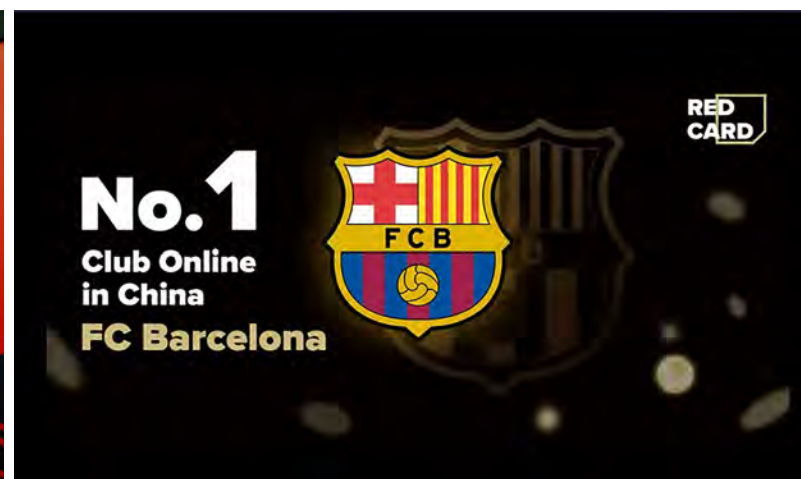
The 2021/22 season closed with outstanding growth in almost all FC Barcelona social media indicators, both in terms of followers and interactions with published content. The Club has kept its position among the top teams in international football, has become a leader and is one of the top five most popular clubs on social networks such as Twitter, Facebook, Instagram and Tik Tok. It is also worth highlighting FC Barcelona's leadership in the Chinese market, where it retained the title of best online club

for the third year in a row, according to Mailman's *Red Card* report.

However, if this last 2021/22 season was a success in terms of coverage and information sharing through social media, the role of **coverage of women's football** in achieving this success should be highlighted. This coverage was constant and sustained, with a focus on sporting interests and other aspects of sporting activity, such as the **Ballon d'Or gala with Alexia Putellas** and the première of the Barça Studios documentary *Queens of the Pitch*; as well as the different sporting successes achieved, such as the League, Cup and Super Cup titles.

During the 2020/21 season, FC Barce-

lona fans and supporters were able to get to know more about the day-to-day life of the Club and its players through social media campaigns such as *Tastes of Barcelona*, in collaboration with the Damm Group, in which Barça players cooked a typical Catalan dish; the *Whisper Challenge*, in collaboration with the CaixaBank Group, in which the fans were able to learn more about how the Club's sportsmen and sportswomen help each other out; and the continuation of the campaigns *More Than*, *Juguem com som* and *Ho vam fer i ho farem*, focused on reinforcing the story of FC Barcelona's values and showing how these values are implemented in the Club's current sporting activities.





With regard to the Club's communication platforms, the **Barça TV+** digital audiovisual content platform continued to grow with the incorporation of new original content, developed by the team at Barça Studios and FC Barcelona, and the coverage of the sporting activity of the different professional teams. During the season there were 2.5 million video views. The two pieces of content with the most views were Messi's farewell press conference and the Gamper Trophy match against Juventus.

Creation of entertainment content and interaction with the fans

In these last two seasons, Barça Studios has continued with its mission, firstly, by producing its own content for the Club's audiovisual channels and, secondly, by creating new formats that could be commercially distributed by other global operators. Barça Studios produced approximately 5,000 videos or pieces of audiovisual content during the different seasons.

During these last two years, different audiovisual productions have stood out. This content not only aimed to bring the Club's sporting reality closer to the fans, but also sought to transmit messages with a positive impact on society. Among many other audiovisual productions, the documentary *Camp Nou, a year in silence*, about the impact of COVID-19 was made, as well as *Mothers and Footballers*, a doc-

umentary currently in production about professional football players from all over the world who have become or want to become mothers.

FC Barcelona Museum

The activity was affected by the COVID-19 pandemic restrictions during the last two seasons. However, since the easing of the restrictions, the Museum's activity and the influx of visitors gradually began to pick up again. The restrictions on tourism meant that the number of visitors during the first months of the season was 53% below pre-pandemic attendance. Despite this, the Club's Museum continued to be one of the most visited museums in Barcelona and Catalonia.

Other activities promoted by the Museum during the 2021/22 academic year were the launch of *Camp Nou Explorers*, a guided tour so that fans could see first-hand how the stadium gets ready for match day. There was also another Night of the Museums event, which offered the possibility of visiting the Museum free of charge.

In order to compensate for social and health limitations, the Museum also adapted its activity to virtual formats through the *Live Stream Tour*, a virtual guide service that visitors could enjoy from their electronic devices. Also in 2021, the worldwide launch of the *Barça Exhibition* took place, a travelling exhibition and museum that offered a historical

1

CAMP NOU UN ANY EN SILENCI

journey with interactive experiences such as experiencing a match day at the Spotify Camp Nou, in the city of Tel-Aviv and in Dubai, with great success and a large number of visitors in all cases. During the 2021/22 season, the project arrived in Latin America for the first time with its debut in the city of Monterey, Mexico.

Fostering a sense of belonging and identity and social values among fans

Among the campaigns that fostered a greater following of the Club's activities and a stronger link between the fans and the Club, it is worth highlighting the **More Than /Més que** campaign, a cross-cutting campaign for the Club's brand that publicised the main areas of action that make Barça different and that give meaning to *More than a club*. In terms of communication, it is worth highlighting one of the most important aspects: *More than gender*, which aims to promote gender equality in sport.

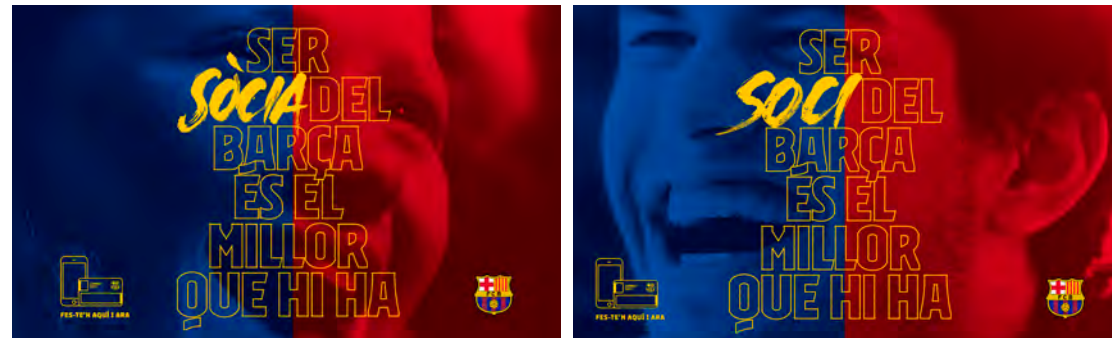
Another key action to interact with the fans and promote the culer sentiment was **The Big Picture** campaign, which, for the second consecutive season, allowed the fans to be part of the vinyl that decorated the façade of the Spotify Camp Nou. This campaign was held for the first time in 2020/21 and consisted of the creation of a vinyl of a photograph of various players made up of more than 46,000 images sent in by the fans.

PROMOTING THE SUPPORTERS' CLUBS MOVEMENT

Structure and participation of supporters' clubs

The 2021/22 season saw the approval of the new **Supporters' Clubs' Regulations**, which promoted a more direct relationship with Supporters' Clubs and supporters, and fostered a more fluid, agile and direct communication that would encourage the involvement of the Club and Supporters' Clubs in the common FC Barcelona project.

During the 2020/21 term, the **World Supporters' Clubs Congress** was held, the annual event in which the Supporters' Clubs of Barça met to review the activities and projects that had been carried out over the last few months. The victims of the pandemic were remembered and the health workers were honoured with a donation of €5,000 to the Food Bank to help alleviate the consequences of COVID-19 and, given that the congress coincided with the election campaign for the presidency of FC Barcelona, a debate was held between the candidates for the presidency on the different sporting, social and economic aspects of importance to the Club. Supporters' Clubs from all over the world also carried out other recurrent charity initiatives and activities, among which the following should





be highlighted: the development of the blood donation project with the Blood and Tissue Bank; the refugee integration project, in which the Supporters' Clubs in the region collaborated with the Red Cross of Catalonia; and the *Roba Estesa Culer* programme, in which clothes collection points were set up to create a charity wardrobe to be donated to people in vulnerable situations.

Participation of the supporters in the opinion and management of relations with FC Barcelona

The new Supporters' Clubs' Regulations approved in the 2021/22 season compiled and updated the requirements to become an official FC Barcelona Supporters' Club or supporters' club member. The regulations update the criteria and establish minimum requirements so that the supporters' clubs could be recognised and thus be able to enjoy all the benefits that the Club could grant them. The new regulations also included the new organisation of the supporters' clubs movement and its participation in the Club, which, as its main aim, seeks to make the relationship between the supporters' clubs and FC Barcelona more direct and without intermediaries, making the FC Barcelona Supporters' Clubs Department a point of reference so that the supporters' clubs can contact it directly to present their queries and requests.

This new regulatory text sought to recognise the Territorial Associations and to leave the decision of whether or not to become a member to the Supporters' Clubs. The Associations have the power to choose a representative to form part of the Supporters' Clubs Consultative Council, a body made up of representatives from each of the 30 FC Barcelona Supporters' Clubs Territorial Associations, which fosters relations between the supporters' clubs and works with the Club to promote projects to improve the representativeness and public perception of FC Barcelona around the world. In June 2022, as established in the new Supporters' Clubs Regulations, the process to choose the representatives of the Supporters' Clubs Consultative Council was announced.

Communication and interaction with the supporters' club group

As far as communication is concerned, it should be noted that during the 2021/22 season the Club launched the new supporters' clubs website, which included information about the movement's activities and strengthened the channels of communication between the Club and the supporters' clubs. This new website has a news section that covers the different events and actions organised by the movement's organisations, as well as sections on the supporters' clubs activi-

ties and their organisation. Furthermore, there is an agenda with the events organised by each Supporters' Club, a list and a map of all the official FC Barcelona Supporters' Clubs, a brief history of the movement, the regulations governing the operation of the supporters' clubs and all the assistance and contact channels available to them.

The sporting, social and community activity of the Supporters' Clubs movement during the 2020/21 season was limited by COVID-19 restrictions, but with the return of the public to some competitions, the Barça supporters' clubs were able to cheer from the stands again at the Johan Cruyff Stadium and the Palau Blaugrana, along with the



end-of-season trips. Furthermore, the supporters' clubs movement adapted to the restrictions by organising face-to-face and virtual training and talks for children, parents and coaches on the benefits of playing sport, good conduct on and off the field, health measures, the importance of women's sport in the history of the Club, etc.

Once the supporters' clubs movement was able to resume normal activity, it was possible to hold celebrations such as the 50th anniversary of the Penya Barcelonista Morala (Extremadura), the 50th anniversary of the Penya Barcelonista de Almansa (Albacete), and the 50th anniversary celebrations of the Penya Barcelonista de Puigcerdà.

4.2.3. INDICATORS

KEY PERFORMANCE INDICATOR	S 2021/22	S 2020/21
Promotion of a global fan movement		
Average monthly audience of Barça TV	1.22 million	1.02 million
Number of followers on social networks	382.6 million	354.7 million
Facebook	135.9 million	136.1 million
Twitter	82.8 million	71.7 million
Instagram	133.8 million	119.4 million
YouTube	13.7 million	12.1 million
TikTok	16.4 million	9.5 million
Number of social media interactions	2.079 billion	2.031 billion
Facebook	221.9 million	252.3 million
Twitter	204.4 million	137.2 million
Instagram	1.503 billion	1.57 million
YouTube	19.5 million	14.9 million
TikTok	130.5 million	54.6 million
Number of new audiovisual productions promoted by Barça Studios on the Barça TV+ platform	70	100
Number of productions promoted by Barça Studios on its own channels	> 500	> 450

KEY PERFORMANCE INDICATOR	S 2021/22	S 2020/21
Promoting the supporters' clubs movement		
Number of Supporters' Clubs	1,264	1,259
Spain	1,107	1,103
Rest of Europe	73	74
The Americas	42	42
Asia	20	20
Africa	22	22
Number of supporters' club members from all over the world	> 160,000	> 165,000
Number of collaborations between supporters' clubs and social entities within the framework of the movement's charitable activities	86	315

FOLLOWERS ON SOCIAL MEDIA

405,302,863

(data as of 30 June 2021)

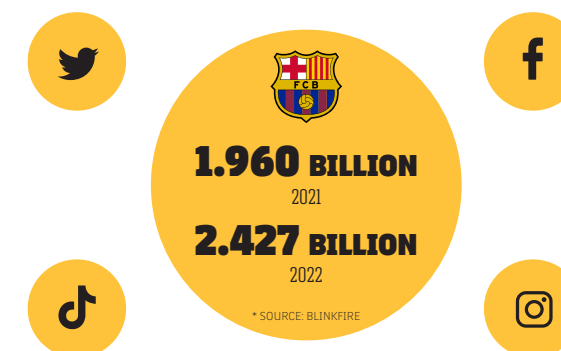
Twitter
71,732,326Facebook
136,132,401Instagram
119,358,691YouTube
12,106,007Line
33,679,163TikTok
9,493,895Other
16,881,320

> 441,781,102

(data as of 30 June 2022)

Twitter
83,427,102Facebook
136,261,008Instagram
136,368,421YouTube
13,786,523Line
33,703,176TikTok
16,755,099Twitch
92,881Chinese channels
14,427,225Other
7,248,346

INTERACTIONS BETWEEN THE MAIN FOOTBALL CLUBS



4.3. DIVERSITY, EQUITY AND INCLUSIVE ACTION

Related Sustainable Development Goals



4.3.1. FC BARCELONA'S STRATEGIC POSITIONING

Diversity, the gender perspective and inclusive action are three concepts that have gained much prominence in society in recent years, given that global changes are constant and are shaping an increasingly accepted plurality. Nowadays, these values are considered fundamental pillars for progress and sustainable development, and the need to adopt a cross-cutting approach that takes into account the differences between people and the diverse needs of all groups is becoming increasingly important, and to abandon the male-centred view of society as it has been conceived throughout history.

Taking into account FC Barcelona's capacity to influence the environment, in this new mandate the Club has sought to promote its work on **inclusive action and**

respect for diversity and equity throughout all its areas of action. The Club has made its position a reality with the creation of the **Diversity, Equity and Inclusion (DEI) department** within the corporate area. This department is responsible for promoting and monitoring these issues, promoting **the visibility and communication of related actions in an efficient, collaborative and unified way** between the internal stakeholders (employees, sportsmen and sportswomen and technical staff) and the external agents of the Club (members, fans, sponsors and suppliers, etc.), based on the needs and on the data that will enable new solutions to be found that will have a positive and continuous impact, while reinforcing the values and strategy of the Club.





GENDER EQUITY

FC Barcelona works actively to promote gender equity, principally through three main lines of action: gender equity in the workplace, the promotion of women's participation in sport, and social action with a gender perspective.

FUNCTIONAL DIVERSITY

In order to promote the inclusion of people with disabilities, the Club has promoted different actions to improve accessibility, respectful treatment and the participation of all stakeholders: members, sportsmen and sportswomen, employees, etc.

GENDER DIVERSITY AND SEXUAL ORIENTATION

Inclusive action in the field of gender diversity and the fight against LGTBiphobia has led to a greater commitment by the Club through internal and external awareness-raising campaigns, training and other lines of action.

CULTURAL DIVERSITY

Different actions and collaborations promoting inclusion and respect for the diversity of existing cultures and against any kind of intolerance and discrimination contrary to human rights, as well as the defence of the Club's own cultural identity.

AREAS OF ACTION

Highlights of the last two seasons

Season	Action	Description
2021/22	Joan Gamper Trophy	For the first time in history, the Barça women's team took part in the Joan Gamper Trophy, in which two games were played against Juventus at the Johan Cruyff Stadium, and the first men's and women's teams were presented together.
	International Day for the Elimination of Violence against Women	To mark the International Day for the Elimination of Violence against Women, an awareness-raising video was created, starring Barça Women's players and other staff and people linked to the Club. Boys and girls from La Masia read out the manifesto of the world of sport promoted by the General Secretariat of Sport of the Government of Catalonia at Camp Nou. The Club also promoted an awareness-raising talk by Farkhunda Muthaj, captain of the Afghan national team, to the young residents at La Masia. Muhtaj explained her life experience with the intention of contributing to raising awareness about gender equity.
	International Women's Day	International Women's Day saw the launch of the campaign <i>The line that does not divide, unites us</i> , in which the symbol of the woman was drawn at the centre of the FC Barcelona pitches and a series of communication and awareness-raising actions were created. The Barça Academies also joined the initiative and reproduced the symbol on their pitches. FC Barcelona welcomed around thirty representatives from women's business and entrepreneurial associations to its facilities with the aim of increasing the visibility of women in different professional sectors, empowering women through sport and promoting female talent.
	Cupra Networking Group	Participation of FC Barcelona, through the Department of Diversity, Equity and Inclusion, in the group for <i>networking</i> and the promotion of social impact projects headed by Cupra together with the heads of diversity and inclusion of other companies and organisations.
	Adaptation of the Club's kits	The second kit of the 2021/22 season shone with a message in favour of women's empowerment with its lilac colour and the introduction of the motto <i>Totes unides, fem força</i> [Together we are strong], adapting the Barça motto to women's football.
2020/21	Chamber of Commerce Talent Awards	Participation in the awards organised by the Impulsa Talentum XXI Foundation and the Barcelona Chamber of Commerce in the category of sporting innovation, in which the vice-president Elena Fort presented the innovative projects that promote women's sport to make it an inclusive and equitable activity.
	International Women's Day	As part of International Women's Day, the Club promoted the #WeAreAllDifferent8M awareness campaign with the aim of advocating for the recognition of diversity in order to move towards equality. It was led by different Barça players from the men's and women's teams, together with other women with ties to the Club. In order to reinforce this action, the players warmed up in shirts in which their names had been replaced by a definition of their character and personality. Stanley collaborated with FC Barcelona and the United Nations Foundation to shine a light on the <i>Equal Everywhere</i> campaign, which sought to highlight the importance of gender equality through a video featuring Vicky Losada, Marta Torrejón and Asisat Oshoala.
	First Edelmira Calvetó Scholarship	Scholarship aimed at young female students of careers related to science, technology, engineering and mathematics, promoted by FC Barcelona, which allowed the winner to join the FC Barcelona Sports&Data department for three months to complete her final degree project.
	"For us and those to come"	Campaign with the aim of sending a message of encouragement to all the girls who dream of becoming footballers and playing on the first team. As part of the campaign, an emotional video was released, shirts were made and in the last league match, the concept was given visibility with a giant banner and the girls from the lower categories of FC Barcelona's women's football teams were given a starring role.

4.3.2. NOTEWORTHY PROJECTS AND ACTIVITIES

GENDER EQUITY

Once the new mandate had been taken up, the commitment to gender equity at FC Barcelona and the promotion of this value around the Institution was set in motion ⁴. The promotion of awareness-raising and dissemination actions was also encouraged through the creation of new marketing campaigns focused on highlighting the role of women in sport, the international celebration of important dates in the fight for gender equity, actions with sponsors to guarantee the fulfilment of a joint line of action, and active participation in events with agents of the sector or collaborating organisations.

⁴ For more information, see Section 6. A Club of professional management.

FUNCTIONAL DIVERSITY

As part of the inclusive action for functional diversity during the 2021/22 and 2020/21 seasons, one of the highlights is the evaluation that the Club is carrying out to find out the **level of accessibility of all its facilities** in order to implement the necessary measures to comply with the legislation in all areas of the Club and to draw up the necessary protocols. In addition, there are specific channels for fans to communicate any complaints, suggestions or claims regarding accessibility, such as the **T'escoltem** initiative, which is part of the Specialised Services Office (OAE).

To promote the practice of sport by people with disabilities, FC Barcelona has a wheelchair basketball team, which participates in federation-level competition; and the Hockey+ team, the field hockey team made up of sportsmen and women with intellectual diversity who take part in the competition organised by the Catalan Field Hockey Federation. There are other outstanding sportsmen and sportswomen in the athletics section, such as the long jumper Xavi Porrás, and the guide-runner Guillermo Rojo and the athlete Gerard Descarrega, gold medalists at the 2020 Paralympic Games in Tokyo, who also train at FC Barcelona; and Mara Martínez, who has a cochlear implant, competes in figure skating and

was champion of Spain and Catalonia in her category.

Barça Genuine Foundation

As a new addition to the 2021/22 season, it is worth highlighting football as a sporting model to address diversity. In September 2021, a cross-cutting project was launched, promoted and managed by the Diversity, Equity and Inclusion Department jointly with La Masia and the Barça Foundation, and with the support and assistance of social organisations such as Ampans, the Aura Foundation, Sant Tomàs, the Cassià Just Foundation and the Barça Special Supporters' Club. The **mixed team of people with intellectual disabilities**, the Barça Foundation, made up of 20 boys and 4 girls, took part in LaLiga Genuine Santander, a competition that values fair play, teamwork, respect and self-improvement, beyond sporting competitiveness. The Barça Foundation follows the same working methodology and playing model as the rest of the FC Barcelona teams, maximising the skills of the sportsmen and sportswomen tactically, technically and physically, and encouraging socialisation and improving autonomy through sport. The team works on all these aspects with a technical staff accompanied by a team of educational psychologists.

In order to create close links between the different FC Barcelona football teams,



every season the team has two ambassadors, a player from the men's and a player from the women's first teams. In the 2021/22 season, the year the team was created, they were Alexia Putellas and Gerard Piqué.

In the 2021/22 season, the Barça Foundation team was proclaimed champions of the *Compañerismo* (Companionship) group of LaLiga Genuine Santander, and the players displayed the first cup in their history in the Season trophy cabinet in the FC Barcelona Museum, where the other 16 titles won by the Club's professional teams are on display.

The project also aims to encourage sporting practice and to get closer to other clubs and organisations in the area in order to promote their activities. The Barça Foundation participated in more than 39 friendly matches between local and international teams made up of sportsmen and sportswomen with physical and intellectual disabilities. They were also proclaimed champions of other competitions such as the first edition of the DICUP Tournament, their own tournament held at the Ciutat Esportiva Joan Gamper, and The Original Challenge tournament, held in the United States.



It also received recognition from the Aura Foundation as an "Inclusive project with Aura" for promoting the inclusion of people with intellectual disabilities in the field of sport.

It should be noted that the aim of this project is to **move towards the integration and inclusion of people with intellectual disabilities** in both the sporting and social spheres and, therefore, to improve the perception of disability among the players themselves, the environment and the community. For this reason, all efforts were made to give it maximum visibility by promoting news coverage, preparing recordings for use on our own channels and distributing it to external media. The creation of its own Instagram channel was also significant, garnering 126,000 followers. A good example of this communication work is the presentation

of the team at the Spotify Camp Nou during half-time in a match of the first men's football team. This content was published on social networks and accumulated more than 72 million impressions, as well as mentions in the leading sports media.

Awareness actions

The Club also carried out other important communication actions to promote the inclusion and visibility of functional diversity. Some of these were the celebration of Diversity Month, in which there was **a meeting of the men's first football team with the Barça Foundation squad** before they faced the second phase of LaLiga Genuine, and the meeting of the roller hockey team with children and young people with functional diversity in a day organised by the Barça Foundation as part of the Les Corts Diversity project.

- During Diversity Month, **an Agreement was signed with Apropa Cultura**, an organisation that aims to improve the lives of people in vulnerable situations through culture, and which arranges visits to the FC Barcelona Museum for socially excluded or disabled groups.
- FC Barcelona also took part in the **World Congress on Sports Tourism** promoted by the World Tourism Organisation (UNWTO) and the Catalan Tourism Agency, through the Diversity, Equity and Inclusion department at the conference on Diversity and Inclusion in Sports Tourism.
- Communicative and collaborative support for FC Barcelona's participation in the **Walk for cerebral palsy and people with multiple disabilities**.
- The Club's participation in the **CAFE Week of Action 2022** by joining the **#TotalAccess** campaign. The Centre for Access to Football in Europe (CAFE) is the entity with which FC Barcelona has been collaborating since 2015 with the aim of eliminating barriers and facilitating access to stadiums for fans with functional diversity.
- On the occasion of the International Day of Persons with Disabilities celebrated on 3 December, the **dossier FC Barcelona and Persons with Disabilities** was created, a document that catalogues the actions and projects

with people from this group with the aim of helping to build a fairer, more inclusive and equal society.

GENDER DIVERSITY AND SEXUAL ORIENTATION

Another line of FC Barcelona's work is based on action for the inclusion of all groups, taking into account gender diversity and sexual orientation, promoting lines of sensitivity and fostering respect internally, and awareness campaigns focused on raising the visibility of the LGTBIQ+ group with the aim of increasing awareness in society, promoting spaces for reflection to build a more diverse club and to tackle LGTBIQ-phobia in any area and specifically in sport. With the recent change in the Club's statutes, a new clause was introduced to establish its commitment to the fight against homophobia and discrimination due to sexual orientation in sport and in society. At the Assembly of 23 October 2021, the addition of the following text to **article 4 of the FC Barcelona Statutes** was approved: "*the Club will promote the democratic values of equality and non-discrimination and will fight for the eradication of all sexist, homophobic and racist attitudes in the social and sporting spheres*".

During the 2021/22 season, thanks to the participation of the Diversity, Equity and Inclusion department, the Club or-



ganised various awareness-raising activities and actions with the involvement of sports people from the first professional teams, amateur sports, La Masia, and the Club's technical staff team. Among the various initiatives promoted, the following stand out:

- On the **Day against LGTBIQ-phobia**, on 17 May 2022, all Barça professional teams wore the purple kit.
- The signing of the **collaboration agreement with Panteres Grogues** (Yellow Panthers), a sports association that fights against homophobia and gender discrimination in sport. As part of the agreement, Barça will receive advising and training on gender diversity, sexual identity and orientation, as well as on the fight against LGTBIQ-phobia in the world of sport. The collaboration with Panteres Grogues was accompanied by an awareness-raising campaign on social media coinciding with the International Day against

LGTBIQ-phobia in Sport, which had a great impact with more than a million impressions across various social networks.

- As part of the celebrations of European Diversity Month, the **Barça Artistic Team**, the ballet team of the figure skating section, won the Spanish Championship with the **performance Elle**, a trans-inspired choreography by the section's technical director, Patrick Capmartin. The performance was broadcast through an audiovisual piece to explain the choreography on Barça TV and on social media.
- On LGTBIQ+ Pride Day, the Club raised 22 rainbow flags in its facilities from 28th to 30th June, showing its commitment to the rights of the LGTBIQ+ community. The action was publicised through the Club's own channels so that it could be relayed on social networks and reach fans around the world, with a total of more than 244 million impressions.

4.3.3. INDICATORS

KEY PERFORMANCE INDICATOR	S 2021/22	S 2020/21
Gender equity		
Number of alliances with institutions or groups on matters of diversity, gender equity, non-discrimination, etc.	3	N/A
Barça Genuine Foundation		
Number of players	24 20 MEN + 4 WOMEN	N/A
Number of participating inclusive trainers and sports professionals	6 3 WOMEN + 3 MEN	N/A
Number of foundations collaborating in the implementation of the team	6	N/A
Percentage of players joining FC Barcelona on a professional basis	8%	N/A
Number of fans attending per game (on average)	54	N/A
Number of advertising campaigns, promotions and digital actions	120	N/A
Number of impressions associated with digital actions	12 million	N/A
Number of interactions associated with digital actions	2.2 million	N/A
Functional diversity: Accessibility		
Number of adapted transport services through the 'T'Acompanyem' service	102	15
Number of care services provided by the Specialised Services Office	560	0
Number of accessibility improvements managed by the Specialised Services Office	4	N/A
Number of training hours delivered on accessibility awareness and training	4	0

4.4. LOCAL SOCIAL, ECONOMIC AND CULTURAL DEVELOPMENT

Related Sustainable
Development Goals



4.4.1. FC BARCELONA'S STRATEGIC POSITIONING

The growth of the Barça brand and the Club's sporting activity has been accompanied by a growing connection and relationship between the institution and the local community. This has had an impact and generated changes in the surrounding community thanks to FC Barcelona's economic promotion and investment in leisure and recreational infrastructures, and also in the development of activities and collaborations that have allowed the values of sport, culture, education and social progress to be fostered as a basis for the creation of shared value.

FC Barcelona has thus become a key player in the economic, social and cultural progress experienced by different local stakeholders in Barcelona and Catalonia thanks to the collaborations and links that

the Club has created with public, cultural and social institutions to develop the area, promote the creation of synergies and contracts with local companies, and the social action initiatives of the Barça Foundation, the Social Area and the Diversity, Equity and Inclusion department. Specifically, there are four identified areas in which FC Barcelona contributes to the development of the surrounding area.

SUSTAINABLE ECONOMIC AND SOCIAL DEVELOPMENT OF NEARBY COMMUNITIES THROUGH THE ESPAI BARÇA

Although the development of FC Barcelona's commercial, social and institutional activity activates the local economic

fabric in its own right, the Institution has promoted various initiatives to improve its local impact. Among these is the Espai Barça, a sustainable, urban, architectural, sporting and commercial project for the creation and structural transformation of the Club's facilities that will improve urban management, economic, tourist and leisure development, accessibility for different groups, and the environmental management of the city of Barcelona.

In order to achieve a consensus-based urban development and maximise the positive impact of the project on the surrounding communities, the design of this project and the space surrounding it has been discussed, communicated and agreed with the neighbourhood associations and the Barcelona City Council.

This has facilitated the approval of the Government of Catalonia through the Modification of the General Metropolitan Plan of the project presented.

LOCAL ECONOMIC AND SOCIAL DEVELOPMENT THROUGH SUPPLY AND ACTIVE COLLABORATION

FC Barcelona has begun to act to promote a positive transformation in the local economy through its business model. In addition to the management of the Espai Barça, the Club has not only been collaborating in local tenders and contracting criteria, but has also defined a purchasing and supply policy based on the principles of proximity, reliability, continuity and transparency of the supplier companies.

FC BARCELONA HAS PROMOTED VARIOUS INITIATIVES THAT IMPROVE THE IMPACT OF PROXIMITY AND PROMOTE SOCIO-ECONOMIC DEVELOPMENT. AMONG THESE, THE ESPAI BARÇA IS PARTICULARLY NOTEWORTHY.



Furthermore, the Club has established and consolidated collaboration agreements with local institutions with the aim of promoting the local economy by offering job opportunities, development programmes and skills training in the field of local productivity, as well as scientific research and dissemination promoted by BIHUB. Some of the frequent collaborating entities are Foment del Treball, Barcelona Global, the Catalan Business Competitiveness Agency (ACCIÓ), Barcelona City Council and the Cercle d'Economia, the University of Barcelona,

the Polytechnic University of Catalonia, the Autonomous University of Barcelona, and others.

SOCIAL, EDUCATIONAL AND CULTURAL COMMUNITY DEVELOPMENT IN THIRD SECTOR ORGANISATIONS

Furthermore, the implementation of its own programmes and the collaboration with local educational and social entities established by the Barça Foundation, have boosted the implementa-

tion of projects in educational, special education and social inclusion centres in Catalonia, which seek to have collaborating entities expand their reach and continue their work while generating a strengthened local community. In addition, the Barça Foundation and FC Barcelona maintain close collaborations for community development with third sector organisations, such as the La Caixa Foundation, the Make a Wish Foundation, the Associació Panteres Grogues and Apropa Cultura.

With the aim of encouraging dialogue

between citizens and promoting Catalan culture, the Club has become a platform for the promotion of Catalan language and culture among local and international communities. In this context, the Club has established several collaborations through agreements and conventions with leading cultural and artistic entities in Catalonia, such as the Ernest Lluch Foundation, Òmnium Cultural, the Teatre Nacional de Catalunya, the Gran Teatre del Liceu, the Fundació Orfeó Català-Palau de la Música Catalana, the Fundació Enciclopèdia Catalana and others.

4.4.2. NOTEWORTHY PROJECTS AND ACTIVITIES

ECONOMIC AND SUSTAINABLE DEVELOPMENT OF THE NEIGHBOURING COMMUNITIES THROUGH THE ESPAI BARÇA

During the 2021/22 and 2020/21 seasons, the Club promoted the Espai Barça project from different angles in order to promote a better community impact. The following should be highlighted among the initiatives and actions:

- The implementation of the first of the two phases of the **Joan XXIII Urban Development Project** in accordance with the Modification of the General Metropolitan Plan, which included the following actions to substantially improve:
 - **Sustainable mobility**, with the creation of more accessible urban spaces, the construction of a new pedestrian boulevard, the widening of roads to facilitate the circulation of pedestrians and the creation of new cycle lanes.

- **Environmental management**, with the installation of more efficient lighting using LED technology, the supply of rainwater collected from the groundwater network, and the incorporation of new water sources after the rehabilitation of the existing ones.
- The Club continued to push forward the agreements with the Barcelona City Council and the Government of Catalonia to continue promoting **good biodiversity management**, focusing on the conservation of native species and the increase of the green mass in the neighbourhood of Les Corts. During the 2021/22 season, the **improvements** introduced in the **Espai Barça project** with the vision of the new mandate were highlighted, which boosted the sustainability of the project in the areas of energy conservation and self-production, the circular economy, accessibility, conservation of biodiversity and the use and saving of water. The promotion of state-of-the-art tech-

nology and a business plan would also allow for a greater economic impact in the local community.

LOCAL ECONOMIC AND SOCIAL DEVELOPMENT THROUGH SUPPLY AND ACTIVE COLLABORATION

During the 2021/22 and 2020/21 seasons, FC Barcelona continued to promote and reinforce its policies favouring contracting, purchasing and collaboration with local companies and organisations. It is worth highlighting the following actions taken to consolidate this commitment:

- FC Barcelona continued to rely on its local sponsors who, at the same time, facilitated the Club's international projection, such as Estrella Damm, Cupra, Assistència Sanitària and CaixaBank, among others. An example of these collaborations is the *Tastes of Barcelona* campaign, in which five players from the first team and the chef of the Boqueria market, Quim Márquez,



discovered how to cook some of the most characteristic dishes of Catalan and Barcelona cuisine.

- As part of the promotion of **Catalan brands**, another highlight was the collaboration with the Catalan clothing firm Naulover, which provided the Prêt-à-Porter outfits used by the players of the Barça Women's first team.

During the season, a raffle of Naulover accessories was held and there were discounts for FC Barcelona fans.

- The **third kit** for the 2021/22 season was the result of an artistic creation inspired by **five Barcelona neighbourhoods**: Poble-sec, Poble Nou, Gràcia, Raval and les Corts. The project was developed with the involvement of talented young

people from the city and the participation of different local artists such as Stay Homas.

- As part of the promotion of **Catalonia as a tourist destination**, during the 2021/22 pre-season, work continued on the strategic concept that unites the Club's brands with that of the Catalan Tourism Agency, with the slogan *If you*

Love FC Barcelona, your destination is Catalonia. The renewal of the alliance between the Club and the Catalan Tourism Agency also stands out, as it reinforces Catalan identity as a pillar of the Club, and promotes different joint actions such as the image of the women's football team as ambassadors of Catalan tourist destinations.





SOCIAL, EDUCATIONAL AND CULTURAL COMMUNITY DEVELOPMENT IN THIRD SECTOR ORGANISATIONS

During the 2021/22 and 2020/21 seasons, the Barça Foundation stepped up its social action in the local community through different programmes in Catalonia, including the following:

- Awareness-raising programmes and campaigns for the prevention of *bullying* in sport and in schools.
- Donations of sports equipment, clothes and tickets to vulnerable people.
- Visits by sportsmen and women to hospitals and other actions to promote

paediatric emotional well-being.

- Programmes for the inclusion of people with functional diversity in the practice of sport.
- The *Joves Futur+* programme for the training, support and promotion of equal opportunities for 100 young people who have been wards of court.
- Programmes focused on social inclusion for incarcerated youth and migrant youth, among others.⁶

During the 2021/22 and 2020/21 seasons, various actions were carried out to comply with FC Barcelona's strategy in the development of the protection, promotion and encouragement of Catalan culture and language:

⁶ For more information on the programs presented, please see section 4.5. *Barça Foundation: social inclusion through sport.*



Season	Action	Description
2020/21 and 2021/22	Offering on La Diada, The National Day of Catalonia	To mark the National Day of Catalonia, the Club made a floral tribute at the monument to Rafael Casanova with a delegation made up of the President of the Club, members of the Board of Directors, and representatives of the professional and youth sports sections and the Barça Players' Association.
	Audiovisual content in Catalan	The Club continued to promote Catalan by creating content for the Barça TV+ subscription channel and for Barça TV programming broadcast on the main third-party platforms.
2021/22	Agreement with the Catalan Encyclopedia Foundation	The Club signed a new agreement with the Catalan Encyclopaedia Foundation to promote the First Read-Aloud Reading Competition for Young People, with the aim of promoting Catalan and the habit of reading among the younger generations.
	Collaboration agreement with Òmnium	The Club signed a collaboration agreement with Òmnium Cultural to continue working for language, culture and the country for the next four years.
	Agreement with the Fundació Orfeó-Palau de la Música Catalana	FC Barcelona signed an agreement with the Fundació Orfeó Català-Palau de la Música Catalana to promote musical culture and activity among Club members, professional sportsmen and women, members of La Masia and Club staff.
	Agreement with the Gran Teatre del Liceu	FC Barcelona renewed its support as a collaborating entity of the Gran Teatre del Liceu to support the theatre and promote culture and opera.
	Barcelona route	The FC Barcelona Museum took part in the Passaport <i>La Ruta de Barcelona</i> (Barcelona Route Passport), a route to promote culture designed for local families.
2020/21	Sant Jordi Blaugrana	Despite the restrictions imposed by the pandemic, the Social Area invited all members between the ages of 3 and 15 to draw and send online a drawing with the motto <i>Sant Jordi Blaugrana</i> and choose different Barça products as gifts. Different online activities related to the national day were organised. There was also institutional participation in Òmnium's cultural activities for Sant Jordi: the institutional vice-president and spokesperson of the Board of Directors, Elena Fort, read Joan Margarit's poem, <i>La llibertat</i> , as part of the <i>Poemes per la Llibertat</i> activity, which consisted of reading poems about freedom and democracy.

4.4.2. INDICATORS

KEY PERFORMANCE INDICATOR	S 2021/22	S 2020/21
Local economic and social development through supply and active collaboration		
Percentage of local sponsors (Catalonia)	23%	20%
Number of agreements with national institutions for economic promotion and the creation of knowledge	3	3
Number of local research institutions, research centres and <i>start-ups</i> in the BIHUB ecosystem	36	36
Social, educational and cultural development in third sector organisations		
Number of social aid projects run by the Barça Foundation in Catalonia	49	22
Number of social action programmes run by the Barça Foundation in Catalonia	16	5
Number of agreements with institutions and entities in Catalonia for the implementation of the Barça Foundation's social aid programmes	49	36
Number of corporate volunteering actions in the local community	2	0
Number of organisations benefiting from corporate volunteering actions in the local community	1	0
Number of agreements with national or regional institutions to promote local culture	6	6



4.5. FC BARCELONA FOUNDATION: SOCIAL INCLUSION THROUGH SPORT

Related Sustainable Development
Goals



4.5.1. FC BARCELONA'S STRATEGIC POSITIONING

FC Barcelona has acquired a strong social commitment and since its beginnings has partially promoted programmes and projects based on sport for development (S4D) through the FC Barcelona Foundation.

The purpose of the Barça Foundation is to support vulnerable children and young people through education, health and sport as essential tools, spreading sporting values with the aim of building a fairer, more inclusive and equitable society that is respectful and fights against social exclusion, inequality and violence.

Since the start of the new mandate, the Barça Foundation has initiated a process of reflection and redefinition of medium and long-term projects based on a new holistic, global and compre-

hensive approach to action that aims to generate an impact in the key areas for minors and young people, such as education, protection, community action and health and emotional well-being, paying special attention to social inclusion, gender equality and diversity in all its areas. The Barça Foundation also wishes to contribute to the achievement of the Sustainable Development Goals (SDGs) of the United Nations Agenda. As a new aspect, it is worth highlighting access to healthcare for vulnerable people, nutrition and healthy habits, the environment and access to drinking water and sanitation, and key development areas for the most vulnerable populations.

The Barça Foundation's new approach has also focused on social innovation, the





creation and dissemination of its own programmes and methodologies, and the promotion of awareness-raising campaigns on problems that pose a risk to the well-being of children and young people in Catalonia and around the world.

EDUCATION AND PROTECTION

Refugees and migrants

According to data from the UN refugee agency (UNHCR), in 2022, more than 103 million people worldwide were in a situation of involuntary displacement and abandonment of their homes. In this context, the most vulnerable people who

suffer serious violations of their fundamental rights, the youngest (children and youth), find it very difficult to find shelter and refuge.

The Barça Foundation has taken an active role in alleviating this problem by promoting support and social development programmes aimed at young refugees. As part of the new mandate, it is worth highlighting the alliance between FC Barcelona, **the FC Barcelona Foundation and the UNHCR**. Introduced during the 2021/22 season, it is a global alliance in support of the fight for the rights of refugee children and youth. As part of the alliance, there are also plans to car-

ry out different joint projects, applying SportNet's own methodology, based on sport for education, protection and social development, which will take place in four countries that host refugees and displaced people such as Colombia, Uganda, Turkey and Malawi.

Also worth highlighting is the continued **commitment to the ongoing promotion of projects for refugee children in Catalonia, Greece, Italy, Denmark and Germany**, collaborating in each country with local implementation partners in a wide range of contexts, such as refugee camps, informal settlements, community camps, children's centres and schools;

and the renewed promotion of projects such as **Erasmus+** and the **Spring project**, which are initiatives supported by the European Union and other partners such as the UEFA Foundation and which work on employability for young migrants based on a new methodology through sport and educational leisure.

Inclusion of diversity

The FC Barcelona Foundation focuses on what it considers to be one of the most important groups at risk of social exclusion: children and young people with functional diversity. By adapting its programmes and the SportNet methodology so that this group can participate,



Deporte
sin
BULLYING

Ante el bullying,
actúa con el nuevo
protocolo de bullying
en el deporte.

two formats for the implementation of the Foundation's projects have been developed. The Diversity project, which encourages people with functional diversity to become familiar with sport, and the Inclusion project, which guarantees interaction between young people with functional diversity and those without.

As part of this framework of action for the inclusion of diversity, the creation of the **Barça Foundation** also stands out. This is a mixed football team with intellectual disabilities, which took part in LaLiga Genuine Santander. This is a project shared with the Diversity, Equity and Inclusion department of the Club and La Masia.

Prevention of *bullying*

The Barça Foundation, in collaboration with the LAECОВI research group (Laboratory for Studies on Coexistence and the Prevention of Violence at the University of Cordoba), has developed a programme, with its own methodology, which uses sport as a driving force for change, providing professionals in the education sector with tools to prevent, detect and act against *bullying* in the educational and social sphere. Specifically, the programme was implemented in primary schools through various sessions in curricular subjects such as physical education, tutorials, visual and plastic arts, and in the creation of various awareness-raising campaigns on

the prevention of *bullying* in the mainstream media and on the Club's social networks.

In the field of sport, the Barça Foundation has also developed a theoretical-practical training methodology to provide sports professionals and students of physical activity sciences with tools to prevent, detect and develop strategies to deal with situations of *bullying*.

Preventing youth violence

Through the SportNet methodology, the FC Barcelona Foundation works in settings where youth violence has become a structural phenomenon. The programmes implemented in these cases aim to equip participants with the ability to resolve conflicts in a peaceful manner while promoting the community and social reintegration of young people.

Other lines of action in protection and accessing education

With the aim of continuing to promote social development through education and the protection of minors and young people, the FC Barcelona Foundation has established an ambitious plan of alliances to promote different programmes and lines of action:

- **Alliance with UNICEF:** An agreement that over the last 16 years has formalised the commitment to work and

promote educational and social development programmes in countries such as South Africa, Ghana, Brazil and China, to name just a few, using sport as an instrument for education and the promotion of values that has benefited more than a million children and young people.

- **Child Protection System:** Also during the 2021/22 season, the Barça Foundation and the Club introduced a child protection system, the aim of which was to guarantee the comprehensive well-being of more than 200,000 children and young people from different areas of the Club's activities (Barça Academy, La Masia, amateur sports, etc.) and the Foundation, working to make all spaces and environments safe, protecting children's rights, and establishing lines of action to prevent, monitor and manage of any kind of violence or discrimination.
- **La Masia Solidària:** An alliance between the Barça Foundation and La Masia through which, together with the collaboration of local social entities, raises awareness among sportsmen and sportswomen in training about current social and environmental realities and problems that surround them, and provides support to disadvantaged or vulnerable groups in the local community.

COMMUNITY ACTION

With the aim of cooperating and contributing to the fight against the different forms of social exclusion of children and young people in the local communities most affected by poverty, discrimination and social and gender inequalities, the Foundation implemented various projects under the umbrella of a line of work for action in the local community, generating new opportunities for children and young people through sport. The action programme uses the SportNet methodology as a tool to destigmatise the most vulnerable groups, to form bonds, to encourage the development of individual and group psycho-emotional skills and competences, and to become an agent for prevention in the community. The following groups stand out among those who benefit from this work:

- Young people and minors from municipalities all over Catalonia who have worked on **social cohesion** through the Barça Foundation's programme with Nike for children and young people at risk of exclusion in the city of Barcelona.
- Young inmates participating in the Euroleague **One Team** project, a social project that links the FC Barcelona first basketball team with the beneficiaries

of the programme to promote the social integration of the participants.

- Young inmates from **youth detention centres and women in custody** from the Brians 1 Prison who are working on social skills for reintegration through the Foundation's sporting and educational methodology.

PAEDIATRIC HEALTH AND EMOTIONAL WELL-BEING

This is based on the promotion of health and emotional well-being during childhood illness and the aspects that drastically influence the quality of life of children, especially the most vulnerable. The Barça Foundation works to promote physical and mental well-being and positive emotions in the following projects:

- The **Donations** project, through which clothes, merchandise and tickets for sporting events are given to social organisations that work with children, youth and people in vulnerable situations.
- The **Dreams** project, which seeks to contribute to the emotional well-being of children and young people around the world suffering from serious illnesses by means of positive and exciting experiences, such as meeting Barça sportsmen and sportswomen, attending drawing workshops, sto-



THE BARÇA FOUNDATION IMPLEMENTS DIVERSE PROJECTS WITH THE AIM OF COOPERATING IN THE FIGHT AGAINST THE DIFFERENT FORMS OF SOCIAL EXCLUSION OF CHILDREN AND YOUNG PEOPLE IN LOCAL COMMUNITIES

rytelling, magic or cooking and participating in sessions of the *SportNet* programme.

- The **Christmas is all year round** project, which seeks to improve the stay of children and young people while hospitalised by organising virtual visits and gifts from the Club's professional players and the Institution's directors.
- The **Magic Memories** project, in collaboration with the company Magic Memories, which allows children to have their photograph taken with the players of the first football teams using

a green screen and *Photoshop*. People participating in the project also enjoy a virtual tour of the Camp Nou using 3D glasses during their waiting time at the hospital.

- The **Robot Pol** project, in collaboration with the Éric Abidal Foundation, which, with the support of members and other volunteers, allows children and young people to take a virtual tour of the FC Barcelona playing field, the Museum and other Club facilities, as well as interacting with the players through a remote-controlled device.

ALLIANCES OF THE FC BARCELONA FOUNDATION

Beyond its own programmes, in order to amplify its impact to help the most vulnerable children, the FC Barcelona Foundation promoted a framework of alliances and collaborations to find the *right partners* in the different areas of implementation, to participate in external programmes in order to continue innovating in methodologies and to generate alliances with third

sector agents that allow the expansion and visibility of the Foundation's activities. These include those developed with the United Nations International Children's Emergency Fund (UNICEF), the UNHCR, the Gasol Foundation, the Red Cross of Catalonia, Open Arms, the Leo Messi Foundation, the Johan Cruyff Foundation, the Department of Justice of the Government of Catalonia, the Provincial Councils, the Liliam Thuram Foundation, the Éric Abidal Foundation and the Edmilson Foundation, among others.



4.5.2. NOTEWORTHY PROJECTS AND ACTIVITIES

EDUCATION AND PROTECTION

Refugees and migrants

During the 2020/21 season, and due to the social and health context, it should be noted that the Barça Foundation trained coaches with the new *SportNet* COVID-19 manual to follow health, safety and hygiene protocols, promoting online activities to maintain the routine and safe spaces that contributed to preserving physical and emotional well-being. The Foundation also continued with the implementation of the employability project for young migrants in Catalonia, Greece and Italy, working with the beneficiaries on the acquisition of the following six skills: use of emotions, teamwork, initiative and proactivity, responsibility and co-responsibility, communication and flexibility.

During the 2021/22 season, in addition to the promotion of the partnership with the UNHCR, the FC Barcelona Foundation also promoted other programmes such as the sports project in collaboration with **Alwaleed Philanthropies**, with the aim of promoting the welfare and social inclusion of refugee children and young people. The **RIC mental health project** in the

Lesbos Camp, which aimed to promote emotional and physical well-being, with the support of a psychologist; and the **Spring project**, implemented in Catalonia, Greece, Denmark and Germany, based on the inclusion of refugee women and girls in sport with a gender perspective to improve the social integration of refugees.

Furthermore, within the context of the refugee crisis resulting from the war in Ukraine, a food donation campaign was held at the FC Barcelona Foundation and the Red Cross tents. Also, thanks to the involvement of volunteers from the FC Barcelona Foundation, refugee children from the war in Ukraine benefited from a play and sports project in which activities were organised so that the children and their families could play together, create bonds and enjoy leisure time.

Inclusion of diversity

In addition to the creation of the Barça Foundation Genuine team⁷, the FC Barcelona Foundation also promoted the **Inclusion Protocol**, a tool that makes it possible to evaluate the real inclusion of people with functional diversity in groups that hold sessions using the SportNet methodology all over the world.

As part of this framework of inclusive action for diversity, the 2021/22 and 2020/21 seasons saw the continued promotion of various projects in which the SportNet methodology was used and adapted:

- **Barcelona:** an extra-curricular joint project in the District of Les Corts with the collaboration of the Barcelona City Council, with the aim of providing access to physical activity and sport for children and young people with functional diversity.
- **Brazil:** with the collaboration of the Abertis Foundation and Arteris (in the municipality of Guarulhos, Sao Paulo), the project aims to include children with functional diversity with other boys and girls through sport in mixed groups.
- **Japan:** The *For All Capabilities* project, developed with KONAMI, has made it possible to train educational and sports personnel. This project encourages the participation of boys and girls in an inclusive way, with the aim of creating shared spaces between children and young people with disabilities and those without.



⁷ For more information on the programs presented, please see section 4.3. *Diversity, equality and inclusive action.*



During the 2021/22 season, Àlex Roca was also introduced as the new ambassador of the FC Barcelona Foundation. Roca is an athlete who, despite having overcome cerebral palsy with a 76% physical disability, has participated in various triathlons and races such as the Titan Desert 2019. The sportsman will represent the Foundation in different areas and will be the Foundation's role model in projects to improve the lives of the most vulnerable children and young people locally and globally, supporting the Foundation's strategy of raising awareness of diversity in all its forms.

Prevention of bullying

The programme reinforced the digital adaptation of the sessions or training for educational staff during the 2020/21 season, especially during periods of confinement.

The new Action Protocol against *bullying* in the field of sports practice was introduced in the 2021/22 season, aimed at providing coaches with the necessary tools to act in the event of warning signs or cases that occur.

Young people at risk

The *Joves Futur+* programme was unveiled during the 2021/22 season, in collaboration with the La Caixa Foundation. The aim of the programme is to promote the social and labour insertion of young people who have been wards of court, providing them with the necessary train-

ing, work, psychosocial and emotional skills to achieve full personal autonomy in the absence of a supportive social and family network.

Preventing youth violence

During the 2021/22 and 2020/21 seasons, actions were carried out to prevent youth violence around the world, which during the course of the COVID-19 health crisis had to be redefined and adapted to new digital and blended learning formats in order to continue providing support. Warning special attention are:

- In **Mexico**, in collaboration with Scotiabank and Fondo para la Paz, SportNet's activities were carried out in the community areas of ten rural communities in the municipality of Calakmul, known for its large presence of indigenous people.
- In **Colombia**, through projects in different communities such as Palmira, Putumayo and San Martín, promoted with partners such as Gran Tierra Energy, Scotiabank and the local mayors. This work created safe leisure spaces in vulnerable areas, which provide opportunities to escape from daily problems, new adult and educational role models, and to prevent children and young people from being recruited by criminal gangs.
- In **Argentina** during the 2020/21 season and with the collaboration of the

Leo Messi Foundation, children and youth in a violent social situation and context due to the presence of drug trafficking -- which exposes boys and girls and their families to a situation of social emergency -- took part in the project. Thanks to the SportNet methodology sessions that take place in municipal sports centres, the acquisition of values, behaviours and skills aimed at promoting the coexistence and participation of children and young people in the community is encouraged.

- In **Brazil**, with the support of the Mapfre Foundation, Abertis and the local government, the project contributed to improving the emotional situation, well-being and social coexistence of the participants in a context of social instability in various favelas in the towns of Rio de Janeiro and Sao Paulo. During the 2020/21 season, boys and girls in an adverse, violent context, and under the great social, health and economic impact of the pandemic, were able to participate in the project. The Foundation also promoted distance training activities for educators on distance and face-to-face work methodologies in social inclusion and improving life skills.
- Lastly, the project for the prevention of violence in Costa Rica and Panama was also promoted with the collaboration of the NGO Aldeas Infantiles.

Since January 2022, with the Foundation's renewed focus on holistic intervention, new projects have begun to be developed and new entities were contacted in Chile, Peru, Colombia and the Dominican Republic to carry out fact-finding visits to the four countries. As a result of this groundwork, new projects and collaborations have been initiated with World Vision in Peru, and Save the Children in Colombia and the Dominican Republic.

COMMUNITY ACTION

During the 2021/22 and 2020/21 seasons, community action projects were implemented in Catalonia through the creation of partnerships with different open centres, the four Catalan provincial councils, several municipalities and the Government of Catalonia. The groups that benefited were young people and minors from different municipalities in Catalonia, mainly those at risk of social exclusion as well as young people and women in prisons, where the SportNet methodology was implemented to promote social cohesion.

In this area of local action, the FC Barcelona Foundation, in conjunction with the Directorate General of Criminal Sentence Enforcement in the Community and Juvenile Justice of the Government of Catalonia, promoted the continuation

during the 2021/22 and 2020/21 seasons of the project in youth detention centres, with the aim of contributing to the social reintegration and the development of life skills of the young inmates.

With regard to the collaboration with the Provincial Councils, after 10 seasons, this has reached a total of 86 municipalities and 112,361 beneficiaries. In February 2022, the results of these first 10 years were presented to the four provincial councils, along with the evolution of the programme, which was renamed Barça Activa't. The programme grew its social component as part of the Foundation's new holistic approach aimed at young people aged between 12 and 18.

As for the inmate population, the FC Barcelona Foundation, in collaboration with the Directorate General of Criminal Sentence Enforcement in the Community and Juvenile Justice of the Government of Catalonia, has promoted the continuation of the project in youth detention centres, with the aim of contributing to the social reintegration and development of life skills of the young inmates.

In line with the objective of youth reintegration, the Barça Foundation has continued to collaborate with Euroleague Basketball during the 2021/22 and 2020/21 seasons to continue promoting the **One Team** project. During the 2020/21 term, the project was implemented in the Les Corts neighbourhood of Barcelona,





and was carried out with participants with functional diversity, with the involvement of players from the Barça first basketball team, such as Àlex Abrines and Leandro Bolmaro. The project at the Youth Detention Centre of Catalonia is also linked to the first basketball team.

The **insertion project for women in custody** at the Brians 1 Prison, where the SportNet methodology is implemented two days a week, encourages a process of self-knowledge, empowerment, detection

of potential and career paths and the active search for employment. It should also be noted that in the 2021/22 and 2020/21 seasons, the Barça Foundation's **Social Inclusion programme** was also carried out for the second and third years in a row in the city of Barcelona with the support of Nike, whereby children and young people took part in weekly extra-curricular activities using this methodology to use sport, play and physical activity as tools for social integration.

PAEDIATRIC HEALTH AND EMOTIONAL WELL-BEING

During the 2021/22 and 2020/21 seasons, and once the pandemic restrictions had been lifted, the Barça Foundation continued to support children and young people with illnesses through meetings, activities and the distribution of material developed in the most prominent projects in the field of paediatric health and emotion-

al well-being. The following projects stand out: **Donations, Dreams, Christmas is all year round, Magic Memories and Robot Pol.**

Lastly, in 2022, the SJD Paediatric Cancer Centre was inaugurated at the Hospital Sant Joan de Déu in Barcelona, in which the Barça Foundation was involved in fund-raising and various awareness-raising actions were carried out with the participation of current and former FC Barcelona players.

4.5.3. INDICATORS

KEY PERFORMANCE INDICATOR	S 2021/22	S 2020/21
Barça Foundation		
Number of beneficiaries of own programmes and projects	41,866	158,749
Number of beneficiaries of the projects implemented through alliances	486,817	952,585
Number of projects implemented around the world	27	43
Number of projects in which the sports-based methodology of social intervention has been implemented	53	27
Number of educators trained and who have implemented programmes using a sports-based methodology for social intervention	689	1,286
Number of collaborations and alliances around the world:	56	27
Community Action		
Number of beneficiaries of the <i>One Team</i> project	25	158
Number of beneficiaries at the Youth Detention Centres in Catalonia	144	105
Health and Emotional Well-being		
Number of beneficiaries of the programme	10,380	32,495
Number of protective health products donated to hospitals and organisations	57,698	505,282
Financial donations from alliances to obtain health and protective products during the pandemic	N/A	727,876
Other activities and projects		
Number of beneficiaries of the <i>Masia Solidària</i> project	200	N/A
Number of beneficiary organisations participating in the <i>Masia Solidària</i> programme	3	N/A

KEY PERFORMANCE INDICATOR	S 2021/22	S 2020/21
Education and Protection		
Programme for Refugees and Migrants		
Number of beneficiaries	1,632	3,390
Number of educators	95	92
Diversity Inclusion programme		
Number of beneficiaries	404	764
Number of beneficiaries with functional diversity	235	299
Number of educators	240	440
Bullying Prevention programme		
Number of beneficiaries in the educational field	23,560	31,800
Number of teachers in the educational field	1,865	1,800
Number of educational centres where the methodology has been implemented	103	115
Number of beneficiaries in the sports field	1,600	24,798
Number of coaches in the sports field	400	718
Number of people benefiting from the communication and awareness actions	3,629	4,538
Youth Violence Prevention programme		
Number of beneficiaries	3,142	4,665
Social Inclusion programme		
Number of beneficiaries	18,235	55,464
Number of educators	70	383



A CLUB WITH LOCAL AND GLOBAL AWARENESS





ESPAI BARÇA, AS AN INNOVATIVE PROJECT THAT PROMOTES SUSTAINABLE FACILITIES FOR ALL TYPES OF EVENTS, WILL RESPECT THE ENVIRONMENT, PROVIDING WELL-BEING AND COMFORT TO SOCIETY

The expansion and intensity of FC Barcelona's sporting, social, economic and environmental activities has increased the operational requirements of the Club's facilities and the management of the value chain (suppliers, subcontractors, licensors, etc.).

Given this backdrop, FC Barcelona is aware of the need to understand and take responsibility for its ability to generate an impact, which is the main indicator of the creation of social and environmental value, as well as economic value for the different stakeholders involved in the Club's day-to-day activities. The emphasis on promoting responsible organisational management contributes to generating a more positive impact for the Club while maintaining key management attributes such as sustainability, efficiency, ethics, safety and transparency.

FC Barcelona integrates global and local awareness as the basis for the creation of economic, social and environmental value, as it understands that it is from this management that organisations are

set up that are capable of adapting to the needs of sustainability and technological transformation and that, by investing in them, and also in their competitiveness, they will be the ones that generate the most shared value in the future.

This section defines the best practices regarding the minimisation of resources (water, energy, etc.), waste management and the reduction of gas emissions into the atmosphere that are associated with climate change in the Club's activities and biodiversity. It also encourages appropriate and responsible management of the value chain of the different corporate, sporting, social and logistical activities of the Club. The sustainability, digital transformation and technological adaptation strategies are pursued to reinforce our competitive position as a pioneering and innovative sports club. Espai Barça is a clear example of the promotion of sustainable facilities for all kinds of events, and will respect the environment, providing society with well-being and comfort.

5.1. ESPAI BARÇA: THE FUTURE IN SIGHT

Related Sustainable Development Goals



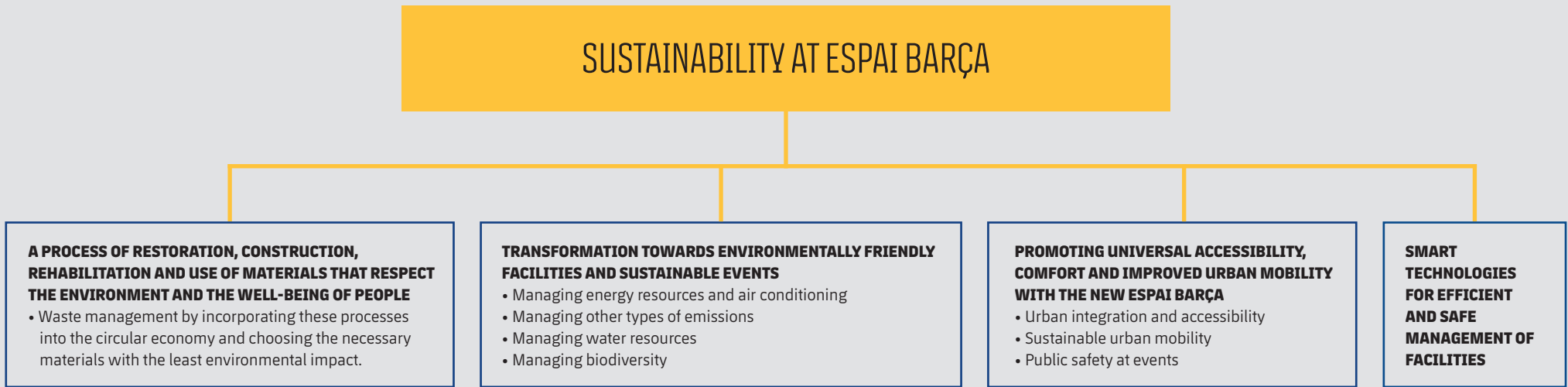
5.1.1. FC BARCELONA'S STRATEGIC POSITIONING

With the increasing frequency of sporting events and the associated impact on the facilities, professional sports clubs face growing logistical and operational challenges in properly managing them, including the resulting environmental impacts. The internationalisation of the sporting events in which the teams participate means that the clubs have significantly increased their CO₂ footprint, both from direct and indirect emissions. Direct emissions are both those that come from the Club's own activity and those that are produced at its facilities. Indirect emissions come from external agents of interest that satisfy own needs such as the supply of energy.

In this setting, FC Barcelona is promoting the integration of different sustainable practices in the management of its events, increasing efficiency and making energy consumption more sustainable, promoting the universal accessibility of the Club's facilities, minimising the use and consumption of resources and fostering the circular economy, so that this will lead to an overall reduction in its carbon footprint.

The central axis of the Club's progress and efforts to achieve sustainable facilities and events is Espai Barça, a project to renovate infrastructures, with the Spotify Camp Nou as its flagship. The project will turn the Club into a benchmark for sustainable development in the world of sport, both in its construction process and in its management, which will be aligned with the highest standards of sporting and operational functionality.

SUSTAINABILITY AT ESPAI BARÇA



A PROCESS OF RESTORATION, CONSTRUCTION, REHABILITATION AND USE OF MATERIALS THAT RESPECT THE ENVIRONMENT AND THE WELL-BEING OF PEOPLE

It should be noted that during the construction process of the new Spotify Camp Nou, the existing structures of the first and second tiers will be preserved, thus reducing the use of new materials and waste produced. At the same time, the maximum possible amount of the materials used in the recycling process will be recycled using a circular economy methodology. The use of new materials is being evaluated and incorporated according to environmental standards (low impact, recycling, reuse or provision of certificates demonstrating local production). Espai Barça will also implement a selective waste collection system as part of its post-construction management, adapted to the recycling needs of the events. This approach will be reinforced by the policy of active and in-house management in collaboration with the external agents responsible for some services of the facilities.

Espai Barça is, therefore, a project for the remodelling and new construction of the future Spotify Camp Nou, the new Palau Blaugrana, the Petit Palau and the Ice Skating Rink. It is also important to bear in mind the redevelopment of the area that

will open up Barça's facilities to the neighbourhood and the city, and favour the development of the Barça Campus, which will include the construction of complementary buildings for the social and economic development of the Club and the work carried out at the Johan Cruyff Stadium following the same standards.

To ensure that all sustainability objectives will be met during the execution process of Espai Barça, internationally recognised standards will be followed which will verify compliance. Firstly, the entire Campus de les Corts will obtain BREEAM certification, which will make it the first sports campus to do so. Secondly, all the buildings on the Campus, during their construction, will follow the steps required to obtain the American (LEED) and British (BREEAM) certification and consequently be recognised as sustainable. It is worth noting that the Spotify Camp Nou will be the first stadium in the world to have these two certificates.

TRANSFORMATION TOWARDS ENVIRONMENTALLY FRIENDLY FACILITIES AND SUSTAINABLE EVENTS

The Club is also working in all its activities and areas towards achieving other benchmark certifications in sustainability, such as Biosphere, which verifies that companies develop their goods and services in accordance with a socially and

environmentally responsible model.

By obtaining these certificates, which assess both the construction and management of all the facilities and events that make up the sports campus, FC Barcelona aims to promote and highlight the ability to balance contributions, consumption and impact within the same campus. While the future Spotify Camp Nou will experience consumption peaks as a result of sporting and entertainment events, great efforts will also be made to minimise them, both in terms of energy, water and the waste generated. The Club hopes to create facilities that maximise the efficient use, generation and reuse of natural resources and that optimise the synergy of production and consumption in the different scheduled periods by connecting the different buildings together.

With a cross-cutting vision of the management of the spaces and structures that make up the project, FC Barcelona is addressing the sustainability aspects of Espai Barça with a comprehensive management plan, thinking about all the spaces and buildings that make up the project, specifically:

Managing energy resources and air conditioning

With the aim of constructing energy-efficient buildings, work is being done to reduce various harmful environmental agents such as carbon dioxide (CO₂) emis-



BIOSPHERE
SUSTAINABLE LIFESTYLE



project were presented to the Architects Association of Catalonia (Col·legi d'Arquitectes de Catalunya). It highlighted the proposal to generate its own renewable energy, mainly through photovoltaic panels installed on the roofs. It will also achieve energy savings in the different activities and services offered by optimising efficiency and implementing a renewable, high-performance system for the production of air conditioning and domestic hot water, such as geothermal energy: a global heat and cold distribution (*District Heating & Cooling*) in the whole area of the facilities of Les Corts that will reduce the energy consumed. This is accompanied by the development of an energy micro-grid that allows for the control and re-injection of surplus energy into the distribution network. The sum of these elements will allow for a significant reduction in CO₂ emissions.

Managing other types of emissions

In addition to quantifying CO₂ emissions derived from energy consumption, the use of materials and mobility, other gases and particles (NO_x, SO_x, PM2.5) that cause atmospheric pollution will also be measured, as well as the sound and light emissions of the project and future facilities.

Managing water resources

The dependence on municipal drinking water will be reduced by installing

efficient equipment in the use of the resource, implementing systems to control water consumption at events, setting targets for reducing consumption, and recovering rainwater collected from the Spotify Camp Nou roof and stored in the subsoil.

Managing biodiversity

All the elements that form part of or surround the FC Barcelona facilities are important factors in the development of the project. There will be an increase in the plant biomass of the site, an agreement with Barcelona City Council on the management of the area's vegetation, a reduction in the amount of dark paving to avoid the increase in temperature and the heat island effect, the elimination of invasive flora, the protection and preservation of the protected fauna in the surrounding area, and an improvement in the quality of the landscaping and exterior comfort.

sions, nitrogen dioxide (NO₂) emissions and the generation of suspended particles by implementing integrated energy waste monitoring systems, improving the energy efficiency of the facilities during all kinds of events and the use of renewable energy sources in the installations that make up the project.

During the 2021/22 season, the improvements of the future Espai Barça

PROMOTING UNIVERSAL ACCESSIBILITY, COMFORT AND IMPROVED URBAN MOBILITY.

Urban integration and accessibility

The integration of Espai Barça into the urban fabric will make it an attractive and open space. With the aim of promoting the public use of this new space and the development of a shared and sustainable



ASSISTING PEOPLE WITH FUNCTIONAL OR SENSORY DIVERSITY

vision of the new facilities that responds to the concerns of the local community, FC Barcelona has collaborated with the city of Barcelona (through the Modification of the General Metropolitan Plan) and the local community since the beginning of the project. The new Espai Barça aims to improve people's accessibility to the stadium by incorporating new areas for public use free of obstacles, with an increase in well-defined tree areas that generate more comfort, as well as the elimination of poorly-lit pavements. With regard to the interior facilities of Espai Barça, a step forward will be taken towards universal accessibility by means of a construction that is adapted and open to people with functional or sensory diversity.

This dedication to inclusion complements other programmes supported by the Club's Social Department, including the Specialised Support Office for members with any type of disability or mobility impairment, and the *T'Acompanyem* programme, which coordinates the attendance of people with mobility problems at Spotify Camp Nou matches in partnership with the Creu Roja (Red Cross). In addition, in order to reduce noise and light pollution, there are plans to install a roof, which will considerably reduce the emission of noise towards the exterior.

During the 2021/22 season, an agreement was drawn up between the Club

and Barcelona City Council so that while the main part of the remodelling works of the Spotify Camp Nou are being carried out, the first men's and occasionally the women's football team will be able to play at the Lluís Companys Olympic Stadium during the 2023/24 season. This will make it possible to minimise the impact of Espai Barça works not only for the fans, but also for the city's urban environment. The agreement is far-reaching and encompasses multiple actions concerning access, services, stands, grass, sustainable mobility, maintenance and security.

Sustainable mobility

In order to promote sustainable mobility among fans around Espai Barça, the Club plans to widen pavements and increase pedestrian priority zones, promote public transport (adding new bus and metro stops), increase their frequency, and the creation and expansion of the network of lanes for bicycles and personal mobility vehicles. With regard to private vehicles, by the end of the works, it is expected that approximately 3,200 parking spaces will have been created, a significant percentage of which will be equipped with electric charging points. Safety and parking improvements will be increased for different types of vehicles, motorbikes and bicycles, with improvements in signposting, always prioritising the most sustainable type of transport.



Public safety at events

Through strategic and operational management of safety at events, in coordination with civil protection and the relevant security forces, FC Barcelona will continue to ensure the safety of members and fans who attend matches and use the facilities. Among the measures to be implemented to improve safety, there are also aspects linked to urban planning, such as avoiding the existence of confined spaces, counter-intuitive circulation or insufficient lighting.

As a result of the diagnosis of the state of conservation of the structure of the Spotify Camp Nou, a pathology repair campaign was carried out (repair of formwork, waterproofing of the third tier and video scoreboards, repair of hollow core slabs, reconstruction of stairways, repairs with carbon fibre, repairs of metal profiles, introduction of safety nets, fastening of handrails, etc.) to ensure the safety of people and to restore the integrity of the existing structure.

SMART TECHNOLOGIES FOR EFFICIENT AND SAFE MANAGEMENT OF FACILITIES

In order to promote an efficient and smart construction system, Espai Barça will use **BIM technology** (Building Information Modelling) for the design and construction processes, a technique for managing building information that allows the

creation of a distinctive virtual plan that replicates a constructed building with all its components (virtual twin). This technology improves the building management, reduces the possibility of delays, and enables the coordination and the detection of errors during the design, construction and operation phases. This minimises risks and increases efficiency and sustainability (through data management in relation to materials, energy consumption analysis, etc.) throughout the entire construction process. It is important to highlight the importance of the *off-site* construction model, both with prefabricated elements of the structure, stands, etc., and modular constructions (VIP boxes). By using this model, the risk associated with traditional construction and the overuse of materials is reduced as much as possible, by carrying out a larger number of operations in the factory.

With regard to the implementation of advanced operations management technologies and, where applicable, micro-grid systems and integrated management of the climate control of sports facilities, Espai Barça aims to implement an integrated resource management system (energy, water, waste, etc.) in the buildings of the Barça campus once the facilities are operational. This will allow for a more efficient functioning, cost savings and a reduction of the environmental impact of the Club in sporting events and day-to-day operations.

5.1.2. INDICATORS ¹

KEY PERFORMANCE INDICATOR

Managing energy resources and air conditioning	
Percentage of energy from own or external renewable sources that will be used at the facilities.	>90%
Managing other types of emissions	
Estimated percentage of CO ₂ emissions per spectator that will be reduced.	>30%
Managing water resources	
Percentage of water use that will be reused.	>25%
Estimated percentage of water consumption (m ³ /day) that is expected to be reduced.	≈20%
Estimated share of municipal drinking water dependence that will be reduced.	>8%
Managing biodiversity	
Number of species that will be preserved through biodiversity management policies and actions.	≈100%
Comfort and accessibility	
Percentage of accessible spaces that will be available for wheelchair users and companions.	≈100%
Number of adapted places that will be available for people with reduced mobility.	407
Number of <i>sensory rooms</i> to be created	>1

KEY PERFORMANCE INDICATOR

Urban integration	
Increase in surface area for the construction of public sports facilities.	≈1,450 m ²
Increase in the amount of space for public and community use.	24,890 m ²
Increase in the amount of new green areas for public use.	≈18,150 m ²
Open, barrier-free space for public access and use.	≈100%
Sustainable urban mobility	
Estimated percentage of the public attending that will use low-emission means of transport (bicycle, electric vehicle, public transport, etc.).	≈79%
New metres of bidirectional cycle lane network.	≈3,000 m
New parking spaces for bicycles.	≈700
New coach parking areas.	≈80
EV charging points.	≈400

¹As this section refers to the project to transform the FC Barcelona facilities, still underway, a comparison is not included with respect to the 2021/22 and 2020/21 seasons.

5.2. ACTIONS WITH A POSITIVE ENVIRONMENTAL IMPACT

Related Sustainable Development Goals



5.2.1. FC BARCELONA'S STRATEGIC POSITIONING

The growing global awareness of the planet and the consequences of human actions on climate change has made the conservation and care of the environment one of the main urgent actions in most public and private spheres of our society, including in sport. Sustainability in the ecosystem of sports clubs, both as individuals and in the wider associations and organisations, such as UEFA and FIFA, has therefore played a key role in responding

to the current environmental crisis. This includes relations with suppliers, public bodies, individuals, the local and global environment and the ability to influence and have a positive impact on its international and local fan base.

The mitigation of the environmental impact and the adaptation to climate change form an indispensable part of the Club's value, which is coherently integrated into the *More than a club* ideal. Minimising environmental impacts and ensuring sustainable environmental and social management by increasing investment in resilient, efficient and ef-

fective green technology, services and products is crucial to maximising the benefits of existing natural, financial and sporting resources.

Since the beginning of the present term of office, FC Barcelona has promoted the integration of sustainability as a central part of its strategic and operational decision-making, making a commitment to be an agent of change that contributes to generating a positive impact on the area. To achieve this, the Sustainability Area has been created as the driving force behind this new strategy, which includes objectives and actions related to the United Nations SDGs, such as those that refer to promoting the saving of resources used, be they material, energy or water, and promoting the circular economy of the materials used in activities.

FC Barcelona has therefore promoted sustainable development in all its areas, with special attention to Espai Barça, and has focused its efforts and environmental actions in different areas of work due to its intrinsic cross-cutting nature. The approach to actions to mitigate climate change has focused on awareness-raising activities aimed at the Club's membership, its partners and sponsors in their actions and in the Club's range of hospitality and catering services, kit and merchandising and, of course, the Club's internal operational practices.



**EFFICIENCY AND EFFECTIVENESS
IN THE USE OF RESOURCES**

New projects to improve efficiency in the use of energy resources (electricity and mobility), waste management through the circular economy (during sporting and commercial events), water conservation and efficiency and the conservation of biodiversity. Espai Barça will achieve these actions in its own right with the inauguration of the future Spotify Camp Nou by incorporating the self-production of renewable energies.

**BEST PRACTICES IN INTERNAL
OPERATIONAL MANAGEMENT**

With the aim of improving the environmental compliance associated with the Club's essential corporate activity, a key needs analysis has been carried out to define and promote the first projects for improving sustainable behaviour to be taken into account in the offices and at the Barça Campus (Materiality Analysis).

**SOCIAL PROMOTION OF AWARENESS-RAISING
ACTIVITIES WITH SPONSORS AND OTHER
PARTNERS**

With a view to raising awareness and promoting sustainable habits among the Club's membership and the fans who attend the facilities throughout the season, the Club has promoted various campaigns and actions with the different sponsors and collaborators that have helped to raise awareness and spread the message of sustainable development and respect for the environment.

**PROMOTION OF KIT AND MERCHANDISING WITH
SUSTAINABILITY CRITERIA.**

Given the increase in the number of fans demanding products with sustainable criteria, and the integration of local and global awareness into the Club's strategy, the Club is driving a process to include social and environmental criteria in the Barça brand products that it develops and distributes on the market. In addition, the Club has fostered stable collaboration links with suppliers and licensees to sustainably manage its value chain.

**AREAS OF SUSTAINABLE
DEVELOPMENT OF
FC BARCELONA**

**MANAGING THE HOSPITALITY AND CATERING
OFFER WITH ENVIRONMENTAL CRITERIA**

In order to minimise the impact generated by awardees of hospitality and catering services, the Club has incorporated new, more demanding criteria and requirements in tenders, contracts, etc., in order to improve the environmental impact generated and promote local procurement.

5.2.2. NOTEWORTHY PROJECTS OR ACTIVITIES

EFFICIENCY AND EFFECTIVENESS IN THE USE OF RESOURCES

In the 2021/22 season, the Club will promote a strategic line of work to improve the sustainable management practices of the different events organised at FC Barcelona's facilities. Similarly, a series of key practices were promoted to improve the environmental impact, such as:

Energy consumption

Different initiatives focused on improving energy efficiency, reducing consumption, the self-production of energy and reducing the carbon footprint were promoted. **All the electricity consumed at the Club comes from renewable sources**, which is a fundamental contribution to mitigating the carbon footprint. There has also been a continued **replacement of conventional lighting with LED technology** (including offices, Palau Blaugrana, etc.) and an increase in the **self-production** of renewable energy at the Club's facilities, with photovoltaic panels located on the roof of the OAB and those located in La Masia and other buildings in the Ciutat Esportiva to produce domestic hot water. It is also worth mentioning the internal energy saving with the monitoring and turning off of all the elements that consume energy

at the end of the working day and the use of electric vehicles for the everyday tasks of the staff employed at the Club's facilities, and other measures.

Water consumption

There was a drive to install accessories in the water tap system for efficient water management, and an improved diagnosis for the Club's water consumption. This combined with the waterless urinals installed in a large part of the Spotify Camp Nou, this will reduce water consumption. Furthermore, the Ciutat Esportiva makes use of 100% of the water obtained from reverse osmosis to irrigate the training pitches and there are plans to follow this model at the Les Corts facilities.

Materials used and waste

- Reusable materials and recycled and recyclable packaging were introduced in sporting or institutional activities (such as assemblies, referendums, tournaments, matches at the Camp Nou or the Palau Blaugrana, etc.). The selective collection of organic waste (under the responsibility of the restaurant service concessionaires), plastics and packaging, paper and cardboard was intensified and special containers



were provided for batteries, ink cartridges and toners, pallets and special waste. The installation of new, properly identified selective collection points was also carried out, to facilitate their use by staff and subsequent collection by companies specialising in the processing of such waste.

- New circular economy projects were promoted, such as *RePlayed*, an in-

itiative in collaboration with BLM and the Ared Foundation, aimed at giving a second life to fans' scarves to turn them into an urban fashion collection. Each season we recycle the advertising banners, whenever it is not possible to reuse them.

- The reconstruction of the façade of La Masia was undertaken according to sustainable criteria.

During the 2020/21 season, with the start of the new term of office, the Club completed the **first phase of the urban development project** that forms part of Espai Barça. In order to meet the standards related to environmental sustainability, LED technology was incorporated into the lighting in each refurbishment or new construction, and conventional lights were also gradually replaced. In addition, new paved areas were created using recycled material from the demolition of the Miniestadi, thus improving the accessibility of urban spaces and the circulation of pedestrians.

BEST PRACTICES IN INTERNAL CORPORATE MANAGEMENT

During the 2021/22 season, a whole series of best practices aimed at a more environmentally friendly construction were implemented, and extended to the entire FC Barcelona organisation. Specifically:

- The drawing up of a **Green Office Guide** with the aim of promoting a change in habits and encouraging a more responsible, efficient and environmentally friendly consumption of resources in day-to-day office tasks. This guide addresses issues related to waste management, commonly used products, the healthy office environment, mobility, energy and water.

- The **Orpheus project** was implemented as a measure to guarantee the air quality inside the facilities, by detecting CO₂ levels and activating the corresponding corrective measures.
- As well as using shared services at the Club to reduce the use of paper and improve internal communication, the Club continued to drive the reduction of printed **corporate** paper, reducing it substantially during the 2021/22 season compared to the 2020/21 season and prioritising digital formats. It also promoted the reuse of printed corporate paper from previous seasons to make notepads for internal office use, and encouraged the minimisation and substitution of chlorine-bleached white paper for 100% recycled, chlorine-free paper, thereby reducing the energy and water costs of its manufacture.

- The **selective collection** of all types of masks (COVID-19) at the different locations of the facilities.
- The provision of **thermal bottles** for all staff and the extension of the water fountains installation and the implementation of an internal circuit for the use of cups and glass jars in the meetings allowed the consumption of single-use plastics to be reduced.

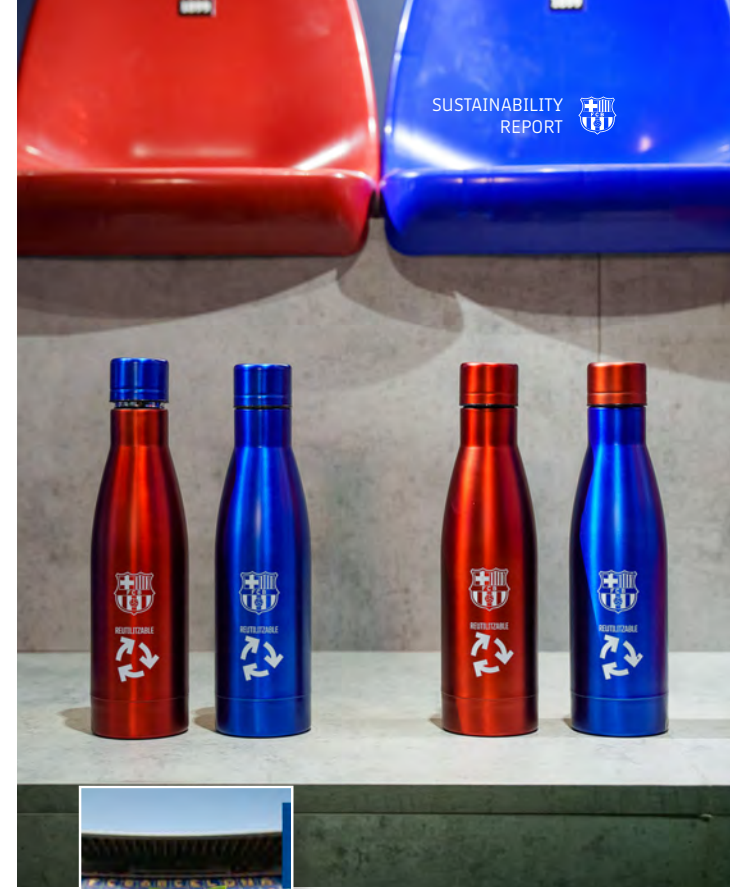
- The review and updating of the sustainability criteria in the documentation corresponding to tenders, contracts, approvals and procurement processes, including, among other things, the elimination of toxic cleaning products used in the facilities. In the 2020/21 season, the paper version of the BARÇA MAGAZINE was discontinued, as it entered a new fully digital phase.
- In terms of management, the Club will compile the necessary information to obtain the **Biosphere certificate** for the 2022/23 season, a certificate that will reflect the efforts to achieve a sporting events model for large crowds and with people from different backgrounds that is responsible towards society and the environment.

PROMOTION OF KIT AND MERCHANDISING WITH SUSTAINABILITY CRITERIA.

In the 2021/22 season, as part of the progressive transformation process towards the inclusion of social and environmental impact criteria in the selection and design of product lines, and taking into account FC Barcelona's commitment to the promotion of women's sport and gender equality, the adaptation of the women's football first team kit to include men's sizes stood out. Since 2010, the

clothing worn by the sports men and women has continued to be made from **100% recycled polyester fabrics obtained from recycled plastic bottles**.

With regard to the sustainability criteria progressively adopted in the product lines and the management of the stores, the Club and BLM promoted different sustainable transformation initiatives.



2021/22 Season	2020/21 Season
<p>Clothing collections for women, men and children: Following the sustainable Organic Cotton fashion line, the Club continued to use organic cotton, produced and certified according to organic agriculture standards, and shredded cotton, produced from cotton taken from the offcuts of other garments to make not only women's and children's clothes, but also being incorporated into the men's section.</p>	<p>Women's and children's clothing collection: as part of the new streetwear fashion proposals designed for everyday wear, the Club launched the sustainable Organic Cotton fashion collection, made with 100% organic cotton produced and certified according to organic farming standards in the production of women's and children's clothing.</p>
<p>Paper bags: Barça stores said goodbye to virgin plastic bags and replaced them with paper.</p>	<p>Barça Buff® Collections: marketing of Buff® neckwear accessories made from recycled plastics.</p>
<p>'Shopping bag': in-store shopping bags transitioned to polyester 100% recycled from plastic bottles.</p>	<p>Hygienic masks: all the masks produced by the Club were made from 100% organic cotton and by local suppliers.</p>
<p>Bottle and cup materials: the range of plastic bottles was reduced and the evolution towards aluminium and steel bottles began. Plastic or rubber was also eliminated from the product and the range of ceramic or glass cups began to be marketed.</p>	<p>Line of cups, tableware and bottles: plastics and rubbers were eliminated in the production process and replaced by more sustainable and easily reusable materials in the long term.</p>
<p>Children's materials: sustainable materials were introduced in children's products replacing the use of plastics, and the use of inks and laminated elements was eliminated from the packaging.</p>	
<p>Reduction of paper: the sales receipts in the shops were converted to electronic format to avoid the need to print on paper.</p>	
<p>Store lighting system: the old lighting was replaced by a 100% LED light format.</p>	



With a view to avoiding the promotion of unhealthy or potentially harmful purchasing decisions for society or the environment, the Club and BLM have created regulatory processes for certain product categories that promote responsible shopping and healthy lifestyles. The Club also has protocols for the evaluation and supervision of new products considered sensitive (food and product lines for infants, for instance) in accordance with sectoral regulations

and current European and national legislation, and is responsible for any product that displays the Club's brand.

MANAGING THE HOSPITALITY AND CATERING OFFER WITH ENVIRONMENTAL CRITERIA

In relation to the range of catering and hospitality services offered by external awardees and the brands they represent, a collaborative effort was initiated to im-

prove and establish sustainable practices in the management of the day-to-day service. Among the practices implemented, the following should be highlighted:

- Within the framework of circularity, the introduction of reusable or biodegradable packaging, with new sustainable packaging in hospitality services such as wooden holders and bamboo and cardboard trays and the elimination of single-use packaging thanks to the replacement of plastic bags and straws.
- The requirement and obligation for all catering establishments to offer alternative dietary options (gluten-free, lactose-free, vegetarian, vegan, etc.).
- Control and monitoring to ensure that all catering services selectively collect and subsequently process the waste generated in their establishments correctly.

In the 2020/21 season, the Club launched a new catering model with the inauguration of the Barça Cafe located on the Boulevard, with the aim of extending the services at the Spotify Camp Nou and improving the gastronomic range based on fresh, local and the more distinctive products of Catalan cuisine.

SOCIAL PROMOTION OF AWARENESS-RAISING ACTIVITIES WITH SPONSORS AND OTHER PARTNERS

FC Barcelona continued to collaborate with its usual sponsors in order to incorporate environmentally responsible habits and attitudes. Over the last two seasons it has therefore sought alliances that will contribute to achieving this goal, including the following commercial and awareness-raising campaigns or actions:



OFFICIAL AUTOMOTIVE PARTNER OF FC BARCELONA

2021/22 Season

Sustainability actions at Barça Cafe: with Estrella Damm, Barça Cafe introduced the reusable glass, for which customers pay a small extra amount when they buy their drink and they can use it again. Also in collaboration with Estrella Damm, the single-use plastic cups were eliminated and replaced by cardboard cups at the Spotify Camp Nou and the Johan Cruyff Stadium.

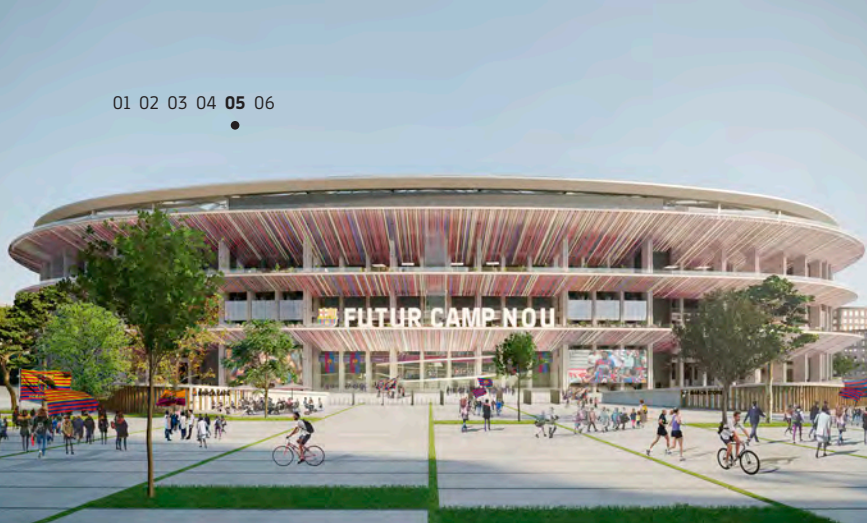
EV charging points:

One was installed at the Ciutat Esportiva Joan Gamper for the players of the first men's football team thanks to the mobility sponsor CUPRA, together with Wallbox.

2020/21 Season

Tastes of Barcelona: Through the *Chefs* campaign in collaboration with Estrella Damm, five players from the first football team and the chef from the Boqueria market, Quim Márquez, prepared meals and gave visibility to various emblematic dishes of local and traditional Catalan cuisine to promote the consumption of locally-sourced food and the continuity of Catalan customs.

Global sustainability campaign: Gerard Piqué, who was an ambassador of Beko, a strategic partner of FC Barcelona during the 2020/21 season, was part of the global sustainability campaign that the domestic appliance company launched to raise awareness about climate change.



5.2.3. INDICATORS

KEY PERFORMANCE INDICATOR	S 2021/22	S 2020/21
Efficiency and effectiveness in the use of resources		
Number of actions in awareness raising and sustainable transition (energy efficiency, water efficiency, waste management, biodiversity, sustainable mobility, etc.).	12	1
Number of sustainable projects that follow a circular economy model	1	0
Percentage of electricity from renewable energy sources	100%	100%
Annual total of self-produced electricity from renewable sources	23,750 kWh	0 kWh
Annual consumption	16,764,954 kWh	14,849,396 kWh
Spotify Camp Nou	6,535,449 kWh	6,593,258 kWh
Ciutat Esportiva	5,433,754 kWh	4,835,668 kWh
Palau Blaugrana	4,171,064 kWh	2,774,755 kWh
Travessera offices	110,865 kWh	173,104 kWh
Number of drinking water sources installed	57	46
Percentage of use of reused water	16%	14%
Total drinking water consumption	100,918 m ³	99,486 m ³
Spotify Camp Nou	41,513 m ³	42,238 m ³
Ciutat Esportiva	40,759 m ³	47,673 m ³
Other	18,464 m ³	9,575 m ³
Number of selective waste collection points	2 areas for compactors (Les Corts and Ciutat Esportiva)	2 areas for compactors (Les Corts and Ciutat Esportiva)
Waste managed		
Spotify Camp Nou*	111.71 tonnes	N/A
Ciutat Esportiva	68.64 tonnes	73.44 tonnes
Number of EV charging points	11	7

* The waste is collected by the municipal service at Spotify Camp Nou, making its traceability very difficult.



KEY PERFORMANCE INDICATOR	S 2021/22	S 2020/21
Best practices in internal operational management		
Percentage of the working day with adequate CO ₂ values within the recommended limits	99.5%	N/A
Tonnes of CO ₂ emissions in travel (professional sports, amateurs, corporate, members through the Club) ²	N/A	N/A
Percentage of means of transport used out of the total number of journeys made by the professional teams:		
Train	21.6%	N/A
Bus	33.1%	N/A
Plane	45.3%	N/A
Number of sheets of corporate paper printed	60,882	91,765
Promotion of kit and merchandising with sustainability criteria.		
Percentage of sports kit produced with recycled materials	90%	N/A
Percentage of products (based on turnover) that follow eco-design criteria (use of materials with less impact, less resource-intensive production processes, etc.)	18%	14%
Percentage of products (based on turnover) that use raw materials that follow eco-design criteria (recycled, natural, biodegradable materials, etc.).	18%	N/A
Number of products replaced or modified since BLM's creation for choices with more socially and environmentally sustainable design criteria	87	85
Percentage of products (based on turnover) supervised on the basis of European and national regulatory compliance	100%	100%
Percentage of supplier companies (based on turnover) approved in accordance with European and national regulations and adhering to the code of conduct	100%	74%
Number of collaborations with suppliers to improve social and environmental compliance	6	5
Percentage of new suppliers (based on turnover) that have passed evaluation and selection filters in line with social and environmental criteria	100%	100%
Percentage of companies (based on turnover) supplying locally-sourced kit and merchandise	5%	5%

²Under study.

KEY PERFORMANCE INDICATOR	S 2021/22	S 2020/21
Managing the range of hospitality and catering services with social and environmental criteria		
Percentage of approved catering and hospitality establishments with food quality and safety certificates.	100%	100%
Percentage of catering and hospitality establishments with environmental or sustainability management certificates.	100%	N/A
Percentage of catering and hospitality establishments with food alternatives for consumers with specific diets (gluten-free, vegetarian, vegan, etc.).	35%	32%
Percentage of catering and hospitality establishments that have moved towards the use of sustainable packaging (recycled, biodegradable, etc.), avoiding single-use plastics.	100%	N/A





5.3. RESPONSIBLE AND COLLABORATIVE MANAGEMENT WITH EXTERNAL AGENTS: THE VALUE CHAIN

Related Sustainable Development Goals



5.3.1. FC BARCELONA'S STRATEGIC POSITIONING

In view of the interdependence that characterises the economic system, the wide-ranging collaboration of sports clubs with companies of all kinds (suppliers, distributors, etc.), and the need to maintain large sports, commercial and social facilities, professional sports clubs around the world have identified the need to promote responsible and collaborative management in the value chain in order to minimise the possible negative impacts on their operations and processes. In recent years, this reality has been greatly influenced by market sustainability trends, which has caused organisations to accelerate the transition towards the sustainable management of

all elements of the value chain.

FC Barcelona is aware that its influence extends far beyond sport and that it has a responsibility to promote responsible organisational behaviour and, in the management of its operations, to implement best practices in terms of impact, whether in terms of procurement, contracting suppliers, the management of company travel or logistics.

With the Strategic Plan in force until 2026 and driven by the new mandate, the Club aims to position itself to improve its economic, social, environmental and governance standards in order to achieve a resilient, transparent and sustainable value chain.



5.3.2. NOTEWORTHY PROJECTS OR ACTIVITIES

IMPLEMENTING SUSTAINABLE CRITERIA

During the 2021/22 season, FC Barcelona reinforced its procurement with the lowest possible environmental impact through the inclusion of the most stringent sustainability criteria in tenders, contracts and approvals. The objectives promoted by the Club and by external stakeholders thus increase the Club's value chain. Different areas were directly or indirectly involved in the supplier selection process, and the following guidelines were established:

- Prioritisation of local suppliers in order to **reduce journeys and minimise CO₂** emissions into the atmosphere by optimising the use of materials that form part of or can be introduced into the circular economy.
- Establishment of **social criteria** (respect for human rights, working conditions, equality, etc.) and **ethical governance** (anti-corruption, transparency, etc.) in the selection of supplier companies.
- Adaptation of the Club's contractual relations with third parties, consolidating a policy of legal non-belligerency in order to ensure the **Club's institutional and legal stability**.

- Monitoring of the system for reviewing the Club's business partners to ensure that third-party collaborators and companies with commercial relations with FC Barcelona comply with the necessary standards. In order to make these processes more robust and long-lasting in the organisation's culture, we continued to promote training in legal compliance with third parties in the Club, in addition to the creation of a web space for accepting policies.

With the aim of promoting responsible procurement, FC Barcelona began work during the 2020/21 season to lay the foundations for defining standards of local sourcing and gender equality in the purchasing and contracting policies of its suppliers. For example, it should be borne in mind that, when contracting host and hostess services, the Club will incorporate and adhere to the terms of inclusion, non-discrimination and non-sexism in the clothing and type of services provided.

RESPONSIBLE VALUE CHAIN MANAGEMENT

FC Barcelona has a code of conduct for suppliers, which is an essential re-

quirement for obtaining the approval of suppliers and maintaining commercial relations. This requires compliance with human rights, ethical conduct, the establishment of anti-corruption and bribery protocols, and respect for the confidentiality of information and intellectual and industrial property rights.

Furthermore, in order to improve the social and environmental compliance of supplier companies, the approval process includes responsible chain of custody certificates, equality programmes, management and operational impact agreements, application of personal development policies, and an ethical channel that allows situations or conduct contrary to the code of ethics to be communicated.

During the 2020/21 season, it is important to highlight the inclusion of COVID protocols throughout the logistic chain of the supplying companies in order to comply with the necessary measures and restrictions for a correct health management and safe working conditions.

The Club is working to define and implement an annual plan to audit supplier companies to ensure compliance with the environmental, social, economic and governance clauses that they sign in their contracts with FC Barcelona.

The process of managing the value chain takes on particular relevance in the management of the Club's suppliers and licensees, who follow the same criteria as mentioned above.

5.3.3. INDICATORS

KEY PERFORMANCE INDICATOR	S 2021/22	S 2020/21
Implementation of sustainable and responsible value chain criteria		
Percentage of local supplier companies (based on turnover).	71.1%	71.9%
Percentage of supplier companies (based on a turnover >€15,000) approved in accordance with European and national regulations and adhering to the code of conduct.	100%	74%
Percentage of new suppliers (based on turnover) that have passed evaluation and selection filters in line with social and environmental criteria.	100%	100%

5.4. DIGITAL TRANSFORMATION AND TECHNOLOGICAL ADAPTATION

Related Sustainable
Development Goals



5.4.1. FC BARCELONA'S STRATEGIC POSITIONING

Technology and sustainability are two important concepts in today's society that are shaping the immediate future as determining factors. The potential of technology and the digital transformation has an impact on society and, used in the right way, forms part of the framework of sustainability, thereby helping to address the different challenges that arise. Technologies are a tool for adapting to the new scenarios brought about by development and can represent a whole range of benefits in the economic, governance, social and environmental spheres thanks to the ease of access to information, the collection and analysis of data, the range of adapted products and services, which, in a well-defined context, contribute to equity and sustainable development.

Technology is also an opportunity for improving the management of everyday life and for sports management, where it can reinforce competitive excellence, as well as develop new business models in event management, together with innovative products, services and new ways of creating shared value with stakeholders, through the promotion of new services, products or operational processes with equity, inclusion, efficiency or positive environmental impact criteria.

To carry this out, the Club has the Information Technology Area, the main mission of which is to develop strategic projects to transform and digitalise the platforms, processes and tools that improve and optimise the day-to-day life of the Club's sportspeople and its staff, focusing its work on the following areas:

#BarçaSportsTech

THE CLUB HAS AN INFORMATION TECHNOLOGY AREA, THE MAIN PURPOSE OF WHICH IS TO DEVELOP STRATEGIC PROJECTS TO TRANSFORM AND DIGITALISE THE PLATFORMS, PROCESSES AND TOOLS THAT IMPROVE AND OPTIMISE THE DAY-TO-DAY ACTIVITIES OF THE CLUB'S SPORTSMEN AND WOMEN AND STAFF





The Club has developed its own research and innovation system channelled through the Barça Innovation Hub (BIHUB). This innovation platform focused on the technological transformation of the business in social, economic and in increasingly environmental terms, has been integrated into all the strategic areas and

projects in which the Club works. Some good examples of this are the boost in the audiovisual sector with Barça Studios, the technology-based construction of different projects, and the promotion of new artificial intelligence technologies focused on improving accessibility and fanbase management at the Club's sports facilities.

5.4.2. NOTEWORTHY PROJECTS OR ACTIVITIES

MANAGEMENT OF THE RELATIONSHIP WITH THE MEMBERS AND THE FANS

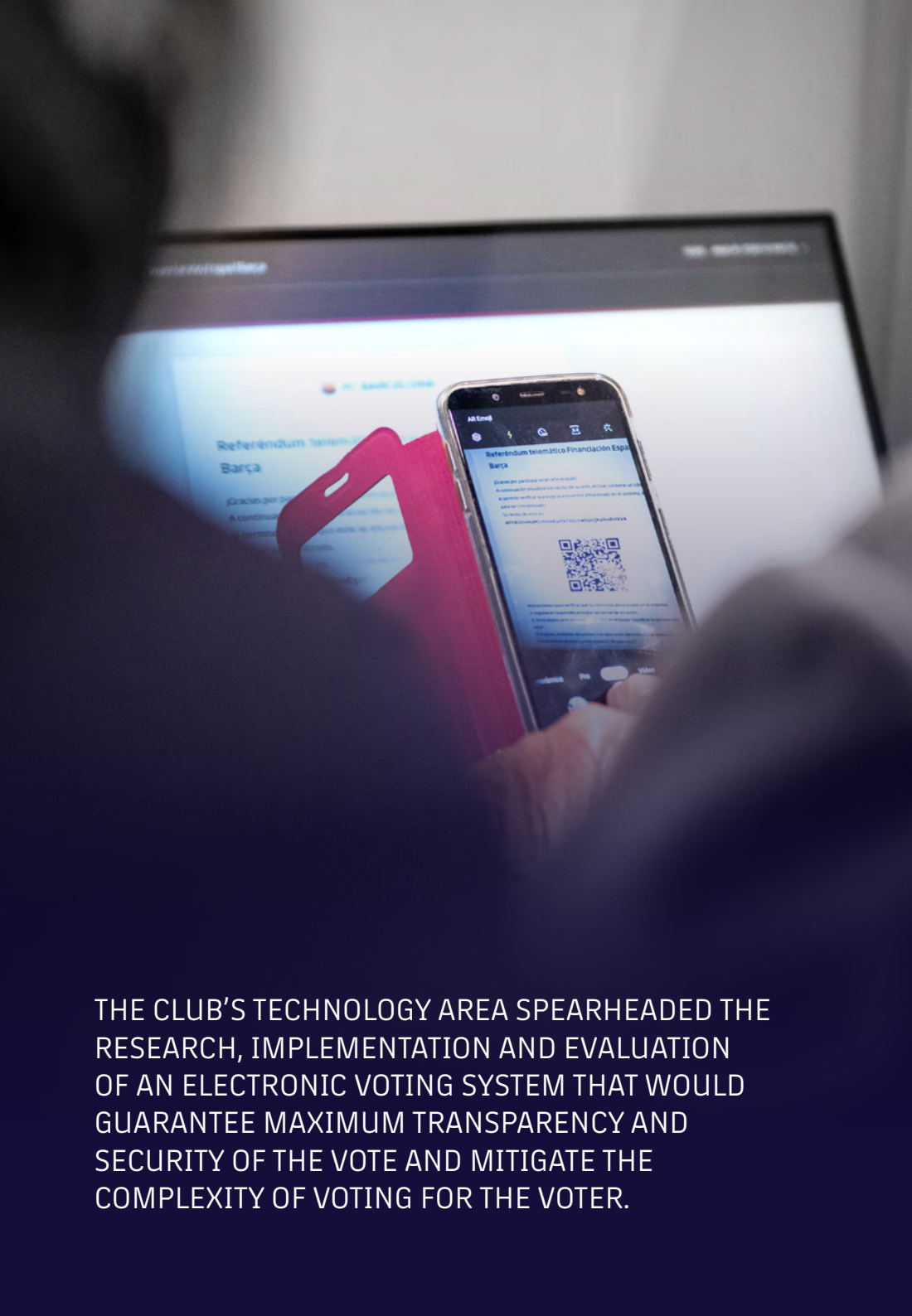
In the 2020/21 season, it should be noted that the organisation and management of the elections on 7 March for the presidency and Board of Directors of FC Barcelona was characterised by digital transformation processes that helped to guarantee the safe, efficient and optimised organisation of the day against the backdrop of a pandemic. Consequently, the Information Technology Area and the Social Area worked to ensure that it would be easy for members to exercise their right to vote by means of:

- **Postal vote request form:** members included in the electoral roll and entitled to vote in the elections were able to request a postal vote using an online form.
- **Online OAB platform:** a new area called Eleccions 2021 was created within the platform to consult the procedures for members in order to be able to carry out the relevant formalities from home.
- **Organisation, communication and personnel management:** more than 2,000 people worked on election day in different roles. Online tools were

developed to manage this operation in order to register personnel and automatically assign roles and positions, automatically send travel certificates and manage accreditations.

- **Ensure the connectivity and connections between the polling stations and Spotify Camp Nou:** The polling stations in Lleida, Girona, Tarragona, Tortosa and Andorra were technologically equipped with all the services needed to maintain direct and constant communication with the Spotify Camp Nou control room.
- **COVID testing:** COVID tests were carried out at the Club's facilities whenever it was considered appropriate.

Once the members had elected the President and the members of the Board of Directors, FC Barcelona embarked on a process of transforming the management between the Club and its membership, opting more and more for the use of technologies and the implementation of methods that would enable the specific needs of the community to be met. This is how, **for the first time in the Club's history, the use of electronic voting took place in a referendum** on the financing of the new Espai Barça on 19 December 2021.



THE CLUB'S TECHNOLOGY AREA SPEARHEADED THE RESEARCH, IMPLEMENTATION AND EVALUATION OF AN ELECTRONIC VOTING SYSTEM THAT WOULD GUARANTEE MAXIMUM TRANSPARENCY AND SECURITY OF THE VOTE AND MITIGATE THE COMPLEXITY OF VOTING FOR THE VOTER.

The referendum was based on a hybrid model of electronic voting and in-person voting aimed at the 100,159 members on the FC Barcelona electoral roll, providing a space with 15 booths to facilitate voting for all those who might require it, but following the same electronic voting model. The Club's technology area spearheaded the research, implementation and evaluation of an electronic voting system that would guarantee maximum transparency and security of the vote and mitigate the complexity of voting for the voter. The system made it possible to quickly identify the members who wanted to vote, but not their vote itself, as this was encrypted within the platform, avoiding possible duplicated votes or other cases that could impede the correct functioning of the voting.

As this initiative is part of the Club's digital transformation process, a change management strategy was developed specifically for members. Accordingly, the Club promoted two key initiatives:

- **Member Communication Plan:** through the publication of a specific website, the repeated sending of newsletters and SMS so that members could update their data, a fact that would guarantee the success of their vote and that they would be aware of the voting procedure at any given moment.

- **Support and Consultation Area:** On the day of the vote, the Club set up a call centre to deal with all kinds of queries and incidents, and to make it easier for the vote to be cast in a satisfactory manner.

With the smooth running of the electronic referendum and the introduction of subsequent improvements, the two following Extraordinary General Assemblies held in the 2021/22 season (on 3 April and 16 June) were also digital in nature with almost 100% online voting, with the exception of members who were invited *ex profeso* to attend in person.

In these assemblies, although the electronic voting system followed the same technological model, and the communication and support strategy for members was similar to that of the previous referendum, the characteristics and development of the assemblies themselves included technological innovations and improvements such as: firstly, the provision of access to a virtual room from where members could follow the proceedings of the assembly live and ask questions and vote on the motions presented; secondly, the management of the online question and answer session in which attendees connected to the virtual room could ask questions via Zoom and with images; and, finally, improvements in the voting process with the definition



of a specific time limit for members to exercise their right to vote.

With the same objective of becoming a more open and democratic Club, **a digital space was published during the 2021/22 season in which people from all over the world who wished to become members of FC Barcelona could register online** without the endorsement of other members. This led to the design of a new internal process to ensure that the process was an easy and intelligent process for members who wished to register, one that is technologically in line with the existing

procedure, and which guarantees a solid layer of security through the use of the digital signature. This transaction went public in April 2022, and allowed the Club's membership to increase by 4% during the 2021/22 season.

With the gradual return of the public to the Club's facilities in line with the evolution of the pandemic, in the 2020/21 season a technological platform was developed to manage the reduced and variable capacity of the Spotify Camp Nou, the Palau Blaugrana and the Johan Cruyff Stadium, both in terms of ticket sales and the management of season ticket holders'

seats. This system, promoted and reinforced during the new term of office, will be based on *Smart Booking* technology for the smart allocation of capacity, with the aim of ensuring maximum health and safety guarantees, and maximising the rights of use and facilities of season ticket holders.

INNOVATION AND IMPROVEMENT OF INTERNAL MANAGEMENT

As part of the plan for the digitalisation and transformation of the Club, different digital tools aimed at staff were improved

and evolved in the 2021/22 season with the aim of having more integrated environments and improving the efficiency and productivity of the teams. One of the most important tools implemented was the Intranet migration project, which aimed to guarantee access to the Club's internal information with a more complete user experience and the integration of the work tools into a single space. It also reinforced the renovation of the absence request and payroll consultation portal with integrated technologies that made labour management more efficient and easier for workers.



During the 2021/22 and 2020/21 seasons, the Club chose to develop a training plan comprised of technical and technological training for the Club's staff. The training plan includes training in digital marketing, managing social networks, managing large amounts of data and their analysis, advertising and digital analytics, etc. On a more specific level, it is worth highlighting the courses aimed at improving the technical competences according to the specific skills and functions of each person using information technology and tools to improve productivity in the office.

In this same line of work to improve internal management, it should be noted that during the 2020/21 season, and against the backdrop of the pandemic, a digital transition plan and the implementation of teleworking for most of the Club's activity was implemented, with the aim of guaranteeing that the daily operations and dynamics of the Club could be monitored. This transition to teleworking took place in the following areas:

- **Productivity in the workplace:** this ensured all workers had a corporate laptop and mobile phone access to Office 365 tools as a productivity, communication and collaboration platform.

- **Telecommunications and cybersecurity:** this ensured that all staff had secure access to the Club's network via a VPN (virtual private network), and it improved the monitoring and warned of potential cybersecurity problems associated with the pandemic.

- **Smart Workplace:** During the return to the offices, a mobile app for seat reservation was designed and implemented and made available to the staff, which ensured compliance with the distance and safety measures during COVID-19. The management of the data from the reservations made it possible to detect areas of use where cleaning needed to be increased, the percentage of use per area and other information of interest for the mobility of staff within the Club's facilities.

With regard to the management of relations with companies and sponsors, the strategy was similar to the one mentioned above, facilitating communication, promoting participation and increasing transparency in their areas of responsibility³.

³The subject of innovation and strategy at BIHUB is detailed in section 3.5. *Barça Innovation Hub: Innovation and knowledge management.*

5.4.3. INDICATORS

KEY PERFORMANCE INDICATOR	S 2021/22
Electronic referendum on the financing of Espai Barça	
Total number of votes registered	48,623
Percentage of voters who voted using a mobile device	71%
Percentage of voters satisfied with the electronic voting	82%
Number of calls handled at the call centre	4,784
Percentage of calls answered in the IVR (Interactive Voice Response) guide at the call centre	73%
Number of impressions associated with communications	≈ 90 mn
Number of interactions associated with communications	≈ 4.0 mn
Number of views associated with communications	≈ 2.4 mn

**A CLUB
WITH
PROFESSIONAL
MANAGEMENT**





The constant updating and professionalisation of FC Barcelona's management and activities form the basis of its development in all areas. One of the most noteworthy aspects of its implementation is the commitment of the Club's membership in its participation, the close monitoring of its activities and the corresponding application of controls. A good example of this is the commitment of all FC Barcelona members to the democratic principles of the system for electing the president

THE PARTICIPATION OF THE CLUB MEMBERSHIP IN DEMOCRATIC PRINCIPLES RIVES THE PROFESSIONALISATION OF THE CLUB'S MANAGEMENT

and members of the Board of Directors. Another good example is the exercise of the club membership's rights of participation and control over the Club's activities. At the same time, FC Barcelona maintains a firm commitment to fulfilling the expectations that society has placed in its management, not only in sporting matters, but also in social, environmental, economic and governance matters, as it is one of the institutions with the most identifiable corporate assets in the country.

The Club has a model for managing personnel and attracting professional talent which prioritises policies that promote the professional growth of its workforce, the creation of fair, inclusive and collaborative workplaces, as well as the promotion of a good work environment. The improvement in the management of FC Barcelona is defined, firstly, through the management of governance, organisational ethics and corporate responsibility and, secondly, through the management of talent and its professional development as an axis for the construction of a good work environment.

With regards to ethical management

and the Compliance system, the Club has had a system in place since the 2015/16 season that has evolved over the course of the seasons to establish the monitoring and control measures adopted to prevent the commission of crimes and irregularities at the Club. FC Barcelona formally has a Chief Compliance Officer to oversee the operation and enforcement of the Club's compliance system.

Like any other large institution, the Club must promote regulatory, ethical, economic and social development within the organisation, in such a way as to create a culture of integrity throughout its management model. It has a series of internal regulations, headed by the Code of Ethics, which sets out the principles, agreements and best practices in governance and ethical management, and establishes the obligations to be acquired by the different stakeholders of the Club (Club staff, members of the Board of Directors and the statutory committees, and so on). This code establishes the values of the Club and the commitments to responsible conduct and practices expected of all Club members.

6.1. MANAGING ETHICAL AND TRANSPARENT GOVERNANCE

Related Sustainable Development Goals



6.1.1. FC BARCELONA'S STRATEGIC POSITIONING

Against a backdrop in which the popularity and professionalisation of sport has led to a growing internationalisation of sporting clubs, these have seen an increased need to have **bodies responsible for institutional and economic control as well as good governance**, which respond to the increasingly demanding criteria of **transparency and accountability**.

In the sports sector, the Club's media, social and institutional presence has made the Barça brand one of the most

marketed and best-known brands in the world. This constant exposure underlines the importance of **governance and ethical management** mechanisms, which are key to reducing reputational risks that could affect the image and functioning of the Club.

The Club must also **rely on its social and statutory structures to guarantee and strengthen financial control and stability**, while ensuring compliance with the different transparency and financial control standards imposed by the sector's regulators and laying the foundations for organic and stable growth.

It is within this setting, following the

election of the new Board of Directors, that the Club intends to promote and reinforce the financial, institutional and governance management model, which guarantees financial stability, legal compliance, ethics and transparency. This vision, aligned with social and environmental action, will make it possible to complete the sustainability strategy and establish the bonds of relationship and trust with the different stakeholders, reinforce the essential rights of participation of the club's membership in the control and decision-making of the Club and return to a strong, consolidated financial situation with prospects for future growth.

MANAGING ETHICAL AND TRANSPARENT GOVERNANCE

OWNERSHIP MODEL AND ACCOUNTABILITY
 One of the identifying characteristics of FC Barcelona is its ownership structure based on the members who participate in the election of the President and the Board of Directors and in making the most important decisions for the Club.

STABILITY AND CONTROL FOR FINANCIAL SUSTAINABILITY
 At the beginning of the new term of office of the Board of Directors, a strategy was chosen to recover the economic and financial sustainability of the Club.

COMPLIANCE, ETHICAL MANAGEMENT SYSTEM AND ANTI-CORRUPTION CONTROL SYSTEM
 Initiatives focused on reinforcing and implementing measures and controls in order to achieve a Compliance System aligned with the highest standards in the sector.

TRANSPARENCY IN CORPORATE, FINANCIAL AND INSTITUTIONAL MANAGEMENT
 Actions concerning the Club's economic, social and environmental activity in order to comply with Law 19/2014, of 29 September, on transparency, public information and good governance.



FC BARCELONA'S MEMBER-OWNED STRUCTURE ALLOWS THOSE MEMBERS TO PARTICIPATE AND TO EXERCISE MORE CONTROL

6.1.2. NOTEWORTHY PROJECTS OR ACTIVITIES

OWNERSHIP MODEL AND ACCOUNTABILITY

FC Barcelona stands out because it has a members-owned structure, a hallmark that allows members to have more control and participate in the making of strategic, economic and planning decisions which are the basis of the Club's evolution. Within this framework of involvement, the primary duty of members is the election of the Club's President and Board of Directors, who assume the highest level of strategic decision making in the Club.

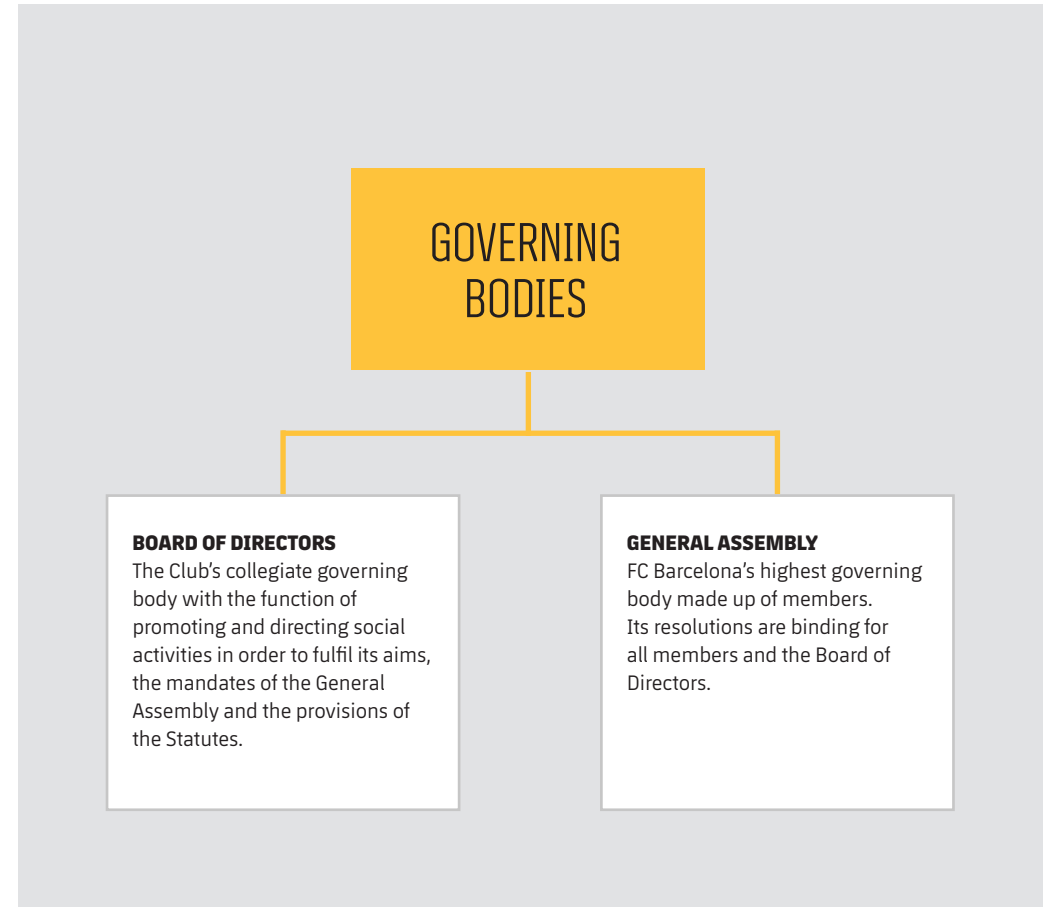
These elections are held via free, in-person, direct, equal and secret ballot from among the members with the right to vote and are held every five years. Candidates to joining the Board must jointly provide a bank guarantee equivalent to 15% of the Club's expenditure budget. The Board of Directors consists of a minimum of 14 members and a maximum of 25. All these positions are honorary and without financial remuneration.

The last elections were held on 7 March 2021, following the resignation of the previous Board of Directors on 27 October 2020. In these elections, the candidacy headed by Mr. Joan Laporta i Estruch was elected with 30,184 votes (54.28% of the participants), in an election held during the pandemic. Voting was carried out

through a system of voting by mail and in person at the safe and reliable polling stations, thanks to the work carried out by the team from the Social Area and the

Information Technology Area.

The Club has different bodies in charge of administration, management and control:



The General Assembly is the organic and structural decision-making body, made up of delegate members, which approves the Club's strategic and economic decisions. The body is made up of members of the Club over 18 years of age who have been members for a minimum of five years, chosen by lottery, and of other members who form part of the body due to the position they

hold in different internal bodies. All of them are delegate members for a period of two seasons and attend the annual meetings on behalf of all the members of the Club. During the 2020/21 and 2021/22 seasons, different assemblies have been held to ratify and validate the new financial, social and environmental stability and sustainability strategy with the members.



COLLABORATING BODIES

CONSULTATIVE

Senate: Collegiate and honorary body, made up of the first thousand members of the Club. Its function is to advise on matters submitted to it by the President and the Board of Directors.

Economic Committee: A collegiate body made up of six members of the Club of recognised prestige and experience in economic and asset management.

Ethics and Transparency Committee:

Permanent collegiate body. It is responsible for processing queries related to the ethical principles, values, identity and transparency of the Club.

MEMBERS' REPRESENTATIVE

Single-member body, independent of the Board of Directors. Duties include drawing up and updating the list of FC Barcelona voters, as well as assisting, advising and defending the rights of members in their dealings with the Club and the different bodies that represent it in the Club's institutional activity.

SENIOR MANAGEMENT STAFF

Acts by appointment of the Board of Directors to collaborate in the administration and management of the Club and to execute the resolutions of the Board of Directors and other collegiate bodies with functions delegated by the Board of Directors.

DISCIPLINARY POWERS

Disciplinary Committee: A collegiate body with the function of exercising and applying the disciplinary powers delegated to it by the Board of Directors.



The Board of Directors of FC Barcelona, meeting at an ordinary session at the Abbey of Montserrat.

OTHER COMMITTEES

There are other bodies and committees that form part of the Club's organisation, with no governing, control or management functions. Their functioning and objectives vary from one to the other, and they can be created for an event or temporary purposes.

- **Statute Reform Committee:** aims to promote a participatory process for its members to update and adapt the Statutes.
- **Social and Supporters' Club Committee:** they collaborate with the Board of Directors and their role is to represent FC Barcelona, and to act as ambassadors, if necessary, in the different social, institutional or sporting events and activities that may require it and, in particular, in those organised by the supporters' clubs.
- **Supporters' Club representative:**

closely linked to the previous one; having the responsibility of ensuring a good understanding between the different Barça supporters' clubs, and that the agreements between supporters' clubs and the Club are applied honestly and efficiently.

- **125th Anniversary Committee:** on 26 April 2022, the Board of Directors approved the creation of the 125th Anniversary Committee, with the aim of coordinating and drawing up the conceptual framework for the celebration of this important event and defining and promoting the necessary actions.
- **Historical Memory Committee:** its aim is to recover, study and promote the sporting, social and democratic aspects of the Club through its history, one of the driving forces behind *More than a club*. It is made up of representatives from the Museum and the FC Barcelona Documentation and Study Centre.

Assemblies of Delegate Members

Date of the Assembly	Objective
20 June 2021	Extraordinary Assembly in which the financial year of the 2019/2020 season and the budget for the 2020/2021 financial year were approved. The meeting also gave its approval to the proposal for the Club's financing, the appointment of four new members to the Board of Directors, as well as reporting on the background and the situation of the Super League project.
17 and 23 October 2021	Ordinary Assembly in which the details of the financial closure of the completed 2020/2021 season were made available to the members and the budget for the following season 2021/2022 was also approved. The new roadmap for the term of office based on the Strategic Plan 2021-2026 was also presented, the financing of Espai Barça was approved and the possibility of selling 49% of Barça Studios was authorised. In the end, eight of the ten proposals for amendments to the Statutes presented were approved, except for Articles 16 and 23, relating to supporters' clubs.
3 April 2022	Extraordinary Assembly where the sponsorship agreement with Spotify for the coming seasons was ratified and where the proposals of the members were debated and validated in accordance with the provisions of Article 20.11 of the FC Barcelona Statutes.
16 June 2022	Extraordinary Assembly where the proposals to reactivate the Club's economy were approved with the authorisation for the acquisition by one or more investors of a minority shareholding (49.95%) in BARÇA LICENSING & MERCHANDISING, SL (BLM); the authorisation for the transfer of up to 25% of the revenues from the exploitation of the television rights of La Liga or the obtaining of financing based on these television rights, which were finally sold on 30 June 2022 (10%) and 22 July 2022 (15%); and the transfer of 49% of the company Bridgeburg between July and August 2022.



STABILITY AND CONTROL FOR FINANCIAL SUSTAINABILITY

Given the context of economic and institutional complexity that FC Barcelona was facing at the start of the new term of office, the Board of Directors presented the new Strategic Plan 2021-2026 at the General Assembly held on 17 October 2021, which contained a second pillar aimed at achieving economic and environmental sustainability, as well as financial balance through increased revenue and structural optimisation.

Among the most important steps taken to achieve the Club's economic recovery, it is worth highlighting: the construction and ratification, by members, of the sponsorship agreement with Spotify; the remodelling of the salary cost structure of FC Barcelona's professional teams to bring it into line with market benchmarks; and the promotion of the economic levers presented by the Board of Directors, approved by an absolute majority by the delegate members at the Extraordinary General Assembly held on 16 June 2022 to reactivate the Club's economy.

In order to guarantee good governance, the Club has mechanisms available to FC Barcelona's members to ensure and exercise greater control over its activities and long-term financial stability.

These mechanisms are:

- **The Economic Committee:** a collaborating body that monitors financial audits and prepares reports on the Club's economic situation.
- **Accountability mechanisms** of the financial management by means of the presentation of the financial statements, audits and settlement of the last financial year, together with the budgets for the following financial year, to the Ordinary General Assembly for approval.
- **Financial management control mechanisms** through the exclusive competence of the General Assembly to approve projects lasting more than five years or seasons, financing operations that exceed 10% of the Club's annual budget in revenue, sponsorship contracts and image rights, and so on.

COMPLIANCE, ETHICAL MANAGEMENT AND ANTI-CORRUPTION CONTROL SYSTEM

FC Barcelona's Compliance Area undertook a series of initiatives aimed at reinforcing and implementing measures and controls in order to achieve a Compliance System aligned with the highest standards in the sector. Specifically:

- **Code of Ethics update:** during the



2021/22 season, the Board of Directors significantly changed the Code of Ethics with the aim of reinforcing ethics, integrity and social responsibility, including new legal obligations and enriching FC Barcelona's values with the inclusion of Sustainability, Diversity, Equity and Inclusion. The changes to the Code of Ethics are a response to the constant need in the context of a large organisation to keep upholding the principles of the organisation while making them compatible with the interests of the organisation and the regulatory framework of the Club.

- **Ethics Channel:** With the aim of supervising and guaranteeing compliance with the Code of Ethics, as well as the other internal regulations and legislation in force, FC Barcelona has an Ethics Channel, an internal communication channel that allows direct and confidential queries or complaints to be made to the Compliance Department, and to initiate, if appropriate, an investigation of the facts reported to see if they could be violations of the Club's legal or ethical framework. During the 2021/22 season, a new online platform was commissioned

by the Ethics Channel to comply with the new European directive 2019/1937 on the protection of persons reporting breaches of European Union law. This Directive ensures that the reporting channels that companies have in place are effective, confidential and secure, and that protection measures are adopted for those who use these channels.

- **Improvement of Compliance policies:** all Compliance policies were updated during the 2021/22 and 2020/21 seasons to introduce three significant improvements: policies were adapted to bring them into line with the reference standard (UNE 19601). The policies were adapted to reflect the

new governing bodies of the Club, improving their format and standardising their concepts and definitions. Lastly, during the 2021/2022 season, and with regard to facilitating and communicating policies and other internal regulations, a platform was integrated into the Club's intranet through which the aforementioned policies and internal regulations were made available to members in the form of a repository, making it possible to automate the acceptance of policies by new members.

- **Awareness-raising actions and recurrent training in Compliance:** both internal staff and external collaborators of the Club received training in criminal prevention and other Com-

pliance matters during the 2021/22 and 2020/21 seasons. For example, the Code of Ethics was presented both in internal training processes and when welcoming new staff, as well as through the Club's website, which is accessible to third parties, both individuals and legal entities, who wish to maintain a business or commercial relationship with the Club. Furthermore, training courses on child protection were given to all groups in the sports area who are in contact with children and adolescents.

- **Identification of criminal, governance and reputational risks:** during the 2021/22 season, the project involving the mapping of criminal risks was carried out in conjunction with an external collaborator, aimed at identifying the risks that exist in the main activities carried out by FC Barcelona, as well as those linked to its organisational structure. Consequently, an assessment of the Club's inherent and residual risks was obtained in order to work on the implementation of appropriate measures and controls to eliminate or mitigate these risks.
- **Prevention of risks in sport for minors:** the Compliance Area, in collaboration with the FC Barcelona Foundation, implemented a Child Protection System

with the aim of promoting safe and protective areas for all children and adolescents participating in activities run by the Club and the FC Barcelona Foundation. The system will be made public and accessible to everyone so that external agents with whom FC Barcelona promotes projects involving minors are able to learn about the system and ensure that they have the same or a similar system to that of FC Barcelona. The main lines of action included in the project include:

- The creation of internal regulations, such as the Child Protection Policy or the Code of Conduct for professionals in contact with minors.
- The establishment of a protection structure with the definition of the roles and responsibilities.
- The mapping of the risks and protection measures provides an analysis of the main risks and the protection measures applicable in each case.
- Action protocols and protection systems which determine the actions to be taken in the event of risk situations.
- Measures and standards for the selection and recruitment of persons and entities involved with minors, together with training plans and other actions.



TRANSPARENCY IN CORPORATE, FINANCIAL AND INSTITUTIONAL MANAGEMENT

FC Barcelona has a tradition of annually disseminating sporting, governance, financial and social information on the Club's operations, as well as on the practices and projects carried out in the multiple sectors in which it carries out its activities. The Club also created and made available to the media the infrastructure, resources and tools necessary to enable global media coverage of its activities, adapting them to the context of the pandemic through new digital methods and the adaptation of the conditions to prevent contagion in face-to-face press conferences.

Nevertheless, the requirements of transparency and market compliance have evolved, requiring greater openness to society and the availability of more financial and non-financial information, meaning that organisations have to improve their information systems and internal control systems. The Club thus sought to generate a new impetus in the exercise of transparency in its economic, social and environmental activities. In order to achieve this objective, the Club prepared this Sustainability Report with a type of information that has so far been scarce. Furthermore, Compliance carried out an analysis of FC Barcelona's transparency regulations and compliance in order to ensure correct adaptation to market

standards and the adoption of best practices in this area. As a result of the analysis, the Club will implement and publish "Transparency and Compliance" on the website, through which it will report (in a recurrent, updated and public manner) the information necessary to comply with Law 19/2014, of 29 September, on transparency, access to public information and good governance.

As part of this framework of maximum transparency in the management of the Club, an information campaign was carried out on the occasion of the holding of the referendum on the financing of Espai Barça, which included activities such as the Briefing on the Espai Barça Financing Referendum so that all members with the right to vote could find out

more about how the new project will be financed, the latest developments and the online voting procedure.

During the 2021/22 season, as previously mentioned, the process of adapting the Statutes began with the creation by the Board of Directors of the Statutes Reform Committee and the launch of a participatory process open to all members so that they could contribute proposals and suggestions to this reform of the Statutes, which were collected by the Committee.

Finally, an online registration procedure for members was created, which allows anyone from around the world, without the endorsement of other members, to become a member of the Club online through a web form.





6.1.3. INDICATORS

KEY PERFORMANCE INDICATOR	S 2021/22	S 2020/21
Ownership model and accountability		
Percentage of participation in elections or referendums	44.4% Referendum Espai Barça	50.4% Presidential elections
Number of appointed delegate members	4,609	4,609
Average percentage of participation of members in Ass. of Del. Members (in person)	17.1%	17.1%
Average percentage of participation of members in Ass. of Del. Members (online)	20.3%	N/A
Number of new senators appointed	115	89
Percentage of participation of members in the Senate	11.4%	N/A
Number of interventions by the Members' Representative	13,805	N/A
Number of resolutions by the Members' Representative	346	N/A
Ownership model and accountability		
Number of complaints identified and resolved by the Regulatory Compliance and Ethics Channel	21	7
Cases of discrimination and corrective actions in companies	0	N/A
Number of workers trained in integrity, compliance and ethics procedures	436	473
Number of training hours per employee on integrity, anti-corruption, ethics, Compliance, etc.	1	1
Number of suppliers or third parties investigated (Due Diligence) to identify reputational risks and other negative social and environmental impacts	600	691
Number of non-compliance incidents relating to health and safety impacts of products and services	0	N/A
Number of non-compliance incidents relating to information or labelling of products or services	0	N/A
Number of substantiated complaints about violations of customer privacy and loss of customer data	0	N/A
Transparency in corporate, financial and institutional management		
Number of suppliers listed in the Transparency section of the Club's website	58	58



6.2. TALENT AND PROFESSIONAL DEVELOPMENT

Related Sustainable Development Goals



6.2.1. FC BARCELONA'S STRATEGIC POSITIONING

The great popularity of football has caused it to evolve into a mass sport with an influx of capital, especially in the most important clubs, making it necessary to professionalise its management, as well as to attract and retain talent in order to promote a competitive environment. In order to increase staff satisfaction and promote open, inclusive, equal, transparent and competitive workplaces, sports organisations need to develop cutting-edge people management strategies.

The management of the people who work at FC Barcelona is characterised by professionalism, through strategic and

continuous improvement in the management of human resources, which includes: the provision of training and professional development opportunities, the promotion of two-way communication in open work environments, the provision of a fair salary and remuneration policy, and compliance with the internal regulations on occupational health and safety and the subcontracting of companies.

These practices have reinforced the emotional and personal well-being of the workers, and fostered collaborative working spaces and personal and professional development, respecting

the values of social inclusion, gender equity and non-discrimination that form one's identity.

In order to achieve its people management objectives, the Club specifically focuses on the following areas:

DEVELOPMENT OF THE CLUB'S PROFESSIONAL TALENT

Professional training and development

In accordance with the strategic and team needs identified, each area of FC Barcelona specifies the training aimed at improving the technical competencies

¹For more information, see *Section 4.3. Diversity, equality and inclusive action.*



according to the skills and roles of each person. Furthermore, the Club has the Focus on People platform based on a feedback model between managers and their team, focused on assessing performance, job satisfaction and the corresponding professional development plan.

Selection of professionals and promoting internal talent

There are recruitment procedures in place that respond to objective and work performance criteria in order to carry out a recruitment process that is open to all groups. However, the Club internally promotes middle and senior management positions in a preferential manner through an internal job offer policy.

Salaries and compensation

The Club has a competitive bonus programme that incorporates tax benefits, variable remuneration based on the objectives achieved and recognised training qualifications to attract and retain the best talent on the market.

DIVERSITY, EQUITY AND INCLUSION IN THE WORK ENVIRONMENT

Taking into account the importance of respecting and promoting the values of inclusion, gender equality and non-discrimination in the workplace, collabora-

tive management structures and mechanisms have been promoted, among which the creation of the Diversity, Equity and Inclusion department is of particular note. The new department strives for open and dynamic work environments that promote the inclusion of cultural, functional, generational, gender and sexual orientation diversity among the Club's staff; it promotes awareness-raising training that enables the management of real cultural change and contributes to equitable governance in the work and sporting environments; promotes actions, projects and campaigns, in collaboration with other areas of the Club, incorporating the gender perspective and the inclusion of diversity 1 and establishes alliances with other entities specialised in the promotion of the values of diversity in order to achieve the goals set.

The department also works proactively, together with the Human Resources Department, to comply with the current regulations both in the General Law on Disability (LGD) and in the implementation of an inclusive perspective, raising awareness in the workplace and work teams, and supporting the direct hiring of people with disabilities. It is also important to highlight the 2nd Plan for Equality of Women and Men, which consists in the proper implementation of measures aimed at integrating equality between





men and women in all departments, activities and organisational levels of the Club.

MANAGING THE INTERNAL WORK ENVIRONMENT

Strategic objectives have been established to preserve a favourable work environment and good internal communication by means of the across-the-board and strategic formalisation of corporate, organisational, operational and social communication in order to report on the changes that take place within the Club and its structure.

OCCUPATIONAL HEALTH AND SAFETY

In addition to the system and cross-cutting policies for the prevention of occu-

pational risks and the identification of health risk factors, which are necessary to comply with national and European regulatory requirements, the Club provides various online training courses for employees and an active operational prevention system in order to achieve proactive and detailed management and control of the relevant occupational risks. In the area of external control, FC Barcelona reviews the compliance with occupational risk policies of external suppliers and subcontractors through a system of validation and traceability prior to contracting. As an active policy to promote the health of the workforce, the Club makes the internal medical service for the health of sportsmen and sportswomen available, offering comprehensive internal medical assistance.

6.2.2. NOTEWORTHY PROJECTS OR ACTIVITIES

DEVELOPMENT OF THE CLUB'S PROFESSIONAL TALENT

Training and professional development

During the 2021/22 season, new measures for work-life balance and work flexibility were defined above and beyond that required by the legislation. Along the same lines, the FEP (Focus on People) Performance Evaluation System was developed and reinforced through the following actions:

- The structuring of salary bonuses for employees in different evaluation items, including issues of relevance to the sustainability of the Club: organisational, area, departmental and individual objectives.
- Establishment of an annual process to assess the fulfilment of objectives based on the performance of each person.

Implementation of software in which each person has a space to define and evaluate their annual objectives under the supervision of each manager, as well as explaining how they feel about the Club and what motivations they have in terms of development and career.

This system made it possible to have a fair variable remuneration, both for

the Club's economy and for the employee's performance during the season. Furthermore, the new tool made it possible to obtain valuable information about the workforce, such as their performance, willingness to change, language training, etc.

During the 2020/21 season, the aim was to maintain and adapt the activity and the connection between all the areas and people working at the Club, prioritising personal and collective well-being. As a result, the Club, in conjunction with the IT team, guaranteed each employee proper access to the devices and applications needed to carry out not only their daily responsibilities, but also the relevant training and monitoring of the staff's performance and job satisfaction.

Selection of professionals and promoting internal talent

During the 2021/22 and 2020/21 seasons, and with regard to new recruits, FC Barcelona reinforced and updated its induction plan by means of an **individualised induction plan**, with the aim of establishing a support process for those people embarking on their working life at the Club. Through various collaborations with higher education centres, the Club also continued to promote various intern-

THE DIVERSITY AND INCLUSION TASK GROUP WAS ESTABLISHED WITH THE GOAL OF IMPLEMENTING CROSS-FUNCTIONAL PROCESSES



ship programmes for the recruitment and employment of university students and vocational training students.

Salaries and compensation

Against the backdrop of the pandemic, and as an emblematic measure, the Club, together with the first men's football team, decided to guarantee the full salary of the staff affected by the furlough schemes (ERTO in Spanish), due to the stoppage and decrease in sporting, commercial and business activity as a result of the social and health situation. This initiative was added to the reinforcement of the social benefits that Barça offered to its staff, including those regulated under the collective bargaining agreement, such as policies of reduced working hours and

maternity and paternity leave, as well as other benefits: allowances for people who have children with disabilities of school age, disabled parents and support for victims of harassment. In the same way, benefits such as pension plans, discounts in sports schools and tickets to sporting events were also offered.

DIVERSITY, EQUITY AND INCLUSION IN THE WORK ENVIRONMENT

Once the Diversity, Equity and Inclusion department was created towards the end of the 2020/21 season, work began on promoting gender equality and on raising awareness of the importance of including diversity in all environments.

In order to further the work headed

by the department, the **Diversity and Inclusion Working Group** was created, a multidisciplinary group made up of 19 people from different areas and departments of the Club with the aim of establishing standard, regular and cross-disciplinary processes to evaluate different areas of the Club in terms of equity, diversity and inclusion, to carry out different initiatives and consultations, and to take any necessary measures and actions, while generating a dialogue between departments to move towards an inclusive work environment and promote the culture and knowledge of the diversity of talent in society and at the Club.

The team from the Diversity, Equity and Inclusion department received

training in specific gender equity issues such as the assessment of labour conflicts due to situations of harassment and the prevention of sexual violence in sporting environments (promoted by the Sports Council), as well as training as an equality agent and expert in the assessment of conflicts due to harassment in the workplace (Igualia). The activities carried out were:

2nd Equality Plan for Women and Men: its main objective is to promote changes that guarantee that women and men can develop their professional careers without any kind of discrimination, direct or indirect, on the grounds of gender in terms of organisational culture and management, working conditions,

training and internal promotion, remuneration, occupational health and sexual harassment, and so on. The plan includes a study that collects different types of quantitative and qualitative information that identifies the characteristics and needs of the workforce, detecting existing inequalities based on gender and which was used as a basis for establishing priorities, objectives and actions to achieve gender equity by means of metrics in remuneration, training, etc.

- **Protocol for the prevention, detection and resolution of sexual, gender and**

workplace harassment: the aim of this protocol is for FC Barcelona staff to report unlawful conduct or warn of situations of sexual discrimination or harassment. The Club created this protocol with a view to ensuring the effective protection of fundamental rights and the obligation to protect the health and safety of workers with regard to the prevention, detection and resolution of sexual harassment. It should be stressed that the complaint process guarantees both the confidentiality and indemnity of the com-

plainants, as well as the preservation of the honour and the presumption of innocence of the accused.

- **Guide to inclusive and non-sexist communication:** a guide to contribute to the use of non-sexist terms and expressions in internal and external communications and in all FC Barcelona's communication processes, overcoming the non-inclusive use of language that serves to diminish the visibility of women and vulnerable groups in society and discriminates against them. The guide aims to raise awareness that the way we communicate can at times be discriminatory and excluding, while providing resources to incorporate the gender perspective in communication and convert the latter into a tool for change.
- **Training on diversity, equity and inclusion in the work environment:** the 2021/22 season saw the commencement of training to raise awareness of diversity among all the Club's staff. As a result of the promotion of **alliances for advice** on gender matters with public

entities, the third sector and agents of the sports sector, it is also worth noting:

- The workshops held during Diversity Month in **inclusive and non-sexist communication**.
- Training in **diversity and accessibility** for people working directly with the public, such as ticket office, accommodation, museum and security staff, within the framework of the agreement with **Apropa Cultura**. Through Apropa Cultura, the Club received online training on basic concepts such as intellectual, physical, auditory and visual impairment, accessibility, mental health, the elderly and cognitive deterioration.
- **Awareness-raising talks on LGBTI-phobia** aimed at the sports technical staff of the Club's professional sections through the **Panteres Grogues** association, with which FC Barcelona signed a collaboration agreement.
- Training in **Accessible Ticketing** organised by **CAFE (Centre For Access to Football in Europe)** for the DEI and Ticketing department teams.



MANAGING THE INTERNAL WORK ENVIRONMENT

The 2021/22 season was marked by the return of all employees to the offices after more than a year and a half of remote working. A ceremony was held at the Palau Blaugrana to thank the Club's staff for their dedication and commitment during the months of the pandemic. The holding of the following events should also be noted:

- **Leadership Meeting:** a meeting between the staff with the entire management committee with the aim of presenting the new Strategic Plan of FC Barcelona and the value creation levers of this plan.
- **Youplay at the Spotify Camp Nou:** a day of five football matches with the participation of more than 200 employees, which was very well received and allowed the values of FC Barcelona to be put into practice, creating a relaxed atmosphere among the employees.
- Three **Barça Afterworks**, which are after-work events to generate greater team cohesion, and the **Summer Party** to mark the end of the 2021/22 season, with a high turnout of employees and the presence of the Management Committee and the Board of Directors.

During the 2020/21 season, against the backdrop of the pandemic, the Club made an effort to adapt internal communication to the needs of the Club's employees. With the aim of offering proper support to all the staff during the lockdown and remote work period, an internal communication line was implemented with the slogan **Seguim Connectats** (We're Still Connected), through which communications were sent with advice on sports, nutrition, physical preparation, psychological support, family coexistence and health guidelines, among other topics.

As a continuity initiative, meetings were promoted between the teams to share information and raise awareness of relevant projects. In May of the 2020/21 season, the entire Club's corporate team met with president Joan Laporta at the Spotify Camp Nou, where he presented the new organisational model to the entire staff.

Once the most complicated stages of the pandemic had been overcome, the Club formalised its best practices with a new Internal Communication Plan, specifically for the presidency and management, which incorporated lines of communication related to the information and organisation of events.

OCCUPATIONAL HEALTH AND SAFETY

During the 2021/22 and 2020/21 seasons, and given the context of the pandemic, the Club worked on the design, organisation and implementation of the necessary measures to achieve adequate working spaces in the most frequented areas, such as the adaptation of La Masia for the start of post-confinement activity; and one-off events, such as the elections to the presidency, which were held under healthy and safe conditions.

The **Smart Workplace** initiative was also promoted, involving an app allowing staff to reserve office space in order to ensure distance and security measures were met, and to detect areas in use where cleaning services needed to be increased. This initiative was complemented by the rules for the use of online resources, which established the guidelines to be followed by all staff in the use of corporate IT devices, guaranteeing the security, performance, reliability and privacy of communications.

And, in a similar vein, in May 2021, through the **Vacuna't al Club!** (Get Vaccinated at the Club) campaign **#cuida't #cuida'ns**, a call for vaccination against COVID-19 was made for FC Barcelona



employees, their partners and all external collaborating staff, in which the vaccination age ranges established by the Department of Health of the Government of Catalonia were respected.

There was also the **Cuidem-nos project** (Let's take care of ourselves), which included online and regular educational workshops on medical topics such as the evolution and outlook for the pandemic, healthy lifestyles, the psycho-emotional impact of the pandemic and raising awareness about vaccination. All these were headed by leading medical professionals such as Dr. Jaume Padrós, head of FC Barcelona's Occupational Health service, or Dr. Antonia Lizarraga, head of the Sports Nutrition Area at FC Barcelona.

It is worth highlighting the implementation of the **Orpheus project**, a measure taken in the 2021/22 season, which consisted of the installation of a smart platform to measure and guarantee the environmental quality of the offices and ensure safe and healthy spaces, especially in terms of CO₂ concentration. The installed sensors reported the data to the Occupational Risks department so that it could carry out continuous monitoring and take the appropriate corrective measures.

6.2.3. INDICATORS

KEY PERFORMANCE INDICATOR	S 2021/22	S 2020/21
Development of the Club's professional talent		
Number of training hours delivered on diversity, gender equity, non-discrimination, etc., by the DEI department	20	0
Number of training or awareness-raising actions aimed at employees on issues of diversity, gender equity, non-discrimination, etc.	10	0
Number of vacancies offered through internships	9	7
Number of new positions created	33	N/A
Percentage of employees with variable remuneration	100%	100%
Percentage of employees with work performance evaluations	100%	100%
Percentage of employees with a career plan and defined professional goals	100%	100%
Diversity, equity and inclusion in the work environment		
Distribution of employees in the corporate workforce by gender (% of women)	43.1%	43.6%
Distribution of the sports staff by gender (% of women)	10.9%	10.4%
Distribution of the Management Committee by gender (% of women)	23.5%	22.2%
Distribution of the Board of Directors by gender (% of women)	5.2%	5.2%
Difference between highest and lowest corporate remuneration	4.65 x	N/A
Ratio of wage compared to local minimum wage	1.15 x	1.14 x
Number of volunteers among FC Barcelona staff and the Barça Foundation	9	2
Number of hours dedicated to volunteering by FC Barcelona and Barça Foundation employees	448	120
Number of training sessions held in the field of DEI	12	0
Corporate staff turnover rate	8.8%	10.0%
Number of communications sent to the workforce with individual and collective well-being advice during the pandemic	19	20
Number of employees who have attended the <i>Cuidem-nos</i> project training sessions	300	350
Number of employees and relatives vaccinated at the Club's facilities	4,463	
Hours of annual training for employees in occupational risk prevention	0.9 hours	1.3 hours
Percentage of contracts with third parties or suppliers reviewed (on average) for occupational risk prevention prior to the sporting event	100%	100%
Percentage of employees covered by an occupational health and safety management system	100%	100%
Number of injuries or absences due to workplace accidents	0	3
Number of safety and contagion prevention protocols created for one-off events	4	12



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