

CODE OF ETHICS





NO SWEAT/NO GLORY

CLUB BRUGGE NV

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CLUB BRUGGE NV

FOREWORD CHAIRMAN

♦
Bart Verhaeghe



55,000 supporters in a whirling King Baudouin Stadium, and I was one of them. I was a twelve year old kid from Grimbergen who ought to have supported Anderlecht. But my West Flanders roots are deep. I cheered Blauw-Zwart on in the almost flawless West Flemish that I 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 managed to turn a 2-0 deficit against Anderlecht into a 4-3 win. We had won the cup, and the following season we even won our third national title in a row. It was the club's heyday, and I experienced it as a proud supporter swearing eternal loyalty to Blauw-Zwart. 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 again. Every match. Club Brugge must once again become that attacking club that goes right to the 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 may have had that reputation, but it needs results to keep it. Hard work was needed, like Happel said. Not just on the pitch, but off it too. Because that constant effort to become something better felt like the DNA of Club Brugge. I felt that was what our supporters wanted and that it was the key to a sustainable future.

No Sweat/No Glory means more than just sweat. Club is doing its 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 has to set an example, it is Club Brugge. We are ambassadors of respect, passion, loyalty and teamwork. The team of supporters, players, staff, employees, volunteers, partners, management and board is the club family.

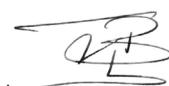
Club Brugge K.V. Mission Statement

Club Brugge is a welcoming family club that strives to be the best every day. It's in our DNA. Hand in hand we will go that extra mile together in unity and loyalty to our club. Club Brugge is not just football. Blauw-Zwart is a way of life.

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 set out in the Club Brugge Code of Ethics. It is a guideline for every part of our club, from day-to-day management to partnerships with clients. From communication with and from supporters to communication in the dressing rooms.

I would like to thank everyone in and around Club Brugge for their cooperation. In particular I would like to offer a word of thanks to Ignaas Devisch, professor of ethics at the University of Ghent, for the calm discussions within the club family which led to the creation of this code of ethics.

I would also like to specially thank you as a supporter, contributor, commercial partner, volunteer, director or news-hungry football fan. After reading this document, you will be more convinced than ever of the Blauw-Zwart values that help us *Bluyn Goan* as a top club with a sustainable sporting future.



BART VERHAEGHE
Chairman

1. USER GUIDE

CODE OF ETHICS

DESIGN AND OBJECTIVES

1.1. This Code of Ethics has been drawn up to meet the need to explain further who we are and what we stand for. In an ever more global and complex football world, as Club Brugge we wish to clarify our core ethical values so that they can inspire our daily lives.

1.2. This code is just another example of how we have worked bottom up for years: the search for our DNA. Some additional benchmarks are: the core values which have long been displayed on the website, the slogan '*No Sweat/No Glory*', the Club Academy operation, the Foundation, and the emphasis on an intense supporter experience and a participative voice for everyone involved in Club Brugge.

1.3. The Code of Ethics explicitly endorses all of the legal frameworks within which we have to operate as a football club. But we want to do more than just 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 in everything we do.

THOSE INVOLVED IN THE CODE OF ETHICS

1.4. The Code of Ethics applies to everyone who is involved with Club Brugge, either up close or at a distance: players, coaches, directors, supporters, referees, agents, volunteers, scouts, parents and family members of players old and young, partners, sponsors and other contributors or involved parties.

1.5. Players are defined as: all players for every teams from the age at which they are able to understand the social consequences of their own actions.

1.6. Supporters are defined as: anyone who supports the club on or in the vicinity of the field of play, for both youth matches and professional team matches, whose match or season tickets are purchased via Club Brugge.

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

PUBLICATION AND DISTRIBUTION OF THE CODE OF ETHICS

1.8. The Code of Ethics forms the guideline 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 between themselves and in dealings with third parties. Third parties will be notified of this in formal agreements or transactions.

1.9. Club Brugge undertakes to take all reasonable steps to promote the Code of Ethics to all echelons within the club and in its dealings with third parties. The Code of Ethics will be published on the website, together with our new Mission Statement for everyone to read.

1.10. All contributors to Club Brugge will be invited to familiarise themselves with the Code of Ethics through clear announcements in the club's buildings, on the Club Brugge website, via contracts, ticketing or other exchanges of information.

1.11. Reference will be made to the Code of Ethics on all formal documents, so that all involved parties and third parties can be inspired by it. We want to be transparent about this for everyone.

1.12. This code is a direct source of inspiration for how we interact with each other on a daily basis, both within and outside the club.

2. WHO ARE WE?

THE DNA OF CLUB BRUGGE

OUR CORE VALUES

UNITY (ALLEMOALE THOPE)

2.4. Club Brugge stands for teamwork and cooperation. Individuals are important, but the team is even more so. Players at Club Brugge do not pursue their own success, they pool their efforts towards a common goal: to be the best at their sport. We go the extra mile for each other.

2.5. Players work and train together. Supporters would rather cheer on their own team than disparage their opponents. Leaders and contributors are all pulling in the same direction. We have one major goal in mind: to perform as well as possible both on and off the pitch.

2.6. 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.

2.7. We do not abandon anyone and we support each other. There may be stars, but only if they support the collective. Togetherness drives us forward.

AUTHENTICITY (ACTIONS NOT WORDS)

2.8. Actions not words are what we swear by, and that itself is not just idle chat. We are honest and straightforward, and we are there for each other in good and bad times alike.

2.9. 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.



Players consoling each other after their loss against Liverpool in the 1976 UEFA Cup final.



Supporters invade the pitch after Club won the championship in 1988.



Tifo by the Blue Army at the King Baudouin Stadium at the cup final between Club Brugge and Anderlecht in 2015.

2.10. We are not underhand and speak honestly and openly with each other about what we really feel. We correct each other in a positive way, for the benefit of the entire club. This is to improve each other and to avoid conflicts.

2.11. We want you to be yourself. Everyone is welcome at Club just as they are.

SIMPLY PROUD (WE WILLEN AN DE KOP STOAN)

2.12. 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.

2.13. Striving for success and wanting to be the best is not the same as arrogance and a sense of superiority. We do everything possible to reach the top in sporting terms, but we never let success go to our heads. That is not our style.

2.14. Boasting is alien to us. Confidence isn't. We begin with our own strengths, are encouraged by what we can do and train every day as hard as possible to get better and better. Only the best is good enough for us.

2.15. Being ordinary is good for us: 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)

2.16. Love of the Club is a great good that we cherish strongly. Once Blauw-Zwart, always Blauw-Zwart. We are loyal to our club and are proud of it. You are a Club Brugge supporter for life.

2.17. As a Club, we support our players and stay in contact with our former players. We don't abandon anyone. Once you are in our arms, we don't let go.

2.18. 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 blauw-zwart family.

PASSION (BLAUW & ZWART FOREVER)

2.19. 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 the Club is our life.

2.20. Our roots lie in the West Flanders mentality: diligence, commitment and effort drive us forward. We always do this without hesitating because we love what we do.

2.21. We are fundamentally positive about life, and trust people and assume good faith until proven otherwise.

2.22. Club Brugge is not just football. Club Brugge is a way of life. Both on and off the pitch.

SOCIAL CONSCIENCE

2.23. The blauw-zwart family places a high value on the social role that football plays. We are steadily building the work of our Foundation, but the social aspect is embodied by the Club's entire operation. As well as striving for sporting and commercial success, we want to be a club where everyone is welcome, and knows it. We make every effort to address as many people as possible and ensure that our premises are fully accessible to people with disabilities, socially vulnerable people and young people in difficult situations.

2.24. 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.

2.25. Club Brugge wants always to be the best professionally, but is also strongly committed to social projects in the wider community. We are aware of the broad 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, man or woman, young or old, we are all aiming for the same goal: to become the best and to be there for each other.

TOLERANCE

2.26. Club Brugge rejects all forms of discrimination, racism, xenophobia and violence toward others. We are not interested in anyone's origin or their ideological or sexual preferences. We accept that people are different and do not seek to pin down anybody's identity.

2.27. We actively oppose racism and other discriminatory practices or actions.

2.28. We accept that we are all fallible beings who sometimes make mistakes, even if we always want to do better. We offer healthy criticism of each other and always do so in a constructive and supportive manner. Learning from our mistakes makes us better. Trying to destroy someone leads nowhere.

2.29. From early childhood to the professional ranks, as a Club we work with a tolerant attitude to everyone: contributors, supporters and volunteers. There is no place in our heart for hate.

2.30. 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

2.31. We are an open house: Club Brugge does not focus on one rank or position, but on everyone.

2.32. 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 operation.

2.33. 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

2.34. We put all we can into playing the game, but never injure others intentionally. We challenge opponents, male or female, within the boundaries of their mental and physical integrity.

2.35. 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)

2.36. We seek a good relationship with everyone, born out of a respectful attitude to each other. Harmonious human relationships are of crucial importance to us.

SPORTSMANSHIP

2.37. We are sportsmanlike in everything we do (see point 3. What do we do on a sporting level?).

2.38. We distance ourselves completely from match-fixing and other fraudulent practices which can distort the sporting outcome of a game (see point 5. Club Brugge as a football business).

2.39. 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 betting on our own matches, as this could threaten the integrity and sportsmanship of the player concerned.

2.40. Furthermore, we wish to endorse emphatically the Royal Decree of 25/10/18 on the conditions for gambling and betting operations using information society tools.

3. WHAT DO WE DO ON A SPORTING LEVEL?

HUMAN RELATIONS

3.4. 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.

3.5. Rank or position, man or woman, educated or not, these things do not matter to us. Everyone is welcome to want to be the best with us.

3.6. As a matter of principle we are positive to other people and we approach everyone with the necessary respect, regardless of rank, position or background.

3.7. 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

3.8. We only challenge each other with our sporting armoury. We want to be the best, but deal with other clubs courteously and with style. We are hospitable and never hostile. We welcome everyone in the same way, with mutual respect.

3.9. 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, in both men's and women's teams.

RELATIONSHIPS WITH REFEREES

3.10. Referees have a hard job and have to make difficult decisions. We ensure that they are in a position to carry out their duties fairly and equitably.

3.11. We never approach them directly or indirectly to obtain any particular advantage or favour and we allow them to work in complete independence. We are always hospitable to them, but never offer them gifts or other favours that might threaten the integrity of their position or the sporting outcome of a match.

3.12. If we disagree with decisions on the pitch, we communicate that in a correct and civilised manner, both on the pitch and pitchside. Football is a very emotional business and that is 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 stand for fair play and a fair result.

3.14. We play on the edge and give everything we have to be a true winner. Cheating and deceptive behaviour have no place in this.

3.15. We behave courteously both on and off the pitch and call out any of us who fail to do so. With youth players in particular, parents, coaches and escorts serve as role models.

RELATIONSHIPS WITH OFFICIAL BODIES

3.16. 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.

3.17. We work toward fair legislation and attempt to address shortcomings in this area where possible. We support clean sport and a suitable legal and political framework to make this possible.

3.18. As a team and a business, we cooperate willingly with official bodies, both judicial and legislative.

RELATIONSHIPS WITH SUPPORTERS

3.19. Football clubs are in competition with each other and supporters drive them forward. Club Brugge is especially proud of its 12th player. Without them, there is no Club Brugge.

3.20. Our supporters are behind their club 100%, but try to remain sporting in all circumstances, being magnanimous in defeat and finding the strength to do better the next day.

3.21. We never carry out acts of vandalism in a stadium or football environment, either at home matches or away matches. We never threaten people or resort to violence or intimidation.

3.22. We encourage supporters to be mindful of our motto *No Sweat/No Glory* and to support their team positively. We will make every effort to be stronger together.

3.23. We are only fanatical in our love for Club Brugge.

DURING THE MATCH

3.24. Players and coaches at Club Brugge take it to the limit, but they do so fairly. They never cause deliberate or intentional harm to others. Commitment and drive are our trademark, 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.



During the championship celebrations in 2018, the Grote Markt in Bruges is jam-packed with supporters celebrating the title together with the team.



It is traditional for the players to greet the supporters after the match and if they've won, to celebrate the victory with the noisiest fans.

3.25. 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 always play to win, but never with any intention of threatening the integrity of other sports people.

3.26. We only use our sporting resources to challenge our opponents. We do not use doping or other banned substances to improve our performance.

3.27. We do not accept cash or other funds, either directly or indirectly in return for altering our sporting performance for other people's purposes: gamblers, malicious persons or agents.

3.28. We never approach anyone, either directly or indirectly, to influence the course of a match with cash or other funds.

4. YOUTH OPERATION



Group photo of the Club youth team and the Dortmund youth team ahead of their UEFA Youth League match (2018-2019 season).



The Club Brugge Ladies A team celebrate their second division title (2017-2018 season).



Youth coach and participant in the festival of football, organised by the Club Brugge Academy.



Group photo of participants at the Club Brugge sports camp, organised by the Club Brugge Academy.

HOSPITALITY AND WELFARE OF YOUNG PEOPLE

4.4. We welcome our youth players in a warm and hospitable manner, both on and off the pitch. We think that it is important for young people to feel good about themselves and we look after their physical, emotional and social welfare.

4.5. Club Brugge players are all equal. We make no distinction of rank or station and ensure that everyone behaves the same way.

4.6. We provide an environment in which contributors are approachable for players, parents and escorts.

4.7. We attempt to help youth players to find a good life balance: a healthy mind in a healthy body, with a good lifestyle and healthy diet.

4.8. In consultation with those naturally and educationally responsible for them (parents, school, family), we contribute to the upbringing of our youth players.

PLAYERS

4.9. At the beginning of the season, we inform all players and their parents about our 'Agreements for the creation of the optimum environment to develop into an A-team player at Club Brugge'. We expect them to abide by them.

4.10. Every player subscribes to the core values of Club Brugge and the Code of Ethics.

4.11. Every player is made aware of UEFA's policy on match fixing and of FIFA's code of ethics.

4.12. Players respect the current rules of 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.

4.13. A Club Brugge player represents the club at all times. Club Brugge players draw attention through their sporting performances.

4.14. At the beginning of each season, players receive a document entitled 'Conduct expected by Club Brugge' so that they are aware of what is expected of them.

4.15. We prohibit youth players from using drugs, gambling on matches of any type or involvement in any other illegal activities.

COACHES

4.16. Players' coaches and specifically the coaches and escorts of youth 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 youth players.

4.17. The coaches and escorts of players actively fight against unacceptable behaviour and other actions that could threaten youth players' mental and physical integrity.

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.

4.19. Club Brugge has developed a training philosophy and expects all coaches to observe it. Club Brugge Academy wishes to train players who are in a position to start in the 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 European competitions). A Club Brugge coach monitors and, if necessary, corrects the process for each player.

4.20. Club Brugge is committed to creating an ideal development environment to guarantee quality on and off the field and every player receives the best training technically, physically, medically and mentally.

4.21. Club Brugge takes a holistic approach to training players, in which the individual is the central focus, as is learning how to function as part of a team.

4.22. Every coach has an impact on a group of people, players, colleagues and contributors. They have a clear vision of the training of young people and are steadfast in their approach. Coaches think about the general interest and over the long term. They are loyal to other people in the team. A coach is motivated and wants to improve every player in the team.

PARENTS

4.23. Parents set an example for 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.

4.24. Emotion is allowed, but offensive language or intimidation are not appropriate. For each team we appoint a responsible parent who will challenge other parents about their behaviour.

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

4.26. 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 youth players.

TACKLING UNACCEPTABLE BEHAVIOUR

4.27. We ask all contributors who come into contact with youth players for a certificate of good behaviour and character. We discuss the profile of a coach with them and prepare them for the task of youth coaching and the monitoring of physical and mental boundaries for youth players.

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

4.29. Club Brugge undertakes to appoint a counsellor 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. This counsellor is an employee of Club Brugge. They must be known to and available to anyone involved with our youth teams. They act as a contact point for any complaints within the Club's youth operation and in this respect they consult the independent trusted person appointed by Club Brugge (see 6. Monitoring of the Code of Ethics.) Potential infringements may also be reported directly to the independent trusted person, but it is important here to be as approachable as possible.

GIRLS' TEAMS

4.30. Football was traditionally a male sport, but times have changed. We also invest in the training of girls and women to become true stars.

4.31. In view of the fact that girls and women are more susceptible to unacceptable behaviour, we pay extra attention to this in our girls' and women's teams. We make sure the players themselves are aware, but we also make sure the coaches, escorts and everyone around them are alert and attentive to these dangers.

4.32. We ensure that the counsellor described in 4.29 is clearly known to all players and escorts, so that they can always report any problems in confidence.

SPORT AND SCHOOL

4.33. We work with schools to guide youth players to find a balance between school and sport. Together, we develop a study guidance pathway and we keep close contact with the school.

4.34. For youth players, we consider the overall person. Being a good sportsperson also means trying to achieve good study results and becoming a good citizen. We monitor youth players closely and keep an eye on their behaviour, discipline and the effort they put into sport and school.

4.35. We also strive to harmonise study and sport.

MINORS

4.36. 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 not to observe those rules.

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

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

BULLYING

4.39. We are developing a preventive policy to tackle the bullying of young people. We teach youth players, coaches and parents to detect bullying at an early stage and to take action where necessary. We challenge youth players who participate in bullying.

4.40. 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 do not exclude anyone.

4.41. On the initiative of and with the support of the Club Brugge 'Youth Academy', the 'IK BEN PROFF' project was developed by the non-profit organisation School Zonder Pesten. We use this project as a basis for the further development of our bullying prevention policy.

4.42. We ensure that the counsellor described in 4.29 is clearly known to all of those involved, so that they can always report any bullying issues in confidence.

REFEREE ACADEMY

4.43. 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.

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

5. CLUB BRUGGE AS A FOOTBALL BUSINESS

RELIABILITY IN PARTNERSHIP

5.4. As a football business, Club Brugge is only one player in a global market. For the international rules covering football, we refer to the *FIFA Code of Ethics* of 2018. We also comply with current national and international legislative and regulatory frameworks.

5.5. Furthermore, as a club we also follow our own Code of Ethics. We cannot change the world of football, but with our code of ethics we wish to actively convince others of the importance of good business practice, honesty and reliability

5.6. We stand for credibility and reliability. Our daily actions are motivated by this.

5.7. We champion our values in all advisory and governing bodies on which we are represented and we call upon others to do likewise. Our responsibility begins with our own actions and ends with that of third parties. We want to motivate others to adopt high ethical standards, but we can never be held responsible for the actions of others.

5.8. 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 legal frameworks in Belgium or international regulations, if applicable to the operation of Club Brugge) we will terminate that partnership.

FINANCIAL TRANSPARENCY AND GOOD BUSINESS PRACTICE

5.9. We have an open corporate culture and strive toward the highest levels of transparency in all of the transactions and

contracts we enter into. We have nothing to hide.

5.10. 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.

5.11. Our commercial transactions take place in accordance with current statutory and legal regulations and are documented so they can be audited at any time.

5.12. Our accounting is documented and complete. We do not have any concealed slush funds and avoid fraudulent transactions.

5.13. All payments are made by legal methods in accordance with the appropriate legislation. We are correct in what we do and take care to avoid all commercial grey areas.

5.14. We operate on the basis that we make internal and external auditing of everything we do as straightforward as possible. We strive toward the highest standards in this area and urge everyone we work with to do likewise.

BUSINESS COMMUNICATION AND CONFIDENTIALITY

5.15. 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.

5.16. We are an open house, but we treat all information about our business operations, negotiations and commercial deals in the strictest confidence.

5.17. We respect the right to privacy and guarantee the protection of personal data as stipulated by legislation. We ask everyone who works with us to do likewise.

5.18. We manage our own communications and appoint designated individuals to provide third parties with information about our football business at regular intervals.

5.19. Third parties that provide us with confidential information can rely on our confidentiality.

ORGANISATIONAL MODEL

5.20. We are organised in a democratic and participative manner. We promote participation and consultation at all levels.

5.21. We believe in the strength of good management based on this participative model. We try to convey this to all players, contributors and supporters and to the outside world.

5.22. We listen to all of our contributors, players and supporters and wish to continue writing our blauw-zwart success story together with them.

5.23. 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.

HEALTH AND SAFETY AT CLUB BRUGGE

5.24. Club Brugge is a business that is concerned about the health and physical and mental welfare of all its contributors. Management, coaches and medical staff work together to prevent injuries and accidents and assist players or other contributors in playing the sport of football in a medically responsible manner.

5.25. Club Brugge acts with the intention of avoiding risks and hazards and creates a safe working environment to promote the physical and mental welfare of all.

5.26. Club Brugge distances itself completely from the use of banned substances (doping) to enhance the performance of players or the use of drugs pitchside.

5.27. We encourage all players, contributors and supporters to live a healthy lifestyle with sufficient exercise and a balanced diet.

5.28. Club Brugge makes every effort to accommodate supporters in a safe and healthy environment. We pay particular attention to this when building new infrastructure.

SUSTAINABILITY

5.29. Club Brugge undertakes to work with sustainable products where possible and encourages all contributors and partners to do likewise.

5.30. 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 that promotes a habitable environment.

5.31. We strive to buy products that are produced sustainably and under fair conditions.

5.32. We make every effort to avoid waste and to collect existing waste in an environmentally responsible way.

CORPORATE RESPONSIBILITY

5.33. For us, striving to be the best on 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.

5.34. We believe in 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.

5.35. We are a company that seeks corporate responsibility. 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 nobody stands alone, are important things to us.

5.36. We are working steadily on our Foundation, paying special attention to socially vulnerable groups. We consider this to be a strong pillar of our club and one that is symbolic of our core values. We want to expand the Foundation further in the future and include it in the heart of our club.

5.37. 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 with them together. We also want to enter into discussion with them and to hear if we can help support good causes or other issues of social importance within their operations.

CONTRIBUTORS

5.38. Club Brugge expects certain basic attitudes from every contributor: passion, open communication, positivism, customer-friendliness, flexibility, responsibility, solution-focused thinking, dedication, ambition and perseverance, quality, creativity and team spirit.



Signs in the Jan Breydel stadium for the annual job fair, organised by the Club Brugge Foundation in partnership with Randstad.



Ruud Vormer with some players from the Club Brugge G team. Level G football is for people with a physical disability and/or learning difficulties.



A player from the Club Brugge youth team runs side-by-side with a participant in the Club Brugge Foundation 'Health scores' programme.

5.39. Contributors are made aware of the internal rules laid down in the 'Club Brugge Company Policy'.

5.40. Club Brugge makes every effort to help all its contributors improve their skills. 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.

VOLUNTEERS AND STEWARDS

5.41. Club Brugge often calls on volunteers. Please refer to the document 'Club Brugge Volunteer Policy' for further information about our volunteer policy.

5.42. As far as possible, we guarantee the safety of everyone in and around the stadium. To do so, we work very closely with the security services.

5.43. We train stewards in line with statutory requirements. They are also responsible for keeping good order in the stadium.

6. MONITORING THE CODE OF ETHICS

ACTIVE MONITORING

6.4. With the Code of Ethics we strive to implement the best possible practices on sporting, commercial, social and ethical levels. The Code of Ethics 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 put these words into practice.

6.5. We ask all those involved, partners and third parties who join forces with us, to sign a declaration of intent to align themselves with the underlying principles of this Code of Ethics.

6.6. This code of ethics 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 an informal discussion does not suffice, those involved can appeal to a contact point within the club. This contact point will be publicised at every level of the club.

6.7. We provide an opportunity for any abuse to be reported internally, via digital or other channels, to a trusted person appointed by the club, who will function independently within the club and who will follow up the application of the code of ethics.

ETHICS COMMITTEE

6.8. Club Brugge will set up an Ethics Committee to monitor compliance with the Code of Ethics. This council will be chaired by an independent expert.

6.9. The Council is composed of the various levels and services within the club: the captains of the men's and women's teams, the chairman of the Supporters' Federation, the chairman of Club Brugge, representatives of the Foundation, the designated reference person for the Club Academy and, optionally, other parties who play a significant role in the club.

6.10. The Ethics Committee meets at least twice a year to shape its role, and may implement certain initiatives, always in consultation with the management.

SANCTIONS

6.11. We want the Code of Ethics, the appointment of an independent trusted person and the foundation of an ethics committee to have an initially preventive function. However, should it emerge that infringements of it continue to occur, Club Brugge will take appropriate measures in respect of contributors who fail to respect the Code of Ethics. Sanctions will be imposed following internal consultation with the trusted person or other advisors appointed by the club and any sanctions will be reasonable and appropriate to the severity of the infringement.

6.12. Within the club, we appoint a trusted person to whom complaints under this Code of Ethics can be reported in confidence. This person will take action to verify the potential infringement, discuss it internally and, following consultation with the management committee, inform the parties concerned.

6.13. The trusted person handles all reports in the strictest confidence and in the first instance adopts a mediating role. The trusted person is independent and will always consult the management of Club Brugge internally.

6.14. An annual report is compiled on the practical application of the code of ethics and on the nature of any reports, with the intention of learning from mistakes and doing better in the future.

CODE OF ETHICS

COLOPHON

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CLUB BRUGGE IS NOT JUST FOOTBALL, BLAUW-ZWART IS
A WAY OF LIFE.