



SOCIAL IMPACT REPORT

SEASON
2023/'24

FRANK PAAUW



Football has always held a special place in my heart. As a young boy, I stood on the field, mesmerized by the magic of the game. That passion has never faded. Even now, I still love kicking a ball around on Sundays. But today, as President of the KNVB, I witness every day that football is so much more than just a game—it is a unifying force, a source of inspiration, and a driver of social change.

When I first started, football was simply played on Saturdays and Sundays. What I find truly remarkable is how the sport has become increasingly accessible. Everyone can find their place in football, whether through deaf football, CP football, or the European Amputee Football Championship. From breathtaking goals at the Futsal World Cup to walking football, and the incredible performances of our men's and women's teams at major tournaments—football is for everyone, regardless of background. That is what makes it so beautiful and so important in our society.

With great pride, the KNVB presents its first-ever Social Impact Report for the 2023/2024 season. This report is more than just a document; it is a milestone that demonstrates how football contributes to a stronger, healthier, and more inclusive society. It reflects our ambition to look beyond results on the pitch. Together with our partners, we are committed to a sport that opens doors, creates opportunities, and brings people together.

As the largest sports federation in the Netherlands—with over 1.2 million members and nearly 10 million football fans—we embrace our responsibility to drive positive change. This impact report showcases how we do this through concrete initiatives in health, sustainability, and inclusivity. From the unparalleled solidarity of Oranje fans in Dortmund during the EURO 2024 semi-final to successful programs like "Our Football Belongs to Everyone" and "WorldCoaches"—football makes a difference, both on and off the field.

Our 2022-2026 strategy is clear: we harness football as a powerful tool for social progress. This report not only highlights our achievements but reinforces our determination to go even further. Because football has the power to unite, to inspire, and to make the world a better place.

I warmly invite you to explore this report and see for yourself how we are making an impact together. Football is more than just a sport—it is the Netherlands' largest social network, a big football family. Together, we create a positive impact on society.

OUR FOOTBALL COLORS THE WORLD ORANGE!

FRANK PAAUW
PRESIDENT, KNVB



FOREWORD

Football brings people from all kinds of backgrounds, social classes, and personalities together. On the pitch, on the sidelines, and in the clubhouse. There are few places in society where such a diverse group of people meet as around a football pitch. Where a truck driver can stand alongside a surgeon on the field. Where young people connect with children outside their familiar bubble and learn to respect one another. In football, you don't always have to agree or see the world the same way; but when the ball is in play, everyone is on the same page.

OUR FOOTBALL COLORS THE WORLD ORANGE

Orange unites us. It is our color, our DNA, our symbol. We are the largest sports federation in The Netherlands, with over 1.2 million members. Every week, hundreds of thousands of volunteers and millions of fans enjoy the game. Together with our partners, we create social impact. Our ambitions extend beyond the Netherlands. Football has the power to make a difference in creating a better world. Through our football, we color the world orange.

VISIBLE SOCIAL IMPACT

In our strategic plan for 2022/'26, we have set the ambition to make football's social impact more visible. Football contributes to society, both in The Netherlands and internationally. It is a powerful tool for social connection. Politics and society are increasingly embracing and utilizing football as a force for good. Football directly and indirectly supports key themes such as health, inclusivity, and sustainability. Our ambition goes beyond sporting achievements. Winning is important, but our role as a driver of positive social change is just as valuable. This deserves even greater visibility. That is why we are now introducing the KNVB Social Impact Report 2023/'24.



SUSTAINABLE DEVELOPMENT GOALS



FOOTBALL FOR THE GOALS

Football for the Goals (FFTG) is a United Nations initiative. The goal is to involve the football community in the Sustainable Development Goals (SDGs), the 17 social themes established by the UN. The KNVB has been a member since April 2024. FFTG participants raise awareness of the SDGs and demonstrate that football can take action on relevant social issues. By participating, the KNVB showcases its social value and works on important global themes. We focus on the following themes: health, inclusivity, and sustainability. This is how we make our impact visible, recognizable, and measurable.

HEALTH

Football inspires millions of Dutch people to get moving, providing relaxation and fun. Football brings people together and plays a crucial role in both mental and physical health. Football activates people.

INCLUSIVITY

Football connects. Along the sidelines, in the stands, and in the clubhouse. As soon as the ball starts rolling, differences fade away. However, societal problems like racism and discrimination also become visible. A small group can set the tone, whether positive or negative. Discriminatory chants are unacceptable. Football can combat this because it brings people together.

SUSTAINABILITY

Football fosters unity around societal issues. Few sports are as accessible and representative of society. To keep football accessible, we invest in sustainability. More than 30% of club costs are energy expenses. By going green, we keep costs low. This way, football remains accessible, affordable, and uniting.



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SOCIAL PARTNERS



MARIANNE VAN LEEUVEN



"FOOTBALL IS NOT THE ANSWER TO ALL CHALLENGES, BUT IT IS A UNIQUE PLATFORM WHERE EVERYONE CAN MEET. A PLACE WHERE DIFFERENCES FADE, AND TOGETHERNESS, TALENT, RESPECT, AND FUN ARE PRIORITIZED."

As the Director of Professional Football at the KNVB, I am proud of our first Social Impact Report. This report is a testament to the immense social impact of football in The Netherlands. Football is more than a sport: it is the heart of our society, with nearly 10 million football fans and a deeply rooted cultural significance.

Our ambition goes beyond just sporting achievements. Of course, we want to win. But we also want to be proud of what we have done to bring about positive social change. We want to harness the power of football for positive social connections. Whether it's promoting unity, creating safe and welcoming stadiums, or working on a sustainable and future-proof sport – football has the unique ability to bring people together.

Football is not the answer to all challenges, but it is a unique platform where everyone can meet. A place where differences fade, and togetherness, talent, respect, and fun are prioritized. EURO 2024 last summer was a beautiful example of unity. For the semi-final in Dortmund, as many as 100,000 Dutch supporters gathered. That is exactly what we aim for. With our football, we literally color the world orange! We cheer together, we feel disappointed together, and we cherish beautiful football memories. On average, 10 million football fans spend as much as 11.6 hours per week on football.

For many, football is an important aspect of their life. In a world full of worries and challenges, football provides a rare moment of meeting, fun, and relaxation. This report showcases initiatives in the areas of health, sustainability, and inclusivity, where we use football's uniting power to benefit society. From programs like 'Our Football is for Everyone' against racism and any form of discrimination, to our international program 'WorldCoaches'. We are proud of the steps we are taking, but we also know that our journey is far from over.

The social impact of football is enormous. Perhaps there is no greater uniting force in The Netherlands than football. This needs to be made even more visible. Football is a crucial part of social and business life in many villages and cities. With over 160,000 participants in 306 social programs of 34 professional football clubs, which are focused on health, connection, and sustainability, the impact is immense. In the 2023/'24 season, this impact was further enhanced by an investment of 9 million euros in various programs.

Do you hear about it enough? Not yet. We will change that. Among other things, with a wonderful series of stories about special friendships in football: 'Friends of Football'. Also, with the campaign 'Celebrate Football'! And now also with this Social Impact Report. We want to take time every year to reflect on the beautiful initiatives from the past season. From health and sustainability to inclusivity, this report shows how football strengthens our society and brings people together.

MARIANNE VAN LEEUVEN
PROFESSIONAL FOOTBALL DIRECTOR, KNVB



FACTS & FIGURES



The power of football goes beyond the pitch. It also acts as a catalyst for positive change in our society. Together with our partners PwC and UEFA, we map this impact with hard evidence. The PwC report 'Social Impact of Professional Football in the Netherlands' and the 'UEFA SROI model' provide compelling evidence: investing in football strengthens social ties in our country. From improved public health to increased happiness among the Dutch – the data confirms that football is more than just a sport.

This statistical foundation not only demonstrates the value of football but also helps us to contribute even more effectively to a healthy, inclusive, and sustainable Netherlands.

PROFESSIONAL FOOTBALL



2.8

BILLION EUROS CONTRIBUTION TO GDP

In collaboration with our strategic knowledge partner PwC, we have investigated social impact of professional football for the third time this season. This allows us to show its the direct and indirect contributions. Professional clubs, with over 13,000 partners in many regions and cities, are one of the key economic networks. Through 306 social projects, nearly 160,000 participants are annually reached.



9.7

MILLION FOOTBALL FANS



306

SOCIAL PROJECTS



160,000

PARTICIPANTS



11.6

HOURS OF WEEKLY VIEWING TIME



12,707

BUSINESS CONTACTS AT PROFESSIONAL FOOTBALL CLUBS



SROI UEFA

AMATEUR FOOTBALL

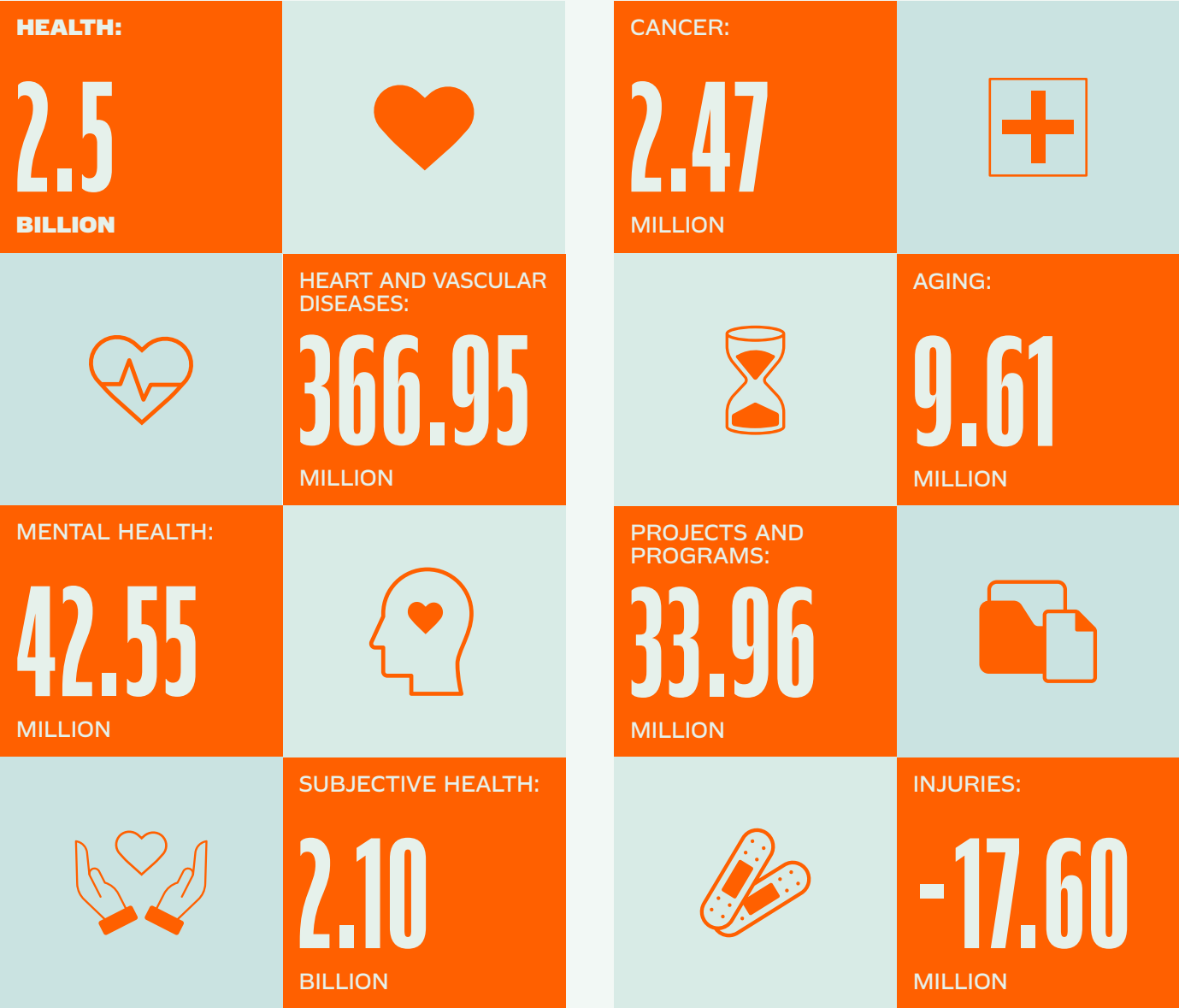
5.23 BILLION EUROS TOTAL SOCIETAL WORTH



The UEFA SROI model, developed within the UEFA GROW program, is a powerful tool to make the value of football visible and measurable. This innovative model shows how football acts as a driver for positive change in society.

Investing in football brings enormous benefits to society, such as lower healthcare expenses due to a healthier population, better opportunities in education and training, higher labor productivity, and less sick leave. Even considering the costs of possible football related injuries. The impact of football is overwhelmingly positive. The SROI model offers valuable insights to make targeted investments in sport, which contribute to solving social issues (and savings).

This model is more than just a measuring tool. Within our KNVB strategy, it is a key goal to bring the social impact of football more clearly to the forefront. By showing concretely what football contributes to important social themes, we confirm what we have always known: football enriches our society in countless ways.



01 WHAT WE DO FOR OUR FOOTBALL



TOGETHER WE COLOR THE WORLD ORANGE.

Dutch football is known worldwide for being attacking and adventurous. This mindset has brought us much success and won millions of hearts. To have a positive impact on society, we tap into our inherent creativity. We look beyond the present. With innovative and inspiring social projects, we aim to create a better future.

Every Dutch person lives about 10 minutes by bike from a football field. I dare say that we have the most densely populated football territory in the world. On a beautiful Saturday or Sunday, when you're sitting in the garden and the wind blows favorably, you hear the cheers from the nearby football fields. That sound is the heartbeat of our football.

Football is by far the largest organized sport in the Netherlands. With more than 1.2 million members and a unique network of 2,800 clubs, it is an integral part of our daily life. Every Dutch person lives approximately 1.6 km from a football club. These clubs are run by at least 400,000 tireless volunteers. Their dedication provides a significant societal contribution to health, development, and the formation of our society.

Football is beautiful. It connects ethnicities, social classes, and personalities. Give a group of people a ball and a connection is formed. From the star player who feels the weight of her team's hopes on her shoulders to the 70-year-old who is over the moon as he is congratulated by his teammates. Football unites us.

Amateur clubs play a crucial role in society; they are the places where people come together, play sports together, have fun, and learn from one another. Here, our children learn to respect each other and how to handle winning and losing. From the youngest youth to the highest divisions, football happiness can be found on our fields.

UEFA has already mapped out the social value of amateur football. Our amateur football is a unique sports and social network, with a value for society of 5.23 billion euros. Investing in amateur football can harvest billions for society by saving on healthcare costs, education, prevention, increasing labor productivity, and reducing sick leave.

For years, the KNVB has been committed, together with various partners, to societal themes such as health, inclusivity, and sustainability. From the government to social organizations and commercial partners; we work together toward a strong and resilient society. A beautiful example of this is the program 'No One Offside', in collaboration with our main sponsor ING. Through this, we support families financially so that children from less privileged families can continue playing football. You can read more about this on page 30. With 'The Green Club', we focus on the sustainability of amateur clubs, our internationals ask for attention for Breast Cancer Awareness Month, and we are fully committed to heart-safe football at every club.

I could go on. This Social Impact Report 2023/'24 is full of these beautiful initiatives that strengthen football and make society more beautiful. It is important that we show this.

JAN DIRK VAN DER ZEE
DIRECTOR OF AMATEUR FOOTBALL KNVB

"FOOTBALL IS BEAUTIFUL. IT CONNECTS ETHNICITIES, SOCIAL CLASSES, AND PERSONALITIES. GIVE A GROUP OF PEOPLE A BALL, AND A CONNECTION IS FORMED."



**JAN DIRK
VAN DER ZEE**

Sport and exercise keep us fit and healthy. By actively playing football, you get pretty far. But there are more factors that are important for promoting a healthy lifestyle. That is why we are also committed to good nutrition, a smoke-free environment, and preventive health measures.

HEALTHY SPORTS ENVIRONMENT

Our football players and fans deserve a healthy sports environment. Together with clubs, we are creating a complete canteen experience. Central to this is a responsible selection of products, but also a focus on smoking, alcohol, and the appearance and hospitality of the canteen as the club's home base. Specialists from JOGG-Teamfit support us in this. In recent years, 646 football locations have been advised, including 14 professional football clubs and 39 multi-sport clubs/sports halls. 28 football clubs have earned 54 top performance badges in various themes.

TEAMFRUIT FOR CLUBS

Together with Albert Heijn, we want to promote healthy eating and an active lifestyle among young people in football. Less than half of the children in the Netherlands meet the daily fruit norm. With 'Teamfruit', we stimulate fruit consumption among young football players. We aim to raise awareness of the importance of healthy nutrition and inspire them to make healthy choices on and off the pitch. We provide fresh fruit weekly at football clubs. This season, 10,000 Teamfruit boxes were distributed. The banner campaign on Voetbal.nl received more than 7.5 million views.

SMOKE-FREE IS HOSPITABLE

By 2025 all football clubs are smoke-free. This is a goal we have set in collaboration with NOC*NSF and the Smoke-Free Generation. This fits into a broader trend: most Dutch people believe that sports locations should be smoke-free, especially where there are many children. We conducted research this season which shows that two-thirds of clubs are already (partially) smoke-free. JOGG Teamfitcoaches guide clubs through this process and provide them with advice. Many clubs that are not yet smoke-free indicate that they have this ambition. To further support and motivate them, we are joining the campaign 'Smoke-free is hospitable', together with NOCNSF and the Smoke-Free Generation.

HEART-SAFE FOOTBALL

Every year, during the TOTO KNVB Cup Final, we highlight a societal theme or goal. In 2024, the logo of the Heart Foundation was visible on the match shirts and bathrobes of the finalists. With the 'Heart Safe Football' project, we aim to raise awareness about the importance of heart safety, CPR, and AEDs. A sudden cardiac arrest is the third leading cause of death in Europe, occurring annually in 1 in 1,000 people. To save a life, CPR is crucial, and every second counts.

Currently, 89% of clubs have an AED, but only 55% of these are always accessible. Also, less than half of clubs have someone who can perform CPR. Together with the Heart Foundation, we offer a personalized CPR course and demonstrate how an AED works. This way, members and volunteers can not only perform life-saving actions at clubs but also in the neighborhood, at home, or at work. 11 clubs and 58 individuals have participated in the CPR course.

ORANJE TEAMS TAKE CPR COURSE

Some of our 'Oranje' teams took a CPR course this season. In November 2023, UEFA launched the 'Get trained, save lives' campaign, designed to raise awareness among players and fans about the importance of CPR. Before the Dutch men's national team left for EURO 2024 in Germany, the players took a CPR course with the Dutch Resuscitation Council. The same was done by the 'Oranje' under-19 women's team during their preparation for the UEFA European Championship in Lithuania. At the KNVB Campus, they worked with great interest and effort. During EURO 2024, more than 35,000 football fans, including Dutch fans, in various fan zones took part in a shortened CPR course.

10,000 EURO FOR NOURI FOUNDATION

During the first edition of the KNVB Futsal Cup in April 2024, the Nouri Foundation was embraced as a social partner. Through this, we made both social and financial impact. The entire proceeds from ticket sales went to the Nouri Foundation's work: a sum of 10,000 euros. The Nouri Foundation was established in 2022 and focuses on placing AEDs and raising awareness about heart safety. The foundation was created after talented Ajax player and youth international Abdelhak Nouri suffered a cardiac arrest and permanent brain damage during a friendly match in 2017 at the age of 20.



ORANGE FOR PINK

Around the Nations League match against Scotland in October 2023, the Dutch women's national team raised awareness for Breast Cancer Awareness Month. 'Oranje' wore a Pink Ribbon on their chest in and around the stadium. The message about self-checking for breast cancer was also spread online and in the stadium under the slogan 'Orange for Pink'. This initiative was launched a year ago by Kim Blewanus, physiotherapist for 'Oranje', and her sister Eva, physiotherapist at Ajax. Both had personal experience with the disease. In the Netherlands, one in seven women is diagnosed with breast cancer. Through the action by the 'Oranje' women's team, we reach a large audience.

"WHEN I WAS DIAGNOSED WITH BREAST CANCER, I REALIZED THAT MANY PEOPLE DIDN'T KNOW THAT THE DISEASE CAN ALSO AFFECT YOUNG WOMEN. EVEN THE ORANJE PLAYERS NEEDED MORE INFORMATION."

KIM BLEWANUS
PHYSIOTHERAPIST ORANJE

"IT AFFECTS OUR TEAM TOO. EVERYONE WILL EXPERIENCE IT DIRECTLY OR INDIRECTLY. WE THINK IT'S IMPORTANT TO USE OUR PLATFORM TO SHARE THIS MESSAGE WITH OUR FEMALE FANS."

DANIËLLE VAN DE DONK
INTERNATIONAL ORANJE



SKIN CANCER PREVENTION

It is of course wonderful to be on the football field on a beautiful sunny day. At the same time, we recognize the danger of UV radiation. Together with our partner La Roche-Posay, we want to raise awareness among football players, coaches, parents, and fans about the need for proper sun protection. Under the slogan: "wear-clothes-apply." By signing the sun covenant, we commit to preventing skin cancer. This season, we placed sun protection poles at 30 football clubs in the Netherlands. This has an estimated reach of ± 20,000 members, plus all the fans associated with the football field. In total, 100,000 sunscreen applications took place.

INCLUSIVITY



FC MOOISTE CONTACT

The elderly can continue playing football for a lifetime with Walking Football, a special form of football. They stay physically fit and maintain social contacts, which is very important given the growing lack of social connections among the elderly. On average, 5,000 to 7,000 elderly individuals enjoy their weekly football moments at 450 local amateur clubs. FC Mooiste Contact – a collaboration between KNVB and KPN Mooiste Contact Fund – works together with the National Foundation for Elderly to promote social contact among seniors, using Walking Football as a tool. This season, 12 amateur clubs set up new teams, with an average of 30 members per club. Last year, the FC Mooiste Contact Cup was held at the KNVB Campus in Zeist, with 150 elderly participants.

KNVB PARTICIPATES IN THE CANAL PARADE

During the Canal Parade, organizations and individuals promoting the acceptance of LGBTQ+ in the Netherlands sail along the Amsterdam canals. The sports world joined in August 2023, with KNVB participating on the boat of NOC*NSF alongside 17 other sports associations. At our invitation, the John Blankenstein Foundation, the Anne Frank Foundation, and LGBTQ+ supporters' groups attended. Members of the Commission Mijns and several Member of the supervisory board were also part of the KNVB delegation. This sent a powerful message that everyone in our football world can be themselves, regardless of sexual orientation.



OUR FOOTBALL IS FOR EVERYONE

FOOTBALL IS NEVER PLAYED AND EXPERIENCED ALONE.

Exclusion goes against this core value of football, which is why combating racism and discrimination is our top priority. Since 2020, we have been working with the 'Ons Voetbal Is Van Iedereen' (Our Football Is For Everyone, OVIVI) program in collaboration with the Dutch government.

81%

OF FOOTBALL FANS BELIEVE THAT DISCRIMINATION IS ALWAYS UNACCEPTABLE AND INDEFENSIBLE BEHAVIOR.

84%

OF FOOTBALL FANS THINK IT'S IMPORTANT THAT FOOTBALL SHOWS IT DOES NOT ACCEPT DISCRIMINATION.

FOLLOW-UP PLAN OVIVI 2025

Since 2020, many new steps have been taken, and existing measures have been strengthened. However, combating racism and discrimination requires long-term effort. In September 2023, we organized a conference where involved parties and speakers from the domestic and foreign sphere shared their knowledge. During this conference, we also launched our follow-up plan for OVIVI. This new plan, which runs at least until 2025, consists of 22 components divided into four interrelated action lines (as detailed alongside).

01.

PREVENTION

02.

SIGNALING

03.

SANCTION

04.

WORKING TOGETHER

OVIVI CONFERENCE

At our conference, we set the tone for the second phase of OVIVI: in recent years, a toolbox has been created to better address misbehavior, and significant investments have been made in awareness-building. The next step is to get everyone more actively involved, as discrimination is best fought together. Concrete progress has been made on all components. So far, 400 clubs have utilized the OVIVI training offer, which helps football clubs become more inclusive and learn to deal with diversity. We have also laid the groundwork for a campaign focused on changing the behavior of bystanders. We want to increase their willingness to act.

400

ASSOCIATIONS USE THE OVIVI TRAINING OFFER

300

ASSOCIATIONS OWN A DISCRIMINATION = POINTLESS PACKAGE



"WE SHOW THAT EVERYONE BELONGS AND THAT TOGETHER WE SEND A MESSAGE AGAINST DISCRIMINATION AND EXCLUSION. THERE ARE FEW PLACES IN SOCIETY WHERE SO MANY DIFFERENT PEOPLE AND BACKGROUNDS COME TOGETHER LIKE THEY DO IN A FOOTBALL CLUB."

HOUSSIN BEZZAI
MANAGER OF OUR FOOTBALL IS FOR EVERYONE

BEST PRACTICES

For inspiration, three 'best practices' were highlighted on the international day against racism and discrimination in March 2024. This concerned two amateur clubs, SV Venray and SCPB '22. These clubs have implemented progressive approaches to help all members feel truly at home, with the added benefit of attracting more volunteers and sponsors. The third video highlighted FC Den Bosch. The chants during the match against Excelsior in 2019 were the direct trigger for OVIVI, but FC Den Bosch has been very active since then. Their story is powerful, demonstrating how they have led a transformation and now contribute to making Den Bosch a better place.

NEW TECHNOLOGY

New technology can play a role in addressing discriminatory chants and identifying the perpetrators. Before OVIVI began, such technology did not exist. We involved the business sector through a 'challenge'. The state attorney explored the possibilities within the privacy law framework. As a result, a promising pilot project was launched in various stadiums during the 2023/'24 season, which has now been extended for the next season.

NO ONE OFFSIDE

450

CLUBS PARTICIPATE IN NO ONE OFFSIDE

50,000

MEMBERS RECEIVE FINANCIAL ASSISTANCE

INFORMATION IN

3

LANGUAGES

EVERY CLUB HAS

1

(OR MORE)

FINANCIAL CONTACT PERSON

One in 11 children grows up in poverty. Playing football at a club, like their friends do, is not a given for these children. This might be because their parents can't afford the membership fee or can't buy clothes and shoes. As a result, these children sometimes unintentionally find themselves on the sideline.

With the 'No One Offside' program, we want to help parents get their children into football, even if there are no available finances for it at the moment. There are various local arrangements that can help in these cases, but they are not always well-known to members and clubs. Through our program, we offer information in an accessible way and try to reach as many people as possible.

FINANCIAL CONTACT PERSON

Parents can use the 'VoorzieningenWijzer' online to find out what arrangements are available in their municipality and how to apply for them. If this doesn't work, they can also reach out to a financial contact person. Many football clubs have a financial contact person who can help guide you. They will help you in an accessible, confidential manner to navigate through the existing arrangements and answer any questions you may have. Of course, this person will help you confidentially.

SECOND SEASON

The 'No One Offside' program started in 2022. In the first season, 275 clubs joined. This season, the number of participating clubs has increased, and now 450 clubs are actively involved. Thanks to their efforts, this season we can provide financial assistance to more than 50,000 young members. This allows young footballers to participate in society without falling behind.

Clubs also benefit from the program. When children have to cancel their membership due to financial difficulties, helping them might allow them to retain members. Through 'No One Offside,' we also inform potential members that they can start playing football with the existing arrangements, despite their financial concerns. This is beneficial to the club's membership numbers.



OUR PARTNER ING

For 'No One Offside', we work together with ING, SchuldenlabNL, VoorzieningenWijzer, and NSR (Dutch Debt Assistance Route) to present all the arrangements clearly. ING's involvement in our football program is deeply rooted, as shown below.

SPONSOR SINCE

1996

MAIN SPONSOR OF THE KNVB AND SHIRT
SPONSOR OF ALL REPRESENTATIVE TEAMS
SINCE

2010

Above all, ING truly wants to support Dutch football. This is why, as our main sponsor, ING is fully committed to amateur football in the Netherlands and embraces the 'No One Offside' program. Every child should be able to dream of playing for 'Oranje', even when money is tight. ING has appointed a national coordinator to assist clubs in guiding their financial contact persons, often volunteers within the club. Through a brief online training, they will become familiar with all the possibilities. Don't have a volunteer yet? Even then, you can still participate in 'No One Offside,' and ING will help you find one.

"EVERY CHILD SHOULD BE ABLE TO DREAM OF ORANJE,
EVEN WHEN THERE IS NO MONEY."

ESTHER DE WITTE
PARTNERSHIP MANAGER,
SOCIAL RESPONSIBILITY

"IT WAS AMAZING TO WEAR THE 'ORANJE' SHIRT. IT FELT LIKE I WAS NOW PART OF THE DUTCH FOOTBALL HISTORY."

YELISIEI KORCHIKOV
UNITY CUP PLAYER



UNITY CUP CONNECTS REFUGEES WITH FELLOW CITIZENS

Football has the power to build bridges and connect people. In 2022, UEFA, in collaboration with the UN Refugee Agency (UNHCR), initiated the Unity EURO Cup. The KNVB values this initiative, in cooperation with UNHCR Netherlands and Foundation Life Goals. Therefore, The Netherlands is participating for the second time. To form the selection, a number of selection days were organized. Throughout the country, amateur clubs opened their doors to bring together over 400 refugees and locals. This was followed by an afternoon at the KNVB Campus in Zeist, where KNVB coach René van Rijswijk selected 12 players for the Unity EURO Cup.



KNVB IFTAR

The Netherlands has nearly one million Muslims, many of whom are involved in football as players, volunteers, or supporters. The KNVB Iftar is an example of how football culturally enriches the community. On the final day of the KNVB Futsal Cup, we organized an iftar for invited guests. Just after sunset, they sat down for the traditional meal that Muslims eat during the fasting month of Ramadan. For many, this was a special day, especially since Easter and Ramadan coincided on the same day. The iftar was one of the sport-social activities organized during the KNVB Futsal Cup at the Topsportcentrum Rotterdam.

SV VENRAY WINS MVP AWARD 2023

Amateur club SV Venray won the MVP Award. This annual prize, named after honorary member Michael van Praag, is awarded to an individual or collective that has contributed to inclusion, accessibility, and diversity in football. SV Venray is the only football club in the Limburg municipality of Venray, which has 30,000 residents, around 20% of whom have a migration background. The club strives to be inclusive and better engage players and parents from diverse cultural backgrounds. By listening to each other and building connections, they created new energy. This approach not only benefited their own club but can be copied and implemented by other clubs as well.

COACHES ON TOUR 2023

During 'Coaches on Tour,' G-football players, who take part in a league for physically and mentally disabled people, are coached for an afternoon by professional football coaches. This long-standing tradition celebrated its 30th edition this year. The G-footballers played the match in the shirt of the professional club where their one-time coach works or wore the national orange shirt. In September 2023, trainers from all 34 Dutch professional football clubs and 2 national teams acted as guest coaches for G-teams. This event took place at six locations across the country. Together with CBV, Fonds Gehandicaptensport, and BSBV, we reached a total of 533 G-football players and 51 G-football teams. 'Coaches on Tour' once again proved to be a beautiful event that promotes inclusion and puts adaptive football on the map.

SCHOOL FOOTBALL FOR SPECIAL EDUCATION

In the 2022/'23 school year, we introduced KNVB School Football for special education. This allows schools in special education to participate in the biggest and most fun school sports tournament in the Netherlands. The tournament is for 'cluster 3 schools,' and teams could register in the Under-12 and Under-14 categories. In the first season, 250 children participated. This season, the number has almost quadrupled to 980 participants. About 100 teams from different locations enjoyed a wonderful football day, thanks to our partners Albert Heijn and Fonds Gehandicaptensport. KNVB School Football has now become a highlight of the school year for these children.

FIRST EUROPEAN CHAMPIONSHIP FOR DUTCH AMPUTEE TEAM (MEN)

Almost every footballer dreams of playing for 'Oranje' one day. How amazing is it to represent your country at a European or World Cup? Players with disabilities also have that dream. For some adapted football formats, this is already possible. Those 'Oranje' Para-football teams represent The Netherlands on international tournaments and can, just like any regular team, become European or World Champion. The men's Dutch Amputee Football Team experienced a milestone this season. In June, the men's team, coached by Adri van Ingen, participated in their first European Championship. They finished 9th in France. The Dutch Amputee Football Team was sent by the Amputee Football Foundation, with support from the KNVB.



GIJS DE JONG



KNVB'S GLOBAL MISSION THROUGH WORLDCOACHES

Football unites people across every corner of the world. Through our WorldCoaches program, the KNVB trains local coaches in communities and villages worldwide who inspire and guide children both on and off the pitch.

We firmly believe that every young footballer deserves access to quality coaching – a WorldCoach who can make a difference in their lives. Anyone with passion for football and the right mindset can become a WorldCoach – from physical education teachers to former professional players, regardless of gender.

The KNVB's mission is to take football to a higher level while making a positive impact on society. We aim to color the world orange through our positive values that bring people together around the joy of football.

Football's true power lies in its ability to transform lives beyond the pitch. Through our WorldCoaches program, we've seen how a single trained coach can inspire entire communities, giving children not just football skills, but life skills. When I visit these programs and see the pride in a coach's eyes or the joy of children playing, I'm reminded why I do this work. For 15 years, we've been creating a global network of changemakers who use the beautiful game to build stronger, more resilient communities. This isn't just about developing football – it's about developing human potential.

For 15 years, we have celebrated the power of football through our WorldCoaches program. While enhancing football development globally, this initiative also strengthens relationships in strategically important regions across the world. By training coaches in their home countries, we empower them to serve as both skilled trainers and role models within their communities.

The program provides people with opportunities for meaningful action in their own countries and local environments, while simultaneously creating valuable prospects for the Netherlands in international trade, cooperation, and diplomacy.

Through WorldCoaches, we don't just develop football – we help build stronger communities and create lasting positive change in people's lives around the globe.

GIJS DE JONG
SECRETARY-GENERAL KNVB



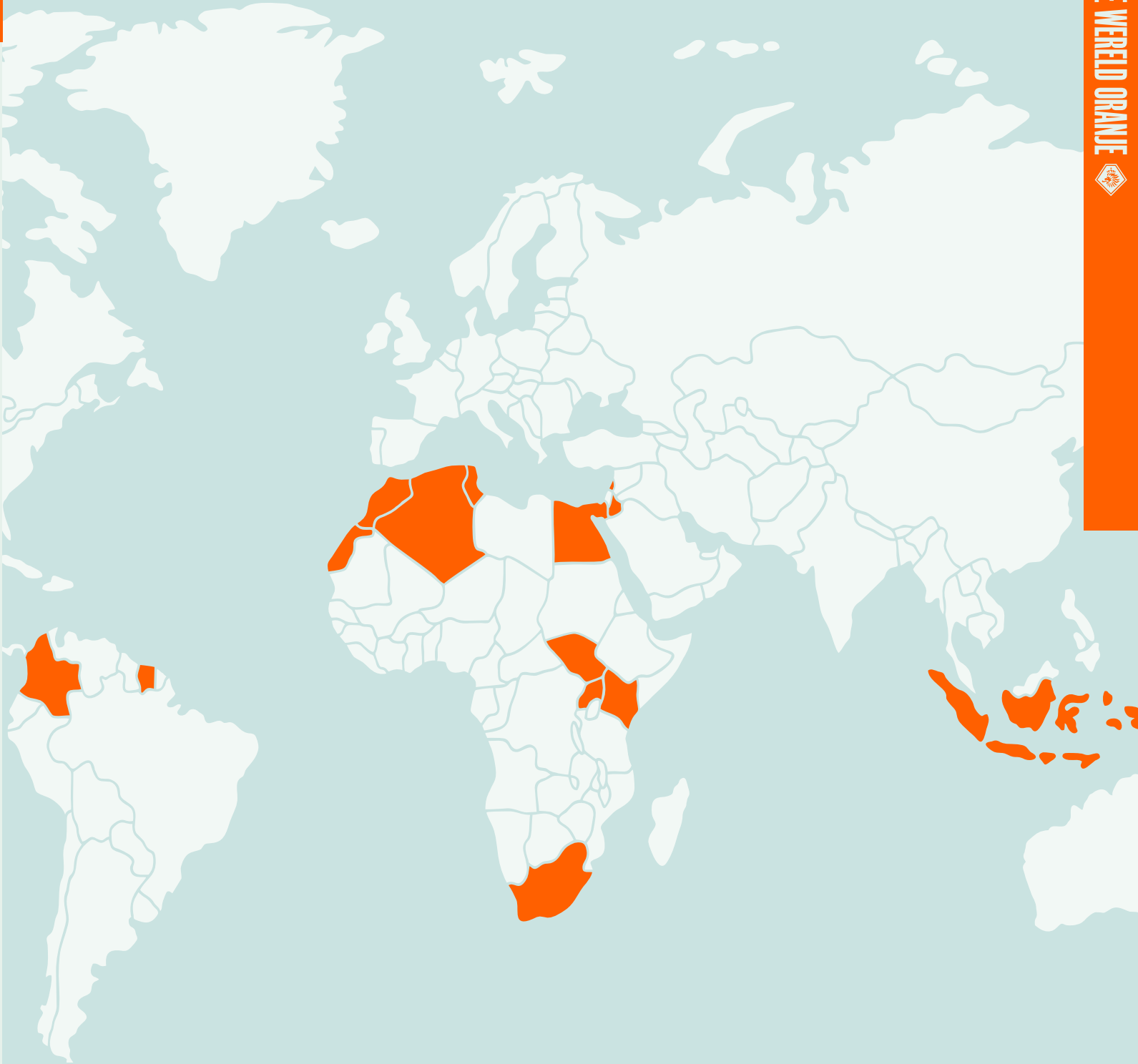
KNVB WORLD COACHES [1/2]

WE TRAIN COACHES WORLDWIDE

Every child deserves a good coach, a WorldCoach. This season, we focused on activities within the two main programs of WorldCoaches: Sport for Development and Shiraka. On average, KNVB WorldCoaches offers over one course per week.

IN 12 COUNTRIES, WE TRAINED 58 COACHES WHO REACHED A TOTAL OF 34,315 CHILDREN REGULARLY.

In every country where we operate, we discuss with local partners (often NGOs) and WorldCoaches what the biggest societal challenges are. We use football and life skills activities to address these issues, helping young people become more resilient. In Indonesia, for example, we focus on reducing (sexual) violence by men and boys against women by educating boys at a young age about this topic. In Uganda, we work with a technical school, where participants not only complete the WorldCoaches course but also learn a practical skill, which prepares them to enter the job market. Thus, we aim to contribute positively and improve the situation for vulnerable groups in each country.



KNVB WORLD COACHES [2/2]

WE TRAIN COACHES WORLDWIDE



ROLE MODELS IN THEIR OWN SOCIAL ENVIRONMENT

We started the WorldCoaches program in 2009 based on our social responsibility towards the global football family. The program is based on KNVB's extensive international experience in coaching and education. Football unites, everywhere in the world. We train coaches so they can function as trainers and role models in their immediate social environment. The coaches are trained in such a way that they can organize football activities and guide and inspire youth on three central themes: personal development, health, and social cohesion. They do this by recognizing life skills in their training sessions, such as managing emotions and creative thinking, helping their players develop these skills.

SPECIAL ATTENTION FOR GIRLS AND WOMEN

In our program, we pay special attention to training women and coaching girls. In many contexts where we operate, it is not self-evident for women and girls to play football. By training female coaches, we help break this stigma. Moreover, we give girls the chance to be trained by well-trained female coaches.

- **292 WOMEN TRAINED**
- **OUR TRAINED COACHES REACH 10,172 GIRLS**

SHIRAKA

6

COUNTRIES: MOROCCO, ALGERIA, TUNISIA, EGYPT, LEBANON, JORDAN

OVER

64%

OF THE COACHES SHOW SIGNIFICANT GROWTH IN PROFESSIONAL SKILLS

This program also uses football to develop young people's professional skills. During WorldCoaches courses, young people learn important professional skills like critical thinking, presenting, and working systematically. In addition to regular activities, we also offer thematic workshops to increase their chances of finding a job.

Research by Utrecht University shows that more than 64% of participants experience significant growth in their professional skill development. Many examples exist of young people who found work after participating in the program or started their own social enterprises, for example by establishing their own football academy, through which they can generate income.

SUSTAINABLE MODEL

Through our years of investment, we have trained various WorldCoaches around the world to become local (co-)trainers. This contributes to a sustainable model where local trainers (help) teach the courses, are real role models for the new participants, and can continue the WorldCoaches philosophy without the involvement of KNVB trainers. For example, in Kenya, Martha Karimi and Francis Kimanzi started training coaches from the refugee and host communities in Kalobeyei, Kenya.

"THIS IS REALLY A BEAUTIFUL PROJECT TO GIVE LESS FORTUNATE CHILDREN THE CHANCE TO DEVELOP THEMSELVES THROUGH FOOTBALL TRAINING."

TEVFIK CEYAR
INTERNATIONAL ORANJE FUTSAL



AZERION WOMEN'S EREDIVISIE

The Azerion Women's Eredivisie is a strong platform for social impact. The competition serves as an example for young girls so that they can dream of becoming anything they want to be. It must become 'normal' that everyone has equal opportunities. Our ambition: by 2040, the current generation of girls will be an equal player in every position, both on and off the field. Based on a theory of change, we have determined which programs contribute to working towards our ambition and dream. We focus on the individual, the social environment, and societal structures. To place the topic of equality more firmly on the agenda, we organized the Captains Dinner at the Rijksmuseum in the week of International Women's Day, together with ING. In the Gallery of Honor, all the captains of the clubs from the Azerion Women's Eredivisie, as well as a broad group of captains from outside football, gathered.



TALENTED FEMALE COACHES

With 'Coachplan Netherlands,' we bring talented female coaches into the spotlight. We support them in three ways: through tailored guidance, group meetings, and the trainers' scholarship. With this last initiative, we help talented female coaches overcome the financial barrier to participating in (expensive) follow-up training courses. ING, our partner, has made 200,000 euros available for the period 2020-2024. With the aim of training 400 women in various football technical roles in amateur football over these four years.

KNVB EXPERTISE

KNVB Expertise is the knowledge center of Dutch professional football. We connect professional football clubs (BVOs) through our activities and encourage them, among other things, to develop further socially and become even more valuable. This season, we have initiated our own social initiatives for professional football. We also contributed to actions from the KNVB, ECV, and CED.



MEASURING IMPACT

We organized various meetings where the topic of social impact was highlighted. One of the meetings was entirely focused on the social impact of professional football clubs. During the 'Partnerships of the Future' meeting, clubs, in collaboration with Impact Agency, were guided through the process of measuring impact, the interaction between financial and societal returns, and the shaping of (future) partnerships.

KNOWLEDGE CONGRESS

Our annual Knowledge Congress inspires clubs on various topics, including social impact. For example, the previous edition featured a session focused on the societal involvement of clubs in collaboration with Teamplayers. In the upcoming edition, various speakers will be invited to discuss this topic.

RESEARCH

In the annual surveys, clubs, supporters, and partners are asked for their opinions on various topics related to the professional football club in question. This year, the theme of social impact and sustainability was emphasized and explored in greater depth among the respondents.

SAFE SOCIAL CLIMATE

In an important step towards a safer and more inclusive football climate, we have added the 'Safe Social Climate' label to the licensing requirements for professional football.

The certification, developed by Kiwa, helps clubs combat inappropriate behavior, racism, and discrimination. The Eredivisie already started with this in the 2022/2023 season, and the Keuken Kampioen Divisie followed in the 2023/2024 season.



SUSTAINABILITY

We all have a responsibility to keep our world inhabitable. New generations deserve a clean, fair, and sustainable future. The football world also has its responsibility to take on. We are happy to embrace this role by limiting our transport flows and helping our amateur clubs implement green measures.

KNVB GO

More than 1.2 million footballers travel weekly to one of the 33,000 matches. In amateur football, we cover 303 million kilometers each year, resulting in 40,645 tons of CO₂ emissions per season. KNVB GO, in collaboration with partners Volkswagen and the Ministry of Infrastructure and Water Management, is committed to reducing both the number of kilometers travelled and the emissions per kilometer. We do this by optimizing the match schedule in amateur football, so teams play as much as possible in their local area – without compromising the level of the competitions. By analyzing travel distances and match locations each season, we continue to make improvements and closely monitor the effectiveness of these measures. We also actively encourage teams and supporters to carpool and bike more often.

VOLLE BAK!

Through Volle Bak! we encourage fans to travel together to 'Oranje' matches. Through the Slingerapp, fans attending a match can connect with each other and share rides. In amateur football, players can use the Voetbal.nl app's carpool feature to easily set up carpools for their teams.

SLINGER®

Slinger® is a widget that allows fans to share rides. KNVB Expertise developed this tool this season in collaboration with Slinger. Drivers who want to go to a match at the same time can be paired with each other to share their ride. We connect fans, promote sustainable travel, and reduce CO₂ emissions. Slinger® was launched with a collective kick-off and has received follow-up actions at the club level.



THE GREEN CLUB

FULL CLUB TREASURY, LOWER GREENHOUSE GAS EMISSIONS

The Green Club helps amateur clubs reduce their ecological footprint and lower their costs. With rising energy prices, sustainability is no longer an option but a necessity. By supporting clubs with sustainable solutions, we are building a strong and sustainable future for Dutch amateur football.

THE GREEN CLUB THIS SEASON

677

PARTICIPATING CLUBS.

THEY INVESTED

€ 21,571,556.07

IN SUSTAINABLE MEASURES.

THEY SAVE

3,943,090

KG OF CO2 ANNUALLY.

NO LONGER AN OPTION, BUT A NECESSITY.

Sustainability is no longer an option but a necessity. Rising energy costs are putting pressure on amateur clubs. The Green Club was founded in 2018. Together with our partners Mitsubishi Electric, Revolt, Klimaatroute, and ING, we are working to make clubs financially future proof so that they can contribute not only to a better climate but also to keeping the sport affordable. By supporting clubs with sustainable solutions, we are building a strong and sustainable future for Dutch amateur football. We actively encourage teams and supporters to carpool and bike more often.

36%

OF SPORTS ADMINISTRATORS CONSIDER ENERGY COSTS A MAJOR CONCERN

GLOBAL WARMING AVERAGE 1.1°C

In 2023, the IPCC reported that the earth has already warmed by an average of 1.1°C due to greenhouse gas emissions. The consequences are visible and urgent worldwide: melting ice caps, rising sea levels, and increasingly extreme weather conditions. The need for action is growing rapidly, also in the Netherlands, with direct effects on the sports sector. Extreme heat and heavy rainfall pose not only health risks to athletes but can also cause damage to fields, buildings, and other infrastructure.

RIISING COSTS ARE A MAJOR CONCERN

In addition to the impact on the game itself, the football world is already feeling the rising costs of energy, waste, and water. Research by the Mulier Institute shows that 36% of sports administrators consider energy costs a major concern, a sharp increase from 19% in 2022. According to forecasts from The Green Club, these costs could increase by 60% by 2030 without measures. Urgent action is needed to keep football accessible and affordable for everyone.

THE GREEN CLUB WEEKS

5

MEETINGS

- BEILEN
- BORNE
- HEILOO
- SCHIEDAM
- TILBURG

>300

PARTICIPATING CLUBS

70

CLUBS JOINT THE COLLECTIVE GREEN ENERGY PURCHASES

3

GIVEAWAYS

For the second consecutive year, the KNVB and Mitsubishi Electric organized 'The Green Club Weeks,' focusing on the sustainability of sports clubs. During these weeks, we organized meetings on sustainability at six clubs, spread across the Netherlands. Key topics included joint energy procurement, the ban on single-use plastics, advice on reducing gas bills, and subsidies.

In addition to the information sessions, a contribution for the installation of a Revolt charging station was raffled among the more than 300 participating clubs. Moreover, during the Green Club Weeks, there was a larger prize competition where three clubs had the chance to win the installation of a Mitsubishi Electric heat pump. In this way, we promote sustainability not only by sharing knowledge but also by enabling concrete measures that contribute to lower CO₂ emissions and a financially healthy future for sports clubs.



"WE SEE THAT CLUBS ARE EMBRACING THE GREEN IDEA, 677 FOOTBALL CLUBS ARE NOW PART OF THE GREEN CLUB AND HAVE HAD A BASELINE MEASURE CONDUCTED AT THEIR CLUB."

TIM HOFMAN
KNVB PROGRAM MANAGER SUSTAINABILITY

THIS IS WHAT WE DO

01.

RESEARCH: We conduct research to map out problem areas and make forecasts on expected costs.

02.

INSPIRE: We organize pilot projects and share successful stories of comparable amateur football clubs.

03.

MENTORING: We inform clubs via webinars, thematic conferences, and toolkits. We provide personalized advice and organize collective purchasing processes.

02 WHAT WE DO FOR OUR ORGANIZATION



OPPORTUNITIES AND SPACE FOR EVERYONE

We want to work toward a better world. This means we must also examine our own organization. We strive for an open KNVB where everyone is welcome and given opportunities. We offer room for learning, discovering, and achieving great results together with colleagues. Together, we color the world orange.



FIT FOR THE JOB

We believe it is important that our employees are mentally and physically fit. Fit for the job. We encourage this through our extensive lifestyle program. Healthy living starts with healthy eating. That's why fruit is available at all three of our work locations at any time of the day.

MOVEMENT ON THE CAMPUS

In many ways, we inspire our colleagues to get moving. We make use of our sports facilities at the campus in Zeist, such as the gym in the VMC and the two padel courts. Weekly sports classes (boxing, spinning, and core stability) are offered, and there is a joint futsal hour. The annual Lifestyle Cup for all KNVB staff has become a tradition. This season, we also organized an internal padel and field football tournament. Lunch walkers can increase their step count outdoors in the forest using specially mapped routes. During work hours, all employees are allowed to exercise twice a week. Colleagues in Zwolle and Eindhoven are entitled to a monthly financial contribution towards their gym memberships.

MORE WOMEN IN TOP POSITIONS

Good and inclusive decisions are made when different backgrounds, expertise, and experiences come together. We want talented men and women in the top of our organization and in key positions. In March 2024, we signed the 'Talent to the Top' Charter. By doing so, we commit to an independent monitor that evaluates our diversity and inclusion policy. We will gain insights into the effectiveness of our D&I activities. We can also rely on subject matter expertise and programs to help us achieve our 2030 goals.



KNVB CAMPUS

The KNVB Campus is the football heart of the Netherlands. A green and inspiring environment where top sports, recreational sports, and innovation come together. In 2023, Utrecht University independently researched the social added value of the campus, according to the Theory of Change method. The results show that our workplace is a motivating foundation that contributes to several SDGs.

HEALTH:

The campus plays a central role in promoting a healthy lifestyle. Naturally, it is a smoke-free location. The Football Medical Center supports teams and footballers in becoming fit and staying healthy.

CONNECTION:

The campus is integrated into nature. It creates a connection with the surrounding environment. It is also a meeting place for both professionals in the football world and schoolchildren from the nearby area. Various companies and startups combine forces via the innovation hub #11.

SUSTAINABILITY:

The campus can serve as a showcase in the football world for ecological sustainability.



SOCIAL

SOCIAL COLLABORATION PARTNERS



PARTNERS

PARTNERS OF FOOTBALL



DOMAIN PARTNERS



