





2022/23  
2023/24 SUSTAINABILITY  
REPORT

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## LETTER FROM THE PRESIDENT

# WE ARE AND WE WILL BE

Dear members,

I am pleased to present the latest edition of our Club's Sustainability Report. Like the previous one, it is also a double report, covering the 2023/24 season and the one prior. With this publication, we fulfil our commitment to initiate, prepare and publish Sustainability Reports dating back to the 2020/21 season.

Over recent years, sustainability criteria and their associated actions have gained increasing importance in institutions globally. In keeping with our unique identity, FC Barcelona is working intensively to lead sports clubs committed to transparency regarding certain kinds of information. These efforts are focused on environmental, social, governance and non-financial economic matters, -information which, historically, was seldom communicated to members.

Globally, Barça is one of the most sustainable sports clubs in Europe, according to the independent and non-profit organisation Global Sustainability Benchmark in Sports, which is based in Great Britain. After evaluating dozens of prestigious sports entities for sustainability, Barça achieved an excellent position as one of the five best-rated sports clubs. Some of the most valued aspects were, from a corporate perspective, the Club's member-based ownership structure, the holding of regular democratic elections, and the open broadcast of the General Assemblies as the highest governing body. As regards management, there is the anonymous access of Club stakeholders to the whistle-blower channel, the social involvement of the entity with global and local society, and the important progress being made in, to name just a few areas, energy efficiency, water savings, the reduction, reuse and recycling of material resources, biodiversity, sustainable mobility, and accessibility.

These advances, the result of the Club's sustained and cross-departmental efforts involving all of the Club's facilities, such as Les Corts, the Ciutat Esportiva, the Johan Cruyff Stadium, and also during this period, the Lluís Companys Olympic Stadium. The improvements likewise extend to all areas of our activity, such as the Espai Barça and the construction of the new stadium, facilities maintenance, commercial activities, and member activities, which you can read about in this publicly accessible report.

The Board of Directors, which I have the honour of chairing, and the Club's staff are committed to the sustainability of the organisation and to providing a higher quality of life to our members and global society, making us a world-class, environmentally conscious Club.

Long live Barça and long live Catalonia!

**Joan Laporta i Estruch**  
PRESIDENT OF FC BARCELONA





**THE CLUB'S VALUES**

**HUMILITY**  
**EFFORT**  
**AMBITION**  
**RESPECT**  
**TEAMWORK**

**OWNERSHIP STRUCTURE**

Based on the members



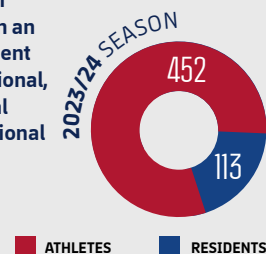
**UPDATE OF THE MEMBERS CENSUS**

90% of the Club's members updated their data



**LA MASIA**

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



**A GREAT MULTI-SPORT CLUB**



**COMMITMENT TO SOCIETY**



**BIHUB**

New strategic line: investment in start-ups



**ETHICAL CHANNEL AVAILABLE TO EVERYONE**

Updates in line with European regulations



**ALLIANCE WITH UNHCR**

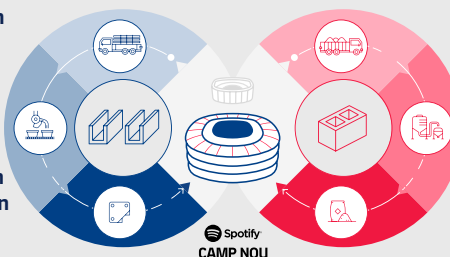


**SUSTAINABLE DEVELOPMENT GOALS**



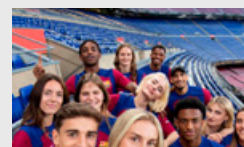
**ESPAI BARÇA: CIRCULAR ECONOMY**

Rehabilitation of the 1st and 2nd tiers and construction using recovered materials from the demolition of the old 3rd tier



**HERE, TO PAVE THE WAY CAMPAIGN**

Launch of a kit inspired by the first Barcelona women's team in history to play in the stadium



**INCLUSION**

Barça Foundation Genuine



**DIVERSITY, EQUITY AND INCLUSION IN THE WORKPLACE**

Corporate staff (% women)	24%
Sports personnel (% women)	11.4%
Governing Board staff (% women)	24.4%
Board of Directors staff (% women)	5.8%

**ENERGY**

100% of electricity comes from renewable sources (GoOs)



**MOBILITY**

Development of a Sustainable Mobility Plan for attending matches



**WATER SAVINGS**

Implementation of water efficiency measures



**3RS STRATEGY**

Moving towards Zero Waste before 2030



**BIODIVERSITY**

Preservation and protection of flora and fauna



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

U1





## BARÇA, FOUNDED IN 1899, GREW INTERTWINED WITH MODERN BARCELONA, ADOPTING ITS OWN SYMBOLS AND ESTABLISHING ITS SPORTING DESTINY IN LES CORTS

**The Board of Directors of the years 1908-09, the first under the presidency of Joan Gamper. Left to right: Grau, Userós, Wallace, Gamper, Gabilondo and Sans.**



When Joan Gamper and his friends founded FC Barcelona on 29 November 1899, it was just over two years since the City of Barcelona had, on 20 April 1897, annexed the previously independent municipalities of Les Corts, Gràcia, Sant Andreu, Sant Martí, Sants and Sant Gervasi. All of this was the consequence of Barcelona's strong economic and demographic dynamics, which shaped the profile of the Catalan capital in ways that have survived to this day. The very name of the new entity, Foot-Ball Club Barcelona, was a clear enough sign of

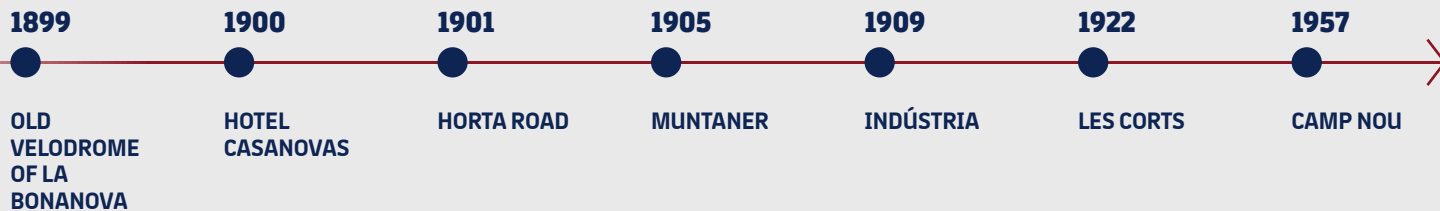
the will of its founders to form a strong symbiosis with the city where it was born. Long before it became the most iconic club in Catalonia, Barça was not just a worthy team from a specific part of Barcelona: it was the football team of the city of Barcelona, the capital of Catalonia, and it continues to be so.

Between 1899 and 1910, FC Barcelona used the city's coat of arms as its crest. In 1910, the Board of Directors decided to hold a competition to change the club's emblem, and the format we all know was chosen. It was the work of Barce-

lona player Carles Comamala, with the Blaugrana colours, the Cross de Sant Jordi and the Catalan flag at the top of the crest. Two years earlier, in 1908, Joan Gamper had decided to change course. For the first time as president of the Club, Swiss-born Gamper, with his personal effort, had avoided the shuttering of Barça as it was racked by a serious crisis, while at the same time he had begun to bring it closer to the most dynamic sectors of Catalan nationalism. This trend intensified from 1917 onwards and would become unstoppable and irreversible.

Throughout the Club's history, seven playing fields in the city have served as FC Barcelona's home ground. With them, the Barcelona fans have made a true pilgrimage through various districts of Barcelona: Sarrià-Sant Gervasi, Horta-Guinardó, Eixample and Les Corts. Seven grounds in 125 years of existence, and since 1922 the district of Les Corts has been linked to the destiny of Barça, for 103 years and counting. No one would have thought such a thing way back in 1899, when the Club was founded at the Gimnàs Solé, in the heart of the Raval neighbourhood.

## THE BARCELONA CLUB FOOTBALL GROUNDS



First photograph of a FC Barcelona team, from 1900. Standing, left to right: Arthur Witty, Reig, Meyer and Cabot. Kneeling: Llobet, Widerkehr and Valdés. Sitting: John Parsons, Steinberg, Gamper, Green and Lassaletta.

### OLD VELODROME OF LA BONANOVA

The first ground in Barça's history was the old Velodrome in La Bonanova, located between the streets of C/ Vallmajor, C/ Modolell and C/ Reina Victòria, very close to the current Turó Parc. The pitch was an irregular and hard surface full of stones, potholes, uneven areas and thickets of grass. The advantage of the field at the former Bonanova velodrome was its location. It was near the Sarrià train, at Bonanova station next to C/ Ganduxer, which made it easier to access. However, the big problem with this ground was that the first team to arrive was the one that played, and often this was Català, Barça's first great rival in the city. In addition, sometimes there were sudden invasions of the field by children from the neighbourhood. Things being the way they were, after a year the Barcelona Board of Directors decided to look for an alternative.

### HOTEL CASANOVAS

At the end of 1900, the board of directors rented some land located next to the Hotel Casanovas, close to where the Hospital de la Santa Creu i Sant Pau is located today. Barça did not have to pay rent and the only condition was to prepare the field, which was originally not completely level. The works cost about 3,000 pesetas. The Hotel Casanovas field was located to the right of Passeig de Sant



Joan, by a stream between the streets C/ Dos de Maig and C/ Independència. It was inaugurated on 18 November 1900 with a match against Hispania that ended goalless and was witnessed by around 4,000 people. That day, the player Ernest Witty brought several regulation Green-ville - Birmingham brand balls from London. Until then, most of the balls used had been manufactured, with great effort, by a saddler from Carrer del Vidre who worked from a model that had been provided to him. This field had the problem

of being difficult to access and was used by Barça for barely a year, after which the City Council expropriated it in order to build the new hospital. So FC Barcelona once again had to find a new home.

### CARRETERA D'HORTA

The next Barça ground was located on the Carretera d'Horta, next to Guinardó. The plot was right in front of the clinic being built by Dr. Ferran on Camí Fondo. Nearby was the Masia de Can Sabadell, which was used as a dressing room. A bri-

gade of workers spent several weeks levelling and clearing the ground of stones and weeds. In addition, the playing field was surrounded by a rope supported by stakes that was removed and stored at the end of the match. The goals were also dismantled for security reasons, since leaving them out would be as good as saying goodbye to them. Before the matches started, it was the players themselves who brought out the sticks, cleared stones and dirt from the post holes and assembled the goals.

This field was inaugurated on 23 November 1901, with a match between Barça and *Calliope*, a team made up of the crew of the British ship of the same name (4-0). In Horta, there was no admission charge because the rental costs of the paid chairs were more expensive than any possible money collected. Among the anecdotes from this field, it is worth noting that, after the matches, the footballers would leave in high spirits and bicycle home, take a shower, change clothes and arrive at the Moritz Brewery at a quarter

1. Bonanova Velodrome Ground (1899-1900).
2. Hotel Casanovas Ground (1900-1901).



3. Ground on the Horta road (1901-1905).

4. Ground on the Muntaner Street (1905-1909).

to six, where the two teams would be and it was customary for Joan Gamper to buy a free round of beer for everyone... if Barça had won. This ground was Barça's home for four years. In 1905 FC Barcelona had to abandon it because the owners had decided to build on it.

### MUNTANER

Barça's new home was the old Hispania ground. It was a plot bounded by the streets C/ París, C/ Casanova, C/ Londres and finally C/ Muntaner, where the

main entrance was. It had no fences of any kind and matches played there could be seen easily from the four surrounding streets. The inaugural match took place on 26 February 1905 with a friendly match against Català, which won 2-3. This field witnessed a dark and very delicate time for Barça, when a serious crisis put its continued existence at risk.

### INDÚSTRIA

In 1909, once the team had recovered, FC Barcelona moved to C/ Indústria (today



C/ París). There, after so many moves, a certain stability would finally arrive. FC Barcelona's new playing field was located on a rented plot that occupied a space between the current-day streets of C/ Londres, C/ París, C/ Còrsega, C/ Urgell and C/ Villarroel. This ground saw its first match on 14 March 1909 with a match in the Catalan Championship between FC Barcelona and Català, which ended in a 2-2 draw. It had an initial capacity for 1,500 spectators, although the subsequent construction and expansion of

the wooden grandstand to two floors increased capacity to 6,000 people. Due to its small size (91 x 52 metres) it was known by the nickname *l'Escopidora (the Spittoon)*. The appearance of the field was very colourful and has endured into the present day, as the design of the current Johann Cruyff stadium in the Ciutat Esportiva Joan Gamper is inspired by the way it looked.

The stadium on C/ Indústria experienced the most romantic times in football and consequently was a source of



endearing anecdotes. For example, the doormen and users gave the boys and girls who went to the ground a Serrano ham sandwich to enjoy. Another endearing image was that of club member Narcís Deop coming out onto the pitch at half-time carrying a tray full of lemons to hand out among the players of both teams. On top of that, during half-time some of the fans went into the dressing rooms and gave impromptu massages to the players. And to round off the atmospheric picture, Barça players gave bou-

quets of flowers to the female spectators at each closing match of the season.

The word *culers* (*people showing their bum*), the popular name by which Barça fans are known, has its origins in the old ground on C/ Indústria. The view from the outside only showed a wall overhung by a line of bums of fans seated on the top row. As the reader may have guessed, in the beginning the word "culer" had an ironic connotation that has been lost over time.

### LES CORTS

But eventually the stadium on Indústria ended up being too small. A logical consequence of the emergence of the great Barça team of the first Golden Age (1919-1929) and the enormous anticipation it generated, the new Les Corts stadium was located in the Les Corts neighbourhood, in an area called Can Ribot, between the current-day streets of C/ Numància, C/ Marquès de Sentmenat, C/ Vallespir and Travessera de les Corts. It was the first ground owned by the Club

and its total cost was 991,984.05 pesetas.

After three months of construction works and with the stadium still unfinished, FC Barcelona defeated Saint Mirreu 2-1 in the inaugural match, played on 20 May 1922. As would later happen with the Camp Nou, Les Corts underwent significant renovations over the years. The initial capacity in 1922 stood at 22,000 spectators. In 1942, with the expansion of the sides, it reached 32,000. The 1943 expansion of the north goal area took it up to 37,000 spectators, a figure that



5. Ground on the Indústria Street (1909-1922).
6. Les Corts Ground (1922-1957).

increased in 1945 to 43,000 with the expansion of the Main Grandstand. The last expansion, in 1946, of the south goal area, allowed 48,000 Barça fans to cheer on their team until the field became too small again. Thus, at the end of the 1940s the board of directors began to seriously consider building a new stadium. The old Les Corts ground would finally be demolished in 1966, after almost ten years of postponements, and housing and new green areas and sports facilities went up in its place.

The Les Corts stadium was also the site of some endearing moments. FC Barcelona organised a children's festival there on 24 April 1924, dedicated to the boys

and girls from the city's less fortunate schools, as well as the hospice and child patients of the Sant Joan de Déu hospital. Some 15,000 children filled more than two-thirds of the Les Corts ground as a result of this laudable initiative. First they witnessed an athletics exhibition and, as a highlight, a match between two Barça teams. The Club had thought ahead, and provided the children in attendance with snack bags containing a sandwich, a packet of thin biscuits and an orange. In addition, Barça gave away a pair of water pitchers decorated with the Barça colours to each school, as a souvenir of the day. In short, the event was an example of generosity and altruism on the part of FC

Barcelona. At the end of the party, a very excited teacher made an apt remark: **"The best proof that Barcelona is great is that they think of the little ones"**.

This Barça altruism was nothing new; since 1922 children in the Sant Joan de Déu children's hospital had enjoyed free group admission to the Les Corts stadium. In January 1933, it was decided to start a rotating schedule between Barcelona schools in order to enjoy the team's matches.

#### CAMP NOU

By the end of the 1940s it had become clear that Les Corts ground had become too small and could not be expanded further. Spotify Camp Nou was an initiative of

president Agustí Montal Galobart, although the decisive driving force was Francesc Miró-Sans from 1954. Built on the site of a former shanty town, the new Barça stadium was inaugurated on 24 September 1957. In the first match, Barça defeated a Warsaw Representative Team 4-2. The stadium is also located, like the Les Corts ground, in the eponymous neighbourhood of Barcelona. Its peculiar location, between the Cemetery and the Maternity Hospital, led to a popular bit of wittiness in dubbing it the field of "a whole lifetime".

The cost of the stadium, initially estimated at 66.6 million pesetas, ended up costing 288 million pesetas, which seriously endangered the Club's continued existence

7. Les Corts Ground  
(1957)



and hampered its sporting potential for a long time. The cause of this large budget overrun was the enormous increase in the price of iron and concrete, in addition to various unforeseen expenses.

Probably due to the condition of the original site on which the stadium was built, the Spotify Camp Nou has always housed a diverse array of fauna. A rich diversity of flora and fauna could be seen in the area around it. Various species of birds such as the tufted tit, the great tit, the rock pigeon, the common kestrel, herons, swallows, woodpeckers, black-birds, sparrows and goldfinches. There were reptiles such as geckos and lizards, and the interiors of the Stadium were the domain of mammals such as bats, cats and some less-than-desirable rodents. The Stadium, obviously, has also been a traditional wellspring of anecdotes about the devotion of Barça's fans. There was the time when the security guard who kept watch at Spotify Camp Nou received a tip of 5,000 pesetas from a couple who wanted to spend their wedding night in the south goal area of the stadium. And we also remember that occasion when a descendant of a deceased club member surreptitiously spread the deceased's ashes across the stadium grass.

With a capacity of 99,354 spectators before its current remodelling works, Camp Nou was the largest stadium in Europe. Since its inauguration, it has undergone

## BIRTH AND EVOLUTION OF THE CAMP NOU, AN ICONIC SYMBOL OF BARÇA

important renovations that have expanded its stands and organised them more logically. In 1957 it could accommodate 99,053 spectators. In 1975, with the replacement of wooden benches with plastic seats on the sidelines and goal areas, this fell to 94,400. In 1982, when the side area was expanded, capacity increased to 120,000 people. Fourteen years later, in 1994, with the conversion of the first stand standing area behind the goals into seats, the capacity dropped to 107,000 spectators. In addition, the security moat surrounding the playing field was eliminated. In 1998, the conversion of the standing area at the sides and goal areas in the third tier into seats brought the number of spectators to 99,000, all of them seated. Provisionally closed in May 2023, the opening to the public of the imposing new Camp Nou in the near future will undoubtedly open the doors to the enthusiasm of Barça fans, a sustainable and innovative stadium that will surely propel our Club towards new milestones of success.

## THE CLUB'S ROOTS

In the same way that these seven football grounds used by Futbol Club Barcelona evolved to adapt to the new needs and demands of the time period in which they existed, so too has the Club itself. FC Barcelona structures its activity in accordance with its roots, which are preserved and acted upon through several action points in the Club's current Strategic Plan (2021-2026). These are:

- 1 **Origins** in Barcelona and Catalan identity with global commitment.
- 2 **Ownership and democratic governance** by club members.
- 3 A **unique and distinctive** style of play, rooted in the practice of sport based on values.
- 4 **Multi-sport club** with high-level professional and amateur teams for men's and women's.
- 5 Commitment to **sustainable** development, including the **economic, governance, 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 the Club's **universal values** (humility, effort, ambition, respect and 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 Fostering **innovation** and sporting expertise that unites knowledge and contributes to the success of the entity.

**HUMILITY**  
**EFFORT**  
**AMBITION**  
**RESPECT**  
**TEAMWORK**

Through the eight pillars of action, the Club builds its value proposition for the different stakeholders that surrounds it. 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.



**HUMILITY**

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.



**EFFORT**

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.



**AMBITION**

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.



**RESPECT**

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.



**TEAMWORK**

**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.

## 1.1. THE PATH TO SUSTAINABILITY

In 1987, the definition of **sustainable development** was set down for the first time in the Brundtland Report by Gro Harlem Brundtland, Prime Minister of Norway and President of the United Nations World Commission on Environment and Development, establishing the three fundamental pillars of sustainability. The **economic** sphere, to promote inclusive growth and ensure long-term economic well-being. The **social** sphere, to ensure social equity while respecting human rights and guaranteeing a good quality of life. And the **environmental** sphere, to preserve natural resources, reduce environmental impact and mitigate climate change. Since then, sustainability has become a global goal reflected in initiatives such as the United Nations Sustainable Development Goals.

We find ourselves in a world increas-

*“MEETING THE NEEDS OF THE PRESENT WITHOUT COMPROMISING THOSE OF FUTURE GENERATIONS”*

GRO HARLEM BRUNDTLAND

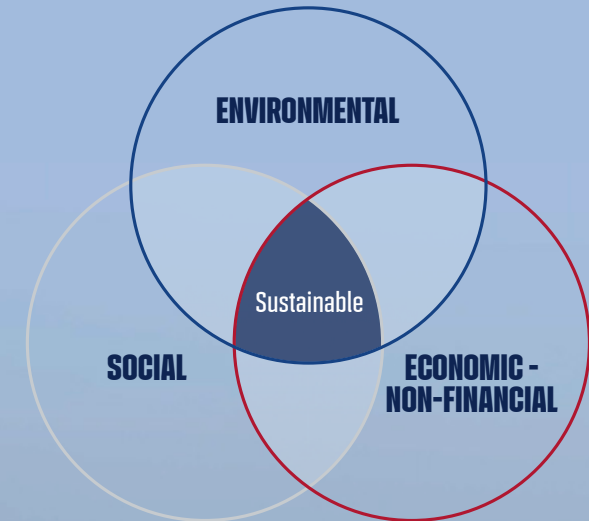
ingly aware of environmental, economic and social challenges where building a path towards sustainability becomes a necessity and a conviction. Consequently, organisations are defining strategies to respond to a changing global and local scene, and adapt to a transformation

process to respond to current challenges.

In order to adapt to new social and market demands, and given the organisational complexity and the variety of activities that FC Barcelona carries out, the Club implements initiatives under the umbrella of its Strategic Plan, of which sustainability is one of the three pillars.

This path of change and commitment of the Club is illuminated 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)**, which we divide into three blocs. There are the agreements established at the **Conference of the Parties (COP)**, which reinforce the environmental SDGs on climate change, and the European Commission’s **Circular Economy Action Plan** which closes the life cycle of products by increasing reuse and recycling, while avoiding waste generation and promoting zero waste. The GRI (Global Reporting Initiative) and ISO (International Organization for Standardization) methods have also been used.

These aspects bolster our conviction to be More than a Club, which expresses the Club’s commitment to the population of the local community and the world.



### THE CLUB'S STRATEGIC PILLARS



## 1.2. THE MATERIALITY ANALYSIS OF FC BARCELONA

During the 2023/24 season, the Club has closely followed the new European regulations derived from the Corporate Sustainability Reporting Directive (CSRD) and the European Sustainability Standards arising from it, due to the Club's interest in incorporating environmental sustainability into its day-to-day operations.

It is through the requirements of this new regulation (CSRD) that clubs must explore how they can mitigate their climate impact through a reduction in their own emissions and by making investments in carbon removal projects. They must also consider how to adapt their business model and operations in

response to climate change.

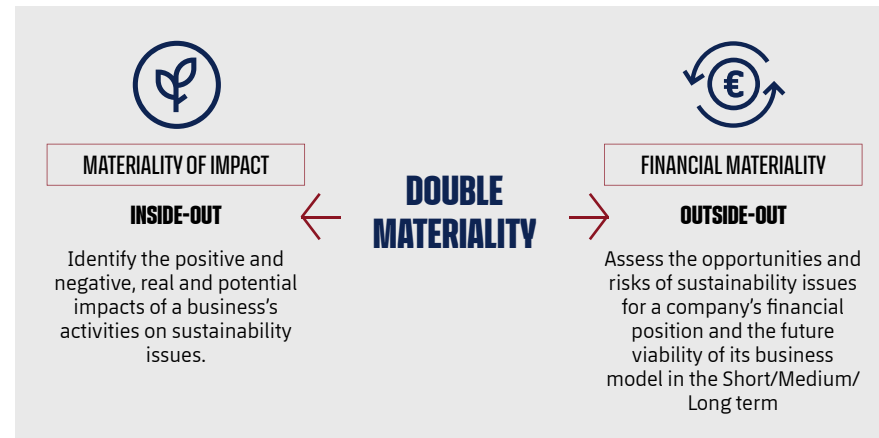
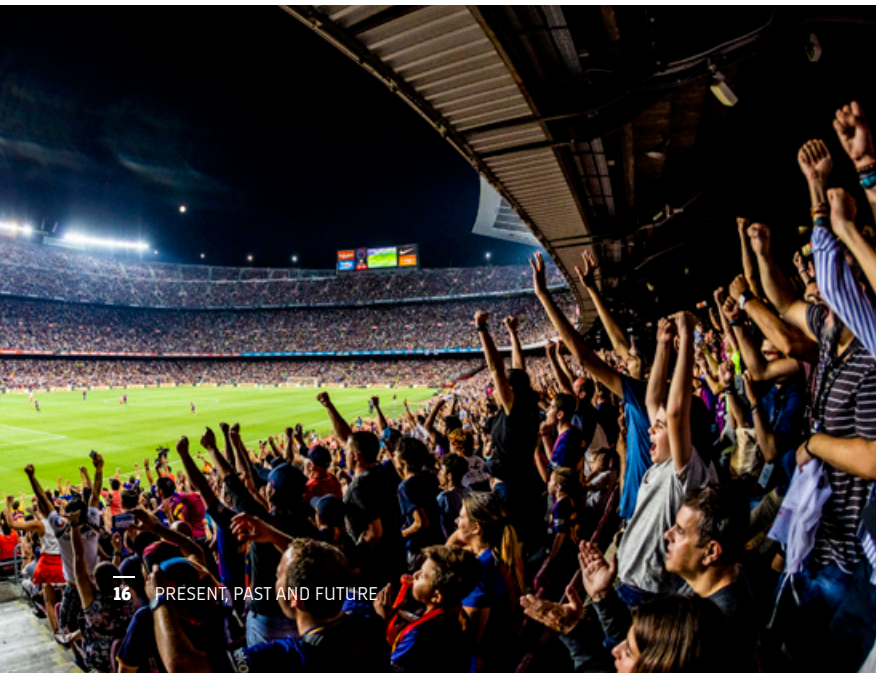
And performing a Double Materiality Analysis (DMA) is a key part of the process. The DMA helps to identify the importance of each sustainability issue (material concern) in the context of the entire value chain of the company concerned. The double materiality assessment applies to most disclosure requirements of the European Sustainability Reporting Standards.

To put this strategy into practice, during the 2021/22 season, the Club successfully completed the first FC Barcelona Materiality Analysis according to the recommendations set out in the standards from

the Global Reporting Initiative (GRI) and Sustainability Accounting Standards Board (SASB). The analysis consisted of a process to identify, evaluate and prioritise possible (materials) topics with social, economic, non-financial, governance and environmental impact that could affect the business and operations of FC Barcelona and its internal or external stakeholders. The results of this initial materiality analysis highlighted the prioritisation of key issues for the Club's strategy: La Masia and the comprehensive development of the sportsperson, the values and behaviours of the sportsperson, diversity, equality, inclusive action and anti-racism,

transparency and accountability, climate change and greenhouse gas emissions, etc.

This was the starting point, however. Since the intention is to follow European regulations and, seeing that both the Corporate Sustainability Reporting Directive and the European Sustainability Reporting Standards indicate the need to carry out a double materiality assessment during the 2024/25 season to identify the sustainability topics from a **twin perspective where the impacts of entities on the environment and of the environment towards the entities are analysed:**



### 1.3. FC BARCELONA'S SUSTAINABILITY PRIORITIES

The double materiality analysis is therefore a tool that allows documents such as the sustainability report to be prepared. It also casts light on key points such as what are the priority issues for the Club's stakeholders (internal and external) at a specific time and what strategies need to be defined to manage them. The report prepared by the Club is a first step, but European and international regulations have continued to advance, and materiality analysis is therefore an ongoing process which must be reviewed and updated periodically. The ultimate aim is to ensure that relevant issues remain on the organisation's radar and are addressed appropriately.

That is why the Club must continue building a series of strategic, operational and functional strengths to 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** to improve its day-to-day impact, achieving new milestones both in the sporting sphere and in the governance, social and environmental spheres.
- **The values** associated with More than a Club that position the entity as a global

benchmark in the world of sports.

- **The structure of ownership and participation by the members** with advanced technological criteria that defend and maintain the mechanisms that facilitate participation, good governance, transparency, accountability and, in short, sustainability, which is key to protecting and strengthening the Club's culture.
- The promotion of **La Masia** as a dual training model for young sportsmen and women that connects sports training with educational, relational, vocational and emotional instruction.
- **The alliance with UNHCR**, with an annual financial collaboration from the Barça Foundation to this organisation to support the cause of refugees. As a result, the UNHCR logo was added to the shirts of the men's and women's football teams and the Barça Genuine team.
- The drive for sporting excellence for the **FC Barcelona's women's teams**, developing better working conditions and greater commercial, social and institutional visibility through the professionalisation of the support structure; the encouragement of internal actions for promotion and visibility; and 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.
- **Support for Barça Foundation initiatives** to use sport to combat the social exclusion of children and young people from vulnerable communities.
- **The incorporation and promotion of environmental criteria** in the management of the Club's resources. This includes saving energy, raw materials, water, the development of circular economy projects and the 3R strategy (reduction, reuse and recycling) in waste, the implementation of in-house generation of renewable energy, and care for biodiversity, as well as boosting

the lines of environmentally-friendly kit and merchandising products.

- **Inclusion at FC Barcelona facilities**, incorporating sustainability standards with the aim of achieving a world-class football stadium verified by prestigious international certifications both during construction (BREEAM, LEED) and in its management (Biosphere).
- **Universal accessibility** in sports facilities for people with any type of disability (physical, cognitive or sensory).
- The constitution of the **Barça Innovation Hub (BIHUB)** as a separate company, which is a subsidiary of the Club, incorporating a new strategic line based on investment in sports start-ups.
- The implementation of **sustainable criteria** in the selection, approval, contracting and management procedures of supplier, licensee and sponsoring companies.





# A CLUB OF SPORTING EXCELLENCE



## 2.1. MULTI-SPORT PRACTICE AND LEADERSHIP

Related Sustainable  
Development Goals:



### 2.1.1. FC BARCELONA'S STRATEGIC POSITIONING

FC Barcelona has consolidated a sporting structure that combines **excellence, performance and economic sustainability**, distinguishing itself from other clubs. Its model is based on its own style of play, comprehensive training at La Masia and fostering values on and off the field. Another key pillar is sustainability in the broad sense, including economic balance between the sporting and corporate spheres.

The Club is a driver of **women's football, technological innovation and sports research** to improve its results and the well-being of its sportsmen and sportswomen alike. This global approach guarantees Barça's leadership in the multi-sport field.

FC Barcelona promotes sporting excellence and diversity in multiple disciplines, strengthening ties with society and generating a positive impact on the community's well-being. The Club's multi-sport nature is key to connecting with fans, members and the general population.

#### WORLD-LEADING PROFESSIONAL MULTI-SPORTS CLUB

FC Barcelona has consolidated itself as a **global benchmark in multi-sports**

**practice**, standing at the forefront of representation and development of professional and youth teams in men and women's **football**, as well as **basketball, handball, roller hockey and futsal**.

The Club's commitment to **sporting excellence** stands firm by guaranteeing the economic resources, infrastructures and support teams necessary to manage and grow its sections. These decisions have allowed Barça to remain as a **model of success** in the management of elite sports and the training of new talents.

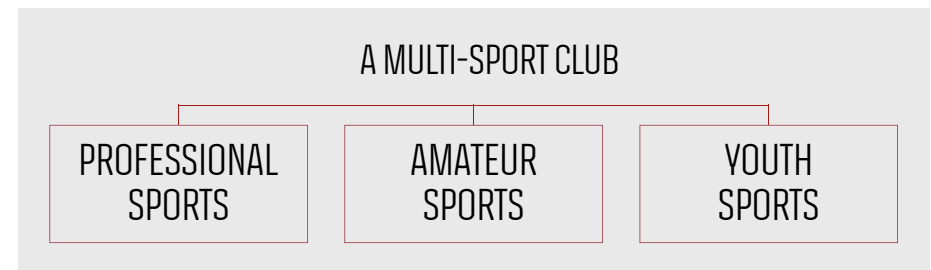
#### MULTI-SPORT STRUCTURES FOR SPORTSPEOPLE IN TRAINING

FC Barcelona provides dual training for sportsmen and sportswomen through **La Masia** and the **Barça Academies**, in which it offers a combination of **sports education and values**.

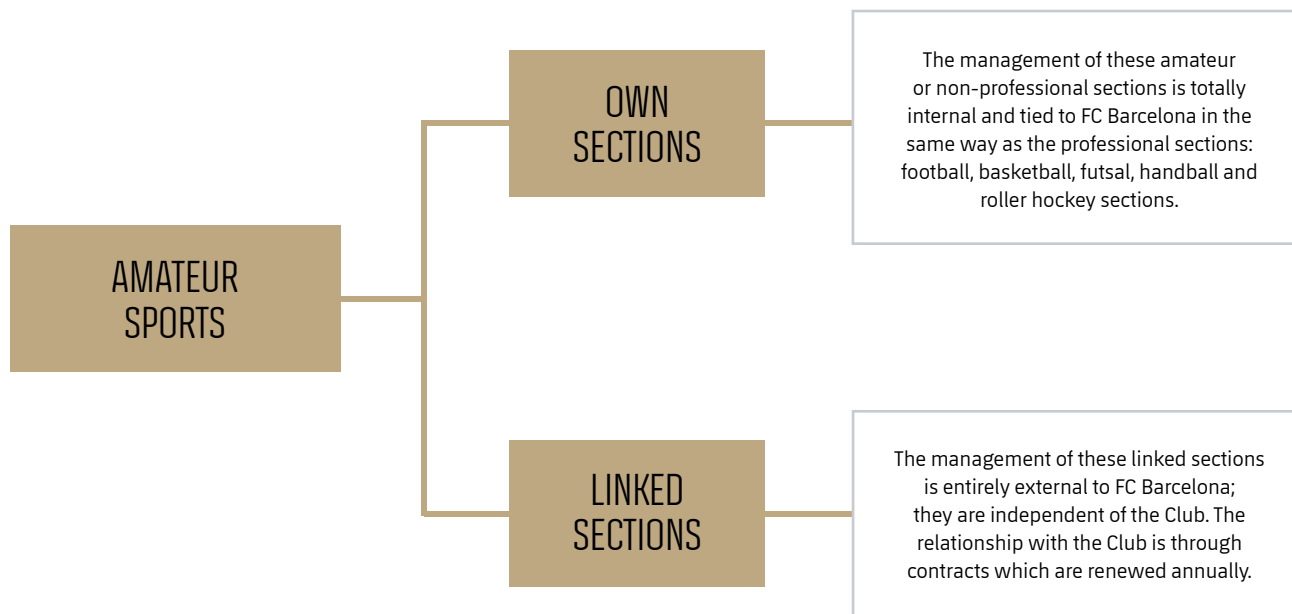
- **La Masia:** A leading centre that guarantees sporting and personal development with a dual training model.
- **Barça Academies:** Global expansion of the Club's methodology with football, basketball and futsal schools for boys and girls aged 6 to 18.

#### DEVELOPMENT OF AN AMATEUR SPORTS NETWORK

FC Barcelona also supports amateur sports such as athletics, rugby, volleyball, field hockey, ice hockey, figure skating and wheelchair basketball with the aim of fostering excellence in non-professional sports. This also serves to promote healthy habits and sports diversity, strengthening the bond with the Barça community. This model cements Barça's status as a benchmark in multi-sport practice, combining sporting success and social commitment.



## STRUCTURE OF ALL THE AMATEUR SPORTS THAT COEXIST AT FC BARCELONA



DATE OF CREATION	SECTION	CATEGORY (Gender)
1912	Athletics	(Men's)
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 and Women's Mixed)
2003	Rugby	(Women's Mixed) (up to U18 category)

DATE OF CREATION	SECTION	CATEGORY (Gender)
1929	Basketball <i>Barça CBS</i>	(Women's)
2004	Volleyball <i>CV Barça</i>	(Women's)
2010	Wheelchair basketball <i>LINES Barça</i>	(Mixed)



## MEN'S AMATEUR SPORTS

● Own sections

1912

### ATHLETICS

- During the 2022/23 season Jordan Díaz broke the Spanish triple jump record with a mark of 17.59 m at the Spanish Indoor Championships. Barça was proclaimed champion of Catalonia for Clubs. In the Spanish Club Championship, the men's team won the title with victories from Pablo Sánchez-Valladares (800 m), Carlos Tobalina (weightlifting), Gonzalo Parra (3,000 m) and Jordan Díaz (triple jump and the 4x400 m relay).
- During the 2023/24 season the team continued to excel in distance and jumping events. Athletes including Gonzalo Parra and Aleix Pi distinguished themselves in national competitions.



1923

### FIELD HOCKEY

- The 2022/23 season was marked by the retirement of Miki Delàs, a legend of the section and three-time Olympian. The team finished eighth in the Division of Honour.
- During the 2023/24 season, Barça Field Hockey competed in the Division of Honour, stayed at that competition level and saw positive development in collective play.



1924

### RUGBY

- During the 2022/23 season, the second round within the group was played for the Division of Honour title and the quarter-finals of the Copa del Rey.
- During the 2023/24 season, Barça Rugby competed in the Division of Honour and achieved outstanding victories against formidable teams. The squad showed an improvement in performance over the previous season



1970

### VOLLEYBALL

- The 2022/23 season was historic, including the section's best start in the Super League. The team qualified for the quarter-finals of both the League and the Copa del Rey and put up good performances in the Super League.
- During the 2023/24 season the team competed in Superliga 2 against prominent teams and remained competitive throughout the season.



1972

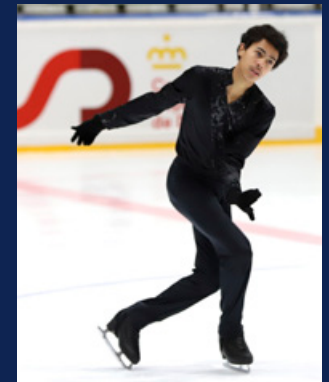
### ICE HOCKEY

- During the 2022/23 season, after winning two consecutive league titles, the team reached the final again despite the difficulties in training due to the construction of the Espai Barça.
- During the 2023/24 season, Barça Ice Hockey made a competitive showing, with outstanding victories against top-level teams and remained in the fight for the top positions in the League.



### FIGURE SKATING

- During the 2022/23 season, Barça skaters remained among the best in Spain, winning three medals at the Spanish Championship despite two skaters being out due to injury. Euken Alberdi took home bronze in the senior category and Mahery Randrianarivony also won bronze in the junior category.
- During the 2023/24 season, the Club's skaters continued to stand out in national competitions, remaining among the best in Spain. Several medals were won in regional and national championships, reflecting the growth and dedication of the skaters in this discipline



\*Women's and mixed amateur sports are detailed in section 2.2 Women's Sport.

## 2.1.2. NOTEWORTHY PROJECTS AND ACTIVITIES

### PROFESSIONAL SPORTS

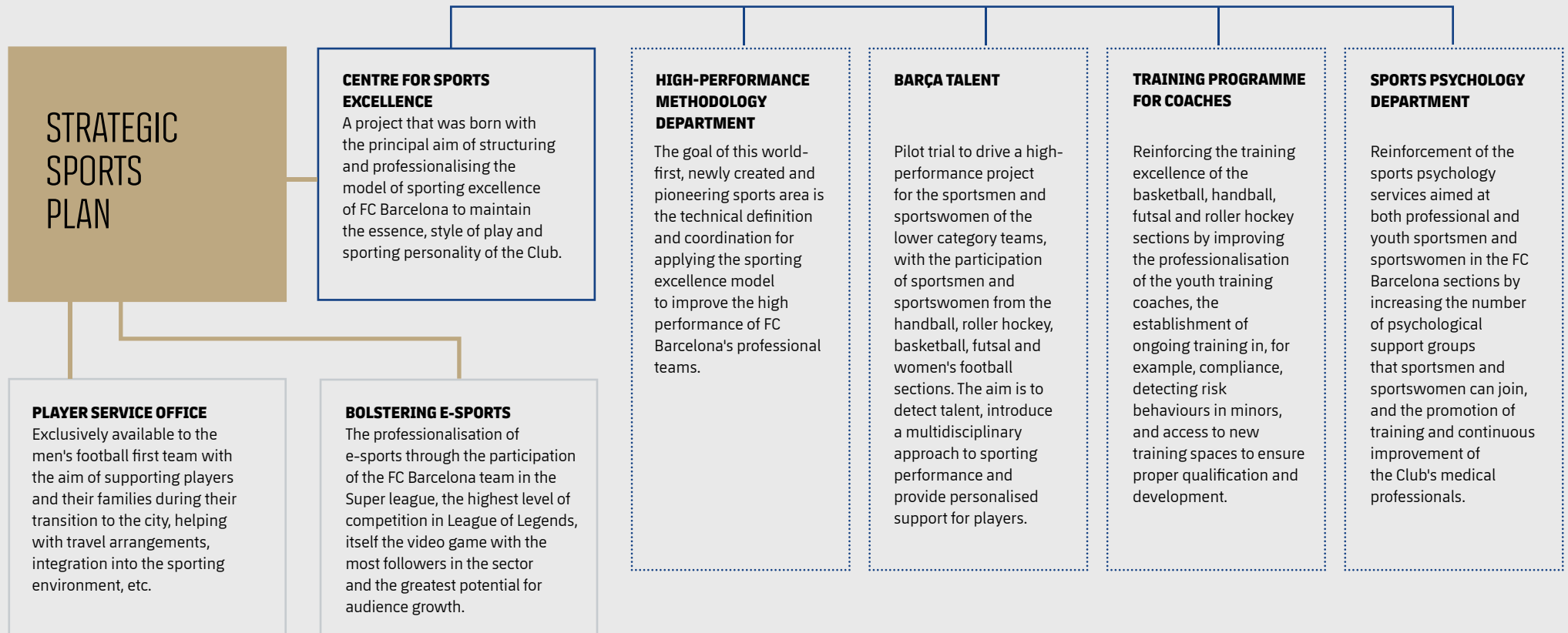
The **Strategic Sports Plan** contains the road map covering various key projects to promote FC Barcelona's sporting development and to continue to position it as a world leader in generating and training

new 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 is to improve revenue-generating capacity

and attract potential supporters. That is why already in the 2021/22 season work began to define the following projects, programmes and services included in the Strategic Sports Plan:

### YOUTH SPORTS

The Club has several multi-sports structures for sportsmen and sportswomen in training: La Masia and Barça Academy. Health security as per the authorities and federations.

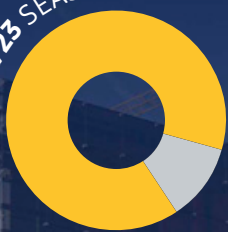


### La Masia

Internationally recognised, La Masia represents a model of academic **sports education** and instruction in values for nearly 700 sportspeople and the people around them (family, technical team, tutoring and educational team). This struc-

ture includes men's and women's youth football as well as professional sports youth teams (basketball, handball, roller hockey and futsal), making comprehensive training available to its sportsmen and sportswomen.

2022/23 SEASON



**685**  
SPORTSMEN &  
SPORTSWOMEN  
**112**  
RESIDENTS

2023/24 SEASON



**452**  
SPORTSMEN &  
SPORTSWOMEN  
**113**  
RESIDENTS

### Barça Academies

Within the framework of the Barça Academies, there was continued promotion of activities such as Barça Academy Camps, Barça Academy Clinics and other tournaments.

The 2022/23 season marked the tenth anniversary of the Barça Academy International Tournament with a notable milestone: the inclusion of the women's division for the first time. The event was presented under the slogan "Dream of champions" with the participation of Ansu Fati and Alexia Putellas, strengthening the Club's commitment to women's football and the training of young talents.

In the 2023/2024 season, there was a visit to Japan to learn first-hand about the operation of the Barça Academies in that country. The trip included institutional meetings, observation of training sessions and matches, meetings with the players' families and training days for local coaches to share the Club's sporting model. In addition, possible collaborations with the local government were explored to promote the practice of football.

During the 2022/23 and 2023/24 seasons, Barça Academy has scaled up its commitment to sustainability and digitalisation by reducing the use of physical materials and promoting good environ-

mental and social practices:

- Expansion of digitised diplomas and player reports from the Barça Academy (Football, Basketball, Futsal) and Perfeccionament Catalunya, saving 900 units of paper.
- Transformation of the Barça Academy World Cup posters into digital format to reduce paper consumption, increasing paper savings to approximately 3,000 units.
- Replacing small plastic bottles with reusable bottles and water fountains in activities such as BAWC Clinics and Campus at the Ciutat Esportiva.
- Implementation of the Child Protection System in the Japan, Rabat and Kyrgyzstan academies, bolstering safety and well-being of children.
- Support for Ukrainian children: Forty children affected by the war participated in a campus in Lithuania, offering them a sports experience that also helped them integrate.
- Community support actions at the academies in Rabat and Budapest consolidating the Club's commitment to inclusion and solidarity at an international level.

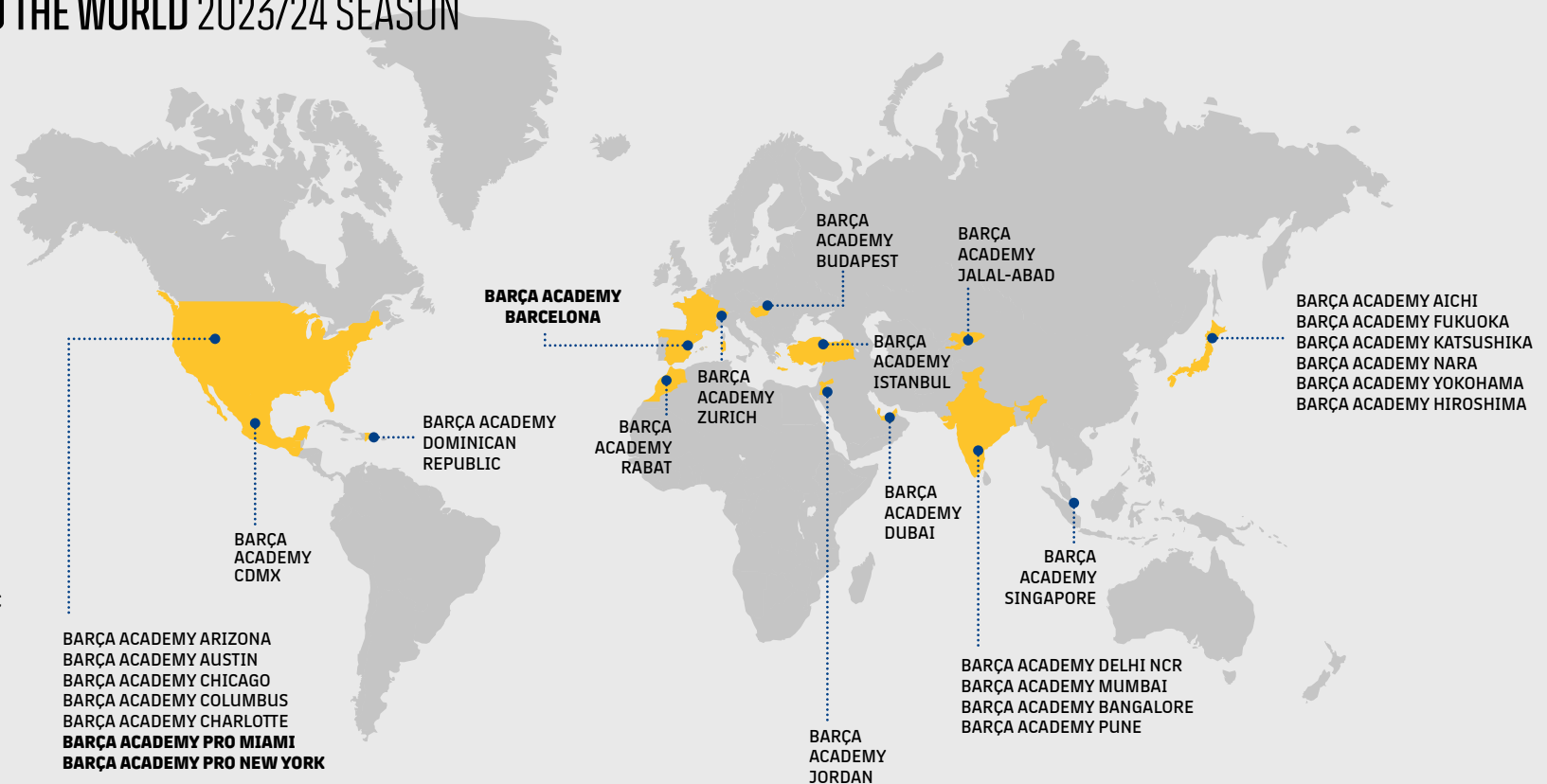
# BARÇA ACADEMIES AROUND THE WORLD 2023/24 SEASON

## COUNTRIES

# 41

ARGENTINA  
 AUSTRALIA  
 AUSTRIA  
 BANGLADESH  
 BELGIUM  
 BOLIVIA  
 COSTA RICA  
 CROATIA  
 ECUADOR  
 SPAIN  
 THE PHILIPPINES  
 FINLAND  
 FRANCE  
 GUATEMALA  
 HUNGARY  
 INDIA  
 ICELAND  
 ITALY  
 JAPAN  
 JORDAN  
 KYRGYZSTAN

LITHUANIA  
 LUXEMBOURG  
 MOROCCO  
 MEXICO  
 NICARAGUA  
 NORWAY  
 PANAMA  
 PARAGUAY  
 PERU  
 PUERTO RICO  
 DOMINICAN REPUBLIC  
 SINGAPORE  
 SWEDEN  
 SWITZERLAND  
 TURKEY  
 UNITED ARAB  
 EMIRATES  
 URUGUAY  
 UNITED STATES  
 VENEZUELA  
 CHILE





**OTHER PROGRAMMES PROMOTING MULTI-SPORT PRACTICE**

Several initiatives have been developed to promote multi-sport practice and bring sporting values closer to the community. Programmes such as Barça Rookies, Barça Academy Summer Camps for sections and visits to schools have strengthened ties between young sportsmen and sports-women and professional disciplines.

**MEN'S AMATEUR SPORTS**

During the 2022/23 season, FC Barcelona structured amateur sports to adapt to the Club's economic situation, guaranteeing the continuity of all sections and maintaining the best possible conditions for the lower categories.

The entity reaffirms its commitment to athletics, rugby, volleyball, field hockey, ice hockey, figure skating, women's bas-

ketball and wheelchair basketball, while also working to ensure these disciplines are available among children and young people. Ice hockey was particularly affected by the works at the Espai Barça.

The Barça Players Association (ABJ, by its Catalan initials) during the 2022/23 and 2023/24 seasons promoted training actions with 107 participations, and awarded study scholarships. On a social level,

the Annual Dinner was revived, president Joan Laporta in attendance, and Folga i Folgueta were also organised, providing activities for former Barça players over the age of 65.

## 2.1.3. INDICATORS

### A multi-sport club for professional sportsmen and women

KEY PERFORMANCE INDICATOR	S 2023/24	S 2022/23
<b>Number of professional sportsmen and women</b>	<b>169</b>	<b>166</b>
Football section	58	56
Football section (Women's)	45	44
Basketball section	15	15
Handball section	20	20
Futsal section	21	21
Roller Hockey Section	10	10
<b>Total or partial number of coaches and staff</b>	<b>173</b>	<b>211</b>
Football section	79	79
Football section (Women's)	35	34
Basketball section	15	22
Handball section	30	30
Futsal section	25	16
Roller Hockey Section	20	13
<b>Number of competitions</b>	<b>34</b>	<b>31</b>
Football section	5	5
Football section (Women's)	5	5
Basketball section	5	5
Handball section	7	7
Futsal section	6	5
Roller Hockey Section	6	4
<b>Number of titles in competitions</b>	<b>17</b>	<b>19</b>
Football section	0	2
Football section (Women's)	5	4
Basketball section	1	2
Handball section	6	5
Futsal section	1	3
Roller Hockey Section	4	3
<b>Number of fans attending (average) per game</b>	<b>57,187</b>	<b>94,218</b>
Football section	39,884	77,582
Football section (Women's)	4,559	4,651
Basketball section	5,956	5,648
Handball section	2,943	2,968
Futsal section	2,222	2,306
Roller Hockey Section	1,623	1,063

### A multi-sports Club for professional sportsmen and sportswomen in training

KEY PERFORMANCE INDICATOR	S 2023/24	S 2022/23
<b>Number of sportsmen and sportswomen in training at La Masia</b>	<b>452</b>	<b>685</b>
Football section	194	266
Football section (Women's)	68	129
Basketball section	63	72
Handball section	69	105
Futsal section	38	65
Roller Hockey Section	20	48
<b>Number of sports sections at La Masia</b>	<b>6</b>	<b>6</b>
<b>N. of sportsmen and sportswomen participating in the Barça Academies &amp; associated campuses</b>	<b>37,492</b>	<b>30,885</b>
<b>Number of projects at the Barça Academies</b>	<b>28</b>	<b>36</b>
<b>Number of campuses associated with the Barça Academies</b>	<b>173</b>	<b>158</b>
<b>Number of countries where Barça Academies are present</b>	<b>41</b>	<b>31</b>
<b>Number of participants in FCB Academies in Catalonia</b>	<b>1,227</b>	<b>905</b>
Football section	955	660
Basketball section	143	143
Futsal section	129	102

### A multi-sport club for amateur sportsmen and sportswomen

KEY PERFORMANCE INDICATOR	S 2023/24	S 2022/23
<b>Number of amateur sportsmen and sportswomen</b>	<b>1,304</b>	<b>1,377</b>
Number of sportsmen and sportswomen participating in the amateur sports network:	<b>562</b>	<b>652</b>
Male participants	<b>742</b>	<b>725</b>
Female participants	<b>68</b>	<b>68</b>
Number of teams in the amateur sports network	<b>21</b>	<b>21</b>
Men's teams	<b>47</b>	<b>47</b>
Women's teams	<b>9</b>	<b>7</b>
Number of sections with amateur team representation	<b>7</b>	<b>7</b>

## 2.2. WOMEN'S SPORT

### 2.2.1. FC BARCELONA'S STRATEGIC POSITIONING

Related Sustainable Development Goals:



The Club undertakes great efforts to **strengthen women's leadership** in the world of sports, with a task focused on **advancing towards equality** and strengthen their role in the sporting sphere. This Club's determination to advance women's sports, mainly football, dates back

more than 50 years. This commitment manifests itself in a **comprehensive vision** that extends to all areas of the Club, including representation in various positions, promotion of **gender balance** in all initiatives and an **equitable distribution of economic investment**.

The **values of Barça**, such as leadership, empowerment and social transformation, are also an essential part of the Club's commitment to women's sport. This duty takes shape in initiatives such as the creation of shared campaigns between the first men's and women's football

teams, the sporting successes and the close and authentic connection of the players with the fans, a key aspect of the **team's identity**.

## HISTORICAL JOURNEY OF WOMEN'S FOOTBALL

<p><b>1970</b></p> <p><b>First match of a women's team at the Spotify Camp Nou</b></p> <p>On 25 December 1970, FC Barcelona began its journey in women's sport when the first match of the <b>Ciutat de Barcelona</b> women's football team was played at the Spotify Camp Nou.</p>	<p><b>1971</b></p> <p><b>Barcelona Women's Supporters' Club</b></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><b>1994</b></p> <p><b>The Copa de la Reina</b></p> <p></p> <p>In 1994, FC Barcelona won its first Copa de la Reina, playing against Oroquieta Villaverde in the final.</p>	<p><b>2002</b></p> <p><b>Integration as a section of FC Barcelona</b></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><b>2011/12</b></p> <p><b>Double honours: League and Copa de la Reina</b></p> <p></p> <p>In the 2011/12 season the FC Barcelona Women's Team won their first national League.</p>	<p><b>2015/16</b></p> <p><b>The women's football section turns professional</b></p> <p>In the 2015/16 season, the Club saw the professionalisation of its women's football first team, another step towards making it a global touchstone.</p>	<p><b>2020/21</b></p> <p><b>Triple honours: Copa de la Reina, League and Champions League</b></p> <p></p> <p>Winning the Women's Champions League during the 2020/21 season, the first in the Club's history, stands out as a historic milestone.</p>	<p><b>2021/22</b></p> <p><b>The women's Joan Gamper trophy too</b></p> <p>First time that the Women's Team participated in the Joan Gamper Trophy.</p> <p><b>Triple honours: Copa de la Reina, League and Spanish Super Cup</b></p> <p></p>	<p><b>2022/23</b></p> <p><b>Triple honours: League, Spanish Super Cup and Champions League</b></p> <p>Only team to win four Leagues in a row, garnering eight in total in its history, more than any other club.</p> <p></p>	<p><b>2023/24</b></p> <p><b>Quadruple honours: League, Spanish Super Cup, Copa de la Reina and Champions League</b></p> <p>Only team to win four Leagues in a row, garnering eight in total in its history, more than any other club.</p> <p></p>
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**World records for attendance at football matches**

In the Champions League matches against Real Madrid and Wolfsburg (2021/22 season), and Olympique Lyonnais (2023/24 season).

## 2.2.2. NOTEWORTHY PROJECTS AND ACTIVITIES

### PROFESSIONALISATION OF THE WOMEN'S FOOTBALL STRUCTURE

During the 2022/23 and 2023/24 seasons, the women's football first team continued to be a leader among the **European elite**, notching many sporting achievements and consolidating its professional structure.

The work done during these two seasons has made it possible to make improvements in the players' daily lives, including:

- **Health and sports performance:** Specialised studies and adaptation of equipment to optimise training for women's teams.
- **Prevention and support:** The policies for preventing and resolving defined harassment situations and the regulations on maternity leave and long-term injuries have been strengthened and consolidated.
- **Media visibility:** Increased coverage of women's sport in the Club's media.
- **High-level infrastructures:** Consolidation of top-level sports management and support services, with the Johan Cruyff as the main stadium and complete access to the Club's medical and methodological services. Within the framework of research and

innovation, the **BIHUB** has promoted a pioneering project to analyse the effects of the menstrual cycle on sports performance and the frequency of injuries. This study is carried out using saliva samples and they are compared with blood tests to validate effectiveness. **Twenty-one players from the first team, Barça B and the U19 team are participating**, with the aim of obtaining scientific data to make it possible to optimise physical preparation and bolster injury prevention.

### SUPPORT AND PROMOTION TO INCREASE VISIBILITY OF WOMEN'S PROFESSIONAL TEAMS

After a period marked by historic milestones in visibility and social support for women's sport, FC Barcelona has continued to strengthen its **strategic commitment to gender equality and the promotion of professional women's teams** during the 2022/23 and 2023/24 seasons. This line of work has maintained the communicative and institutional momentum that was launched years ago, solidifying the presence of Barça Women's Team on the Club's official channels, in the media and among fans worldwide. The Club has continued to develop actions that promote equal opportunities, the visibility of female role models and

the promotion of women's participation in high-level sport, in line with its values and the social participation that characterises the institution.

Recent seasons have been characterised by new milestones in diffusion and promotion of women's professional sport, confirming the team's status as a **global benchmark**.



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

Seasons	Campaigns	Description
2022/23	<b>International Women's Day Campaign:</b> <i>The line that does not divide, unites us</i>	The Club shared images on social media of the three main venues (Spotify Camp Nou, Johan Cruyff Stadium and Palau Blaugrana) with a ribbon in the middle of the field representing the symbol of women. In addition, the Lila Barça (Barça lilac) colour adorned the facilities throughout the month of March and the Club's digital channels were adapted. All the initiatives were collected on an exclusive landing page, heightening the visibility of the Club's commitment to gender equality. Among the highlighted actions are: <ul style="list-style-type: none"> <li>• <b>Talk "Preparing for the Marathon des Sables":</b> Led by athlete Anna Comet i Pascua, aimed at sportswomen from La Masia, addressing topics such as effort, resilience and balance with family life in high-performance sport.</li> <li>• <b>Gamified training on equality, diversity and inclusion:</b> Sessions with Laia Arcones, expert on bias and associate professor at ESADE, using Mystery Boxes to promote equality and inclusion in organisations.</li> </ul>
	<b>Manifesto from the world of sport for the elimination of violence against women</b>	FC Barcelona reaffirmed its commitment to equality and the fight against gender violence by participating in the reading of the Manifesto of the world of sport for the elimination of violence against women, with support from the Catalan Sports Council. On 20 November 2022, the manifesto was read before a football match. On 25 November 2022, coinciding with the International Day for the Elimination of Violence against Women, the manifesto was read before a Euroleague basketball game.
	<b>Campaign +BARÇA</b>	The values of "More than a Club" were reinforced by players from the first football teams, members of La Masia and anonymous fans in iconic corners of the city, wearing Barça shirts as part of casual their outfits, thus demonstrating the impact of Barça on the daily lives of millions of people.
	<b>Participatory conference: Women of Barça starting the match</b>	Conference aimed exclusively at women members, employees and sportswomen of the Club to discuss the presence and influence of women in the FC Barcelona groups.
	<b>Lewi and Mapi's reaction to offensive comments towards the Barça Women's team</b>	Part of the experiment of exposing the two players to a broad sampling of the offensive comments that the Barça Women's Club receives on social media, a video was produced which the Club then published on one of its digital channels, and the video went viral.
	<b>Visits to reception centres</b>	On 4 January, children's care centres were visited to share a day with children, providing support to boys and girls aged 0 to 18.
	<b>LGBTI Pride Campaign</b>	In honour of International LGBTI Pride Day (28 June), the Club raised the more inclusive 'Progress Pride' flag in all facilities to reaffirm its commitment to diversity and equality.
2023/24	<b>International Women's Day Campaign:</b> <i>Equality is in our colours</i>	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.
	<b>A shirt to pay tribute to the pioneers of women's football</b>	FC Barcelona presented a special kit inspired by the women's team for the first time. It incorporates a tribute to the first women's football match played at the Stadium in 1970. With the motto "Here, to pave the way", the Club acknowledges the brave and pioneering spirit of those women who marked the beginning of Barcelona women's football.

### AUDIOVISUAL PRODUCTION TO PROMOTE WOMEN'S SPORT

During the 2022/23 and 2023/24 seasons, FC Barcelona has intensified audiovisual production to promote women's sports, especially through the Barça Women's Team. This effort has translated into a prominent presence on social media, with more than 600 million views across 97 sponsored content campaigns during the 2023/24 season.

During the 2022/23 season, the

premiere of the documentary series about the best female player in the world, Alexia Putellas, co-produced by Youfirst and Barça Studios, was featured on Amazon Prime Video and later on Barça TV.

As part of the recognition of female talent, the official website has promoted a series of interviews with women who work at the Club, highlighting their careers and their influence in the divisions where they work.



### AUDIOVISUAL PRODUCTION

The three-episode documentary series looks at the player's life from her childhood and her entry into the world of football, to becoming one of the sport's greatest players, thanks to the successes she has achieved while wearing the shirts of Barça and national team.

### PROMOTING THE PRACTICE OF WOMEN'S SPORT

FC Barcelona women's football has experienced two seasons of extraordinary success, consolidating itself as one of the most dominant teams at the Spanish and international level.

In the 2022/23 season, the women's football team continued to make history with the conquest of the League, the Spanish Super Cup and its second UEFA Champions League, confirming its status as the great benchmark in European football.

In the 2023/24 season, the team successfully defended its League and Spanish Super Cup titles, added the Copa de la Reina and another UEFA Champions League to its list of achievements, in a performance where Aitana Bonmatí was recognised as the best player of the tournament.

These victories not only reflect the team's sporting excellence, but also the club's commitment to the development and promotion of women's football.



### BARÇA WOMEN CONQUERS EUROPE IN THE 2022/23 SEASON WITH A HISTORIC COMEBACK

With a brilliant victory against the Wolfsburg in Eindhoven, the team continues its reign over the Women's Champions League in a season full of successes.

### WOMEN'S AMATEUR SPORTS

During the 2022/23 and 2023/24 seasons, FC Barcelona's women's amateur sports sections have continued to prove themselves as benchmarks in their respective disciplines, standing out for their competitiveness and commitment to women's sports.

BARÇA PROMOTES WOMEN'S SPORTS WITH MORE AUDIOVISUAL PRODUCTION, SPORTING SUCCESSES AND VISIBILITY OF FEMALE TALENT

# FEMALE OR MIXED AMATEUR SPORTS

● Own sections    ● Linked Sections

1923

## FIELD HOCKEY

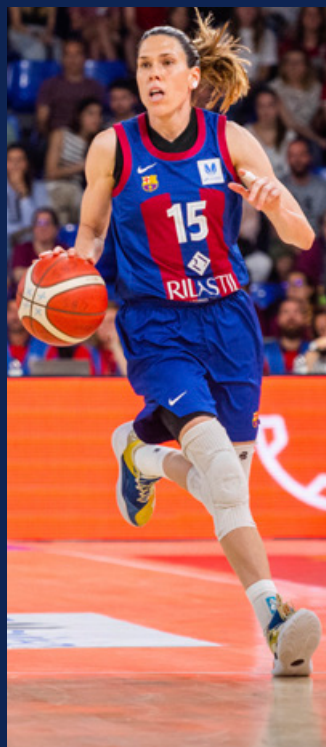
- The original women's field hockey section was created in 1940 and was disbanded in 1943. It was started again in the 2003/04 season in the U14 category.
- During the 2022/23 season, the section began events celebrating its centenary, with a temporary exhibition at the Barça Museum to look back at its first century of history.
- In the 2023/24 season the team achieved promotion to the Division of Honour.



1929

## BASKETBALL

During the 2022/23 season, the women's basketball team made history in its debut in the Endesa Women's League, reaching the semifinals and qualifying for the Copa de la Reina in Zaragoza.



1933

## ATHLETICS

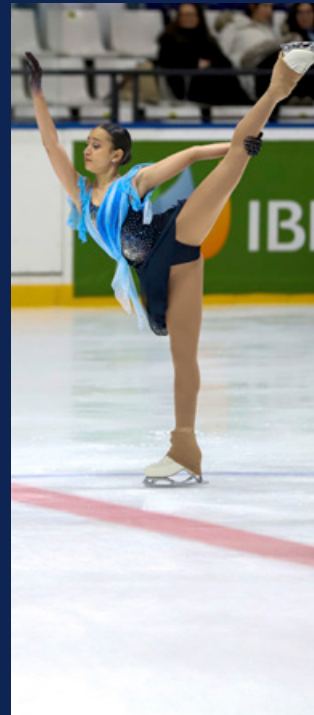
In 2023, athlete Yulimar Rojas won gold again at the Budapest World Championships, becoming the first woman in history to win four world titles.



1972

## FIGURE SKATING

In February 2024, during the Catalan Figure Skating Championship, held in Puigcerdà, the Barça skaters achieved success, winning in all the overall categories.



1994

## VOLLEYBALL

In 2024 the women's team won the Women's Super League 2 title for the second consecutive year where Elia Rodríguez was named MVP of the match.



2010

## WHEELCHAIR BASKETBALL

During the 2023/24 season, the Barcelona team finished the season undefeated, confirming the dominance of UNES Barça, which propelled Jaume Vilella's team as the newest first division team.



## 2.2.3. INDICATORS

KEY PERFORMANCE INDICATOR	S 2023/24	S 2022/23
<b>Professionalisation of the women's football structure</b>	<b>158</b>	<b>233</b>
Number of professional women footballers	45	44
Number of women football players training at La Masia	68	116
Number of professional sport coaches in women's football	35	51
Number of competitions in which professional women's football teams take part	5	5
Number of titles in professional women's football team competitions	5	4
<b>Support and promotion to increase visibility of women's professional teams</b>		
Average number of spectators per women's football first team match	4,559	4,651
<b>Promoting the practice of women's sport</b>	<b>789</b>	<b>772</b>
Number of women's teams in the amateur sports network	47	47
Number of sportswomen taking part in the amateur sports network	742	725

\*The decrease compared to previous seasons is due to the fact that La Masia's training programme only served the categories between U8 and U16. This figure will increase in the 2024/25 season as it will be expanded to U19.



## 2.3. VALUES AND MODEL OF BEHAVIOUR IN SPORTSMEN AND SPORTSWOMEN

Related Sustainable Development Goals:



### 2.3.1. FC BARCELONA'S STRATEGIC POSITIONING

In an environment where elite sportsmen and sportswomen have great visibility and influence, sports clubs must be aware of their role as role models and promoters of **sports and social values**. Players can become key figures for transmitting models of positive behaviour, promoting **inclusion, respect and healthy habits** among fans and society.

This responsibility involves managing

and enhancing their impact beyond the competition, using their voice to address relevant social issues and strengthen bonds with the community. In this way, through active participation in initiatives and actions aligned with the values of sport, **the Club can contribute to generating a positive and lasting impact on society.**

**HUMILITY**  
**EFFORT**  
**AMBITION**  
**RESPECT**  
**TEAMWORK**

#### SPORTS AND HUMAN VALUES

As a fundamental basis for its model of work, the Club integrates sporting and human values in all its areas of action, from sporting activity to governance, the social sphere and environmental commitment. These values not only guide the behaviour of the sportsmen and sportswomen, but also reflect the way the Club works and acts in every respect.

#### COMMUNITY ACTION AND CONNECTING WITH THE LOCAL COMMUNITY

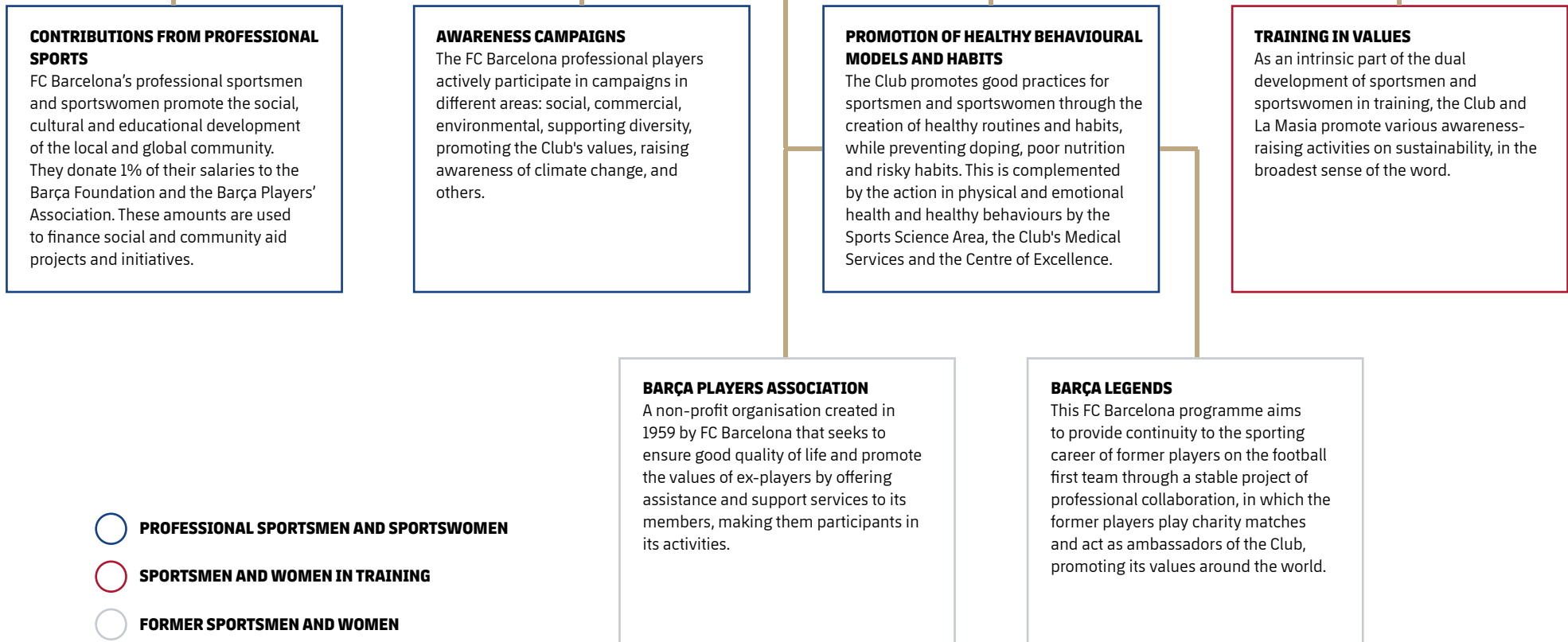
The Club encourages the involvement of sportsmen and sportswomen (whether in training, amateurs, professionals or retired) in community initiatives, promoting their participation in social and educational programmes.

Its reputation and capacity for impact allow it to promote actions that improve the quality of life of communities and promote social transformation, working together with the Club's coaching staff to generate a positive impact both locally and globally.

#### PROMOTION OF HEALTHY HABITS

The well-being and physical and emotional performance of sportsmen and sportswomen depend on appropriate healthy habits. For this reason, the Club is increasingly expanding its training activities in this area, promoting knowledge of the human body and its metabolism to improve quality of life.

# VALUES, COMMUNITY ACTION AND HEALTHY HABITS



## 2.3.2. NOTEWORTHY PROJECTS AND ACTIVITIES

### SPORTS AND HUMAN VALUES

FC Barcelona has continued to promote the values that define the Club among sportsmen and sportswomen in training, amateurs and professionals, reinforcing their comprehensive training beyond the playing field.

- **Programmes at La Masia:** During the 2022/23 and 2023/24 seasons, these previously initiated programmes were continued:
  - **Identity FC Barcelona:** Educational sessions to strengthen the sense of belonging and knowledge of the Club's history and values.
  - **Continuing Education Classroom:** Comprehensive instructional track with talks that address social, emotional and intellectual aspects for personal and sporting growth. These initiatives reaffirm the Club's commitment to values education as a fundamental part of the development of its sportsmen and sportswomen.

**Tributes to leading FC Barcelona sportsmen and sportswomen:** with the aim of recognising the sporting journey and his representation of FB Barcelona's sporting and human values, the Club paid tribute at an event at the Spotify Camp Nou to

**Sergio Busquets**, who bid farewell to the Club after 18 seasons and 722 games. Barça's number 5 was recognised for his career and leadership in the dressing room at a special event at Camp Nou.

### COMMUNITY ACTION AND CONNECTING WITH THE LOCAL COMMUNITY

#### Contributions from professional sports

The Club's sportsmen and sportswomen have actively participated in social, educational and cultural initiatives. In addition, they have allocated 1% of their salary to charity projects from the Barça Foundation and the Barça Players Group.

#### Awareness campaigns

With the aim of promoting values such as equality and diversity, various initiatives have been promoted:

- **Campaigns for children's rights, and against racism and discrimination against migrants:** Project carried out in the 2023/24 season to promote the inclusion through sport of children and young people at risk of social exclusion.
- **Campaigns for the visibility and promotion of women's sports:** in the 2022/23 season the campaign *Equality is in our colours* was launched in con-

nection with International Women's Day, with ongoing actions throughout the season to highlight the commitment to gender equality. In the 2023/24 season, the official shirt was produced paying tribute to the first Barça women's match played at the stadium in 1970, under the slogan *Here, to pave the way*. There was also a commitment to equality in the digital field with the addition of a women's eSports team.

- **Campaigns for the inclusion of people with disabilities:** In the 2022/23 season, the LaLiga Genuine team starred in the campaign to unveil the third kit, reaffirming inclusion as a central value of the Club. Similarly, during both seasons, visibility and universal accessibility actions were carried out (Barça Immersive Tour, creation of new accessible spaces, noise-cancelling headphones, subtitling and other visibility actions for adapted equipment, among other work).
- **Campaigns for diversity and sexual orientation:** As a demonstration of the Club's commitment against LGTBI-phobia in sport, during the 2022/23 and 2023/24 seasons multi-sports days were held with Panteres Grogues, in addition to workshops at La Masia, the display of Pride flags, and participation in institutional forums.





### Promotion of healthy behaviour models and habits

Barça has continued to work to promote the health and well-being of its sportsmen and sportswomen. With this objective, various workshops have been held on nutrition and sports recovery, sleep and rest, socio-affective cohesion, mindfulness and relaxation techniques, and responsible use of social media.

There have also been new efforts to strengthen collaboration with sponsors to promote healthy habits. It is worth highlighting the agreement with BIMBO signed during the 2022/23 season. The company became the Global Partner and Main Partner of the women's first team, promoting balanced nutrition and female empowerment. Campaigns like *Feeding a better world* have served to promote equal opportunities and the importance of healthy eating.

In addition, during the 2023/24 season **Takis** launched a campaign starring first-team players to break social stereotypes, and **Heura** presented an e-book with plant-based recipes from Barça Women's players.

### Barça Players Association

Former FC Barcelona player **Juan Manuel Asensi** was named president of the Barça Players' Association on 17 January 2023, in an event chaired by **Joan Laporta**. Asensi replaced **Ramon Alfonseda**, who had held the position since 2003.

During the 2023/24 season, the Barça Players Association played a total of 49 matches, mostly in Catalonia and with a strong solidarity and social component. Among the most outstanding events of the season, it is worth highlighting Bojan Krkic's debut with the Players Association team, an emblematic moment for the former player and for the entity.

Additionally, the Association participated in high-impact events such as the centenary of UD Salamanca, the Relife Foundation's Triangular Solidarity Event held in Madrid and the Trophy against Autism organised in Santander, as part of its activity of supporting social and sports initiatives.

One of the projects of the new board of directors in the 2023/24 season was the launch of the podcast "Leyendas Barça al Micrófono" (Barça Legends on the Mic), with the aim of highlighting the role of former players in the history of the Club through new communication channels. Hosted by Asensi, each episode brings together three former Barça footballers to share experiences and reflections on current football.

### Barça Legends

In the 2023/24 season, the Barça Legends experienced one of its most outstanding moments with the match played on 25 May 2023 in front of 75,000 spectators at the Heroes Stadium in Lusaka (Zambia), against the Chipolopolo Afcon Champions, the winning team of the 2012 Africa Cup of Nations.

In the digital sphere, the Barça Legends have experienced significant growth on Instagram, becoming the Club's fifth most followed account.

## 2.3.3. INDICATORS

### KEY PERFORMANCE INDICATOR

Annual community donation from the players' payroll	S 2023/24	S 2022/23
Annual community donation from the players' payroll	€3,550,832.03	€4,850,000
Number of participants in the FC Barcelona Identity programme	113	109
Number of training sessions on ethics, sustainability, compliance, social media, behaviour and sports values for players in training at La Masia	62	28
Number of players participating in the FC Barcelona Legends programme	31	18

\* Donations come from the sports payroll, which increased in the 2022/23 season. In addition, the arrival and departure of players from the squad also has an effect on the variations.



## 2.4. LA MASIA, TRAINING AND RESIDENTIAL CENTRE

Related Sustainable Development Goals:



### 2.4.1. FC BARCELONA'S STRATEGIC POSITIONING

La Masia continues to strengthen itself as an international benchmark in the **comprehensive training of sports talent**, combining sporting excellence with academic and personal development. This pioneering model allows young sportsmen and sportswomen to develop in an environment that balances their sporting career with educational, emotional and social training.

The **Centre de Formació Oriol Tort** training centre, located in the Ciutat Esportiva Joan Gamper complex, hosts more than 100 sportsmen and sportswomen from the different professional sections of the Club. This residency provides an internal training cycle structured in four areas:

- Personal growth
- Risk prevention in sport
- Health and wellness
- Promotion of healthy culture and leisure

#### LA MASIA: COMPREHENSIVE CARE SERVICE FOR SPORTSMEN AND SPORTSWOMEN

La Masia's dual training model includes a mentoring team as a reference to support the sportsmen and sportswomen and their families in the integration process. This team carries out comprehensive monitoring based on the objectives defined at the beginning of the season: academic education and professional training, development of interpersonal and emotional skills, as well as the promotion of health and well-being. In addition, La Masia adapts the support services taking into account the developmental stage and characteristics of each sportsman and sportswoman:

- **Training stage:** covers the U8 to U16 A categories, focusing on life skills, self-knowledge and work on values, academic support and psychosocial work with the family, among other fields.
- **Pre-professional stage:** at the U19 categories, focuses more on the aspects

with an effect on lifestyle, defining a healthy and constructive environment, and working on the psychological variables of high sporting performance.

- **Professional stage:** at the professional categories, building a positive lifestyle for the sportsman or sportswoman, with an emphasis on aspects of professionalism in sport and the offer of ongoing support in sports psychology geared towards high-performance sportspeople.

As a necessary structure to ensure this model functions properly, La Masia provides the Family and Environment Care Service. It facilitates communication between the Club, families and professionals involved in the training process of sportsmen and sportswomen, ensuring an optimal support environment for their comprehensive growth.

This model is consolidated as a **leading international benchmark in training sporting talent**, affirming the Club's commitment to the comprehensive preparation of its sportsmen and women.



## 2.4.2. NOTEWORTHY PROJECTS AND ACTIVITIES

### ACADEMIC AND VOCATIONAL TRAINING AREA

**Academic service:** Academic reinforcement service to ensure compatibility between studies and sports. The service fosters good study habits and time management.

**Professional support:** The importance of the Barça Innovation Hub (BIHUB) should be highlighted. This is an ecosystem dedicated to innovation and development in sports with the commitment to being at the forefront of change in the sports industry, promoting projects that combine science, technology and performance.

The Barça Universitas platform has been renamed **Education**, ceasing to be its own brand to become an entire area within BIHUB. Through this platform,

face-to-face and online courses are offered in areas such as finance, marketing, entrepreneurship and communication. Workshops are also held with professionals from various sectors. The Education platform promotes the training of future professionals through Master's degrees, courses and seminars in collaboration with prestigious academic institutions.

In addition, as part of the **Continuing Education Classroom**, the 2022/23 season saw the talk *Inclusive and Adapted Sport* aimed at the residents of La Masia, promoting the values of inclusion and accessibility in sport.

**Sportsperson Transition Guidance Service:** Programme to facilitate the transition to working life, with advice and collaborations with companies to put the talents of sportspeople into practice.

### INTERPERSONAL AND EMOTIONAL SPHERE

**Emotional education:** Programme to promote self-awareness, emotional management and interpersonal intelligence in sportspeople and coaching staff.

- **Self-knowledge:** self-esteem, emotional management and personality.
- **Competencies and skills:** autonomy, adaptability, conflict resolution.
- **Management of grief or adversity:** injuries, sports absences or personal changes.

The work happens through **group and individual settings**, providing sportspeople with practical tools for each situation.

**Promotion of leisure and culture:** In line with the actions carried out in previous seasons, such as visits to cultural and leisure entities organised at La Masia to promote healthy habits among young sportspeople, the Club has continued to promote activities that promote the comprehensive training of its residents beyond the sporting field. This approach puts further support behind FC Barcelona's commitment to an education based on values and the personal development of young people.

In the 2022/23 season, following a session of awareness raising about amyotrophic lateral sclerosis (ALS) promoted

by former player Juan Carlos Unzué at La Masia, Barça and Manchester City played a *charity match at the Spotify Camp Nou in support of the fight against ALS*. In front of **91,062 spectators**, the amount of **€4,362,872 was raised** and sent to the **Fundación Luzón**, which supports research and provides assistance to those affected by ALS. The event was a great show of solidarity and a step forward in raising the visibility for this cause.





## HEALTH AND WELLNESS

La Masia promotes healthy habits through a specialised nutrition service. This includes the development of balanced diets for daily nutrition and training sessions aimed at sportsmen and sportswomen on the importance of good nutrition.

**Psychological Care:** To guarantee the emotional well-being of sportsmen and sportswomen, psychological support

services are offered in two main areas:

- **Clinical Psychology:** monitoring of the players' environment and lifestyle, detection of risk factors and guidance in cases that require specialised support.
- **Sports Psychology:** focused on optimising sports performance and mental well-being in a competitive setting.

## 2.4.3. INDICATORS

KEY PERFORMANCE INDICATOR	S 2023/24	S 2022/23
<b>Number of sportsmen and sportswomen in training at La Masia <sup>1</sup></b>	<b>452</b>	<b>685</b>
Football section	194	266
Football section (Women's)	68	129
Basketball section	63	72
Handball section	69	105
Futsal section	38	65
Roller Hockey Section	20	48
<b>Number of sportsmen and women staying at the Centre de Formació Oriol Tort</b>	<b>113</b>	<b>112</b>
Football section	51	51
Football section (Women's)	14	13
Basketball section	19	19
Handball section	11	11
Futsal section	9	9
Roller Hockey Section	9	9
<b>La Masia: Comprehensive Care Service for Sportsmen and Sportswomen</b>		
Number of tutors in the La Masia programme	6	10
N. of individual sessions with the Comprehensive Care Service for Sportsmen and Sportswomen <sup>2</sup>	1,852	5,933
<b>Academic and vocational training area</b>		
Number of players receiving academic support and reinforcement	165	132
Percentage of sportsmen and sportswomen who sit university access tests (Selectividad)	66%	54%
Percentage of sportsmen and sportswomen who pass the access tests	93%	92.3%
Number of players in training participating in vocational or university training services or courses <sup>3</sup>	15	7
<b>Interpersonal and emotional skills</b>		
Number of interventions in emotional education <sup>4</sup>	30	1,125
<b>Sportsperson health and well-being</b>		
Number of psychosocial interviews as part of the Psychological Care Service <sup>1</sup>	452	181
Number of psychologists or educational psychologists at La Masia	1	2
Number of interventions by psychologists or educational psychologists at La Masia	116	1,155
Number of talks or training sessions on nutrition and healthy habits	21	5

<sup>1</sup> The decrease in the 2023/24 season compared to previous seasons is due to the fact that La Masia's training programme only served the categories between U8 and U16. This figure will increase in the 2024/25 season as it will be expanded to U19.

<sup>2</sup> Unlike previous seasons, in 2022/23 and 2023/24 only sportsmen and sportswomen up to U16 and residents had tutors. There will be further variation in the 2024/25 season when the service will be available for all categories.

<sup>3</sup> Only residents - who have tutors - are considered.

<sup>4</sup> The increase during the 2022/23 season is due to the fact that not only group settings are taken into account, but also individual ones.

## 2.5. BARÇA INNOVATION HUB: INNOVATION AND KNOWLEDGE MANAGEMENT

Related Sustainable Development Goals:



### 2.5.1. FC BARCELONA'S STRATEGIC POSITIONING

Technological advancement has profoundly transformed the world of sports, driving the adoption of 4.0 technologies, advanced data management and new applications aimed at improving performance, creating shared value and generating social impact. In this context, the Barça Innovation Hub (BIHUB) has cemented itself as a leading sports innovation centre, focused on research, training and the development of new products and services.

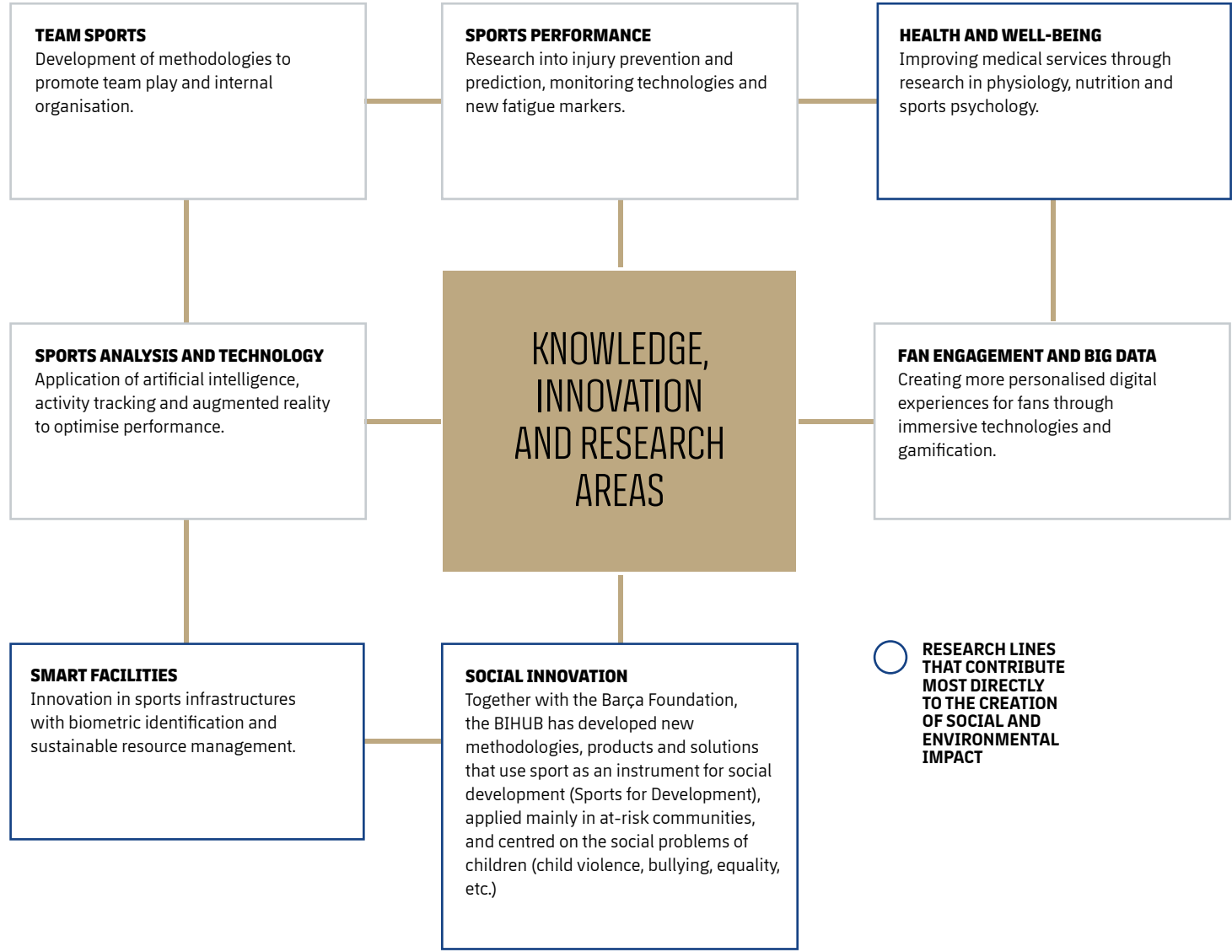
In the 2022/23 season, BIHUB was established as its own company and a subsidiary to the Club. This defined a new strategic line to relaunch BIHUB as a novel platform for investing in start-ups with the aim of promoting entrepreneurial talent in the sports sector and capturing the value of its growth.

BIHUB develops projects that contribute to **sports excellence, sustainability and social progress**. It structures its knowledge into six major lines of work:

The goal of the BIHUB is to foster a global innovation ecosystem through collaboration with **universities, research centres, start-ups and investors**.

**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.**





## 2.5.2. NOTEWORTHY PROJECTS AND ACTIVITIES

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

**One of the branches of activity of the BI-HUB is Education**, the training platform that allows the Club to share its knowledge and promote the professionalisation of the sports sector through four lines. In this way, the Club affirms its commitment to innovation, research and education, consolidating its role as a **global benchmark in sports knowledge**.

During the 2022/23 and 2023/24 seasons, new courses in sports entrepreneurship

and innovation in sports have been promoted. These are key for professionals who want to manage projects based on innovation and solving future challenges. These courses are part of the BIHUB continuing education programme, which includes: **Master's degrees and specialised courses** in collaboration with prestigious academic institutions and **training in new technologies applied to sports** to optimise performance and management strategies.



## EDUCATION

### **DIGITAL PLATFORM FOR SPORTS KNOWLEDGE**

Online courses on sports management, health and innovation.

### **MASTERS AND POSTGRADUATE DEGREES**

Partnerships with leading universities to offer programmes approved by the Ministry of Education.

### **COACH ACADEMY**

Resources for coaches based on the FC Barcelona methodology.

### **PROFESSIONAL UPDATE CENTRE**

Updates with research and case studies provided on an ongoing basis to sector professionals.

During the 2022/23 and 2023/24 seasons, BIHUB has solidified its commitment to innovation, research and training, with the aim of promoting the culture of excellence in the sports sphere and beyond.

One of BIHUB's main strategic lines is its commitment to entrepreneurial talent in the sports sector, manifested by becoming a shareholder in several start-ups offering innovative, high-impact solutions.

These investments make it possible to:

- Grow the Club's innovation engine, taking advantage of the agility of start-ups to develop advanced solutions.
- Open access to **new value-added products and services** that can improve sporting performance, Club management and the relationship with the fans.
- Position the Barça brand as a technological and research benchmark, while promoting diversification in the Catalan and global economic fabric.

In return, the Club offers these companies **access to its strategic assets**, such as facilities, sportspeople, experts and know-how, generating synergies with relevant stakeholders.



THE BIHUB PROMOTES INNOVATION AND APPLIED RESEARCH AT BARÇA, PROMOTING ENTREPRENEURIAL TALENT AND HIGH-IMPACT SOLUTIONS

The BIHUB's start-up investment strategy has already resulted in innovative projects with impact in different areas:

#### Research or innovation initiatives with a social and environmental impact

Season	Category	Project	Description
2022/23	Technology and innovation	<b>Visualfy</b>	Accessibility start-up for people with deafness or hearing loss (OAE disorders). The Club implemented this technology in the FC Barcelona Members' Office (OAB), located in the Spotify Camp Nou premises, making Barça a more accessible space.
		<b>Oliver</b>	Platform that makes it possible to apply technology to the analysis of amateur football with data collected through a small 15g GPS placed on the mid-foot.
2023/24	Health and Wellness	<b>Made of genes</b>	Biomedical analysis tool to optimise sports performance, personalise training and predict injury risk.
		<b>Omniscope</b>	Company based on decoding the immune system with an impact on awareness of sportspeople's health.
	Fan Engagement	<b>Celebreak</b>	Platform for organising amateur football matches.
	Health and Wellness	<b>Onalabs</b>	Start-up measuring lactate and other physiological biomarkers related to performance.



SUSTAINABILITY  
REPORT

Joan Laporta presided over the institutional closure of the congress.



### TRANSFER AND DISSEMINATION OF KNOWLEDGE THROUGH EDUCATION AND SCIENTIFIC AND PROFESSIONAL CONFERENCES

The BIHUB works to generate and disseminate knowledge about sport and performance, positioning Barça as a global benchmark in sports research and innovation.

This work is based on:

- **Alignment of research lines** between the BIHUB and other areas of the Club.
- **Support for scientific research and its publication in scientific journals.**
- **Scientific dissemination on the BIHUB website.**
- **Validation, product piloting** and support for the start-ups involved.
- **Organisation** of the *Sports Tomorrow Congress*, the Club's sports innovation event.

Regarding scientific research, during the 2022/23 and 2023/24 seasons Barça participated in **Triankle**, a project funded by the European Commission and made up of a consortium of 12 institutions and companies that aim to advance regenerative therapies for tendon and cartilage injuries. The aim of the project is to develop 3D bioprinted implants with collagen and gelatine to improve the recovery of sportspeople. The Club contributed to the preclinical evaluation of these implants and how they could be applied in the sports environment.

The 2023 *Sports Tomorrow Congress*, under the tagline *The Minds Behind The Game*, was one of the most innovative and relevant to date. For the first time, it was held within the framework of the Mobile World Congress. With more than 500 participants, it focused on the

study of **human and artificial cognition** and its applications in sports training. Topics such as nutrition, mental health and the metaverse were discussed, with experts from Barcelona's Hospital Clínic, NASA and Liverpool FC. Similarly, during the 2022/23 and 2023/24 seasons, FC Barcelona and Allianz have continued to promote the Allianz Start-Up Challenge, a competition aimed at supporting innovative start-ups in the sports sphere. This was part of the Sports Tomorrow Congress, itself within the framework of the Mobile World Congress.

Patri Guijarro participated in a session on success and emotional well-being on the opening day of the BIHUB congress, which also discussed blockchain, nutrition and technology in stadiums.



## 2.5.3. INDICATORS

KEY PERFORMANCE INDICATOR	S 2023/24	S 2022/23
<b>Promotion of research through BIHUB and the application of knowledge to FC Barcelona's activities</b>		
Number of research projects under way	8	3
Number of co-developed products or services available to society	1	1
Number of articles for public awareness published on the BIHUB platform	60	44
Number of scientific research articles or studies promoted by BIHUB	12	14
Number of research institutions and centres and collaborating start-ups in the BIHUB ecosystem	25	14
Number of start-ups receiving BIHUB investments	4	4
Number of students participating in the Master's and postgraduate courses offered by the BIHUB	160	120
Number of attendees at conferences organised or jointly organised by the BIHUB	1,560	1,369
Number of talks organised as part of the Sports Tomorrow Congress	23	28
<b>Transfer and dissemination of knowledge through Barça Education</b>		
Number of courses offered online on the Education platform	75	54
Number of webinars organised on different sports topics	10	2
Number of students participating in courses offered online on the Barça Education platform	9,523	8,880
Number of Master's and postgraduate degrees offered in collaboration with other universities	8	7







# A CLUB OF SOCIAL INVOLVEMENT

# 70



Over time, FC Barcelona has consolidated an organisational strategy that emphasises interaction and participation by the member base, as well as in the relationship with assorted internal and external stakeholders.

The Club understands its social activity as a mechanism to strengthen the bond with its members, energise its ownership structure and enhance the feeling of belonging among fans around the world. The Club's Members Area provides comprehensive and specialised service for the needs of its members.

## BARÇA STRENGTHENS SOCIAL TIES WITH ACTIVE PARTICIPATION OF MEMBERS AND SPECIALISED COMPREHENSIVE SERVICE



### 3.1. PARTICIPATION OF CLUB MEMBERS

Related Sustainable Development Goals:



#### 3.1.1. FC BARCELONA'S STRATEGIC POSITIONING

FC Barcelona has consolidated an organisational structure focused on the bond with its member base and the various internal and external stakeholders. This strategy encourages community participation and reinforces the feeling of belonging to the Club experienced around the world.

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

The Club continues to cement its social ownership model, which guarantees its more than 133,000 members can participate in strategic and institutional decision-making. In this sense, there are a number of standing institutional and assembly bodies that ensure transparency

and the direct involvement of the member base in the governance of the Club, such as the General Assembly of Members, the Senate, the Members' Representative and other internal committees.

In recognition of the loyalty of its club membership, commemorative badges are awarded for members who reach 25, 50 and 75 years of association with the Club, as well as notes expressing gratitude to those who have spent 5, 10, 15 and 20 years as members.

##### **ATTENTION, MANAGEMENT AND COMMUNICATION SERVICES FOR MEMBERS**

In addition, the Club continues to strengthen its customer service, management and communication services

for members, with the aim of improving the experience and guaranteeing quick access to institutional, sporting and membership information.

The Club's strategy continues to prioritise interaction, participation and transparency, with the aim of maintaining an active member base that is committed to the future of the Entity.

##### **Main mechanisms of interaction with members**

- FC Barcelona Members' Office (OAB)
- Specialised Services Office (OAE)
- Membership Committee
- Members' Magazine
- Infosocis (InfoMembers)
- Official Club Bulletin
- Members' Representative

## COMMUNITY PARTICIPATION AND CLOSER INVOLVEMENT OF THE CLUB MEMBERSHIP

FC Barcelona promotes a variety of initiatives to encourage the participation of members beyond the sports sphere. Some of the most notable programmes are:

- **Members and sport:** sporting activities to encourage participation and sporting values, such as the Christmas Basketball Tournament and the Football Tournament at Spotify Camp Nou.
- **Barça and women:** actions to promote gender equality and the role of women in sport, highlighting International Women's Day and support for women's sport.
- **Youth Zone (18-30 years old):** promoting youth participation in volunteering, social activities and educational and leisure benefits.
- **Boys and Girls Zone:** leisure initiatives to bring children closer to the Club, such as photo sessions with the first team, competitions and digital games.
- **Volunteer programme for members:** opportunity to be part of the Barça Foundation volunteer team and contribute to member projects.

In addition, the Club offers programmes to make it easier to follow the professional teams:

- **FC Barcelona Travel:** Service to accompany teams in away matches with exclusive prices.
- **Barça on Points loyalty programme:** accumulation of points redeemable for benefits and travel.
- **Senior Passport:** Free access to Spotify Camp Nou for members over 70 years old who have been members for more than 25 years.



With the aim of continuing to promote the active participation of FC Barcelona's member base and to strengthen ties with the community beyond the strictly sporting sphere, the Club has maintained and expanded several member and community projects during the 2022/23 and 2023/23 seasons. These programmes aim to boost the involvement of members, as well as promote values of cohesion, inclusion and social commitment. Among the most notable initiatives are:

- **Members' Census:** The census is the register of all Club members that collects the personal data necessary to manage membership. The last Census was carried out in 2012, and to improve the quality of the data, an update was launched during the 2023/24 season, including the creation of a digital profile.
- **Attendance in Montjuïc:** The move to the Lluís Companys Olympic Stadium has led to a new capacity model. Due to this change, members who held season tickets were given the opportunity to purchase a Barça 1st Team Pass to attend matches in Montjuïc.



## CONTRIBUTION TO THE HEALTH OF THE MEMBERS BY FC BARCELONA'S MEDICAL SERVICES

FC Barcelona's Medical Services have a multidisciplinary team of more than 100 professionals, including doctors, physiotherapists, nutritionists, nurses and podiatrists. Its main mission is to guarantee health and optimal competitive preparation for the Club's 2,500 sportsmen and sportswomen.

In addition to providing care to sportspeople, they are also responsible for monitoring the health of non-sporting workers and providing health coverage for matches played at all of the Club's facilities.

Located in the medical centre of the Ciutat Esportiva Joan Gamper, the health services have held the prestigious accreditation **FIFA Excellence for Medical Centers** since 2013, as a testament to their quality and excellence in the field of sports medicine.

### 3.1.2. NOTEWORTHY PROJECTS AND ACTIVITIES

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

The participation of FC Barcelona members has been a fundamental pillar during the 2022/23 and 2023/24 seasons, reinforcing the members' sense of belonging and involvement in the Club's institutional life.

On the occasion of the victory in the Spanish Super Cup against Real Madrid in the 2022/23 season, the Club launched the "You are Barça" campaign in February, starring Xavi Hernández. The initiative aimed to reinforce the importance of fan support in matches, highlighting their influence on the team. The central message was clear: "They are not from Barça, they are Barça", a phrase that Xavi addressed to the fans in a motivational video. This campaign had a major impact and progressed with a second action to promote the match that the women's team played at the Spotify Camp Nou at the end of March, where the important role that fans had in the matches was highlighted.

In the 2023/24 season, the 'Movem el Món/Let's Move the World' campaign highlighted the Barça Women's Team brand as a movement that goes beyond

sport, which became a call for Barça fans to support the team during the UWCL semi-finals and final. More than 40,000 Barça fans travelled to the final in Bilbao on 25 May, and they constituted the second largest away crowd in Barça history, second only to the men's Cup Final in Seville in 1986. The match was attended by 50,827 people at San Mamés stadium, a record attendance for a Women's Champions League final. The Club displayed its first ever "tifo", or human mosaic, in a Women's Champions League final under the slogan 'Let's Move the World' in gratitude to the fans for their support throughout the season.

After pandemic-era restrictions were lifted, in the 2022/23 season new ceremonies were held to **award badges** to longstanding Club members.

- **Silver badges (25 years of membership):** A massive event was held at the Palau Blaugrana, with the participation of 2,698 people. In the 2023/24 season, 859 members received this honour.
- **Gold Badges (50 years of membership):** 15 events were held with a total of 1,195 members invited (approximately 80 per event). In the 2023/24 season, six gold badge events were held.
- **Gold and diamond badges (75 years old):** 35 members were recognised for

reaching this milestone in 2022. In the 2023/24 season, two events of this kind were held.

On 9 October 2022, the Annual General Assembly was held in online format, with support from the majority of delegate members. During the session, six key votes were approved for the Club's institutional and economic future. Most notable were:

- Ratification of the three financial levers.
- Settlement of the 2021/22 financial

year and approval of the budget for the 2022/23 season.

- Election of the new member of the Economic Commission, Francesc Martí Palomares.
- These initiatives have consolidated FC Barcelona's institutional participation model, strengthening the bond between the Club and its members.



After winning the 2022/23 Super Cup, Barça promoted the "You are Barça" campaign, with Xavi highlighting the key role of the fans.

**ATTENTION, MANAGEMENT AND COMMUNICATION SERVICES FOR MEMBERS**

FC Barcelona continues to strengthen its relationship with its members through various communication channels and customer service mechanisms, thus guaranteeing a more accessible, efficient experience aligned with the Club's technological and institutional evolution.

The **Barça Magazine** has continued to be published quarterly in digital format, focusing on quality content and a more immersive reading experience. Through Barça TV videos, infographics and photo galleries, the publication has managed to offer more dynamic and relevant information to members.

During the 2022/23 season, the Club has continued to implement **improvements in accessibility** and the digitalisation of its member services channels. The Specialised Service Office (OAE) dig-

italised ticket delivery for Persons with Reduced Mobility (PRM), eliminating in-person pick-up and digitalising the T'Acompanyem service, which streamlined processing and eliminated paper procedures.

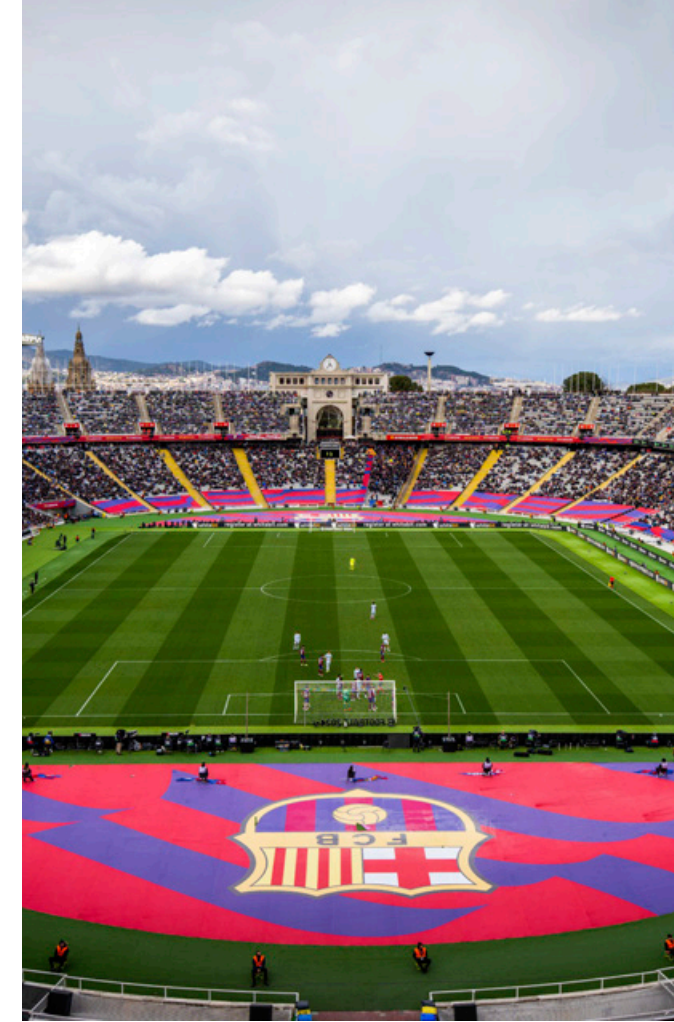
During the 2023/24 season, the Club, aware of the digital difficulties of some older members, launched the **Over 70s Senior programme**. Its aim is to make it easier for these members to manage their affairs while better meeting their needs during their interactions with the Club, in a more user-friendly way. In this sense, programme participants are offered the opportunity of being attended at the FC Barcelona Member Service Office without an appointment and continuing to have a physical membership card, which they will receive at their home. On another note, monthly guided visits to the Ciutat Esportiva have been scheduled, which leave by coach from the Spotify Camp Nou.

**COMMUNITY PARTICIPATION AND CLOSER INVOLVEMENT OF THE CLUB MEMBERSHIP**

FC Barcelona continues to strengthen member involvement through initiatives that promote proximity to the community and the active participation of members.

The Club took action to improve mobility facilities at Montjuïc, to guarantee a comfortable experience for members during the matches at the Lluís Companys Olympic Stadium, and made a free shuttle system to the stadium available to attendees departing from Plaça Espanya and Carrer Foc. In addition, fans who chose to travel to the stadium on foot could do so using the funicular or escalators. This system, in addition to being more sustainable, allowed for better management of flows of attendees.

The Club strengthened its communication with members through several information days at the 1899 Auditorium:



**Information days S 2022/23**

<b>23 November 2022</b>	Debate on the reform of the Club Statutes.
<b>31 January 2023</b>	Transfer to the Lluís Companys Stadium for the following season, with 300 members in attendance.
<b>6 July 2023</b>	Presentation of the details of the Espai Barça to more than 200 members.



### 3.1.3. INDICATORS

KEY PERFORMANCE INDICATOR	S 2023/24	S 2022/23
<b>Participation of club members</b>		
Number of male members	98,301	107,100
Number of female members	33,863	37,746
Number of members (total)	133,164	144,846
Barcelona	50,797	55,752
Catalonia (except Barcelona)	70,201	75,809
World (except Catalonia)	12,166	13,285
Number of members who received the silver badge (25 years)	1,989	2,998
Number of members who received the gold badge (50 years)	415	1,195
Number of members who received the gold and diamond badge (75 years)	77	35
<b>Structuring through institutional bodies and assemblies</b>		
Number of new delegate members	0	4,457
Number of new senators	69	91

KEY PERFORMANCE INDICATOR	S 2023/24	S 2022/23
<b>Attention, management and communication services for members</b>		
Number of interventions by the Members' Representative	4,730	2,260
Number of resolutions by the Members' Representative	405	213
Percentage of complaints attended to and resolved in the Members' Office	100%	100%
Number of digital magazines	6	6
Number of <i>InfoSocis</i> published	80	130
Number of Official Club Newsletters sent	41	45
Number of web visits to the members' space	N/A	1,488,504
Number of monthly downloads (on average) on the mobile app	N/A	6,187



KEY PERFORMANCE INDICATOR	S 2023/24	S 2022/23
<b>Community participation and closer involvement of the club membership</b>		
Number of members who are part of the Youth Zone	18,000	17,016
Number of interactions of members participating in Youth Zone activities	1,733	1,400
Number of members who are part of the Children's Zone	21,119	22,847
Number of interactions of members participating in Children's Zone activities	27,668	28,100
Number of members who have used the FC Barcelona Travel service	2,124	-
Number of members with a Senior Passport	132	-



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### 3.2. FAN MOVEMENT

Related Sustainable Development Goals:



#### 3.2.1. FC BARCELONA'S STRATEGIC POSITIONING

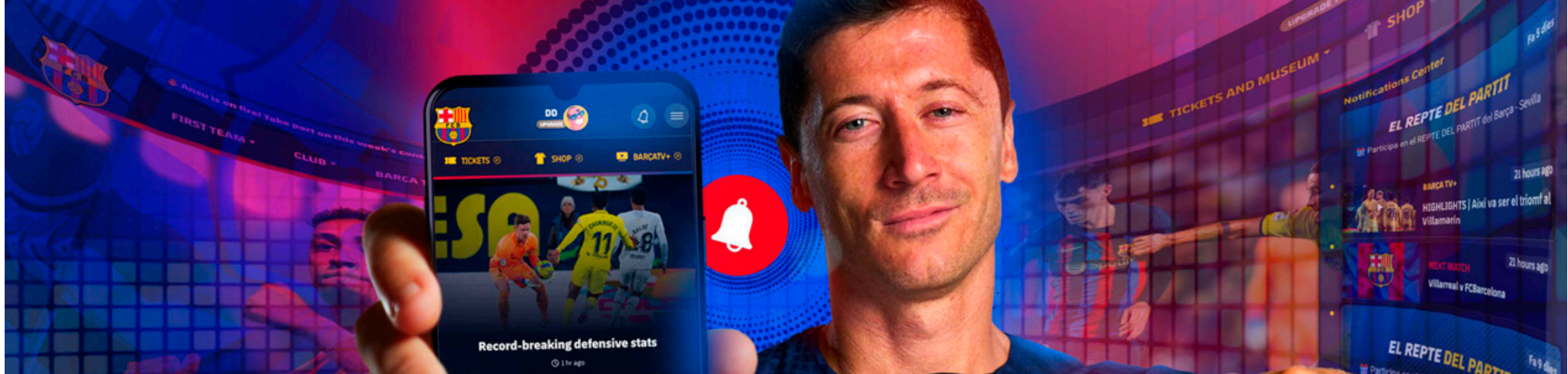
FC Barcelona fans are one of the fundamental pillars of the Club, not only for their unconditional support for the teams, but also for their role in spreading Barça's values and identity around the world. In recent years, this link has been consolidated and expanded thanks to the use of new technologies, which let fans become closer to the Club and improve their experience.

Sport is a social phenomenon with a significant impact, and the Club has a global fan base that actively contributes to the growth of the Entity. The supporters' club movement continues to be a key element in energising the Barça community, while the Club works to offer new ways of communication and interaction with Barça fans around the world.

In addition, Barça has strengthened its presence in universal accessibility and in improving digital platforms to make following the Club's teams, while also making projects more accessible and attractive.

**BARÇA STRENGTHENS GLOBAL BOND WITH FANS THROUGH TECHNOLOGY, SUPPORTERS CLUBS AND ACCESSIBILITY**





## PROMOTION OF THE GLOBAL FAN MOVEMENT

To bring itself closer to fans around the world, FC Barcelona has several platforms and services that provide a direct and ongoing connection: social media, the Barça App, Barça TV, Barça TV+ and Barça ONE.

The winding up of Barça TV in the 2022/23 season, after more than two decades on the air, marked the end of an era for sharing news about Barça. During its history, Barça TV made itself a leading figure for the Club's news, offering broadcasts and summaries of the first team and professional sections' matches, retrospective reports, institutional content and daily information on the latest Barça news.

Since April 2024, FC Barcelona has had **Barça One**, a free streaming video platform that offers all the Club's audiovisual content: news, live broadcasts, summaries, matches, series and documentaries. Available in Catalan, Spanish and English, it can be accessed through the official

app, as well as online and through smart televisions. During the years covered by this report, it was available in Europe, the United States, Mexico, Brazil, Uruguay and Argentina.

The Fan Engagement & Membership department has worked during the 2022/23 and 2023/24 seasons to generate new digital commercial assets and increase the value of existing ones. Likewise, and in conjunction with the Sponsorship and Digital Content Activation team, it has led all the digital campaigns associated with existing sponsorship contracts.

## Creation of entertainment content and interaction with the fans

FC Barcelona has consolidated its mechanisms for creating audiovisual content and immersive experiences to connect with global fans. Through Barça Studios, the Club produces and markets sports and member content for its in-house and external platforms.

Furthermore, the FC Barcelona Tour & Museum continues to be a key experience for fans, and has become one of the most important attractions in Barcelona and Catalonia. In this area, the Club has improved the physical, cognitive and sensory accessibility conditions of the Barça Immersive Tour. The signage has also been revised to make it more visible and communication of these improvements has been highlighted on the Club's official website.

These initiatives reinforce FC Barcelona's commitment to innovation in sports entertainment and the creation of inclusive experiences for all its fans.

## Fostering a sense of belonging, identity and member values among fans

FC Barcelona continues to reinforce the feeling of belonging and connection with its fans through a story based on the Club's values, enhancing its identity and global influence.

During the 2022/23 season, Barça has

reached a historic milestone in the digital sphere by becoming the first sports club in the world to exceed 15 million subscribers on YouTube. This unstoppable growth consolidates the Barça leadership on the most important video platform in the world, both in terms of the number of followers and views of its content.

During the 2023/24 season, the Club has positioned itself as a digital benchmark with its web platform and the new content disseminated through the website and digital channels.

This digital expansion not only increases Barça's global presence, but also strengthens its bond with its fans through quality content that promotes its philosophy and the values that define the institution.

## REORGANISATION OF THE FC BARCELONA SUPPORTERS' CLUBS DEPARTMENT

### Structure and participation of supporters' clubs

FC Barcelona has launched a new model of supporter card to streamline management and contribute to sustainability. This project began in the 2022/23 season by promoting the use of the digital card, which is progressively replacing the physical format. Only new supporters' club members receive the card in physical format as a welcome gift, while everyone else can

access theirs in digital format through the supporters' club registration portal.

From January 2024, card renewal has been exclusively digital, reinforcing the Club's commitment to sustainability - one of the three pillars of the 2021-2026 Strategic Plan.

In addition, the second phase of the Supporters' Clubs Registry has been launched. This involves the transfer all the online procedures of the supporters clubs to the Manager's Portal, where managers will be able to centrally process all operations that were previously carried out through the online procedures portal.

### Restructuring of the FC Barcelona Supporters' Clubs Department

FC Barcelona has redefined the management model of supporters clubs. As of the 2023/24 season, the World Confederation of Supporters Clubs has been wound up, eliminating intermediaries in order to establish a more direct, efficient and transparent relationship between the supporters clubs and the Club.

The objective of this restructuring is to empower the supporters' clubs so that they become true ambassadors of FC Barcelona around the world. To guarantee its proper functioning, the Supporters'

Clubs department takes steps to ensure that each designated manager is the corresponding person, ensuring that the platform and available resources are used appropriately.

This new structure has made it possible to promote joint actions with the Barça Foundation in social commitment and sustainability initiatives.

### Communication, participation and interaction with the supporters' club community

FC Barcelona maintains fluid communication with the supporters' clubs community through specific social networks, the supporters' club website and the Infopenyes newsletter, as well as through media coverage in special programmes on the Club's in-house channels.

Furthermore, the active participation of the supporters' clubs is evident in the tours and trips of the Club's teams, where thousands of supporters' club members cheer for the players in different competitions.

To guarantee a structured and effective relationship, the Club has organisations such as the Supporters' Clubs Service Office, the Supporters' Clubs Representative and the Supporters' Clubs Commission, which channel the participation, management and advice for the community.

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

With the aim of ensuring proper participation by the supporters' clubs and, where appropriate, providing advice on management, the Club has a series of bodies and tools that forge an effective relationship with the group:

Body	Description
<b>Supporters' Clubs Services Office</b>	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.
<b>Supporters' Clubs Representative</b>	Responsible for managing the relationship between the Club and the supporters' clubs, ensuring proper 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 Ombudsman's actions.
<b>Supporters' Club Committee</b>	This body represents the supporters' movement and collaborates with the Board of Directors in order to develop activities, especially in the Members Area. Its main function is to represent FC Barcelona in different institutional, sporting and member events and activities as an ambassador of the Club.

### 3.2.2. NOTEWORTHY PROJECTS AND ACTIVITIES

#### PROMOTION OF THE GLOBAL FAN MOVEMENT

##### Platforms for spreading and communicating sports and social information

For the second consecutive year, FC Barcelona has been the sports club with the greatest global commitment, logging more than 1.4 billion interactions and consolidating itself as the most followed sports entity on social media, with more than 400 million followers.

With this positioning, during the 2022/23 season, the Club has promoted **Barça Vision**, a strategic platform to take advantage of emerging technologies such as Web3, NFTs and the metaverse, within the Espai Barça Digital project.

This initiative aims to reach out to new generations and promote digital business as a new source of revenue for the Club.

##### Creation of entertainment content and interaction with the fans

FC Barcelona continues creating high-quality audiovisual content to connect with its fans and reinforce its global positioning.

During the 2022/23 season, Barça Studios has executed more than 3,000 productions, expanding its impact across all departments of the Club. One of the most outstanding productions has been the second season of the documentary "FC Barcelona: A New Era II", which tells the story the team's trajectory during the

2022/23 season and can be viewed on Amazon Prime Video.

In order to reach new audiences, Barça has created new outlets on social media, including WhatsApp Channels, Instagram Broadcasts, Discord and a specific TikTok account for the women's team. These initiatives make it possible to expand the Barça community and enhance interaction with fans around the world.

During the 2023/24 season, Barça One was unveiled. This is the free global streaming platform that filled the role of natural and necessary evolution of Barça TV+, a benchmark project in the entertainment industry.





### FC Barcelona Museum

The Club Museum continues to be one of the most visited museums in Barcelona and Catalonia, reaffirming itself as a key space for fans and sports tourism. At the end of the 2022/23 season, the Club has opened the doors of the new Museum, the Barça Immersive Tour, which sits alongside the works on the future Spotify Camp Nou and is the main space where fans in Catalonia, and from around the world, come to continue discovering the essence of FC Barcelona.

Among notable activities, Barçaland 2022 offered an innovative show on the Night of Drones, an event which featured more than 100 drones creating a choreography of light at the Spotify Camp Nou. This experience was complemented by a night-time visit to the Barça Museum, offering an immersive and unique experience to visitors.

In the 2023/24 season, the FC Barcelona Museum participated in the Night of Museums, welcoming 1,846 visitors. This is a programme in which Barcelona cultural facilities offer free visits between seven in the afternoon and one in the morning.

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

During previous seasons, FC Barcelona promoted the cross-cutting campaign “More Than / Més que”, a branding action aimed at strengthening the bond

between the Club and its fans, giving visibility to the areas that make Barça a unique entity. In this context, the **“More than gender”** line was received a special focus. It had a strong communicative and social component, which focused on promoting gender equality in the sports sphere. This line continues to be a benchmark to aspire to for current initiatives in the field of diversity, equity and inclusion.

FC Barcelona has won the award for the best sports website in the world in 2023, as decided by the People’s Voice Award of the Webby Awards. This recognition was determined through an online popular vote. This recognition confirms the Club’s commitment to becoming a leader in digital presence. Along these same lines, in the 2023/24 season, vertical content has been incorporated into the Club’s official website and applications, offering users access to daily content from the first women’s and men’s football teams, as well as from the Club’s other sections. Similarly, digital content is provided on match days that lets viewers keep track of what is happening on the pitch.

These actions have strengthened the international feeling of connection with the Club’s principles and values, creating an environment focused on the creation of digital experiences, communication and transparency with fans.





## BOOSTING OF THE SUPPORTERS' CLUBS MOVEMENT

### Structure and participation of supporters' clubs

During previous seasons, FC Barcelona has continued to promote a closer and more participatory structure for the Club's supporters' clubs around the world. The new Ordering Regulations for Supporters' Clubs, approved in the 2021/22 season, consolidated a more direct service model and agile communication with the supporters' clubs and their members, thus strengthening the link between the Club and the global supporters' club network.

This momentum continued during the 2022/23 season, especially on the occasion of the first team's tour of the United States in the summer of 2022, where the supporters' club movement played a key role. Three prominent meetings were held in Miami, Las Vegas and New York.

In the 2023/24 season, the World Confederation of Supporters' Clubs (CMP) stopped externally managing support clubs. FC Barcelona has established direct communication with the supporters' clubs, fostering a closer, more efficient relationship aligned with the Club's values. Some of the most notable actions of this new stage are:

- Establishment of direct contact between the supporters clubs and the Club, eliminating intermediaries.

- Greater institutional presence: the President and members of the Board of Directors attend assorted supporters club events.
- Reinforcement of a self-management model based on the responsibility and autonomy of the supporters' club movement.
- Promoting attendance at Barça Genuine Foundation matches, with invitations managed through supporters' clubs.
- Promotion of solidarity projects together with the Barça Foundation, such as the Robot Pol Project, a volunteer programme to provide emotional support to hospitalised children, and the Mentor Project for young people who have been placed under guardianship.

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

During the 2022/23 season, the elections were held to select the delegates of the Supporters' Clubs Advisory Council, a fundamental body for guaranteeing a closer and more structured relationship between the supporters' clubs and FC Barcelona.

The members of the Supporters' Clubs Advisory Council have the role of fostering the relationship between the supporters' clubs in their area and collaborating with the Club in implementing projects that improve the worldwide representa-

tion and projection of FC Barcelona. This structure reinforces the influence of the supporters' club movement within the Club, consolidating its participation in key initiatives.

In the 2023/24 season, FC Barcelona, held 10 online participatory sessions that covered all the regions of the supporters' club geographic divisions in order to promote direct contact between the Club and its supporters' clubs. These meetings let all official supporters clubs participate in a session and ask questions and exchange opinions directly with the Club.

### Communication and interaction with the supporters' club community

During the 2022/23 season, FC Barcelona launched a new registration system for the Club's official supporters' club members. This procedure allows members of the supporters' clubs to obtain an identification card as well as access

information and exclusive advantages offered by Barça. To guarantee the security and protection of the data provided by supporters' club members, it became mandatory to assign a supporters club manager, preferably from among the members of its board of directors.

In addition, the 2022 Joan Gamper Trophy included the traditional Supporters' Clubs Festival, held in the pavilion of the old Ice Rink.

During the 2023/2024 season, Barcelona supporters' clubs organised a total of 534 events, many of which had official representation from FC Barcelona. Among these events, it is worth highlighting the 50th anniversary of the following Supporters' Clubs:

Penya Barcelonista Montserrat-Monistrol, Penya Barcelonista Plana de Vic, Penya Barcelonista d'Olot i Comarca, Peña Barcelonista de Don Benito y Comarca and Penya Blaugrana de Torelló.



### 3.2.3. INDICATORS

KEY PERFORMANCE INDICATOR	S 2023/24	S 2022/23
<b>Promotion of a global fan movement</b>		
Number of followers on social networks	>529 M	>486 M
FaceBook	149.8 M	136.4 M
Instagram	164.1 M	154.5 M
Twitter	96.2 M	93.9 M
YouTube	17.3 M	15.5 M
TikTok	37.0 M	30.2 M
Twitch	104.0 M	101.2 M
Number of new audiovisual productions promoted by Barça Studios on the Barça TV+ platform*	>100	10
Number of productions promoted by Barça Studios on in-house channels	>500	50

\*The Barça TV platform was wound up on 30 June 2023, until the launch of the new Barça One platform in March 2024.

KEY PERFORMANCE INDICATOR	S 2023/24	S 2022/23
<b>Boosting of the supporters' clubs movement</b>		
Number of Supporters' Clubs	1,191	1,266
Spain	1,033	1,096
Rest of Europe	78	80
The Americas	43	47
Asia	20	21
Africa	17	22
Number of supporters' club members worldwide*	43,641	--
Number of collaborations between supporters' clubs and social entities within the framework of the movement's charitable activities	26	52

\* During the 2022/23 season, the project to identify supporters clubs began, which is why no significant data was available.

#### FOLLOWERS ON SOCIAL MEDIA

## >486 M

(data as of 30 June 2023)

Twitter

**93.9 M**



Facebook

**136.4 M**



Instagram

**154.5 M**



YouTube

**15.5 M**



TikTok

**30.2 M**



Twitch

**101.2 M**



## >529 M

(data as of 30 June 2024)

Twitter

**96.2 M**



Facebook

**149.8 M**



Instagram

**164.1 M**



YouTube

**17.3 M**



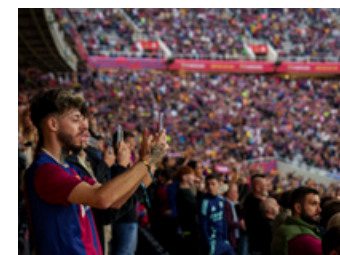
TikTok

**37.0 M**



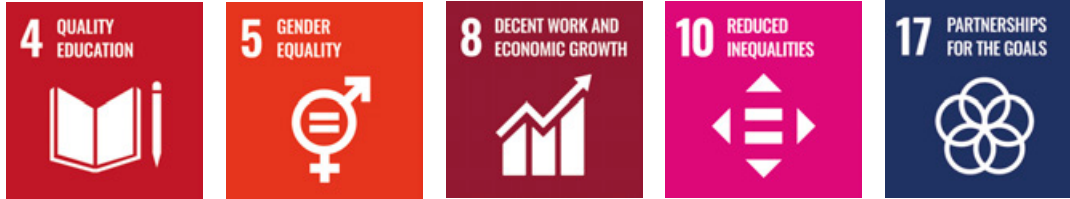
Twitch

**104.0 M**



### 3.3. DIVERSITY, EQUITY AND INCLUSIVE ACTION

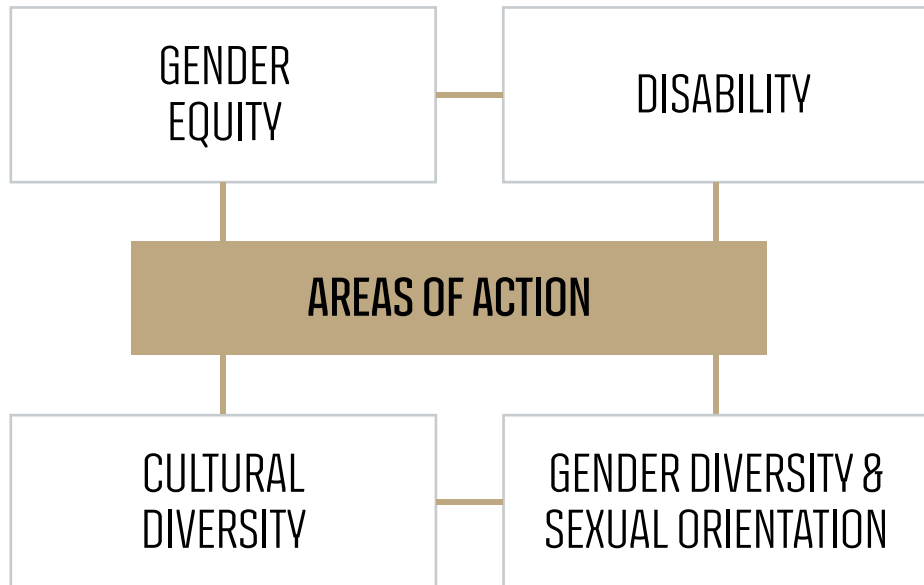
Related Sustainable Development Goals:



#### 3.3.1. FC BARCELONA'S STRATEGIC POSITIONING

FC Barcelona continues to strengthen its commitment to diversity, equity and inclusion, integrating these values across all areas of the Club to guarantee a more

accessible, equitable and respectful environment for the plurality of its fans, sportspeople and workers.





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### **GENDER EQUITY**

Promoting equal opportunities in the workplace, promoting women's participation in sports and social action with a gender perspective.

### **DISABILITY**

Improving accessibility to the Club's facilities and services, encouraging the participation of people with disabilities in all sporting and social activities.

## AREAS OF ACTION

### **DIVERSITY IN GENDER AND SEXUAL ORIENTATION**

Raising awareness and fighting against LGBTIphobia through campaigns, training and actions to guarantee a safe and respectful environment for everyone.

### **CULTURAL DIVERSITY**

Actions for inclusion and respect for different cultures, as well as the fight against intolerance and any form of discrimination.

### 3.3.2. NOTEWORTHY PROJECTS AND ACTIVITIES

#### GENDER EQUITY

FC Barcelona continues to reaffirm its commitment to gender equity, taking continued action to promote equality in sport and across the Entity. Among the most notable initiatives are:

- **Awareness and dissemination campaigns** focused on promoting the role of women in sport, as well as celebrating key dates such as International Women’s Day.
- **Collaboration with sponsors** to guarantee a line of action aligned with the values of equality and inclusion.
- **Participation in events and forums** in the sports sector and in initiatives organised by institutions and organisations that fight for gender equality.
- **Equality clauses** in the procurement of goods and services.
- Publication of the Inclusive and Non-Sexist Communication Guide for internal use.
- **Workshops and training** for Club workers.
- Support for the **Barça Foundation Genuine team**.

These actions are part of the Club’s strategy to continue leading the change towards a more equitable and inclusive sport for everyone.

#### Highlights of the last two seasons

Season	Action	Description
2022/23	<b>International Women’s Day Campaign</b>	The ‘Lila Barça’ (Barça lilac) shade adorned the Spotify Camp Nou and the Johan Cruyff Stadium as a symbol of the Club’s commitment to gender equality.
	<b>Visits to reception centres</b>	As part of the Emotional Wellness programme, visits were made to children and young people at social risk from 0 to 18 years old in various shelters, with the participation of first team players.
2023/24	<b>International Day against Gender-Based Violence</b>	FC Barcelona raised its voice with an audiovisual piece entitled ‘Barça, a club, a voice for the struggle of all’ and a talk on positive models of masculinity, equality and feminism.
	<b>International Women’s Day</b>	FC Barcelona celebrated International Women’s Day with several actions for equality, including a campaign with Pantone and activities on social media.

#### DISABILITY

FC Barcelona continues to work to promote the inclusion and accessibility of people with disabilities, both in the sporting field and in its facilities.

#### Barça Foundation Genuine

The Barça Genuine Foundation has consolidated its trajectory as a benchmark in inclusive sport, and it remains committed to the integration of people with intellectual disabilities through the practice of sport. Beyond competition, this project works to promote socialisation, improve

autonomy and personal development of its sportsmen and sportswomen by applying the FC Barcelona methodology and values.

During the 2022/23 and 2023/24 seasons, the team continued to grow both in the sporting field and in values, participating in more than 39 friendly matches with local and international teams made up of sportsmen and sportswomen with physical and intellectual disabilities.

The main sporting success came with the victory in the second edition of the DICUP Tournament, a competition that

has distinguished itself as a benchmark in inclusive sports. In addition, the team also triumphed in the first edition of The Original Challenge tournament held in the United States, reaffirming the squad’s international projection.

In addition, the project has continued to expand with new initiatives, competitions and collaborations, reaffirming the Club’s commitment to equal opportunities for people with intellectual disabilities.



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## AWARENESS ACTIONS

Season	Action	Description
2022/23	<b>Inclusive Project Award with Aura</b>	Project awarded by Aura Foundation in recognition of initiatives that promote the inclusion of people with intellectual disabilities in the sports sphere.
	<b>The 'Iguals' project</b>	Project that offers advice on the certificate of disability and its benefits, aimed at Club staff and first-degree relatives, with the aim of normalising disability in the work environment.
	<b>Sistema Visualfy</b>	The Visualfy system was implemented. This is an innovative visual alert signalling system installed in the Barcelona Members' Office (OAB) to facilitate communication with people with deafness or hearing loss, improving accessibility in the Club's spaces.
2023/24	<b>Inclusion is in our hands</b>	In collaboration with Allianz, the Club launched this campaign to promote the inclusion of people with disabilities in the sports sphere. FC Barcelona players, including the Barça Genuine Foundation team, participated in spreading a symbolic gesture of inclusion, inviting other sportspeople to join them.
	<b>In the face of violence against women, let's open our eyes</b>	FC Barcelona participated in the campaign led by the Government of Catalonia inviting citizens to report any situation of violence. Sergi Roberto and Alexia Putellas participated.
	<b>Accessibility and inclusion</b>	Accessibility improvements were made to the Barça Immersive Tour, incorporating resources adapted for people with visual, hearing and cognitive disabilities. A new service to lend noise-cancelling headphones to people with ASD or high auditory sensitivity was also launched. The Barça anthem was also subtitled at the Palau Blaugrana and Johan Cruyff Stadium to encourage the participation of people with deafness in the iconic moments of the matches. Similarly, mannequins representing bodies of people with disabilities were included in the Barça Store, showing bodies with wheelchairs, prostheses, etc.
	<b>More Quiet Hours</b>	A pilot test of "More Quiet Hours" was carried out. This is an initiative aimed at persons with autism and sensory sensitivity to offer a more relaxed experience at the Museum and the Barça Store.
	<b>Agreement with the ONCE Social Group</b>	On 23 May 2024, FC Barcelona signed an agreement with the ONCE Social Group to promote accessibility at the future Spotify Camp Nou. This agreement establishes a four-year collaboration to develop communicative, physical and technological elements that will turn the stadium into a benchmark for accessibility and equality.
	<b>International Day of Persons with Disabilities</b>	FC Barcelona held a joint activity day with the Barça Foundation Genuine, Barça Hockey Plus and UNES Barça teams, and implemented accessibility improvements in its facilities.

**DIVERSITY IN GENDER AND SEXUAL ORIENTATION**

FC Barcelona continues to work towards the inclusion of all groups by promoting acknowledgement and respect actions internally and carrying out awareness campaigns to give visibility to gender diversity and sexual orientation.

During the 2023/24 season, FC Barcelona received the Diversity in Sport Award, awarded by the Love Rights association, in recognition of its commitment to equality and the fight against discrimination. In addition, the Club developed a Protection Plan for the LGTBI community, according to Law 4/2023, of 28 February,

and Royal Decree 1026/2024, of 8 October. This Plan incorporates all the measures already implemented at the Club and reviews existing protocols to guarantee equal opportunities in all processes.

Similarly, FC Barcelona also hosted the biannual assembly of the Agrupación Deportiva Ibérica LGTBI (ADI) on 7 October 2023, reaffirming its commitment to diversity and highlighting the importance of creating safe and inclusive spaces for the practice of sport.



3.3.3. INDICATORS

KEY PERFORMANCE INDICATOR	S 2023/24	S 2022/23
<b>Gender equity</b>		
Number of alliances with institutions or groups on matters of diversity, gender equity, non-discrimination, etc.	9	2
<b>Barça Foundation Genuine</b>		
Number of players	28 (7 WOMEN + 21 MEN)	26 (5 WOMEN + 21 MEN)
Number of participating inclusive sports coaches and professionals	8 (4 WOMEN + 4 MEN)	9 (4 WOMEN + 5 MEN)
Number of foundations collaborating in fielding the team	7	7
Number of fans attending per game (on average)	60	150
<b>Disability: Accessibility</b>		
Number of adapted transport services through the 'T'Acompanyem' service	82	184
Number of care services provided by the Specialised Services Office	450 (Lluís Companys Olympic Stadium)	615 (Spotify Camp Nou)
Number of accessibility improvements managed by the Specialised Services Office	3	4
Number of training hours delivered on accessibility awareness and training	2	11

## 3.4. LOCAL SOCIAL, ECONOMIC AND CULTURAL DEVELOPMENT

Related Sustainable  
Development Goals:



### 3.4.1. FC BARCELONA'S STRATEGIC POSITIONING

FC Barcelona has continued to increase its involvement with the local community through projects and initiatives that generate a positive impact in the economic, social and cultural spheres. The Club's activity has not only boosted the economic fabric through investments in infrastructure, such as the Espai Barça, but has also helped create synergies with public institutions, third sector entities and educational centres.

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

FC Barcelona's institutional and sporting activity has come alongside a growing impact on its local environment, pro-

moting economic and social development through projects such as the Espai Barça. This initiative transforms the Club's facilities according to principles of sustainability, accessibility and efficient management, contributing to urban regeneration and the progress of the city of Barcelona. The project has been designed and agreed upon with the Barcelona City Council and local entities. It also received approval from the Government of Catalonia through the modification of the General Metropolitan Plan.

#### **LOCAL ECONOMIC AND SOCIAL DEVELOPMENT THROUGH SOURCING AND ACTIVE COLLABORATION**

The Club has reinforced its commitment to the local economy through a purchas-

ing policy based on criteria of local origin, transparency and continuity. It has also established collaborations with institutions such as Foment del Treball, ACCIÓ, the Barcelona City Council and several Catalan universities, promoting the creation of synergies, the recruitment of local talent and the transfer of knowledge through the Barça Innovation Hub.

#### **SOCIAL, EDUCATIONAL AND CULTURAL COMMUNITY DEVELOPMENT IN THIRD-SECTOR ORGANISATIONS**

The Barça Foundation and various Club departments have continued to promote educational and social inclusion projects throughout Catalonia in collaboration with educational centres, social entities

and third-sector institutions. There have been agreements with organisations such as Apropa Cultura, the La Caixa Foundation and Panteres Grogues. In addition, the Club has served as a platform to promote Catalan culture and its artistic fabric through agreements with entities such as the National Theatre of Catalonia, Òmnium Cultural and the Palau de la Música Catalana.

FC BARCELONA  
PROMOTES LOCAL  
ECONOMIC, SOCIAL  
AND CULTURAL PROGRESS  
WITH SUSTAINABLE  
AND COLLABORATIVE  
PROJECTS

## 3.4.2. NOTEWORTHY PROJECTS AND ACTIVITIES

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

FC Barcelona obtained BREEAM certification for the Espai Barça project during the 2022/23 season, a recognition that verifies compliance with sustainable urban development standards. This project has been executed with fundamental strategies such as sound and water optimisation, the creation of green areas, the use of renewable energy and the reduction of water consumption.

In addition, at the same time work started on the Spotify Camp Nou, the Club has implemented a policy of reusing furniture and electronic devices, giving them a second life through specialised entities. These actions reinforce its commitment to sustainability and environmental responsibility throughout the construction and operation process of its facilities.

### LOCAL ECONOMIC AND SOCIAL DEVELOPMENT THROUGH SOURCING AND ACTIVE COLLABORATION

During the 2022/23 and 2023/24 seasons, FC Barcelona has continued to promote and strengthen its strategies to prioritise hiring, product acquisition and collaboration with companies and entities in the immediate surroundings. This approach has had a positive impact on local economic development, and has also further projected the Club's image internationally.

Among the most outstanding initiatives in this area are:

- Collaboration with strategic partners such as Heura, sponsor of the Barça Women's Team, which offered a 100% plant-based meal during the barbecue held by the women's first team in the garden of La Masia to celebrate the League title and strengthen cohesion before the UEFA Women's Champions League final.
- Presentation of the 2022/23 season team kit, inspired by the 1992 Barcelona Olympics to commemorate the 30th anniversary of that historic milestone. The uniform was made with 100% recycled polyester fabric derived from recycled plastic bottles, in line with the Club's commitment to sustainability.

### SOCIAL, EDUCATIONAL AND CULTURAL COMMUNITY DEVELOPMENT IN THIRD-SECTOR ORGANISATIONS

During the 2022/23 and 2023/24 seasons, the Barça Foundation strengthened its social action in Catalonia with an array of social inclusion and cultural promotion programmes. Among the most significant initiatives are:

- Meeting organised by the sponsor Allianz between players from the men's and women's first teams and members of the Barça Foundation Genuine who share a jersey number. In this unique experience, Dani, Sasha and Pol from the Barça Foundation Genuine met with Sergi Roberto, Pedri and Raphinha, as well as Nuria Rábano, Oshoala and Marta Torrejón, exchanging experiences and playing together in an emotional and value-filled action.
- Social inclusion programmes for young migrants and inmates, promoting their inclusion through sport and educational values that support their personal and social development.



In addition, FC Barcelona has continued its commitment to Catalan culture and language, promoting specific actions during these seasons:

- The Club joined the initiative promoted by Òmnium Cultural and the UFEC, **Sant Jordi 2023 and the campaign “L’Esport treu la llengua/Sport sticking out the Catalan tongue”**, carrying out several actions before the match against Atlético Madrid. One of the most visible moments was the mosaic displayed at Spotify Camp Nou with the message “Comparteix el català” (Share Catalan),

reinforcing Barça's commitment to Catalan language and culture. Before the start of the match, the Vice-President of Òmnium, Mònica Terribas, and the sportswoman Núria Picas read the campaign's manifesto from the stadium pitch.

With these initiatives, FC Barcelona reaffirms its role as a driver of social change, promoting inclusion and social integration actions and maintaining its commitment to the defence and promotion of Catalan language and culture.

### 3.4.3. INDICATORS

KEY PERFORMANCE INDICATOR	S 2023/24	S 2022/23
<b>Local economic and social development through sourcing and active collaboration</b>		
Percentage of local sponsors (Catalonia)	20%	20%
Number of agreements with national institutions for economic promotion and the creation of knowledge	11	7
Number of local research institutions, research centres and <i>start-ups</i> in the BIHUB ecosystem	25	14
<b>Social, educational and cultural development in third sector organisations</b>		
Number of agreements with national or regional institutions to promote local culture	5	8

## 3.5. FC BARCELONA FOUNDATION: SOCIAL INCLUSION THROUGH SPORT

Related Sustainable Development Goals:



### 3.5.1. FC BARCELONA'S STRATEGIC POSITIONING

FC Barcelona, through the Barça Foundation, puts force behind its commitment to children and youth in vulnerable situations, turning sport into a tool for social change. Its mission is to promote inclusion, guarantee equal opportunities and combat exclusion, inequality and violence through projects focused on education, health and emotional well-being.

The Barça Foundation is expanding its impact with new lines of action, which include access to healthcare for vulnerable people, the promotion of healthy nutritional habits and supplying drinking water, as well as creating safe spaces for vulnerable communities. In addition, it promotes social innovation by developing its own methodologies and tai-

lor-made programmes. The Foundation also organises awareness campaigns about the problems that affect children and young people, both in Catalonia and around the world. This strategy consolidates FC Barcelona's role as an agent of social change and guarantees a more just, sustainable and equitable future.



#### REFUGEES AND MIGRANTS

Through the Barça Foundation, the commitment to the protection and integration of refugee children and young people has been maintained and strengthened. Collaboration with UNHCR and the development of specific projects have made it possible to promote initiatives in several countries to facilitate inclusion and employability of young migrants through educational sport and leisure.

#### INCLUSION OF DIVERSITY

The FC Barcelona Foundation continues to promote sport, encouraging the participation of children with and without disabilities.

## EDUCATION AND PROTECTION

#### BULLYING PREVENTION

With 30% of children affected by bullying in Catalonia, the Foundation has designed an innovative educational programme based on sport to identify, prevent and combat bullying in schools.

#### PREVENTING YOUTH VIOLENCE

Using the SportNet methodology, the FC Barcelona Foundation intervenes in risk contexts to train young people in the peaceful conflict resolution and promote their reintegration with society and their communities.

### COMMUNITY ACTION

The FC Barcelona Foundation has reinforced its commitment to social inclusion through sport by expanding actions in Arauca, Colombia. More than 500 Venezuelan refugee and internally displaced children there are participating in educational and sports activities to prevent recruitment by armed groups.

### PAEDIATRIC HEALTH AND EMOTIONAL WELL-BEING

The Barça Foundation has continued to promote initiatives to improve the emotional well-being of children in vulnerable situations. Through consolidated projects such as Illusions, Donations and Christmas All Year Round, positive experiences are provided to hospitalised children, those with serious illnesses or in situations of social risk.

### ALLIANCES OF THE FC BARCELONA FOUNDATION

The FC Barcelona Foundation has consolidated alliances with organisations such as UNHCR, TPV Cares, the Red Cross, Save the Children and the Gasol Foundation, as well as with local institutions such as the Regional Ministry of Justice and the Provincial Councils. These collaborations have made it possible to expand the scope of social programmes, strengthening inclusion, child protection and sport as a tool for social transformation.

THE BARÇA FOUNDATION PROMOTES INCLUSION, CHILDREN'S EMOTIONAL WELL-BEING AND SOCIAL ALLIANCES TO STRENGTHEN COMMUNITY IMPACT



## 3.5.2. NOTEWORTHY PROJECTS AND ACTIVITIES

### EDUCATION AND PROTECTION

#### Refugees and migrants

In continuation of the Barça Foundation's commitment to the protection and integration of refugee children and young people, during the 2022/23 and 2023/24 seasons, actions in Greece have been expanded through collaboration with local organisations such as Cheering and Organization Earth. These projects, which follow the *SportNet* socio-educational and sports methodology, have benefited more than 650 children and adolescents living in refugee camps such as Malakasa, Schisto Korinthos and Ritsona, as well as in the city of Athens itself.

The activities developed include emotional support, access to non-formal education and personal development workshops and environmental skills, with the aim of improving their integration and quality of life.

#### Inclusion of diversity

In line with the creation of the Barça Foundation Genuine team, the FC Barcelona Foundation has reinforced its commitment to inclusion through the Inclusion Protocol, a tool which to make an overall assessment of the degree of integration of people with disabilities in

sessions on the SportNet methodology.

During the 2022/23 and 2023/24 seasons, there has been a continued drive for projects adapted to the SportNet methodology to guarantee the participation of groups with specific needs. In this context, the collaboration of sports person Àlex Roca stands out. He has given motivational talks to different groups at FC Barcelona, sharing his experience of overcoming challenges under the slogan *You set the limit*.

In addition, on 19 March 2023, the Foundation recognised the extraordinary milestone of Àlex Roca, who became the first sports person with a 76% physical disability to complete the Barcelona Marathon in 5 hours, 50 minutes and 51 seconds, definitively establishing himself as an inspiring example within the Club's awareness-raising strategy on diversity in all its forms.

#### Bullying prevention

During the 2022/23 season, a programme adapted to the primary school curriculum was implemented. It has been designed to help identify and prevent bullying situations through recreational and participatory activities where sport is the backbone. This methodology promotes values such as respect, empathy and co-

operation, providing children and teachers with tools to address the bullying issue effectively within the educational environment.

#### Young people at risk

As part of its commitment to social inclusion, the Barça Foundation promotes the Joves Futur+ project, with the support of the "la Caixa" Foundation, to support young people who have been placed in care centres in Catalonia. The objective of this programme is to provide comprehensive and individualised support to facilitate their emancipation process and guarantee full autonomy.

#### Preventing youth violence

During the 2022/23 season, a new programme focused on the prevention, detection and intervention in cases of violence against children and adolescents was unveiled at primary schools and is available to all schools in Catalonia.

Internationally, the Foundation has continued to strengthen its presence in vulnerable areas in the 2022/23 season:

- In Colombia, *Sentimos deporte* is a project in the three towns, Arauca, Buenaventura and Tumaco that welcomes boys and girls who are refugees who have been displaced by violence.



The objective is to offer equitable access to sports activities for girls and boys that strengthen their resilience and promote their psychosocial well-being.

- In Costa Rica and Panama, the violence prevention project was also promoted.
- In Chile, the Alunmapu project is being developed in the communities of Viña del Mar, Limache and Olmué (Valparaíso Region) to prevent any form of violence, as well as raise awareness in the community, detect it early and assist children and adolescents who may face violence, mistreatment and abuse. The project uses sport, games and physical activity as an instructional methodology.

### COMMUNITY ACTION

During the 2022/23 and 2023/24 seasons, the FC Barcelona Foundation has maintained its line of work at the local level to promote social cohesion and education in values through sport. In Catalonia, collaborations have been established with open centres, city and town councils and the regional government with the aim of reaching children and young people at risk of exclusion, as well as the inmate population in prisons.

Within the framework of this commitment, collaboration with the General Directorate of Penal Enforcement and Juvenile Justice of the regional government has been consolidated, giving continuity to projects that use the *SportNet* methodology to promote life skills and facilitate social reintegration. In prisons such as Brians 1, weekly sports sessions have been developed that promote self-awareness and preparation for job searching. At the same time, participation in the Euroleague basketball *One Team* project has been renewed; this initiative uses basketball to support the integration of young people in vulnerable situations. Likewise, the agreement with the University of Barcelona has been expanded so that students can actively participate in the design and execution of sports sessions in juvenile justice centres from a learning and service approach.

On the other hand, the *Connecta Es-*

*port* project, promoted jointly with the Red Cross, has fostered the participation of children and young people at risk of exclusion in sports and leisure activities using the *SportNet* methodology to support their inclusion, reinforce values such as coexistence and cooperation, and ensure access to appropriate material and equipment. This project has reached 260 children and young people from eight cities and towns in the four Catalan regions (Ampostà, Agramunt, Balaguer, El Vendrell, Manresa, Palafrugell, Sentmenat and Terrassa) with a total of 329 sports and leisure sessions held. To guarantee equality in access to sports practice, 462 pre-loaded cards have been distributed that may be used to purchase sports clothing and footwear, and specific material and shirts have been provided to both the children and the coaching teams and volunteers. One of the outstanding new features has been the incorporation of the “Family Leisure Outing”, an initiative that has encouraged the participation of families in joint activities such as visits to the CRAM sea life foundation, horse riding trips and nature trails, reinforcing family bonds. In addition, 115 children and young people were able to enjoy a visit to the Barça Interactive Museum and attended a hockey match at the Palau Blaugrana, fostering an emotional bond with sport and the Club's values.

### PAEDIATRIC HEALTH AND EMOTIONAL WELL-BEING

During the 2022/23 and 2023/24 seasons, the Barça Foundation has continued to provide support for sick children and young people through the projects Gifts, Happiness, Christmas is all year round, Magic Memories, Robot Pol and the new Robot Joyce.

These programmes have continued to involve meetings with sportspeople, the delivery of material and experiences that promote wellness and hope, reinforcing the line of action in paediatric health and emotional well-being that the Foundation has been promoting for several seasons.



### 3.5.3. INDICATORS

KEY PERFORMANCE INDICATOR	S 2023/24	S 2022/23
<b>Barça Foundation</b>		
Number of beneficiaries of own programmes and projects	458,146	560,113
Number of projects implemented around the world	44	78
Number of cities/towns where the Foundation works in Catalonia	106	160
Number of countries in the world where the Foundation works	14	15
<b>Community Action</b>		
Number of projects	30	38
Number of beneficiaries	47,010	46,566
<b>Health and Emotional Well-being</b>		
Number of projects	16	11
Number of beneficiaries	224,079	397,586
<b>Education and Protection</b>		
Number of projects	37	29
Number of beneficiaries	187,057	115,961





**A CLUB WITH  
LOCAL AND  
GLOBAL  
AWARENESS**

**U4**



The growing need to carry out sustainable actions in the broadest sense of the idea has led FC Barcelona to put new weight behind previously established criteria applied to the Entity's value chain (suppliers, subcontractors, licensees, etc.) in order to address current challenges in the social, economic and environmental spheres.

In this vein, the Club is fully aware of its key role and the impact of its actions and decisions on both the communities in its immediate surroundings and on the planet as a whole. This is an extremely prominent indicator of the creation of social, environmental and economic value for the different stakeholders involved in the Club's day-to-day activities. This is why the Club focuses on promoting responsible organisational management that contributes to generating a more

positive impact while maintaining key management attributes, such as sustainability, efficiency, ethics, safety and transparency.

This section covers FC Barcelona's projects and success stories in the environmental sphere to promote efficiency in and minimisation of resource use (water, energy), as well as waste management, the reduction of greenhouse gas emissions into the atmosphere and the preservation of biodiversity. It is worth highlighting two circular economy projects with great impact. These are reusing reinforced concrete from the demolition of the third stand of the old stadium in the construction of the new Spotify Camp Nou, and the use of reclaimed water to maintain the artificial turf fields at the Ciutat Esportiva.

## 4.1. ESPAI BARÇA: THE FUTURE IN SIGHT

Related Sustainable Development Goals:



ESPAI BARÇA, A UNIQUE, INNOVATIVE AND SUSTAINABLE PROJECT THAT WILL INTEGRATE INTO ITS ENVIRONMENT WHILE PROMOTING THE WELL-BEING OF SOCIETY

### 4.1.1. FC BARCELONA'S STRATEGIC POSITIONING

As is the case with all sports teams, FC Barcelona is aware of how the internationalisation of events leads to a significant increase in its CO<sub>2</sub> footprint, coming from both direct and indirect emissions.

Against this background, FC Barcelona is promoting the integration of various 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 Espai Barça project will allow the infrastructure assets to be renovated, with Spotify Camp Nou as the centrepiece. The project will turn the Club into a benchmark for sustainable development, 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

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

#### Waste management

- Rehabilitation of the first and second stands during the construction process of the new stadium.
- Reuse of materials from the demolition of the third stand (namely reinforced concrete) for the construction of the future stadium through an on-site circular economy project in which iron is reused and aggregates are recovered in the treatment plant located in the old Miniestadi.
- The new Spotify Camp Nou will be one of the first stadiums with a double BREEAM and LEED certification, which confirms that sustainability objectives have been achieved during the construction process.



### TRANSFORMATION TOWARDS ENVIRONMENTALLY FRIENDLY FACILITIES AND SUSTAINABLE EVENTS

#### Managing energy resources and climate control

- Use of renewable energy sources.
- Monitoring of energy expenditure.
- Increase in energy efficiency.
- Implementation of a centralised energy system. Controls temperature (heating/cooling) with renewable and high performance systems, distributed to different buildings (District Heating & Cooling) generated from geothermal energy.
- Emissions reduction.

#### Management of different types of emissions

- Carbon footprint measurement.
- Measurement of other gases and particles (NO<sub>x</sub>, SO<sub>x</sub>, PM2.5).
- Measurement of noise pollution.
- Measurement of light pollution.

#### Managing water resources

- Reduction of dependence on drinking water.
- Collection and reuse of rainwater.
- Incorporation of reclaimed water for irrigation.

#### Managing biodiversity

- Increase plant biomass to avoid temperature rise and heat island effect.
- Preservation of the protected flora and fauna of the environment.
- Improvement of landscaping and outdoor comfort.

Renewal of the Biosphere environmental certificate, which verifies that companies produce their goods and services according to a responsible model for society and the environment.



**BIOSPHERE**  
SUSTAINABLE LIFESTYLE

### PROMOTING UNIVERSAL ACCESSIBILITY, COMFORT AND IMPROVED URBAN MOBILITY

#### Urban integration and accessibility

- Integration into the urban fabric.
- Strengthening relations with the neighbourhood.
- Public areas free of obstacles.
- Open construction adapted to people with disabilities or sensory sensitivities/disorders.

#### Sustainable mobility

- Expansion of areas which prioritise pedestrians.
- Promotion of public transport.
- Increase in the lane network for bicycles and personal mobility vehicles.
- Car parks with a significant percentage of spaces for electric or plug-in hybrid vehicles.
- Signage improvements.

#### Public safety at events

Continue to ensure the safety of members and fans.

### INNOVATION FOR SAFE AND EFFICIENT MANAGEMENT OF FACILITIES

#### Smart technologies:

- Implementation of BIM (Building Information Modelling) technology for the design and construction of the new Espai Barça.
- Promotion of the creation of a digital twin that incorporates BIM.
- Start of preparation tasks by dismantling equipment and installations and the temporary transfer of the systems and technology infrastructure (CPD), working alongside operators to deploy new connectivity in the Stadium.



## 4.1.2. INDICATORS <sup>1</sup>

### KEY PERFORMANCE INDICATOR

<b>Managing energy resources and climate control</b>	
Percentage of energy coming from in-house renewable sources	>90%
<b>Managing other types of emissions</b>	
Estimated future percentage reduction in CO2 emissions per spectator	>30%
<b>Managing water resources</b>	
Percentage of reused water to be used.	>25%
Estimated future percentage reduction in water consumption (m3/day).	≈20%
Estimated future reduction in share of municipal drinking water dependence.	>8%
<b>Managing biodiversity</b>	
Number of species that will be preserved through biodiversity management policies and actions.	≈100%
<b>Comfort and accessibility</b>	
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

<b>Urban integration</b>	
Increase in surface area for the construction of public sports facilities.	≈1,450 m2
Increase in the amount of space for public and community use.	24,890 m2
Increase in the amount of new green areas for public use.	≈18,150 m2
Open, barrier-free space for public access and use.	≈100%
<b>Sustainable urban mobility</b>	
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

<sup>1</sup>As this section refers to the project to transform the FC Barcelona facilities and is still under way, a comparison is not included with respect to previous seasons.

## 4.2. ACTIONS WITH A POSITIVE ENVIRONMENTAL IMPACT

Related Sustainable Development Goals:



### 4.2.1. FC BARCELONA'S STRATEGIC POSITIONING

In recent years there has been an increase in global awareness of human-caused climate change. Consequently, both public and private organisations have initiated the transformation towards sustainable policies, changes in consumption habits and a greater commitment to face this new scenario.





## 4.2.2. NOTEWORTHY PROJECTS AND ACTIVITIES

### EFFICIENCY AND EFFECTIVENESS IN RESOURCE USE

In the 2022/23 and 2023/24 seasons, the Club has continued to promote a strategic line of work to improve the sustainable management practices of the different events organised at FC Barcelona's facilities.

#### Energy consumption

- Conventional lights have been gradually swapped for **LED technology** (including in offices, the Palau Blaugrana, etc.) and during the 2023/24 season a monitoring and oversight system for **lighting at the Palau Blaugrana** was implemented to improve the facility's energy efficiency. Implemented measures have consisted of turning on lights in sectors based on need, leading to a reduction in energy consumption. In the same way, there has been a sustained choice for **in-house production** of renewable energy at Club facilities through solar panels to produce hot water for human use.
- With an agreement with the Barcelona City Council and under the umbrella of the modification to the General Metropolitan Plan of Barcelona, the Club has installed two **solar panel car park covers** on C/ Menéndez Pelayo, next to

the Les Corts Funeral Home (Tanatori de les Corts), which makes it possible to cover the electricity demand of the street's public lighting fixtures.

- **100% of electricity** consumed at the Club comes from renewable sources, which accordingly reduces the institution's carbon footprint. The supplying company certifies this through Guarantee of Origin (GoOs) certificates. The tonnes saved in 2024 are lower due to the increase in low-energy lighting fixtures installed.
- As for energy used in mobility, the Club took the move to the Lluís Companys Olympic Stadium in the 2023/24 season as an opportunity to promote **sustainable mobility** to attend home matches while works on the new Spotify Camp Nou were ongoing. The

use of public transport has been promoted and improvement works have been made on public roads to enable safe and well-maintained routes for access on foot. The Club has also set up a free shuttle service for all members and fans who wanted to use it which departed from Plaça Espanya and Carrer del Foc. At this latter location, thanks to an agreement with the Fira car park, reduced fares have been

offered for those who needed to park private vehicles there.

#### Biofuel use

A transition has been made from the use of fossil fuels to biofuels (Sustainable Aviation Fuel, SAF) for air travel thanks to an agreement with KLM and Air France.



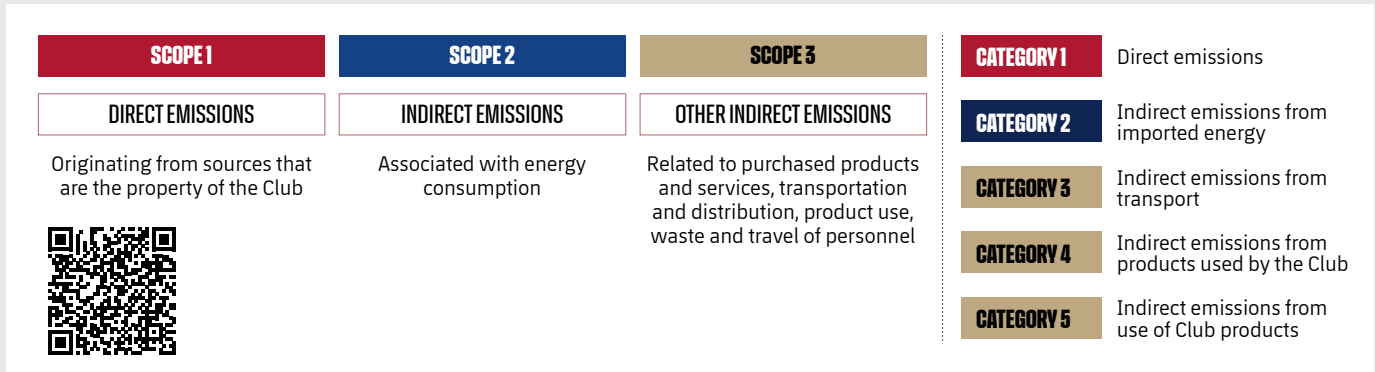
THE CLUB HAS CONTRIBUTED TO THE REDUCTION OF 5.4 TONNES OF CO<sub>2</sub> DURING THE YEAR 2022 IN AIR MOBILITY

## The Club's carbon footprint

The Club calculated its carbon footprint following the guidelines established by Law 11/2018 and according to the ISO 14064 indicators. It should be noted that the Club

is not a company, but rather a non-profit association of members, which does not prevent it from voluntarily making its calculation, in light of the future requirement

to do so. The Club has completed Scopes 1, 2 and, partially, 3.



Scope 1, Scope 2 and Scope 3 greenhouse gas (GHG) emissions are some of the main mandatory reporting metrics in the three reporting standards, CSRD/ESRS, GRI and ISSB. There is a high level of interoperability in reporting requirements for this important metric among published standards. The next step is to make the required adaptations of these results and update them in accordance with the new European Union regulations, but the work already done by the Club to get ahead of this requirement is a notable achievement.

FC Barcelona's partial carbon footprint was 1,190 tonnes of CO<sub>2</sub> equivalents. Special

mention should be made of the following points:

- **Direct emissions** (Scope 1, Category 1) are mainly due to natural gas combustion (61%) and fugitive emissions of refrigerant gases (34%).
- There are no **indirect emissions** from imported energy (Scope 2, Category 2), as 100% of the electricity consumed comes from sources guaranteed to be of renewable origin. If this were not the case, FC Barcelona would emit 2,692 additional tonnes of CO<sub>2</sub> equivalents, which would represent a major increase in the calculated carbon footprint.
- In relation to **Scope 3** (categories 3, 4 and

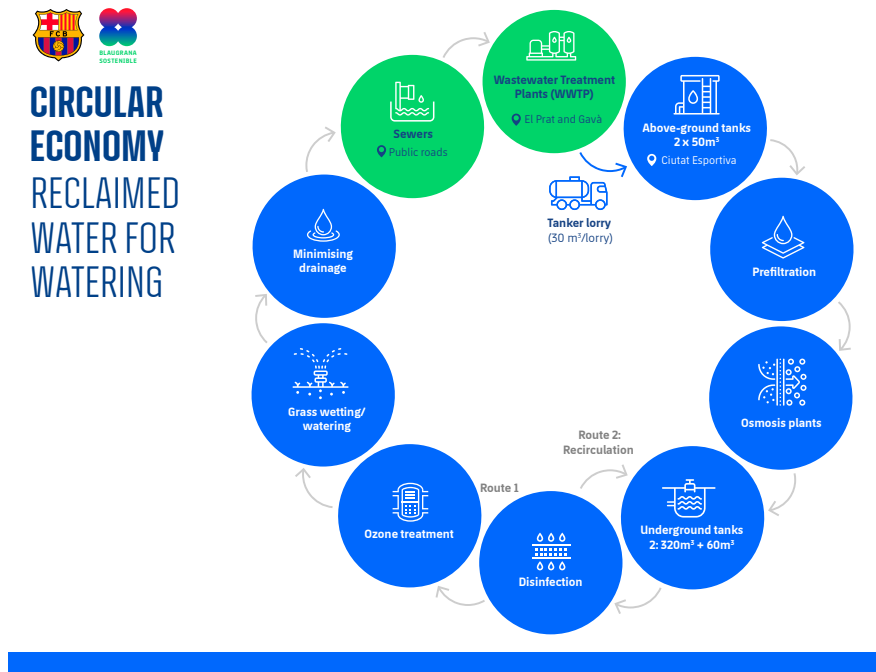
5) a partial calculation has been made taking into account:

- Emissions from **transportation**, mainly arising from business travel, which includes corporate and professional team travel, and the emissions from lodging.
- **Indirect emissions** from products used by the organisation such as the treatment and transport of waste, the production of natural gas and the infrastructure for the production and distribution of renewable electricity and water consumption.

### Water consumption

Use of **reclaimed water** from the Wastewater Treatment Plants (WWTP) in El Prat and Gavà to take care of irrigating and watering the grass fields at the Ciutat Esportiva. This has been one of the measures applied by the Club during the 2023/24 season, coming ahead of the drought-induced emergency phase 1 decreed by the Government of Catalonia. The system consists of transporting water in tanker trucks to the Ciutat Esportiva Joan Gamper, where two tanks with a volume of 50 m<sup>3</sup> each have been installed. Then, a pre-filtration is carried out, and it is sent to the osmosis plant and stored in two underground tanks, of 320 m<sup>3</sup> and 60 m<sup>3</sup>. Next, disinfection and ozone treatment are carried out prior to watering or irrigating the grass. It should be noted that, due to the minimisation of drainage and the regenerated water that will return to a WWTP, water loss will be extremely limited. This entire process is a clear example of circular economy applied to water saving.

Also noteworthy is that technology has been installed to be aware of the condition of the grass at any time. More sensors have been installed at the Tito Vilanova training ground, the Johan Cruyff Stadium and the rest of the natural grass fields. The new information obtained has made it possible to adapt the sprinkler systems, review all elements to avoid possible oc-



casional water losses and the installation of volumetric meters to be able to measure consumption zones. Remote cameras have also been installed to detect water deficits and optimise irrigation and watering, as well as the use of re-wetting agents to maximise and maintain water infiltration and retention in the soil.

In addition to the efficiency measures implemented by FC Barcelona to save water and noting the ordinary annual grass changes, the decision has been made not to regenerate the fields in summer, with the aim of reducing water

needs. Thus, partial regenerations will be carried out in the spring and repeated in autumn to promote germination with the lowest possible water consumption. This also has an impact on the choice of grass varieties, opting for those with maximum resistance to water stress.

The result has been irrigation water savings of more than 20%, and this figure is expected to increase in the summer season, where the actions will have a greater effect due to the higher water need of the grass.

**FC BARCELONA**

## LET'S SAVE WATER AND USE IT WISELY!

**in the workplace...**

- Avoid soiling materials or spaces unnecessarily.
- Notify maintenance if any tap or toilet cistern is leaking.
- Do not fully open the tap when using it, and prioritise timed-flow taps.
- Use the minimum amount of water necessary to carry out cleaning tasks.
- Press the cistern's interruption button to stop the flush once it is no longer needed.
- Do not pour products that are difficult to remove during water treatment down the sink.
- Avoid using hot water if it is not necessary.
- Turn off the taps when you are not using water, such as while washing utensils, soaping yourself, or brushing your teeth.
- Choose the short-flush button on the toilet cistern whenever possible. This means using 3 to 4 litres instead of 6 to 8 litres.

**and when you get home...**

- Reduce the time you spend showering; you will save between 30 and 60 litres per shower.
- Do not use the toilet as a bin; each flush uses between 6 and 10 litres of water.
- Avoid using water to rinse dishes before putting them in the dishwasher.
- For cleaning, preferably use biodegradable products or avoid using water.
- If washing utensils by hand, use one sink for soaping and the other for rinsing, placing the plug and keeping the tap closed while washing.
- If you use hot water, make use of the initial cold litres for any other possible purposes.

**In the 2023/24 season, the Club has launched an awareness campaign on the rational use of water with advice on how to save water both at work and at home.**

## Materials used and waste

• **Recycling concrete and steel** from the demolition of the third stand of the old stadium and **reusing them** for the construction of the new Spotify Camp Nou. FC Barcelona is proud of the fact that concrete waste from the demolition of the Spotify Camp Nou was used on the grounds of the old Miniestadi. So far it that facility has received 130,000 tonnes of material, a world benchmark. The reuse process is based on separat-

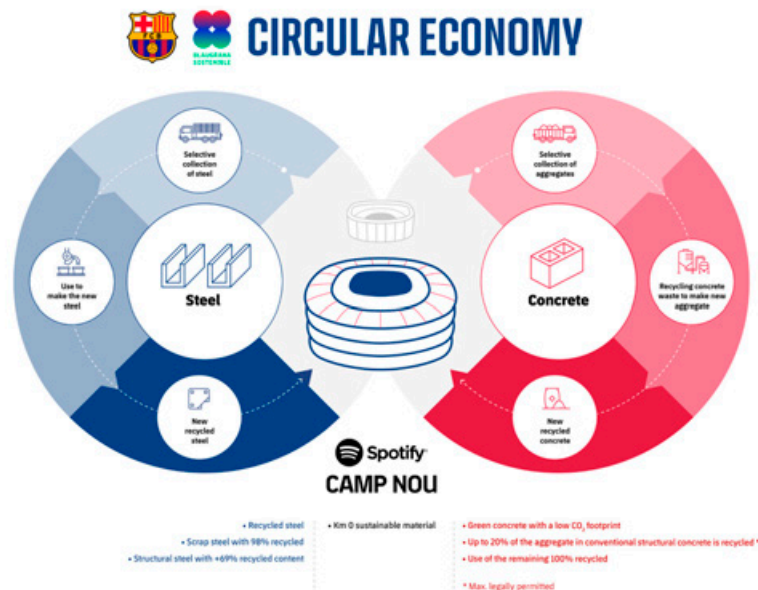
ing the reinforced concrete, the steel and the concrete itself on the grounds of the old Miniestadi. There a concrete manufacturing plant has been installed that uses the recycled aggregate and is located less than 500 m from the Stadium itself, making it a solution of maximum efficiency, sustainability and local (km0) sourcing. Aggregates of various diameters are obtained at this concrete treatment plant from the material produced during the old Spotify Camp Nou demolition. The aim is to reuse the aggregates as raw mate-

rials for the construction of the new Stadium, to the maximum extent permitted by current law: 100% in non-structural concrete and 20% in structural concrete. The rest of the recycled aggregates are also reused in their entirety for cleaning concrete (filling, drainage, tiles, among other uses). In the case of steel extracted from demolitions, it is transported to an outside company located 20 kilometres from Barcelona which specialises in the recycling process. Once their process is complete, up to 98% of the scrap steel is incorporated into corrugated iron rods.

This model allows the incorporation of locally sourced (km0) materials into the new structure, leading savings in the extraction of raw materials and the protection of virgin spaces. It has the added benefit of reducing the carbon footprint of the Espai Barça works, in terms of both the material and the energy consumed, as well as in transport and in the manufacture of new material. It should be noted that the recycled concrete and steel, together with the rehabilitation of the 1st and 2nd stands, represent a reduction of approximately 50% in the works' carbon footprint.

• **Promoting a second life** to some of the furniture and electronic devices removed from the old Spotify Camp Nou at the time the works started during the 2022/23 season. Several collection drives for reusable materials have been held through an organisation specialised in supplying second-hand goods.

• **Reduction of single-use plastics** with the use of reusable bottles by the handball team during the Final Four of the Champions League in the 2022/23 season.



- **Collect, transport and recycle** of much of the Club's now obsolete **electronic material** (computers, among items), during the 2023/24 season through a specialised external entity. The associated certificates were obtained.

- **Installation of an outdoor water fountain** located on the Boulevard to provide quality filtered water to visitors. This initiative aims to comply with Royal Decree 1055/2022, which aims to reduce packaging and packaging waste in order to minimise or eliminate its impact on the environment. Since the fountain was installed in the 2022/23 season, it has led to 39,795 single-use, half-litre plastic bottles being saved from production and prevented 6,966 kg of CO<sub>2</sub> emissions.

### BEST PRACTICES IN INTERNAL CORPORATE MANAGEMENT

During the 2022/23 and 2023/24 seasons, several good practices were applied to the Club's operations as a whole:

- As a result of the Club's various sustainable actions, the double **Biosphere certificate** was obtained, as described in the corresponding report and briefly mentioned in this section. The two-part certification refers to the Club and the Museum during the 2022/23 season. This honour recognises that the Club develops its goods and services in accordance with a responsible model for society and the environment. This is a global sustainability certification aligned with the United Nations Sustainable Development Goals. This double certification has been renewed for the 2023/24 season, a process that involves the incorporation of three annual improvement actions that confirm the Club's responsible commitment to

society and the environment.

- Preparation of the FC Barcelona **Biodiversity Guide** in Les Corts discussing the 34 species that live there, either as residents or that use it as a hunting or transit area. This is an unprecedented initiative and yet another example of the efforts by the FC Barcelona management to protect the area's biodiversity.
- Installation of three types of **nest boxes** in the Ciutat Esportiva: Eight intended for swifts, six for insectivorous birds and one for peregrine falcons/kestrels. Additionally, an electronic decoy powered by a solar panel has been installed to encourage swift nesting. This is a device that is activated during the months of highest bird activity. The nest boxes are monitored in a joint effort with bird protection entities, such as FAADA and SOS Swifts.
- Addition of a **section on the Club's official website** dedicated to **Sustaina-**

**bility**, a consultation space where information is published about current initiatives and related news. It begins with the Club's strategic positioning, in which sustainability is one of the three pillars, and presents various reports and guides prepared by the Club. It also shows the certificates obtained and highlights some of the actions in a video module.

- Installation of a **vertical garden** at the Club's main offices during the 2023/24 season, composed of preserved natural moss that has undergone a conservation and stabilisation process that gives it a natural appearance, high durability and requires no maintenance. This project has generated a significant social impact, since it was managed and executed by a foundation that works with people with disabilities and persons at risk of social exclusion.





- Steps to make the 2024 **Copa de la Reina final** a sustainable event. FC Barcelona women's first football team played the final of the Copa de la Reina against Real Sociedad in Zaragoza in a match that was, for the first time, sustainable and inclusive. Thanks to the joint work between the Club, the Royal Spanish Football Federation (RFEF), the City Council of Zaragoza and Real Sociedad, it was possible to achieve this objective. The RFEF measured the carbon footprint with the aim of compensating for the emissions subsequently emitted. The Zaragoza City Council provided electric buses that connected the AVE station and other parts of the city with La Romareda stadium. Leaders also called on fans to travel to the match using sustainable transport. Waste collection islands were also installed to promote the proper recycling of waste, and the match's tarpaulins were recycled. They were converted into second-use items thanks to the agreement with employment companies. Regarding inclusivity, the Copa de la Reina final was narrated for blind people. Similarly, an inclusive programme was launched that has included refugees and vulnerable people in catering and hospitality services.

- Promotion by the Club of train and coach travel for members and fans for the **Copa del Rey final**, held in Seville. Thousands of Barça fans opted for the train and bus as an alternative to private vehicles or planes, consistent with the line of action that the Club has already established in the entity's corporate travel. Similarly, for the Women's Champions League final held in Lisbon, the Club encouraged bus travel, further helping to reduce carbon emissions associated with mobility.
- Participation in the fourth **Global Sustainability Benchmark in Sports** (GSBS) sustainability report, which includes different sports entities from various sports fields at a global level to measure their commitment to sustainability through sustainability indicators. It should be noted that compared to the previous report in 2022, we have significantly improved our position in the global ranking (#8) and in the ranking where only football

clubs are assessed (#5). In addition, in the 2022/23 season, this entity created the "Stakeholder Advisory Committee", of which we are a member. It is a space made up of representatives from the professional sports industry in which the different challenges, opportunities and initiatives in the field of sustainability are discussed.

- During the 2022/23 season, and with the idea of increasing transparency and oversight in one of the Club's most ambitious projects - as is the remodelling of the Spotify Camp Nou - the Espai Barça Monitoring and Transparency Body has been created within the Espai Barça. It is responsible for supervising the tendering processes of the Espai Barça contracts, identifying risks and ensuring that oversight measures are respected, including legal provisions for occupational risk prevention.



## PROMOTION OF KIT AND MERCHANDISING WITH SUSTAINABILITY STANDARDS

- In the 2022/23 season, a notable achievement was the effort to promote circular economy projects by producing items from leftover or obsolete stocks, thus giving a second life to products and reducing the use of virgin raw materials. Along the same lines, to reduce waste generation, a Memorabilia collection has been promoted to convert some products from the old Spotify Camp Nou into new items, and thus giving them a second life.
- FC Barcelona unveiled its new team kit for the 2022/23 season under the slogan '*+ Catalunya + Barça*'. This shirt pays tribute to the Club's roots, with the Catalan flag on the chest as the main element, inspired by the captain's armband. La Pedrera - Casa Milà was the stage for its official unveiling and the official launch of the shirt took place in the Catalan men's derby, against Girona FC, in Montilivi.
- In the bottle line, plastic and rubber have been eliminated in the manufacturing process, replacing them with more sustainable and easily long-term reusable materials. The labelling has also been replaced with recycled cardboard.
- There have been new efforts to market Buff® neckwear accessories made from

recycled plastics.

- A licence has been granted to deliver reusable cups to the Lluís Companys Olympic Stadium and thus reduce single-use plastic cups. The initiative launched in the 2023/24 season letting fans purchase reusable cups that they can return once the event has ended is being continued. This project helps extend the life cycle of products and has prevented the emission of 15.2 tonnes of CO<sub>2</sub> equivalent compared to using single-use cups.
- FC Barcelona has also opened two corners at El Corte Inglés, one on Diagonal and the other in Plaça Catalunya, advancing its plan to expand the retail business in the city through the Barça Licensing & Merchandising (BLM) company.

## MANAGING THE HOSPITALITY AND CATERING OFFER ACCORDING TO ENVIRONMENTAL STANDARDS



In relation to the range of catering and hospitality services offered by external winning bidders and the brands they represent, a collaborative effort was initiated to improve and establish sustainable practices in the management of the day-to-day service. Among the practices implemented, the following are especially notable:

- The introduction of reusable or biodegradable packaging, with new sustainable packaging in hospitality services such as wooden implements and bamboo and cardboard trays.
- The requirement and obligation for all catering establishments to offer alternative dietary options (gluten-free, lactose-free, vegetarian, vegan, etc.).
- Oversight and monitoring to ensure that all catering services selectively collect and subsequently process the waste generated in their establishments correctly.

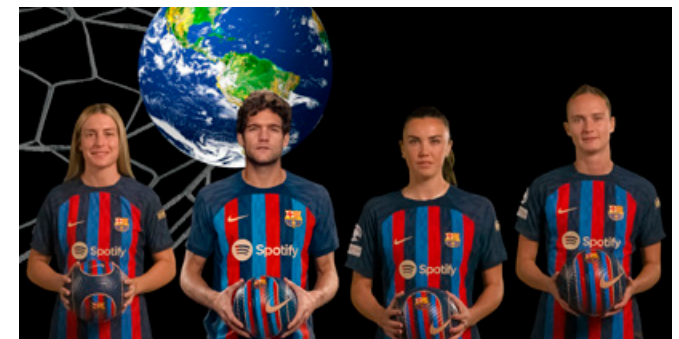
On the other hand, with the participation of people associated with Barça sponsors, in the 2022/23 season, there was a process to choose the design of the hamburgers served at the Barça Cafè, in the leadup to the Barça-Madrid match. The Fan Token Holders voted on the design to be printed on the burger buns.

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

In the 2023/24 season, first team basketball player Jabari Parker announced the extension of his contract at the Club, while also promoting sustainable mobility in the city of Barcelona. He showed his commitment to sustainability and became a role model for society.

In the 2022/23 season, several players from the men's and women's first football teams participated in the 29th edition of SUNCINE, the international environmental film festival under the slogan #unGolPelPlaneta (A goal for the planet). They starred in a video to share a message supporting sustainability. In this way, the aim is to generate positive change in clubs and societies, expressing a message of awareness to all citizens.

In recent seasons, FC Barcelona continued to collaborate with its usual sponsors in order to incorporate environmentally responsible habits and attitudes.





2022/23 Season

**#4all Campaign** with the sponsor Allianz to give visibility to inclusion through the creation of digital content with the players of the men's and women's first football teams and the Genuine team.

Celebration of the Women's League title by Heura with a 100% plant-based **barbecue** in the garden of La Masia, reducing emissions by 91% and the environmental footprint by 84%.

2023/24 Season

**Impossible barriers** campaign with sponsor Caixabank to support inclusion. Olympic medallist Xavi Porras helped the players of the men's and women's first football teams take on various challenges on the pitch while blindfolded. In the match against Real Sociedad, two members were given the opportunity of attempting the same challenges.

The **social programme** promoted by TPV Cares Ambilight TV allowed seven boys and girls with different illnesses to take to the field with the first men's football team and have an unforgettable experience that was beneficial for their emotional well-being.



### 4.2.3. INDICATORS

KEY PERFORMANCE INDICATOR	S 2023/24	S 2022/23
<b>Efficiency and effectiveness in resource use</b>		
Number of actions in awareness raising and sustainable transition (energy efficiency, water efficiency, waste management, biodiversity, sustainable mobility, etc.).	10	10
Number of sustainable projects that follow a circular economy model	3	3
Percentage of <b>electricity</b> from renewable energy sources	100%	100%
Annual total of electricity produced in-house from renewable sources	44,234 kWh	46,250 kWh
<b>Annual electricity consumption</b>	13,725,870 kWh	15,296,056 kWh
Spotify Camp Nou	6,875,753 kWh*	8,110,468 kWh
Ciutat Esportiva and Johann Cruyff Stadium	4,643,284 kWh	4,729,157 kWh
Palau Blaugrana and central offices	2,085,035 kWh	2,322,325 kWh
Travessera offices	121,798 kWh	134,106 kWh
Number of drinking water sources installed	85	85
Percentage of use of reused water	36%	More than 25%
<b>Total drinking water consumption</b>	71,308 m <sup>3</sup>	116,210 m <sup>3</sup>
Spotify Camp Nou	8,743 m <sup>3</sup> *	47,323 m <sup>3</sup>
Ciutat Esportiva and Johan Cruyff Stadium	46,582 m <sup>3</sup>	67,936 m <sup>3</sup>
Palau Blaugrana and Central Offices	12,825 m <sup>3</sup>	416 m <sup>3</sup>
Others	3,158 m <sup>3</sup>	535 m <sup>3</sup>
Number of selective waste collection points	2	2
Waste managed	245.10 tonnes*	278.21 tonnes
Number of EV charging points	13	11

\* Due to the fact that in the 2023/24 season the matches were not played at the Spotify Camp Nou due to the works, the data covers the facilities at the Lluís Companys Olympic Stadium



KEY PERFORMANCE INDICATOR	S 2023/24	S 2022/23
<b>Best practices in internal operational management</b>		
Tonnes of CO2 emissions in travel (professional sports, amateurs, corporate, members through the Club)	N/A	N/A
Percentage of means of transport used out of the total number of journeys made by the professional teams		
Train	17%	19%
Bus	35%	31%
Plane	48%	50%
Number of sheets of corporate paper printed	45,000	46,000
<b>Promotion of kit and merchandising with sustainability standards</b>		
Percentage of sports kit produced with recycled materials	99%	95%
Percentage of products (based on turnover) that follow eco-design criteria (use of materials with less impact, less resource-intensive production processes, etc.)	5%	5%
Percentage of products (based on turnover) that use raw materials that follow eco-design principles (recycled, natural, biodegradable materials, etc.)	5%	5%
Number of products replaced or modified since BLM's creation for choices with more socially and environmentally sustainable design criteria	89	88
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%	100%
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	6%	5%

KEY PERFORMANCE INDICATOR	S 2023/24	S 2022/23
<b>Managing the range of hospitality and catering services with social and environmental criteria</b>		
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%	100%
Percentage of catering and hospitality establishments with food options for consumers with specific diets (gluten-free, vegetarian, vegan, etc.)	100%	100%
Percentage of catering and hospitality establishments that have moved towards the use of sustainable packaging (recycled, biodegradable, etc.), avoiding single-use plastics	100%	100%





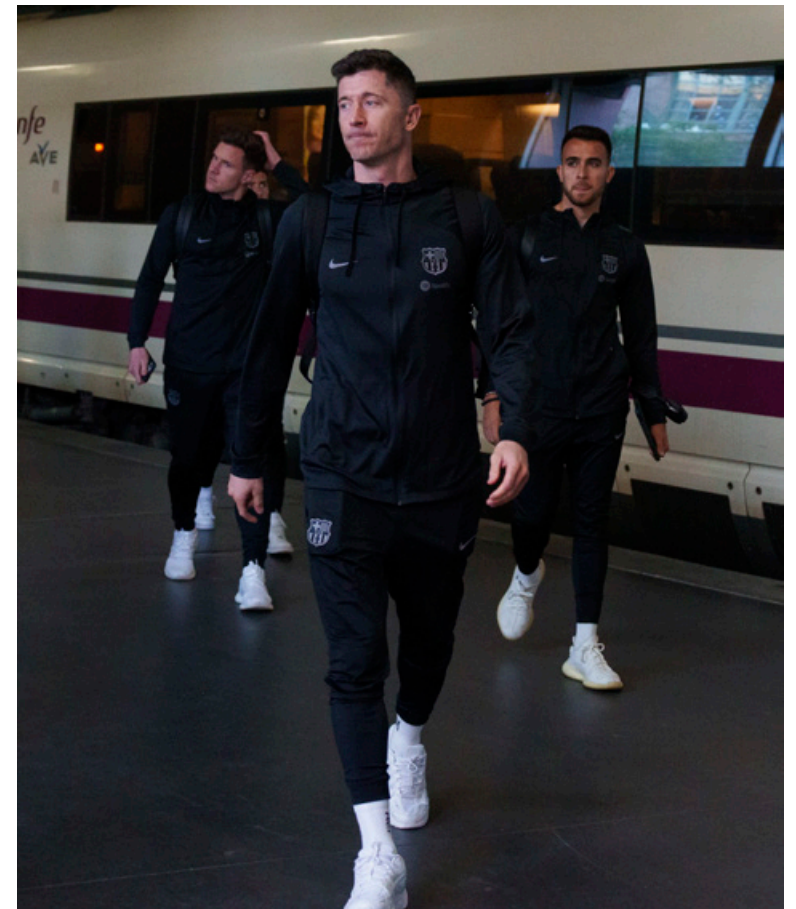
## 4.3. RESPONSIBLE AND COLLABORATIVE MANAGEMENT WITH EXTERNAL AGENTS: THE VALUE CHAIN

Related Sustainable Development Goals



### 4.3.1. FC BARCELONA'S STRATEGIC POSITIONING

FC Barcelona is aware that its influence extends beyond sport and that it has a responsibility to promote responsible organisational behaviour. The Club's conviction to be a good steward of its position has led it to reinforce the sustainability standards required of its suppliers and comply with European Union regulations. Similarly, in the management of its own operations, the Club implements good practices to minimise impact, whether in purchases, choosing suppliers, handling business travel or logistics.



### 4.3.2. NOTEWORTHY PROJECTS AND ACTIVITIES

#### IMPLEMENTING SUSTAINABLE STANDARDS

On 24 July 2024, the Due Diligence Directive (CS3D) came into force, affecting the entire supply chain. With that, the purchasing and supply chain management policy has been spelled out in a renewed management system that covers several fronts: a uniform governance framework for purchasing decisions; the inclusion of purchasing conditions consistent with the objectives of reducing carbon footprint; a new code of conduct for suppliers; and a system of collaboration and monitoring of compliance that ensures respect for human rights and the minimisation of environmental impacts in the supply chain, while also taking into account EFRAG’s published Guide on this topic. Along these lines, during the 2023/24 season the Club's supplier approval procedure was strengthened. The aim was to establish the criteria and procedure for evaluating suppliers before initiating any commercial relationship with the entity. This approval aims to guarantee that suppliers comply with the standards of quality, safety, ethics, sustainability and other requirements established by the company.

Similarly, with the aim of promoting responsible purchasing, FC Barcelona be-

gan laying the foundations to define the standards for contracting and selecting suppliers, taking into account the Corporate Sustainability Due Diligence Directive (CSDDD), which aims to reshape the landscape of companies operating within the EU and beyond its borders. In essence, the CSDDD obliges large companies to:

- Identify, prevent and mitigate potential adverse impacts on human rights and the environment throughout its value chain, which includes subsidiaries, suppliers and intermediate partners.
- Institute a due diligence process that integrates risk assessment, grievance mechanisms and stakeholder engagement.
- Report publicly and transparently on due diligence efforts.

#### RESPONSIBLE VALUE CHAIN MANAGEMENT

FC Barcelona has a code of conduct for supplier companies, an essential requirement to obtain supplier approval and maintain commercial relationships. In this sense, it is established that FC BARCELONA will promote among its suppliers, contractors and other collaborating companies knowledge of the Internal Code of Ethics and Conduct, as well as the adoption of conduct guidelines consistent with it.



### 4.3.3. INDICATORS

KEY PERFORMANCE INDICATOR	S 2023/24	S 2022/23
<b>Implementation of sustainable and responsible value chain criteria</b>		
Percentage of local supplier companies (based on turnover)	58%	50%
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.	95%	95%
Percentage of new suppliers (based on turnover) that have passed evaluation and selection filters in line with social and environmental criteria.	100%	100%

## 4.4. DIGITAL TRANSFORMATION AND TECHNOLOGICAL ADAPTATION

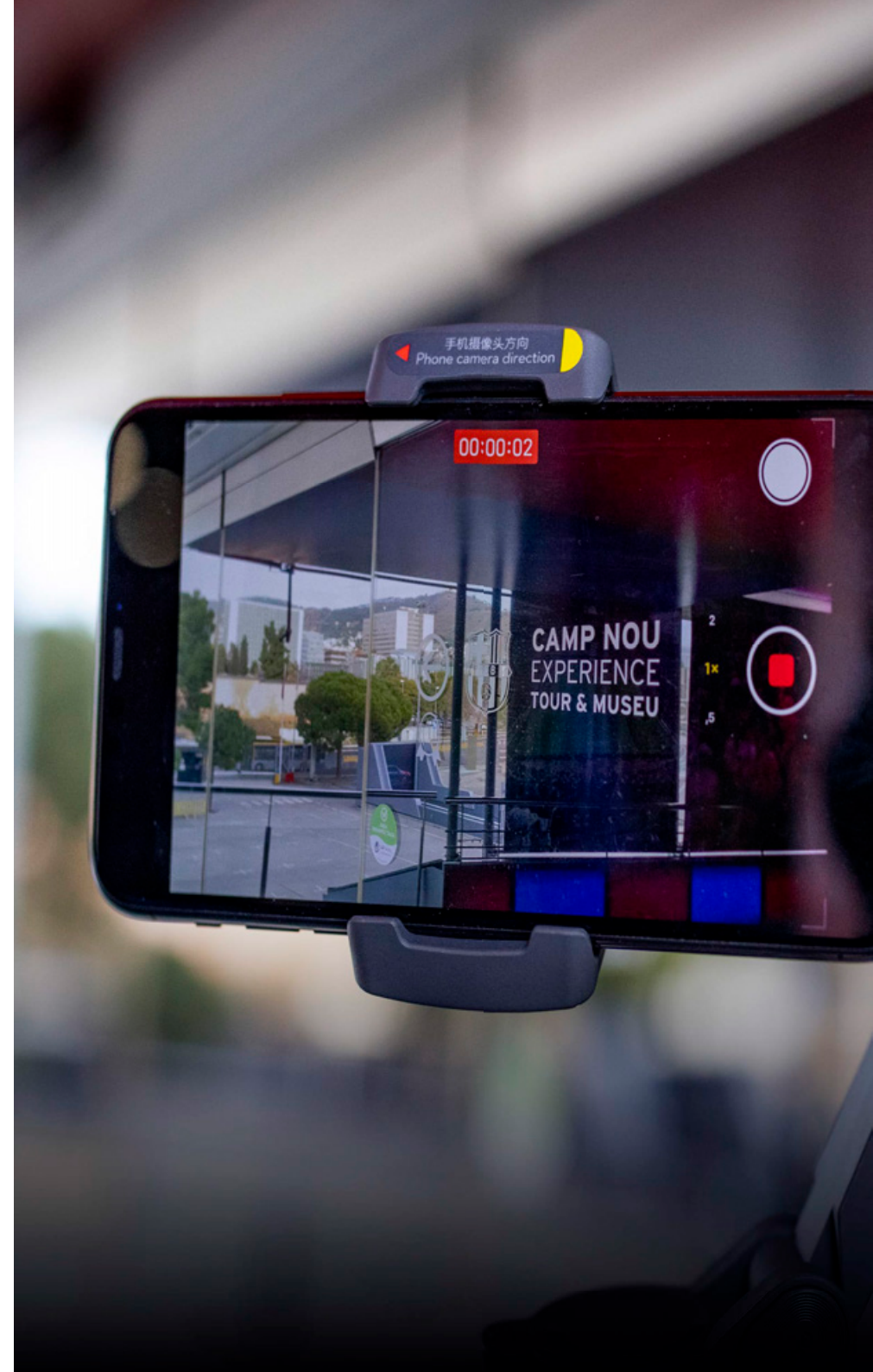
Related Sustainable Development Goals:

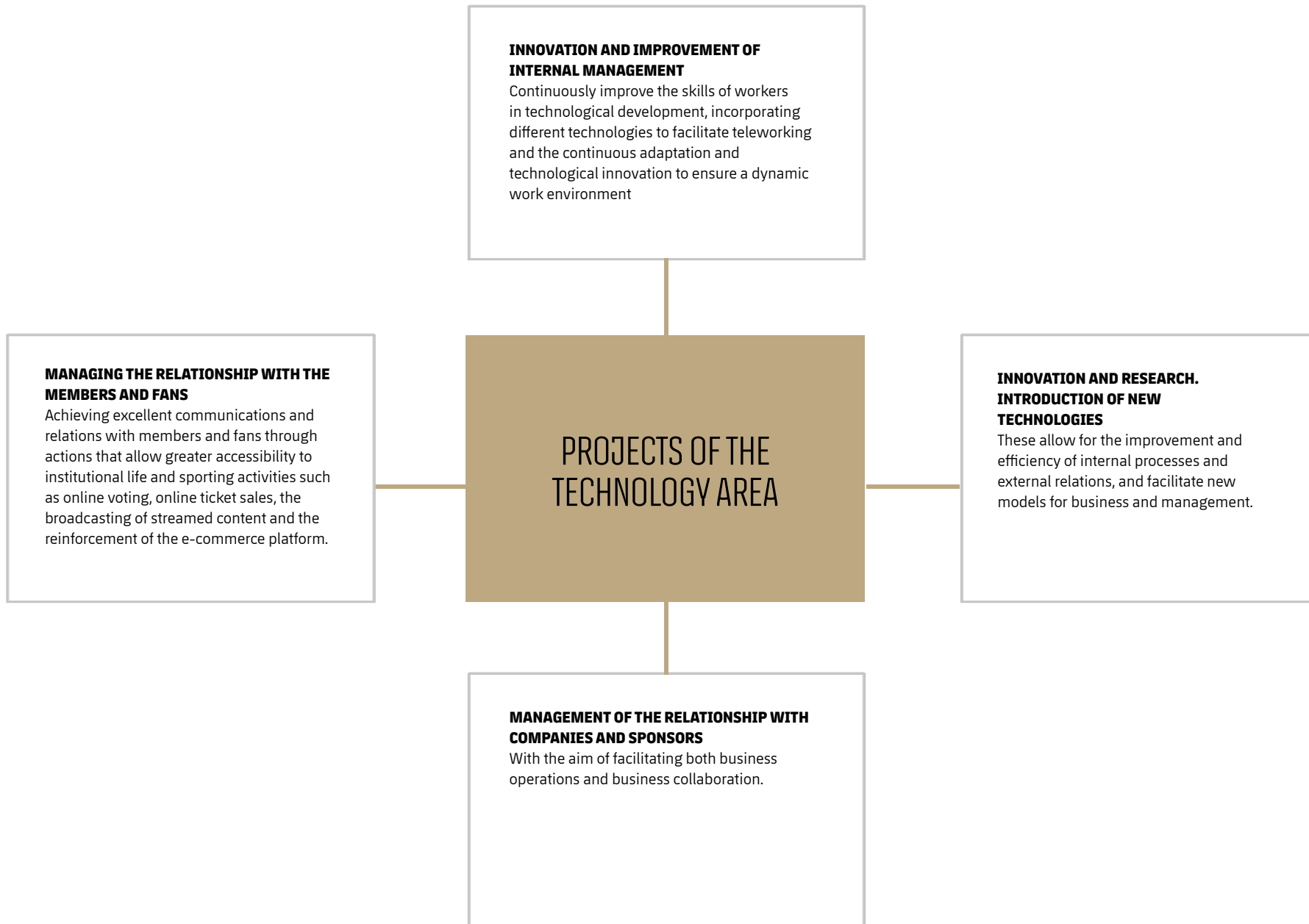


### 4.4.1. FC BARCELONA'S STRATEGIC POSITIONING

Technology has become a tool through which we can adapt to new scenarios, providing benefits in the economic, governance, social and environmental areas thanks to facilitating access to information, data collection and analysis, and the offer of tailored products and services. It contributes to the activities for transforming processes and tools that improve the development of society's daily activity. The Club has focused its tasks in the following areas:

THE CLUB'S INFORMATION TECHNOLOGY AREA'S MAIN MISSION IS TO DEVELOP STRATEGIC PROJECTS TO TRANSFORM AND DIGITALISE PLATFORMS, PROCESSES AND TOOLS





## 4.4.2. NOTEWORTHY PROJECTS AND ACTIVITIES

### MANAGEMENT OF THE RELATIONSHIP WITH THE MEMBERS AND THE FANS

The implementation of online voting within the framework of the referendum for the financing of the Espai Barça, on 19 December 2021, was the beginning of the Club's digital transformation process, developing a change management strategy aimed at members. During the 2022/23 season, the Club continued to focus on technological innovation and on Saturday, 21 October 2023, the fourth Annual General Assembly of Barça Members was held online.

### INNOVATION AND IMPROVEMENT OF INTERNAL MANAGEMENT

During the 2022/23 and 2023/24 seasons, the Club continued implementing its training plan consisting of technical and technological instruction for the Club's staff. Of special note are 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.

Since the appearance of NFTs (Non-Fungible Tokens), digital assets that represent the ownership and authenticity of a unique item, the Club has wanted to promote some actions in this area:

- In the 2022/23 season the Club released two works of art based on NFT technology:

**Masterpiece #1 Johann Cruyff "In a way, immortal"**: the first NFT work of art in the history of the Club that recreates the legendary moment of Johann Cruyff at the Camp Nou when, on 22 December 1973, the Barça player scored a spectacular goal against the Atlético Madrid goalkeeper.

**Masterpiece #2 Alexia Putellas "Empowerment"**: the second NFT in the Club's history, inspired by Alexia Putellas and her historic performance during the 2021/22 UEFA Women's Champions League final, celebrates the impact of Alexia and women in football. The buyer was able to enjoy three experiences: a Meet & Greet with Alexia, a physical seat from the old Spotify Camp Nou designed by Catalan artist Òscar Tusquets and signed by the player, and boots signed by Alexia that she used for the first match after returning from injury and that she also used in the Champi-

- The Club launched the *Plastiks* collection consisting of 3,000 NFTs with animal motifs and with Barça colors and materials during the 2022/23 season. There were NFTs at different price points and approximately half of the proceeds have been allocated to support associations dedicated to plastic recycling in developing countries.

- At the end of the 2022/23 season the Club joined the *Discord* communication platform designed by the community of gamers and video game enthusiasts. This launch is part of the Club's proposal for the creation of digital entertainment content, along with the purpose of connecting with new audiences and reaching new generations. During the 2023-24 season, FC Barce-



lona has continued to advance its digitalisation and technological innovation strategy, consolidating its presence in the field of NFTs, digital platforms and virtual community environments:

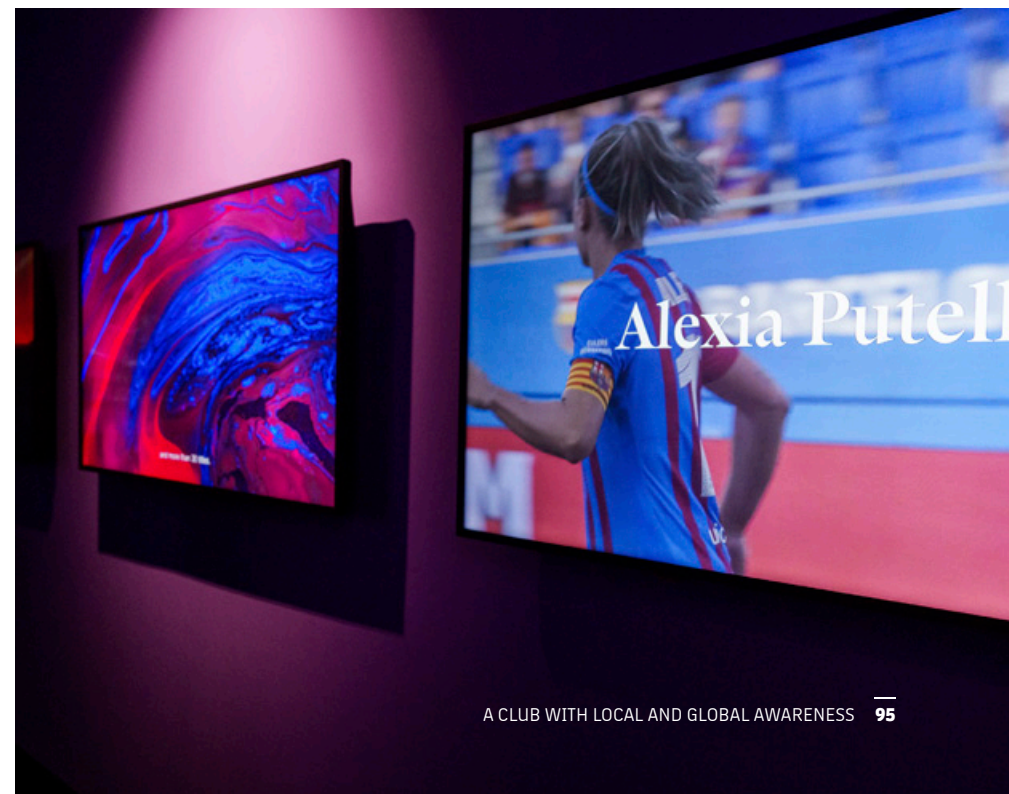
- In October 2023, the **Fantasy Football Cards** collection of NFTs was released allowing players to collect and exchange digital cards of Barça footballers on the Ultimate Champions platform.
- Several **Masterpiece exhibitions** were held in tribute to Club legends through exclusive NFTs; Masterpiece #1 was exhibited in several international museums such as the MOCO Museum in Barcelona, Amsterdam and London.
- The Club consolidated its presence on the digital platform *Discord*, reaching

77,000 users and becoming the second most followed club in the world. Among the most significant activities are exclusive interviews with players, live broadcasts of friendly matches, competitions and community participation, and celebrations of special events such as Sant Jordi, etc.

- On 28 February 2024, the first **Barça Vision Workshop** was held in the Sala París at Spotify Camp Nou, representing another step in the Club's digital transformation. This positions Barça as a benchmark in technological innovation applied to sports and digital media.

### 4.4.3. INDICATORS

KEY PERFORMANCE INDICATOR	S 2023/24	S 2022/23
Policies in force at the Club regarding IT (cybersecurity, etc.)	18	18





## 4.4. BARÇA LICENSING & MERCHANDISING

Related Sustainable Development Goals:

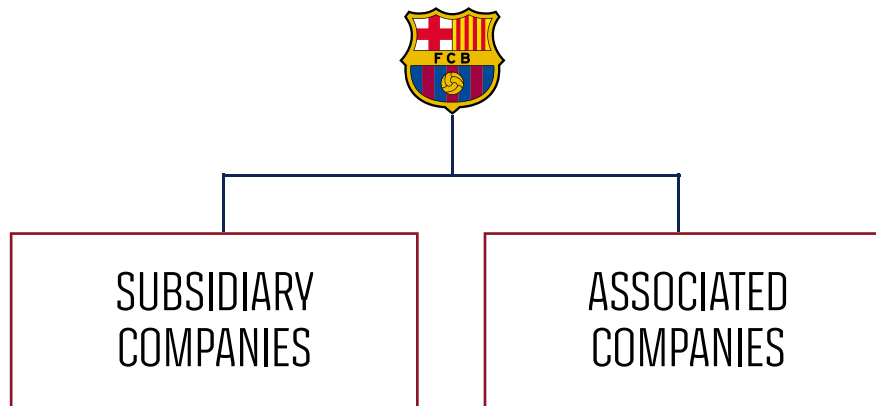


### 4.4.1. BLM STRATEGIC POSITIONING

Futbol Club Barcelona is a non-profit private association of individuals with its own legal personality, constituted on 29 November 1899, as set out in its statutes. On the other hand, the Club is the leader of a corporate group made up of several affiliated companies:

One of the companies in the Group is Barça Licensing & Merchandising, S.L.O. (BLM). This company was established on 23 March 2018, once the exclusive exploitation contract that Futbol Club Barcelona had granted to Nike up to that date had expired, making it possible to put the associated commercial business

in its place. Since then, in accordance with Article 7 of Royal Decree 1159/2010, of 17 September, which approves the rules for the formulation of consolidated annual accounts, the Club formulated consolidated annual accounts for the first time in the financial year ended 30 June 2019, due to the importance of the subsidiary BLM. Until that time, the Club did not prepare consolidated annual accounts, as it only held shares in subsidiaries that did not have a significant interest - individually and as a whole - in the true image of the assets, financial situation and results of the corporate group headed by the Club.



## 4.4.2. SUSTAINABILITY REPORTS

At the end of 2018, Act 11/2018 came into force, which transposed Directive 2014/95 of the Parliament in relation to the disclosure of non-financial information.

Among the changes introduced by the law, one of the most notable was that at three years after transposition companies with more than 250 employees would be required to file a **Non-financial information status report** (EINF, by its Catalan initials) every year, under the supervision of an outside auditor.

In this regard, the preparation of an

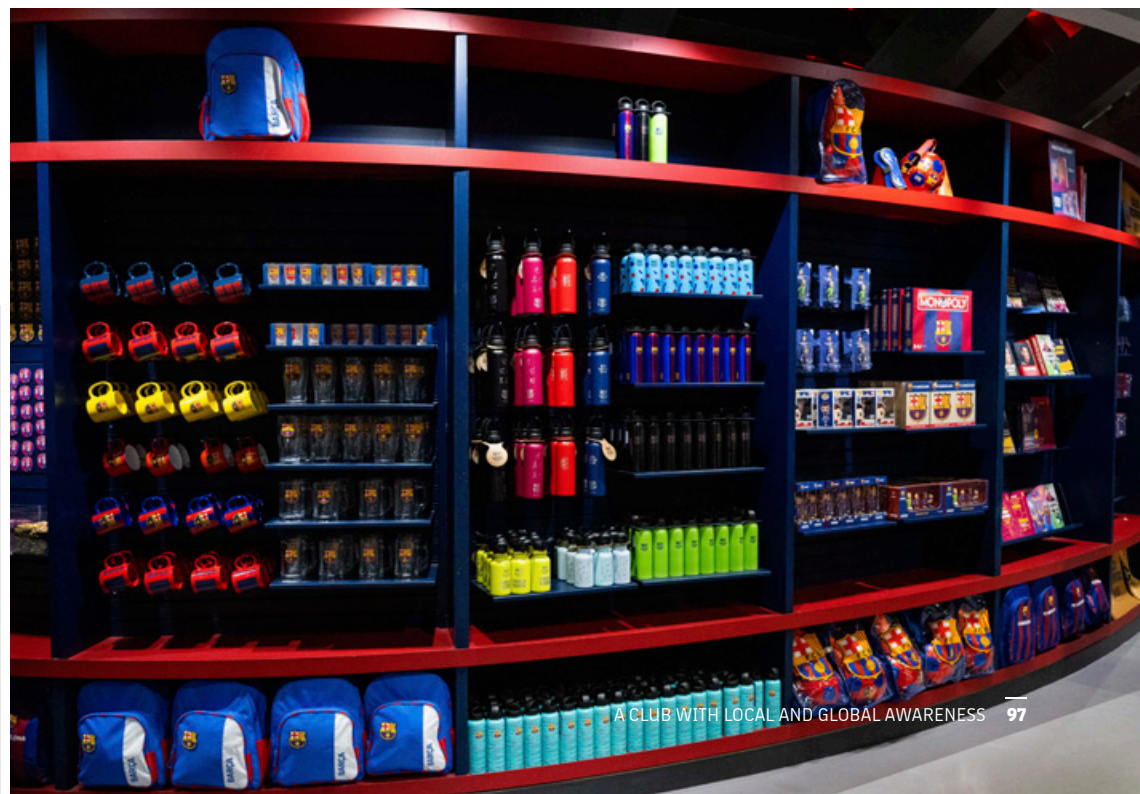
EINF by the entity was not mandatory, but BLM would be required to do so. This sustainability report is a mandatory part of the management report in the Club's annual financial accounts and must be audited by an independent verifier.

The Club carried out the first BLM EINF to cover the 2022/23 season, which included information beyond that requested by current commercial regulations on non-financial information and following the criteria selected from the GRI standard.



## 4.4.3. INDICATORS

KEY PERFORMANCE INDICATOR	S 2023/24	S 2022/23
Preparation of the BLM sustainability report	Yes	Yes





**A CLUB WITH  
PROFESSIONAL  
MANAGEMENT**



FC Barcelona has maintained and consolidated its model based on the participation of the membership in Club governance and a firm commitment to ethics and corporate responsibility. The continuity of these governance and ethical management mechanisms, which are essential to the culture of integrity and transparency that defines the Club, have made the organisation stronger.

Regarding internal affairs, the Club continues to prioritise talent recruitment and the promotion of a fair, inclusive and collaborative work environment, while fostering policies that support the professional development of its staff.

## 5.1. MANAGING ETHICAL AND TRANSPARENT GOVERNANCE

Related Sustainable Development Goals:

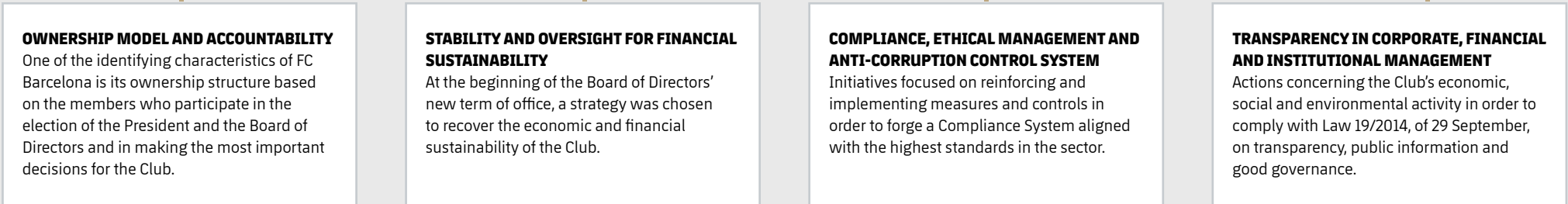


### 5.1.1. FC BARCELONA'S STRATEGIC POSITIONING

FC Barcelona continues to strengthen its commitment to transparency, ethical governance and accountability, especially given the increase in regulatory and social demands in the sports sector. The international projection of the Barça brand makes it essential to maintain rigorous financial and institutional control mechanisms, to guarantee economic stability, promote organic growth and avoid reputational risks.

In the same vein, the Club prioritises management based on ethics, transparency and the active participation of its membership in strategic decisions. This helps solidify a sustainable, stable entity prepared to face present and future challenges.

## 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 OVERSIGHT FOR FINANCIAL SUSTAINABILITY**

At the beginning of the Board of Directors' new term of office, a strategy was chosen to recover the economic and financial sustainability of the Club.

**COMPLIANCE, ETHICAL MANAGEMENT AND ANTI-CORRUPTION CONTROL SYSTEM**

Initiatives focused on reinforcing and implementing measures and controls in order to forge a Compliance System aligned with the highest standards in the sector.

**TRANSPARENCY IN CORPORATE, FINANCIAL AND INSTITUTIONAL MANAGEMENT**

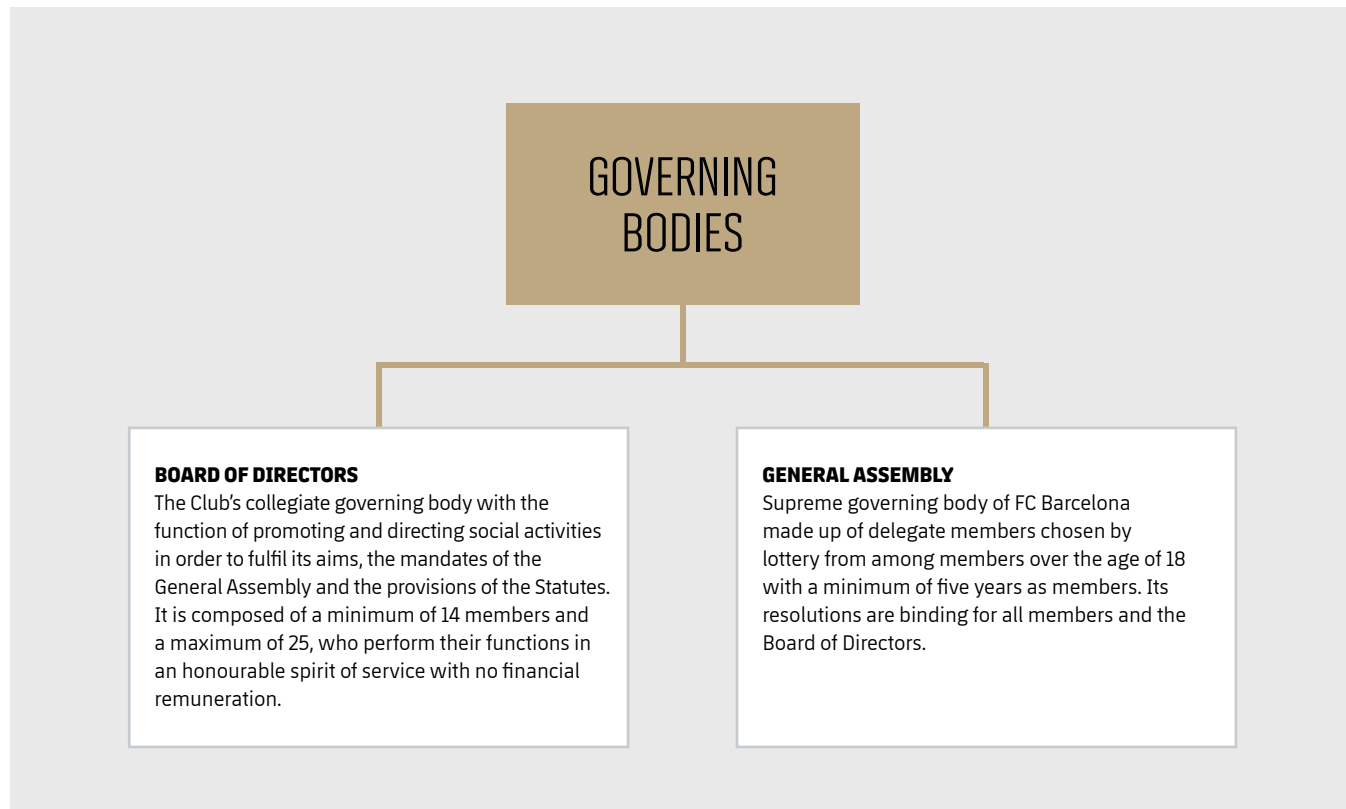
Actions concerning the Club's economic, social and environmental activity in order to comply with Law 19/2014, of 29 September, on transparency, public information and good governance.

## 5.1.2. NOTEWORTHY PROJECTS AND ACTIVITIES

### OWNERSHIP MODEL AND ACCOUNTABILITY

The Club maintains a **member-based ownership structure** in which the members exercise their main responsibility by electing the presidency and the Board of Directors every 5 years. These elections, carried out under according to democratic principles, ensure direct participation in the Club's strategic, economic and institutional decisions.

**Remote Assembly of Delegates where members of the Senate, former presidents and members of the statutes committees were invited in person to the 1899 Auditorium.**



## 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 financial 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.

### 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.
- **Members and Supporters' Club Committee:** these collaborate with the Board of Directors and their role is to represent FC Barcelona, and to act as ambassadors, if necessary, in the various member-focused, institutional or sporting events and activities that may need such representation and, in particular, in those organised by the supporters' clubs.

- **Supporters' Club Representative:** closely linked to the previous committee, it has 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.

ceptual 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
9 October 2022	Approval of the settlement of the 2021/2022 season and approval of the budget for the financial year corresponding to the 2022/23 season. Includes the ratification of the contracts formalised for the transfer of audiovisual rights authorised by agreement of the assembly of 16 June 2022, and presentation of the members of the ethics and transparency committee.
21 October 2023	Annual General Assembly in which the settlement of the financial year corresponding to the 2022/2023 season was approved, the budget for the financial year corresponding to the 2023/2024 season was approved, the sponsorship contract with Ambilight TV was ratified and information was provided on the status of the Espai Barça.



### STABILITY AND OVERSIGHT FOR FINANCIAL SUSTAINABILITY

With the aim of achieving financial balance and the economic and environmental sustainability of the Club, the entity has adopted several strategies since the beginning of the 2021/26 term. In this process, mechanisms have also been guaranteed for members to ensure and exercise broader control over the activity and long-term financial stability:

- **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 Annual 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 other matters.

### COMPLIANCE, ETHICAL MANAGEMENT AND ANTI-CORRUPTION CONTROL SYSTEM

FC Barcelona maintains a firm commitment to corporate responsibility and sustainability, especially in the Governance pillar, which is increasingly relevant within the European Sustainability Reporting Standards (ESRS). Within this framework, it is responsible for guaranteeing transparency, ethics and good governance, as well as minimising risks and ensuring regulatory compliance in all its activities through different actions:

- **Ethics Channel:** Fundamental tool for communicating possible breaches of the Code of Ethics and internal or legal rules. This channel is available to workers, players, members, suppliers, collaborators and sponsors, and allows for secure, confidential and anonymous communications.
- **Internal and external training sessions** to raise awareness about regulatory compliance and prevent corruption risks.
- **Criminal Risks Map and Governance:**

Since the 2021/22 season, the Club has drawn up a detailed report on criminal and governance risks, implementing corrective measures to mitigate or eliminate identified risks. This analysis has been based on regulations such as ISO 37301 for Compliance Management Systems and UNE 19601 for Criminal Compliance, as well as the regulation of Article 31-bis 5.1 of the Spanish Criminal Code.

• **Risk Prevention in Sports for Minors:**

Presentation of the Child Protection System Report consolidating the Club as a leader in child protection in European sport. The objective of the system is to guarantee the protection of all children and adolescents associated with the Club and the Foundation, preventing violence, bullying and child sexual abuse.

**TRANSPARENCY IN CORPORATE, FINANCIAL AND INSTITUTIONAL MANAGEMENT**

FC Barcelona maintains an excellent track record of transparency in the annual disclosure of sporting, financial, social and governance information. With the aim of reinforcing this practice, the Club has improved its control systems and increased the availability of financial and non-financial information to adapt to the burgeoning requirements of transparency and regulatory compliance.

In this context, the Club promoted the publication of the Sustainability Report for the 2020/21 and 2021/22 seasons, thus reaffirming its commitment to sustainable and responsible management. This initiative is consolidated with this edition of the Sustainability Report, which puts further weight behind the Club's commitment to transparency, and reinforces its proposal for sustainability, especially within the framework of the new Espai Barça and its social and environmental impact.

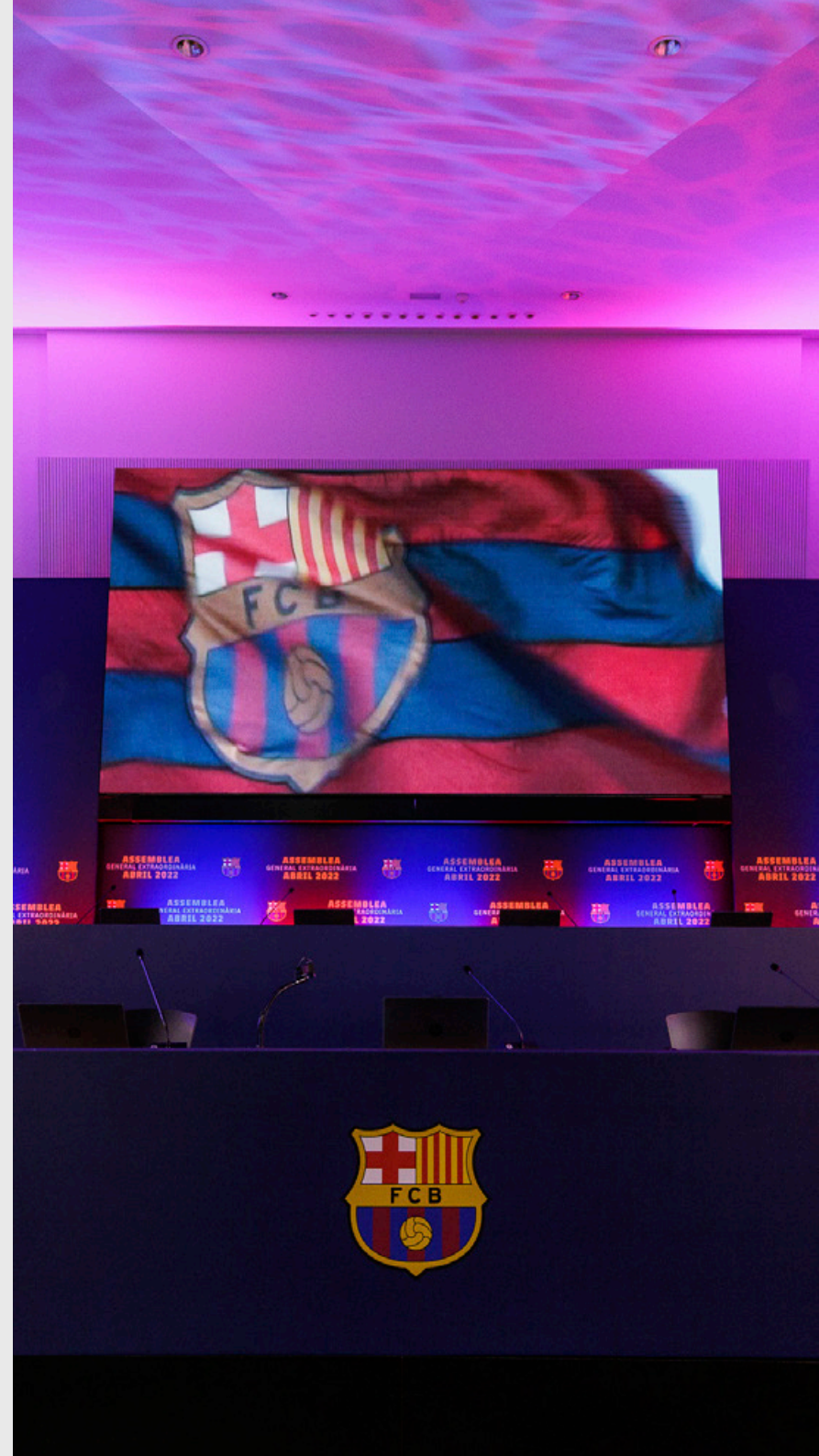
Likewise, the Club has continued efforts to stay in line with market standards for transparency and governance. This includes updating and disseminating information through the "Transparency and Compliance" portal, which is put forward in compliance with Law 19/2014 on transparency, access to public information and good governance.



### 5.1.3. INDICATORS

KEY PERFORMANCE INDICATOR	S 2023/24	S 2022/23
<b>Ownership model and accountability</b>		
Percentage of participation in elections or referendums	N/A	N/A
Number of appointed delegate members*	4,457	4,457
Average percentage of participation of members in Assembly of Delegate Members (in-person)	N/A	N/A
Average percentage of participation of members in Assembly of Delegate Members (online)	15%	16.5%
Number of new senators appointed	69	91
Percentage of participation of members in the Senate	21%	12.9%
Number of interventions by the Members' Representative	4,730	2,260
<b>Ownership model and accountability</b>		
Number of complaints identified and resolved by the Regulatory Compliance and Ethics Channel	42	50
Cases of discrimination and corrective actions in companies	0	0
Number of workers trained in integrity, compliance and ethics procedures	552	421
Number of training sessions on ethics, compliance, social media, behaviour and sports values for players in training at La Masia	62	28
Number of suppliers or third parties investigated (Due Diligence) to identify reputational risks and other negative social and environmental impacts	915	866
Number of non-compliance incidents relating to information or labelling of products or services	0	0
Number of substantiated complaints about violations of customer privacy and loss of customer data	1	1
<b>Transparency in corporate, financial and institutional management</b>		
Number of suppliers listed in the transparency section of the Club's website	90	97

\* New delegate members are appointed biannually.



## 5.2. TALENT AND PROFESSIONAL DEVELOPMENT

Related Sustainable Development Goals



### 5.2.1. FC BARCELONA'S STRATEGIC POSITIONING

The evolution of football as a global sport has required increasing professionalisation of club management, as well as effective recruitment and retention of talent to maintain a competitive edge. In this context, FC Barcelona has consolidated a people management strategy based on ongoing improvement, professional training and the creation of a collaborative and inclusive work environment.

This approach has allowed us to strengthen the emotional and personal well-being of workers, promoting a culture of social inclusion, gender equity and non-discrimination, values which are fundamental to the identity of FC Barcelona.

#### DEVELOPMENT OF THE CLUB'S PROFESSIONAL TALENT

##### Training and professional development

FC Barcelona promotes the continuous development of its employees through training programmes tailored to the strategic needs of each area.

##### Selection of staff and promoting internal talent

The Club applies objective recruitment criteria to ensure selection based on merit and work skills. However, internal promotion is prioritised for mid-level and managerial positions, offering growth opportunities within the organisation through an internal job offer policy.

In this sense, FC Barcelona follows the **European Social Sustainability Standards (ESRS)**, which define the main social indicators to be measured and reported. This framework is applied in accordance with the principle of materiality, identifying those social impacts and risks that are most relevant to the Club.

##### Salary policy and compensation

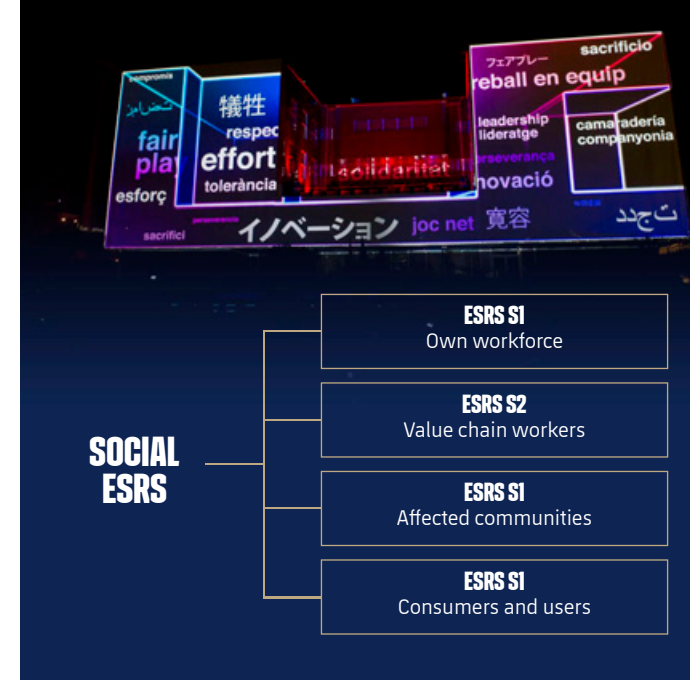
The Club has a competitive compensation programme that includes tax benefits, variable compensation according to the objectives achieved and recognised training accreditations to attract and retain talent.

In accordance with the European Social Sustainability Standards (ESRS), the Club

structures its social strategy in four areas:

1. Own workforce (ESRS 1)
2. Value chain workers (ESRS 2)
3. Affected communities (ESRS 3)
4. Consumers and end users (ESRS 4)

In terms of wages, the Club takes into account the Disclosure Requirement relating to appropriate wages of the Social Standards (S1-10), ensuring that its workers receive fair remuneration.



## DIVERSITY, EQUITY AND INCLUSION IN THE WORK ENVIRONMENT

FC Barcelona reaffirms its commitment to diversity, gender equality and non-discrimination by consolidating inclusive and equitable work environments, while promoting cultural, functional, generational and sexual orientation diversity within the Club.

The **3rd Plan for Equality between Women and Men (2024-2028)** comprises 41 measures and is organised into nine work lines. The plan aims to guarantee equal opportunities, promote a healthy work environment and implement inclusive communication criteria.

## MANAGING THE INTERNAL WORK ENVIRONMENT

FC Barcelona continues its work towards ensuring an **optimal work environment** by strengthening internal communication and promoting participation from teams to create a positive professional experi-

ence within the Club.

## OCCUPATIONAL HEALTH AND SAFETY

Regarding **health and prevention of occupational risks**, the commitment to the application of prevention policies, continuous training and active monitoring of occupational risks remains firm. This applies to the company's own workforce and to external supplier companies alike. Likewise, the internal medical service remains available to workers, with comprehensive care that promotes the well-being of all the Club's staff and sportspeople.

THE CLUB CONTINUES TO ENCOURAGE PROFESSIONAL DEVELOPMENT, STRENGTHENING THE WELL-BEING OF WORKERS

## 5.2.2. NOTEWORTHY PROJECTS AND ACTIVITIES

### DEVELOPMENT OF THE CLUB'S PROFESSIONAL TALENT

#### Training and professional development

During the 2022/23 and 2023/24 seasons, FC Barcelona continued the FEP (Focus on People) Performance Appraisal System, establishing annual evaluation processes and promoting new work-life balance and flexibility measures beyond those required by law.

Similarly, in the 2023/24 season, the language and technical skills training programme related job duties was restarted for Club employees.

#### Selection of staff and promoting internal talent

During the 2022/23 and 2023/24 seasons, FC Barcelona continued to strengthen the individualised induction plan for new hires, guaranteeing a structured support process to facilitate their integration into the Club.

In addition, Barça has continued to promote internship programmes in collaboration with higher education centres, supporting job placement among university and vocational training students.

#### Salaries and compensation

The Club maintains social and labour benefits to guarantee the well-being of the staff, including work-life balance policies, reduced working hours and maternity and paternity leave.

In addition, specific support continues to be offered for workers with special needs, as well as additional benefits such as pension plans, discounts at sports schools and tickets for sporting events.

### DIVERSITY, EQUITY AND INCLUSION IN THE WORK ENVIRONMENT

During the 2022/23 and 2023/24 seasons, there have been further policies to ensure



a more inclusive and equitable work environment. Especially notable are:

### 3rd Plan for Equality between Women and Men (2024-2028)

Signed by the entire Club's Negotiating Committee, it includes 41 measures organised into nine strategic work areas (in force during the period 2024-2028) to consolidate real equality within the Club. These measures address matters such as:

- The integration of gender equality and LGBTI inclusion into the internal culture of the institution.
- Equal opportunities in professional development.
- A healthy work environment free from gender discrimination.
- The use of inclusive, non-sexist and diverse communication in all areas of the Club.
- **Updated harassment protocols:** The Protocol for the prevention and addressing of workplace harassment and the Protocol for the prevention and addressing of sexual harassment, for reason of sex, sexual orientation and gender identity, were updated. This has strengthened protection and action in the face of these situations.
- **Diversity training and awareness:** through training in diversity and accessibility, talks on LGTBI-phobia aimed at sports technical staff, among actions.

### MANAGING THE INTERNAL WORK ENVIRONMENT

The Club maintains its commitment to fostering a collaborative and motivating work environment aligned with the values of the institution, while promoting initiatives to improve the work climate and strengthen team cohesion. It fulfils this mission through information sessions to share strategic projects and improve internal communication, in addition to other initiatives.

### OCCUPATIONAL HEALTH AND SAFETY

FC Barcelona offers educational talks from leading professionals on health, psycho-emotional well-being and healthy lifestyles.

BARÇA PROMOTES  
EQUALITY, INCLUSION  
AND WELL-BEING  
WITH PROTOCOLS,  
TRAINING AND  
POLICIES FOR A  
SAFE WORKING  
ENVIRONMENT



### 5.2.3. INDICATORS

KEY PERFORMANCE INDICATOR	S 2023/24	S 2022/23
<b>Development of the Club's professional talent</b>		
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%
Number of training hours delivered on diversity, gender equity, non-discrimination, etc., by the DEI department	2	11
Number of vacancies offered through internships	92	33
Number of new positions created	38	1
<b>Diversity, equity and inclusion in the work environment</b>		
Distribution of employees in the corporate workforce by gender (% of women)	24%	23.4%
Distribution of the sports staff by gender (% of women)	11.40%	9.95%
Distribution of the Management Committee by gender (% of women)	24.4%	23.7%
Distribution of the Board of Directors by gender (% of women)	5.8%	5.6%
Difference between highest and lowest corporate remuneration	4.65	4.65
Ratio of wage compared to local minimum wage	1.38	1.38
Number of volunteers among FC Barcelona staff and the Barça Foundation	57	50
Number of hours dedicated to volunteering by FC Barcelona and Barça Foundation employees	3,972	3,028
Number of training sessions held in the field of DEI	7	7
Corporate staff turnover rate	9.8%	15.5%
Number of employees and relatives vaccinated at the Club's facilities	369	450
Hours of annual training for employees in occupational risk prevention	779	428
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	1	7



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