



Redy

*SUSTAINABILITY IN
SPORT LISBOA E BENFICA
2024/2025*



Redv *FOR THE PRESENT, COMMITTED TO THE FUTURE*

THE STARTING WHISTLE



Rui Costa
President of Sport Lisboa e Benfica
Chairman of Directors of Sport Lisboa
e Benfica – Futebol, SAD



Dear Benfiquistas,

Sport Lisboa e Benfica builds its future with responsibility, vision, and commitment.

In this spirit, it is with an enormous sense of commitment that we present our first Sustainability Report, an institutional milestone that reflects a path of constant evolution.

This marks a new chapter in how we view the Club's impact – on and off the pitch. Built with rigor and determination, we consolidate a broader and more integrated vision of what it means to be Benfica: to win, yes – but to win with values, with ethics, and with a future.

It was precisely during this mandate that we significantly strengthened the foundations of our governance model, promoting a closer connection between the Club and the SAD, so often and rightly demanded by our Members and fans.

The new composition of the Board of Directors of Benfica SAD – now with 9 members, including 5 non-executive and 4 independent – clearly expresses this commitment. We have adopted a more plural model, aligned with the best practices of the Corporate Governance Code of the Portuguese Institute of Corporate Governance, with more oversight, more control, and more transparency.

In this mandate, we have also implemented structural measures that strengthen integrity and organisational culture: we established the Code of Conduct, reinforced whistleblowing channels, created the Internal Control and Related Parties Committee, and approved various measures and policies to ensure compliance with the highest corporate governance standards.

But our ambition was to go further.

We have made Sustainability a strategic priority – not only in governance, where we have continuously valued transparency in our actions, but also in the environmental and social dimensions. For the first time in the history of Sport Lisboa e Benfica, a SAD board member was appointed with responsibility for Sustainability, and a cross-functional team was created involving more than 90 people from across the organisation, representing the most critical areas of our Club.

This report is the result of that joint effort. It highlights initiatives, anticipates future actions, and showcases the faces, both internal and external, that help build a more sustainable Benfica. A Benfica made by everyone and for everyone.

Because Benfica is built across in its many dimensions – at the Sport Lisboa e Benfica Stadium, at Benfica Campus, in the Casas do Benfica (Benfica Houses), in the Benfica Foundation, in the Museum, and in its pavilions.

Because Benfica is strengthened through its people – athletes, employees, Members, and fans, who drive the definition of this new path.

And because Benfica multiplies beyond its core – through the active involvement of our partners, sponsors, suppliers, and the communities with whom we walk side by side.

To win on the pitch will always be our purpose. But winning for all and with all is what makes us truly unique.

For a strong, responsible Benfica, Redy to “Win in All Fields.”

THE STARTING WHISTLE

Our First Sustainability Report – Redy for the Present, Committed to the Future

Sport Lisboa e Benfica proudly presents its first Sustainability Report, a historic moment that reflects the natural evolution of a Club with more than 121 years of commitment to its Members and fans, the community, and the country.

This report is more than an exercise in transparency; it is a clear statement: Benfica is Redy – prepared to lead responsibly, to grow consciously, and to win in all fields. It is with this ambition that our sustainability project was born: **“We are Redy”** – with a strategic approach focused on **“Win in All Fields.”**

Environment: Playing as a Team with the Planet

Social: A Club of All, for All

Governance: Integrity that is Seen and Felt

A New Way of Creating Value

Sustainability is not an isolated project. It is a new model of value creation – competitive, inclusive, responsible, and lasting.

By integrating ESG (Environmental, Social, and Governance) principles into our strategy, we are making Benfica more resilient, more innovative, and better prepared for the future, while contributing to the United Nations’ Sustainable Development Goals (SDGs) and the common good.

In this sense, when we designed the guiding strategy for this project, we did not do it alone.

We sought input from our Members and fans, through two surveys conducted as part of the project. This effort ensured that the opinions of those who support us and are part of our Club are central elements of the path we are charting.

We also held an event that included our partners and suppliers, where we reflected on the challenges and opportunities of the future.

We challenged those who work with us to define their own paths toward sustainable transition and to do so with us, so that we can grow together.

The rest of the journey will be made by listening to those who are with Benfica, with ongoing engagement, to maximize the value we generate for our Club and for society.

Thank You to All Who Make This Possible.

This milestone was only possible thanks to the dedication and commitment of everyone: employees, athletes, Members, partners, sponsors, institutions, and fans. Your trust, energy, and passion have been and continue to be essential.

To all, our most sincere thanks. This is a collective project. And together, we continue to honour the founding values of Sport Lisboa e Benfica.

Vision for the Future: Sustainability with a Benfica Soul

The first step has been taken. And it is only the beginning. We believe in a Benfica that continues to win titles, but also inspires, educates, and transforms.

A Benfica that assumes its responsibility as a national and international benchmark institution.

A Benfica that, without giving up ambition, reinforces its commitment to ethics, the planet, and people.

Because **“Win in All Fields”** is not just a motto – it is our identity.

And this is how we will continue to make history: with talent, with passion... and with purpose.

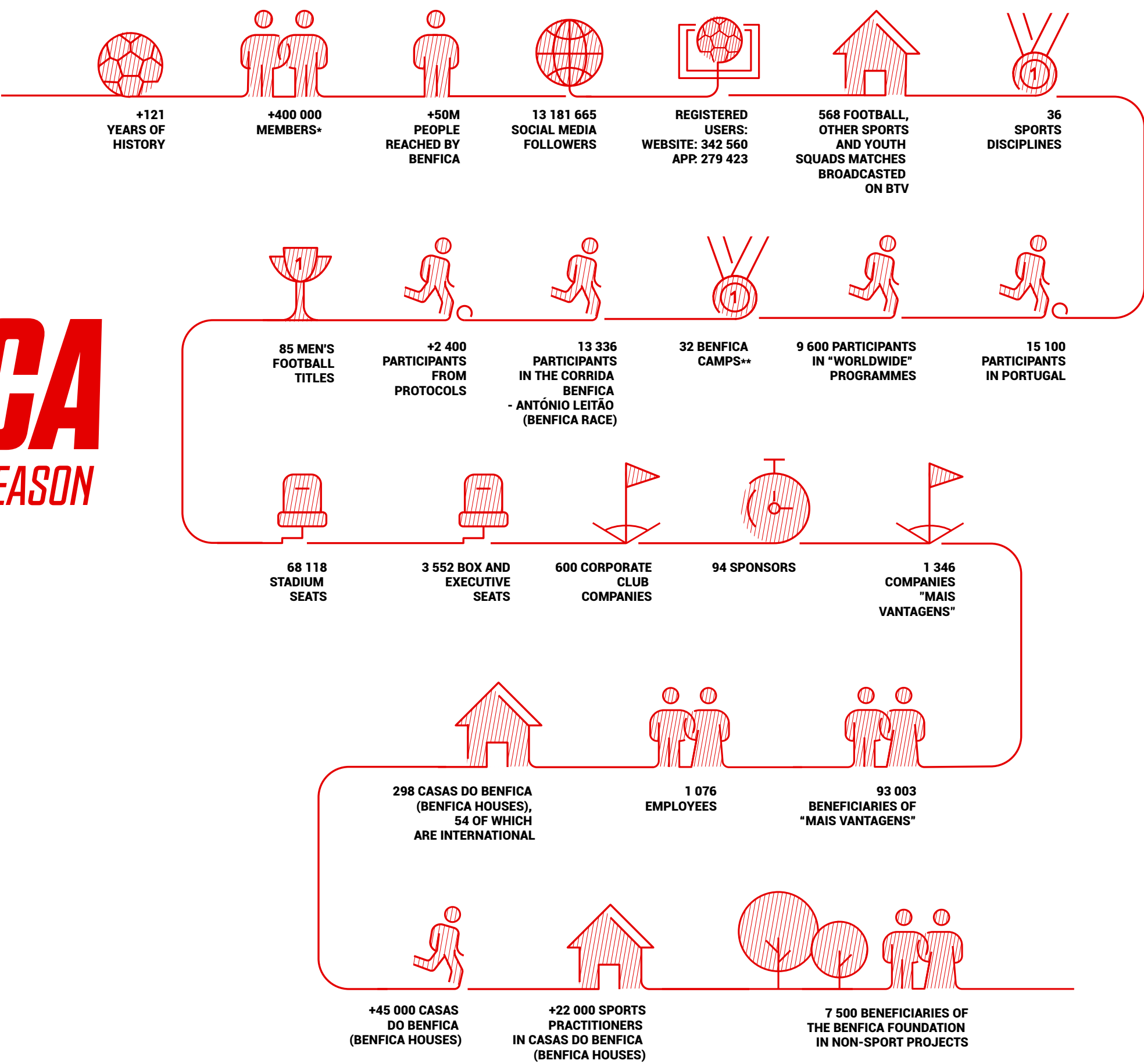


Manuel de Brito
Vice-President of Sport Lisboa e Benfica
Executive Board Member of Sport Lisboa e Benfica – Futebol, SAD



BENFICA UNIVERSE

BENFICA
2024/2025 SEASON



* As of June 30, 2025, Sport Lisboa e Benfica had 409 945 Members, of which 354 119 were active (27 250 more than in the same period of the previous year).
** International training and development programs, in accordance with Benfica's training and development methodology.

ATHLETIC HIGHLIGHTS

SPORT LISBOA E BENFICA

MEN'S PROFESSIONAL FOOTBALL

OVERALL RECORD:

- 2 Champions Cups
- 1 Latin Cup
- 38 National Championships
- 26 Portuguese Cups
- 10 Super Cups*
- 8 League Cups

* 10th Super Cup won in the 2025/2026 season



BENFICA SPORT DISCIPLINES

2024/2025 SEASON:

36 SPORTS DISCIPLINES

Including sports with institutional support in terms of image and communication, without financial backing, and recreational non-competitive activities

INDOOR SPORTS

- 5 senior-level sports for both men and women: handball, basketball, futsal, roller hockey, and volleyball
- 47 official national and international competitions
- 18 trophies (38% of the trophies won)

BENFICA OLYMPIC

- Paris 2024 Olympic Games
- Record participation and multidisciplinary representation
- 8 sports: athletics, handball, canoeing, football, judo, swimming, clay target shooting and triathlon
- Silver medal in individual triple jump
- Bronze medal in men's handball (team event)
- 8 Olympic diplomas



MEN'S YOUTH FOOTBALL

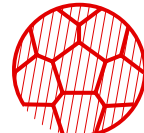
OVERALL RECORD:

- 1 UEFA Youth League – 2021/2022
- U-20 Intercontinental Cup – 2022
- 1 U-23 Revelation Cup
- 26 National Championships – U-19 (Juniors A)
- 22 National Championships – U-17 (Juniors B)
- 13 National Championships – U-15 (Juniors C)
- 3 National Cups – U-13 (Children) – Discontinued Global
- Global Soccer Award Best Academy of the Year – 2015 and 2019
- Global Soccer Award Best Youth Team of the Year - 2022
- Golden Boy Award – Renato Sanches – 2016
- Golden Boy Award – João Félix – 2019
- “5-Star” Training Entity Certification by the Portuguese Football Federation (FPF)



ATHLETIC HIGHLIGHTS

SPORT LISBOA E BENFICA



WOMEN'S FOOTBALL

“AS INSPIRADORAS

*OVERALL ACHIEVEMENTS
(SINCE THE FIRST FULL SEASON, IN 2018/2019):*

- 5 Portuguese Leagues (National Championship)
- 2 Portuguese Cups
- 3 Super Cups
- 5 League Cups
- 1 Second Division National Championship

SUSTAINABILITY INDICATORS **SPORT LISBOA E BENFICA STADIUM**

Sustainability KPIs:

- 85% of the lighting system uses LEDs
- 2 000 m² of LED panels on giant screens and digital rings
- Centralized Technical Management (CTM) system covers 90% of the facilities involved in match operations
- Motion sensors installed in food service areas to optimize energy consumption
- Electric mobility:
 - 90 free charging stations for employees and, on match days, for Corporate Club clients and Members
- Public hub with 7 fast-charging stations and 1 ultra-fast station
- Rainwater collection system with a 230 m³ capacity, used for stadium cleaning
- Used cooking oils from F&B services are converted into biodegradable detergents
- Replacement of plastic bags with 140 000 recycled paper bags in merchandising operations
- Stadium grass composting: clippings delivered to local farmers for natural fertilizer production
- Ecocentro Benfica (Benfica Ecocentre) – 375,35 tonnes of waste generated, of which:
 - 83% recovered (311,64 t), mostly recycled (309,10 t)
 - 17% disposed of (63,71 t)
- Reusable cups on match days:
 - 727 419 cups distributed
 - 62% returned (451 000 cups)
 - 2 tonnes of plastic avoided



SUSTAINABILITY INDICATORS ***BENFICA CAMPUS***

Sustainability KPIs:

- Photovoltaic solar panels installed at Benfica Campus
 - Self-generated energy accounted for 19% of total consumption in 2024/2025
 - 106 tCO₂e emissions avoided thanks to own-production
- Use of organic fertilizers and electric lawn mowing equipment
- Training water provided in reusable bottles
- Smart monitoring of energy, gas, and water usage
- 80 resident athletes at the Campus
 - 24/7 tutoring program with 10 dedicated tutors
 - 81 leisure activities organized
 - Personalized academic support with a success rate above 90%
- Study support rooms available for both resident and nonresident athletes



WE ARE Redy

Sustainability is part of Benfica's DNA. So far, our journey has been marked by proactive efforts across the Club's various areas. For the first time in our history, we have gathered and structured information about these initiatives, through a joint effort involving more than 90 people from different departments, allowing us to fully reflect Benfica's contribution to society.

ENVIRONMENTAL

21 INITIATIVES



ECOCENTRO (ECOCENTRE):

85% OF SORTED WASTE IS RECYCLED

SOCIAL

55 INITIATIVES



BENFICA FOUNDATION:

"PARA TI SE NÃO FALTARES!" ("FOR YOU IF YOU'RE NOT ABSENT!") PROJECT

GOVERNANCE

8 INITIATIVES



ETHICS AND TRANSPARENCY:

STRENGTHENING THE CORPORATE GOVERNANCE MODEL

IN THIS CONTEXT, WE IDENTIFIED THE OPPORTUNITY TO ENHANCE BENFICA'S IMPACT THROUGH A MORE INTEGRATED APPROACH, GUIDED BY A SHARED STRATEGIC VISION.
THUS THE **REDY** PROJECT WAS BORN.

*WE WANT TO TRANSFORM OUR ACTION, BEGGINING
A NEW CHAPTER IN BENFICA'S SUSTAINABILITY JOURNEY.
WE ARE **REDY** TO ASSERT OUR ROLE
AS AN AGENT OF POSITIVE CHANGE IN SOCIETY.*

Redy
MEANS:

- 1. ACT**
- 2. LEAD
BY EXAMPLE**
- 3. INFLUENCE
BEHAVIOURS**

**BENFICA AND
SUSTAINABILITY**

**“WIN
IN ALL
FIELDS”**

With over 250 participants, Benfica's first sustainability event marked a turning point in a journey that is rich in history, now strengthened by a new guiding identity - Benfica's Sustainability Strategy: **Win In All Fields.**

This event was more than just a presentation of the path we've defined. It represents our ambition to walk it together with those who collaborate with us and wish to grow alongside alongside Benfica – **our partners and suppliers.**

WE ASKED OUR PARTNERS AND SUPPLIERS

ARE YOU REDY?

**AND WE LEFT THEM THE CHALLENGE
OF DEFINING THEIR OWN PATHS TOWARDS
A SUSTAINABLE TRANSITION,
COUNTING ON BENFICA TO HELP
THEM SUCCEED IN THAT JOURNEY.**



**AT THE PUBLIC PRESENTATION OF REDY,
MARGARIDA COUTO, FOUNDING PARTNER OF VIEIRA DE ALMEIDA
& ASSOCIADOS, HIGHLIGHTED THE IMPACT OF PURPOSE-DRIVEN
LEADERSHIP — SUCH AS BENFICA'S:**

**“SUSTAINABILITY IS NO LONGER A COMPLEMENTARY
ASPIRATION — IT IS NOW A STRATEGIC IMPERATIVE.
BENFICA, GIVEN ITS SCALE AND SOCIAL IMPACT, IS TAKING
ON ITS ROLE AS A DRIVER OF TRANSFORMATION.
WHEN INSTITUTIONS OF THIS MAGNITUDE DECIDE TO ACT,
THEY CREATE MOVEMENT, THEY CREATE EXAMPLES.
THIS IS THE KIND OF LEADERSHIP THAT ACCELERATES
PROGRESS AND MAKES POSSIBLE A FAIRER,
MORE CONSCIOUS, AND TRULY SUSTAINABLE SOCIETY.”**

BENFICA

2024/2025 SEASON

AS PART OF THE **REDY** PROJECT, WE WANTED TO HEAR THE OPINION OF THOSE **WHO LIVE AND BREATHE BENFICA**:

We conducted a **survey** among our Members and fans, aiming to understand their engagement with sustainability and to identify the priorities that should be considered when defining the path we want to follow.

The survey took place between July 21 and 28, 2025, and was made available through a digital platform.

We received **2 037 valid responses**, corresponding to a total sampling error of +/- 2,1 for a 95% confidence interval.

MEMBERS AND FANS SUPPORT THIS SUSTAINABILITY JOURNEY

Highlights from the sustainability survey conducted with Sport Lisboa e Benfica (SLB) Members and fans during the 2024/2025 season*

80%

CONSIDER SUSTAINABILITY A RELEVANT TOPIC

Climate change ranks among the top 3 **macrostructural concerns** for Members and fans, alongside health and housing

9 OUT OF 10

BELIEVE SUSTAINABILITY SHOULD BE AMONG SLB'S PRIORITIES

Members and fans assign Benfica a **pedagogical role** and **expect more active involvement** in this area

75%

WANT BENFICA TO BE THE MOST SUSTAINABLE CLUB IN PORTUGAL AND AMONG THE MOST SUSTAINABLE IN EUROPE

Those recalling sustainability initiatives by Benfica express pride in the Club's proactive stance – focusing both on environmental measures and Benfica Foundation projects

THEY VALUE TOPICS SUCH AS

GOVERNANCE

TRANSPARENCY AND ETHICS IN CLUB MANAGEMENT

ENVIRONMENTAL

WASTE MANAGEMENT ON MATCH DAYS

REDUCTION OF WATER AND FUEL CONSUMPTION

SOCIALS

SAFETY OF MEMBERS AND FANS

COMBATTING DISCRIMINATION AND PROMOTING RESPECT IN SPORTS

ASSIGNING BENFICA A CRUCIAL ROLE IN THE TRANSITION TOWARDS A MORE SUSTAINABLE SOCIETY

75,4%

BELIEVE SLB SHOULD INFLUENCE MORE SUSTAINABLE BEHAVIORS

4 OUT OF 5 ARE INTERESTED IN RECEIVING INFORMATION ABOUT THE CLUB'S SUSTAINABILITY INITIATIVES

56%

WANT TO ACTIVELY PARTICIPATE IN THIS JOURNEY

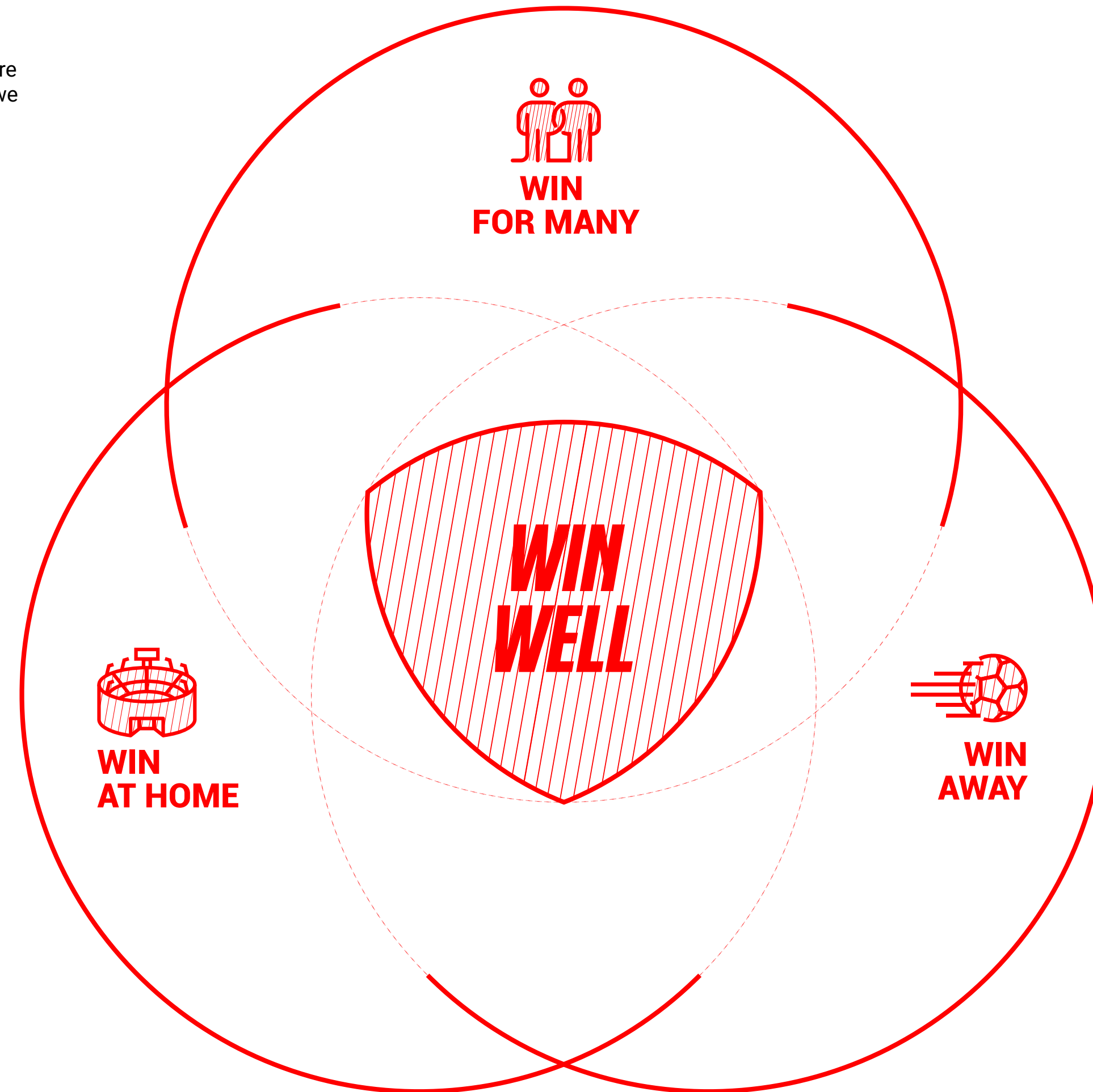
TOGETHER LETS
“WIN IN ALL
FIELDS!”

SUSTAINABILITY STRATEGY 2025-2030, REDY ‘WIN IN ALL FIELDS’

Our transformation has been shaped by Benfica's core values. These principles increasingly influence how we view our role in society.

***WE ARE A CLUB
THAT PROVIDES ATHLETIC
EXCELLENCE, BUT ALSO
A RESPONSIBLE AGENT,
COMMITTED TO SOCIAL
AND ENVIRONMENTAL
PROGRESS.***

In line with this vision, we designed the **2025–2030 Sustainability Strategy, Redy “Win In All Fields”**, with the goal of giving **shape, cohesion, and visibility to Benfica's commitment to sustainability**. The strategy reflects the Club's multifaceted nature and is built around **four strategic pillars**, aligned with our operational structure and a long-term vision to drive shared progress. **This strategy serves as the bridge between what we already do and how we aim to move forward.**



WIN WELL

THE FOUNDATION OF EVERYTHING

LEADING BY EXAMPLE, THROUGH OUR COMMITMENT TO ETHICS AND TRANSPARENCY

THE FOUNDATION

This pillar stems from the conviction that integrity is non-negotiable and that sustainable success is built on solid ethical foundations. We recognize that every decision, interaction, and business activity reflects and reinforces the organisational culture we aspire to uphold. These topics demand a firm, exemplary response that cuts across all our activities, supporting the other pillars of our strategy.

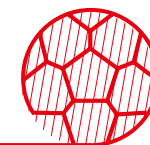
THE AMBITION

Promote a culture of integrity, with ethics and transparency in our actions – a pillar that spans the entire Benfica Universe.

THE FOCUS

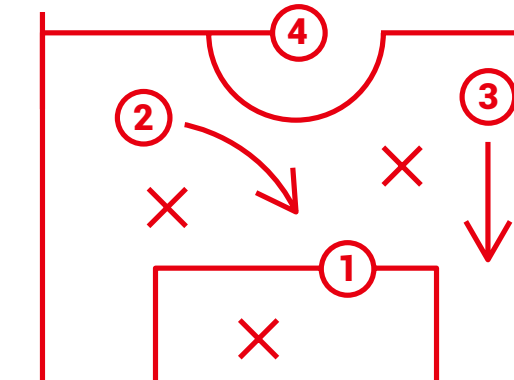
We aim to lead by example, strengthening governance mechanisms and promoting a culture of integrity that permeates all areas, people, and businesses connected to the Club.

FOCUS



ALL AREAS, PEOPLE, AND COMPANIES THAT INTERACT WITH THE CLUB

KEY TOPICS



- 1 RISK MANAGEMENT
- 2 BUSINESS CONDUCT
- 3 ETHICS AND TRANSPARENCY
- 4 GOVERNANCE MODEL

LEADERSHIP AND OVERSIGHT

EXECUTIVE BOARD

MANUEL DE BRITO
VICE-PRESIDENT OF SPORT LISBOA E BENFICA
EXECUTIVE BOARD MEMBER OF SPORT LISBOA
E BENFICA - FUTEBOL, SAD

OPERATIONALISATION

+90 PEOPLE FROM THE ORGANISATION INVOLVED

- SUSTAINABILITY TEAM
- REPRESENTATIVES FROM AREAS CONNECTED TO SUSTAINABILITY TOPICS

Sustainability management is ensured under the direct supervision of the Executive Committee of Sport Lisboa e Benfica – Futebol, SAD and Sport Lisboa e Benfica, reflecting the leadership's commitment to responsible action.

The existence of a dedicated Sustainability Team, exclusively focused on the project, acts as an accelerator for this journey.

The definition of the sustainability strategy also involved more than 90 people from Benfica's internal areas. The contributions gathered ensured an approach aligned with our operational reality.

With this model, we guarantee integrated and transparent management, supported by solid governance, ensuring continuous oversight by executive bodies with specific expertise in sustainability.



Henrique Conceição
Head of Sustainability



WE WANT TO WIN!

Win, to get better!

Win to add something that is materially relevant and marks a difference from the past and present! This is one of the basic principles that governs our Sustainability Strategy.

It's over 121 years of history fighting to win on the pitch and to build the physical, social, moral, cultural, and intellectual heritage that makes Benfica what it is today. We are a national and global reference, and will be so in this field of Sustainability as well.

We have a legacy, a responsibility for who we are, and a vision for the future that drives us to do more and better. Benfica identifies itself with a world where the goal goes far beyond victory in sports – a world that seeks peace, prosperity, human rights, and sustainable development, capable of meeting its needs today without compromising the ability of future generations to meet theirs.

And for that, for Benfica to reach everywhere, we must know how to win!

This is the context of Benfica's Sustainability Strategy, where the greater good we seek – "Win in All Fields" – can only be achieved through the strength of all involved: Win Well, Win at Home, Win Away, and Win for Many, as we aim to demonstrate in this Report.

For everyone, we will WIN!

It is in this context that we say 'We Are Redy!' And because it's for all and with all that we must win, we ask those reading us:

Are You Redy?

INITIATIVES AND ACTIONS HIGHLIGHTS



CORPORATE GOVERNANCE MODEL

An expanded Executive Board, with a majority of nonexecutive members, including four independent elements.



INTERNAL CONTROL AND RELATED PARTIES COMMITTEE

Ensures compliance and transparency in transactions with stakeholders, preventing potential conflicts of interest.



RISK MANAGEMENT

To protect organisational objectives, risk management identifies, assesses, and mitigates potential threats.



MANUEL DE BRITO

VICE-PRESIDENT OF SPORT LISBOA E BENFICA
EXECUTIVE BOARD MEMBER OF SPORT LISBOA
E BENFICA - FUTEBOL, SAD

**“INTEGRITY IS THE FOUNDATION OF EVERYTHING.
WE BELIEVE THAT EXAMPLE MUST COME FROM THE TOP,
AND THAT LEADING WITH ETHICS IS THE ONLY PATH
TO A BENFICA THAT IS RESPECTED
ON AND OFF THE FIELD.”**

INITIATIVES AND ACTIONS HIGHLIGHTS



WHISTLEBLOWING CHANNEL AND COMPLAINT HANDLING PROCEDURE

Integrity, transparency and confidentiality in reporting irregularities.



CREATION OF AN INTERNAL AUDIT DEPARTMENT

Assessment and improvement of the effectiveness of risk management, control, and governance processes.



CODE OF CONDUCT

Integrity, respect, and responsibility in the organisational environment and in professional relationships.

DID YOU KNOW...

BENFICA ALREADY HAS MORE THAN 80 ENVIRONMENTAL, SOCIAL, AND GOVERNANCE (ESG) INITIATIVES, NOW MAPPED AND INTEGRATED INTO THE CLUB'S SUSTAINABILITY STRATEGY "WIN IN ALL FIELDS"?

MORE THAN 80 PLAYS THAT PROVE BENFICA DOESN'T JUST PLAY WELL — IT PLAYS WITH PURPOSE. DISCOVER ALL THESE INITIATIVES HERE:

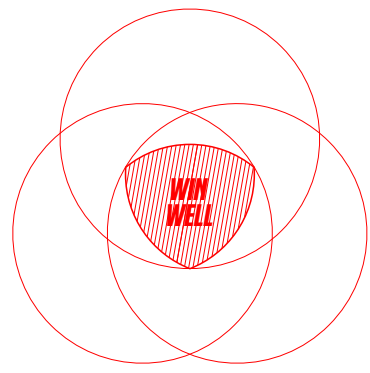


SPORT LISBOA E BENFICA IMPLEMENTED A RELATED PARTIES QUESTIONNAIRE TO IDENTIFY AND MITIGATE CONFLICTS OF INTEREST?

THIS TOOL STRENGTHENS THE INTEGRITY OF DECISION-MAKING PROCESSES AND IS PART OF THE ETHICAL AND TRANSPARENT TRANSFORMATION WE WANT TO SEE BOTH ON AND OFF THE FIELD.



Reddy



DID YOU KNOW...

IN SEPTEMBER 2025, SPORT LISBOA E BENFICA BECAME THE FIRST PORTUGUESE CLUB TO BECOME AN ASSOCIATE MEMBER OF THE PORTUGUESE INSTITUTE OF CORPORATE GOVERNANCE (IPCG).

THIS STEP STRENGTHENS THE CLUB'S COMMITMENT TO BEST PRACTICES IN CORPORATE GOVERNANCE, CONTRIBUTING TO A MORE RESPONSIBLE, TRANSPARENT MANAGEMENT ALIGNED WITH THE PRINCIPLES OF SUSTAINABLE VALUE CREATION.

iPCG

Instituto Português de
Corporate Governance



JOÃO MOREIRA RATO

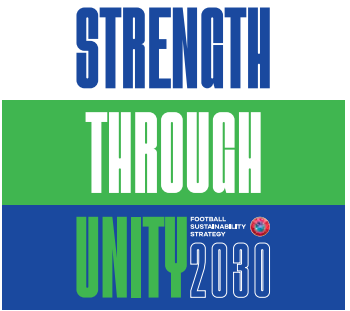
BOARD CHAIR, IPCG

“WITHOUT GOOD GOVERNANCE, THERE MAY BE PHILANTHROPY, ISOLATED INITIATIVES FOR A SOCIAL CAUSE, BUT THERE IS NO SUSTAINABILITY IN THE SENSE OF HAVING AN ESTABLISHED STRATEGIC VISION THAT CONSIDERS THE INTERESTS OF ALL STAKEHOLDERS AND THEIR INTERRELATIONS WITH SOCIETY. SUSTAINABILITY REQUIRES INFORMED, TRANSPARENT, AND RESPONSIBLE DECISIONS THAT GO BEYOND INTENTION. WE ARE EVOLVING TOWARD 360° GOVERNANCE THAT SEEKS TO ESTABLISH A BALANCE BETWEEN PURPOSE AND PROFITABILITY FOR LONG-TERM VALUE CREATION. BY INTEGRATING THESE PRINCIPLES INTO ITS STRATEGY, SPORT LISBOA E BENFICA DEMONSTRATES THAT SPORT CAN TAKE ON A LEADERSHIP ROLE IN PROMOTING A POSITIVE SOCIAL IMPACT AND A MORE RESPONSIBLE PRESENCE IN THE SOCIETY IN WHICH IT OPERATES.”

ALIGNMENT OF THE STRATEGY WITH INTERNATIONAL COMMITMENTS



SUSTAINABLE DEVELOPMENT GOALS



UEFA POLICIES



WIN AT HOME

IMPROVE WHAT WE CONTROL

THE FOUNDATION

THE AMBITION

THE FOCUS

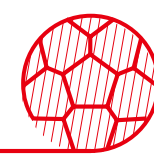
This pillar is born from the way Benfica manages its internal operations, infrastructure and people. It reflects critical themes identified as priorities for the Club — such as the environmental impact of operations and the appreciation of employees and athletes. “Win at Home” expresses the commitment to sustainable practices and to creating value for our people.

Manage our internal operations, infrastructure and people sustainably, creating value for those who are part of the Benfica family.

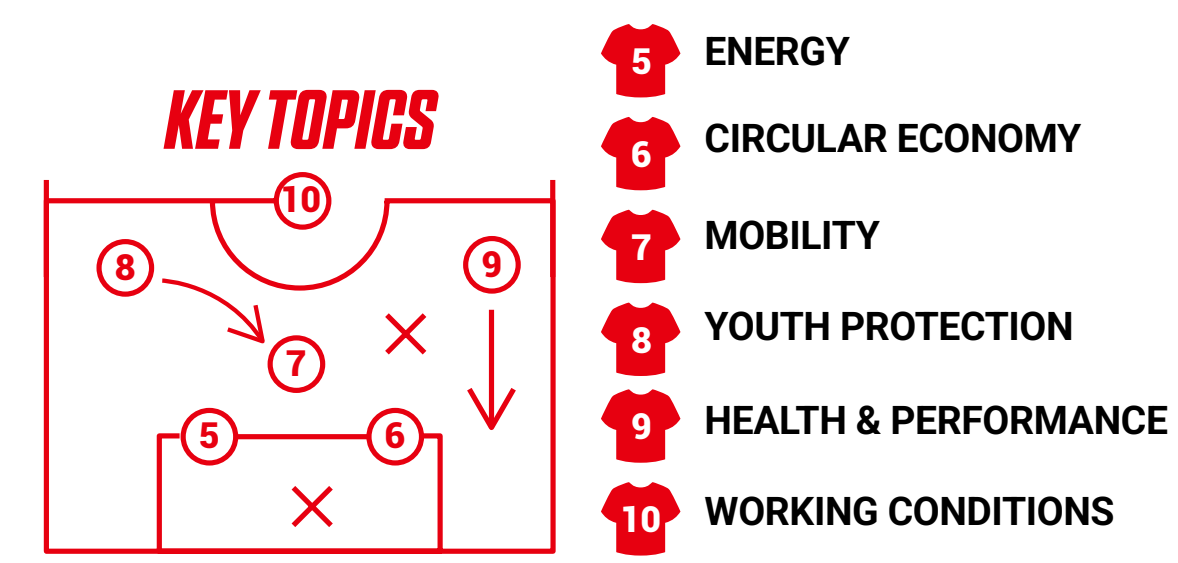
Promote a diverse and inclusive work environment, support the educational and social development of young athletes, and implement measures to improve energy efficiency, reduce emissions, manage water, and apply circular economy principles.

CARING FOR AND EMPOWERING OUR PEOPLE WHILE ENSURING EFFICIENT MANAGEMENT OF INFRASTRUCTURES

FOCUS



SPORTS TEAMS
NON-SPORTS TEAMS
INFRASTRUCTURES



INITIATIVES AND ACTIONS HIGHLIGHTS

OUR INFRASTRUCTURES



RAINWATER COLLECTION

We collect rainwater into a 230 m³ tank to use in stadium cleaning.



ELECTRIC MOBILITY

We have 90 free electric charging stations for employees and stadium users on match days. 52% of our fleet is plug-in hybrid.



ECOCENTRO BENFICA

We created the **Ecocentro Benfica** ("Benfica Ecocentre"), with 350 tonnes of sorted waste in 2024/2025, of which 85% was recycled.

DID YOU KNOW...

IN THE 2024/2025 SEASON, BENFICA DISTRIBUTED AROUND 727 THOUSAND REUSABLE CUPS AT THE STADIUM ON MATCH DAYS?

WITH THIS, MORE THAN 2 000 TONNES OF PLASTIC WERE AVOIDED COMPARED TO PREVIOUS SEASONS. WE REACHED A RETURN RATE OF 62% FOR CUPS, BUT WE WANT EVEN MORE!

THE STADIUM GRASS CLIPPINGS ARE GIVEN TO LOCAL FARMERS FOR COMPOSTING?

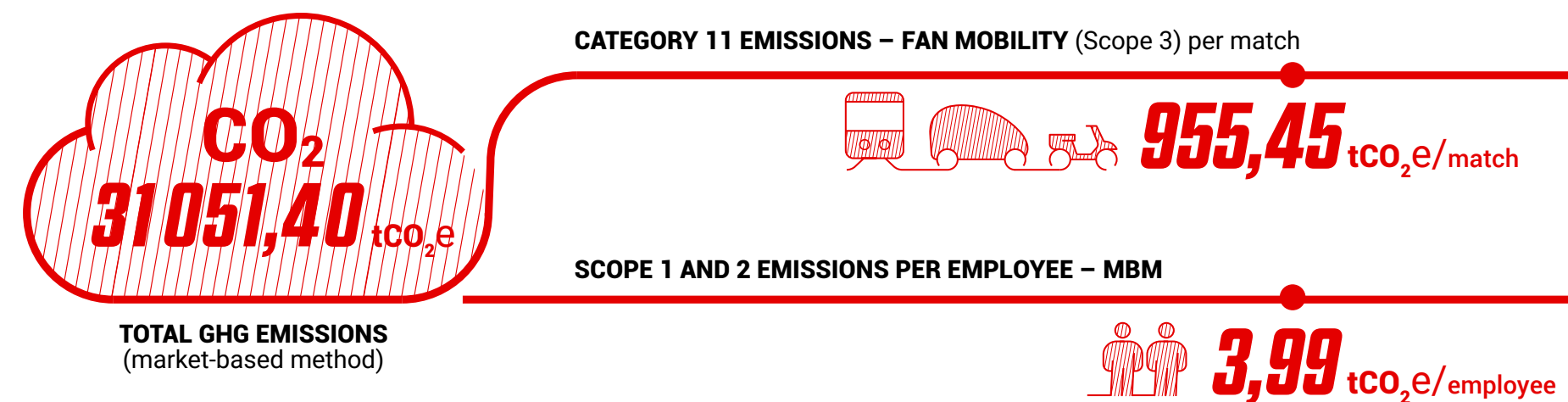
IN THE 2024/2025 SEASON WE DELIVERED OVER 80 TONNES! THE CLIPPINGS ARE TRANSFORMED INTO NATURAL FERTILIZERS, PROMOTING A CIRCULAR ECONOMY AND ALSO HELPING TO REDUCE METHANE EMISSIONS.

DID YOU KNOW...

IN THE 2024/2025 SEASON,
BENFICA CALCULATED ITS CORPORATE CARBON
FOOTPRINT FOR THE FIRST TIME IN HISTORY?

WE EMITTED A TOTAL OF 31 THOUSAND TONNES OF CO₂ EQUIVALENT IN THE 2024/2025 SEASON, INCLUDING:

- 4 THOUSAND TONNES OF SCOPE 1 AND 2 EMISSIONS
- 27 THOUSAND TONNES OF EMISSIONS FROM FAN TRAVEL TO THE STADIUM ON MATCH DAYS, UNDER CATEGORY 11 OF SCOPE 3



Note: Emissions from the remaining categories of scope 3 are yet to be calculated

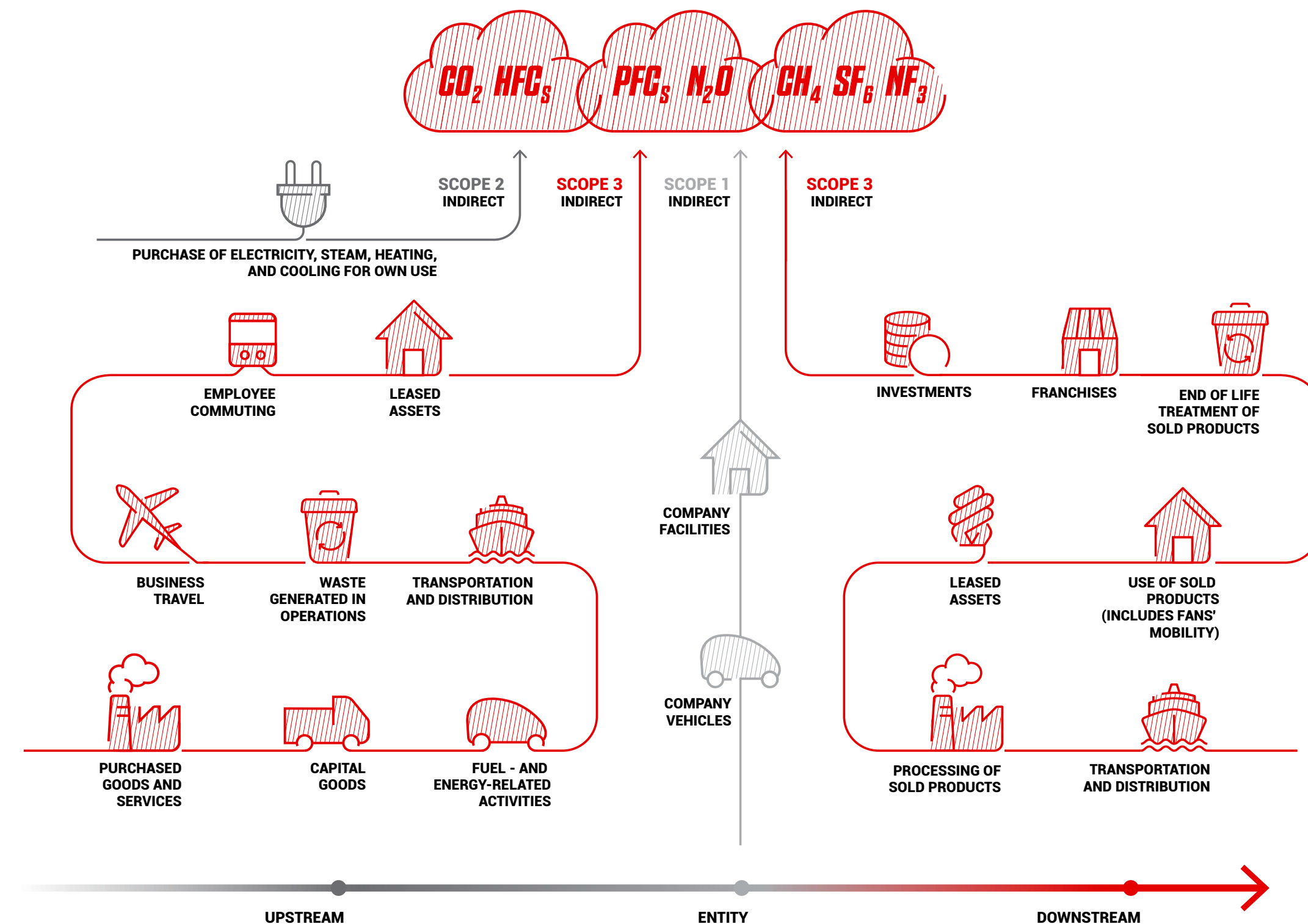


FIGURE 1 - Overview of the GHG Protocol Scopes (Source: GHG Protocol)

CO₂ – CARBON DIOXIDE, CH₄ – METHANE, N₂O – NITROUS OXIDE, HFC_s – HYDROFLUOROCARBONS, PFC_s – PERFLUOROCARBONS, SF₆ – SULFUR HEXAFLUORIDE, NF₃ – NITROGEN TRIFLUORIDE

INITIATIVES AND ACTIONS HIGHLIGHTS

THE PEOPLE WHO MAKE THE CLUB



SATISFACTION ASSESSMENT

99,7% of employees participated in performance evaluations and 100% of employees are covered by health and safety systems.



TUTORING PROGRAMME

There are 80 resident athletes at Benfica Campus with 24/7 tutoring and a school success rate above 90%.



ESCOLA PAIS DE ALTA COMPETIÇÃO

We have 370 participants involved in the "Escola Pais de Alta Competição" (High Performance Parents' School).

DID YOU KNOW...

IN THE 2024/2025 SEASON, BENFICA LAUNCHED THE "BENFICA WAY" PROJECT TO IMPROVE THE EXPERIENCE OF ITS OWN EMPLOYEES, WHO WORK EVERY DAY TO IMPROVE THE CLUB?

THIS PROJECT AIMS TO ATTRACT, ENGAGE AND RETAIN TALENT, SHOWING THAT BENFICA IS COMMITTED TO VALUING ITS OWN PEOPLE.

BENFICA HAS 1 076 EMPLOYEES FROM 39 DIFFERENT NATIONALITIES (INCLUDING TECHNICAL TEAMS AND ATHLETES)?

THIS SHOWS OUR GLOBAL TALENT AND THE SCALE OF OUR OPERATIONS. BENFICA ALWAYS PLAYS AT HOME.

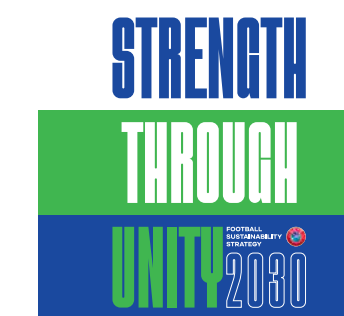
DURING THE 2024/2025 SEASON, BENFICA CAMPUS HAD 80 RESIDENT ATHLETES?

98% OF BENFICA CAMPUS RESIDENTS SUCCESSFULLY COMPLETED THEIR ACADEMIC COMMITMENTS.

ALIGNMENT OF THE STRATEGY WITH INTERNATIONAL COMMITMENTS



SUSTAINABLE DEVELOPMENT GOALS



UEFA POLICIES



WIN AWAY INFLUENCE CHANGE, TOGHETER

**LEADING AND INFLUENCING SUSTAINABLE
CHOICES, WITH OUR PARTNERS AND SUPPLIERS**

THE FOUNDATION

This pillar stems from the awareness that Benfica's impact goes beyond its organisational boundaries. We recognize the opportunity to use our influence to drive positive change across our value chain, with a special focus on the business relationships we establish. From material selection to working conditions, we aim to be enablers of sustainable initiatives that involve our partners and suppliers.

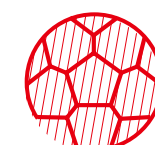
THE AMBITION

Lead and influence sustainable choices in our business relationships, promoting responsible practices with partners and suppliers.

THE FOCUS

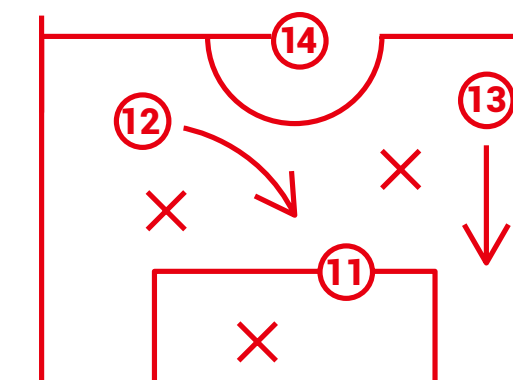
Promote responsible business practices and sustainable choices with our partners and suppliers, and collaborate on initiatives that reduce environmental impact, improve accessibility and inclusion, and strengthen social responsibility in the sports sector.

FOCUS

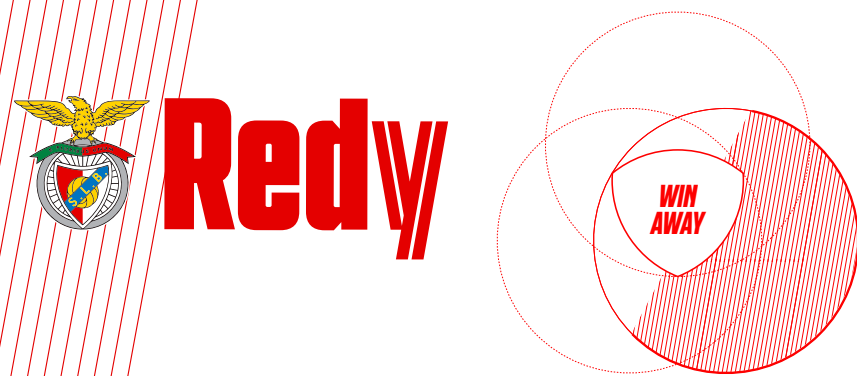


· PARTNERS
· SUPPLIERS

KEY TOPICS



- 11** PLASTIC AND FOOD WASTE
- 12** VALUE CHAIN CONDITIONS
- 13** MERCHANDISING
- 14** BUSINESS CONDUCT



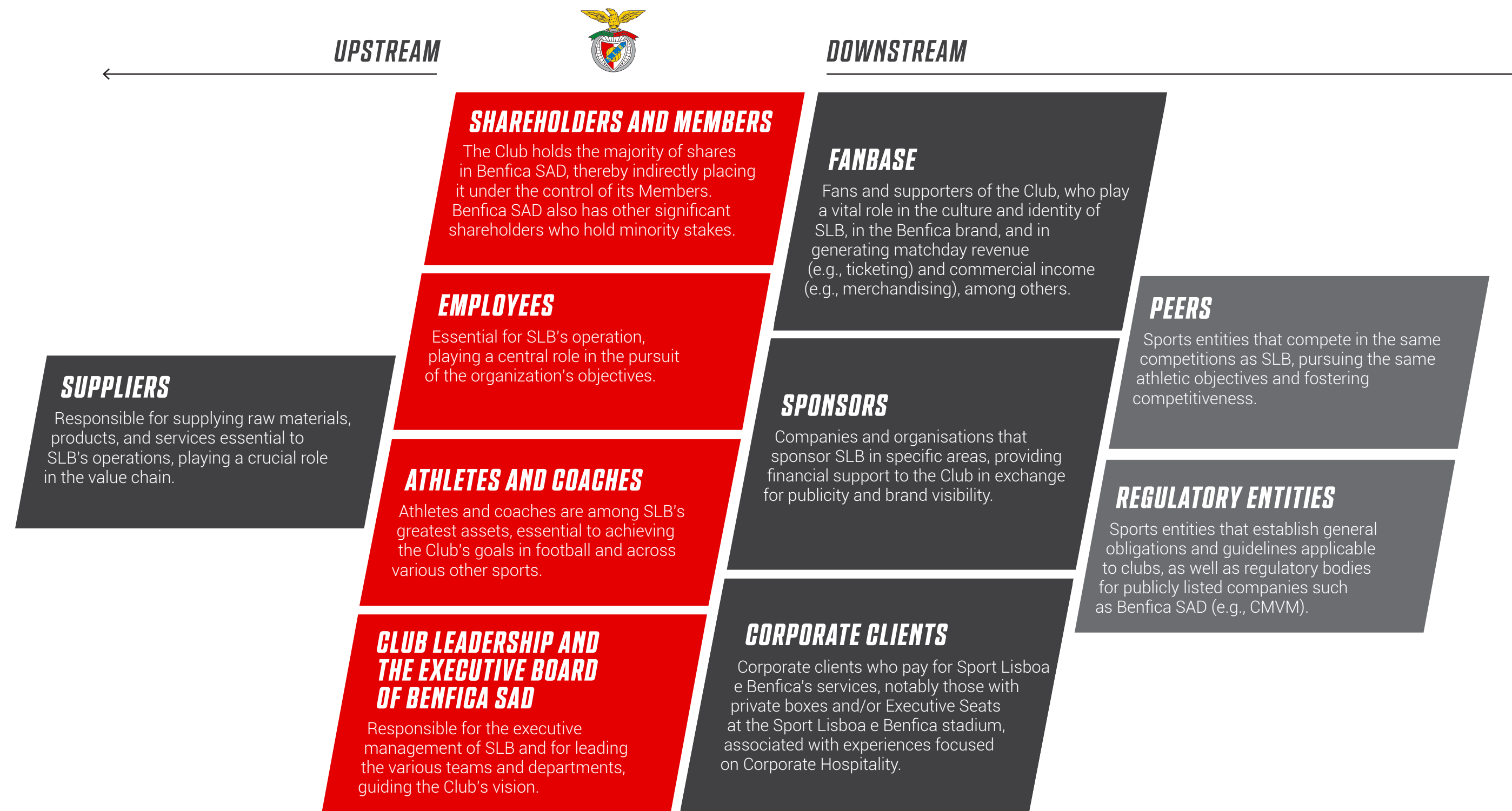
TOGETHER WITH THOSE WHO WALK BY OUR SIDE, WE CAN AMPLIFY IMPACT ON SOCIETY

Redy is an ambitious and transformative project, born from Benfica's desire to maximize its impact on society. But this is not a path we want to pursue alone.

Our **partners and suppliers** are key players in our value chain and essential to the impact we generate. We recognize the role of these stakeholders who walk by our side and want to support them in achieving their own sustainability commitments and goals.

Our ambition is for them to do it **TOGETHER** with Benfica.

VALUE CHAIN STRUCTURE SPORT LISBOA E BENFICA'S (SLB) VALUE CHAIN



74%

OF SLB MEMBERS AND FANS ASSIGN MORE CREDIBILITY TO ACTIONS CARRIED OUT BY THE CLUB THAN TO THOSE OF OTHER INSTITUTIONS (57,7%), SHOWING THAT THEY SEE BENFICA AS HAVING THE CREDIBILITY NEEDED TO EFFECT A POSITIVE IMPACT THROUGH SUSTAINABILITY INITIATIVES IN SOCIETY.

INITIATIVES AND ACTIONS HIGHLIGHTS

ACTIVE PARTICIPATION IN THE CSRD WORKING GROUP
OF THE **EUROPEAN FOOTBALL CLUBS (EFC)**,
FORMERLY KNOWN AS EUROPEAN
CLUB ASSOCIATION (ECA) - WHERE
WE DISCUSS AND INTERACT WITH OTHER CLUBS
ABOUT THE NEW SUSTAINABILITY REPORTING
REQUIREMENTS IN THE SPORTS SECTOR



THE HEART
OF FOOTBALL



GAIA PRETNER

HEAD OF SUSTAINABILITY, EUROPEAN FOOTBALL CLUBS

GAIA PRETNER, HEAD OF SUSTAINABILITY, EFC, HIGHLIGHTED BENFICA'S ROLE IN ESG LEADERSHIP IN EUROPEAN FOOTBALL: "WE ARE DELIGHTED TO SEE SPORT LISBOA E BENFICA PUBLISH ITS FIRST SUSTAINABILITY REPORT, MARKING AN IMPORTANT MILESTONE IN THE CLUB'S JOURNEY. BENFICA HAS LONG BEEN AN ACTIVE AND VALUED MEMBER OF THE ECA FAMILY, AND THEIR COMMITMENT TO SUSTAINABILITY REFLECTS THE STRONG COLLABORATION WE HAVE FOSTERED TOGETHER IN THIS FIELD. HAVING A CLUB OF BENFICA'S SIZE, HERITAGE AND GLOBAL INFLUENCE TAKE SUCH A DECISIVE STEP FURTHER STRENGTHENS THE COLLECTIVE EFFORT ACROSS EUROPEAN FOOTBALL TO ADVANCE ESG PRINCIPLES. THEIR ACTIVE ROLE WITHIN OUR CSRD TASK FORCE DEMONSTRATES LEADERSHIP AND SETS A POWERFUL EXAMPLE TO THE WIDER FOOTBALL COMMUNITY ON THE IMPORTANCE OF TRANSPARENCY, ACCOUNTABILITY AND SUSTAINABLE GROWTH."

**JOINING GRACE – EMPRESAS RESPONSÁVEIS,
WITH THE SIGNING OF THE CHARTER OF PRINCIPLES
ON MARCH 4, 2024.**



**PARTICIPATION IN THE EUROPEAN PROJECT "BENCHES",
WHICH PROMOTES NATURE-BASED SOLUTIONS
AND GOOD ENVIRONMENTAL PRACTICES IN SPORTS.
ANALYSIS CARRIED OUT ON THE CLUB'S INFRASTRUCTURE
AND ITS CONNECTION TO SENSITIVE ECOSYSTEMS.**



INITIATIVES AND ACTIONS HIGHLIGHTS



COLLECTION OF USED COOKING OILS (UCO) AND CONVERSION INTO BIODEGRADABLE DETERGENTS,

in partnership with EcoX – the company that won the 3rd edition of the SME EnterPRIZE award | European Sustainability Award for SMEs in 2025. In the 2024/2025 season, we collected a total of **4 485 litres of UCO** produced in our Food & Beverage operations.



PARTNERSHIP WITH REFOOD

Donation of surplus food from events. In the 2024/2025 season, more than 5 700 kilograms of food were donated.

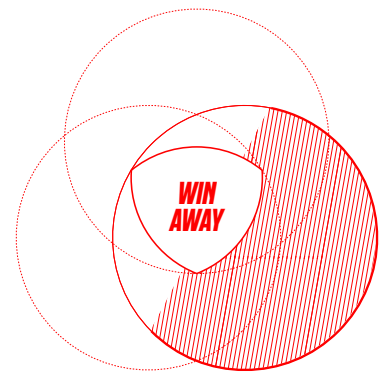


DELIVERIES WITHIN NATIONAL TERRITORY FROM THE ONLINE STORE, USING ELECTRIC VEHICLES,

in partnership with DPD, **Dynamic Parcel Distribution**, through its **Green Delivery system**. This measure aims to reduce CO₂ emissions, improve energy efficiency, and support the transition to a greener logistics model.



Redy



DID YOU KNOW...

UEFA DEVELOPED ITS SUSTAINABILITY STRATEGY FOR FOOTBALL, “STRENGTH THROUGH UNITY”, BASED ON A SET OF 11 POLICIES, 7 OF WHICH RELATED TO HUMAN RIGHTS AND 4 TO THE ENVIRONMENT?

BENFICA INCORPORATES ALL THE POLICIES RECOMMENDED BY UEFA INTO ITS SUSTAINABILITY STRATEGY.



MICHELE UVA

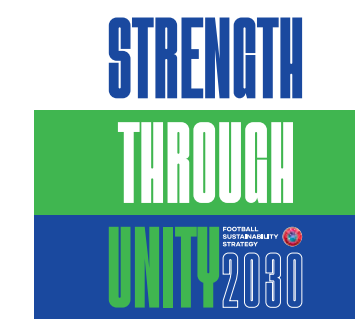
UEFA EXECUTIVE DIRECTOR - S&E SUSTAINABILITY
AND UEFA OFFICIAL DELEGATE FOR EURO 2032

*SUSTAINABILITY IN FOOTBALL IS GAINING STRUCTURE AND AMBITION. **MICHELE UVA, UEFA’S EXECUTIVE DIRECTOR FOR SUSTAINABILITY**, HIGHLIGHTS HOW BENFICA IS LEADING BY EXAMPLE — AND INSPIRING THE INDUSTRY: “SUSTAINABILITY IS, TODAY, INDISPUTABLY, ONE OF THE MOST RELEVANT AND CROSS-CUTTING DIMENSIONS IN SOCIETY. IN FOOTBALL, PROGRESS IS EVIDENT AND INCREASINGLY STRUCTURED. UEFA’S STRENGTH THROUGH UNITY 2030 STRATEGY SETS OUT AN AMBITIOUS YET REALISTIC PATH, WITH WELL-DEFINED PRIORITIES THAT SERVE AS A COMMON FOUNDATION FOR THE ENTIRE SECTOR. THIS IS EFFORT SEEKS TO INSPIRE, ACTIVATE, AND ACCELERATE THE JOINT ACTION OF FEDERATIONS, LEAGUES, AND CLUBS, ENCOURAGING THEM TO CREATE THEIR OWN SUSTAINABILITY STRATEGIES AND GOALS, MOBILIZING NOT ONLY FOOTBALL FANS BUT ALSO CITIZENS IN GENERAL. WITH THIS NEW STEP IN ITS SUSTAINABILITY COMMITMENT, SPORT LISBOA E BENFICA DEMONSTRATES HOW CLUBS CAN LEAD BY EXAMPLE, USING THEIR RESOURCES AND SCALE TO DRIVE CHANGES WITH A SIGNIFICANT POSITIVE IMPACT ON SOCIETY.”*

ALIGNMENT OF THE STRATEGY WITH INTERNATIONAL COMMITMENTS



SUSTAINABLE DEVELOPMENT GOALS



UEFA POLICIES



WIN FOR
MANY

AMPLIFY
OUR IMPACT

POSITIVELY IMPACTING OUR MEMBERS,
FANS AND COMMUNITIES

THE FOUNDATION

This pillar represents the culmination of Benfica’s sustainability strategy, where the work carried out in the previous pillars translates into a positive impact amplified by the actions of our membership base. We recognize the Club’s unique power to inspire and mobilize millions of people, promoting conscious choices, healthy lifestyles, and the fight against social inequalities and hate speech in sports. The Benfica Foundation is an essential pillar on this path, bringing the transformative power of sport to vulnerable communities and ensuring it is accessible to all.

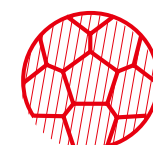
THE AMBITION

Positively impact our Members, fans and communities, mobilizing them to be active agents of sustainable transformation.

THE FOCUS

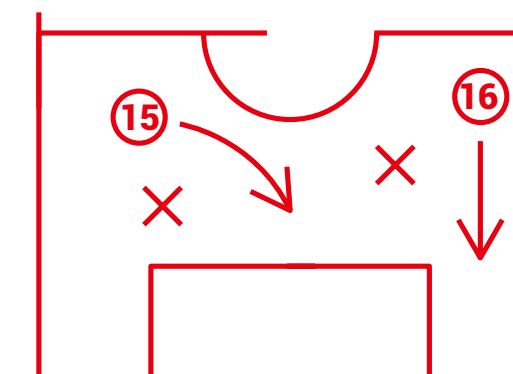
Mobilizing Members, fans and communities to adopt sustainable behaviours, promote inclusion and equity through sport, and use our platform to raise awareness and inspire positive change in society.

FOCUS



- MEMBERS
- FANS
- COMMUNITIES

KEY TOPICS



-  15 COMMUNICATION AND AWARENESS
-  16 COMMUNITY IMPACT

INITIATIVES AND ACTIONS HIGHLIGHTS

2 SUSTAINABILITY SURVEYS CONDUCTED AMONG MEMBERS AND FANS

We sought to understand the travel habits and preferences when attending matches, a key step in calculating the Club's carbon footprint and identifying the biggest challenges and opportunities on matchdays.

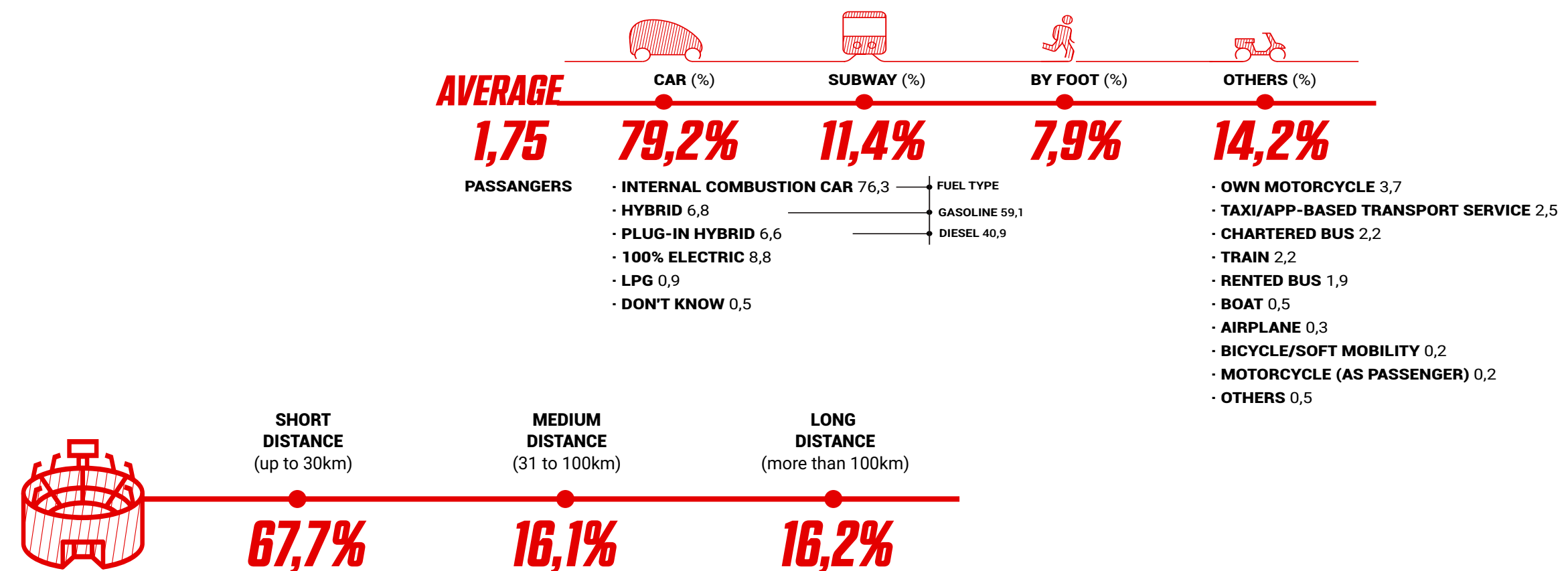
AND

We gathered opinions and insights on sustainability to understand what Members and fans think about the topic and how Benfica should act.

DID YOU KNOW...

IN THE 2024/2025 SEASON, BENFICA WANTED TO UNDERSTAND HOW FANS TRAVEL TO MATCHES – TO CALCULATE THE EMISSIONS REFERRED TO IN THE “WIN AT HOME” PILLAR.

WE FOUND THAT AROUND 79% OF MEMBERS AND FANS TRAVEL BY CAR, AND MOST STILL USE COMBUSTION VEHICLES.



RESULT? MOST OF THE CARBON FOOTPRINT EMISSIONS COME FROM THESE TRIPS — AROUND 955 TONNES OF CO₂ PER MATCH. IT'S UP TO US TO CHANGE THE GAME BEYOND THE PITCH, AND THAT'S WHY WE'RE WORKING TO ENSURE OUR MEMBERS AND FANS HAVE BETTER ALTERNATIVES FOR THEIR TRAVEL TO THE STADIUM. BECAUSE TOGETHER, WE ALSO WIN FOR THE PLANET.

INITIATIVES AND
ACTIONS HIGHLIGHTS



PARA TI SE NÃO FALTARES!
(FOR YOU IF YOU'RE NOT ABSENT!)

95,9% success rate in the school program that promotes education through sports, with over 6 000 young people involved.



COMMUNITY CHAMPIONS LEAGUE

In 2024, it mobilized 150 young people across 11 parishes in Lisbon, with the support of 405 partners. A total of 51 matches, 58 community actions, and 6 workshops were held, directly impacting around 3 900 people.



KIDFUN

Education for values that has already benefited more than 155 000 children.



ADAPTED FOOTBALL
AND WALKING FOOTBALL

with 142 young people with disabilities and active seniors.

INITIATIVES AND ACTIONS HIGHLIGHTS



SHOW RACISM THE RED CARD

Structured program to combat racism and other forms of discrimination.



WELCOME THROUGH FOOTBALL

Project developed at a European level to strengthen the integration of refugees through Sport.

DID YOU KNOW...

THE BENFICA FOUNDATION HAS ALREADY IMPACTED MORE THAN 352 THOUSAND PEOPLE SINCE ITS CREATION?

WINNING AT BENFICA IS NOT JUST ON THE PITCH, IT'S ALSO ABOUT TRANSFORMING LIVES AND COMMUNITIES.



"I GREW UP IN SOCIAL HOUSING, AND THE BENFICA FOUNDATION WAS THE LIGHT THAT CHANGED MY PATH. IT GAVE ME OPPORTUNITIES, SUPPORT, AND MOTIVATION TO BELIEVE IN MYSELF. TODAY I'M AN ATHLETE AT A GREAT CLUB, AND I CARRY ETERNAL GRATITUDE FOR HAVING BEEN GIVEN A HELPING HAND WHEN I NEEDED IT MOST!"

JANICE SILVA

FUTSAL ATHLETE AT SPORT LISBOA E BENFICA

INITIATIVES AND ACTIONS HIGHLIGHTS



CORRIDA BENFICA – ANTÓNIO LEITÃO (BENFICA RACE) WITH OVER 13 000 PARTICIPANTS

This initiative further reinforces the role of Sport Lisboa e Benfica as one of the main promoters of sports practice and community engagement at a national level.



DID YOU KNOW...

THERE ARE 298 CASAS DO BENFICA (BENFICA HOUSES) SPREAD ACROSS PORTUGAL AND AROUND THE WORLD?

OF THESE, 54 ARE INTERNATIONAL, AND TOGETHER THEY BRING TOGETHER MORE THAN 45 000 MEMBERS OF THE BENFICA HOUSES, STRENGTHENING THE CLUB'S GLOBAL PRESENCE.

CASAS DO BENFICA (BENFICA HOUSES) ARE MUCH MORE THAN MEETING POINTS.

THEY ARE TRUE CENTRES FOR ATHLETIC AND COMMUNITY ACTIVITY.

THEY PROMOTE MORE THAN 40 DIFFERENT SPORTS AND INVOLVE MORE THAN 22 000 ATHLETES, BECOMING AN ESSENTIAL DRIVER OF ECLECTICISM AND THE SOCIAL MISSION OF SPORT LISBOA E BENFICA.

ALIGNMENT OF THE STRATEGY WITH INTERNATIONAL COMMITMENTS



SUSTAINABLE DEVELOPMENT GOALS

3

GOOD HEALTH AND WELL-BEING



4

QUALITY EDUCATION



5

GENDER EQUALITY



8

DECENT WORK AND ECONOMIC GROWTH



10

REDUCED INEQUALITIES



11

SUSTAINABLE CITIES AND COMMUNITIES



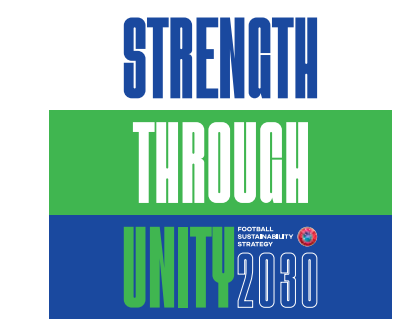
13

CLIMATE ACTION



16

PEACE, JUSTICE AND STRONG INSTITUTIONS



UEFA POLICIES

ANTI-RACISM



CHILD & YOUTH PROTECTION



EQUALITY & INCLUSION



FOOTBALL FOR ALL ABILITIES



HEALTH & WELL-BEING



REFUGEE SUPPORT

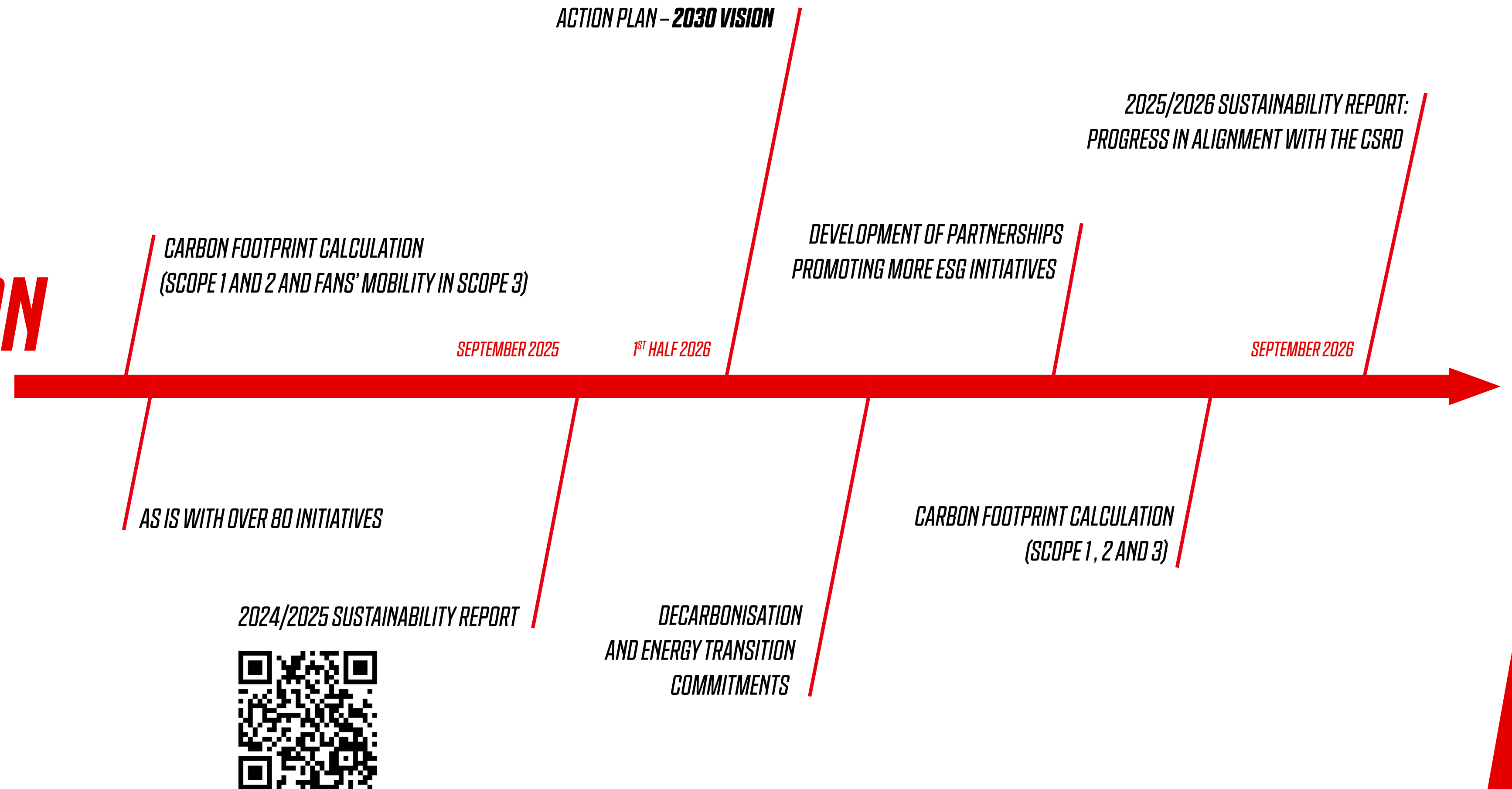


CLIMATE & ADVOCACY



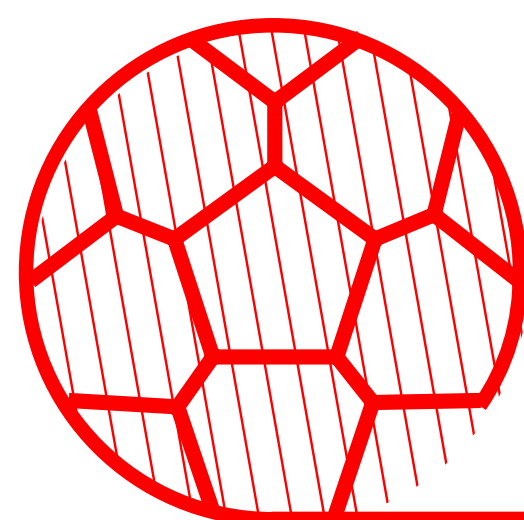
STRATEGY IMPLEMENTATION ACTION PLAN

OUR SUSTAINABILITY STRATEGY WILL BE MATERIALIZED THROUGH AN **ACTION PLAN** THAT WILL INCLUDE INITIATIVES, RESPONSIBILITIES, METRICS AND SPECIFIC OBJECTIVES FOR EACH PILLAR. THIS ACTION PLAN, EMBEDDED IN THE **2030 VISION**, IS CURRENTLY UNDER DEVELOPMENT AND WILL BE FINALIZED DURING THE 2025/2026 SEASON.



BE **Redy** LIVE **Redy** ACT **Redy**

***TO ACT WITH
PURPOSE
TO THINK
DIFFERENTLY
TO LEAD WITH
INTEGRITY***



*WE WANT TO DEMONSTRATE,
WITH THIS COMMITMENT
TO SUSTAINABILITY,
THAT SPORT LISBOA E BENFICA
CAN BE SUCCESSFUL ON THE FIELD
AND, AT THE SAME TIME, A DRIVER OF
POSITIVE CHANGE IN SOCIETY.*

***AT BENFICA, WINNING
GOES BEYOND TROPHIES
– IT MEANS CREATING
LASTING VALUE FOR ALL
OUR STAKEHOLDERS
AND FOR FUTURE
GENERATIONS.***

***WIN
IN ALL
FIELDS
TOGETHER***



Redy

SUSTAINABILITY IN SPORT LISBOA E BENFICA 2024/2025