



# SPARTA HELPS

ESG  
STRATEGY  
2030



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# SPARTA HELPS





# SPARTA HELPS

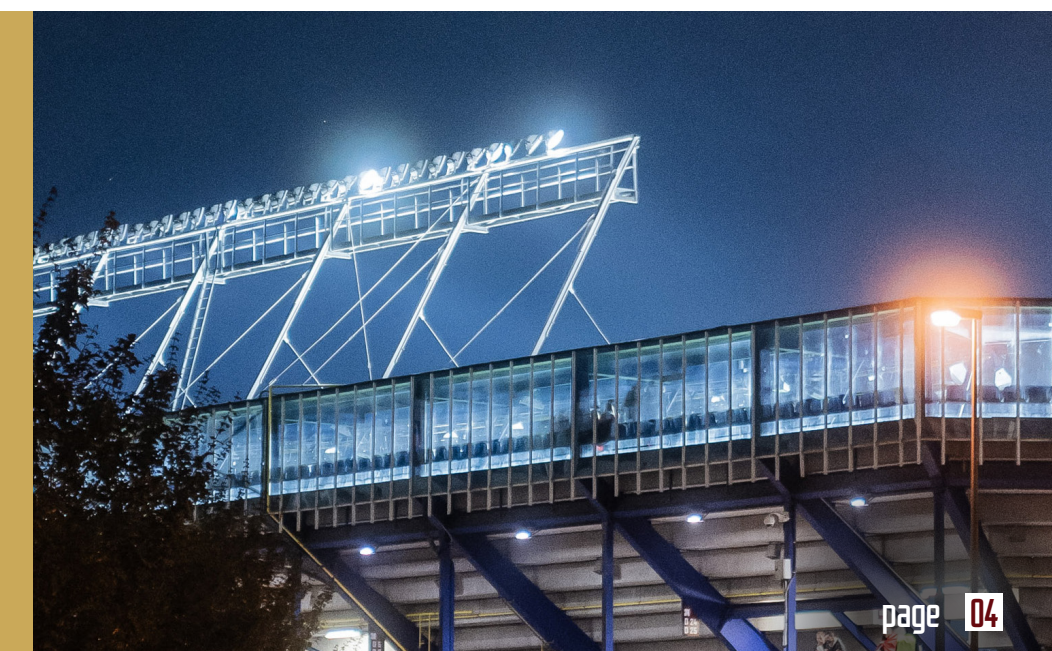
As a leading sports club, we recognise our unique position and the influence we have on the broader community of fans, business partners and society in general. With this influence comes responsibility – responsibility towards the environment, society and everyone who is part of the Sparta family.

That's why we have developed a comprehensive ESG strategy that defines our commitment to sustainability, social responsibility and good corporate governance.

We want to be a leader not only in sports, but also in a responsible approach to the environment, society and management. We believe that football has the power to inspire and bring about positive change.

Development and sustainability. Are these conflicting objectives? Can a football club develop its athletic and business activities and, at the same time, take into consideration the sustainability of its own journey? We believe it can be done.

Tomáš Křivda - *CEO AC Sparta Praha*





# E

## ENVIRONMENTAL

To reduce the environmental impact of our activities through the efficient operation of sports facilities, sustainable organisation of events and active promotion of environmental responsibility in the community.

# S

## SOCIAL

To create a healthy, safe and inclusive environment that supports the personal development of every member of the Sparta family. To actively contribute to community development and promote the values of respect, diversity and equal opportunity.

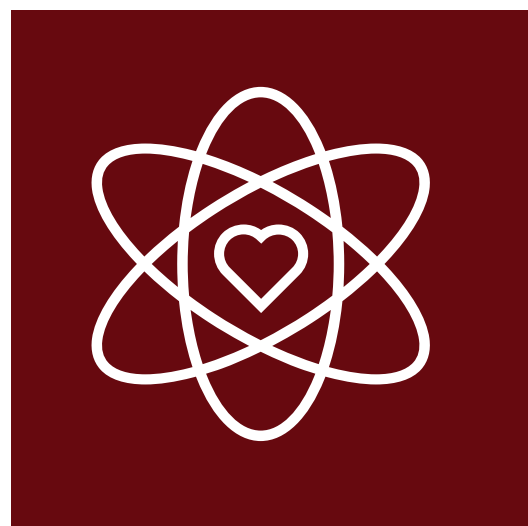
# G

## GOVERNANCE

To build a strong organisational culture based on ethical principles, transparency and club values, which are the necessary basis for responsible management of the entire club.



OUR ESG STRATEGY IS BASED ON THE "SPARTA HELPS" PRINCIPLE,  
WHICH PERMEATES ALL AREAS OF OUR WORK:



**SPARTA HELPS**  
towards a healthy  
lifestyle



**SPARTA HELPS**  
towards personal  
development



**SPARTA HELPS**  
towards  
inclusion



**SPARTA HELPS**  
towards the common  
good

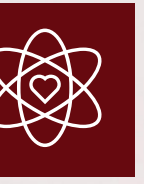


**SPARTA HELPS**  
towards environmental  
protection



**SPARTA HELPS**  
towards responsible  
management



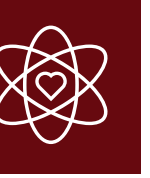


# SPARTA HELPS

towards  
a healthy life







# SPARTA HELPS

## towards a healthy life

Our goal is to be a club that actively contributes to the development of health in society on a long-term basis.

We believe that physical and mental health go hand in hand, and we promote this approach across all our activities, from working with professional athletes to projects for the general public.

With this comprehensive approach to health and sport, we are contributing to a healthier society and, at the same time, taking care of the future generations of Sparta fans.

### AMBITIONS BY 2030:

- To inspire the general public to adopt an active and healthy lifestyle.
- To increase the number of people actively engaging in sports across all age groups.
- To develop comprehensive care for the physical and mental health of the players and staff of the club.





# SPARTA HELPS

towards personal  
development







# SPARTA HELPS

## towards personal development



Our goal is to continue to create an environment that supports, as much as possible, the personal development of each member of the Sparta family, while fulfilling a sense of security and mutual respect.

Our goal is to ensure that each and every individual can fully develop their potential, from professional skills to teamwork, to practical life skills including financial literacy.

We are creating a transparent system of prevention and control that ensures a safe and professional environment for everyone in the Sparta community. With this approach, we aim to develop not only top professionals, but above all responsible individuals who represent the values of the club.

### AMBITIONS BY 2030:

- To develop methods and measures to ensure a safe and empowering environment for the athletic growth of children and youth.
- To ensure the comprehensive development of academy players with emphasis on sports, personal and professional preparation.
- To offer systematic training of club staff to promote innovation.







# SPARTA HELPS

towards inclusion







# SPARTA HELPS

towards  
inclusion

Our goal is to create an open and inclusive environment where there is no room for any form of discrimination. We actively promote the zero tolerance approach towards racism and work systematically to eliminate negative behaviours that could harm individuals as well as the reputation of the organisation.

We support diversity in all its forms – whether it is racial diversity or equality regardless of gender, age, religion or sexual orientation.

We create conditions for the inclusion of everyone in the football community, including people with disabilities, both in an active and passive manner.

We actively promote the values of respect and equality through educational programmes, internships and awareness-raising activities.

We believe that football has the power to bring people together regardless of their differences and can be an agent of positive social change.

## AMBITIONS BY 2030:

To achieve zero incidents of racist behaviour within the club's activities.

To increase equal opportunities and greater inclusion for people with disabilities and all other groups regardless of gender, age, religion or other differences in the football community.







# SPARTA HELPS

towards  
the common good







# SPARTA HELPS

## towards the common good

Our goal is to actively support the development of local communities and help those in need.

Through the AC Sparta Praha Foundation, which is a key instrument for supporting the needy, we provide targeted financial and material assistance where it is needed most, thus contributing to positive changes in the lives of people around us.

### AMBITIONS BY 2030:

- To strengthen positive relations with local communities through active dialogue and joint projects.
- To ensure systematic expansion of the activities of the AC Sparta Prague Foundation to maximise the positive social impact.







# SPARTA HELPS

towards  
environmental  
protection







# SPARTA HELPS

## towards environmental protection

Our strategic goal is to create an environmentally responsible club that reduces its negative impact on the environment.

We focus primarily on reducing emissions and waste generated by the operation of the stadium and training centres.

At the same time, we strive to increase the energy efficiency of all our facilities and to optimise water management.

Being an important part of our strategy, we also introduce a systematic approach to the sustainability of the events we organise, including setting clear criteria and subsequent monitoring.

Last but not least, we want to use our status and know-how to positively influence fans in the field of environmental protection and to actively promote the 4R (reduce, reuse, recycle, recover) concept, which encourages consumption reduction, reuse, recycling and recovery.

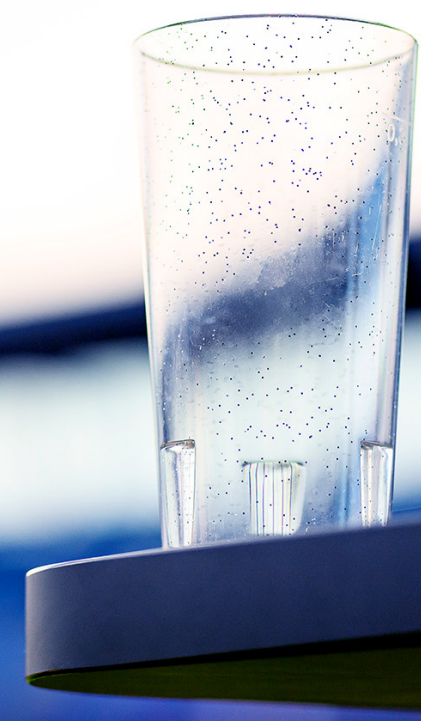


### AMBITIONS BY 2030:

To systematically reduce the club's carbon footprint in line with the decarbonisation strategy.

To ensure waste minimisation and optimisation of waste management with an emphasis on circular solutions.

To implement the low-energy stadium project as a flagship of sustainable development.





# SPARTA HELPS

towards  
responsible  
management







# SPARTA HELPS

towards responsible  
management

Our goal is to build a strong organisational culture based on clearly defined ethical principles and club values.

We want to formally anchor the principles of ethical behaviour that are already in place and which will become a binding principle for the entire club.

We emphasise active personality formation in all members of the Sparta community through shared values and their daily implementation.

This strategy also includes ensuring transparent communication about the internal workings of the club to all stakeholders.

Consistent respect for human rights across the entire value chain remains a fundamental priority, which we see as a prerequisite for the long-term sustainable and ethical functioning of the organisation.

## AMBITIONS BY 2030:

- To consistently enforce zero tolerance for human rights violations across the value chain.
- To implement a transparent and fair remuneration system based on clear rules and equal opportunity.
- To ensure systematic prevention and resolution of all reported incidents in violation of legal and internal regulations.
- To actively disseminate and strengthen club values in all areas of club activities.





# STRATEGIC GOALS





	SPARTA 360° CREATING OPTIMAL CONDITIONS FOR THE ATHLETIC GROWTH AND HEALTHY DEVELOPMENT OF PLAYERS THROUGH COMPREHENSIVE PROFESSIONAL CARE		SPARTA FOR HEALTH PROMOTING A HEALTHY LIFESTYLE AND WELL-BEING OF EMPLOYEES AND THE GENERAL PUBLIC		
SHORT-TERM GOAL (1 YEAR)	Unification of the game concept for all youth teams		Updating the OHS and fire safety documentation, including setting up regular inspections	Developing programs to support the physical and mental health of the Sparta community	
KPIs	Achieved/Not achieved		Achieved/Not achieved	<ul style="list-style-type: none"><li>Number of projects implemented during the season</li><li>Number of participants</li></ul>	
MEDIUM-TERM GOAL (2-5 YEARS)	Increasing the rate of successful integration of players from youth team rosters into the A-team	Standardisation of the health care and recovery system for all age categories of the youth academy	Extension of OHS, first aid and emergency management training beyond the scope of the minimum legal obligation for employees, coaches and co-workers in the sports environment	Increasing the number of people engaging in physical activity with a focus on the young generation	Creating a comprehensive system to promote a healthy lifestyle
KPIs	Number of players from youth teams chosen for the A-team	Achieved/Not achieved	Achieved/Not achieved	<ul style="list-style-type: none"><li>Number of new sports programmes</li><li>For different age groups</li><li>Number of participants</li></ul>	<ul style="list-style-type: none"><li>Number of projects and campaigns carried out during season</li><li>Number of participants</li><li>Impact of awareness campaigns</li></ul>
LONG-TERM GOAL (5+ YEARS)	Establishing the club as a role model in the field of comprehensive athlete care		Introduction of a comprehensive system for updating documentation and health protection training for collaborators	Systematic development of a healthy and active society	
KPIs	<ul style="list-style-type: none"><li>Number of best practices shared with other clubs</li><li>Success rate in benchmarking with European clubs</li></ul>		Achieved/Not achieved	<ul style="list-style-type: none"><li>Number of graduates of Sparta-organised projects with long-term commitment to sport</li><li>Social impact of the projects implemented</li><li>Awareness of the club's comprehensive health activities</li></ul>	





	#GrowACS SUPPORT FOR THE PERSONAL DEVELOPMENT OF PLAYERS, STAFF AND THE GENERAL PUBLIC			SPARTA SAFE ZONE CREATING A SAFE ENVIRONMENT FOR CHILDREN AND YOUNG PEOPLE IN SPORT		
SHORT-TERM GOAL (1 YEAR)	100% participation of academy players in existing training programs		Creation of a database of training activities for employees and collaborators	Definition and publication of a commitment and the club's policy towards the protection of children and adolescents	Appointment of the CYP contact person	Creating an environment for anonymous reporting of bullying or other forms of violence
KPIs	Percentage of players participating in training programs		Achieved/Not achieved	Achieved/Not achieved	Achieved/Not achieved	Achieved/Not achieved
MEDIUM-TERM GOAL (2-5 YEARS)	Preparation and implementation of educational programmes for all youth categories	Creation of a system of talent development and their professional growth within the club based on a competence model	Creation of educational programs for the Sparta community	Staff training on CYP issues	At least one project per year on the prevention of bullying and violence	Introduction of a system for the monitoring of bullying and other violent incidents
KPIs	Achieved/Not achieved	Achieved/Not achieved	Number of projects carried out Number of participants	Number of employees trained per season	<ul style="list-style-type: none"><li>• Number of projects implemented during the season</li><li>• Number of participants</li><li>• Campaign reach</li></ul>	Achieved/Not achieved
LONG-TERM GOAL (5+ YEARS)	100% participation of players in training programs in all categories of the academy	Creation of a system for sharing skills and know-how across teams to support vertical and horizontal professional development of employees	Establishing the club as a centre for personal development	Achieving zero incidents		
KPIs	Percentage of players participating in training programs	Achieved/Not achieved	<ul style="list-style-type: none"><li>• Number of projects carried out</li><li>• Number of attendees</li><li>• Social impact of the projects implemented</li><li>• Level of awareness of the club's development activities</li></ul>	Number of incidents per season		





#NOTORACISM

PROMOTING EQUALITY AND ZERO TOLERANCE OF RACISM AND DISCRIMINATION

SHORT-TERM GOAL (1 YEAR)	Definition and publication of a commitment and the club's policy with respect to combatting racism and discrimination		Establishing professional cooperation with regard to racial issues	
KPIs	Achieved/Not achieved		Achieved/Not achieved	
MEDIUM-TERM GOAL (2-5 YEARS)	Introduction of an incident reporting system for fans in the stadium	Implementation of at least one project on the prevention of racism in the football community	Development of guidelines for supporting victims of discrimination	Implementation of at least one project on the prevention of racism for club structures and parents of young players
KPIs	Achieved/Not achieved	<ul style="list-style-type: none"><li>• Number of projects implemented during the season</li><li>• Number of participants</li><li>• Campaign reach</li></ul>	Achieved/Not achieved	<ul style="list-style-type: none"><li>• Number of projects implemented during the season</li><li>• Number of participants</li></ul>
LONG-TERM GOAL (5+ YEARS)	Achieving zero incidents of racist behaviour within the club's activities			
KPIs	Number of incidents			





SPARTA WITHOUT BARRIERS

CREATING A BARRIER-FREE ENVIRONMENT AND EQUAL OPPORTUNITIES FOR ALL

SHORT-TERM GOAL (1 YEAR)	Creating and publishing the club's commitment and policy for accessibility and support for people with special needs		Monitoring and effective use of alternative fulfilment options	
KPIs	Achieved/Not achieved		Achieved/Not achieved	
MEDIUM-TERM GOAL (2-5 YEARS)	Special events for disabled fans	Supporting the involvement of visually impaired fans in the football community	Establishing cooperation with social-work enterprises within the framework of alternative fulfilment	Creating an environment and setting up internal processes for providing employment and educational opportunities for people with disabilities
KPIs	<ul style="list-style-type: none"><li>• Number of projects implemented during the season</li><li>• Number of participants</li></ul>	<ul style="list-style-type: none"><li>• Number of blind fans per match</li><li>• Number of blind fans over season</li></ul>	Achieved/Not achieved	Achieved/Not achieved
LONG-TERM GOAL (5+ YEARS)	Taking into account the needs of disabled people in the construction of the new stadium	Expanding opportunities and greater inclusion of people with disabilities in the football community	Support for the implementation of internships for people with disabilities Creation of jobs for people with disabilities	
KPIs	<ul style="list-style-type: none"><li>• AccessibAll Certification</li><li>• UEFA standards</li></ul>	<ul style="list-style-type: none"><li>• Number of events per season</li><li>• Number of disabled fans at matches</li></ul>	<ul style="list-style-type: none"><li>• Number of internships over season</li><li>• Number of positions filled</li></ul>	





SPARTA FOR ALL

PROMOTING EQUALITY AND DIVERSITY REGARDLESS OF INDIVIDUAL DIFFERENCES

SHORT-TERM GOAL (1 YEAR)	Definition and publication of a commitment and the club's policy towards equality and inclusion		Professionalisation of the women's A-team	
KPIs	Achieved/Not achieved		Achieved/Not achieved	
MEDIUM-TERM GOAL (2-5 YEARS)	Implementing projects to promote equality and inclusion in the football community	Building the brand of the women's ACS team		Building a training centre for women's and girls' teams
KPIs	<ul style="list-style-type: none"><li>• Number of projects implemented during the season</li><li>• Number of participants</li><li>• Campaign reach</li></ul>	Achieved/Not achieved		Achieved/Not achieved





	GOOD NEIGHBOUR DEVELOPMENT AND SUPPORT OF LOCAL COMMUNITY AND GOOD NEIGHBOURLY RELATIONS	WITH A SPARTA HEART PROVIDING SUPPORT TO THE NEEDY AND CHARITABLE ACTIVITIES
SHORT-TERM GOAL (1 YEAR)	Developing dialogue with representatives of local communities	Development of charitable activities of the club and the ACS Foundation
KPIs	<ul style="list-style-type: none"><li>• Number of meetings with community representatives over the season</li><li>• Number of joint projects/initiatives over the season</li></ul>	<ul style="list-style-type: none"><li>• Number of charitable projects carried out</li><li>• Total value of charitable support</li><li>• Number of beneficiaries supported</li></ul>
MEDIUM-TERM GOAL (2-5 YEARS)	Supporting projects in line with the club's ESG strategy for communities in key boroughs	Development of charitable activities of the club and the ACS Foundation
KPIs	Number of projects supported during the season	<ul style="list-style-type: none"><li>• Number of charitable projects carried out</li><li>• Total value of charitable support</li><li>• Number of beneficiaries supported</li></ul>
LONG-TERM GOAL (5+ YEARS)	Strengthening positive relations with local communities through active dialogue and joint projects	Development of charitable activities of the club and the ACS Foundation
KPIs	<ul style="list-style-type: none"><li>• Number of projects supported</li><li>• Number of participants in community events</li><li>• Number of regular meetings with community representatives</li></ul>	<ul style="list-style-type: none"><li>• Number of charitable projects carried out</li><li>• Total value of charitable support</li><li>• Number of beneficiaries supported</li></ul>





GREEN SPARTA

REDUCING THE CLUB'S ENVIRONMENTAL IMPACT AND PROMOTING SUSTAINABLE ACTIONS

SHORT-TERM GOAL (1 YEAR)	Calculation of the carbon footprint of the club's operations within Scope 1, 2, 3		Definition and publication of a commitment and the club's policy towards environmental sustainability	Implementation and monitoring of waste reduction measures	Introduction of an energy consumption monitoring system	Introduction of environmental assessment of events according to UEFA
KPIs	Achieved/Not achieved		Achieved/Not achieved	• Volume of mixed waste produced • Volume of separated waste • Waste sorting extent	Implementation of an energy management system – ISO 50001 certification	• Number of events evaluated • UEFA criteria compliance rate • Overall event sustainability score
EDIUM-TERM GOAL (2-5 YEARS)	Setting the club's decarbonisation strategy	Implementation of environmental awareness projects	Systematic reduction of waste production with emphasis on mixed waste	Implementation of the energy saving strategy	Systematic training of employees and suppliers with respect to sustainable events	Implementation of the event sustainability management system per ISO 20121 certification
	KPIs	Achieved/Not achieved	• Number of projects implemented during the season • Campaign reach	• Total volume of waste produced • Amount of waste per visitor • Proportion of mixed waste	Achieved/Not achieved	• Number and form of training[s] over the season • Number of participants trained, by stakeholder type
LONG-TERM GOAL (5+ YEARS)	Reduction of emissions according to defined strategy	Implementation of environmental awareness projects	Waste minimisation with a focus on zero landfilling	Preparation for the construction of a new low-energy stadium	Increasing the level of sustainability of events in line with UEFA standards	Achieving the highest standards of environmental sustainability for events
	KPIs	Monitoring and meeting emission targets	• Number of projects implemented during the season • Campaign reach	• Amount of waste per visitor • Proportion of mixed waste • Landfilling rates	Achieved/Not achieved	• Overall sustainability score • Year-on-year improvement in individual criteria [%] • Number of events with the highest rating





FAIR CLUB				
DEVELOPMENT OF AN ETHICAL CORPORATE CULTURE BASED ON TRANSPARENCY AND SPARTA VALUES				
SHORT-TERM GOAL (1 YEAR)	Formalisation and publication of the club's ethical principles and policies		Implementation of a system for reporting and resolving ethical violations	Active promotion of club values
KPIs	Achieved/Not achieved		Achieved/Not achieved	<ul style="list-style-type: none"><li>• Number of activities promoting club values</li><li>• Awareness of club values</li></ul>
MEDIUM-TERM GOAL (2-5 YEARS)	Monitoring and reporting of rule violation incidents	Creation and implementation of a code of conduct for suppliers according to the ESRS S2 standard	Active promotion of club values	Creation of a comprehensive salary and competency model for key positions in the club, including a clear definition of salary levels, bonus system and a precise description of the required knowledge and skills within the organisational structure
KPIs	Number and successful investigations of incidents over the season	Achieved/Not achieved	<ul style="list-style-type: none"><li>• Club values as part of onboarding</li><li>• Number of internal events/activities over the season</li><li>• Reach of social media communication efforts</li></ul>	Achieved/Not achieved
LONG-TERM GOAL (5+ YEARS)	Reducing the number of rule violation incidents	Investigation of all rule violations reported	Active promotion of club values	Regular updating of the competency model and salary levels in a clearly defined process
KPIs	Number and successful investigations of incidents over the season	100% investigation rate of incidents reported	<ul style="list-style-type: none"><li>• Fans' perception of values</li><li>• Evaluation of the implementation of values</li><li>• Measuring the impact on company culture</li></ul>	Achieved/Not achieved







FAIR CLUB

DEVELOPMENT OF AN ETHICAL CORPORATE CULTURE BASED ON TRANSPARENCY AND SPARTA VALUES

SHORT-TERM GOAL (1 YEAR)	Regular publication of annual reports and introduction of sustainability reporting	Developing relationships with key stakeholders	Regular sharing of information with the general public regarding the latest developments in the club	Introduction of a transparent hospitality price list	Establishment of a human rights protection system
KPIs	Achieved/Not achieved	<ul style="list-style-type: none"><li>• Number of meetings with stakeholders over the season</li><li>• Average attendance of stakeholders at planned meetings</li></ul>	<ul style="list-style-type: none"><li>• Response to events within 24 hours</li><li>• Regular website updates</li><li>• Multi-channel communication</li></ul>	Achieved/Not achieved	<ul style="list-style-type: none"><li>• Existence of a system for reporting human rights violations</li><li>• Number of internal audits performed</li></ul>
MEDIUM-TERM GOAL (2-5 YEARS)	Continuous publication of annual reports and a separate sustainability report	Developing relationships with key stakeholders	Regular sharing of information with the general public regarding the latest developments in the club	Introduction of a transparent price list of B2B, advertising	Introduction of a comprehensive system for monitoring and addressing human rights violations by suppliers
KPIs	Achieved/Not achieved	<ul style="list-style-type: none"><li>• Number of meetings with stakeholders over the season</li><li>• Average attendance of stakeholders at planned meetings</li></ul>	<ul style="list-style-type: none"><li>• Increase in followers (15% per year)</li><li>• Multi-channel communication</li></ul>	Achieved/Not achieved	<ul style="list-style-type: none"><li>• Number of audits performed on key suppliers</li><li>• Level of compliance of suppliers with the standards as defined</li><li>• Existence of a system for dealing with violations</li></ul>
LONG-TERM GOAL (5+ YEARS)	Comprehensive reporting of annual report and sustainability report according to international standards	Developing relationships with key stakeholders	Regular sharing of information with the general public regarding the latest developments in the club	Ensuring full respect for human rights throughout the value chain	
KPIs	Achieved/Not achieved	<ul style="list-style-type: none"><li>• Number of meetings with stakeholders over the season</li><li>• Average attendance of stakeholders at planned meetings</li></ul>	<ul style="list-style-type: none"><li>• Multi-channel communication</li><li>• Leader in transparent communication</li></ul>	Zero confirmed cases of human rights violations	