



CODE OF ETHICS

2026 - ENG

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CHAIRMAN'S FOREWORD

55,000 supporters in a whirling 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 go deep. I yelled out blauwzwart 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 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 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 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, according to Happels, 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 sweating. 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 the ambassadors of respect, passion, loyalty and teamwork. The team of supporters, players, staff, employees, volunteers, partners, management and board is the Club family.

Since 2019, Club Brugge's DNA, with all the values and standards on which our policy has been based in recent years, has been set out 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 clients. The biennial update makes the code a living document. So I am delighted to present the latest version of our code of ethics.

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 Prof. Ignaas Devisch, professor of Ethics at the University of Ghent, for the calm discussions within the Club family, as a result of which this code of ethics has come about.

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

Bart Verhaeghe
Chairman

1. WHY A CODE OF ETHICS AT CLUB BRUGGE?

DESIGN 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, as Club Brugge we wish to clarify our core ethical values and allow 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. Several additional benchmarks are: the core values that have already been on the website for some time, the slogan 'No Sweat/No Glory', the operation of Club NXT, Club YLA, the Foundation and the interest in a strong supporter experience and participative voice of everyone involved in Club Brugge.
- 1.3.** The Code of Ethics describes emphatically 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 INVOLVED IN THE CODE OF ETHICS

- 1.4.** The Code of Ethics concerns 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 (youth) players, partners, sponsors, contributors or other involved parties.
- 1.5.** The term 'Club Brugge' refers to the football club and all its associated 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 in the vicinity of the premises, 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).

DISSEMINATION AND ANNOUNCEMENT 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, together with our Mission Statement, is posted on the website for everyone to read.
- 1.11.** All of the contributors to Club Brugge will be able to familiarise themselves with the Code of Ethics by clear announcements in the Club's buildings, on the Club Brugge website, via contracts or other exchange of information. 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.** 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 close-knit family club that constantly strives to be the most innovative, efficient and sustainable football club in Europe by creating added value for its fans, partners, team and community. Guided by our motto "No Sweat, No Glory" and backed by our Code of Ethics, we are united in our commitment to winning every day anew. Hand in hand we will go that extra mile together in unity and loyalty to our Club. Club Brugge is not just football. blauwzwart is a way of life.

OUR CORE VALUES

UNITY (ALLEMOALE 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 put their shoulders together toward 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 than to discourage the opposition. Directors and employees 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 collectively. Togetherness drives us forward.

AUTHENTICITY (DEEDS, NOT WORDS)

- 2.5. Deeds, not words is our watchword, and it is very significant. We are honest, we are not duplicitous and we are there for each other in both good and difficult times.

- 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 encourage you to be yourself. 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 success and glory together 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 for the top, 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 begin with our own strength and encourage what we can and train every day to do the utmost to achieve our sporting ambitions. Only the best is good enough for us.
- 2.12. 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)

- 2.13. Love of the Club is a great good that we cherish strongly. 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 women and men. 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 blauwzwart 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 the Club is our life.
- 2.17. Our roots lie in the West-Flemish mentality: diligence, commitment, effort and energy drive us forward. We always do this without hesitating 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 blauwzwart family attaches great importance to the social role of football. We are steadily building our Foundation operation, 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 where they feel welcome, too. We make every effort to address as many people as possible and ensure that our premises are fully available 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 wants to always be the best professionally, but also applies itself strongly to social projects via the community. 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, women and men, young and 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 interested in anyone's origin or religious or sexual preference. We accept that people are different and do not label anyone based on who they are. This is why Club Brugge launched the 'NietMetOns' campaign, in which it makes active and systematic efforts to eliminate racism in the stadium and ensure that the threshold for reporting racist incidents remains as low as possible. (<https://nietmetons.clubbrugge.be/>)
- 2.24.** We actively oppose racism and other discriminatory practices or actions, and are developing an anti-racism and anti-discrimination policy to this end, in line with the policies developed by other football bodies in Belgium and further afield.
- 2.25.** This policy forms the basis of our day-to-day practices. We expect our staff and supporters to take a firm stand against racism or any other form of discrimination based on skin colour, beliefs, gender, sexual orientation or cultural background.
- 2.26.** We make allowances for each other as 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.
- 2.27.** From early childhood to the professionals, as a Club we take a tolerant attitude to everyone: contributors, supporters and volunteers. There is no place in our heart for hatred.
- 2.28.** Football is a contact sport and this includes the competition to be the best. But competition differs from mere 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 operation.



- 2.31.** Our internal and external communications are founded on openness and honesty. We speak openly to each other and always express criticisms constructively with the intention of improving each other.

INTEGRITY AND RESPECT

- 2.32.** We play sport to the maximum but never intentionally harm each other. We challenge opponents, male or female, 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, borne out of mutual respect. 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 progress of a match (see point 6. Club Brugge as a football 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 against direct or indirect betting on our own matches, as this could threaten the integrity and sportsmanship of the player concerned. We emphasise this from the very youngest age groups right through to the first

team. Club Brugge expects all its partners to endorse this responsible gambling policy.

- 2.37.** We also wish to give our emphatic endorsement to the Royal Decree on the conditions for the operation of gambling and betting via information society tools (dated 051018).

- 2.38.** Players have been briefed on UEFA's policy on combating match-fixing (UEFA Disciplinary Regulations, Art. 12). They know that the following is contrary to the integrity of matches and competitions, and that there are sanctions for failing to comply with these regulations.



3. WHAT DO WE DO ON A SPORTING LEVEL?

HUMAN RELATIONS

- 3.1. People deserve respect and appreciation. We are not here to be confrontational. Every football club wants to be the best. So do we, but we will never lose sight of our core values. Rank or position, man or woman, educated or not, these things do not matter to us.
- 3.2. Everyone is welcome to want to be the best with us. We take a fundamentally positive view of other people and treat everyone with the respect they deserve, regardless of rank, status or background
- 3.3. We are firmly 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 in a courteous manner. 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. No less, but no more either. We battle for every metre on the pitch, but always respect the opponent's integrity, at every level and at every age.

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 sessions and matches are organised in such a way as to safeguard the health of the athletes at all times. Club Brugge also protects its players from the potentially adverse effects of elite sport and actively works to prevent injuries and health risks.
- 3.8. Players receive medical support and are instructed as to how to achieve peak performance without jeopardising their health or that of those around them. Prevention and personalised training programmes are the key factors here.
- 3.9. Club Brugge distances itself completely from the use of banned substances (doping) to enhance the performance of players as well as the use of drugs off the pitch. We 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 difficult job and have to make difficult decisions. We ensure that they are enabled to do their job in a fair and impartial manner.
- 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 might 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 express that in a correct 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 of minimising errors as much as possible. We believe in fair play.
- 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 courteously both on and off the pitch, and we call each other to account for behaviour that goes against this. With youth players in particular,

parents, coaches and guides have an exemplary role to play.

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 strive for fair legislation and attempt to address shortcomings in this area where possible. We argue for 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 compete with each other and supporters drive them forward. Club Brugge is especially proud of its 12th man. Without them, there is no Club Brugge. Our supporters are behind their Club 100%, but try to remain sporting in all circumstances, being magnanimous in our losses and finding the strength to do better the day after.
- 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. With the appointment of a Supporters Liaison Officer (SLO), Club Brugge aims to foster a constructive dialogue with all supporters and their associations. The SLO acts as a liaison between our supporters and the Club, as well as the security services and the network of SLOs from other Clubs during away matches.
- 3.21. The SLO works closely with our supporters and ensures cooperation and communication between Club Brugge and its supporters. The SLO coordinates fan participation and fosters a



good relationship between the two parties. He or she acts as a listening ear and mediator between supporters and Club, and strives to foster the best possible relationship between them.

- 3.22.** The SLO engages with supporters with the aim of raising awareness and encouraging them to take responsibility for preventing inappropriate behaviour. The SLO and the security service work closely together. For this purpose, the SLO also shares information with the SLOs of other Clubs.

THE PROGRESS OF A MATCH

- 3.23.** Players and coaches, men and women alike, give their all, but they do so in a fair manner. 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.

- 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 always take part in matches to win, but never with the intention of threatening the integrity of other sportsmen and women.
- 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 do not accept 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 progress of a match with cash or other funds.

HOLISTIC APPROACH

- 3.27.** Club Brugge does everything it can to make players feel at home here. We help them in practical ways and offer a space that radiates professionalism whilst also prioritising the human touch, warmth and a sense of belonging. Basecamp is both a training centre and a meeting place, and aims to provide players with a fitting environment in which to perform at their best.
- 3.28.** We expect elite players to conduct themselves professionally both on and off the pitch. We make it clear exactly what we expect from them and set out the necessary guidelines and rules. Each year, players sign our internal regulations.
- 3.29.** Nowadays, social media have become an integral part of society, and of football in particular. Like all our staff, our players are taught how to deal with this, and we have drawn up a number of recommendations and guidelines to help them.

Club Brugge has therefore developed a social media policy and briefs all players and staff annually on how to apply it.

- 3.30.** Elite footballers are under immense pressure to give their very best time and time again. We therefore offer not only a highly professional sporting programme but also the option of psychological coaching, both in groups and on an individual basis. We take a holistic approach to each individual and strive to provide support.

4. CLUB BRUGGE ACADEMY: CLUB NXT

FRAMEWORK

- 4.1. Since the 2020–2021 season, our youth teams have had a new name: CLUB NXT. We are extending the passion and professionalism of Club 1 to every level within Club Brugge and are therefore investing in top-quality coaching. Integrating young talent into Club 1 is a key objective, and we are doing everything we can to guide our own youngsters to the top, with the core message 'WE ARE NXT'. Since the 2022–23 season, Club NXT's U23 team has also been competing in the Challenger Pro League, a fully-fledged professional league.
- 4.2. At Club NXT, we share the same goals: we always aim to be the best. We do everything we can to achieve this and provide the necessary support, with professional coaching and facilities that reflect elite sporting standards.
- 4.3. Youth players are going through a period of physical and mental development, and this requires the right support to ensure that every young player can engage with the WE ARE NXT ethos. We also pay close attention to the personal well-being of every player and to group dynamics, and we do all we can to ensure that every player feels at home at Club NXT.
- 4.4. In line with our ambition, Club NXT is taking on an increasingly international character and nurtures players from both home and abroad, all with their own unique backgrounds and cultural influences. Club NXT is working to ensure that this diversity of lifestyles and backgrounds is properly accommodated and integrated into the DNA of Club Brugge.
- 4.5. Club Brugge is committed to safeguarding the physical and psychological well-being of its youth players and expects everyone involved with Club NXT to keep this in mind at all times. Club Brugge has developed a Child Safeguarding Policy, which is communicated to the players and their families at the start of every season.
- 4.6. Club Brugge and the Club Brugge Foundation are fully committed to preventing bullying and, should

it occur, to taking firm and consistent action. 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 talk to young players who might be involved in this, as well as everyone associated with Club Brugge.

- 4.7. Club Brugge adopts a holistic approach to training players, in which the individual is the central focus, as is learning how to function in a team environment. Club NXT 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 comprehensive support for every player (social, psychological, tactical, medical, physical, technical, nutritional and educational).
- 4.8. Club Brugge employs a Development Coordinator who, together with his or her team (Study Coach and Player Care Coaches), is aware of the social circumstances of all players and monitors their development, both as footballers and as young people. The player's school career is fully supported, and obtaining a secondary school leaving certificate is the minimum requirement. The coordinator knows the parents personally through formal and informal contacts. He or she listens to players, provides parents with information about the Club's culture, engages with players on social media, encourages players to reflect on their behaviour outside sport, and works with the player to foster a positive sense of identity within a high-performance environment.
- 4.9. Club Brugge has appointed a high-performance coach who focuses on the players' wellbeing in terms of nutrition, relaxation, sleep and mindset. This coach teaches players, both individually and in groups, how to develop as elite athletes based on these four pillars, with a particular focus on post-training and post-match recovery.

PLAYERS

- 4.10. At the beginning of the season, we inform all players and their parents about our agreements and ground rules. We explain to them what WE ARE NXT means. We organise training sessions tailored to each age group to explain the essentials, covering both practical matters and rules of conduct regarding training sessions and matches, which are summarised in 11 basic guidelines. At



the start of the season, every player signs up to the WE ARE NXT philosophy and is therefore expected to be aware of it and to behave accordingly. The same applies to the Code of Ethics and the Child Safeguarding Policy.

- 4.11. Players must adhere to the established rules as commonly practised within the Club. We expect them to act out of respect for others in all circumstances and to be honest with everyone: 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.
- 4.12. All players have been briefed on UEFA's policy on combating match-fixing (UEFA Disciplinary Regulations, Art. 12). We prohibit junior players from using drugs, gambling on (their own) matches or participating in any other illegal activities. The details are set out in We are NXT. We make all players at Club NXT aware of the dangers involved.
- 4.13. Nowadays, social media have become an integral part of society, and of football in particular. Like all our staff, our players are taught how to deal with this, and we have drawn up a number of

recommendations and guidelines to help them in our social media policy. It is particularly important to teach young people how to deal with this so that they harm neither themselves nor Club Brugge.

- 4.14. These initiatives are presented to players in the form of group workshops throughout the season during the "coach the player" sessions. This is organised through the development department, consisting of the study coach, the high-performance coach, the player care coach and the development coordinator. In-house or external experts are consulted for these sessions.

WELCOMING AND LOOKING AFTER YOUNG PEOPLE

- 4.15. 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 are concerned about their physical, emotional and social welfare. We provide an environment in which staff are approachable for players, parents and guides.

4.16. Club Brugge players are all equal. We make no distinction between rank or status and ensure that everyone behaves the same way.

4.17. 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 organise a number of sessions to highlight the importance of this to the players and the people around them.

4.18. In consultation with their natural and educational representatives (parents, school, family), we contribute to the upbringing of our junior players, both male and female.

SPORTING STAFF

4.19. Players' coaches and in particular the coaches and guides 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.

4.20. Every coach subscribes to Club Brugge's core values, paying special attention to open communication (clear, honest, consistent), a positive attitude, showing commitment and demonstrating 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. To this end, Club NXT has developed the Club NXT Coach model, which sets out the expectations of a Club NXT coach and links them to different age groups and roles.

4.21. Club Brugge has developed a training philosophy and expects all coaches to observe it. Club NXT 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 the European Cup). A NXT coach monitors and, if necessary, corrects the process for each player.

4.22. Every coach has an impact on a group of people, players, colleagues and contributors. He/she follows our vision of the training of young people and is steadfast in his/her approach. A coach thinks about the general interest and over the long term. He or she is loyal to other people in the team. A coach is driven and wants to improve every player in the team. Coaches and team leaders take on an educational role. They set an example for young people.

PARENTS

4.23. Parents serve as role models for their children and development partners at Club NXT. They support their child's team fully, but behave responsibly and respectfully toward match officials and the players and coaches of other teams. Excitement is allowed, but inappropriate or offensive language or intimidation form no part of this. We will speak to anyone who does not behave accordingly.

4.24. 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.

4.25. 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. A complete smoking ban therefore applies at Club NXT's youth venues. The same applies to the consumption of alcohol. Our policy dictates that during competitions, coaching staff must not consume alcohol in the presence of youth players.

TACKLING UNACCEPTABLE BEHAVIOUR

4.26. We ask all contributors who come into contact with junior players for a certificate of good conduct and character. All Club NXT staff must be able to submit this every year. The Club NXT Coach model discusses expectations with them and prepares them for the role of youth coach, including the importance of monitoring physical and mental boundaries when working with young players.

4.27. Club Brugge undertakes to provide guidance for trainers and contributors on how to pro-actively learn to detect and address unacceptable behaviour. A number of sessions on this topic are delivered by experts as part of our 'Coach the Coach' programme.

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

4.29. In accordance with Pro League regulations, Club Brugge undertakes to appoint a safeguarding officer within its youth operation, to whom anyone can report potential abuse in this area, with the guarantee that any such report can be treated in complete confidence. This safeguarding officer is

an employee of Club Brugge. This officer is always introduced at the first information session of the season – the "Kick-off" for players and parents – during which the officer's responsibilities and contact details are shared

4.30. He/she must be known by and available to everyone involved with our youth teams. He/she acts as a contact point for potential complaints within the Club's youth operation and in this respect consults with the Head of Integrity appointed by Club Brugge (see 7. Monitoring of 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 officer is clearly known to all of those involved, so that they can always report potential bullying problems in confidence.

4.31. In addition to the safeguarding officers, Club Brugge, as an employer, appoints two confidential advisors trained by Mensura, as required by law. As with the safeguarding officers, we appoint both a man and a woman to this role as well, in order to remove possible barriers to talking about these issues.

SPORT AND SCHOOL

4.32. We work with schools to help junior players strike a balance between sport and school. Working closely with the school, we develop individual study support programmes for the players.

4.33. For junior players, we keep an eye on the overall person. Being a good sports person 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 at school.

4.34. We also strive to optimise the coordination of study and sport. Good sporting performance can and should go hand in hand with good academic results. Club NXT appoints a study coach who monitors the players' results and organises remedial support where necessary. The study coach maintains contact with the schools, the players and their parents to ensure that their studies are progressing smoothly, and reports back to the education department at Club Brugge. Our aim is for every player to achieve a qualification at their own level, without underperforming. It is for this reason that Club Brugge devotes a great deal of time and attention to this issue.

MINORS

4.35. It goes without saying that 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 observe those rules. However, Club Brugge goes further with its Child Safeguarding Policy to protect young players, and has developed a structural policy in this area. In the case of transfers involving minors, we pay particular attention to their school career and integration into our society.

4.36. We do not set up schemes designed to deliberately circumvent the relevant national and international legislation.

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

4.38. 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

4.39. We are 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.

4.40. With this 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 those days are long gone. We also invest in the training of girls and women to become true stars. Club YLA was founded some years ago and is writing its own chapter in Club Brugge's rich history.
- 5.2. Club YLA subscribes to all the provisions set out in the Code of Ethics and operates according to the same standards as Club Brugge as a whole.
- 5.3. The girls and young women playing at Club YLA benefit from the same provisions as those set out for Club NXT: a focus on the players' developmental stage, with tailored coaching and an emphasis on physical, mental and social wellbeing. Club YLA also expressly references the Child Safeguarding Policy applicable to youth players up to the age of 18, as well as other documents that provide a broader framework for female players.

SAFEGUARDING OFFICER

- 5.4. 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, guides and everyone around them are alert and attentive to these dangers.
- 5.5. Club Brugge appoints a safeguarding officer for Club YLA to whom anyone can report potential abuse in this area, with the guarantee that any such report will be treated in complete confidence. All the arrangements regarding this officer are the same as those at Club NXT.

GIRLS AND WOMEN PLAYERS

- 5.6. At the beginning of the season, we inform all our female players of the agreements and ground rules. We explain what it means to play for Club YLA. Club YLA has drawn up a set of rules and regulations setting out some dos and don'ts for its players.
- 5.7. We organise an info session to explain the essentials, covering both practical matters and rules of conduct for training and matches. At the

start of the season, every player signs up to the CLUB YLA philosophy and is therefore expected to be aware of it and to behave accordingly. The same applies to 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, showing commitment and demonstrating a passion for football. A coach is part of a team and must always act in the interests of the team. We at CLUB YLA provide their guidelines.
- 5.9. Club Brugge has developed a training philosophy and expects all coaches to observe it. Club Brugge YLA aims to train players who are in a position to start in Club YLA's matches to help to achieve the Club's sporting ambitions (becoming Belgian champions, winning the Belgian cup). A Club Brugge coach monitors and, if necessary, corrects the process for each player.



6. HOW DOES CLUB BRUGGE OPERATE AS A FOOTBALL BUSINESS?

VISION

- 6.1. As a football business, Club Brugge is guided by a clear mission: work hard, work smart, work together.
- 6.2. 'Work hard' is another way of putting our slogan, 'no sweat, no glory'. We work hard to achieve our goals, and we understand that all success starts with hard work. We meet our deadlines and produce high-quality work. We say what we do, and we do what we say.
- 6.3. 'Work smart' means thinking in terms of processes and identifying ways to optimise them. We don't stand still; we are constantly looking for better, smarter and more efficient ways to achieve our goals.
- 6.4. 'Work together' is based on teamwork. We therefore offer each other constructive criticism, share our insights and involve others in our ideas. We encourage direct feedback, keep our promises and foster cooperation. We take a cross-team approach.
- 6.5. At Club Brugge, we firmly believe in the power of a shared competence model. This model, based on our core values of 'work hard, work smart, work together', provides the foundation for success within our organisation. Our competence model consists of five quality fields, each comprising three distinct competences. These competences,

15 in all, have been carefully selected to ensure that everyone, regardless of their role, plays a part in Club Brugge's growth. It is essential that every employee not only understands these competences but also actively applies them in their day-to-day work. This shared framework enables us to work together to be the best, and to foster a culture of continuous improvement and cooperation

RELIABILITY IN PARTNERSHIP

- 6.6. 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 2003 FIFA Code of Ethics. We also comply with current national and international legislative and regulatory frameworks.
- 6.7. Furthermore, as a Club we also follow our own Code of Ethics, with a focus on good business practice, honesty and reliability. We stand for credibility and reliability. Our daily actions are motivated by this.
- 6.8. We champion our values in all the councils and management bodies on which we are represented and we call upon others to do likewise.
- 6.9. 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 apparent 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. We always act in accordance with the contractual and legal obligations imposed on us by law or which we have set ourselves.

FINANCIAL TRANSPARENCY AND BUSINESS PROFESSIONALISM

- 6.10. We have an open commercial culture and strive toward the highest levels of transparency in all of the transactions and contracts we enter into. We have nothing to hide.
- 6.11. 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.



- 6.12. 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 do things properly.
- 6.13. Club Brugge complies with the anti-money laundering regulations that have applied to the football sector in Belgium since 1 July 2021. This means that Club and its staff are required to identify their clients and to verify and assess business transactions with a view to combating money laundering and terrorist financing.
- 6.14. Our staff always act in the best interests of Club Brugge and put the Club's interests before their own when acting in their official capacity. Conflicts of interest are always handled in a transparent and proper manner.
- 6.15. We operate on the principle that everything we do should make internal and external audits as straightforward as possible. We strive toward the highest standards in this area and require everyone we work with to do likewise.

- 6.16. We strive to maintain the highest ethical standards when it comes to receiving and giving corporate gifts and hospitality, both internally and externally.
- 6.17. Club Brugge's Company Policy provides structure and clarity regarding the club's operations, agreements and processes. It provides a sound basis for every employee, serves as a guide for collaboration, and lays the foundation for sustainable growth. The Company Policy sets out a detailed and systematic explanation of the compliance procedures mentioned above.

BUSINESS COMMUNICATION AND CONFIDENTIALITY

- 6.18. 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.
- 6.19. We are an open house, but we treat all information about our business operations, negotiations and commercial deals in the strictest confidence.

6.20. We respect the right to privacy and guarantee the protection of personal data as set out in the GDPR legislation. We require everyone who works with us to do likewise.

6.21. 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

6.22. Club Brugge has an appointments and remuneration committee and an audit and risk committee, which put into practice the Club's aim of being a transparent and democratic organisation.

6.23. Compliance is essential to our day-to-day operations. We ensure that our everyday activities and new initiatives are in line with existing laws and regulations. We are committed to the highest standards of transparency.

6.24. The compliance team, management and every member of staff at Club Brugge are committed to the continuous improvement of our procedures. Through ongoing assessment of existing processes, we seek to achieve the optimal balance between compliance and efficiency.

6.25. Every employee of Club Brugge is required to comply with all the laws and regulations that apply to the company's activities. Failure by employees to comply with these laws and regulations is monitored and penalised.

6.26. Club Brugge has an independent compliance unit reporting directly to the Audit & Risk Committee. This compliance unit ensures that internal and external regulations are observed.

ORGANISATIONAL MODEL

6.27. We are organised in a democratic and participative manner. We promote participation and consultation at all levels. We encourage internal communication and cooperation. By sharing information and involving people from different fields, we can achieve high-quality results. We reject all dictatorial decision-making models. We seek to build support

in everything we do and try to convince people by reason and dialogue, not by force and directives.

6.28. We believe in the strength of good governance and participation. We convey this to all players, contributors and supporters and to the outside world. We encourage initiative, responsibility and boldness. We want to be innovative and forward-thinking. We listen to all of our contributors, players and supporters and wish to continue writing our blauwzwart success story along with them.

SAFETY AT CLUB BRUGGE

6.29. Club Brugge aims to avoid risks and hazards and creates a safe working environment with a view to the physical and mental welfare of everyone. We take the safety and well-being of our staff very seriously. We provide a safe environment that minimises safety risks as much as possible and aim to ensure that our staff feel at ease. Only then can we achieve the best results.

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

SUSTAINABILITY

6.31. We recognise sustainability as an essential part of our corporate responsibility and integrate Environmental, Social & Governance (ESG) principles into our operations. Guided by the Club's DNA and its 'No Sweat, No Glory' ethos, we strive for a sustainable future in which sporting success goes hand in hand with respect for people, the environment and society.

6.32. We use the SWEAT model (Sustainability, Well-being, Equity, Accountability & Teamwork) as a guide to sustainable and responsible conduct. This means that the Club:

- aims to act in an environmentally responsible manner and to reduce its carbon footprint (Sustainability),
- respects and promotes the well-being of players, staff and the community (Well-being),
- creates an inclusive and safe environment with equal opportunities for everyone (Equity),
- acts and communicates transparently, responsibly and honestly in all its sustainability-related decisions and actions (Accountability),

- collaborates with staff, partners and other stakeholders to achieve sustainable goals and create synergies (Teamwork).

6.33. We take the environmental impact, the living environment and future generations into account in our investments, infrastructure projects and operational activities. Wherever possible, the Club opts for sustainable, innovative solutions and works with suppliers and partners who adhere to fair and responsible practices. By communicating transparently and working constructively with the various stakeholders, we aim to make a positive and measurable contribution to sustainable development, both within and beyond the football world.

CORPORATE SOCIAL RESPONSIBILITY

6.34. For us, striving to be the best in professional terms goes hand in hand with a socially responsible attitude to everyone involved in Club Brugge and the wider world.

6.35. We recognise the importance of corporate social 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 show that you can be the best without renouncing your values.

6.36. 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.

6.37. We are continuing to develop our Foundation, paying special attention to socially vulnerable groups. We consider this to be a strong pillar of our Club, and symbolic of our core values. We will continue to expand the Foundation in the future and incorporate it in the heart of our Club.

6.38. 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 be of assistance in the support of good causes or other issues of social importance within their operations.

STAFF AND HR

6.39. Club Brugge expects every employee to demonstrate a number of core values and is guided by a clear vision: work hard, work smart, work together. Club Brugge makes every effort to enhance the skills of all its staff. 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 help us achieve our goals.

6.40. We familiarise our employees with the staff regulations, company policy, our Code of Ethics, Child Safeguarding Policy and other relevant documents governing the day-to-day running of Club Brugge.

6.41. Club Brugge pursues a preventative policy on the use of alcohol at work and appeals to the common sense and responsible conduct of all staff and any other persons present in the workplace. The company has a zero-tolerance policy on drugs.

6.42. Our recruitment policy is designed to attract high-calibre candidates; we never discriminate and offer everyone an equal opportunity. We embrace diversity and see it as an asset within Club Brugge.

6.43. We want to give our employees opportunities to grow and fulfil their potential. We want to reward those who take responsibility and make Club Brugge better. We aim to create a culture in which employees hold each other accountable and promptly identify instances where action needs to be taken.

VOLUNTEERS AND STEWARDS

6.44. Club Brugge often appeals to volunteers. 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.

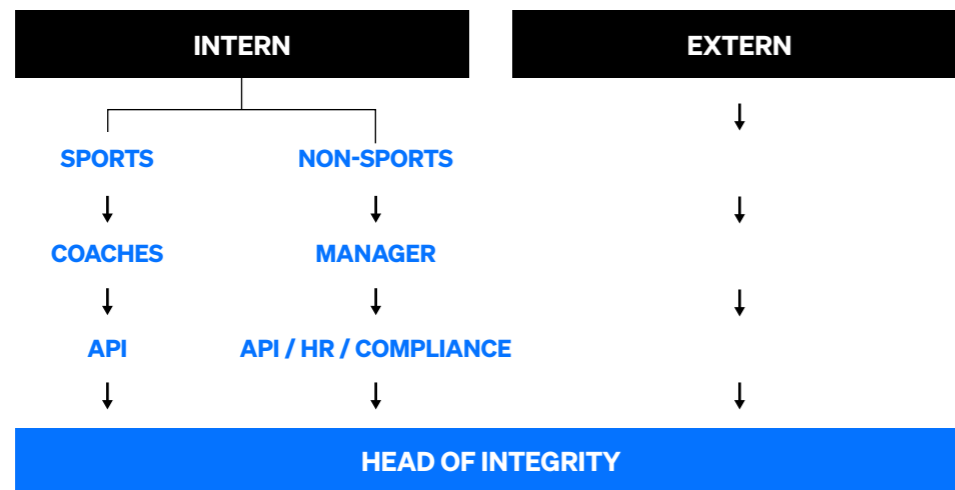
6.45. We train stewards in line with statutory requirements. They are also responsible for keeping good order in the stadium. Stewards are also required to submit a certificate of good conduct each year.

7. UPHOLDING THE CODE OF ETHICS

ACTIVE MONITORING

- 7.1.** With the Code of Ethics we strive to implement the best possible practices in sporting, commercial, social and ethical terms. The Code reflects the requirements and expectations we set for ourselves, in addition to complying with the law. We do everything within our power to convert these words into deeds.
- 7.2.** We inform all stakeholders, partners and third parties who work with us about the fundamental principles outlined in the Code of Ethics.
- 7.3.** The Code is no mere formality. We actively implement it within the Club, both digitally and on 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 approach is insufficient, staff can contact the various reporting channels to seek advice and/or report abuse in situations that could jeopardise their professional, psychosocial and physical safety.

- 7.4.** Partners or third parties may report any breach of the Code of Ethics at any time via an external reporting platform, as detailed on the Club Brugge website. The report is then forwarded to the Head of Integrity, who, as a confidential advisor, handles these reports independently and monitors compliance with the Code. Club Brugge undertakes to make this channel widely known and easily accessible to all staff members.
- 7.5.** All advice and/or reports will be treated in a neutral and confidential manner. The Head of Integrity undertakes to investigate the allegation and, where appropriate, take action, in consultation with the person concerned.
- 7.6.** In the event of a dispute or formal complaint, depending on its nature, the Head of Integrity, the HR department or the Compliance team will initially assume a mediating role.
- 7.7.** The Head of Integrity prepares a quarterly internal report on the effectiveness of the Code and the nature of any reports, with the aim of learning from any mistakes and doing better in the future. The report anonymises all incidents in order to preserve their strictly confidential nature. This report is submitted to the board of Club Brugge.
- 7.8.** Club Brugge will tolerate no form of retaliation or intimidation against anyone who has made a



These contact points are available to everyone at all times.

complaint in good faith. However, abuse of the reporting system may result in penalties.

- 7.9.** In the event of reports covered by the Belgian law of 28 November 2022 on 'the protection of those who report breaches of Union or national law identified within a legal entity in the private sector' ('the Whistleblowers' Act'), Club Brugge will comply fully with the requirements of the Act. Reports falling within the scope of the Whistleblowers' Act – that is, reports of infringements with a significant impact in the public interest (public health, terrorism, etc.) – may also be made via the channel provided by the government for this purpose or by making the matter public. Please refer to the Belgian Whistleblowers' Act of 28 November 2022. This Act transposes into Belgian law European Directive (EU) 2019/1937 of 23 October 2019.

INTEGRITY POLICY

- 7.10.** We incorporate the Code as fully as possible into every aspect of our operations.
- 7.11.** Club Brugge employs a Head of Integrity who monitors the implementation of the Code of Ethics across all aspects of the Club's operations, fosters

its further development, and supports and helps steer the implementation of the integrity policy. The Club also has the necessary consultation bodies in place to review and further shape the integrity policy on a regular basis.

SANCTIONS

- 7.12.** Through the Code of Ethics, the appointment of a Head of Integrity and the incorporation of the Code into an integrity policy, our aim is to take a primarily preventive approach. However, should it appear that infringements still occur, Club Brugge will take appropriate measures in respect of staff, partners and third parties who fail to 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 and will be reasonable and proportionate to the severity of the infringement.

Colofon

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Niets uit deze uitgave, zelfs gedeeltelijk, mag openbaar gemaakt worden, gereproduceerd worden, vertaald of aangepast, onder enige vorm ook, door middel van druk, fotokopieën, geautomatiseerde gegevensbestanden of op welke andere wijze ook zonder voorafgaande schriftelijke toestemming van de uitgever.



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