



Redy
*WIN
IN ALL
FIELDS
TOGETHER*



WIN IN ALL FIELDS

ENVIRONMENTAL

- WASTE MANAGEMENT AND RECYCLING
- CIRCULAR ECONOMY
- ENERGY MANAGEMENT AND DECARBONIZATION
- WATER MANAGEMENT
- FOOD & BEVERAGE OPERATION
- BIODIVERSITY, ECOSYSTEM & NATURE CONSERVATION
- OTHER ENVIRONMENTAL SUSTAINABLE MEASURES

SOCIAL

- EXTERNAL SOCIAL RESPONSIBILITY
 - Benfica Foundation
 - Cultural Heritage
 - Eclecticism and Scale
 - Casas do Benfica
 - Accessibility
- INTERNAL SOCIAL RESPONSIBILITY
 - Human Resources Policy
 - Health & Performance
 - Benfica Campus

GOVERNANCE

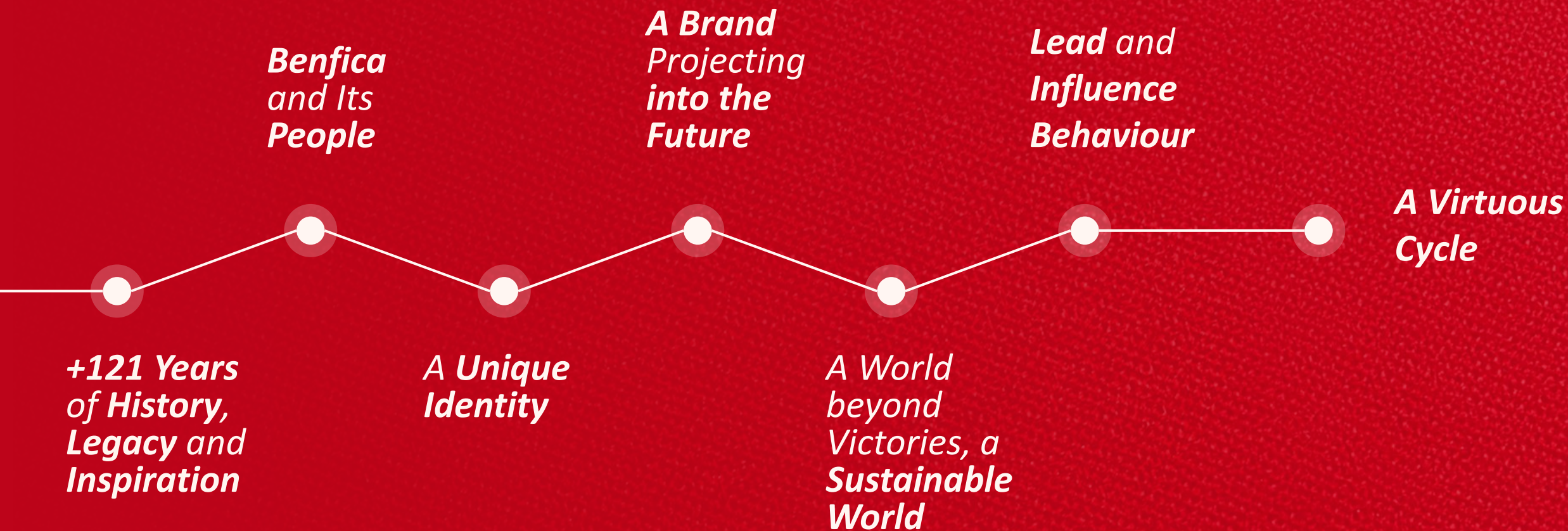
- CORPORATE GOVERNANCE MODEL
- INTERNAL CONTROL COMMITTEE AND RELATED PARTIES
- RISK MANAGEMENT
- CODE OF CONDUCT
- WHISTLEBLOWING CHANNEL
- RELATED PARTIES QUESTIONNAIRE
- INTERNAL AUDIT



Sport Lisboa e Benfica

***ACT, LEAD BY EXAMPLE,
AND INFLUENCE
BEHAVIOURS***





+121 years of History, Legacy and Inspiration

*A legacy of trophies and glory, along with a physical, social, moral, cultural, and intellectual heritage conquered and nourished by Sport Lisboa e Benfica in more than 121 years of history, is determinant for Benfica's success and crucial as a catalyst for the sustainability journey that the club intends to undertake. As stated in the signature of Museu Benfica – Cosme Damião: **“A Past That Inspires the Future!”***



Benfica and Its People

Benfica is a club built on pillars such as 'Portugalidade' (being Portuguese), Tolerance, Unity and Community Spirit, Generosity and Attachment, Associativism, Mysticism and Enthusiasm, Democracy and Respect, Eclecticism and Sportsmanship. These are brand values, immutable in history, that remain in the heart of every Sport Lisboa e Benfica Member and fan.



A Unique Identity

Benfica's statutes embody an exceptional DNA, committing its members to a pledge for a better future.

The call for good moral, civic, and sporting conduct from leaders, athletes, and members—aligned with Benfica's values and in pursuit of its prestige and glory—has been a fundamental principle across all of the club's statutes since its foundation.

It is within this context that the sustainability project is integrated, seeking solutions to the intergenerational challenge between today's and tomorrow's stakeholders.



A Brand Projecting into the Future

Benfica is a brand of immense strength, unique mystique, youthfulness, and agility—qualities that propel it toward a future of change and hope, ensuring national leadership and an ambition for global recognition.



A World Beyond Victories, a Sustainable World

Benfica identifies with a world where the goal extends far beyond sporting triumphs—a world striving for peace, prosperity, human rights protection, and sustainable development. A world that meets present needs without compromising the ability of future generations to meet theirs.



Lead and Influence Behaviour

Benfica is an influential force with a unique character and personality, possessing extraordinary brand equity and a vast capacity to inspire. This identity should be leveraged to promote and advocate for responsible behaviour among its followers and throughout its ecosystem, channeling its influence toward sustainability — encompassing environmental protection, social responsibility, and governance.



A Virtuous Cycle

*The action plan presented **aligns with the Sustainable Development Goals (SDGs)** established by the United Nations in 2015 under the 2030 Agenda. It also supports **UEFA's Strength Through Unity program**, which advocates for human rights and environmental protection.*

Furthermore, it adheres to the European Corporate Sustainability Reporting Directive (CSRD) and its underlying European Sustainability Reporting Standards (ESRS), ensuring compliance with environmental, social, and governance (ESG) frameworks.



S *TRONG HEART*

L *EVERAGING IMPACT*

B *RIGHTENING THE FUTURE*



WIN IN ALL FIELDS

E

ENVIRONMENTAL

S

SOCIAL

G

GOVERNANCE

WIN IN ALL FIELDS

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ENVIRONMENTAL

OUR ENVIRONMENTAL STRATEGY...

Benfica's commitment to sustainability: aligning with global climate goals

Environmental concerns are a fundamental pillar of any sustainability strategy.

Over the past years, several international agreements have been established to protect the environment, with the following standing out:

- i. The **Paris Agreement on climate change**, adopted in 2015, which aims to limit global temperature rise to below 2°C above pre-industrial levels, with efforts to restrict it to 1.5°C;
- ii. The **European Green Deal**, launched in 2019, an initiative aimed at making the European Union a carbon-neutral economy by 2050, with an interim target of reducing net greenhouse gas emissions by at least 55% by 2030, compared to 1990 levels.

It is within this framework of global commitment that key players in the world of football position themselves. These principles, goals, and agreements serve as the foundation and inspiration for Benfica's own climate action strategy.

Defining an environmental strategy that addresses critical aspects such as reducing water and energy consumption, increasing the use of clean electricity, cutting greenhouse gas emissions, improving waste management, promoting circular economy initiatives, and fostering sustainable mobility and transportation management is a top priority today.

Below, we summarize the initiatives that have been developed—some dating back to the inception of the new stadium—which are now part of the Eco Benfica project, contributing to the climate and environmental agenda.



ENVIRONMENTAL

WASTE MANAGEMENT AND RECYCLING | E5 – Resource Use and Circular Economy

ECOCENTRO BENFICA



Created in 2010, “Ecocentro Benfica” ensures proper waste management and promotes responsible environmental practices.

SUSTAINABLE TAKEAWAY



Around 120 athletes have the option to take their daily meals home as “takeaway”. Single-use packaging have been replaced with glass containers.

ENVIRONMENTAL

WASTE MANAGEMENT AND RECYCLING | E5 – Resource Use and Circular Economy

ECOCENTRO BENFICA

The Ecocentro Benfica was created in 2010 to ensure proper waste management and to guarantee environmentally responsible practices. Over the last three sporting seasons, an average of 330 tonnes of recyclable waste per season has been sent for recycling, including packaging, paper/cardboard and glass. Since the 2017/2018 season, the Ecocentro has already sorted more than 1 800 tonnes of waste, contributing significantly to the promotion of recycling. In the 2024/2025 season, around 350 tonnes of waste were sorted at the Ecocentro, of which 85% corresponded to recyclable waste, compared with 67% in the 2017/2018 season. This represents a significant reduction in non-recycled waste sent to landfill or incineration.

✓ In 2024/2025, Ecocentro Benfica sorted more than 350 tonnes of waste, 85% of which was recycled



ENVIRONMENTAL

WASTE MANAGEMENT AND RECYCLING | E5 – Resource Use and Circular Economy

SUSTAINABLE TAKEAWAY

Sport Lisboa e Benfica has a large number of athletes within its sports structure who have the option to use the canteen service and take their meals – lunch and/or dinner – home. To reduce the consumption of single-use packaging, around 120 athletes have been provided with glass containers for their takeaway meals. Each athlete receives two glass containers: one for soup and another for the main meal.

✓ *We estimate that we can reduce approximately 82 000 single-use containers per season*



ENVIRONMENTAL

CIRCULAR ECONOMY | E1 – Climate Change

USED COOKING OIL



Since November 2022, the cooking oil used at SL Benfica's Stadium is collected and transformed into 100% eco-friendly detergent.

ELECTRIC AND ELECTROTECHNICAL WASTE



Separation of all used electrical equipment, such as batteries, light bulbs, and other items, which are sent for recycling through Electrão.

LAWN COMPOSTING & OTHER OPTIMAL MAINTENANCE PRACTICES IN GREEN SPACES



Grass clippings are given to farmers who transform the organic waste into natural fertilizers. Additionally, Sport Lisboa e Benfica uses organic and/or biological-based fertilizers and fungicides, as well as electric lawn mowers.

ENVIRONMENTAL

CIRCULAR ECONOMY | E1 – Climate Change

USED COOKING OIL

The cooking oil used by the various Food & Beverage (F&B) operators at SL Benfica Stadium is collected by Ambióleo, a waste management company, and sent for treatment. The used oil is then filtered and purified. Using innovative biotechnological procedures, Eco X transforms the used cooking oil into biodegradable and eco-friendly cleaning detergent. This initiative is a prime example of a circular economy, minimizing environmental impact and preventing contamination of water resources. This initiative is also implemented at Benfica's newest Casa do Benfica in Santarém – Casa do Benfica 2.0.

✓ During the 2024/2025 season, 4 485 litres of used cooking oil were collected



ENVIRONMENTAL

CIRCULAR ECONOMY | E1 – Climate Change

ELECTRIC AND ELECTROTECHNICAL WASTE

Sport Lisboa e Benfica promotes the proper disposal of all used electrical equipment, including batteries, light bulbs, and both small and large devices, through the management entity Electrão. The recovered equipment is sent to licensed operators who ensure correct treatment, safeguarding both public health and the environment. The equipment is then directed to recycling, where it is transformed into raw materials for producing new equipment. In addition to recycling, Electrão also encourages reuse and donation, particularly through the Ondedoar.pt project, which promotes the donation of used equipment from businesses to institutions.

✓ Until April of the 2024/2025 season, Electrão collected a total of 2 370 kg of electrical and electrotechnical waste



ENVIRONMENTAL

CIRCULAR ECONOMY | E1 – Climate Change

LAWN COMPOSTING & OTHER OPTIMAL MAINTENANCE PRACTICES IN GREEN SPACES

Grass clippings are given to farmers in the Seixal region and are transformed into natural fertilizers through composting processes. This reduces the amount of waste sent to landfills and promotes soil fertilization. Compared to traditional landfill decomposition, this process produces fewer greenhouse gases, such as methane (which is more harmful than carbon dioxide). Moreover, Benfica's partner RED (Relvados de Equipamentos Desportivos), starting in the 2022/2023 season, has progressively transitioned from combustion engines to electric lawn mowers. Benfica continuously seeks ways to reduce the use of chemical products, replacing them, when possible, with organic and/or biological-based fertilizers and fungicides.

✓ During the 2024/2025 season, 80 tons of grass clippings were given to farmers for composting



ENVIRONMENTAL

ENERGY MANAGEMENT AND DECARBONIZATION | E1 – Climate Change

SOLAR AND THERMAL PANELS



Solar and thermal panels generate clean energy and heat water while significantly reducing the carbon footprint.

LED LIGHTING



Approximately 85% of the lighting system at both SL Benfica Stadium and Benfica Campus—including office operations, housing, and lounge areas—is now equipped with LEDs.

STADIUM'S LED GIANT SCREENS AND DIGITAL RINGS



SL Benfica Stadium is equipped with the latest generation of LED giant screens and digital rings, both of which are extremely energy efficient.

CENTRALIZED TECHNICAL MANAGEMENT (CTM)



This initiative enables efficient control, optimizing electricity and gas usage for heating and cooling, while reducing waste and operational costs.

ELECTRIC MOBILITY



An electric mobility hub at SL Benfica Stadium for external users, free charging stations for Benfica collaborators, and a hybrid plug-in fleet.



ENVIRONMENTAL

ENERGY MANAGEMENT AND DECARBONIZATION | E1 – Climate Change

SOLAR AND THERMAL PANELS

Sport Lisboa e Benfica installed solar panels at Benfica Campus and thermal panels at both Benfica Campus and SL Benfica Stadium. The solar panels at Benfica Campus produce clean energy by harnessing solar power, a natural and renewable energy source. This helps increase energy independence from the external power grid, which relies on polluting resources. Similarly, the thermal panels use solar energy to heat the water in the stadium's pool complex and the water consumed at Benfica Campus. Both initiatives significantly reduce the amount of energy sourced from non-renewable resources, decrease dependence on fossil fuels, and lower greenhouse gas emissions.

✓ During the 2024/2025 season, 19% of the energy consumed at Benfica Campus was self-produced, resulting in a total reduction of 106 tons of CO₂ emissions



ENVIRONMENTAL

ENERGY MANAGEMENT AND DECARBONIZATION | E1 – Climate Change

LED LIGHTING

Major areas at both SL Benfica Stadium and Benfica Campus are now equipped with LED lighting. This initiative significantly reduces energy consumption and carbon emissions while being cost-effective and long-lasting. Currently, approximately 85% of the total lighting system at both locations has been upgraded to LEDs.

At Benfica Campus, the main areas equipped with LED lighting include office spaces, housing and lounge areas, the first team training field, and two additional fields where the training volume is higher. At SL Benfica Stadium and other sports arenas, the LED lighting system ensures uniform, flicker-free illumination, enabling high-quality 4K event broadcasts. The integrated smart control system allows for intensity adjustments and special lighting effects before events and during halftime.

✓ 85% of the lighting system is equipped with LEDs



ENVIRONMENTAL

ENERGY MANAGEMENT AND DECARBONIZATION | E1 – Climate Change

STADIUM'S LED GIANT SCREENS AND DIGITAL RINGS

Sport Lisboa e Benfica continues to renew its commitment to more sustainable practices, this time through technological innovation with a recent investment in a modernized LED system at SL Benfica Stadium. The project involved the renovation of the stadium's giant screens and the installation of new equipment along the field's plat bands and perimeter. The newly installed models are LG's GSCD100 and GREF100, both certified with FCC class "A".

The stadium update includes 2 000 m² of new panels, leading to an average energy consumption lower than 216 W/m², which represents a significant improvement in efficiency compared to previous systems. This equipment operates at only 20% of its maximum brightness capacity, ensuring energy savings without compromising image quality. This renovation enhances the fan experience on game days, offering vibrant, high-definition images and reinforcing Sport Lisboa e Benfica's leadership in both innovation and sustainability.

✓ 2 000 m² of LED panels certified with FCC class "A"



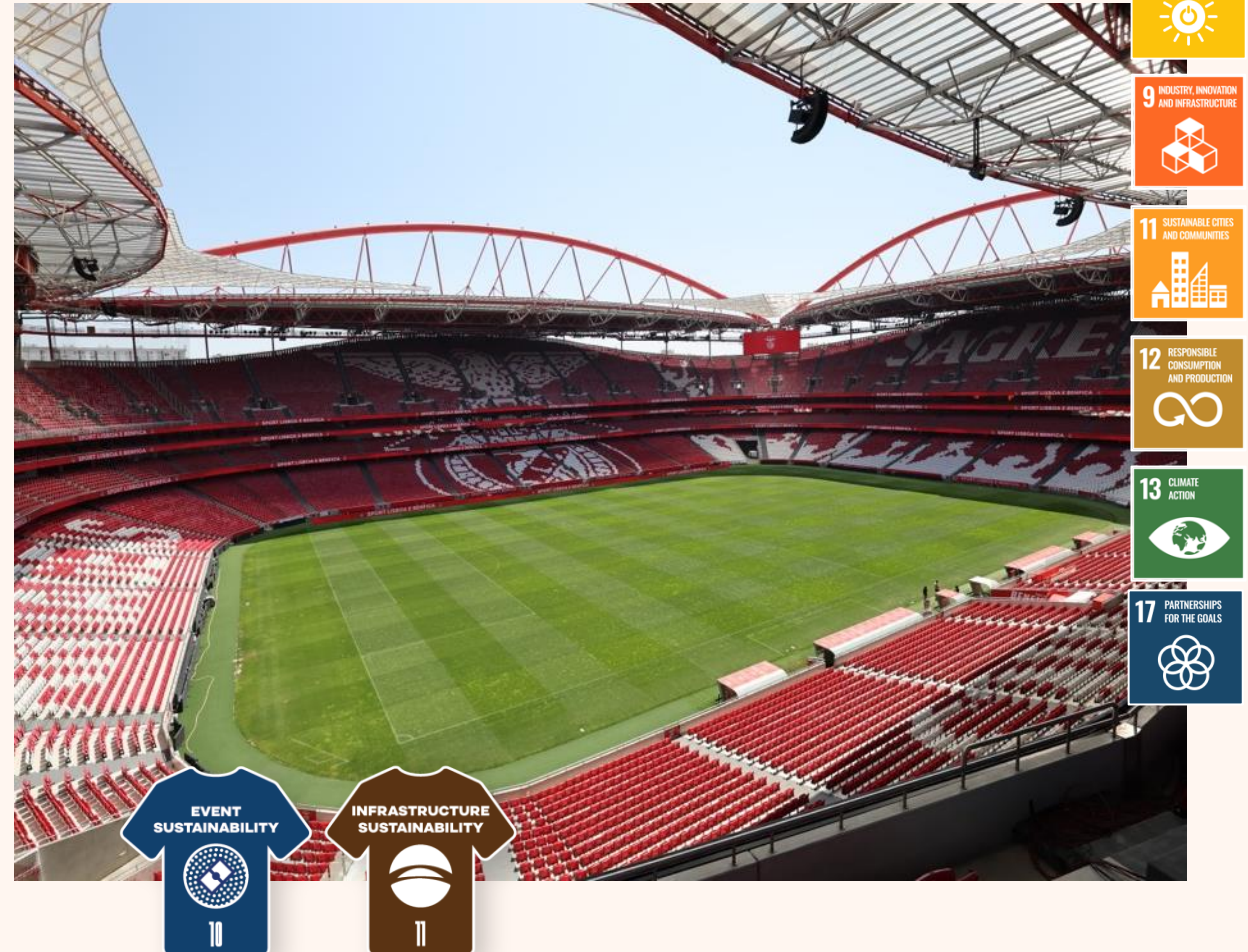
ENVIRONMENTAL

ENERGY MANAGEMENT AND DECARBONIZATION | E1 – Climate Change

CENTRALIZED TECHNICAL MANAGEMENT (CTM)

A centralized technical management (CTM) system is being implemented at both SL Benfica Stadium and Benfica Campus. Its primary objective is to monitor and control energy, gas, water, and renewable sources, including solar and thermal panels. The system optimizes electricity and gas usage for heating and cooling by automatically adjusting operational conditions based on real-time needs. By continuously monitoring these resources, the system helps identify and eliminate potential waste, leading to significant reductions in operational costs and improved energy efficiency. This initiative supports a smaller environmental footprint and promotes more sustainable practices.

- ✓ The CTM system controls large equipment such as boilers, chillers, transformation stations, lighting systems, sanitary water temperature control, and air conditioning systems
- ✓ Monitors approximately 90% of game-day operations at SL Benfica Stadium
- ✓ Monitors approximately 90% of daily operations at Benfica Campus



ENVIRONMENTAL

ENERGY MANAGEMENT AND DECARBONIZATION | E1 – Climate Change

ELECTRIC MOBILITY

In recent years, Sport Lisboa e Benfica has worked to replace a significant portion of its car fleet with hybrid plug-in vehicles. As of the 2024-2025 season, 52% of Benfica's fleet consists of hybrid plug-in vehicles. This transition has contributed to a reduction in fossil fuel dependence and a decrease in greenhouse gas emissions. Additionally, 90 free charging stations were installed at SL Benfica Stadium for the use of Benfica's collaborators. This initiative not only benefits the environment through these measures but also encourages staff to choose more environmentally friendly and energy-efficient cars. In collaboration with EDP, the first electric mobility hub was inaugurated in Lisbon in 2022. This hub includes 7 fast charging stations (22kW – 50kW) and 1 ultra-fast charging station (160kW). These stations are connected to the Mobi.e network and are publicly available, allowing all visitors to Benfica to use the equipment.

- ✓ 52% of Benfica's fleet is hybrid plug-in
- ✓ 90 free electric and hybrid plug-in charging stations for collaborators
- ✓ The public hub includes 7 fast charging stations and 1 ultra-fast charging station



ENVIRONMENTAL

ENERGY MANAGEMENT AND DECARBONIZATION | E3 – Water and Marine Resources

RAINWATER COLLECTION

Benfica has implemented a rainwater collection system to clean the stadium's stands, saving both water and energy. The system features a storage tank with a total capacity of 230 m³ of rainwater, which allows for stadium washes during the sport season.

- ✓ *Rainwater collection system featuring a storage tank with a total capacity of 230 m³ used for stadium washes*



ENVIRONMENTAL

FOOD & BEVERAGE OPERATION | E1 | E5

ELECTRICITY CONSUMPTION



Implementation of new measures aimed at reducing the energy consumption of the Food & Beverage operation at the Sport Lisboa e Benfica Stadium.

RAW MATERIALS CONSUMPTION



Introduction of more sustainable options and the purchase of certified products in the catering operation at the Sport Lisboa e Benfica Stadium.

WASTE PRODUCTION



Analysis of the quantities produced in the catering operation in previous seasons and respective planning to reduce food waste during the season, taking into account all variables (day of the week, match time, type of item, and consumption history).

ENVIRONMENTAL

FOOD & BEVERAGE OPERATION | E1 – Climate Change

ELECTRICITY CONSUMPTION

With the aim of reducing the energy consumption of the Food & Beverage operation at the Sport Lisboa e Benfica Stadium, the following measures have been implemented:

- *Shutting down refrigeration equipment during periods without service, while safeguarding the quality of all products;*
- *Acquisition of new equipment, taking into account its energy efficiency rating;*
- *Adjusting the need to switch on equipment required for operations to the latest possible time before use;*
- *Installation of motion sensors in support areas, minimising unnecessary lighting.*

✓ *Implementation of measures aimed at reducing electricity consumption associated with the Food & Beverage operation*



ENVIRONMENTAL

FOOD & BEVERAGE OPERATION | E5 – Resource Use and Circular Economy

RAW MATERIALS CONSUMPTION

Supreme Sports Hospitality, Food & Beverage partner, continues to seek ways to make its catering operation at the Sport Lisboa e Benfica Stadium more sustainable. Among the measures implemented, the following stand out:

- Introduction of more sustainable menu options, including vegetarian and vegan alternatives;
- Purchase of fourth-range products with 100% utilisation in preparation;
- Purchase of products (coffee and tea) certified by Rainforest Alliance and Fairtrade, promoting responsible agricultural and commercial practices;
- Elimination of disposable consumables, such as printed paper menus and physical records associated with food production.

During the 2024/2025 season:

- ✓ Inclusion of more vegetarian and vegan options in menus
- ✓ Increase in the number of products certified by Rainforest Alliance and Fairtrade



ENVIRONMENTAL

FOOD & BEVERAGE OPERATION | E5 – Resource Use and Circular Economy

WASTE PRODUCTION

Reducing the amount of waste generated by the catering operation, led by Supreme Sports Hospitality at the Sport Lisboa e Benfica Stadium, continues to be one of the priorities of this activity. The analysis of quantities produced in previous seasons and the corresponding planning has made it possible to reduce food waste during the season. In addition, the delivery of used cooking oils for recycling and the preference for suppliers who use reusable transport boxes, thereby reducing the use of disposable packaging, are other measures implemented to mitigate waste from this activity.

✓ 6.3% food waste recorded in Corporate areas, during the 2024/25 season



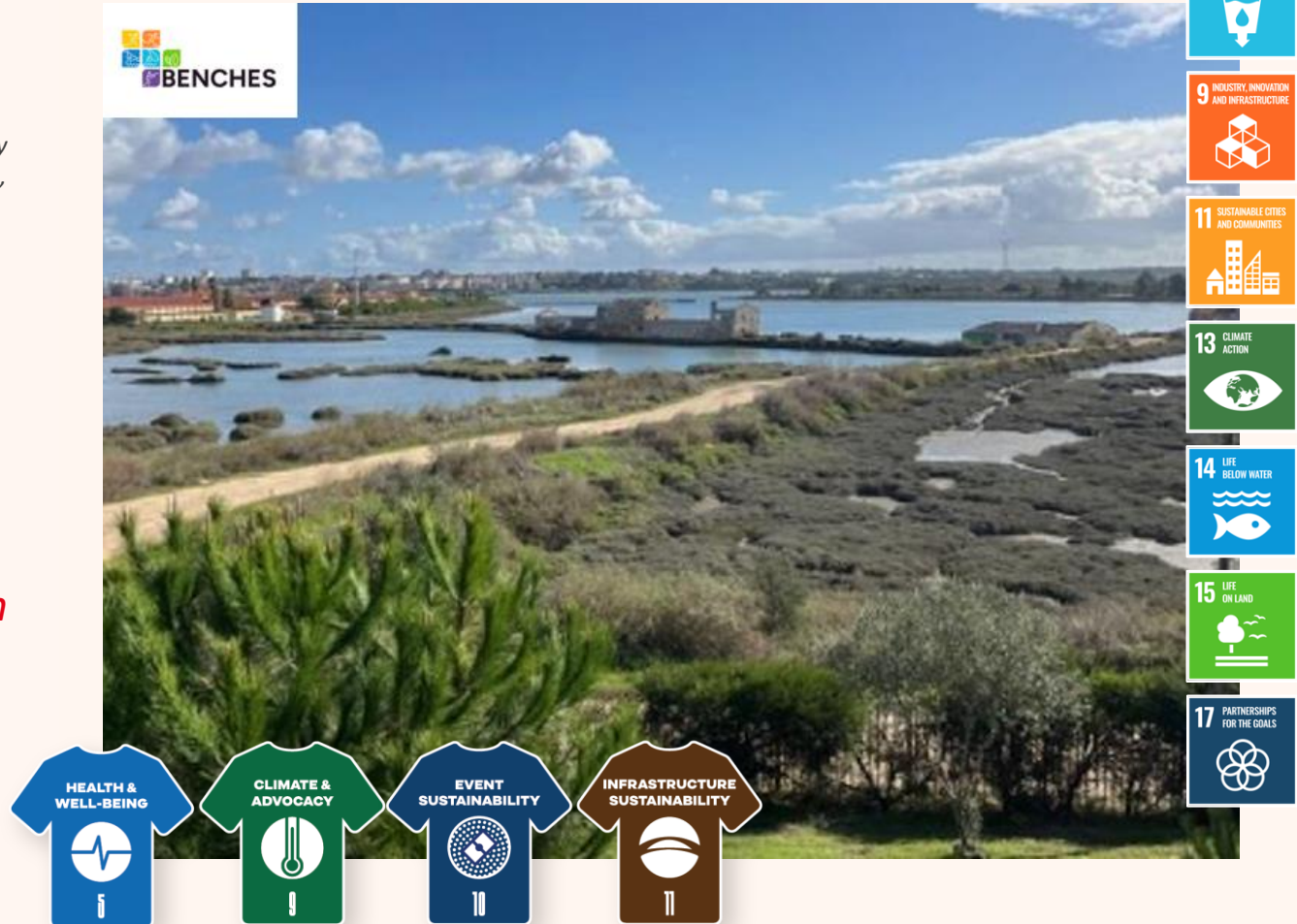
ENVIRONMENTAL

BIODIVERSITY, ECOSYSTEMS AND NATURE CONSERVATION | E4 – Biodiversity and Ecosystems

BENCHES PROJECT

The BENCHES Project (Biodiversity, Ecosystems, and Nature Conservation Helped and Enhanced by Sports) is a European initiative that aims to strengthen the relationship between sport and nature, promoting nature-based solutions and improving environmental management in sports organisations, with a view to conserving biodiversity. The project develops training, assessment, and environmental management tools for sports organisations, focusing on five key areas of biodiversity: climate change, land use, pollution, overexploitation, and invasive species.

✓ *Technical visit to the Sport Lisboa e Benfica Stadium and Benfica Campus. The analysis highlighted the strong connection between the Club's facilities and sensitive ecosystems, such as the Monsanto Forest Park and the Seixal Bay, identifying good practices in environmental and energy management within the facilities, as well as opportunities for improvement in the management of nearby habitats, species, and landscapes*



ENVIRONMENTAL

OTHER ENVIRONMENTAL SUSTAINABLE MEASURES | E1 | E3 | E5

REUSABLE CUPS IN SL BENFICA STADIUM



Introduction of reusable cups at SL Benfica Stadium to promote sustainability and reduce waste.

WATER FOUNTAINS IN OFFICE AREAS



Reducing the use of disposable plastic water bottles and encouraging the use of reusable bottles in office areas at both Benfica Campus and SL Benfica Stadium.

REPLACING PLASTIC BAGS WITH RECYCLED PAPER



Replacing plastic bags with recycled paper bags in stores reduces waste but also encourages more ecological and sustainable everyday practices.

REPLACING PLASTIC PACKAGING WITH SUSTAINABLE ALTERNATIVES



This initiative focuses on gradually replacing plastic packaging with sustainable alternatives such as cardboard.

ONLINE SHOPPING ELETRIC FLEET DELIVERY



This initiative focuses on a more sustainable national delivery system of online shopping, through the use of an electric fleet.

SUSTAINABLE LINES



This initiative promotes the use of items made from organic cotton, fostering more sustainable practices throughout the textile supply chain.



ENVIRONMENTAL

OTHER ENVIRONMENTAL SUSTAINABLE MEASURES | E5 – Resource Use and Circular Economy

REUSABLE CUPS IN SL BENFICA STADIUM

Launched during the 2022/2023 season, this initiative introduced reusable cups at the stadium, supporting Benfica's commitment to sustainability at sporting events. The system enables the collection, cleaning, and reuse of the cups on game days, significantly reducing disposable waste. At the end of their lifecycle, the cups are recycled, ensuring an efficient and environmentally friendly solution. Season after season, Sport Lisboa e Benfica has actively worked to increase the percentage of cups collected. This initiative not only promotes fan engagement but also reinforces the club's dedication to innovation and sustainability.

✓ During 2024/2025 season, the percentage of used cups collected from fans was around 62%, compared to 39% in the previous season



ENVIRONMENTAL

OTHER ENVIRONMENTAL SUSTAINABLE MEASURES | E3 – Water and Marine Resources

WATER FOUNTAINS IN OFFICE AREAS

By installing water fountains in office areas, Sport Lisboa e Benfica aims to reduce the consumption of disposable plastic and encourage the use of reusable bottles. This initiative promotes more sustainable practices, significantly cutting down on plastic waste and helping to reduce the organization's environmental footprint. Prior to the implementation of this solution, it was estimated that 2 200 water bottles (33cl) were used per month. Since the club introduced this initiative, this number has significantly decreased.

✓ *Significant reduction in the consumption of disposable water bottles*



ENVIRONMENTAL

OTHER ENVIRONMENTAL SUSTAINABLE MEASURES | E5 – Resource Use and Circular Economy

REPLACING PLASTIC BAGS WITH RECYCLED PAPER

The replacement of plastic bags with recycled paper bags in stores is an important step towards minimising environmental impact. By promoting the use of recyclable and reusable materials, this initiative not only reduces waste but also encourages more ecological and sustainable everyday practices.

The initiative began with the simple swap from plastic to paper bags and, over time, evolved into the adoption of recycled paper bags—reinforcing the commitment to sustainability and environmental preservation.

✓ *More than 140 000 paper bags used during the 2024/2025 season*



ENVIRONMENTAL

OTHER ENVIRONMENTAL SUSTAINABLE MEASURES | E5 – Resource Use and Circular Economy

REPLACING PLASTIC PACKAGING WITH SUSTAINABLE ALTERNATIVES

Sport Lisboa e Benfica is gradually replacing plastic packaging with sustainable alternatives such as cardboard.

When discarded incorrectly, this packaging contributes to pollution and increases plastic waste in the environment. With the aim of mitigating these effects, we are gradually replacing plastic with more sustainable alternatives, such as cardboard boxes and packaging. This change seeks to reduce environmental impact, promote the reuse of materials, and encourage more eco-friendly and conscious consumption habits.

✓ *Gradually replacing plastic packaging with sustainable alternatives such as cardboard*



ENVIRONMENTAL

OTHER ENVIRONMENTAL SUSTAINABLE MEASURES | E1 – Climate Change

ONLINE SHOPPING ELECTRIC FLEET DELIVERY

DPD, Dynamic Parcel Distribution, through its Green Delivery system in national territory, contributes to a more sustainable national delivery system through the use of an electric fleet instead of fossil fuels.

✓ *Continuous effort to increase the number of online shopping national deliveries in electric fleet*



ENVIRONMENTAL

OTHER ENVIRONMENTAL SUSTAINABLE MEASURES | E5 – Resource Use and Circular Economy

SUSTAINABLE LINES

Through this initiative, Sport Lisboa e Benfica seeks to promote products made primarily from organic cotton, thereby incorporating more sustainable lines in its stores.

- ✓ *SL Benfica Home Shirt 2025/2026: 100% polyester (recycled)*
- ✓ *Own Textile Line: items produced using organic cotton*



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SOCIAL

OUR SOCIAL STRATEGY...

Benfica's social engagement operates across two main dimensions: External Social Responsibility and Internal Social Responsibility.



EXTERNAL SOCIAL RESPONSIBILITY

At the external level, Benfica's social impact can be categorized into four key sub-dimensions: Fundação Benfica, Cultural Heritage, Sports & Numbers, and Casas do Benfica.

Fundação Benfica

Benfica has established a dedicated Corporate Social Responsibility (CSR) unit to strengthen its social impact. Founded in 2009, Fundação Benfica focuses on human development and humanitarian aid, carrying out projects that promote education, social inclusion, intercultural dialogue, and the fight against poverty. Later in this report, we will provide a detailed overview of the foundation's most impactful initiatives.

Cultural Heritage

Sport Lisboa e Benfica has a specialized Cultural Heritage team committed to preserving, studying, and promoting the club's cultural legacy.

This team integrates fundamental sustainability principles - environmental, social, and governance (ESG) - into its operations, particularly through initiatives developed by Museu Benfica - Cosme Damião. The museum plays a crucial role in raising awareness and educating visitors about sustainability-related topics. Given this alignment, we include this information within the social responsibility section of this report. Further details on the team's achievements and objectives will be outlined in the next sections.

US, YOU, EVERYONE

SOCIAL

OUR SOCIAL STRATEGY...

Benfica's social engagement operates across two main dimensions: External Social Responsibility and Internal Social Responsibility.



EXTERNAL SOCIAL RESPONSIBILITY

Eclecticism and Scale

Sport Lisboa e Benfica is dedicated to promoting sports at all levels, offering a wide range of disciplines and fostering an active lifestyle. The club emphasizes inclusivity and youth development, ensuring opportunities for athletes of all ages. Football, swimming, and volleyball are among the most practiced sports, and Benfica proves that sports have no age limits, with athletes competing across generations.

Casas do Benfica

With 290 Casas do Benfica worldwide, the club reaches thousands of people within their local communities. More than just spaces for fans to gather and support our beloved team, these venues promote cultural, social, and sporting engagement, fostering meaningful connections among members and supporters while adhering to the club's official guidelines and directives.

US, YOU, EVERYONE

SOCIAL

OUR SOCIAL STRATEGY...

Benfica's social engagement operates across two main dimensions: External Social Responsibility and Internal Social Responsibility.



INTERNAL SOCIAL RESPONSIBILITY

Internally, Benfica's **Human Resources policy** and the **Health & Performance Department** are fundamental in ensuring that employees and athletes are seen as the club's most valuable assets and as key drivers of both sporting and corporate success.

Benfica's internal social responsibility strategy extends beyond corporate employees as it recognizes that the athletes themselves are among the club's most critical assets. The club has implemented a comprehensive asset management policy focused on physical and mental health protection, ensuring sustainable, long-term sporting success, and post-career well-being, supporting athletes in their transition beyond professional sports.

Besides these two critical aspects of Benfica's internal social responsibility, another key piece of the club's commitment is the work developed in **Benfica Campus**. More than a football training facility, it's a centre of excellence in youth development. . It represents SL Benfica's youth development project, dedicated to nurturing and shaping the next generation of football players.

In the following sections, we will highlight some of the key initiatives developed within Benfica's **Human Resources management, Health & Performance Department** and **Benfica Campus** which aim to safeguard the well-being and long-term personal and professional success of both employees and athletes.

US, YOU, EVERYONE

SOCIAL EXTERNAL SOCIAL RESPONSIBILITY

BENFICA FOUNDATION | S3 – Affected Communities



*Shaping the future:
promoting inclusion
through sports*

The Benfica Foundation was established on January 27, 2009, following the decision of the Founder and Institutor, Sport Lisboa e Benfica. Recognized as a Private Institution of Social Solidarity, it was granted the status of a Public Utility Collective Person on January 14, 2010, by the Minister of Labor and Social Solidarity, and officially registered with Social Security on January 18, 2010.

The Foundation's mission is to design, plan, and implement integrated projects that contribute to the improvement of the quality of life for individuals, particularly children and young people at risk, with a focus on promoting inclusion through sports. As part of the Benfica Group, it plays a leading role in Social Responsibility initiatives, primarily addressing the needs of children and young people, but also working on projects for families, the elderly, people with disabilities, and individuals facing economic hardships or reduced work capacity. Our foundation has become a reference institution in the areas of innovation and European social responsibility, particularly in the socio-sport sector. Since its inception, it has reached over 352 000 beneficiaries and extended its efforts internationally, with interventions in 13 countries.

Institutional Highlights:

- Active members of key networks such as the Portuguese Foundations Centre (CPF), Football is More Foundation (FIM), and the United Nations Football for the Goals.
- Recognized with awards including:
 - Sixth monthly social responsibility award from Fundação do Futebol – Liga Portugal, along with the Merit Award for the 2021/2022 season;
 - The Role Model Award from the Football is More Foundation in 2013.



SOCIAL EXTERNAL SOCIAL RESPONSIBILITY

BENFICA FOUNDATION | S3 – Affected Communities

PARA TI SE NÃO FALTARES!



An initiative aimed at developing self-empowerment skills while combating absenteeism, dropout, and academic failure.

COMMUNITY CHAMPIONS LEAGUE



A project focused on territorial cohesion and community dynamization.

KIDFUN – EDUCAÇÃO PARA VALORES



Education for Values is a project designed to support schools and families in educating children at the level of "Knowing Being."

FAZ DA TUA ESCOLA UM VIVEIRO!



Environmental Education and Awareness Project.

FUTEBOL ADAPTADO



Inclusive sports project aimed at the development of people with disabilities.

WALKING FOOTBALL



Active aging project that uses sport as a tool for inclusion.

WELCOME THROUGH FOOTBALL



Project aimed at fully integrating young refugees into the community through sport and promoting their employability.

HUMANITARIAN AID



All humanitarian intervention carried out by the Foundation in response to national or international crisis.

SHOW RACISM THE RED CARD



Project whose main objective is to combat racism and other forms of discrimination.

BENFICA FAZ BEM



Comprehensive project with multiple formats, essentially integrating the various experiences and interactions involving the Benfica Universe.

FUTEBOL DE RUA



Inclusive sports project using Street Football's own methodology for inclusion.

CONSOADA EM FAMÍLIA



Involve and participate with Casas do Benfica in solidarity actions towards local communities.

REFOOD'S PARTNERSHIP



Sport Lisboa e Benfica donates leftover food to support local communities and reduce food waste.



SOCIAL EXTERNAL SOCIAL RESPONSIBILITY

BENFICA FOUNDATION | S3 – Affected Communities

PARA TI SE NÃO FALTARES!

This project focuses on training and addressing absenteeism, dropout, and academic failure among children and young people at risk. It is implemented through the promotion of sporting activities based on the concept of inclusive sport, alongside recreational and educational activities. The methodology used is the social contract, which recognizes and rewards both individual and collective objectives set by students. Over 6 000 young people have already participated in the project, which is currently being developed in Paranhos, Ponte de Sor/Montargil, and Lisbon (Marvila and Boavista).

✓ 95.9% success rate



SOCIAL EXTERNAL SOCIAL RESPONSIBILITY

BENFICA FOUNDATION | S3 – Affected Communities

COMMUNITY CHAMPIONS LEAGUE

This territorial cohesion and community dynamization project currently covers 10 parishes in Lisbon. It utilizes football and inter-competition as successful tools to strengthen community ties and promote active citizenship among people from diverse backgrounds. The project fosters a football competition that not only takes place on the field but also within the communities where young people reside. Through meaningful contributions in each territory, young participants become positive agents in their communities.

During 2024:

- ✓ 150 young participants (aged between 12 and 15), distributed across 12 teams
- ✓ 51 matches played
- ✓ 58 community contributions
- ✓ 6 workshops delivered
- ✓ 1 international experience in Luxembourg, with the participation of 12 young people and technical teams from the Lumiar Parish Council, the Benfica Foundation, and Gebalis
- ✓ 405 partners involved
- ✓ 3 968 direct and indirect beneficiaries



SOCIAL EXTERNAL SOCIAL RESPONSIBILITY

BENFICA FOUNDATION | S3 – Affected Communities

KIDFUN – EDUCAÇÃO PARA VALORES

Launched in May 2014, this Benfica Foundation project aims to support schools and families in educating children at the level of "Knowing Being," motivating them to discover and deepen the fundamental values of conduct and life in society.

Values directly influence the behaviours and attitudes of children and young people, shaping models and ensuring social balance. This is why the issue of Values is a priority in European educational policy. The KidFun project utilizes active, innovative, and highly motivating methodologies, leveraging the appeal of the Benfica brand to enhance the symbolic significance and learning of Values for children.

- ✓ Over 155 000 beneficiaries since 2014
- ✓ Capacity to reach 20 000 children per school year



SOCIAL EXTERNAL SOCIAL RESPONSIBILITY

BENFICA FOUNDATION | S3 – Affected Communities

FAZ DA TUA ESCOLA UM VIVEIRO!

This project is developed in partnership between Fundação Benfica and Lousitânea - Liga de Amigos da Serra da Lousã, focused on environmental education and providing specific support for the reforestation of areas affected by the 2017 fires. It uses a participatory methodology that involves students, teachers, and families from 1st Cycle Basic Schools. The project has been running since 2018, with 10 000 trees being reforested annually, and it also celebrates Autochthonous Forest Day.

✓ 10 000 trees planted per year



SOCIAL EXTERNAL SOCIAL RESPONSIBILITY

BENFICA FOUNDATION | S3 – Affected Communities

FUTEBOL ADAPTADO

This project includes young people from various social institutions as well as special education schools, primarily associated with Special Olympics Portugal. By creating appropriate conditions for regular sports practice and fostering the development of personal and social skills, the initiative contributes to their integration and inclusion in society. Highlights include organizing an Adapted Football League at the Sport Lisboa e Benfica Sports Complex, as well as participation in multiple international tournaments.

✓ 142 young people involved in the Adapted Football League



SOCIAL EXTERNAL SOCIAL RESPONSIBILITY

BENFICA FOUNDATION | S3 – Affected Communities

WALKING FOOTBALL

This innovative initiative promotes active aging by offering regular Walking Football training sessions for seniors over 50 years of age. Due to the reduced physical demands, with running limited in this practice, seniors are encouraged to resume healthy physical activity. At the same time, it provides an opportunity to establish meaningful social connections, which is especially important for this age group, often facing isolation and loneliness.

✓ *Pioneers in Portugal*



SOCIAL EXTERNAL SOCIAL RESPONSIBILITY

BENFICA FOUNDATION | S3 – Affected Communities

WELCOME THROUGH FOOTBALL

This project, initially developed in 2019, seeks to strengthen the reception of refugees in their respective countries through sports. The main objectives are to integrate and promote the employability of young people by involving them in the planned program, which includes sports sessions, as well as experiences and workshops aimed at improving their opportunities for job market integration. This includes introducing them to various opportunities in the sports sector (and other fields), beyond just a career as a football player.

✓ *Young people included in sessions of other Foundation projects*



SOCIAL EXTERNAL SOCIAL RESPONSIBILITY

BENFICA FOUNDATION | S3 – Affected Communities

HUMANITARIAN AID

This project involves designing and implementing collaborative strategies and actions focused on specific causes, with targeted responses to be developed. Particularly, this project addresses causes related to environmental catastrophes, which are increasingly having a significant impact on our planet. The most notable examples to date include campaigns related to: Mozambique (Cyclone Idai, 2019); and Ukraine (support for the Ukrainian people, 2022/23).

- ✓ Together for Mozambique | 138 tons of supplies
- ✓ Together for Ukraine | 6 trucks of 25 tons of supplies



SOCIAL EXTERNAL SOCIAL RESPONSIBILITY

BENFICA FOUNDATION | S3 – Affected Communities

SHOW RACISM THE RED CARD

This project aims to combat racism and other forms of discrimination. The methodology involves addressing issues related to racism and other forms of discrimination through playful-pedagogical sessions, aiming to reduce exclusion factors in different contexts. The sooner prevention and awareness of racism and other forms of intolerance are established, the more effective and positive the accumulated impact can be.

✓ *Structured program to combat racism and other forms of discrimination*



SOCIAL EXTERNAL SOCIAL RESPONSIBILITY

BENFICA FOUNDATION | S3 – Affected Communities

BENFICA FAZ BEM

This is a comprehensive project with multiple formats, mainly integrating the various experiences and interactions within the Benfica Universe. Examples include Ticketing, Visits to the Stadium and Museum, Visits to Schools, Hospitals, and other entities; Children's Day; Fulfilment of Dreams; Escorting Players; and more. Essentially, it involves offering these experiences to different groups who find themselves in social or health fragility contexts, recognizing the potential benefits associated with such contact, particularly in terms of self-esteem, confidence, joy, the adoption of healthy lifestyles, and the prevention of deviant behaviours.

✓ 173 000 beneficiaries (accumulated)



SOCIAL EXTERNAL SOCIAL RESPONSIBILITY

BENFICA FOUNDATION | S3 – Affected Communities

FUTEBOL DE RUA

This project encompasses all activities developed around the Street Football modality, with the CAIS Association, the organizer of the sport in Portugal, as its main partner. The Benfica Foundation collaborates in different phases of each season:

- *District – hosting a tournament in the Lisbon district;*
- *National – institutional representation;*
- *International – hosting the preparation stage of the National Street Football Team for the sport's World Cup, the Homeless World Cup.*

Additionally, the Foundation promotes sport sessions with autonomous groups, who then compete for participation in the season's competition organized by CAIS.

✓ *Partnership with the National Street Football Team*



SOCIAL EXTERNAL SOCIAL RESPONSIBILITY

BENFICA FOUNDATION | S3 – Affected Communities

CONSOADA EM FAMÍLIA

On December 24th, 2024, Benfica Foundation, Casas do Benfica, and partners Santa Casa da Misericórdia and Comunidade Vida e Paz came together to develop an initiative aimed at providing meals to a wide range of people on this special and symbolic date. The actions took place at Casas do Benfica in Abrantes, Newark, Vendas Novas, Vila Nova de Gaia, and Viseu (with a total of 82 guests), as well as at SL Benfica Stadium, where more than 120 people were present.

✓ 200+ people involved in the Consoada em Família initiative



SOCIAL EXTERNAL SOCIAL RESPONSIBILITY

BENFICA FOUNDATION | S3 – Affected Communities

REFOOD'S PARTNERSHIP

Through a partnership with REFOOD, Sport Lisboa e Benfica donates leftover food from events organized by the club, reinforcing its commitment to sustainability and social responsibility. This initiative helps reduce food waste while directly supporting local communities in need by redistributing fresh, high-quality food. In addition to combating waste, it strengthens the club's bond with the community, creating a positive and sustainable impact on numerous families.

✓ During the 2024/2025 season, more than 5 706,40 kg of food were donated



SOCIAL EXTERNAL SOCIAL RESPONSIBILITY

CULTURAL HERITAGE | E2 | E5 | S3 | S4



*Preserving history,
promoting education,
and embracing
sustainability*



Within its structure, Sport Lisboa e Benfica has a team called “Cultural Heritage”, dedicated to the following areas of work: Documentary Sciences, History, Conservation and Restoration, Museology, Education, and Communication. The Benfica Museum – Cosme Damião, an integral part of this team, has been active since 2013 and has already welcomed more than 1 000 000 visitors. Around 11 500 children and young people visit the museum with their schools each season.

Sustainability is central to the way this team operates, with rational management aligned with best practices in the use of resources for conservation and restoration work. One of its priorities is social responsibility, developing initiatives with Members, fans, and supporters, promoting informal education, encouraging reading, and using sport and trophies as a way of teaching subjects such as mathematics, chemistry, and history. Accessibility is also a central point, with Benfica working closely with institutions and schools specialised in this area, ensuring inclusion in all developed programmes. Through partnerships with schools and municipalities, the Benfica Museum – Cosme Damião offers free access to students facing financial difficulties, expanding its reach and impact within the community.

The museum promotes ethical, fair, and respectful competition, ensuring that everyone has a place, feels welcomed, valued, and inspired. Partnerships are established with national and international universities for training and internships. These educational initiatives foster diversity, inclusion, and respect, highlighting the role of sport as a platform for freedom and community. The museum’s exhibitions emphasise the contributions of various sporting figures, including rivals, shaping the identity of Sport Lisboa e Benfica.

- ✓ Inaugurated on 26 July 2013, the Benfica Museum – Cosme Damião has received more than 1 000 000 visitors since opening;
- ✓ Around 11 500 children and young people visit the museum each season;
- ✓ International partnerships include agreements with the University of Ferrara (Italy), the University of Helsinki (Finland), Université Jean Monnet, St Étienne (France), and Université Bordeaux-Montaigne (France).

A PAST THAT INSPIRES THE FUTURE!

SOCIAL EXTERNAL SOCIAL RESPONSIBILITY

CULTURAL HERITAGE | E2 | E5 | S3 | S4

BENFICA NA PONTA DOS DEDOS; OUVIR COM O CORAÇÃO...



Personalised welcome for visitors with special needs.

INTERGENERATIONAL VISITS



Interactive tours with current and former athletes of different ages.

WORKSHOPS



Training sessions such as: The Glorious Life of Insects; Demystifying Chemistry; Hallmarks Explained.

UNIVERSITY PARTNERSHIPS AND PROTOCOLS



Establishing and maintaining academic collaborations.

REUSE OF MUSEUM MATERIALS



Reusing display materials and equipment in different cultural initiatives.

PASSAPORTE ESCOLAR



Integrating the Benfica Museum into the "Passaporte Escolar" initiative, reaching more children and young people.

EDUCATIONAL PROJECT



Educational activities based on ethical values promoting respect for sport and opponents.

RESOURCE MANAGEMENT IN CONSERVATION



Sustainable management of materials and equipment in laboratory settings.



SOCIAL EXTERNAL SOCIAL RESPONSIBILITY

CULTURAL HERITAGE | S4 – Consumers and End-Users

BENFICA NA PONTA DOS DEDOS, VER O BENFICA COM O CORAÇÃO E GESTOS QUE CONTAM HISTÓRIAS

In parallel with the quarterly programme of the Benfica Museum, visits are organised either independently or within the framework of partnerships with other institutions, specifically designed for audiences with special needs. During these visits, the Museum provides the support of specialised staff, and access to collection objects is granted under special conditions, allowing items to be observed more closely and even touched.

✓ *In the visit "Ver o Benfica com o Coração" (Seeing Benfica with the Heart), visually impaired visitors are invited to feel the reliefs and decorative details of a trophy, including the cool touch and texture of the metal*



***SOCIAL** EXTERNAL SOCIAL RESPONSIBILITY*

CULTURAL HERITAGE | S4 – Consumers and End-Users

INTERGENERATIONAL VISITS

Within the context of the permanent exhibition, on symbolic dates, or as part of the themes addressed in temporary exhibitions, the Benfica Museum promotes the sharing of experiences and educational activities, encouraging the exchange of knowledge between current and former athletes of all ages.

- ✓ *As part of the celebrations marking the 121st anniversary of Sport Lisboa e Benfica, the Benfica Foundation was invited by the Benfica Football Schools to promote an intergenerational gathering, fostering the sharing of experiences and knowledge about the Club and its history*



SOCIAL EXTERNAL SOCIAL RESPONSIBILITY

CULTURAL HERITAGE | S4 – Consumers and End-Users

WORKSHOPS

Public presentations aimed at the educational and scientific communities, disseminating scientific and cultural topics based on the trophy collection and the history of the Club.

- ✓ 2 sessions during the European Researchers' Night between 2024 and 2025: “Marcas de contrastaria”, at the Champalimaud Foundation, and “A Gloriosa Vida dos Insetos”, at the Natural History Museum



SOCIAL EXTERNAL SOCIAL RESPONSIBILITY

CULTURAL HERITAGE | S3 – Affected Communities

UNIVERSITY PARTNERSHIPS AND PROTOCOLS

Developing partnerships with national and international universities to host internships, support academic research projects, and conduct training in classroom settings.

- ✓ Over 10 protocols established over the years
- ✓ More than 100 national and international internships hosted
- ✓ Over 20 research projects supported



SOCIAL EXTERNAL SOCIAL RESPONSIBILITY

CULTURAL HERITAGE | E5 – Resource Use and Circular Economy

REUSE OF MUSEUM MATERIALS

The Benfica Museum designs its projects and temporary exhibitions with an emphasis on minimising material use, selecting items like display cases and exhibition materials for their potential reuse, and repurposing them in educational activities to promote sustainability.

- ✓ Around 80% cost reduction
- ✓ 100% reuse of display equipment, supports, and lighting



SOCIAL EXTERNAL SOCIAL RESPONSIBILITY

CULTURAL HERITAGE | S4 – Consumers and End-Users

SCHOOL PASSPORT

The Benfica Museum joins the “School Passport” programme to offer educational activities to children and young people in Lisbon’s public spaces. This initiative stands out for bringing classrooms into the streets, making informal learning accessible to all. Additionally, it provides free transport and museum entry for pupils from economically disadvantaged backgrounds, promoting social inclusion.

✓ 1 120 pupils benefited

✓ 28 visits organised



SOCIAL EXTERNAL SOCIAL RESPONSIBILITY

CULTURAL HERITAGE | S3 – Affected Communities

EDUCATIONAL PROJECT

The Benfica Museum develops educational content grounded in sportsmanship, acknowledging the importance of opponents and sports federations in shaping Benfica's identity. It highlights key moments of fair play and fosters an identity built on ethical values like competition, cooperation, and perseverance.

✓ *Over 14 000 students from all educational levels visit the museum each season*



SOCIAL EXTERNAL SOCIAL RESPONSIBILITY

CULTURAL HERITAGE | E2 – Pollution

RESOURCE MANAGEMENT IN CONSERVATION

Proper resource management is ensured to prevent pollution, including the selection of less harmful solvents and the use of washable cotton gloves instead of single-use alternatives.

- ✓ *Solvents are organised and stored in chemical waste containers for collection by certified waste management companies*



SOCIAL EXTERNAL SOCIAL RESPONSIBILITY

ECLECTICISM AND SCALE | S3 – Affected Communities



Benfica: an eclectic club

Sport Lisboa e Benfica is a multi-sport institution committed to promoting health, education, and social development through sport at local, national, and international levels. In the 2024/2025 season alone, the Club supported 15 100 athletes and sports participants across 28 disciplines, with a strong focus on youth development: 90% of these athletes are underage and 17% are female, demonstrating Benfica's inclusive approach. In addition to the 28 disciplines mentioned, Benfica also supports a further eight sports through institutional backing in terms of image and communication, without financial support, as well as recreational, non-competitive activities. From football to swimming, volleyball and other sports, Benfica promotes an active lifestyle and proves that sport has no age limits – even counting among its athletes an 89-year-old swimmer still in activity.

Through a strategic partnership with Lisbon City Council, Benfica contributes to the promotion of swimming practice in 80 public primary schools, supporting physical development from an early age and encouraging healthy, active habits in younger generations.

Events such as the Corrida Benfica – António Leitão (Benfica's annual race) highlight the Club's ability to engage the wider community. In its 17th edition, more than 13 000 participants took part across three categories: a competitive 10 km race, a 5 km walk, and the Kids' Race, combining competition with fun, accessibility, and family involvement.

In the B2F (Business to Football) segment, Benfica has developed a comprehensive offer for both domestic and international markets. The football schools network currently comprises 49 units, complemented by holiday camps that have impacted 10 400 athletes nationally. Internationally, Benfica has also designed a range of programmes aimed at spreading the Benfica brand and methodology, reaching 9 600 young players, teams, and coaches in various regions.

Benfica has been building a network of training centres and academies in key regions such as Europe, Africa, South America, the United States, and Asia. These projects are based on knowledge transfer, offering sustainable pathways for athletes and reinforcing talent development on a global scale.

Together, these efforts reflect Benfica's holistic approach to sport, education, inclusion, and development at an international level.



SOCIAL EXTERNAL SOCIAL RESPONSIBILITY

ECLECTICISM AND SCALE | S3 – Affected Communities

SPORTS ACTIVITIES IN PORTUGAL



Benfica Football Schools Network and Holiday Camps in Portugal.

PROTOCOL WITH THE LISBON CITY HALL



Agreement established with the Lisbon City Hall concerning the Programme of Support for Curricular Physical Education.

CORRIDA BENFICA - ANTÓNIO LEITÃO



Corrida Benfica – António Leitão is an event that combines two components of sports practice: a competitive race and two recreational options.

BENFICA INTERNATIONAL PROGRAMMES



Portugal-based experiences and worldwide initiatives, providing participants with direct exposure to Benfica's training methodology.

TALENT DEVELOPMENT PROJECTS WORLDWIDE



A network of talent development projects in partnership with international entities, strategically located across key regions.



SOCIAL EXTERNAL SOCIAL RESPONSIBILITY

ECLECTICISM AND SCALE | S3 – Affected Communities

SPORTS ACTIVITIES IN PORTUGAL

As the result of a long-term strategy, Sport Lisboa e Benfica has built a network of football schools across mainland Portugal and the islands. This network consists of 49 units, representing the foundation of the Club's youth football development pyramid and serving as a constant source of talent, identifying new young male and female players each year for progression to the higher levels of the official teams. It is a well-established organisation, supported by strong training capacity, with the standout unit based at the Estádio do Sport Lisboa e Benfica school, which alone has more than 1 000 participants. Currently, Benfica organises an annual gathering of its football schools on the main pitch of the Stadium, bringing together the entire Football Schools community – athletes, coaches, and families. National activities also include a set of holiday camps, organised during school holiday periods.

During the 2024/2025 season:

✓ 49 Benfica Football Schools with 9 000 athletes impacted

✓ 12 Holiday Camps with 1 400 athletes impacted



SOCIAL EXTERNAL SOCIAL RESPONSIBILITY

ECLECTICISM AND SCALE | S3 – Affected Communities

PROTOCOL WITH THE LISBON CITY HALL

Sport Lisboa e Benfica's activities, in terms of sports and number of associated athletes, are not limited to those who are directly linked to the Club or those through the “franchised” Benfica Schools spread across the country. We highlight the agreement established with the Lisbon City Hall concerning the Programme of Support for Curricular Physical Education, in the swimming segment, which involves over 12 000 students from 80 public schools of the 1st cycle of primary education in Lisbon annually, providing them with the necessary conditions for learning and developing essential physical education skills. This initiative contributes to promoting physical activity among young people, encouraging healthy habits and an active lifestyle.

✓ *During the 2024/2025 season, the programme involved 2 407 students from 80 Lisbon schools*



SOCIAL EXTERNAL SOCIAL RESPONSIBILITY

ECLECTICISM AND SCALE | S3 – Affected Communities

CORRIDA BENFICA – ANTÓNIO LEITÃO

The Corrida Benfica – António Leitão is an event that combines two components of sports practice: a competitive 10km race and two recreational options—the 5km walk and the Kids' Race for participants up to 15 years old. The 17th edition of the Benfica Race – António Leitão, held in March 2025, attracted a total of 13 336 participants, with 1 310 in the Kids' Race, 4 342 in the 5km Walk, and 7 684 in the 10km Race. Of the total participants, approximately 61% were male and 39% were female. This initiative further solidifies Sport Lisboa e Benfica as a leading promoter of sports participation and community engagement at the national level.

✓ *More than 13 000 participants in the 17th edition held in March 2025*



SOCIAL EXTERNAL SOCIAL RESPONSIBILITY

ECLECTICISM AND SCALE | S3 – Affected Communities

BENFICA INTERNATIONAL PROGRAMMES

For the international market, Sport Lisboa e Benfica offers a comprehensive portfolio of products and services for players, teams, and coaches. These programmes are divided between experiences in Portugal (“In Portugal”) and initiatives developed globally (“Worldwide”). All sessions are led by Benfica coordinators and coaches, ensuring that the Club’s philosophy and methodology are correctly applied. Through these initiatives, Benfica strengthens its global presence with a grassroots and organic base, working alongside local organisations in diverse youth football development programmes.

During the 2024/2025 season:

- ✓ 9 600 athletes were impacted through three distinct activities, combining technical development, competitive experience, and methodological training:
- ✓ 13 Partnerships & Schools with 1 800 athletes impacted
- ✓ 32 Benfica Camps “Worldwide” with 3 000 athletes impacted
- ✓ 149 programmes “In Portugal” with 4 800 athletes impacted



SOCIAL EXTERNAL SOCIAL RESPONSIBILITY

ECLECTICISM AND SCALE | S3 – Affected Communities

TALENT DEVELOPMENT PROJECTS WORLDWIDE

Sport Lisboa e Benfica has been building its "Constellation of Academies", a network of talent development projects in partnership with international entities, strategically located across key regions. The goal is clear: to identify, develop, and nurture new generations of talented players, expanding Benfica's football methodology worldwide. This model represents a sustainable knowledge transfer approach, enabling us to develop players according to Benfica's proven methodology on a global scale.

Benfica reinforces its commitment to global talent development, creating a structured and scalable framework that benefits both players and the broader football ecosystem.

- ✓ *Benfica Campus – Cote D'Ivoire & Brazil*
- ✓ *Benfica Residential Academy – Florida, USA*
- ✓ *Technical Partnerships and Schools in Luxembourg, Lithuania, Egypt, Dubai, India, Japan, Malta, Mauritius, and Burkina Faso*



SOCIAL EXTERNAL SOCIAL RESPONSIBILITY

CASAS DO BENFICA | S3 – Affected Communities



Global network - connecting Benfica

Sport Lisboa e Benfica stands out from other institutions due to its profound footprint and impact on communities worldwide. A key example of this is the Casas do Benfica, with 298 locations—54 of which are international.

As the name suggests, these venues serve as a “safe haven” for Benfica supporters across the globe. The club’s motto, “E Pluribus Unum”, is deeply embedded in their essence, as they unite diverse communities under the singular identity of Benfica. While they are open to all, they are a symbol of collective belonging to the Benfiquista family.

Whether as social spaces, where match days become the week’s highlight, or as recreational hubs, offering various activities and sports programs, the Casas do Benfica are much more than gathering spots—they are true social hubs, strengthening the bond between the club and its people.

With over 40 000 official members and tens of thousands of additional visitors, the Casas do Benfica have a unique and significant impact on their communities.

A closer look at these establishments reveals that they are not merely cafes or restaurants, but sacred spaces for Benfica fans worldwide—acting as miniature SL Benfica Stadiums. They offer a variety of services tailored to their communities, including social initiatives designed to create meaningful local impact. Some of these initiatives will be highlighted later in this report.

Benfica has a structured approach to the expansion of its global presence. The club may authorize or sponsor the establishment of new branches, Casas do Benfica, and delegations, upon formal request by club members, provided they meet the required statutory and regulatory conditions.

These entities exist with the primary objective of unwaveringly defending the interests of Benfica, ensuring that their activities reflect the club’s principles and values. They are also responsible for upholding the club’s name, reputation, and prestige, strictly adhering to its Statutes, regulations, and official decisions set by the club’s governing bodies.

SOCIAL EXTERNAL SOCIAL RESPONSIBILITY

CASAS DO BENFICA | S3 – Affected Communities

SPORTS AND CULTURAL ACTIVITIES



The Casas do Benfica offer a wide range of opportunities to all communities in which they are present by organizing sporting activities and sociocultural events.

EXCURSIONS TO MATCHES



The excursions organized by Casas do Benfica create valuable opportunities for Benfica fans to socialize while also promoting a more sustainable mode of transportation.

BENFICA ATIVO



Empowering school-aged children through academic, social, and sports activities.

SOCIAL EXTERNAL SOCIAL RESPONSIBILITY

CASAS DO BENFICA | S3 – Affected Communities

SPORTS AND CULTURAL ACTIVITIES

Casas do Benfica are not just gathering places—they are fundamental social and cultural hubs that sustain the unique Benfiquista spirit. While most Casas operate within cafes and restaurants, they offer a wide range of additional services, including ticket and merchandise sales, sports activities, barber shops, clinical analysis services, after-school programs, also known as out-of-school time (OST), and many more.

Over 70 Casas do Benfica play an active role in promoting sports, organizing more than 40 different sporting disciplines. Thousands of athletes participate in these activities under the direct coordination of the Casas, strengthening Benfica's presence within local communities worldwide.

Beyond sports, the Casas do Benfica drive sociocultural initiatives, engaging thousands of Benfica fans across the globe. Their unique integration into local communities keeps the Benfiquista passion alive and thriving.

- ✓ 298 Casas do Benfica worldwide, with 54 located internationally
- ✓ Over 45 000 official members linked to Casas do Benfica
- ✓ Over 22 000 athletes participating in more than 40 sports disciplines



SOCIAL EXTERNAL SOCIAL RESPONSIBILITY

CASAS DO BENFICA | S3 – Affected Communities

EXCURSIONS TO MATCHES

Casas do Benfica play an active role in supporting Members and fans by organizing group excursions to matches at SL Benfica Stadium. Traveling in shared transportation, such as buses, offers several key benefits such as more affordable travel costs for participants, strengthened sense of community among fans through shared experiences, and lower CO2 emissions, making it a more sustainable alternative compared to private car travel. Additionally, the Casas do Benfica ensure logistical support for these excursions, including reserved parking, police escort upon arrival, and assistance with ticket purchases for the designated matches. These organized trips not only enhance the fan experience but also reinforce Benfica's commitment to sustainability and community engagement.

✓ On match days, around 20 buses are organized to travel to SL Benfica Stadium



SOCIAL EXTERNAL SOCIAL RESPONSIBILITY

CASAS DO BENFICA | S3 – Affected Communities

BENFICA ATIVO

Benfica Active is part of the new Casas do Benfica 2.0 model, which is to be replicated worldwide due to its simplified implementation format. The goal is to stand out by empowering school-aged children through academic, social, and sports activities. The pilot project in Santarém has proven successful, reaching the maximum number of participants.

- ✓ *Academic performance among Benfica Active children improved by 64%*
- ✓ *Children were empowered through various initiatives such as Mini Journalists, Social Responsibility, and Sports Activity, with a focus on including children with motor or cognitive challenges*



SOCIAL EXTERNAL SOCIAL RESPONSIBILITY

ACCESSIBILITY | S3 – Affected Communities



Sport Lisboa e Benfica provides modern infrastructure to ensure accessibility for People with Reduced Mobility (PRM). Accessibility is planned in advance through ticket sales, either at the box office or online. When required, site visits are conducted with the Club's Accessibility Officer.

Sport Lisboa e Benfica Stadium includes 72 wheelchair-accessible seats, each paired with an accompanying seat, as well as 24 additional seats for PRM not using wheelchairs. This design allows families, including wheelchair users, to attend matches together.

As stated in the official website, public transport links, including bus and metro, facilitate access to the Stadium, with the Colégio Militar metro station providing rest areas and wheelchair spaces within the sports perimeter. Ten parking spaces are reserved for wheelchair users' vehicles – seven in car park P5 and three in P3.

The Stadium interior is free of architectural barriers, with ten accessible entrances clearly marked. The distance from parking to entrances is approximately 70 metres. Security staff are trained to provide assistance as required.

Wheelchair-accessible seating is distributed across all four stands on elevated platforms for improved visibility. Each stand is equipped with accessible toilets, first aid posts, and adapted evacuation routes.

The Benfica Foundation also acts as a liaison with social inclusion organisations, facilitating attendance by individuals with severe disabilities at football matches and group visits. Feedback from these experiences is collected to ensure continuous improvement.

Accessibility for People with Reduced Mobility (PRM) is also assured at Pavilions 1 and 2. Pavilion 1 offers 10 wheelchair spaces with accompanying seats, four on the first floor (accessible via lift and equipped with emergency evacuation equipment) and six at court level. Pavilion 2 offers 12 wheelchair-accessible seats with companions, equally divided between first floor and court level.

The Cathedral is for Everyone



SOCIAL INTERNAL SOCIAL RESPONSIBILITY

HUMAN RESOURCES POLICY | S1 – Own Workforce



*Benfica's Commitment
to a Healthy, Balanced,
and Sustainable
Workplace*

Sport Lisboa e Benfica is dedicated to fostering a healthy, balanced, and sustainable work environment through comprehensive policies that enhance employee well-being, professional growth, and financial security.

The club promotes employee health by providing health insurance, encouraging sports activities, offering flu vaccines, and facilitating occupational health consultations. Work-life balance is supported through flexible policies such as remote work and additional vacation days. Financial security is reinforced through pension fund contributions, while structured career plans and training programs drive professional development.

Benfica also prioritizes environmental sustainability by advocating public transport use and promoting youth employment through internships. These initiatives reflect the club's dedication to fostering an engaged, inclusive, and sustainable workplace culture.



SOCIAL INTERNAL SOCIAL RESPONSIBILITY

HUMAN RESOURCES POLICY | S1 – Own Workforce

WORK-LIFE BALANCE



Creating strategies to enhance employees' professional and personal lives.

WELL-BEING: EMPLOYEES



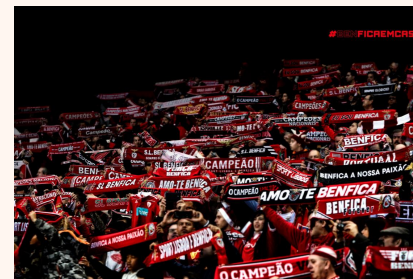
More health and physical, mental, and emotional well-being.

WELL-BEING: FAMILIES



More health and physical, mental, and emotional well-being.

FINANCIAL WELL- BEING



Encouraging employees' contributions to the pension fund.

SATISFACTION ASSESSMENT



Mechanisms that foster dialogue with employees.

TRAINING AND DEVELOPMENT - EMPLOYEES



Empowering employees through policies and models that drive growth, performance, and motivation.

TRAINING AND DEVELOPMENT - FAMILY



Empowering employees and their families through flexible benefits for education and future growth.

SUSTAINABLE MOBILITY



Encouraging the use of public transportation to reduce CO2 emissions.

YOUNG ADULT EMPLOYMENT



Promotion of youth employment aimed at integrating young people into the job market.

BENFICA WAY



A project aimed at improving the experience of those who help build the Club every day, so that SL Benfica becomes even stronger.



SOCIAL INTERNAL SOCIAL RESPONSIBILITY

HUMAN RESOURCES POLICY | S1 – Own Workforce

WORK-LIFE BALANCE

Promotion of policies such as time-off, additional vacation days, remote work, and workplace flexibility to enhance employee well-being and performance, reinforcing the commitment to sustainable and responsible work practices.

✓ *More than 83% of employees benefited from additional vacation days in the 2024/2025 season, based on their attendance and age*



SOCIAL INTERNAL SOCIAL RESPONSIBILITY

HUMAN RESOURCES POLICY | S1 – Own Workforce

WELL-BEING: EMPLOYEES

Development of policies, benefits, and initiatives aimed at promoting the physical, mental, and emotional health and well-being of employees. By doing so, we foster a healthy work environment, increase employee satisfaction and performance, and reinforce our commitment to the health and well-being of our workforce.

During 2024/2025 season:

- ✓ 12% of employees chose the gym benefit through the “Flex Benefits” program
- ✓ 100% of employees had health insurance
- ✓ Free access to the flu vaccine
- ✓ 100% of employees had access to occupational health consultations



SOCIAL INTERNAL SOCIAL RESPONSIBILITY

HUMAN RESOURCES POLICY | S1 – Own Workforce

WELL-BEING: FAMILIES

Subsidy covering between 75% to 100% of health insurance for the family members (spouses and children) of Sport Lisboa e Benfica employees, aiming to improve their physical, mental, and emotional health.

- ✓ 38.96% of employees selected the health insurance proposed by Benfica for their family members in the 2024/2025 season
- ✓ 18.6% of employees opted for the full family health insurance coverage under the “Flex Benefits” programme



SOCIAL INTERNAL SOCIAL RESPONSIBILITY

HUMAN RESOURCES POLICY | S1 – Own Workforce

FINANCIAL WELL-BEING

Encouraging employees to contribute to the pension fund, with Sport Lisboa e Benfica's participation, to strengthen their financial well-being upon reaching retirement age.

✓ During the 2024/2025 season, 14.94% of employees joined the "Pension Fund" program



SOCIAL INTERNAL SOCIAL RESPONSIBILITY

HUMAN RESOURCES POLICY | S1 – Own Workforce

SATISFACTION ASSESSMENT

Development of initiatives to collect feedback from employees at various stages of their journey (onboarding, performance evaluation, training, and offboarding) to assess satisfaction with policies, processes, procedures, dynamics, and organizational initiatives. When necessary, interventions are made to improve their work experience.

During the 2024/2025 season:

- ✓ 84% response rate to the onboarding survey (Managers)
- ✓ 82% response rate to the onboarding survey (Onboardees)



SOCIAL INTERNAL SOCIAL RESPONSIBILITY

HUMAN RESOURCES POLICY | S1 – Own Workforce

TRAINING AND DEVELOPMENT - EMPLOYEES

Development and implementation of policies and models that promote employee growth, performance, and motivation (Development and Evaluation Model, Training Model, professional training through the "Flex Benefits" Program, and Career Plans).

✓ *99.7% of employees engaged in the Development and Evaluation Model during the 2023/2024 season*



SOCIAL INTERNAL SOCIAL RESPONSIBILITY

HUMAN RESOURCES POLICY | S1 – Own Workforce

TRAINING AND DEVELOPMENT - FAMILY

Development and implementation of the "Flex Benefits" program, which allows employees to allocate part of their benefits to the payment of their children's education and training. This initiative aims to support employees in managing the costs of their children's education and training. It also reinforces Sport Lisboa e Benfica's commitment to the development of future generations.

✓ 11.52% of employees selected the family education benefit (daycare & school) and/or professional training for their children during the 2024/2025 season



SOCIAL INTERNAL SOCIAL RESPONSIBILITY

HUMAN RESOURCES POLICY | S1 – Own Workforce

SUSTAINABLE MOBILITY

Development and implementation of the "Flex Benefits" program, which allows employees to allocate part of their benefits towards public transport passes. This initiative promotes public transportation as an economical and sustainable mobility solution, reinforcing SL Benfica's commitment to environmental sustainability.

✓ 5.8% of employees selected the public transport pass benefit under the "Flex Benefits" program during the 2024/2025 season



SOCIAL INTERNAL SOCIAL RESPONSIBILITY

HUMAN RESOURCES POLICY | S1 – Own Workforce

YOUNG ADULT EMPLOYMENT

Promotion of professional, curricular, and extracurricular internships to integrate young people into the job market. This program offers trainees the chance to apply academic knowledge in a business context, develop soft skills, and enhance their resumes for potential integration into Benfica or improved employability in the job market. For Benfica, it represents an opportunity to acquire new skills, rejuvenate its workforce, and enrich its organizational culture.

✓ *During the 2024/2025 season, Benfica Group welcomed 149 academic internships and concluded 27 professional internships*



SOCIAL INTERNAL SOCIAL RESPONSIBILITY

HUMAN RESOURCES POLICY | S1 – Own Workforce

BENFICA WAY

Benfica WAY is a project born out of the ambition to look both inward and outward, to listen to who we are, and to co-create—together—the experience we want to live at SL Benfica. Through this project, we aim to achieve the following goals:

- I. Build a clear, authentic, and distinctive value proposition that enhances the experience of those who work at SL Benfica;*
- II. Develop a consistent and effective internal communication strategy;*
- III. Strengthen the SL Benfica employer brand, both internally and externally.*

All of this because we want to reinforce our ability to attract, engage, and retain the right talent for current and future challenges—but above all, because we believe that the true growth of Benfica begins with its people.

✓ *Access employee's feedback to improve the working experience for those who work in the Benfica Group*



SOCIAL INTERNAL SOCIAL RESPONSIBILITY

HEALTH & PERFORMANCE DEPARTMENT | S1 | S3



*Maximizing potential,
ensuring long-term
well-being*

The Health & Performance Department (HPD) aims to ensure the highest levels of athlete availability and performance by maximizing their physical and psychological capabilities throughout their development as high-performance athletes.

Beyond performance optimization, the HPD holds an ethical responsibility to safeguard athletes' long-term well-being. Injury prevention and effective treatment significantly impact their quality of life, as many will face physical challenges later in life due to the demands of their professional careers.

The HPD operates through a multidisciplinary approach, integrating medicine, physiotherapy, nursing, nutrition, psychology, and sports science. These specialized areas work collaboratively with coaching staff and athletes across various sports within the club.

Its intervention covers multiple areas, including:

- Athlete Evaluation: Pre-season assessments, continuous monitoring during the season, and medical support for new signings;*
- Individual Development Plans: Injury risk mitigation, physical and psychological skill optimization;*
- Training & Match Support: Load management, performance monitoring, activation and recovery, and emergency care;*
- Medical & Rehabilitation Services: Diagnosis, treatment, and full rehabilitation of sports injuries and other conditions affecting performance;*
- Education & Awareness: Providing athletes, coaches, staff, and families with knowledge on health and performance to ensure a holistic, 360-degree approach.*

While primarily supporting the club's sporting operations, the HPD also extends its expertise to non-sporting employees of SLB. By promoting healthy lifestyles, the department enhances overall well-being, motivation, and productivity while reducing absenteeism caused by poor health habits. As a result, the HPD plays an important role in sustainability, particularly in ensuring quality health and well-being for both athletes and staff in the short, medium, and long term. To fulfil this mission, the department continuously invests in high-level human and technical resources, ongoing professional development, and research-driven innovation to enhance its impact on sports performance and beyond.



SOCIAL INTERNAL SOCIAL RESPONSIBILITY

HEALTH & PERFORMANCE DEPARTMENT | S1 | S3

EMERGENCY WORKING GROUP



Ensuring clinical safety conditions for athletes and staff during training and games, as well as an adequate response in emergency situations.

SPORTS NUTRITION EDUCATION



Promoting literacy in (sports) nutrition to enhance autonomy, daily practices, and the health and performance of athletes.

ESCOLA PAIS DE ALTA COMPETIÇÃO



Equipping parents/family members with skills to positively contribute to the daily sporting life of young athletes, helping to preserve their mental health in an increasingly competitive sports environment.

BLOOD DONATION CAMPAIGNS



Initiative aimed at collecting blood donations to ensure adequate blood reserves for urgent hospital activities in Portugal.



SOCIAL INTERNAL SOCIAL RESPONSIBILITY

HEALTH & PERFORMANCE DEPARTMENT | S1 – Own Workforce

EMERGENCY WORKING GROUP

Initiative aimed at ensuring the safety of athletes and staff by implementing risk mitigation measures and emergency clinical response—training, technical resources, human resources, operational procedures, drills, and audits. 59 operational staff members, including physiotherapists, doctors, nurses, and sports science specialists, received training—either recertification or first-time certification—in Basic Life Support with an Automated External Defibrillator (BLS-AED). The Emergency Working Group conducted a training session on Sports Trauma, attended by all the Club's physiotherapists. Additionally, emergency drills were carried out, the condition of materials and equipment was reviewed, and procedures for responding to large-scale incidents were defined and shared.

During the 2024/2025 season:

- ✓ 152 operational staff certified in BLS-AED
- ✓ 10 operational staff certified in ITLS
- ✓ 6 emergency drills conducted



SOCIAL INTERNAL SOCIAL RESPONSIBILITY

HEALTH & PERFORMANCE DEPARTMENT | S1 – Own Workforce

SPORTS NUTRITION EDUCATION

The Education Plan includes various initiatives such as nutrition lectures tailored to different age groups, cooking workshops, and the development of educational materials and interactive activities. The goal is to improve athletes' nutritional knowledge and daily habits within the competitive context, increasing their autonomy and contributing to better overall health and performance. Through body composition assessments (which reflect dietary choices and habits), results from nutritional knowledge questionnaires, and feedback from multidisciplinary teams, it is possible to track progress throughout the season and assess the success of these initiatives.

- ✓ 87% implementation of the nutritional education plan
- ✓ Positive results in body composition assessments of athletes monitored by the nutrition team



SOCIAL INTERNAL SOCIAL RESPONSIBILITY

HEALTH & PERFORMANCE DEPARTMENT | S1 – Own Workforce

ESCOLA PAIS DE ALTA COMPETIÇÃO

EPAC (Escola de Pais de Alta Competição or High-Performance Parents' School) is a project aimed at the parents and guardians of players in the early stages of their football development, introducing an innovative approach to enhancing family support. Its goal is to assist young players in managing the challenges of the sporting environment, helping them develop the skills necessary for their well-being, mental health, and overall development, while also enhancing their athletic performance.

Multidisciplinary in nature, EPAC offers a series of training sessions throughout the entire sporting season, each focused on different topics. The aim is to equip participants with essential knowledge and tools to support their children more effectively and consciously, enabling them to better navigate the challenges and demands of training and competition.

- ✓ 100% completion of training activities across all youth football contexts
- ✓ 370 participants took part in the training activities
- ✓ 78% of all players were impacted by the initiatives carried out



SOCIAL INTERNAL SOCIAL RESPONSIBILITY

HEALTH & PERFORMANCE DEPARTMENT | S3 – Affected Communities

BLOOD DONATION CAMPAIGNS

A joint initiative with the Portuguese Institute of Blood and Transplantation (IPST) to promote blood donations, carried out through multiple approaches: organizing blood donation drives at the club's facilities for staff to donate blood and bone marrow, promoting donation campaigns among club members and the general public, and conducting joint communication efforts encouraging donations - featured on IPST and SLB websites and on match days, utilizing the image of first-team athletes. This initiative has already included four donation drives, achieving the IPST record of 64 first-time donors in the 2021 edition.

✓ 131 donors, resulting in a total of 195 units of blood collected



SOCIAL INTERNAL SOCIAL RESPONSIBILITY

BENFICA CAMPUS | S1 – Own Workforce



More than a football training facility, it's a centre of excellence in youth development

Inaugurated on September 22, 2006, Sport Lisboa e Benfica's training and development centre, now known as Benfica Campus, is much more than just a football training facility. It represents SL Benfica's youth development project, dedicated to nurturing and shaping the next generation of football players.

At Benfica Campus, young players receive top-level sports training, equipping them with the skills and knowledge needed to pursue their dream of becoming professional players for SL Benfica. The club's experienced professionals are fully committed to guiding their growth and development, ensuring they reach their full potential.

Beyond football, players benefit from comprehensive academic and social support, reflecting the club's strong commitment to holistic development. Benfica considers education a fundamental pillar in shaping not only great athletes but also responsible and well-rounded individuals. To reinforce this commitment, Benfica Campus implements a range of academic and complementary education initiatives, including Home Schooling and Educational Coaching, a Study Support Room, and a Tutoring Programme. Additionally, the club promotes Complementary Formation in key areas such as Citizenship, Health & Performance, and Autonomy, ensuring that young players develop essential life skills alongside their sporting careers.

Benfica Campus is also where the club's Mystic and Values are instilled. Young players develop sporting ambition, alongside a deep sense of commitment to the club, their team, and their teammates. They are encouraged to embrace humility, solidarity, respect, discipline, ethics, and fair play, fostering a strong culture of excellence both on and off the pitch. In essence, being Benfica is cultivated here - driven by the Mission, guided by the Vision, and strengthened by the Values.

Benfica Campus stands as a centre of excellence in youth development, providing top-level training and education to aspiring football players. The academy's impact is reflected in the following key indicators:

- Over 80 resident athletes starting from the ages of 12 years old;
- 9 teams competing across different age groups;
- Over 190 athletes developing within the academy structure;
- Over 200 staff members dedicated to training, education, and support;
- Distinctions in the fields of Social Responsibility, Education, and Sports Development;
- "Formar para o Futuro" project certified with the Ethics Flag by the National Plan for Ethics in Sport (PNED) and the Portuguese Institute of Sport and Youth (IPDJ);
- SL Benfica certified as a "5-Star Training Entity" by the Portuguese Football Federation (FPF), a distinction it continues to hold.



SOCIAL INTERNAL SOCIAL RESPONSIBILITY

BENFICA CAMPUS | S1 – Own Workforce

PRIMARY AND SECONDARY EDUCATION CURRICULUM



The School Department supports athletes in their academic journey, promoting the dual career by balancing education and sports.

HOME SCHOOLING AND EDUCATIONAL COACHING



Homeschooling and coaching provide specific support to a group of athletes with different needs.

PORTUGUESE FOR FOREIGN ATHLETES



Portuguese for Foreigners aims to integrate foreign athletes into a new language, culture, and routine, enabling better communication.

STUDY SUPPORT ROOM



Benfica provides athletes with a dedicated study space, facilitating the balance between their education and sports career.

COMPLEMENTARY FORMATION



Planning and implementation of training sessions on several topics.

LEISURE & RECREATIONAL ACTIVITIES



Promoting leisure, education, creativity, socialisation, culture, well-being, entertainment, and autonomy.

COMMUNITY OUTREACH PROJECT



Initiative aimed at raising social awareness among the various levels of youth football promoting their participation in community initiatives.

TUTORING PROGRAMME



A project aimed at fostering a relationship of trust with athletes and their families, promoting closer support and a better understanding of the young athlete, with the goal of ensuring greater coordination between the different areas of the athlete's life.

COACH EDUCATION



Planning and implementation of training sessions on health and performance.

SAFEGUARDING AND PROTECTION OF YOUNG PEOPLE



National and international training sessions for coaches and staff aimed at strengthening prevention and safety, while promoting awareness and responsibility in sport.



SOCIAL INTERNAL SOCIAL RESPONSIBILITY

BENFICA CAMPUS | S1 – Own Workforce

BASIC AND SECONDARY EDUCATION CURRICULUM

This initiative aims to support and monitor the academic progress of SL Benfica's Youth Football athletes, fostering a dual career approach. The objectives of this initiative include:

- *Helping athletes balance school with their sporting careers*
- *Providing the necessary academic support for athletes*
- *Promoting academic success*
- *Offering relevant academic information to athletes' parents and staff*
- *Contributing to the development of not only great athletes but also responsible citizens*

During the 2024/2025 season:

- ✓ *Benfica Campus registered 80 resident students*
- ✓ *98% of Benfica Campus residents successfully complete their academic requirements*



SOCIAL INTERNAL SOCIAL RESPONSIBILITY

BENFICA CAMPUS | S1 – Own Workforce

HOME SCHOOLING AND EDUCATIONAL COACHING

This initiative provides an alternative to traditional schooling, offering personalised education adapted to the academic needs and sporting demands of the athletes. Coaching enables athletes facing academic challenges to receive more individualised and targeted support. This initiative is also available to resident athletes who, despite attending traditional schooling, need additional guidance.

During the 2024/2025 season:

- ✓ 4 resident and 1 non-resident athletes enrolled in the Homeschooling initiative
- ✓ 2 resident athletes participated in the Educational Coaching initiative



SOCIAL INTERNAL SOCIAL RESPONSIBILITY

BENFICA CAMPUS | S1 – Own Workforce

PORTUGUESE FOR FOREIGN ATHLETES

Facilitating the integration of foreign athletes and accelerating their adaptation to the club/country. This initiative aims to support the integration of foreign athletes into the club through an intensive initial course followed by weekly Portuguese language lessons, facilitating communication with teammates and staff.

✓ *During the 2024/2025 season, 3 residents and 7 non-resident athletes attended the course Portuguese for Foreigners*



SOCIAL INTERNAL SOCIAL RESPONSIBILITY

BENFICA CAMPUS | S1 – Own Workforce

STUDY SUPPORT ROOM

This initiative promotes academic support by establishing a study room, where athletes receive assistance from teachers when they have questions about their schoolwork. This creates a structured learning environment that helps athletes balance their education with their sporting careers. In the study room, athletes have access to computers, the Escola Virtual program, and the E-Learning Moodle platform.

✓ *During the 2024/2025 season, 67 athletes participated, including 45 resident athletes from the under 13, under 14, and under 15 teams, along with 22 non-resident athletes*



SOCIAL INTERNAL SOCIAL RESPONSIBILITY

BENFICA CAMPUS | S1 – Own Workforce

COMPLEMENTARY FORMATION

Training sessions tailored to each age group, covering topics related to Benfica Culture, Communication, Health and Performance, Integrity in Sport, Education, and Citizenship. It includes practical and dynamic workshops to raise awareness among athletes; assessing athletes' satisfaction with their training sessions and test their acquired knowledge; providing supplementary materials on the Moodle platform and contributing to the development of not only great athletes but also responsible citizens.

✓ *During the 2024/2025 season, 75 training sessions were conducted*



SOCIAL INTERNAL SOCIAL RESPONSIBILITY

BENFICA CAMPUS | S1 – Own Workforce

LEISURE & RECREATIONAL ACTIVITIES

This initiative aims to enhance well-being, personal development, and socialisation, helping to reduce stress, stimulate creativity, and promote both physical and mental health among athletes at Benfica Campus.

✓ *During the 2024/2025 season, athletes took part in 81 different activities, resulting in a total of 2 263 athlete participations*



SOCIAL INTERNAL SOCIAL RESPONSIBILITY

BENFICA CAMPUS | S1 – Own Workforce

COMMUNITY OUTREACH PROJECT

This initiative aims at raising social awareness among the various levels of Youth Football for beneficent causes, promoting their participation in initiatives to stimulate social skills such as empathy, communication, teamwork, solidarity, respect for others, and appreciation of diversity.

During the 2024/2025 season:

- ✓ 80% of the resident and non-resident athletes involved
- ✓ All academy teams participated in this project
- ✓ At least 3 initiatives accomplished per team (under 13 – second team)
- ✓ 8 social solidarity institutions involved



SOCIAL INTERNAL SOCIAL RESPONSIBILITY

BENFICA CAMPUS | S1 – Own Workforce

TUTORING PROGRAMME

This initiative builds a trust-based relationship between athletes, their families/legal guardians, and the Social Department. A designated Mentor consolidates all information related to each resident athlete, ensuring better understanding and personalised support for those living at Benfica Campus.

- ✓ *One tutoring team made up of 10 tutors who support the athletes residing at Benfica Campus 24 hours a day, 7 days a week*



SOCIAL INTERNAL SOCIAL RESPONSIBILITY

BENFICA CAMPUS | S1 – Own Workforce

COACH EDUCATION

This initiative emphasizes the educational component, with the coaching staff at Benfica Campus leading instructional sessions for students from various programs. These sessions cover topics such as talent scouting, player development, sports physiology, and international programs. It offers valuable learning opportunities for students interested in the football industry and serves as a platform for sharing the knowledge and experience of top-level professionals working with different age groups at Benfica Campus. Students also have the chance to observe live academy training sessions and gain deeper insight into Sport Lisboa e Benfica, its training center, stadium, and rich heritage.

✓ 3 sessions during the 2024/2025 season



SOCIAL INTERNAL SOCIAL RESPONSIBILITY

BENFICA CAMPUS | S1 – Own Workforce

SAFEGUARDING AND PROTECTION OF YOUNG PEOPLE

To promote a safe and healthy sporting environment, Benfica prioritises education on issues such as harassment, abuse, violence, and neglect. National and international training sessions are delivered to staff and coaches, increasing awareness of these risks and ensuring the implementation of effective mechanisms for mitigation, early detection, and incident management. This work contributes to a more responsible and respectful sporting culture.

- ✓ *National and international training for staff and coaches to reinforce prevention and safety, and to promote a culture of responsibility and respect in sport.*



WIN IN ALL FIELDS

ENVIRONMENTAL

- WASTE MANAGEMENT AND RECYCLING
- CIRCULAR ECONOMY
- ENERGY MANAGEMENT AND DECARBONIZATION
- WATER MANAGEMENT
- FOOD & BEVERAGE OPERATION
- BIODIVERSITY, ECOSYSTEM & NATURE CONSERVATION
- OTHER ENVIRONMENTAL SUSTAINABLE MEASURES

SOCIAL

- EXTERNAL SOCIAL RESPONSIBILITY
 - Benfica Foundation
 - Cultural Heritage
 - Eclecticism and Scale
 - Casas do Benfica
 - Accessibility
- INTERNAL SOCIAL RESPONSIBILITY
 - Human Resources Policy
 - Health & Performance
 - Benfica Campus

GOVERNANCE

- CORPORATE GOVERNANCE MODEL
- INTERNAL CONTROL COMMITTEE AND RELATED PARTIES
- RISK MANAGEMENT
- CODE OF CONDUCT
- WHISTLEBLOWING CHANNEL
- RELATED PARTIES QUESTIONNAIRE
- INTERNAL AUDIT



GOVERNANCE

OUR COMMITMENT TO SUSTAINABLE RESULTS

Throughout the current mandate, Benfica SAD has made significant investments not only in financial matters but also in governance practices. The club has placed a strong emphasis on enhancing its governance framework, ensuring that decisions are made effectively and transparently, with sustainability at the core of its initiatives.

Benfica SAD's governance model reflects a strong commitment to transparency, accountability, and sustainable growth.

The Board of Directors has been restructured to include an Executive Committee, enhancing decision-making agility and alignment with operational areas. The creation of the Internal Control and Related Parties Committee further reinforces oversight and integrity, while clear operational regulations define responsibilities across executive and supervisory bodies.

Compliance and risk management are central to the governance framework. A dedicated compliance officer ensures adherence to modern legislation, while a secure, anonymous whistleblowing channel empowers individuals to report infractions. Additionally, a comprehensive risk prevention plan and third-party risk policy safeguard the club from emerging threats.

Ethical conduct is guided by a robust Code of Conduct, promoting integrity, respect, and responsible behaviour throughout the organisation. These systems work in tandem to ensure all actions reflect Benfica SAD's values and legal obligations.

Governance and sustainability go hand in hand at Benfica SAD. Through continuous investment in governance practices, the club upholds its commitment to ethical leadership and long-term, responsible success.



GOVERNANCE

OUR COMMITMENT TO SUSTAINABLE RESULTS | G1 – Business Conduct

CORPORATE GOVERNANCE MODEL



An expanded Board with a majority of non-executives, including three independents, ensures effective oversight and compliance.

INTERNAL CONTROL COMMITTEE AND RELATED PARTIES



The Internal Control Committee ensures compliance and transparency in related party transactions, thereby preventing potential conflicts of interest.

RISK MANAGEMENT



To protect the organisation's objectives, risk management identifies, assesses and mitigates potential threats.

RISK MANAGEMENT – SAFETY & SECURITY



The Safety & Security department, within its responsibilities across the Benfica universe, carries out risk analysis and management across multiple áreas.

CODE OF CONDUCT



The Code of Conduct is a set of ethical principles for the promotion of integrity, respect and responsibility in the organisational environment and in professional relationships.

WHISTLEBLOWING CHANNEL AND COMPLAINT HANDLING PROCEDURES



The Whistleblowing Channel and complaint handling procedures ensure integrity, transparency, and confidentiality in reporting irregularities..

RELATED PARTIES QUESTIONNAIRE



Creation of a form to identify Related Parties of Sport Lisboa e Benfica – Futebol SAD.

INTERNAL AUDIT



Internal Audit is an independent, objective assurance and consulting service designed to add value by assessing and improving the effectiveness of risk management, control, and governance processes.



GOVERNANCE

OUR COMMITMENT TO SUSTAINABLE RESULTS | G1 – Business Conduct

CORPORATE GOVERNANCE MODEL

The Board of Directors is composed of a majority of non-executive directors, including three independent directors, to ensure effective oversight and alignment with best governance practices. Its functioning is governed by the Board Regulations, which define the responsibilities and duties of the Board members. The Executive Committee, which is governed by its own regulations, ensures the day-to-day management of the Company under the supervision of the Board of Directors. Meanwhile, the Fiscal Council plays a crucial role in monitoring and supervising the Company's activities in accordance with its own regulations. In addition, transactions and relationships with related parties are governed by the Related Parties Regulations, which ensure transparency and prevent conflicts of interest. The extended Board structure, together with clear rules, ensures responsible management, transparency and compliance with corporate governance principles and applicable regulations.

✓ *Board with majority non-executive members, including three independent members*



GOVERNANCE

OUR COMMITMENT TO SUSTAINABLE RESULTS | G1 – Business Conduct

INTERNAL CONTROL COMMITTEE AND RELATED PARTIES

The Internal Control Committee plays a key role in monitoring and evaluating the company's internal processes and ensuring compliance with established policies and regulations. It is responsible for ensuring that all transactions, including those with related parties, are conducted transparently and in accordance with applicable legal and regulatory standards. The Committee also aims to identify and mitigate potential conflicts of interest, thereby protecting the integrity and reputation of the organisation. With regard to related parties, the Internal Control Committee ensures that transactions are conducted with full transparency, are authorised in accordance with internal rules and are properly monitored. Through this oversight, the Committee contributes to stakeholder confidence in the management of the company, promoting an ethical business environment and full compliance with best corporate governance practices.

✓ *The Internal Control Committee is responsible for ensuring the transparency of transactions with related parties*



GOVERNANCE

OUR COMMITMENT TO SUSTAINABLE RESULTS | G1 – Business Conduct

RISK MANAGEMENT

Risk management is an essential process for identifying, assessing and mitigating risks that could affect the company's operations and strategic objectives. Risk management includes the Corruption and Related Offences Risk Prevention Plan, which aims to ensure that all activities are conducted in accordance with laws and regulations and to prevent illegal or unethical practices such as corruption and fraud. In addition, the Third-Party Risk Management Policy ensures that the Club's partners and suppliers meet the same high standards of conduct, thereby avoiding third party risks that could damage the Club's reputation or operations. These approaches ensure that SLB maintains a transparent and compliant business environment, minimising risk and promoting integrity in all its activities.

- ✓ Ensuring organisational compliance and integrity through risk management



GOVERNANCE

OUR COMMITMENT TO SUSTAINABLE RESULTS | G1 – Business Conduct

RISK MANAGEMENT – SAFETY & SECURITY

The Safety & Security department, within its responsibilities across the Benfica universe, carries out risk analysis and management across multiple areas. Developing a strong safety culture requires identifying and assessing risks associated with Club activities and adapting processes in proportion to obligations.

This is a collective effort across the organisation, reinforced by continuous learning and training for all staff, ensuring an appropriate approach to risk management. Processes and procedures are aligned with legal and regulatory obligations, as well as international management and quality standards.

During the 2024/2025 season:

- ✓ Internal awareness campaigns on security practices and data privacy: 36 e-learning modules and 3 in-person sessions delivered
- ✓ Data Protection Impact Assessments (DPIAs): 10
- ✓ Vulnerability management and system updates: 6 pentests conducted, 28 non-conformities corrected
- ✓ Supply chain risk management, suppliers assessed on cybersecurity practices: 77
- ✓ Cybersecurity incident response: 842 incidents identified and resolved



GOVERNANCE

OUR COMMITMENT TO SUSTAINABLE RESULTS | G1 – Business Conduct

CODE OF CONDUCT

The Code of Conduct is a set of principles and guidelines that guide the ethical behaviour of all employees and stakeholders involved in the organisation. The Code aims to promote a working environment based on integrity, respect and responsibility, and to ensure that decisions and actions are taken in an ethical and transparent manner. It covers aspects such as compliance with the law, promoting an environment free from discrimination, harassment and conflicts of interest, and emphasises the importance of confidentiality and social responsibility. The Code of Conduct also sets out rules for the appropriate handling of sensitive information and for conducting business in a fair and honest manner. Adherence to this Code is fundamental to maintaining the reputation of the organisation, ensuring the trust of its stakeholders and reinforcing the principles of good corporate governance in all its activities.

✓ *Code of Conduct: Ethics and Transparency.*



GOVERNANCE

OUR COMMITMENT TO SUSTAINABLE RESULTS | G1 – Business Conduct

WHISTLEBLOWING CHANNEL AND COMPLAINT HANDLING PROCEDURES

The Whistleblowing Channel and the Complaint Handling Procedure are essential tools for promoting a culture of transparency and integrity within the organisation. Through this channel, employees, partners and other stakeholders can safely and confidentially report any irregularities or improper behaviour. The procedure establishes clear guidelines for the receipt, evaluation and handling of reports, ensuring that all information is analysed impartially and confidentially. Reports are referred to a dedicated team that is responsible for investigating the issues and recommending any necessary corrective action. Through this system, the organisation reinforces its commitment to ethics, legal compliance and continuous improvement of internal processes, ensuring a safe and reliable work environment in line with best practice in corporate governance.

✓ *The Whistleblowing Channel ensures confidentiality and integrity*



GOVERNANCE

OUR COMMITMENT TO SUSTAINABLE RESULTS | G1 – Business Conduct

RELATED PARTIES QUESTIONNAIRE

This initiative aims to identify individuals or entities that qualify as Related Parties due to their connection—direct or indirect—with Sport Lisboa e Benfica – Futebol SAD, in compliance with applicable legislation and the current Related Party Transactions Regulation.

✓ *Compliance with applicable legislation and the current Related Party Transactions Regulation*



GOVERNANCE

OUR COMMITMENT TO SUSTAINABLE RESULTS | G1 – Business Conduct

INTERNAL AUDIT

An Internal Audit Department aims to strengthen the Organisation's ability to create, protect, and sustain value by providing the Management Bodies with objective and independent assessments, consultancy, insights, and forecasts based on risk analysis.

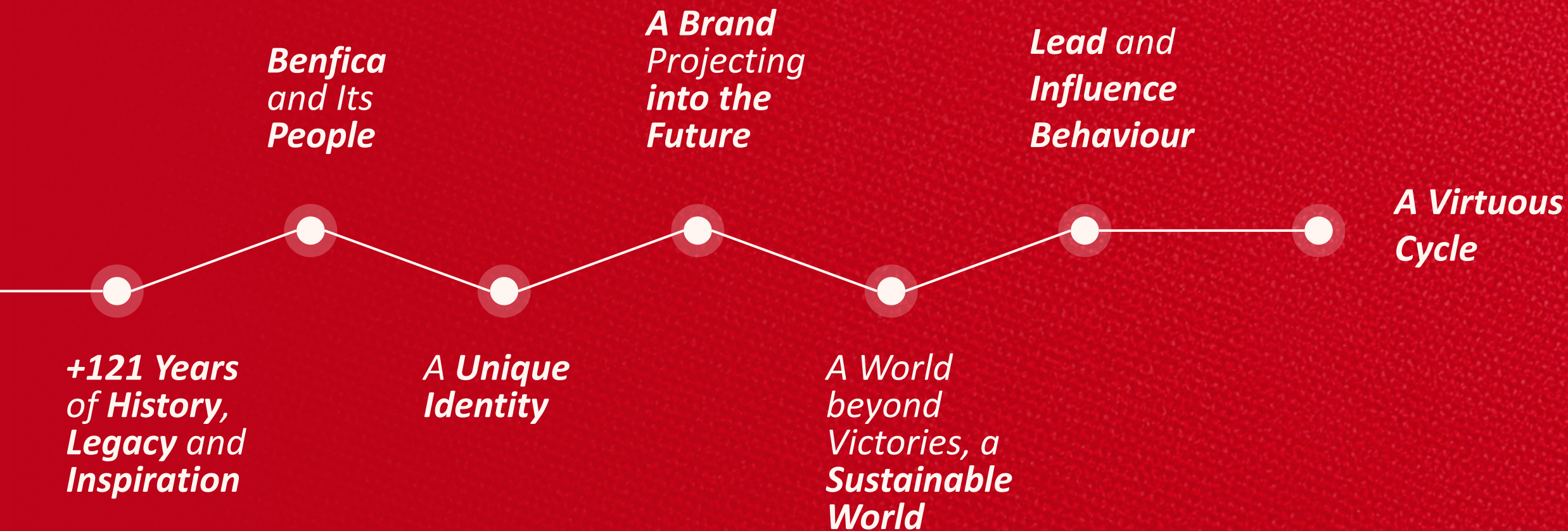
The internal audit function enhances the Organisation's capacity, particularly in the following areas:

- i. *Successfully achieving its objectives (Strategic, Operational, Financial, Sustainability and Social Responsibility, Compliance, among others);*
- ii. *Improving and monitoring governance, risk management, and control processes;*
- iii. *Supporting decision-making and oversight;*
- iv. *Safeguarding its reputation and credibility among Stakeholders; and*
- v. *Serving the public interest.*

It adheres to Global Internal Audit Standards and follows internationally recognised methodologies. It must operate with integrity, impartiality, transparency, objectivity, and hierarchical independence.

✓ *Dual reporting (independence) – Functional and Hierarchical*





WIN FOR SUSTAINABILITY: SDGs & UEFA POLICIES IN ACTION

Sport Lisboa e Benfica recognises its crucial role in driving behavioural change towards a more sustainable future.

*Committed to the **17 UN Sustainable Development Goals (SDGs)** and **UEFA's Strength Through Unity 11 policies** on human rights and environmental sustainability, the club has developed a robust ESG strategy, embedding sustainability across its environmental, social impact, and governance initiatives.*

By implementing responsible and innovative practices—such as carbon reduction, circular economy solutions, ethical governance, and social initiatives that promote inclusion, education, and well-being among others—Benfica leads by example on and off the field.

Through its actions, the club inspires positive change, fosters a culture of sustainability, and demonstrates that sport is a powerful force for a better world.





Redy
*WIN
IN ALL
FIELDS
TOGETHER*

