

CODE OF ETHICS CLUB BRUGGE



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CHAIRMAN'S FOREWORD

55,000 supporters in a pulsating Koning Boudewijn Stadium, and I was one of them. I was a twelve year old street urchin from Grimbergen who ought to have supported Anderlecht. But my West Flemish roots are deep. I shouted for Blauwzwart in the almost flawless West-Flemish that I had inherited from my parents.

That evening, 11 June 1977, I saw with my own eyes what would be described decades later as No Sweat/No Glory. Club Brugge succeeded in turning a 2-0 deficit against Anderlecht into a 3-4 victory. The trophy was won and the following year, so was the third national title in a row. Those were the club's heydays and I experienced them as a proud supporter promising eternal loyalty to Blauwzwart. The coach at the time, Ernst Happel, who subjected the players to intense physical training, was one of my footballing heroes.

When I became chairman of Club Brugge, almost thirty-five years later, I wanted all our supporters to be able to feel that magic of 11 June 1977 once more. Every match. Club Brugge must once again become that attacking Club that goes to the very limit. A Club that strives toward fair competition, with respect for its opponents. We must re-establish our name as a top Belgian Club. We perhaps had that reputation, but the results had to follow. Hard work was required, as Happels knew. Not just on the pitch, but also off it. Because that constant effort to become better felt like the DNA of Club Brugge. I think that was what our supporters wanted and it was the key to a sustainable future.

No Sweat/No Glory is more than just sweat. Club is doing the utmost in sporting terms, but also in its engagement with the community.

Football has a crucial role to play in society. The football pitch is a place where people come together, where discipline prevails and where values and standards are passed on to the younger generation. If there is one Club that must set an example, it is Club Brugge. We are ambassadors for respect, passion, loyalty and teamwork. The team of supporters, players, staff, employees, volunteers, partners, management and board is the Club family.

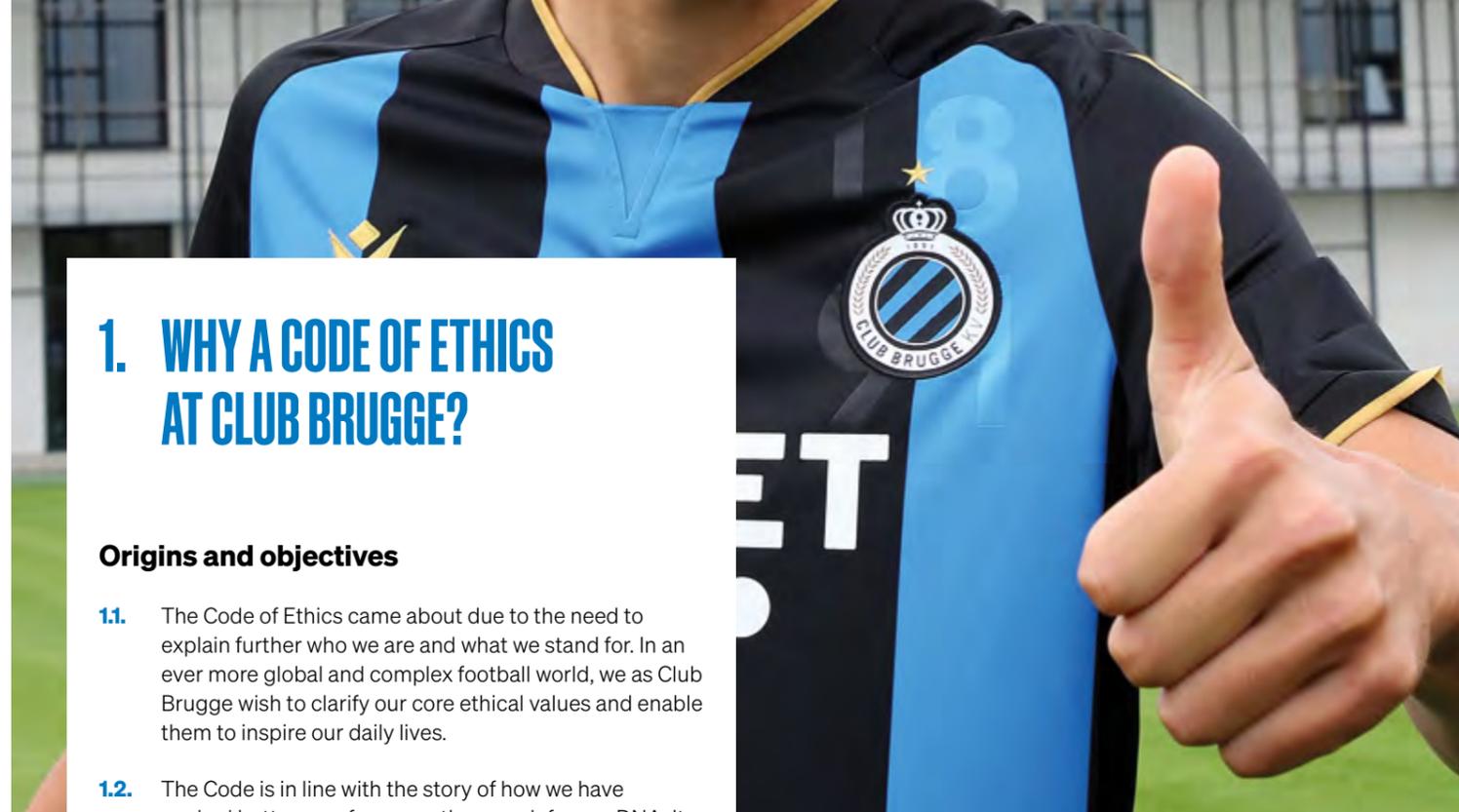
The DNA of Club Brugge, with all of the values and standards on which our policy has been based in recent years, has now been laid down in the Club Brugge Code of Ethics. It is a guideline for all echelons of our Club, from day-to-day management to partnerships with customers.

From communication with and from supporters to communication in the dressing rooms.

I would like to thank everyone in and around Club Brugge for his or her cooperation. In particular I would like to offer a word of thanks to Prof. Ignaas Devisch, professor of Ethics at the University of Ghent, for the calm discussions within the Club family which have helped us to develop this code of ethics.

I would also like to specially thank you, whether you are a supporter, employee, commercial partner, volunteer, director or curious football enthusiast. After reading this document, you will be more convinced than ever of the Blauwzwarte values with which we as an elite club Bluvn Goan for a sustainable sporting future.

Bart Verhaeghe
Chairman Club Brugge



1. WHY A CODE OF ETHICS AT CLUB BRUGGE?

Origins and objectives

- 1.1. The Code of Ethics came about due to the need to explain further who we are and what we stand for. In an ever more global and complex football world, we as Club Brugge wish to clarify our core ethical values and enable them to inspire our daily lives.
- 1.2. The Code is in line with the story of how we have worked bottom-up for years: the search for our DNA. Its benchmarks include the core values that have already been on the website for some time, the slogan 'No Sweat/No Glory', the operation of the Club NXT, Club YLA, the Foundation and the importance of a strong supporter experience and a participative voice for everyone involved in Club Brugge.
- 1.3. The Code of Ethics emphatically endorses all of the legal frameworks within which we have to work as a football club. But we want to do more than simply comply with the law. We want to demonstrate that ethics are of paramount importance to us and that our ethical DNA is the source of inspiration and the touchstone for everything we do.

Those concerned by the Code of Ethics

- 1.4. The Code of Ethics relates to everyone who is involved with Club Brugge, either up close or from a distance: players, coaches, directors, supporters, referees, agents, volunteers, scouts, the parents and families of (youth) players, partners, sponsors and other contributors or people involved.
- 1.5. Club Brugge refers to the football club and its affiliated legal entities.
- 1.6. Players are defined as: all players for all teams from the age at which they are able to understand the social consequences of their own actions.
- 1.7. Supporters are defined as: anyone who supports Club Brugge, on or off the ground, both for youth matches and professional team matches.

- 1.8. Contributors are defined as: anyone who makes a specific contribution to Club Brugge (sponsors, suppliers, volunteers, paid employees, commercial partners, lawyers and all other contributors).

Distribution and communication of the Code of Ethics

- 1.9. The Code of Ethics forms the guidelines for how Club Brugge acts, both internally and externally. It provides a framework to inspire the actions of all those involved with the Club, both in mutual contacts and contacts with third parties. Third parties will be informed of this in formal agreements or transactions.
- 1.10. Club Brugge undertakes, within the scope of reasonable efforts, to promote the Code of Ethics to all echelons within the Club and in its contacts with third parties. The Code of Ethics is published on the website, along with our Mission Statement, for everyone to read.
- 1.11. All contributors to Club Brugge will be able to familiarise themselves with the Code of Ethics via clear announcements in the Club's buildings, on the Club Brugge website, and in contracts or other exchanges of information. Reference will be made to the Code of Ethics on all formal documents, so that all those concerned and third parties can be inspired by it. We want to be transparent about this for everyone.
- 1.12. The Code is our direct source of inspiration for how we interact with each other on a daily basis, both within and outside the Club.



2. THE DNA OF CLUB BRUGGE

OUR MISSION STATEMENT

Club Brugge is a friendly family Club that strives to be the most innovative, efficient and sustainable football club in Europe by creating added value for its fans, partners, team and society. By building on our motto "No Sweat, No Glory", and supported by our Code of Ethics, we believe in unity, and want to win every day. Hand-in-hand we will go that extra mile together in unity and loyalty to our Club. Club Brugge is not just about football. Blauwzwart is a way of life.

OUR CORE VALUES

Solidarity (Allemaole Thope)

- 2.1.** Club Brugge stands for teamwork and mutual cooperation. Individuals are important, but the team is even more so. Players at Club Brugge do not pursue their own success, they stand shoulder to shoulder in pursuit of a common goal: to be the best at their sport. We go the extra mile for each other.
- 2.2.** Players work and train together. Supporters prefer to encourage their own team, rather than to discourage the opposition. Directors and contributors are all pulling in the same direction. We have one major goal in mind: to be the best, both on and off the pitch.
- 2.3.** We celebrate together and we share the difficult moments with each other. You can learn from conflicts or setbacks. Together, we will grow stronger, both personally and as a team.
- 2.4.** We don't abandon anyone and we support each other. There may be stars, but only if they support the collective. Togetherness drives us forward.

Authenticity (Deeds, Not Words)

- 2.5.** 'Deeds, not words' is our anthem, and it is very significant. We are honest, we are not duplicitous and we are there for each other in good and difficult times alike.
- 2.6.** Club Brugge stands for the principle that you are what you do. If we say or promise something, we do it. If we are not yet sure, we prefer to remain silent until the result is in.



- 2.7.** We are not underhand and speak honestly and openly with each other about what we feel in our hearts. We correct each other in a positive way, bearing in mind the welfare of the entire Club. This is to improve each other and to avoid conflicts.
- 2.8.** We call on you to be as you are. Everyone is welcome to the Club as they are.

Great In Simplicity (We Willen An De Kop Stoan)

- 2.9.** We strive for success, but never become over-confident. We celebrate together during success and glory and we enjoy it to the full. Then we get straight back to work and try to do even better.
- 2.10.** Striving for success and wanting to be the best is not the same as a sense of superiority and arrogance. We aim to reach the top in sport, but we never let success go to our heads. That is not our style.
- 2.11.** Boasting is alien to us. Self-confidence isn't. We rely on our own strengths, draw courage from what we can do, and train to the limit every day to fulfil our sporting ambitions. Only the best is good enough for us.
- 2.12.** We're plain-speaking: what you see is what you get. We don't like frills. We are diligent workers and we are proud of that.

Loyalty (Hand In Hand Kameraden)

- 2.13.** Love of the Club is a great good that we cherish. Once Blauwzwart always Blauwzwart. We are loyal to our club and are proud of it. You are a Club Brugge supporter for life.
- 2.14.** As a Club, we support our players and remain in contact with our former players, both male and female. We don't abandon anyone. Once you are in our arms, we don't let go.
- 2.15.** We want to be a worthy ambassador for the city of Bruges and, as a Belgian Club, for our country. We are proud of our roots and our heritage and we welcome everyone who embraces our core values into the blauwzwarte family.

Passion (Blauw & Zwart Forever)

- 2.16.** We are passionate about what we do. Club Brugge is much more than football to us. We are prepared to work harder than the others because Club is our life.
- 2.17.** Our roots lie in the West-Flemish mentality: diligence, commitment and effort drive us forward. We always do this without effort because we love what we do.
- 2.18.** We are fundamentally positive about life and assume trust and good intentions until proven otherwise.
- 2.19.** Club Brugge is not just football. Club Brugge is a way of life. Both on and off the pitch.

Social Conscience

- 2.20.** The blauwzwarte family values the social function of football very highly. We are steadily building up the work of our Foundation, but the social aspect is embodied by the Club's entire operation. On top of striving for sporting and commercial success, we want to be a Club where everyone is welcomed and where they also feel welcome. We make every effort to reach out to as many people as possible and ensure that our accommodation is fully accessible to people with disabilities, socially vulnerable people and young people in difficult situations.
- 2.21.** Club Brugge is a true people's Club with a heart for everyone. Young or old, rich or poor, weak or strong, outspoken or reserved, we are a Club that stands for 'hand in hand kameraden'. People come to Club Brugge with a warm heart to support each other.
- 2.22.** Club Brugge always wants to be the best professionally, but through its community operation, it is also strongly

committed to social projects. We bear in mind the greater social importance of football: meeting people, making friends, learning to win and lose together and belonging to a bigger family are all important things in life. Professional or amateur, whatever your gender, young or old, we are all aiming for the same goal: to become the best and to be there for each other.

Tolerance

- 2.23.** Club Brugge rejects all forms of discrimination, racism, xenophobia and violence toward others. We are not concerned by anyone's origin or religious or sexual preference. We accept that people are different and do not pin anyone down as to who they are.
- 2.24.** We actively oppose racism and other discriminatory practices or behaviours, and to this end we are developing an anti-racism and anti-discrimination policy in line with what other football authorities in Belgium and beyond have developed in this area.
- 2.25.** We take this policy as a starting point in our everyday behaviours. We expect our associates and supporters to explicitly distance themselves from racism or any other expression of discrimination based on skin colour, religion or belief, sexual orientation or cultural background.
- 2.26.** We show tolerance to each other, as we are all fallible beings who sometimes make mistakes, even if we always want to do better. We offer each other healthy criticism and always do so in a constructive and supportive way. Learning from our mistakes makes us better. Trying to destroy someone leads nowhere.
- 2.27.** From the youngest to the professionals, as a Club we work with a tolerant attitude to everyone: contributors, supporters and volunteers. There is no place in our heart for hate.
- 2.28.** Football is a contact sport and this includes the competition to be the best, but competition differs from pure aggression, commitment from intimidation and fighting spirit from violence.

Openness And Honesty

- 2.29.** We are an open house: Club Brugge does not focus on one rank or position, but on everyone.
- 2.30.** We are transparent in what we do. We have nothing to hide. We organise ourselves democratically and involve as many people as possible in our operations.





2.31. Our internal and external communications are founded on openness and honesty. We speak openly to each other and always make critical comments constructively with the intention of improving each other.

Integrity And Respect

2.32. We play sport to the maximum but never harm each other intentionally. We challenge our opponents within the boundaries of their mental and physical integrity.

2.33. Everyone involved in Club Brugge adopts the same principle: we respect the integrity of everyone with whom we come into contact (supporters of other teams, directors, referees).

2.34. We attempt to have a good relationship with everyone, born out of respect for each other. Harmonious human relationships are of crucial importance to us.

2.35. We distance ourselves completely from match-fixing and other fraudulent practices which can affect the purely sporting nature of a match (see point 6. Club Brugge as a footballing business).

2.36. We make players and contributors aware of the importance of sportsmanship as a player, both on and off the pitch. In this context, we enforce a robust policy on direct or indirect betting on our own matches, as this could threaten the integrity and sportsmanship of the player concerned. In this regard, we pay special attention to Club NXT. Club Brugge expects all its partners to subscribe to this responsible gambling policy.

2.37. Furthermore, we wish to expressly endorse the Royal Decree on the conditions for the operation of gambling and betting via information society tools (dated 05.10.18).

2.38. Players have been made aware of UEFA's match-fixing policy (UEFA disciplinary regulations, Art. 12). They know that the following is contrary to the integrity of matches and competitions, and that there are penalties for not respecting these rules.



3. WHAT DO WE DO AT A SPORTING LEVEL?



Human Relations

- 3.1. People deserve respect and appreciation. We are not here to confront each other. Every football club wants to be the best. So do we, but we will never lose sight of our core values.
- 3.2. Rank or position, gender, educated or not, these things do not matter to us. Everyone is welcome to want to be the best with us. We are fundamentally positive towards other people and we approach everyone with the necessary respect, regardless of rank, position or background.
- 3.3. We are strongly committed to sportsmanship and fair play and demonstrate this both on and off the pitch.

Relationships with players, coaches and directors of other football clubs

- 3.4. We only challenge each other with sporting weapons. We want to be the best, but approach other clubs in style and with consideration. We are hospitable and never hostile. We welcome everyone in the same way, with respect for each other.
- 3.5. Opponents are competitors, not enemies. To Club Brugge, football is competition, commitment and fighting spirit: No Sweat/No Glory and Bluvn Goan. Nothing less, but nothing more either. We battle for every metre on the pitch, but always respect the opponent's integrity, at every level and all ages.

Health

- 3.6. Club Brugge is concerned about the health and physical and mental welfare of all its contributors, especially the players. Management, coaches and medical staff work together to prevent injuries and accidents and assist players or other contributors to play the sport of football in a medically responsible manner.
- 3.7. Training and matches are organised in a way that protects the athlete's health at all times. Club Brugge also protects its players from the possible adverse impacts of elite-level sport and actively prevents injuries or health risks.
- 3.8. Players are medically supervised and informed on how to achieve peak performance without endangering their health or that of their entourage. Prevention and training adapted to the player are important keys here.
- 3.9. Club Brugge distances itself completely from the use of banned substances (doping) to enhance the performance of players or the use of drugs off the pitch. We also encourage all players, contributors and supporters to live a healthy lifestyle with sufficient exercise and a balanced diet.

Relationships with referees

- 3.10. Referees have a tough job and have to make difficult decisions. We ensure that they are able to carry out their work in a fair and honest way.

- 3.11. We never approach them directly or indirectly to obtain a specific advantage or favour, and allow them to work in complete independence. We are always hospitable, but never offer them gifts or other favours that may threaten the integrity of their position or the sporting conduct of a match.
- 3.12. If we disagree with certain decisions on the pitch, we communicate that in the proper and civilised manner, both on and off the pitch. Football is a very emotional issue and that's exactly why we must always keep our heads.
- 3.13. Along with the other Clubs, we attempt to ensure that referees are able to do their job as professionally as possible in the hope that mistakes are avoided as much as possible. We argue for the fair conduct of the match.
- 3.14. We play at the cutting edge and apply everything we have to be a true winner. Cheating and deceitful behaviour have no place in this. We behave

considerately both on and off the pitch and challenge each other if some fail to do so. With youth players in particular, parents, coaches and guides play an exemplary role.

Relationships with official bodies

- 3.15. We extend positive cooperation to sporting associations and political or judicial authorities. We allow what we do to be audited and accept the legal frameworks within which football operates, both within Belgium and abroad. We have nothing to hide.
- 3.16. We work toward fair legislation and attempt to address shortcomings in this area where possible. We advocate a clean sport and an appropriate legal and political framework to make this possible. As a team and a business, we cooperate willingly with official bodies, both legal and political.



Relationships with supporters

- 3.17.** Football clubs are in competition, and supporters drive them forward. Club Brugge is especially proud of its 12th man. Without them, there would be no Club Brugge. Our supporters are 100% behind their Club, but try to remain sporting in all circumstances, to be generous when we lose and to find the strength to do better the next day.
- 3.18.** We never carry out acts of vandalism in a stadium or football environment, either at home or away matches. We never threaten people or resort to violence or intimidation.
- 3.19.** We encourage supporters to be mindful of our motto - No Sweat/No Glory - and to support their team in a positive way. We will make every effort to be stronger together. We are only fanatical in our love for Club Brugge.
- 3.20.** Club Brugge attaches great importance to its supporters. By appointing a SLO (Supporter Liaison Officer), Club Brugge aims to build a constructive dialogue with all its supporters and their associations. The SLO is a bridging figure between our supporters and the Club, along with the security services and the network of SLOs at other clubs at away matches.
- 3.21.** The SLO is in direct contact with our supporters and safeguards cooperation and communication between Club Brugge and its supporters. The SLO coordinates the input of supporters and promotes a good relationship between both parties. He or she is the listening ear and mediator between the supporters and the Club and strives for an optimal relationship between them.
- 3.22.** The SLO intervenes among supporters with the aim of raising their awareness and instilling responsibility in them in order to prevent inappropriate behaviour. The SLO and the security service work closely together. As part of this, the SLO also shares information with the SLOs of other clubs.

The conduct of a match

- 3.23.** Players and coaches at Club Brugge go to the limit, but they do so in a fair manner. They never cause deliberate or intentional harm to others. Commitment and passion are our trademarks, but we distance ourselves from aggression or violence. We never carry out any intentional acts of violence and we will never provoke others in situations which may lead to violence or unacceptable behaviour.

- 3.24.** Football is a contact sport which is full of emotion and Club Brugge is known for its big heart, both on and off the pitch: No Sweat/No Glory or Bluvn Goan. We play our matches to win, but never with the intention of threatening the integrity of other athletes.
- 3.25.** We only challenge our opponents with our sporting resources. We do not use doping or other banned substances to influence our performance.
- 3.26.** We accept no cash or other benefits, either directly or indirectly in return for adapting our sporting performance to the will of others. We never approach anyone, either directly or indirectly, to influence the conduct of a match with cash or other benefits. Neither do we accept cash or other benefits that could influence the conduct of a match.

Holistic approach

- 3.27.** Club Brugge does everything it can to make players feel at home. We help them on a practical level, and we offer a place that exudes professionalism but also values humanity, warmth and a sense of belonging. Basecamp is both a training centre and a meeting place and aims to provide players with an appropriate environment where they can perform to the best of their abilities.
- 3.28.** We expect a professional attitude from top players on and off the pitch. We make what we expect from them clear in practical terms, and provide the necessary guidelines and agreements to this end. Every year, players sign a set of internal regulations for this purpose.
- 3.29.** Today, there is no way to imagine society, and football in particular, without social media. We teach our players, like all our contributors, how to deal with this and have developed a series of guidelines to help them do so. Club Brugge has developed a social media policy, and all players and contributors are instructed in how to behave in this regard every year.
- 3.30.** Elite footballers are under great pressure to give their best again and again. That is why, in addition to a first-class professional sports environment, we also provide opportunities for mental coaching, both in groups and individually. We care about the person as a whole, and try to support them.



4. CLUB BRUGGE'S YOUTH WORK: WE ARE NXT

Environment

- 4.1.** Since the 2020-2021 season, our youth teams have acquired a new name: Club NXT. We extend the enthusiasm and professionalism of the A-core to all levels within Club Brugge and therefore invest in top-quality coaching. The integration of young talents into the A-core is a major objective, and we do everything we can to steer our own youngsters to the top with the key message We are NXT.
- 4.2.** With Club NXT, we pursue the same goals: always wanting to be the best. We do everything we can to make this happen and provide the necessary environment: professional sports coaching and facilities that exude sporting excellence.
- 4.3.** Young people are undergoing a time of physical and mental development and for this we need the right environment in which to bring the We are NXT story to every youth player. We also care for the personal well-being of each player and for group dynamics, and make every effort to ensure that every player feels at home at Club NXT.
- 4.4.** In line with our ambition, Club NXT is acquiring an increasingly international character and trains players from Belgium and abroad, all with their own background and cultural baggage. Club NXT endeavours to harmonise and integrate this diversity of lifestyles and origins within the Club Brugge DNA.
- 4.5.** Club Brugge makes every effort to safeguard the physical and psychological integrity of youth players and expects everyone involved in Club NXT to keep this in mind at all times. Club Brugge has developed a Child



Protection and Safeguarding policy and makes this known to the players and their entourages.

- 4.6.** Club Brugge and Club Foundation do their utmost to prevent bullying and, should it occur, to deal with it resolutely and consistently. We have developed a preventive policy to tackle the bullying of young people. We teach junior players, coaches and parents to detect bullying at an early stage and to take action where necessary. We challenge young players who take part in such behaviour, but also everyone who is involved with Club Brugge.
- 4.7.** Club Brugge adopts a holistic approach to training players, where the individual is the central focus, as is learning how to function in a team environment. Club Brugge is committed to creating the optimum development environment so that quality on and off the field is guaranteed and every player receives the best training. We provide a total package of support for each player (social, mental, tactical, medical, physical, technical, nutritional and educational).
- 4.8.** Club Brugge has appointed a development coach who is aware of the social environment of all players and who monitors their development, both as footballers and as young people. He knows the parents personally through formal and informal contacts. He offers a listening ear,

instructs parents in the Club culture, is a friend on social media and makes players think about their off-field behaviour.

Players

- 4.9.** At the beginning of the season, we inform all players and their parents about our agreements and rules of life. We explain what We are NXT means. For each age group we organise an information session that explains everything they need to know, both the practical arrangements and the rules of life concerning training sessions and matches. At the start of the season, every player signs the Club YLA story and is therefore expected to be familiar with it and to behave accordingly. The same goes for the Code of Ethics.
- 4.10.** Players respect the established rules as they exist throughout the club. We expect them to act out of respect for others in all circumstances and to be honest with each other: fellow players, contributors, referees and everyone on and around the pitch. A Club Brugge player represents the Club at all times. A Club Brugge player impresses with his sporting performance.
- 4.11.** All players have been made aware of UEFA's match-fixing policy (UEFA disciplinary regulations, Art. 12). We prohibit junior players from using drugs, gambling on their own matches or engaging in any other illegal activities. The details are set out in We are NXT. We raise the awareness of all Club NXT players about the dangers.
- 4.12.** These days, we cannot imagine society, and football in particular, without social media. We teach our players, like all our contributors, how to deal with this and have developed a series of guidelines to help them in our social media policy. Young people in particular need to learn how to deal with this, so that they do not harm themselves and Club Brugge.

Hospitality and welfare of young people

- 4.13.** We welcome our junior players in a warm and hospitable manner, both on and off the pitch. We think that it's important for young people to feel good about themselves and we care about their physical, emotional and social welfare. We provide an environment in which contributors are approachable by players, parents and supervisors.
- 4.14.** Club Brugge players are all equal. We make no distinction between rank or position and ensure that everyone behaves the same way.



- 4.15.** We attempt to help junior players to find a good life balance: a healthy mind in a healthy body, with a good lifestyle and healthy diet. Every year, we hold some sessions to make the importance of this clear to the players and their entourage.
- 4.16.** In consultation with their natural and educational representatives (parents, school, family), we contribute to the upbringing of our junior players, both male and female.

Sports staff

- 4.17.** Players' coaches and in particular the coaches and supervisors of junior players do everything possible to allow young people to grow up and play sport in a healthy and safe environment. They actively monitor the integrity of the junior players.
- 4.18.** Every coach subscribes to Club Brugge's core values, paying special attention to open communication (clear, honest, consistent), positive attitude, engagement and radiating a passion for football. A coach is part of a team and must always act in the interests of the team. We are NXT is their guiding principle.
- 4.19.** Club Brugge has developed a training philosophy and



expects all coaches to observe it. Club Brugge NXT wishes to train players who are in a position to start in Club's matches to help to achieve the Club's sporting ambitions (becoming Belgian champions, winning the Belgian cup, making it through the group stages of the European Cup). A Club Brugge coach monitors and, if necessary, corrects the process for each player.

4.20. Every coach has an impact on a group of people, players, colleagues and contributors. They follow our vision of the training of young people and are steadfast in their approach. A coach thinks about the general interest and over the long term. They are loyal to other people in the team. A coach works with enthusiasm and wants to improve every player in the team. Coaches and team supervisors have an educational role. They set an example to young people.

Parents

4.21. Parents are an example to their children. They support their child's team fully, but behave responsibly and respectfully toward match officials and the players and coaches of other teams. Emotion is allowed, but inappropriate or offensive language or intimidation

form no part of this. We call each other to account when someone does not behave accordingly.

4.22. Upon signing with the Club or in the event of the transfer of a junior player, we inform parents what we expect from them and ask them to sign the Code of Ethics.

4.23. In line with our smoke-free stadium policy and in view of the damage to health caused by smoking, we also ask the parents of players not to smoke in the vicinity of junior players. The same goes for alcohol use. Our policy states that around match times, the sports staff will not consume alcohol in the presence of the youth players.

Tackling unacceptable behaviour

4.24. We ask all contributors who come into contact with junior players for a certificate of good behaviour and character. All Club NXT contributors must be able to present this annually. We discuss with them the profile of a coach and prepare them for the task of youth coach and the importance of keeping physical and mental boundaries towards junior players.

4.25. Club Brugge undertakes to provide guidance for trainers and contributors on how to pro-actively learn to detect and address unacceptable behaviour.



4.26. The coaches and guides of players actively fight against unacceptable behaviour and other actions that can threaten junior players' mental and physical integrity.

4.27. Club Brugge undertakes to appoint an internal contact person within its youth operation, to whom anyone can report potential abuse in this area, with the guarantee that any such report will be treated in complete confidence. That contact person is a Club Brugge contributor.

4.28. He/she must be known to and available to anyone involved with our youth teams. He/she acts as a contact point for any complaints within the Club's youth operation and consults with the Head of Integrity appointed by Club Brugge to this end (see 7. Monitoring the Code of Ethics). Potential infringements may also be reported directly to the Head of Integrity, but it is important here to be as approachable as possible. We ensure that the contact person is clearly known to all of those involved, so that they can always report potential bullying problems in confidence.

Sport and school

4.29. We work with schools to guide junior players in finding a balance between school and sport. In close contact with the school, we develop individual study support programmes for the players.

4.30. We care about the overall personality of the youth players. Being a good athlete also means trying to achieve good study results and becoming a good citizen. We closely monitor junior players and keep an eye on their behaviour, discipline and the effort they put into sport and school.

4.31. We also strive to optimise the harmonisation of study and sport. Good sports performance can and should go hand-in-hand with good performance at school. Club Brugge appoints a study coach who monitors the players' results and organises remedial measures where necessary. The study coach keeps in touch with the schools, the players and their parents to ensure that their studies run smoothly. We aim to ensure that every player achieves a qualification at their level.

Minors

4.32. We observe the rules that apply to the transfers of minors and do not work with partners who, on the basis of the information available to us, we suspect do not follow those rules.

4.33. We do not set up structures to intentionally circumvent national and international legislation on this.

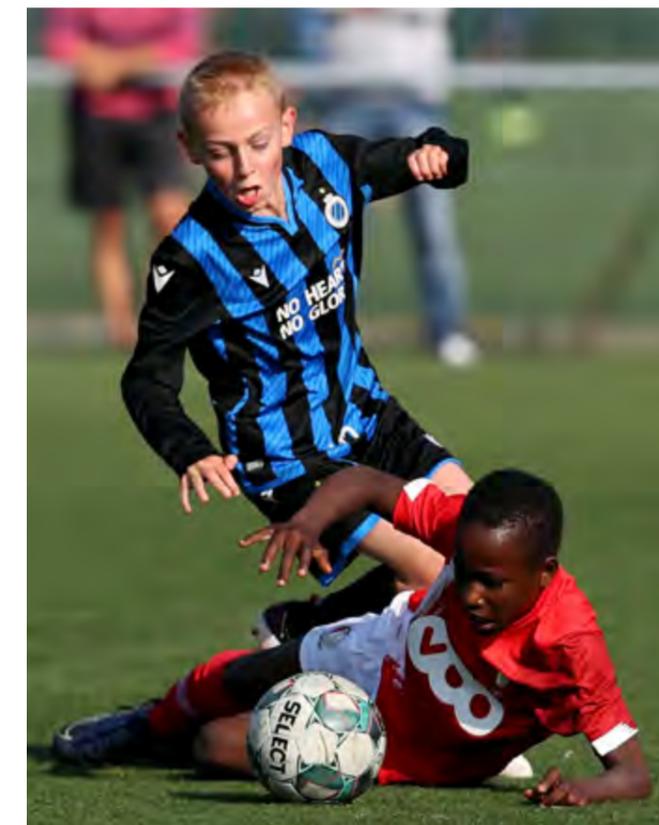
4.34. We do our absolute best to screen partners with whom we cooperate for reliability and integrity.

4.35. We attach particular importance to the sense of belonging to a group and to the fact that everyone is pulling in the same direction. We always want to win, but we do so by making each other better. Everyone counts. We don't exclude anyone.

Referee academy

4.36. In the near future we will be developing a policy on the training of junior referees. Through intensive guidance and support, we want to give young people the chance to become respected and professional football referees.

4.37. With this future policy, we want to support young people in their development as referees.





5. CLUB YLA

General

- 5.1.** Football was traditionally a male sport, but times have changed. We also invest in the training of girls and women to become true stars. Club YLA has been here for some years now, and it is writing its own chapter within the wider history of Club Brugge.
- 5.2.** Club YLA subscribes to all the provisions of the Code of Ethics and is organised in accordance with the same standards as Club Brugge as a whole.
- 5.3.** As far as youth players are concerned, Club YLA subscribes to all the provisions laid down for Club NXT: specific attention to the developmental stage of players with appropriate coaching and attention to their physical, mental and social well-being. Club YLA also explicitly adheres to the Child Safeguarding Policy as it applies to youth players up to the age of 18 and to other documents that provide a broader framework for players.

Integrity contact

- 5.4.** In view of the fact that girls and women are more exposed to unacceptable behaviour, we pay extra attention to this in our girls' and women's teams. We raise the awareness of the players themselves, but we also make sure that coaches, guides and everyone around them are alert and attentive to these dangers.
- 5.5.** Club Brugge has appointed a separate integrity contact person (API) for Club YLA, to whom anyone can report any abuse, with the guarantee that this report will be treated in complete confidence. All arrangements concerning the API are the same as for Club NXT.

Female players

- 5.6.** At the beginning of the season, we inform all our female players about our agreements and rules of life. We explain to them what it means to play at Club YLA. Club YLA provides a set of rules and regulations pointing out some do's and don'ts as a Club YLA player.
- 5.7.** We organise an information session that explains everything they need to know, both the practical arrangements and the rules of life concerning training sessions and matches. At the start of the season, every player signs the Club YLA story and is therefore expected to be familiar with it and to behave accordingly. The same goes for the Code of Ethics.

Coaches

- 5.8.** Every coach subscribes to Club Brugge's core values, paying special attention to open communication (clear, honest, consistent), a positive attitude, engagement and radiating a passion for football. A coach is part of a team and must always act in the interests of the team. 'We are Club YLA' is their guiding principle.
- 5.9.** Club Brugge has developed a training philosophy and expects all coaches to observe it. Club Brugge YLA wishes to train players who are in a position to start in Club YLA's matches to help to achieve the sporting ambitions (becoming Belgian champions, winning the Belgian cup). A Club Brugge coach monitors and, if necessary, corrects the process for each player.



6. CLUB BRUGGE AS A FOOTBALL BUSINESS

Vision

- 6.1. As a footballing institution, Club Brugge has a clear mission: work hard, work smart, work together.
- 6.2. 'Work hard' reflects our baseline 'no sweat, no glory'. We work hard to achieve our goals and we understand that all success starts with hard work. We respect deadlines and work to a high standard. We say what we do and we do what we say.
- 6.3. 'Work smart' means that we think in terms of processes and find ways to optimise them. We don't tread water, and are constantly looking for ways to achieve our aims better, smarter and more efficiently.
- 6.4. 'Working together' is about teamwork. We give each other constructive criticism, share our insights and involve others in our views. We encourage direct feedback, stick to our agreements and foster cooperation. We think collaboratively.

Reliability in partnership

- 6.5. As a football business, Club Brugge is only one player in a global market. As regards the international rules of the game in football, we refer to the 2020 Fifa Code of Ethics. We also comply with current national and international legislative and regulatory frameworks.
- 6.6. As a Club, we also follow our own Code of Ethics, based on the importance of sound business practice, honesty and reliability. We stand for credibility and reliability. Our daily actions are motivated by this.
- 6.7. We champion our values in all the councils and management bodies on which we are represented and we call upon others to do likewise.
- 6.8. We do our best to screen all partners and contractors properly and to only work with reliable and bona fide partners. If it should subsequently become evident that people with whom we are in partnership have been involved in illegal activity (failure to respect Belgian legal frameworks or international regulations, if applicable to the operation of Club Brugge) we will terminate that



partnership. We always proceed with respect for the contractual and legal obligations imposed on us by law or by ourselves.

Financial transparency and professional conduct

- 6.9. We have an open business culture and strive for the highest levels of transparency in all the transactions and contracts into which we enter. We have nothing to hide.
- 6.10. We are a reliable partner for all partners and external relations. We remain true to our core values at all times and never deviate from them. We are honest and distance ourselves from fraudulent practices.
- 6.11. Our commercial transactions take place in accordance with current statutory and legal regulations and are documented so they can be audited at all times. Our accounting is documented and complete. All payments are made by legal methods in accordance with the appropriate legislation. We are correct in what we do.
- 6.12. Club Brugge complies with the anti-money laundering regulations to which the Belgian football sector has been subject since 1 July 2021. This means that Club and its employees are obliged to identify their customers and verify and assess business transactions with a view to combating money laundering and the financing of terrorism.

- 6.13. Our contributors always act in the best interest of Club Brugge and put its interests above their own when performing their duties. Conflicts of interest are always handled transparently and correctly.
- 6.14. We take the view that the internal and external auditing of what we do must be as straightforward as possible. We strive toward the highest standards in this area and require everyone we work with to do likewise.
- 6.15. We pursue the highest ethical standards when it comes to business gifts and hospitality, both received and given, internally and externally. We set out the practical details of this in the Club Brugge company policy.

Business communication and confidentiality

- 6.16. We are fair and open in our communications. We have nothing to do with illegal affairs. Our business is based on truth, accuracy and completeness of information. Directors and contributors act in accordance with these principles at all times.
- 6.17. We are an open house, but we treat all information about our business operations, negotiations and commercial deals in the strictest confidence.
- 6.18. We respect the right to privacy and guarantee the protection of personal data as stipulated by legislation (GDPR laws). We require everyone who works with us to do likewise.
- 6.19. We manage our own communications and appoint designated individuals to provide third parties with information about our football business at regular intervals. Third parties that provide us with confidential information can count on our confidentiality.

Club Brugge as a transparent business

- 6.20. Club Brugge has an appointments and remuneration committee and an audit committee, both of which give concrete form to the Club objective of being a transparent and democratic organisation.
- 6.21. Compliance is essential in our daily operations, ensuring that our day-to-day work and new initiatives are in line with existing laws and regulations. We strive for a high level of transparency. We therefore take initiatives to publish regular summary reports so that stakeholders have an insight into the transactions Club Brugge enters into.
- 6.22. The compliance department, management and every employee of Club Brugge are committed to

the continuous optimisation of procedures. Through a continuous evaluation of the existing processes, we endeavour to find the optimal combination of compliance and efficiency.

- 6.23. Every employee of Club Brugge has a duty to comply with the all laws and regulations applicable to its activities. Failure to comply with laws and regulations by employees will be followed up and sanctioned.
- 6.24. Club Brugge has set up an independent compliance department that reports directly to the Audit Committee. This compliance department ensures that internal and external rules are observed.

Organisational model

- 6.25. We organise ourselves in a democratic and participative manner. We promote participation and consultation at all levels. We encourage internal communication and cooperation. By keeping each other informed and involving each other from different disciplines, we can produce high-quality results. We reject all dictatorial decision-making models. We seek support in everything we do and try to convince people by reason and dialogue, not by force and directives.
- 6.26. We believe in the power of good governance and participation. We try to convey this to all players, contributors and supporters and to the outside world. We encourage initiative, responsibility and courage. We want to be innovative and progressive. We listen to all of our contributors, players and supporters and wish to continue writing our blauwzwart success story together with them.

Safety at Club Brugge

- 6.27. Club Brugge acts with the intention of avoiding risks and hazards and creates a safe working environment with a view to the physical and mental welfare of everyone. The safety and well-being of our contributors are very important to us. We provide a safe environment that minimises safety risks and we endeavour to ensure that contributors feel comfortable. Only in this way can we achieve the best results.
- 6.28. Club Brugge makes every effort to accommodate supporters in a safe and hygienic environment. We pay particular attention to this aspect when building new infrastructure.





Sustainability

- 6.29. Club Brugge undertakes to work with sustainable products where possible and encourages all contributors and partners to do likewise.
- 6.30. When building new infrastructure, we pay attention to the environment, the surroundings and the use of sustainable materials. We work in a future-focused way and build new infrastructure with a view to creating a habitable environment
- 6.31. We strive to buy products that are produced sustainably and under fair conditions. We also make every effort to avoid waste and to collect existing waste in an environmentally responsible way.

Corporate social responsibility

- 6.32. For us, striving to be the best at a professional level goes

hand-in-hand with a social and responsible attitude to everyone involved in Club Brugge and to the outside world in general.

- 6.33. We endorse the importance of corporate responsibility. The impact of football on our society is huge and as a club we take our responsibility seriously. As a football club, we want to demonstrate that you can be the best without renouncing your values.
- 6.34. We want to set an example to everyone, particularly young people. We want to show young people that even if you come from a difficult background, you can still succeed in life as long as you remain positive and work hard to achieve something. Supporting each other and showing that in sport, no-one stands alone, are important things to us.
- 6.35. We are developing our Foundation further, paying special attention to socially vulnerable groups. We consider this to be a strong pillar of our Club which is

symbolic of our core values. We will continue to expand the Foundation in the future and install it in the heart of our Club.

- 6.36. We make our partners aware that they can always make a contribution to our Foundation if they wish to do so. We want to explore the possibilities together with them. We also want to enter into discussion with them and to hear if we can be of assistance in the support of good causes or other issues of social importance within their operation.

Contributors and HR

- 6.37. Club Brugge expects a number of basic attitudes from every contributor and starts with a clear vision: work hard, work smart, work together. Club Brugge makes every effort to be skill-enhancing for all its contributors.

We want to be the best and do everything possible so that everyone gets the opportunity to get the best out of themselves, and always in the service of the club. We believe in our values and are convinced that they support us in achieving our goals.

- 6.38. We inform contributors about the employment regulations, company policy, our Code of Ethics, child safeguarding policy and other relevant documents concerning day-to-day aspects at Club Brugge.
- 6.39. Club Brugge maintains a preventive policy on work-related alcohol consumption, and appeals to the common sense and responsible behaviour of all staff members and any other persons present in the workplace. The company has a zero tolerance policy towards drugs.
- 6.40. Our recruitment policy is geared towards recruiting strong profiles, never discriminating and giving everyone an equal opportunity. We embrace diversity and see it as an added value within Club Brugge.
- 6.41. We want to give our contributors opportunities to grow and to flourish. We want to reward anyone who takes responsibility and makes Club Brugge better. Our company policy aims to provide clarity and guidance to all our contributors, so that everyone understands where we are heading as Club Brugge, how we are organised and what the mutual agreements are. We strive to create a culture in which employees address each other's behaviour and signal promptly when action is required.

Volunteers and stewards

- 6.42. Club Brugge often appeals for volunteers. Please refer to the document 'Club Brugge Volunteer Policy' for further information about our volunteer policy. We guarantee the safety of everyone in and around the stadium, as far as possible. To do so, we work very closely with the security services.
- 6.43. We train stewards in line with statutory requirements. They are also responsible for keeping good order in the stadium. Stewards are also asked to present a certificate of good conduct and morals every year.



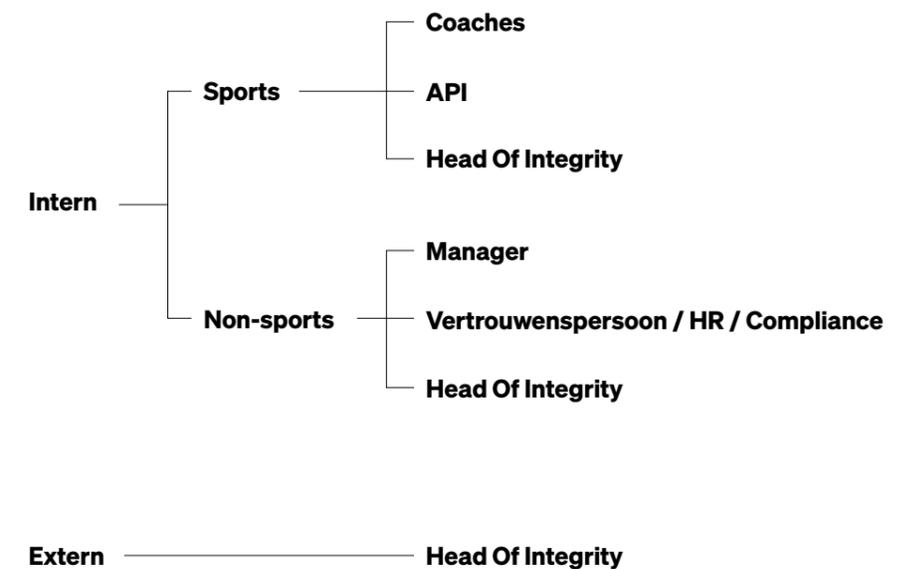
7. MONITORING THE CODE OF ETHICS



Active monitoring

- 7.1.** With the Code of Ethics we strive to implement the best possible practices at the sporting, commercial, social and ethical levels. The Code is the result of the requirements and expectations we impose upon ourselves, over and above compliance with the law. We do everything within our power to convert these words into deeds.
- 7.2.** We ask everyone concerned, partners and third parties who join forces with us, to sign a declaration of intent whereby they align themselves with the basic principles behind the Code of Ethics.
- 7.3.** The Code is not a dead letter. We actively implement it within the Club, both digitally and in our premises, and remind ourselves of it in our daily actions. We challenge each other if, on occasion, some fail to observe it. If informal contact is not sufficient, contributors, partners and/or third parties can turn to the various contact points for advice and/or to report abuse.
- 7.4.** Any advice and/or report will be treated in a neutral and confidential manner. The person to whom the report/request is made undertakes to verify any violation and, if applicable, to take action in agreement with the person concerned.
- 7.5.** In the event of a conflict or formal complaint, depending on its nature, the Head of Integrity, HR or Compliance department will initially take a mediating role.
- 7.6.** The Head of Integrity submits an internal report annually on the feasibility of the Code and on the nature of any reports, with the intention of learning from mistakes and doing better in the future. Reporting will anonymise all incidents in order to preserve strict confidentiality. This report is discussed at the Ethics Council and is reported to the executive committee.
- 7.7.** Club Brugge will not tolerate any form of retaliation or harassment against someone who has reported a complaint in good faith. Abuse of the reporting system, however, may lead to sanctions.

These contact points are personally available to everyone at all times. If a contributor, partner and/or third party feels more comfortable reporting digitally, this can be done via integrity@clubbrugge.be. The report will then be referred to the Head of Integrity who will act independently within the Club and help monitor the application of the Code.



Ethics Council

- 7.8.** We integrate the Code as much as possible in all aspects of our operations.
- 7.9.** Club Brugge employs a Head of Integrity who monitors the implementation of the Code of Ethics across the Club's entire operations, proactively develops it further and supports and co-directs the implementation of the integrity policy. Club Brugge has also set up an Ethics Council to monitor compliance with the Code of Ethics. This council will be chaired by the Head of Integrity. The Council is composed of representatives of the various strands of Club Brugge: players, contributors, supporters and managers. The Ethics Council meets at least once a year to shape its role, and may implement certain initiatives, always in consultation with the executive committee.

Sanctions

- 7.10.** With the Code of Ethics, the appointment of a Head of Integrity, the establishment of an Ethics Council and the roll-out of the Code in an integrity policy, we want to work in a primarily preventive manner. However, should it appear that infringements still occur, Club Brugge will take appropriate measures in respect of contributors, partners and/or third parties who do not respect the Code of Ethics. Sanctions will be imposed further to internal consultation with the Head of Integrity or other advisors appointed by the Club. Any sanctions will be in reasonable proportion to the severity of the infringement.



COLOFON - CODE OF ETHICS

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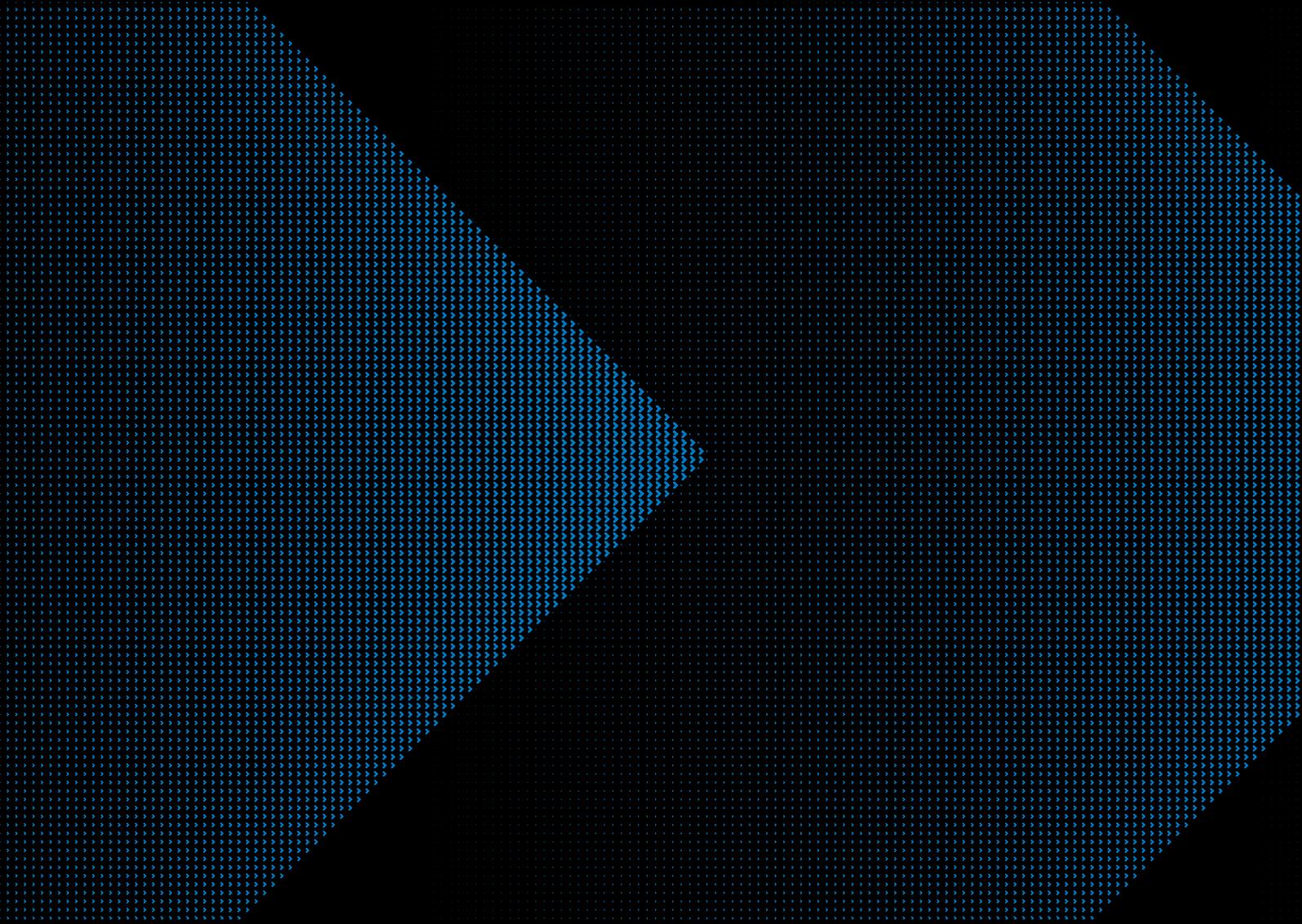
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