

COMMUNITY ENGAGEMENT

INSIGHTS INTO THE CONTRIBUTION OF EUROPEAN CLUB FOOTBALL



Business in the

Community

G-14
THE VOICE OF THE CLUBS



AC MILAN



AFC AJAX



BORUSSIA DORTMUND



FC BARCELONA



FC BAYERN MÜNCHEN



FC INTERNAZIONALE MILANO



FC PORTO



JUVENTUS FC



LIVERPOOL FC



MANCHESTER UNITED FC



OLYMPIQUE DE MARSEILLE



PARIS SAINT-GERMAIN



PSV



REAL MADRID CF



ARSENAL FC



BAYER 04 LEVERKUSEN



OLYMPIQUE LYONNAIS



VALENCIA CF

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Leaders across Europe are seeking new ways to solve the many social, educational and environmental challenges facing our communities. Stimulated by the EU's White Paper on Sport, many are asking: how can sport help?

Believing that professional sport is making a growing contribution to society, we considered it to be an appropriate moment for G-14 clubs to join the debate: hence, we asked Business in the Community (BITC), an independent charity, to undertake a review of our clubs' community programmes. This review represents our first attempt to obtain a European-level understanding of club football's contribution to society.

Whilst studying the partnerships and programmes at the heart of our clubs' activities, BITC have seen how clubs are working hard to address difficult social issues from alcoholism to xenophobia. Of course, that will not be news to those close to the game – long before the term Corporate Social Responsibility was coined, clubs have been supporting charities and local community activity.



However BITC has provided valuable insight into how the social and community work of clubs is evolving:

Clubs are addressing more social issues than ever before – community programmes are no longer just about getting school children to play sport; they're also about improving social inclusion, community health and environmental performance.

Clubs are working with a wider range of stakeholders than ever before. They are co-operating with Governments, NGOs, sponsors, private and public sector organisations to build partnerships to deliver programmes – for example, G-14 clubs alone have at least 100 current active charity or NGO relationships.

Clubs are using their assets innovatively to address societal problems – community work is no longer just about player appearances, it's about using stadia as study centres and health clinics too.

Clubs make significant contributions in cash, kind and time when delivering their social programmes.

Clubs are adding an international dimension to their programmes – partner organisations like UNICEF recognise that club brands mobilise people outside single national geographies and clubs are recognising the need to use their brands for good causes beyond their traditional backyards because their stakeholders are now international.

BITC found many examples of best practice amongst the clubs community work. However, we would not claim that G-14 clubs' community programmes are perfect. In particular, we need to improve our measurement and evaluation of our social and community investments. By working more closely with our partners and by seeking out best practice from within and beyond the sporting world, we can hope to continually improve the strategic use and effectiveness of our work.

What this review provides is insight into the meaningful and positive contribution to society G-14 clubs are already making off-the-pitch. It may also give policymakers clues on how best to involve clubs as they develop answers to the questions posed by the White Paper on Sport. My hope for the White Paper is that it will encourage greater cooperation among clubs, European institutions, national governments, sponsors, business and civil society in order to jointly address local, national and international societal challenges.

G-14 believes that as well loved, responsible brands member clubs have a powerful opportunity to tackle social challenges at local, national and global levels. I would like to thank BITC for giving us an indication of how far we have travelled and to convey my respect to all the staff, volunteers, sponsors, civil partners and players whose dedication is celebrated here.

Jean-Michel AULAS
G-14 President



'G-14 clubs lend their brands and resources to tackle a vast range of social challenges within the countries they are located in, and, in some cases, globally, reflecting their responsibilities to the global marketplace. They also mobilise fans to support causes and the community activities run by the clubs.'
Business in the Community

Executive Overview

Business in the Community

To better understand the positive role of its member clubs in society, the G-14 commissioned Business in the Community and six of our European Partners to carry out research into how G-14 clubs engage with their communities. We interviewed over 30 representatives from G-14 clubs' marketing, communications, commercial, finance, PR and community departments and invited the clubs to complete Business in the Community's Clubs that Count Tracker.

This research is a positive step for the football industry and, as far as we are aware, is the first example of a collaborative, pan-European project in this area. Football is a big business; as such people are interested in football clubs' contribution to society and are increasingly expecting clubs to do more. As influential icons, they have the power to mobilise people and positively influence the lives of many, including people that many others find hard to reach.

Many people may be surprised to discover the extent of the positive work that clubs are undertaking to tackle some of the most challenging social and environmental issues, on their doorsteps and across the globe.

The G-14 clubs have demonstrated that they are important partners to charities, community groups, local and national governments, businesses and other organisations working to improve the quality of life of those affected by ill-health, poverty, unemployment, natural disasters and disease to name just a few.



Highlights include the many innovative ways in which G-14 clubs utilise their brands, influence and resources, including facilities, player and employee time, to support and raise awareness and money for good causes and community activities.

There are also some inspiring examples of clubs taking positive steps to reduce their footprint in the environment as well as to use the power of their brand to mobilise and support fans in reducing their own impact on the environment.

Just like other businesses, G-14 clubs are at different points in their approach to community investment. A managed approach to working in the community can be a source of business opportunity and innovation. Those clubs with leadership, who have an understanding of community needs and invest resources and set clear goals, in partnership with others, to tackle social issues can and do benefit from improved reputation, engagement amongst fans and employees, as well as better working relationships with business and government.

Business in the Community

Business in the Community is a unique movement of over 800 member companies committed to improving their positive impact in society. It convenes a Global Partners Network of over 100 organisations operating in 60 countries and runs the Clubs that Count programme, which helps to develop more responsible business amongst professional sports clubs and to promote the positive work they do in society.

The Clubs that Count Tracker is a management tool that assesses and develops professional sports clubs' approach to corporate responsibility. Over 50 UK clubs have participated in Clubs that Count, including 13 Premier League clubs, since it was launched two years ago.

<http://www.bitc.org.uk/>

There are some inspiring examples of community investment on a global scale at FC Barcelona and FC Internazionale. Arsenal FC is doing outstanding work on education and Liverpool FC in health and urban regeneration.

The results of this research provides clubs with valuable insight and best practice examples, which I hope they use to both raise awareness of their achievement and to share learning to continually drive improvement. ■

Catherine Sermon
Community Impact Director
Business in the Community



Heart of the Community

Heart of the Community

Football clubs evolve out of a specific geography, community and local culture. Whilst many clubs now have an international fan base, they remain local corporate citizens. Clubs recognise and value their local communities, and have rightly placed them at the heart of their social work. Clubs typically reach out to their local community through a range of complementary programmes which seek to benefit the wider community, not just football fans. BITC's review shows that clubs' local community work covers a myriad of areas, including education and youth development, social inclusion, community health and environmental awareness programmes.

Club Programmes

- ✓ Education
- ✓ Employability
- ✓ Youth Development
- ✓ Social Inclusion
- ✓ Health
- ✓ Environment

'The majority of funding for community activities comes directly from the club which demonstrates the G-14 clubs' commitment to community engagement.'
Business in the Community

All of the clubs have programmes designed to build local school children's interest in getting and staying fit through sport. They also aim to provide disadvantaged members of their local community with free or discounted access to the games as part of a strategy of enhancing good community relations. For example, Borussia Dortmund gives 30 free tickets for each game



to long-term unemployed people and in 2007/8, in cooperation with main sponsor, Evonik, the club is donating 3,000 tickets.

'Clubs offer discounts or free tickets to community groups, amateur sports groups, schools or charities to watch games.'
Business in the Community

G-14 clubs cooperate with a range of actors locally, nationally and internationally to combat racism, including FARE, Show Racism the Red Card and Kick It Out. FC Barcelona, Liverpool FC and Arsenal

FC have hosted anti-racism conferences and sought to engage campaigners and fans alike, with some even offering free match tickets for participants. FC Porto, PSV and Manchester United FC run local youth football programmes that use football as a mechanism to unite children across social and racial boundaries.

'Clubs have been running programmes for a number of years now and it is clear that they consider themselves as part of the social fabric of their local communities.'
Business in the Community

Alongside other investments and campaigns, clubs put considerable effort into their own Foundations and charity work. According to BITC, 'all of the G-14 clubs support various charities as well as respond to external requests of support.' The work ranges from making donations through to using the club to build awareness of an issue.

The policy for selecting charitable partners or handling requests varies from club to club as it does in other

industry sectors. According to BITC, the ways that G-14 clubs support charities range from long-term, structured partnerships which have clear objectives, programmes and dedicated resource to manage the partnership (United for UNICEF, FC Barcelona's Global Alliance with UNICEF), shorter-term Charity of the Season partnerships (Arsenal and ChildLine) to one-off offers of support or donations to requests that come in on a daily basis.

Case Study

Valencia CF

Valencia CF has been investing in its community work for 10 years through the Valencia Foundation which was set up in 1997. The club's motto 'Not just football... because we are committed to society' captures its philosophy and commitment to a broader societal role. The Foundation's aims are to develop sporting, social and cultural projects.

One example of this is the Calendario Asindown project which raises funds and awareness for the Asindown Foundation, a charity which supports people with Down Syndrome. Players were photographed with people with Down Syndrome for the 2007 calendar and other events were organised to support the charity including stadium visits and meeting the players.

Case Study

Olympique Lyonnais

Olympique Lyonnais set up their Foundation in partnership with the club's main sponsors (Accor, Providis, Umbro) and two shareholders (Cegid, Pathé). The Foundation aims to promote social inclusion through sport, to support education and amateur sports, and to help people in hospital. The Foundation has identified 6 charities to work with: Sport dans la Ville, Handicap International, Terr'Active, Asup Brésil, Docteur Clown and Huntington Espoirs and has facilitated partnerships between these charities, the club's sponsors and shareholders.

In their review, BITC commented, 'this is a great example of how G-14 clubs can inspire and challenge others to invest in their communities and make a positive difference as well as delivering benefit to the club by developing and strengthening relationships with sponsors and publicly demonstrating shared values.'



Case Study

AC Milan

AC Milan works with a range of charitable partners in the health, education and social inclusion areas. The club has helped the De Marchi Paediatric Clinic in Milan increase five fold and to purchase new equipment and technology.

This local programme has been replicated internationally with the construction of a new neonatal intensive therapy unit at the Holy Family Hospital in Nazareth and the expansion of a centre for at-risk children in the Marè community of Rio de Janeiro, Brazil. The club have also developed a partnership with UNICEF, helping to vaccinate more than 17,000 children against six killer diseases in the Congo. The club has also worked locally with the Lega Del Filo d'Oro Association to assist, educate and rehabilitate those with sight, hearing and multi-sensory disabilities. ■



International Focus

As football has globalised, those within the game have looked to use the appeal of football to address social challenges. At the same time, many institutions with international remits, such as UNICEF, have begun to recognise that the brands and players of the world's favourite sport can be powerful allies in raising awareness of an issue and mobilising opinion behind good causes.

Many will be familiar with the excellent work done by FIFA and UEFA, such as FIFA's 'Say No to Racism' campaign. In parallel, clubs have also begun to adopt an international perspective in their social and community work and to build international programmes and partnerships. This is a function of clubs becoming global businesses and recognising that their stakeholders are increasingly international.

This shift in perspective is summarised by Manchester United's Foundation: '[We are] aware that [our] status as one of the leading sports organisations in the world brings with it significant responsibilities.' Indeed, the Manchester United Foundation with its three clear tiers of engagement (local, national, international) is a good example of how clubs can choose to organize their efforts.

AFC Ajax is another. Its community programmes focus on three areas: health and welfare, youth development and international development. In the international area, it has created a joint initiative with the Telegraaf newspaper and Johan Cruyff Foundation & Academy called Mission Cape Town, in which it works with the local Ajax Cape Town football club to develop health, welfare, education and sports facilities in the township.

'There are some inspiring examples of community investment on a global scale...'
Business in the Community



Case Study

FC Barcelona's Global Alliance with UNICEF is a five year partnership to raise awareness of the poor living conditions of the world's most deprived children, with a targeted programme to support children affected by AIDS/HIV and others who are exploited, abused or at risk of social exclusion. In its first year ('06/'07), the club is focussing activity in Swaziland, the country with the world's highest adult HIV rate. The club makes use of its stadium and facilities to raise awareness of this and other social issues by backing activities (such as an exhibition at the stadium on the impact of HIV/AIDS), raising public awareness of social issues amongst fans on match days (such as 'Stand up against poverty' for the UN Millennium Development Goals), and hosting a variety of international and local charity and community games annually.

According to BITC, 'FC Barcelona's innovative use of one of its greatest assets, its shirt, to promote UNICEF and the club's commitment to supporting the world's most vulnerable children is one of the most inspiring examples of how a club can lend its brand, support and iconic status to raise public awareness of a social cause and deliver social benefit. It demonstrates the club's values of being 'more than a club' in the world.'

FC Barcelona's Global Alliance

- Annual donation of 1.5M euros over the next 5 years
- Strategic action plan drawn up each year, target setting and review
- UNICEF logo on player's shirts, the first emblem to appear on FC Barcelona's shirts since the club was founded
- Commitment to support the achievement of the United Nation's Millennium Development Goals by 2015



Case Study

FC Internazionale Milano Project InterCampus Estero

This programme, which was praised by Business in the Community, uses football as tool for development. It has been running for nine years and currently operates in 16 countries. It engages 250 coaches, at least that number of volunteers, and has engaged 50,000 children since its launch. Examples of InterCampus projects include:

Running football training sessions and tournaments with four orphanages in Romania and training local instructors to continue to support the local communities and children through football.

Programmes to reduce the school drop out rate in Brazil in one of Rio de Janeiro's slums which resulted in 80% of participating children going back to school.

Working with Soletterre, a Moroccan based charity which supports people in extreme poverty through education initiatives and the provision of sanitary and food supplies, to coach children who have escaped from terrorist training camps. ■

Education

Through both formal and non-formal education sport can benefit society. All G-14 clubs are involved in educational programmes. The nature of engagement varies in line with factors such as the needs of the target community or area as well as the respective government policies. Looked at from a European perspective, addressing educational problems is clearly a growing focus for clubs.

Clubs support local schools and amateur clubs through a range of different schemes ranging from programmes designed to build interest in sports participation through to health education. Some are making more extensive commitments. Manchester United FC, for example, employs a full time education officer and has a Study Support Centre where literacy and numeracy programmes are delivered. Olympique de Marseille, through its social arm OM Attitude, champions activities focussed on education through sport. Over the last six years Paris Saint-Germain's Foundation has helped over 40 young people gain work and improved qualifications. PSV Eindhoven, through its 'Scoren voor Gezondheid' programme, works to educate youngsters on why and how to lead healthier lives. Other examples are also worthy of note.

Case Studies

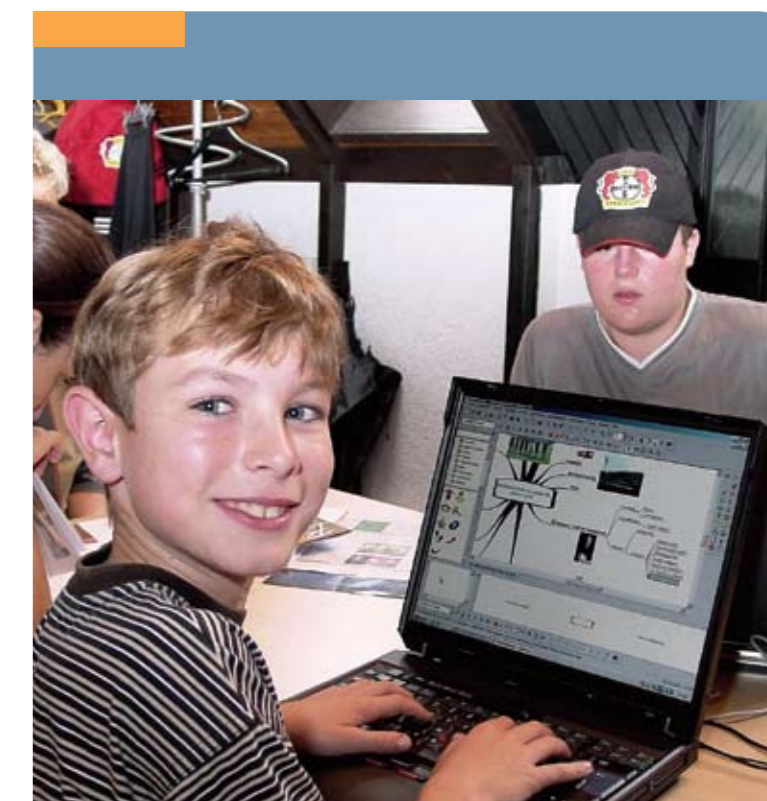
Arsenal FC Double Club

The Arsenal Double Club fuses the popularity of football with education and unites the work of Arsenal's players and community team around education objectives. It is a programme which is run in school curriculum time and employs eight full-time 'Arsenal Teachers' who work in eight schools, on literacy, numeracy, science and languages programmes. The Double Club sessions are also run as after-school clubs and used in weekend clubs, holiday programmes, prisons and as part of alternative education schemes.

The Double Club model for education is so successful at improving educational results, motivation and confidence amongst pupils that the British Government's Education Department is rolling the programme out to other English clubs through its Playing For Success Study Support Centres.

Bayer 04 macht Schule

Bayer 04 Leverkusen's 'Connect with Schools' aims to support education objectives, especially with a view to enhance the employment prospects of children. Amongst the key activities are programmes where the club supplies schools with teaching materials which demonstrate how football clubs operate and how games are prepared, conducted and evaluated. The club also holds 'Career Days' for school pupils on careers and job opportunities in the sports industry. ■



Environment

Club community programmes are in tune with changing societal priorities. With rising expectations on individuals and business to reduce their environmental impact, football clubs are also finding ways to respond to this agenda.

Environmental Programmes

- ✓ Waste and litter
- ✓ Transport
- ✓ Energy efficiency
- ✓ Water management

Arsenal FC, FC Barcelona, Liverpool FC and Olympique de Marseille have all developed specific environmental policies. AFC Ajax and PSV have both developed 'green' fleet policies for their transport requirements. Business in the Community described a number of others (Bayer 04 Leverkusen, Borussia Dortmund and FC Porto) as 'heavily engaged in the environmental agenda'.

FC Bayern München, for example, has participated in ECOPROFIT, a partnership project to support small to medium sized enterprises to develop integrated environmental management practices. The club implemented environmental measures which have generated cost savings by improving the waste system in the stadium, installing a power plant and making improvements to their fresh and waste water systems.



Borussia Dortmund, also in conjunction with ECOPROFIT, has provided training for employees in various aspects of environmental management and made a group of representatives from across the club responsible for implementing agreed measures. The programme aimed to promote the use of public transport to fans on match days and has also had a positive impact in reducing water use by 40% from toilets and 30% from tap use on match days.

In Portugal, FC Porto is a member of the GreenLight project, an EU initiative that supports organisations to adopt efficient lighting technologies and has won an award for its actions to improve lighting use (2004). ■

'There are also some inspiring examples of clubs taking positive steps to reduce their footprint in the environment as well as using the power of their brand to mobilise and support fans to reduce their own impact in the environment.'
Business in the Community

Case Study

Real Madrid CF

Environment is a key focus area for Real Madrid CF. Protection of the environment and minimizing negative impacts are seen as corporate values and its vision is to be one of the most sustainable football clubs in Europe. The club environment strategy has three main areas:

Natural Resources: A target to reduce water consumption (WC, watering pitches). The club has installed a wastewater treatment plant in their new sports centre in Valdebebas as part of the initiative to help achieve this.

Biodiversity Loss: 60,000m² of green space within their new sports centre has been set aside for sustainable gardens (1,100 trees, 1,224 bushes and over 240,000 plants).

Climate Change: To use renewable energy sources where feasible (more than 60% of the energy used to heat water in the club's changing rooms come from solar power) and the club is undertaking a feasibility study to implement solar photovoltaic energy.

Real Madrid CF have entered into a partnership with Ecoembes, a not-for-profit environment organisation, to manage their stadium waste and recycling. Waste recycling bins have been installed in the stadium and in the new sports centre. Also, the club is encouraging fans to recycle their waste and the target is to collect 500 tonnes of waste in the first year. It is also supporting a joint research project between Ecoembes and the University of Madrid into the treatment of sports waste.

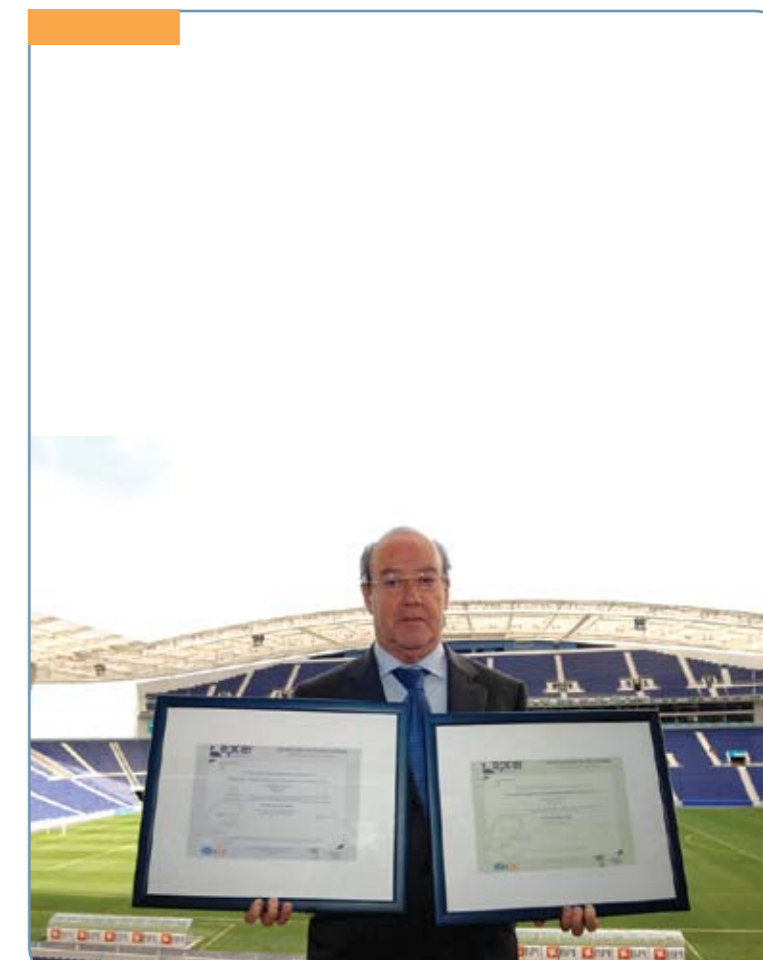
Health

Sport plays a key role in promoting health-enhancing physical activity and many clubs' community health programmes leverage football's obvious popularity as a physical activity to do this. However, clubs' health work isn't just about fitness programmes; it also makes innovative use of clubs assets to safeguard the health of the local community.

BITC found club programmes addressing:

- ✓ Anti-smoking
- ✓ Anti-drugs
- ✓ Sexual health
- ✓ Mental health
- ✓ Promoting physical activity
- ✓ Promoting healthy eating

Much of this work is about using the game and the players as role models to encourage interest and participation in activities run at schools or run outside schools hours. But it also includes support and fund raising through player appearances, charity auctions and other means for specific illnesses or charities focussed on health matters, for adults and the disabled.



Juventus FC, for example, have focussed their work exclusively on health issues. Central to this has been the club's partnership with the St. Anna Foundation, which works to rebuild, expand and improve the neonatal ward at Turin's main hospital. It was sole sponsor of the Foundation from 2003-2007 and assists fundraising and promotion work. The club also provide economic assistance to the national cancer research association, the Italian Association for Cancer Research (AIRC) in the form of an annual grant.

Whilst players are often key, other assets such as club stadia and training grounds are now seen as strategic assets in engaging with a problem, for example, by being a place at which to offer Health Days (see Liverpool case study) or, in the case of Valencia CF, a blood donor station set up in the Mestalla in partnership with Valencia's Blood Transfusion Centre has helped collect 700 blood donations in two years.

Case Study

Liverpool Action for Health

Liverpool FC is the accountable body for a European funded programme for North Liverpool called Action for Health. North Liverpool exhibits some of the worst health statistics nationally and the club is working with government authorities at local, regional and national levels to address these health inequalities. Activity includes targeted healthy living programmes for young people, adults and elderly persons including health checks, Health Days and health information points located in public places such as pubs and community centres.

Liverpool FC is looking to improve the health of its own staff and supporters through the Healthy Stadia project



which was piloted by the club in 2005. Healthy eating posters were displayed throughout the stadium, healthy menu options were offered through stadium catering (including the staff canteen), free health checks were offered to all employees and health information was included on the club's intranet and website. Over 800 health checks were carried out on individuals in the region as well as club staff. High incidences of diabetes type 2 and high blood pressure were discovered and as a result targeted programmes have been set up through the Action for Health programme and built into the club's existing programmes.

Case Study

FC Internazionale and the Tsetse Fly

The tsetse fly is a carrier of a parasite which causes sleeping sickness in humans and nagana in livestock, both of which can be fatal if left untreated. The disease can be prevented with sleeping sickness drugs which can be costly and present side-effects, or, in a more efficient and ecological way by making 'fly traps'.

Amongst the more unusual schemes unearthed by the review is FC Internazionale's Project InterCampus Estero. Working to eradicate the disease spread by the tsetse fly in the equatorial rain forest of the Congo, Inter gave its support to the project after discovering that tsetse flies are attracted by the club's black and blue colours and donated thousands of football shirts to be used to make fly traps. Over 200 fly traps are now positioned in the forest savannah area around the Inzia, a tributary of the River Congo and have contributed to a 50% reduction in the number of cases and consumption of drugs used to treat the disease. ■



All Reds know: 5 is a magic number...

Try to eat at least five portions of fruit and vegetables each day. One portion is about 80g or 3oz, but does not include potatoes. For example: a carrot/ a handful of grapes/ a small glass of pure fruit juice/ three tablespoons of peas. Eating '5-a-day' will help you too:

- ★ Reduce the risk of stomach & bowel cancer
- ★ Maintain a healthy weight
- ★ Reduce the risk of heart disease & stroke
- ★ Helps manage diabetes & lower blood pressure
- ★ Increase the amount of vitamins and minerals to protect against illness



GIVE YOURSELF THE

5 TREATMENT

Partnership

Partnerships are the cornerstone of community engagement. Clubs are working to address a wide range of social issues with a wide range of partners: be they local schools, hospitals and prisons; government at local, regional and national levels; or local and international charities and non-governmental organisations. The list below gives an illustrative and non-exhaustive example of the breadth of issues being addressed by clubs with their partner organisations.

Partner Organisations

AIRC
 ASSOCIATION OF CANCER PREVENTION
 ASUP BRESIL
 BRITISH COUNCIL
 CALENDARIO ASINDOWN
 COUNCIL FOR CHILD PROTECTION
 CRUYFF FOUNDATION
 DE MARCHI PEDIATRIC CLINIC
 DIVERSE, KICK IT OUT
 DOCTEUR CLOWN
 DON BOSCO MISSIONS
 DOUBLE CLUB
 ECOEMBES
 FARE
 FUNDACION PUPI
 HANDICAP INTERNATIONAL
 HUNTINGTON ESPOIRS
 JOHAN CRUYFF FOUNDATION
 KICK RACISM OUT OF FOOTBALL
 KIKA
 LEGA DEL FILO D'ORO ASSOCIATION
 LICRA
 LILA CEDIUS
 LIVERPOOL HOPE UNIVERSITY
 LWE
 MY BODY BELONGS TO ME
 NES & CITE
 NIGUARDIA HOSPITAL
 ONLUS FOUNDATION
 PERFETTI VAN MELLI AGENCY
 PRINCE'S TRUST
 RESPECT 4 ALL
 SCOREN VOOR GEZONDHEID
 SHOW RACISM THE RED CARD
 SPORT DANS LA VILLE
 SPORTIER TOUR
 STEP
 TFL
 TOPSCORE
 TREEHOUSE
 UN
 UNHCR
 UNICEF
 WILLOW FOUNDATION
 WORLD ASSOCIATION FOR CARDIOPATHIC CHILDREN
 YOUTH SPORTS FUND

Issue

HEALTH
 HEALTH
 EDUCATION
 SOCIAL ISSUES
 HEALTH, SOCIAL INCLUSION
 SOCIAL ISSUES
 HEALTH, SOCIAL INCLUSION
 HEALTH
 ANTI-RACISM, SOCIAL INCLUSION
 HEALTH
 EDUCATION
 EDUCATION
 ENVIRONMENT
 ANTI-RACISM
 EDUCATION, HEALTH
 DISABILITY
 HEALTH
 DEVELOPMENT
 ANTI-RACISM
 HEALTH
 SOCIAL INCLUSION
 ANTI-RACISM
 AIDS
 SOCIAL ISSUES
 ENVIRONMENT
 SOCIAL ISSUES
 EMPLOYMENT
 HEALTH
 HEALTH
 EDUCATION
 SOCIAL ISSUES
 DISABILITY
 EDUCATION
 ANTI-RACISM
 SOCIAL INCLUSION
 DISABILITY, SOCIAL INCLUSION
 DISABILITIES
 ENVIRONMENT
 SOCIAL INCLUSION
 AUTISM
 DEVELOPMENT
 EDUCATION
 HEALTH, DEVELOPMENT
 CANCER
 HEALTH
 SOCIAL INCLUSION





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