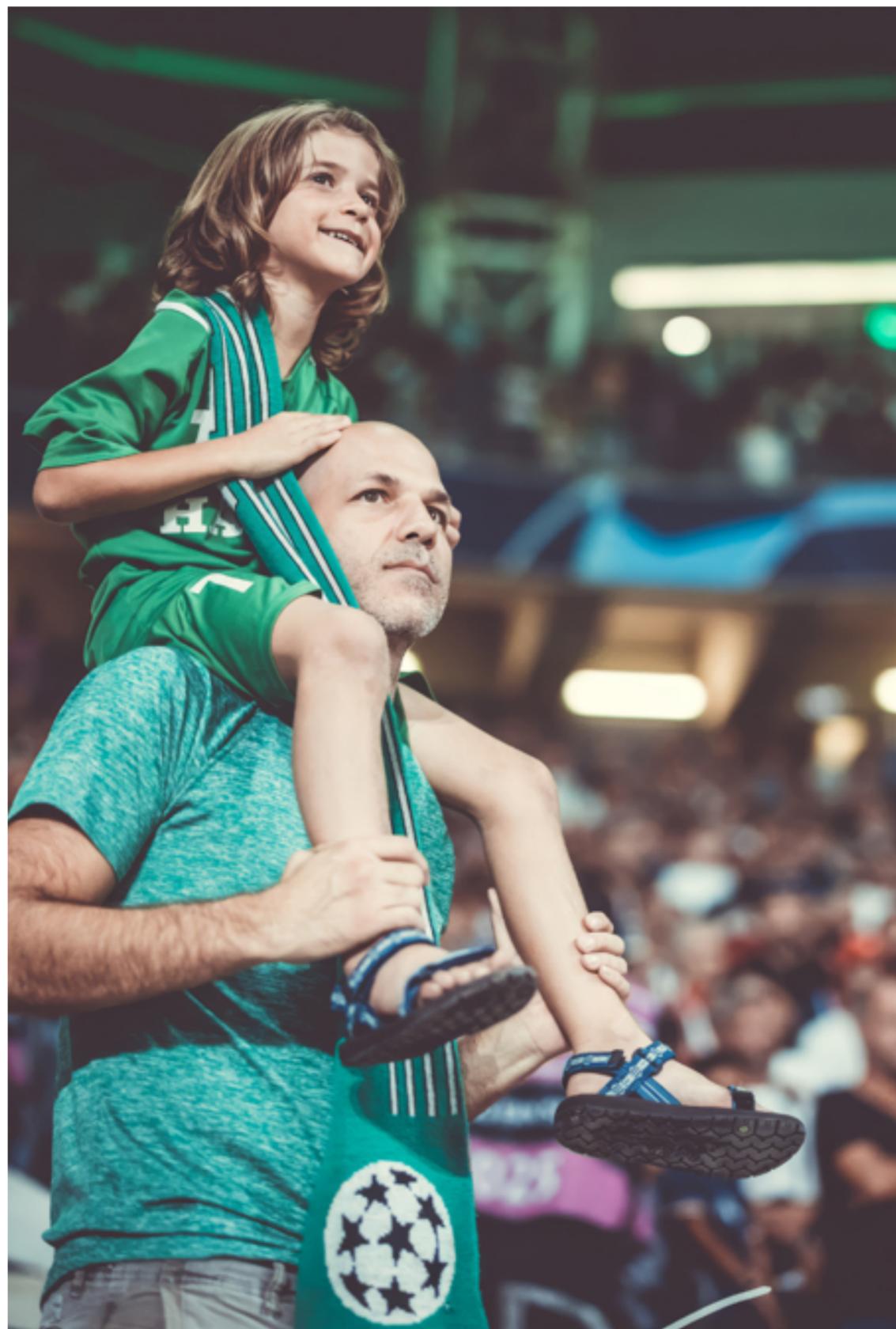




Sustainability Report / ESG
2023/2024

MACCABI FOR
FUTURE





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CHAPTER 01

Letter From The CEO

Dear readers,

At Maccabi Haifa FC, we believe that football is more than just a sport, it is a platform for impact. As the leading and largest football club in Israel, we recognize our responsibility to act with integrity, fairness, and purpose, on and off the pitch.

2023/24 season marks the release of our first sustainability report. For us, this is not just a reporting tool, it is a way to place sustainability at the core of how we operate, plan, and lead. While many of the values reflected in this report have guided us for years, from our commitment to youth education and inclusion to our ethical partnerships and environmental awareness. This is our first step toward a more structured, transparent, and accountable sustainability strategy.

This report was written during challenging period for the State of Israel, as the country had been at war for an extended period.

The events of October 7, 2023, had a deep impact on Israeli society, and on all of us at the club. Our hearts have been with the hostages and their families, and with all those recovering from injury or loss. We honor their strength, resilience, and the unity that continues to inspire us as a nation and as a club. In times of uncertainty and pain, football offered a space for connection and strength. As a club rooted in community, we stood with our fans, our employees, and our partners, not only in spirit, but in action, supporting families, visiting hospitals, and helping reinforce a sense of unity and escapism when it was needed most

For us, ESG is not a corporate obligation, it is an expression of who we are. It is embedded in the way we manage our youth academy, support accessibility and inclusion, handle ethical dilemmas, and think about the future of our club. This report is not a summary, it is a statement of direction.

We are still learning. We know that becoming a truly sustainable club requires openness, partnership, and courage. But just like on the pitch, we are not afraid of the long game.

I would like to express my sincere gratitude to our CFO, Dalit Zimerman, for leading and managing the club's sustainability project with professionalism and dedication, and to Nibbana Israel for their partnership in guiding the strategic process and preparing this report.

**We are not sprinters – we are marathoners.
Thank you for joining us on this journey.**

Itzik Ovadia
CEO
Maccabi Haifa FC



CHAPTER 02

About This Report

About This Report

This document is the first official sustainability report published by the **Maccabi Haifa Football Club** – and we're proud to say, we are the first sports organization in Israel to publish a sustainability report. While we have engaged in numerous social and environmental activities over the years, this is the first time we have gathered, analyzed, and presented them within a clear ESG framework. Writing this report is both a milestone and a learning process for us, a chance to reflect on what we have done, where we are headed, and how we can do better.

As a leading sports team with a strong fan base and significant influence on public opinion, we recognize we constitute a cultural pillar in the Israeli society and hold more than just competitive value. We have the ability and the responsibility to lead by example, using the platform of football to promote inclusion, community resilience, and environmental awareness. With this report, we hope to bring more visibility to our efforts, inspire others, and commit ourselves to continued improvement.

This report covers the 2023/24 season, and was published in December 2025. It is based on a preliminary materiality assessment conducted internally. Our material topics were identified through internal discussions, interviews with key personnel across departments, and stakeholder input, including feedback from fans, employees, and community partners. It is intended for a broad audience of stakeholders, including fans, club employees, partners and sponsors, community organizations, and regulatory bodies. We welcome feedback and engagement from all those who share our values and vision.

The report structure is inspired by the GRI (Global Reporting Initiative) principles and has gone through an internal validation process. Our ESG point of contact is our trusted CFO, Dalit Zimerman, who leads these efforts not only as part of her professional responsibilities, but also out of a deep personal commitment to sustainability, social impact, and responsible management.

Our trusted ESG point of contact is Dalit Zimerman. Please contact Dalit or Ofir for all ESG inquiries at Dalit@maccabihaifafc.com | Ofir@maccabihaifafc.com.

Dalit Zimerman, our CFO during 23/24 season, initiated the ESG project with deep personal commitment to sustainability, social impact, and responsible management.

" We are proud to launch MHFC's sustainability report, the first football club in Israel to commit to promoting greener, more responsible football for everyone. Everyone sees the 22 football players on the pitch and this sustainability report holds an opportunity to showcase the efforts behind-the-scenes to our stakeholders. MHFC has decided to take action and lead an ESG strategy, standing on the front line with UEFA's Sustainability Strategy 2030. We are confident that MHFC will continue to create a lasting impact on the Israeli football industry and its stakeholders. Sustainability is the key to shaping a responsible and bright future for football. "

Dalit Zimerman, CFO during 23/24 season



Data Collection and Methodology

Data for this report was collected primarily through interviews, operational observations, and internal documentation. As this is our first report, we are aware that some data may be qualitative in nature or partially available. We see this report as the starting point for a more consistent data gathering and transparent reporting culture within our club.



CHAPTER 03

About Maccabi Haifa FC an Overview



About Maccabi Haifa FC - an Overview

As this is Maccabi Haifa FC's first Sustainability report, we found it important to begin with the story of the club itself. This chapter blends moments from the team's rich history with highlights from the past season, offering readers a sense of where the club comes from- and where it's headed. It also provides an inside look at the club's structure, both on the business side and on the pitch.

Club History and Identity

Maccabi Haifa FC Football Club was founded in 1913, making it one of the oldest and most respected football institutions in Israel. The club operates under the official company name Keshet Sport Ltd., and has been led and owned for decades by President Jacob Shachar, whose leadership has shaped the club's identity and professional standards. Over time, Maccabi Haifa FC has become more than a sports team, it represents values of sporting excellence, social responsibility, and community inclusion. Its fan base spans generations and communities across the country, with Sammy Ofer Stadium serving as a welcoming home for all supporters, a place that brings people together through their shared passion for football.

On the pitch, Maccabi Haifa FC is one of the most successful club in Israeli football history. It has significant achievements in Israel and globally - **15 Israeli Premier League championships, 6 Israeli State Cups, 5 Toto Cups, 5 Super Cups and 3 Champions League Group Stage qualifications.**



Sammy Ofer Stadium

The Early Years

Maccabi Haifa FC was founded in 1913 as an "amateur sport" club created to offer leisure activities for workers in the developing city of Haifa.

The real shift began in the early 1960s with a talented squad featuring Avraham Menchel, Asher Almany, and Johnny Hardy, who won the club's first State Cup in 1962. At this stage, the long-awaited first league title still remained out of reach, and between the late 1960s and early 1980s the club spent six full seasons in the second division.

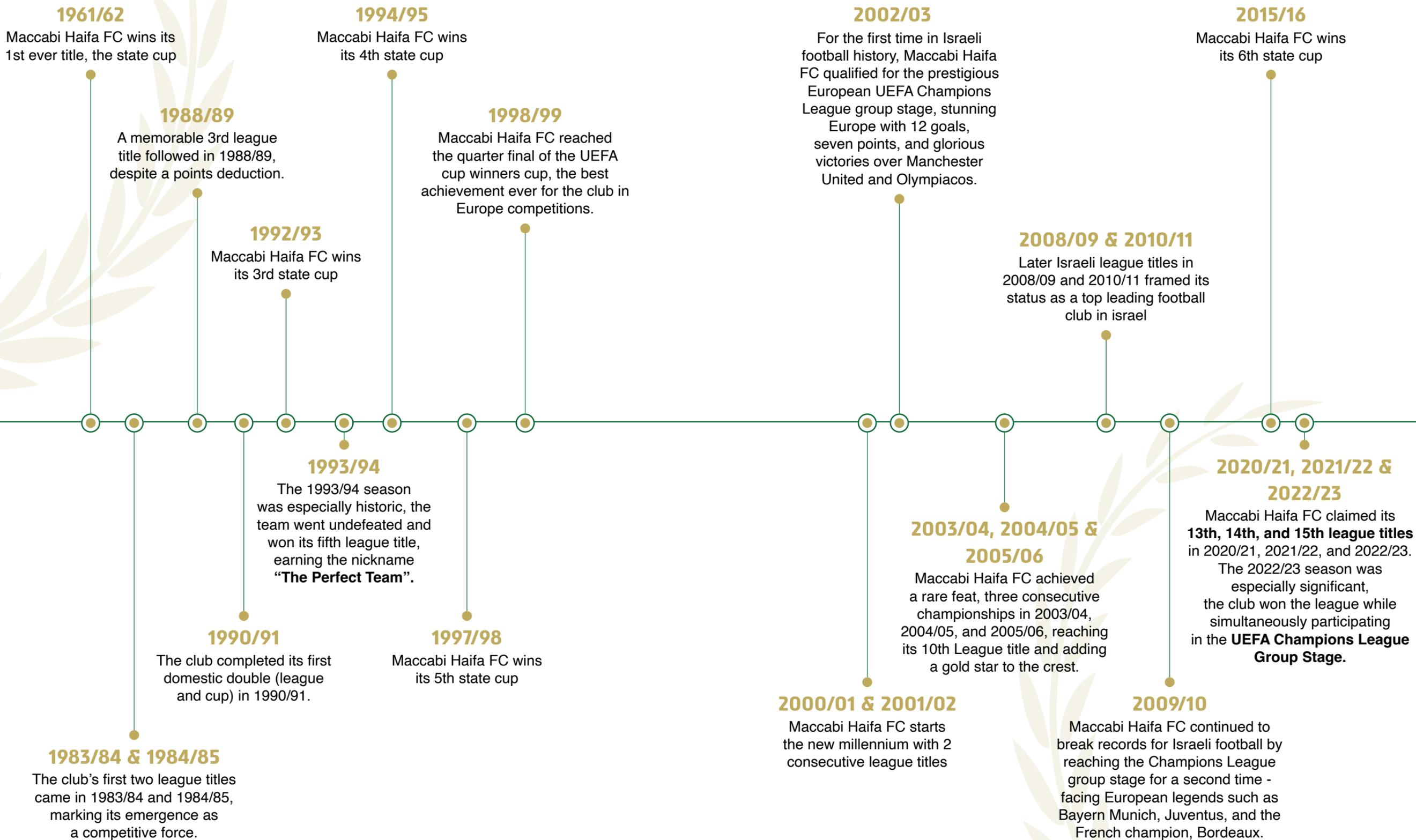
Behind the scenes, however, a long-term strategy was taking shape. The same trio — Almani, Menchel, and Hardy — transitioned into coaching roles and invested heavily in youth development, training players from age 8 to 18. Their work led to two youth championships (1975, 1979), and when Maccabi Haifa FC returned to the first division in 1981, 19 homegrown players were part of the squad. Many of them became the backbone of the team that secured the historic first championship in the 1983–1984 season.



Maccabi Haifa FC's captain, Avraha Menchel with 1962 state cup



Kiryat Eliezer Stadium



2023/24 Season Highlights

The 2023/24 season has been marked not only by sporting ambition but also by growing internal engagement with sustainability practices. This year, for the first time, we began systematically documenting our environmental and social actions across departments. From stadium operations, community outreach, inclusion initiatives and all the way to waste reduction.

Key highlights include:

- Community Engagement** | Expanded outreach to vulnerable communities, including dedicated programs for bereaved families and children, and leveraging our platform for educational initiatives.
- Supporting Sport Culture** | Strong football culture and high standard events, that celebrates teamwork, respect, and community spirit that goes beyond the game itself.
- Club Museum** | Israel's first sport organization to build a football museum, located at Sammy Ofer Stadium, promoting education, cultural pride, and coexistence through sport.
- Social Leadership** | Receiving the President's Award for Social Excellence in Sport, recognizing our commitment to meaningful social impact, especially during the Iron Sword War.
- #1 Brand** | Maccabi Haifa FC was named the strongest brand among the Israeli football clubs by Globes' 2023 Brand Index (MADAD).
- Sustainability Management** | Established the foundation for long-term sustainability strategy, reporting, and governance.
- Waste Reduction** | Eliminated paper tickets and plastic membership cards through full digitalization, introduced advanced waste-reduction practices in all fields of operation.
- Innovation & Technology** | Implemented advanced digital systems for fan engagement, operations, and performance analysis, enhancing efficiency, communication, and overall experience for fans and staff.
- 14 Matches in Europe** | in nine European countries, reflecting growing international reach and commitment to global sporting excellence.

These achievements reflect our growing understanding that a football club can, and should, play an active role in shaping a better future.

Ownership And Governance

Maccabi Haifa FC is a privately owned football club, operating under a professional business governance structure with clear lines of responsibility. The organizational management works in collaboration with the team's professional leaders and managers. This partnership allows all operational decisions to be led by executive management in collaboration with departmental heads and team leaders. Sustainability is becoming increasingly integrated into our organizational culture and strategy, supported by staff from various parts of the club.

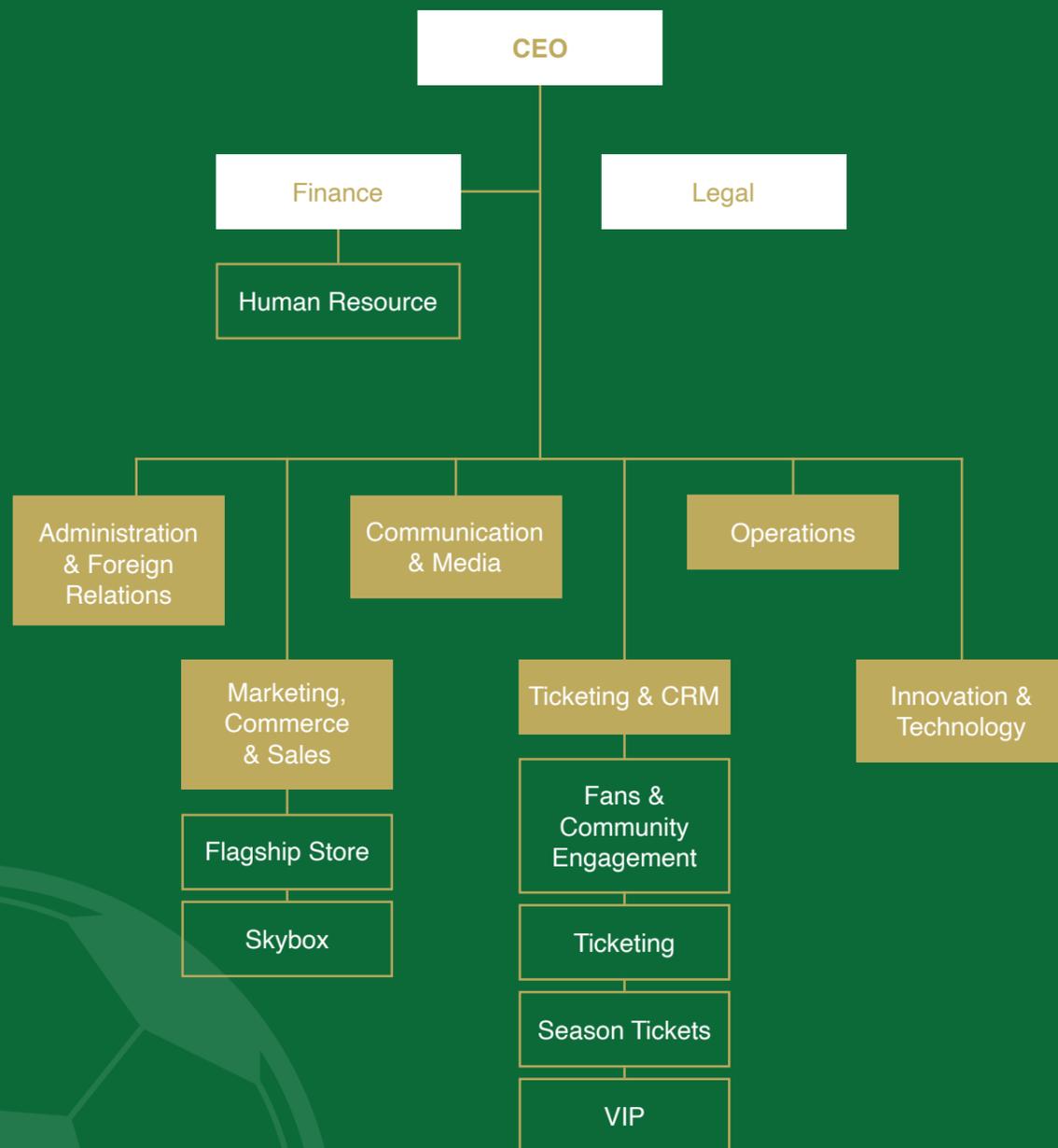


President's Award Ceremony 2025: Commendation for the club's 2024 community projects

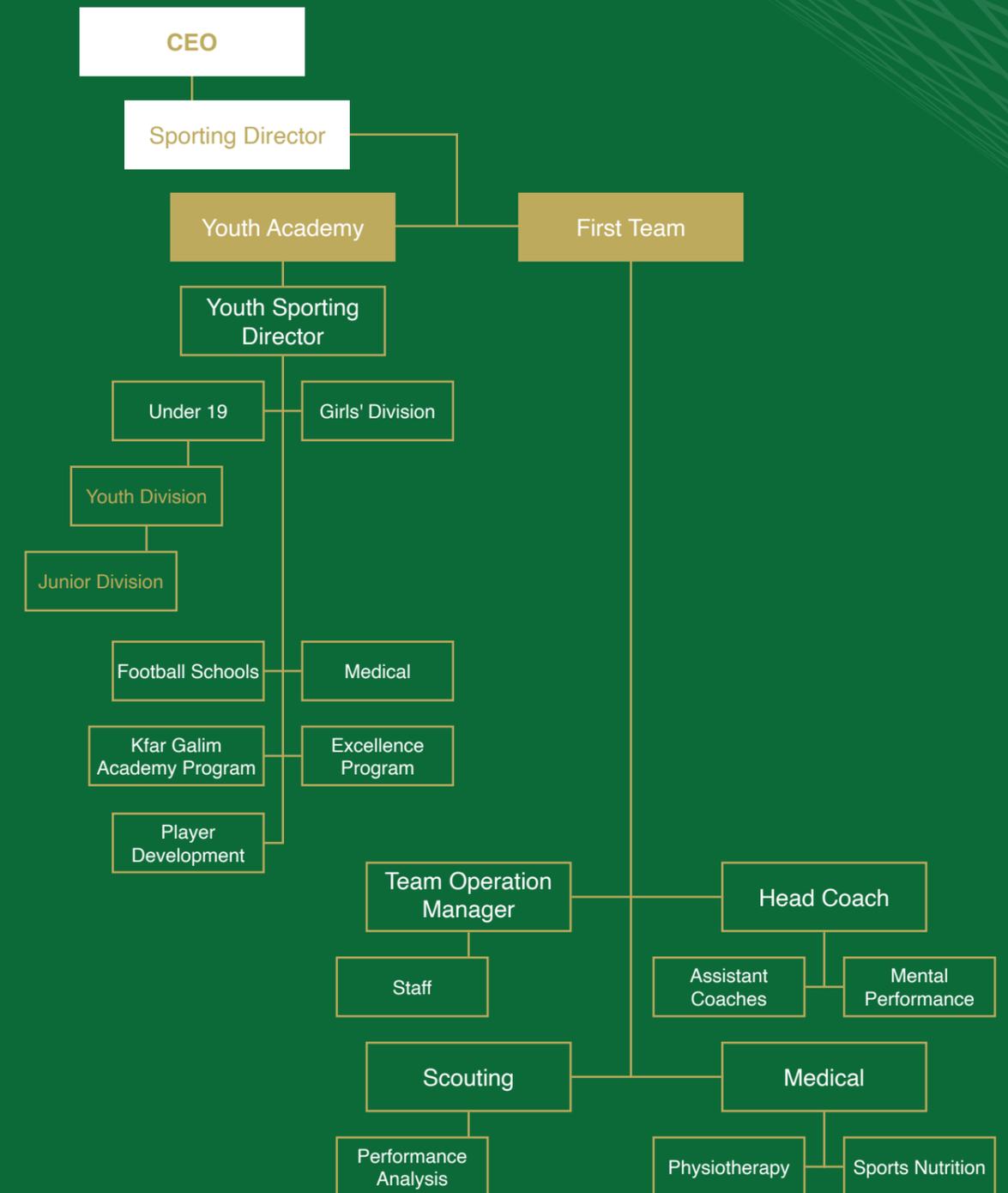
Organizational Structure

As part of this Sustainability report, and in order to provide a clear understanding of the club's operational structure, Maccabi Haifa FC has chosen to present two separate organizational charts: one for the management and commercial entity and one for the sporting side. Although both operate under the same overarching management and function as a unified entity, this distinction reflects the different operational focuses of each domain.

Management and Commercial Entity



Sporting Entity



While this presents the top-level hierarchy of the professional football team, it is important to note that each squad operates with its own dedicated team operation manager, media support staff, mental and physical health professionals, a diverse professional coaching staff, analysts, and close administrative and managerial support. This layered structure ensures that every team within the club receives the resources and attention needed to perform and develop at the highest level.

CHAPTER 04

ESG Strategy

From the Office to the Pitch

ESG Strategy – From the Office to the Pitch

At Maccabi Haifa FC, we understand that our role as a football club extends far beyond the game itself. With the visibility and influence we hold, we believe we have a responsibility to act on issues that affect not only our club, but the wider society and environment we are a part of.

Over the past season, we started a journey of a structured internal process to better understand what sustainability means for us. While many of our actions in recent years, from inclusion efforts to environmentally conscious upgrades, have already aligned with ESG values, this season – 2023/24 – marks the first publishing of a public, cohesive, club-wide sustainability strategy.

Vision and Strategy



Our Vision

The Largest, Leading and Most Exciting Sports Club in Israel

Excellence & achievements

Community impact, heritage & history

Promoting a sports culture in Israel

Leading club in innovation & technology

A sustainable economic model

Providing equal opportunities for personal fulfilment through football



Our vision is to embed sustainability into the DNA of Maccabi Haifa FC across operations, communications, community engagement, and future planning. We do not see ESG or sustainability as an external necessity, but rather as an opportunity to act on the values that already guide us: Integrity, community, fairness, and responsibility. We are a team of people, operating for the people – and the next generations to come. The club is deeply woven into the lives of our supporters, creating personal connections that span families and generations. We see sustainability as part of safeguarding this shared legacy and ensuring we remain a meaningful presence for those who grow up with us and alongside us.



Maccabi Haifa FC has long been known as a club of values, putting people first. We have taken pride in creating a diverse and inclusive environment, rejecting racism and extremism in all forms, and standing by our fans and community in times of need. Sustainability is a natural continuation of that tradition. By formally adopting ESG as a guiding framework, we commit to being more transparent, more structured, and more ambitious in our impact. We aim to build a club where social impact, environmental consciousness, and ethical leadership are part of every decision, from fan engagement to facility management, from sponsorship to youth development. This also means nurturing future generations of supporters, strengthening the sense of belonging and shared responsibility that define our community.

Integration of ESG in Operations

From community outreach to waste management, from VIP hospitality to staff engagement, ESG is becoming part of our day-to-day decision-making. Cross-departmental working groups have begun developing internal awareness, documenting best practices, and identifying areas for improvement. Sustainability is no longer seen as a side project, but as part of how we define success as a club.

Materiality Assessment

Our materiality analysis combined sectorial research, internal dialogues, and interviews with key stakeholders - including players, coaches, staff, and fans. Through this process, we identified 12 material topics spanning all ESG focal aspect: environmental and social domains and strong governance practices. These include climate change, transportation, inclusion, youth development, and ethical conduct, issues that reflect the priorities and values of our broader community.

We adopted a double-materiality approach in our inaugural ESG assessment, ensuring we capture both how key issues influence the club and how the club impacts its surroundings. Looking ahead, we intend to deepen this process by expanding stakeholder engagement and continuously refining our methodology.



List of Material Topics

 Ethical Conduct	 Anti-Racism	 Social Investment Fund	 Event Sustainability
 Equality & Inclusion	 Health, Safety, & Well-being	 Education & Equal Opportunity	 Climate Change
 Promoting Youth	 Community & Stakeholders	 Transportation	 Waste Management

 **Ethical Conduct:** We are committed to upholding a culture of ethics and integrity across all levels of the club. Our decisions are guided by equality, accountability, and transparency, from sponsorships to internal conduct.

 **Anti-Racism:** We actively fight racism and all forms of hate through education, reporting mechanisms, and clear codes of conduct that apply to players, fans, and employees.

 **Social Investment Fund:** As a club deeply rooted in the local community, we consistently contribute to social causes through direct support and long-standing relationships. Looking ahead, we are exploring ways to deepen this commitment and enhance our long-term social impact.

 **Event Sustainability:** We strive to reduce the environmental footprint of matchday events through waste reduction, energy efficiency, and fan awareness campaigns.

 **Equality & Inclusion:** Diversity is one of our core strengths. We ensure representation and equal opportunity across ethnicities, genders, and backgrounds, on the field and in management.

 **Health, Safety, & Well-being:** We strive to support the physical safety and well-being of our employees through responsible workplace practices and a culture of care. For fans and visitors, we maintain safety protocols and invest in accessible, secure, and welcoming matchday experiences.

 **Education & Equal Opportunity:** Education is central to our youth academy, where personal development and academic excellence are prioritized equally alongside football training.

 **Climate Change:** We are taking steps to address climate-related challenges, particularly through low-carbon transportation options and awareness campaigns. We are also exploring opportunities to improve energy efficiency across our operations, and leverage our capabilities to drive positive environmental impact.

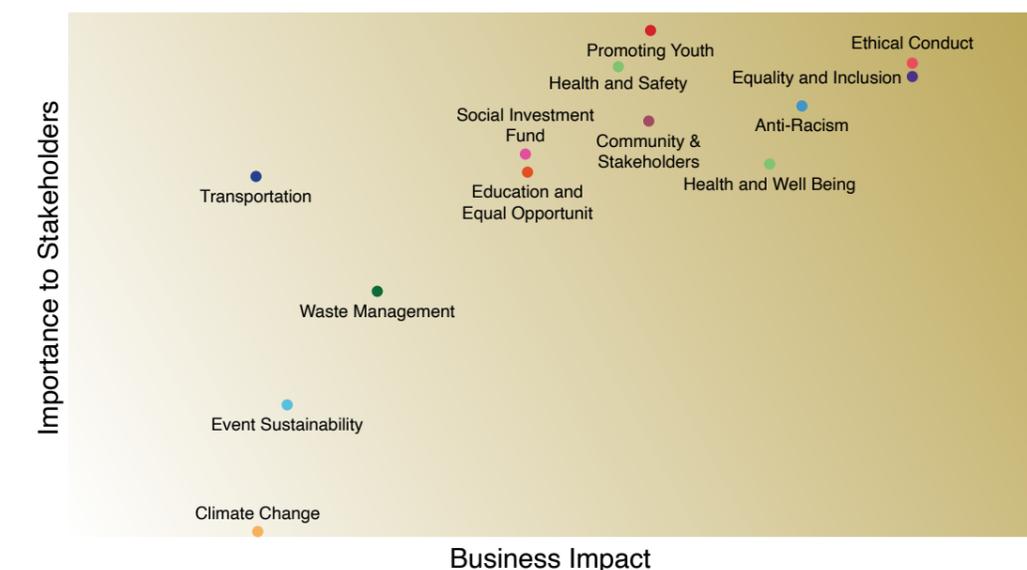
 **Promoting Youth:** We nurture young talent through coaching, mentorship, and values-based education. We believe that football can shape not only athletes, but responsible, engaged citizens and lifelong members of our community.

 **Community & Stakeholders:** Our relationships with the communities surrounding us - fans, sponsors, NGOs, and regulators are based on honest, two-way communication. We use structured systems and in-person engagement to ensure every voice is heard.

 **Transportation:** We encourage low-emission transportation options to and from the stadium and are exploring ways to improve accessibility and reduce congestion on matchdays.

 **Waste Management:** We are working to improve how waste is handled in our stadium and training facilities, including early efforts in recycling and reduction. We also aim to raise awareness among fans through practical examples and sustainable choices.

Materiality analysis



Communication with Stakeholders

Open and ongoing communication with our stakeholders is central to how we operate as a club. We engage with diverse communities and groups, from fans and players to partners and regulators, through a range of formal and informal channels, including direct service channels, fan events, WhatsApp groups, email, phone conversations, personal meetings and even a podcast. This ensures an open-dialogue, mutual understanding, reflects our commitment to transparency, accountability, and strengthens our long-term relationships that support both our sporting and social missions.



Team (Players & Coaching Staff)

Players and coaches are not only the club's core performers, they are also ambassadors of its values. We invest in their physical, mental, and professional well-being, and maintain open lines of communication to support their growth on and off the pitch.



Employees and Management

Our employees and leadership are at the heart of the club's daily operations. We are committed to fair employment practices, professional development, and creating a respectful, inclusive, and engaging work culture.



Fans

Our fans are not just supporters, they are partners in shaping the club's culture and future. We engage with them regularly through digital platforms, matchday experiences, and community activities that promote both belonging and healthy lifestyles. Over the past year, we began working to formalize and streamline communication, introducing tools like Salesforce and AI-based transcription to improve accessibility and responsiveness. We have also held targeted meetings with groups such as seniors, VIP members, and fans with accessibility needs, ensuring that their voices help guide our planning.



Youth & Academy Players' Families

Families of youth and academy players are essential to the development journey of our future athletes. We engage them through transparent communication, educational support, and joint efforts to foster a safe, healthy, and supportive environment for young players in the local community.



Sponsors & Commercial Partners

Our sponsors and commercial partners play a vital role in sustaining the club's financial health and amplifying its reach. We build long-term, values-aligned partnerships that go beyond branding—aiming for mutual impact, shared visibility, and responsible promotion.



Media & Press

Our relationship with the media is built on professionalism, accessibility, and mutual respect. Through press coverage, interviews, and digital storytelling, we share the club's voice, connect with the public, and contribute to the broader discourse around sports and society.



FIFA

As the global governing body of football, FIFA sets standards for ethics, governance, human rights, and environmental responsibility. We operate in alignment with FIFA's sustainability commitments, such as diversity, accessibility and responsible event management.



UEFA

As part of the broader European football ecosystem, we operate in alignment with UEFA's standards. We recognize the organization's influence on both the competitive and social aspects of the game and align with their ESG policy recommendations.



European Club Association (ECA)

As a member of the broader European football community, we follow the ECA's initiatives to support clubs in strengthening governance, financial resilience, and ESG performance. ECA provides resources, training, and frameworks that help clubs embed sustainability into strategy and operations, particularly in light of evolving European regulation. Our CFO also serves as a board member in the European Club Association (ECA), contributing to the collective advancement of club-level governance and sustainability.



The Israel Football Association (IFA)

We maintain an ongoing and regulated relationship with the IFA, ensuring compliance with national football regulations and contributing to the development of the sport in Israel. The IFA plays a central role in shaping our professional environment. At the national level, our CFO is a board member of the Israel Football Association (IFA), helping shape local football policy and club development.



The Israeli Professional Football Leagues (IPFL)

As a top-tier club in the Israeli league system, we operate under the framework of the Israeli Professional Football Leagues (IPFL). The IPFL sets professional standards for competition, media rights, infrastructure, and conduct, while also advancing league-wide initiatives in fan experience, community impact, and operational sustainability.



Ministry of Culture & Sports

The Israeli Ministry of Culture and Sports serves as a public partner, setting national sports policies, offering funds and supporting infrastructure development. While the club operates independently, it aligns with the Ministry's objectives to promote community well-being.



Local Authorities

We collaborate with municipal and regional authorities on matters of safety, accessibility, infrastructure, and community development. These relationships are essential to ensuring responsible operations and meaningful local impact.



Sammy Ofer Stadium

As one of the country's most active stadiums, our relationship with the stadium's operators involves coordination around logistics, maintenance, accessibility, and environmental practices. We see the stadium as both a sporting arena and a community gathering place. We are committed to minimizing its environmental footprint and supporting efforts to make it a greener, more sustainable venue for all events.

UN Sustainable Development Goals

We align our sustainability efforts with the United Nations Sustainable Development Goals (UNSDGs), which provide a global framework for promoting social, environmental, and economic well-being.

Our actions contribute to multiple SDGs, including:



SDG 3: Good Health and Well-being

We promote physical activity, mental resilience, and healthy lifestyles through sport, education, and community programs.



SDG 10: Reduced Inequalities

We foster inclusion by creating accessible experiences for fans and providing equal opportunities across our youth and professional programs.



SDG 11: Sustainable Cities and Communities

As a central gathering point, our stadium serves as a community hub - supporting cultural connection, safety, and shared civic pride.



SDG 12: Responsible Consumption and Production

We are working to reduce waste and make better procurement choices, aligning with circular economy principles in club operations.



SDG 13: Climate Action

We aim to minimize our environmental impact and raise awareness about climate issues through our platform and operations.

CHAPTER 05

The Environmental Aspect

The Environmental Aspect

Environmental awareness is becoming increasingly important within our daily operations. As a football club with a large stadium, hundreds of thousands of visitors, and a wide supplier network, we recognize both the direct environmental impact of our activities and the broader influence we have in shaping awareness and behaviours among fans, partners, and the community. We see this role as an opportunity to inspire sustainable practices beyond the club itself.

Environmental sustainability is an ongoing journey for us. We're actively charting our course by identifying strengths and gaps, setting clear objectives, and laying the groundwork for meaningful progress. This chapter outlines the steps we've already taken and the strategies we're developing to achieve lasting, sustainable progress

Climate and Energy

Carbon Footprint

Our club is beginning to map its carbon footprint, the total greenhouse gas emissions generated directly and indirectly by our activities. Measuring this footprint allows us to understand where we have the greatest environmental impact and where we can act to reduce it.

We currently focus on Scope 1 and Scope 2 emissions, in line with international standards:

- **Scope 1** refers to direct emissions from sources we control
- **Scope 2** includes indirect emissions from the purchase of electricity

As this is our first reporting year, our emissions tracking is still developing. Although our vehicle fleet is leased, we recognize opportunities to reduce emissions through our shift to electric vehicles and more efficient fuel use. A more complete carbon inventory and management plan will be pursued in future cycles.

Scope 1	Scope 2
0 tCO2e	95.41 tCO2e

*Calculations are based on GHG protocol methodologies



Maccabi Haifa FC's academy training centre is equipped with a high standard, environmentally friendly, LED floodlight system designed to decrease electricity consumption

Energy Consumption

Energy management is an active consideration in the daily operations of the Football Club – in the office, the stadium and the training facility. Staff are encouraged to reduce unnecessary lighting, screen time, and printing as part of our daily operations.

The site has a defined electricity capacity limit, and staff carefully monitor usage to avoid exceeding it. For example, when training sessions are held in the evening, only one pitch is lit at a time, and air conditioning is used selectively. Where possible, training is scheduled during daylight hours to reduce energy demand, though this remains challenging in summer months due to heat constraints.

Our goal during 2025 is to explore the development of a dedicated energy program for the the 1st team training facility, including the potential installation of solar panels to generate clean energy on-site.

According to the stadium's reports, it's annual electricity consumption is monitored, with usage estimated at approximately 1.5–1.8 million kWh. Efforts to optimize energy efficiency and promote responsible energy consumption practices continue to be a focus in collaboration with the stadium operator.



As part of the shared vision with our main sponsor, Volvo, the players joined the collaboration between Volvo and Casca, a limited-edition line of shoes made of recycled car tires

Water Consumption

Water management plays a critical role in the daily operations of a professional sports club, and is guided by both environmental awareness and player safety. From supporting not only the maintenance of high-quality playing fields, but also showers, hydration stations, cleaning, and overall facility hygiene. In Israel's dry climate, where water is a precious and often scarce resource, we are especially mindful of the need to balance performance standards with sustainable water use.

Our irrigation systems are not fully automated, watering is determined manually based on rainfall patterns and field conditions, considering Haifa's coastal climate. This deliberate approach helps reduce unnecessary water use while maintaining the quality of the playing surface, which is essential for player health and injury prevention.

During the 2023/24 season, total water consumption reached about 47,574 m3. In 2025, we will continue to explore ways to monitor and optimize our irrigation methods, creating a water management plan that will balance turf performance with responsible resource use.

Fuel Consumption

In the 2023/24 season, the club consumed approximately 51,186.46 liters of fuel for leased company vehicles. As part of the shift toward electric mobility, senior team players have replaced their club-provided vehicles with electric Volvo models during September 2024. This move marks a clear step toward reducing fuel consumption and lowering emissions.

Climate Awareness and Advocacy

As a football club, our influence goes beyond matchdays and internal operations—we shape public awareness and lead by example. We continually seek new ways to act as a positive role model and spark proactive environmental and social engagement. Over the past year, we partnered with Volvo to launch a campaign promoting electric vehicles and environmental awareness, using the club's branding to encourage sustainable choices among fans.

In partnership with sponsors, such as Volvo, we began integrating climate-positive branding and highlighting recycled products, such as footwear made from repurposed tires. These efforts mark the beginning of our climate advocacy work, using our platform to inspire broader action, not just within the club but also among fans, families, and communities.

Moving ahead, we plan to broaden our climate advocacy with innovative marketing campaigns that raise awareness and engage wider audiences - think viral initiatives and sustainability messages woven into matchday experiences. By leveraging our visibility, we seek to make environmental responsibility an integral part of the fan experience.

Procurement Practices

At Maccabi Haifa FC, our procurement strategy prioritizes local partnerships and environmentally responsible choices wherever possible. While Adidas remains a key international supplier, we continue to expand our investment in self-production lines, which grant us greater flexibility and control over materials, packaging, and logistics. Orders for the 2024/25 season maintain this direction, with nearly one-third of inventory originating from domestic production.

We prioritize working with local suppliers, such as regional textile producers and small businesses in the geographic periphery. By doing so, we aim not only to support our community emotionally, but also economically, reinforcing the broader social fabric that connects us beyond the stadium. During the 2023/24 season, approximately 34% of merchandise sales came from items produced through local manufacturing, reinforcing our commitment to supporting regional suppliers and minimizing transportation emissions. Top-selling items included jerseys, scarves, and hats, many of which were sourced from nearby textile producers.

In addition, surplus merchandise from previous seasons, including uniforms and apparel, was donated to hospitals and communities affected by the war, allowing the club to combine material reuse with meaningful social support.

In 2025, we plan to formalize a sustainable procurement strategy with clear goals, priorities, and measurable targets. This strategy will build on existing efforts such as reducing packaging waste, encouraging reusable materials, and exploring partnerships with brands that align with our environmental values. By embedding ESG considerations more systematically into supplier selection and evaluation, we aim to create a procurement process that reflects both our operational needs and our commitment to sustainability.

Waste Management

Types of Waste Generated

The main waste streams at a standard stadium include food packaging, disposable cutlery from the canteens, marketing materials, and printed tickets. Thanks to our efforts to eliminate unnecessary waste, such as digitalization and raising awareness, our staff have begun to tracking waste generated and classify areas where we have more operational control. The growing attention to the subject, supports our efforts to identify opportunities for reduction and transition to reusable or digital alternatives.

Paperless Season

In recent years, we have significantly reduced the use of printed and disposable materials throughout our operations. One of the clearest examples of this progress is in our ticketing system: Whereas in past seasons approximately 100,000 paper tickets were ordered annually, today that number has dropped to zero. The old printed tickets were sized at 15x8 cm, while home-printed versions now use standard A4 paper, only when necessary. Fans now receive digital tickets, and very few choose to print them at home.

99%
membership
renewal

NO
paper tickets

NO
plastic membership
cards

With over 20,000 permanent plastic membership cards in circulation, we used to order approximately 8,000 additional cards each season to replace worn, lost, or new memberships. This too has been reduced to zero, as all membership access is now fully digital. Although physical parking permits are still in use for certain ticket types, the volume is relatively low, estimated at around 1,200 per season.

Beyond ticketing, we have eliminated printed menus, ticket envelopes, and matchday stickers in VIP areas, replacing them with digital or reusable formats. This shift has helped us reduce waste and improve operational efficiency, while maintaining a high-quality experience for fans.

Recycling

The Sammy Ofer Stadium offers operations and initiatives to promote recycling. Special collection containers are placed for plastic bottles and aluminium cans, and our logistics team participates in sorting efforts after matches. The staff independently collect beverage bottles after matchdays, using the deposit refunds to create a small fund for employee activities and team-building. This grassroots action reflects both environmental awareness and a strong internal culture of responsibility.

We are establishing a formal recycling and composting programs, and are proud to report of several initiatives that are already in operations. In VIP areas, we use compostable serving products and bulk beverage dispensers to reduce single-use waste.

One notable initiative is our collaboration with Volvo to market limited-edition recycled shoes made from used vehicle tires. This 2023 project highlights our commitment to environmental innovation and demonstrates how sports partnerships can support circular economy principles. The shoes serve not only as a symbol of sustainability, but also as a tool for raising awareness among fans and stakeholders.

Event Sustainability

Green Match-Day Operations

We see match-day sustainability as a central priority for the club, recognizing the unique environmental challenges and opportunities these events present. We maintain a close partnership with Sammy Ofer stadium management to drive improvements, collaborate on sustainable initiatives, and promote responsible practices during our events. This collaboration reflects our broader approach to working with key stakeholders toward shared sustainability goals.

As a club that hosts hundreds of thousands of fans throughout the season, Maccabi Haifa FC is committed to promoting sustainability across all match-day operations, whether in the stands with our loyal season ticket holders, or in our VIP boxes hosting partners and guests. We recognize that each event is an opportunity to minimize environmental impact, enhance fan experience, and lead by example and advocate responsible event management.



Paperless Match:

Digitalization has played a dominant role in our immediate actions. This season we decided to avoid printed magazines, historically printed and placed on every seat in the stadium on every game, moving to fully digital content, and saving 20,000 pamphlets each game. We work with stadium management to support more efficient practices, particularly in VIP areas, where printed materials such as menus have been replaced with digital screens. We continued our path to digitalization and eliminated all use of plastic membership cards and paper match tickets – upgrading to app-based ticketing, significantly reducing paper and plastic waste, which can amount to 100,000 paper tickets and 8,000 plastic cards. This translates to a reduction of roughly 360kg of paper and 40kg plastics in a season – in tickets alone.



VIP Hospitality

In our VIP areas, we have phased out most single-use plastics and now use compostable or reusable serving materials. Menus are no longer printed but sent digitally via messaging apps, and branded elements, such as door signs, are now displayed using a screen instead of printed single-use stickers. In terms of hospitality and leisure, the catering staff serve food in reusable dishes, and most beverages are served without plastic packaging.



Sammy Ofer Stadium

Maintaining the stadium pitch involves additional environmental considerations, including irrigation, fertilization, soil care, and biodiversity management, carried out in coordination with the stadium's groundskeeping team. These practices are key to ensuring a safe and sustainable playing environment.

In partnership with the stadium operator, additional sustainability practices have been implemented. These include the separation and recycling of cardboard and organic waste, the collection of electronic cups with a deposit system to encourage reuse, and the organization of post-match clean-up operations, carried out by Haifa Municipality teams. The stadium canteens are operated by the stadium itself, and we are exploring ways to collaborate with our partners to improve food and beverage sustainability. Furniture and equipment that are no longer in use are donated or repurposed, contributing to a broader circular economy approach.



Sustainable Transportation (Fan and staff travel)



Public Transportation

Transportation remains one of the most significant environmental considerations associated with football events. While a comprehensive mobility plan is still in development, we have begun laying the groundwork through initial steps aimed at promoting more sustainable travel to and from the stadium.

The club has been working with Israel Railways to coordinate additional trains on match days, especially during evening games. Fans are regularly encouraged to use public transportation via social media and internal channels.



Electric Vehicles

We aim to encourage greater use of electric vehicles among both fans and club personnel. This ambition drives us to explore solutions such as a dedicated EV-only parking area and improved micro-mobility access, including designated zones for e-scooters near the stadium. During 2024, we provided our players with electric vehicles, as part of our broader commitment to sustainable transportation.

Our goal is to explore sustainable transportation options for both employees and fans, reducing our environmental footprint while improving accessibility.



As part of the shared vision with our main sponsor, Volvo, the players, and staff was given electric cars of VOLVO & LINK AND CO



CHAPTER 06

Social
Focus

Social Focus

Maccabi Haifa FC is more than just a football club, it is a symbol of connection, solidarity, and care. Our social responsibility efforts span many domains, from inclusion and youth empowerment to community outreach and fan well-being. The following section breaks down our social engagement according to key material topics.

The Club

Maccabi Haifa FC Football Club employs a diverse team of professionals who contribute to the club's success both on and off the pitch. Our employees, both operational and professional, are what keeps the club running. In the 2023/24 season, the club employed a total of 268 individuals: 224 men and 44 women. Out of these, 24 employees (16 men and 8 women) hold permanent contracts, while 244 are employed on a temporary basis (208 men and 36 women). Temporary employment includes professional players, whose contracts are time-bound in line with common practices in the sports industry. A majority of the workforce is employed on a full-time basis (125 men and 15 women), while 128 employees (99 men and 29 women) work part-time. Additionally, 53 employees (29 men and 24 women) are employed on an hourly basis, primarily in retail operations and logistics.



Employee data was collected using Headcount as the primary measurement approach. All reported figures reflect the status as of **December 31, 2023**, corresponding to the midpoint of the football season. This snapshot represents the club's workforce at that point in time and may not capture seasonal or temporary fluctuations that occur across the full season. There were no significant changes in employment numbers or organizational structure during the reporting period.

Employee Development

As part of our commitment to professional development and internal communication, the club conducts structured performance review cycles twice per season, once mid-season and again at the end of the season. In 2023/24, 48 employees took part in these sessions, which are designed to reflect on individual achievements, align expectations, and offer personal feedback. The process includes a formal dialogue between each employee and their manager, promoting transparency, mutual respect, and growth.

As part of our internal development culture, 27 staff members participated in professional enrichment activities during the 2023/24 reporting period. One employee began a master's degree in Sports Management, while others took part in targeted training programs. These included eight certification courses on topics such as customer service, safety, accessibility, AI systems, and administrative tools, as well as two interactive workshops focused on emotional resilience and team-building. These efforts reflect our belief that investing in staff knowledge and growth is key to long-term organizational integrity.

**BE A GAME CHANGER,
THE WORLD IS ALREADY FULL OF PLAYERS**

Employee Development and Engagement Objectives

- Increasing the use of technology to streamline work processes and enhance employee experience
- Developing a digital employee profile to centralize personal and professional information
- Institutionalizing structured training and professional development programs across departments
- Providing guidance and consulting to departments to strengthen teamwork and organizational cohesion
- Fostering a culture of transparency, collaboration, and open communication

Equality and Inclusion

Maccabi Haifa FC Football Club is committed to fostering an inclusive and respectful workplace that reflects the diversity of our broader community. We actively seek to integrate individuals from underrepresented and minority groups across all areas of the club's operations, both on and off the pitch.

In line with our values and regulatory expectations, we maintain a zero-tolerance policy toward discrimination, racism, and harassment. This commitment extends to players, staff, fans, and partners. Throughout the year, we continue to promote awareness, education, and proactive measures to ensure equality of opportunity and to create a safe, welcoming environment for all.

Diversity in Staff and Players

Maccabi Haifa FC embraces diversity at all levels of the organization. Our team reflects the multicultural nature of Israeli society, with players and staff from different ethnic, religious, and cultural backgrounds. This includes underrepresented groups such as Arab professionals, women, and others. As of the 2023/24 season, 23 of our employees are minorities or other underrepresented communities, amounting to approximately 8.5% of the club's workforce.

Gender diversity remains an important aspect of our organizational culture. Women represent 23% of our workforce and hold 3 out of 10 management roles across departments, accounting for 30% of the club's leadership positions. In addition, the club employs 2 female coaches, further contributing to the visibility and participation of women in key sporting roles.

We continue to see diversity as a source of strength and growth, both on and off the pitch. We remain committed to fostering an inclusive environment where all professionals are supported and respected.

Women in Leadership Positions



2
coaches



3
senior managers

Accessibility and Inclusion

Our accessibility officer monitors compliance with local and UEFA accessibility standards. Internally, we are working to improve identification of fans with specific needs, such as queue-exempt medical conditions so they can receive personalized assistance without having to advocate for themselves every time. Inclusion is embedded in our operations, not just our statements. Our youth facilities have been upgraded to include additional private locker rooms to ensure greater privacy and dignity for all players, including girls and young athletes from diverse backgrounds.

Anti-Racism: Campaigns and Education

We promote respectful behavior and anti-racism messages through our game-day protocols, fan-facing communications, and community events. From pitch-side signage to internal staff briefings, we continue to advocate for a culture of dignity and respect. Our youth teams are also trained in values of tolerance and mutual respect, with mandatory workshops on appropriate conduct, social responsibility, and digital behavior. Staff receive annual briefings on ethical standards, discrimination prevention, and respectful communication, both online and offline.



Youth and Education

At Maccabi Haifa FC, education is not treated as an accessory to football, it is central to our philosophy. The club operates with a guiding principle, **"The person comes before the player"** "האדם לפני השחקן". This approach shapes every aspect of how we engage with young athletes, from early childhood through high school graduation.

How Do We Do It?

Maccabi Haifa FC's Youth Department focuses on nurturing young athletes through a balanced approach that includes personal development, academy training, athletic growth, and position-specific enrichment - including dedicated training sessions. This work is supported by continuous feedback from stakeholders, strong social and community frameworks, and an environment that encourages excellence and a vibrant sports culture. By integrating advanced technological tools into training and management, the department ensures players receive the highest-quality development experience both on and off the pitch.

Youth Academy

Our youth academy includes over 360 registered players, ranging from age 8 to 18. Players who live far from Haifa are offered a place in our residential boarding school, which combines a full academic curriculum with athletic training. Participation in school is mandatory, and students who skip class are not allowed to train. To support academic achievement, we provide private teachers, including Hebrew and math instruction tailored to specific needs. For example, Arabic-speaking students are taught by Arabic-speaking teachers, accompanying them in their educational journey and offering support in overcoming language barriers.

A dedicated educational coordinator maintains contact with teachers, collects student report cards, and ensures football never comes at the expense of learning. Many of our coaches are also certified teachers, and in some cases, they provide private tutoring or teach core subjects such as Hebrew and Math. Coaches are trained to track academic progress and make home-visit when needed to understand personal challenges. The presence of caring adults and the knowledge that someone is “checking in” has a noticeable effect on motivation and behavior.

Youth Development

We also provide a wide range of educational and personal development activities, including:

-  Workshops on social media responsibility, nutrition, and emotional resilience.
-  Gender safety training for coaches, in partnership with “Matzmichim” NGO.
-  Structured learning schedules during travel abroad, including cultural tours and daily itineraries
-  Partnerships with schools in underserved areas, offering training programs, educational materials, and subsidized gear to nearly 3,000 students across Israel, most of whom are in the geographic periphery.
-  A media and communications course offered within the boarding school program, designed to develop players’ skills in critical thinking, expression, and digital literacy.

The club also supports inclusive programs with organizations such as Special Olympics, ILAN, and Beit Lohamei HaGhettot, where youth teams engage in meaningful, shared activities with children and adults with disabilities. These encounters promote empathy, normalize diversity, and build emotional intelligence.



Special Olympics winning tournament 2023/2024



The Media and Communications Department giving a lecture to youth on the responsible use of social media

We also encourage academic development beyond youth programs. Players and staff who wish to pursue university education are supported through customized arrangements. In parallel, annual performance evaluations are conducted for all staff to foster continuous learning and development.

Our belief is simple: some children will become professional football players, but all will grow up to be people. We strive to provide them with the structure, guidance, and values they need to thrive, both on and off the field.

Social and Economic Role in Israel Society

With hundreds of thousands of supporters, a strong media presence, and deep roots in civic life, Maccabi Haifa FC holds significant social influence. We view this as both a privilege and a responsibility. Through community engagement, support for underrepresented groups, and the creation of meaningful moments for fans, especially in times of hardship, we strive to embody values of care, respect, and belonging.

Our impact also extends to the local economy. By employing hundreds of staff and contractors, partnering with small businesses and local suppliers, and operating one of the country's most active stadiums on match days, the club plays a vital role in supporting economic activity in the region.

The Museum

In December 2024, Maccabi Haifa FC inaugurated Israel's first football club museum, located inside Sammy Ofer Stadium. Construction of the museum began in 2023 and was completed to the highest international standards. Spanning over 1,000 square meters, the museum traces the club's story from its founding in 1913 to the present day. It features multimedia exhibits, rare historical memorabilia, and interactive experiences such as VR stations, a reconstructed fan stand, and a youth-oriented audio studio.

Accessible in Hebrew, Arabic, and English, the museum is designed not only to preserve the past, but also to promote education, cultural pride, and values like coexistence, equal opportunity, and the club's core belief that "the person comes before the player". As a unique cultural space, the museum reinforces Maccabi Haifa FC's role in community engagement and long-term social impact, offering fans of all ages a place to connect, reflect, and belong.



Maccabi Haifa FC museum's Trophy Room

Commemorative Initiatives

In the aftermath of the tragic events of October 7th, 2023, Maccabi Haifa FC has sought meaningful ways to honor the memory of those lost. As part of this commitment, the club initiated a remembrance project during weekly press conferences at the training facility. Each conference now opens with a tribute to a different victim, sharing their personal story and preserving their memory within the club's broader community dialogue.

As part of our commitment to remembrance and solidarity, Maccabi Haifa FC has established a dedicated memorial at the Sammy Ofer stadium, to honour fans who were murdered or fell during the October 7 attack. This space serves as a place of collective mourning and connection, ensuring that their memory remains an enduring part of our community and our club's identity.

This initiative reflects our belief that football is not isolated from society, but deeply connected to the people and history around it. Through these moments of recognition, we aim to provide comfort, promote resilience, and reinforce the values of empathy and solidarity that underpin our identity.

We recognize the emotional impact that football, and the club's activities, can have on our supporters, especially during times of grief or crisis. Our personalized outreach to bereaved families and individuals facing emotional hardship reflects our deep commitment to community well-being.



Memorial wall with the names of 114 Maccabi Haifa FC fans who were murdered on October 7th, 2023.

Expanding Community Engagement

Maccabi Haifa FC views community impact as a central pillar of its identity and responsibility within Israeli society. Our customer and fan relations strategy is built on accessibility, proactive engagement, and meaningful outreach. We prioritize providing timely and responsive communication through both formal and informal channels, ensuring that every fan feels heard and supported. Alongside this, we continually initiate new fan-focused and community-driven projects, while expanding our engagement efforts beyond the Haifa area to reach a broader and more diverse audience. The club is also developing dedicated programs within the Arab community and actively promotes joint community initiatives that bring together both senior and youth teams. Through these combined efforts, we strengthen trust, deepen relationships, and foster an inclusive and connected fan community.

Our Fan Support – In Numbers



During the season, the club strengthened its fan relations through a series of initiatives aimed at improving dialogue, accessibility, and overall supporter experience. We held multiple fan meetings that received highly positive feedback and organized an open training session at Sammy Ofer Stadium, which generated exceptional engagement and support. The club significantly improved response times to fan inquiries, streamlined departmental workflows, and enhanced transparency in communication. In addition, we facilitated coordination between the police, security forces, and fans, supported interactions with public authorities, and improved the availability of clear information on match days. The club also took part in the UEFA Supporter Liaison Officer (SLO) training program, further advancing our professional standards in fan engagement.

Sporting an Active Relationship

Our club maintains strong relationships with youth-focused NGOs and bereaved families. We regularly invite children to matches and training sessions, ensuring that each visit is personal and respectful. These gestures, such as walking onto the pitch with players or receiving surprise video messages are carefully coordinated to bring comfort and connection to families facing hardship.

The club launched its collaboration with the “Password for Every Student (“Sisma LeKol Talmid”)” program, mobilized all staff members to take part in community engagement efforts, and strengthened coordination between the community department and the senior team players. In addition, the club significantly expanded the community outreach activities led by the youth academy.

A is for Avi Ran, B is for Benado Arik
 Being a first grader can be overwhelming. In 2024, we partnered with “Password for Every Student” and Dr. Shlomit Guy and published a “First Grade Workbook” – that teaches the Hebrew alphabet using the familiarity of our players. For more advanced grades, sporting internationality, we also have a workbook for learning English.

Outreach and Support

We maintain strong, ongoing ties with our local community. Following the “Iron Swords” war, the club initiated an unprecedented number of social and community-oriented activities across the country. From home visits and hospital outreach to attending funerals and celebratory events, both our players and staff are present in the lives of our fans. After the tragic events of 2023, we strengthened our commitment to showing up when it matters most. In 2024, Maccabi Haifa FC was honoured with the Israeli President’s Award for Social Excellence in Sport, recognizing the depth and sincerity of our community engagement.

In addition to emotional presence, we provide direct support, including deliveries of food, supplies, and merchandise to hospitals, bereaved families, and more. During the war, the club also supported evacuees from southern and northern Israel, coordinating aid in collaboration with local partners and fan groups. Our youth teams and staff regularly participate in activities with organizations such as Special Olympics, ILAN, Beit Lohamei HaGhettot, and others. These interactions are not one-off events, but part of long-term, meaningful relationships built on mutual respect and shared values.

To date, the club’s community activities have been fully funded through its own operational budget, reflecting our strong commitment to giving back to society. Moving ahead, we are exploring the creation of a structured Community Investment Fund to help sustain and expand our social impact. By 2030, we hope to open this fund to donations and corporate support, building a more resilient and collaborative platform for long-term initiatives.

Volunteer programs

Volunteering is embedded in our club culture. Fans who participate in community service, for example, on Good Deeds Day, receive appreciation from the club, including symbolic gifts like scarves. Between the football seasons, we offer club employees the option to volunteer instead of taking leave. We see “down-times” as a way to stay connected and give back to the community.

Youth players and staff also take part in year-round volunteer efforts, from visiting children in hospitals and families in mourning to helping in animal shelters and food deliveries for special events and holidays. These actions reflect our belief that true community connection means being there, in moments of both celebration and struggle.



Sports Brings our Hearts Together

Sport serves as a social catalyst, bridging cultures, communities, and perspectives. As one of the most popular clubs among the Arab community in Israel, and with approximately 50% of our fans living outside the Haifa metropolitan area, the club provides a safe and inclusive environment where fans, families, and young athletes come together to share the values of teamwork, perseverance, and fair play.

Our unique international relations, as the club actively participates in international tournaments across Europe, offer us an opportunity to foster dialogue and collaboration among diverse teams and audiences. This includes encounters with clubs from Gulf states and other regions we would not have been exposed to otherwise. In all our activities, we promote mutual respect and understanding, positioning the club as an ambassador of peace and inclusion.



CHAPTER 07

Governance & Compliance

Governance & Compliance

As our sustainability efforts mature, we recognize the importance of building not only meaningful programs, but also responsible systems to support them. Governance is what ensures our values become durable and embedded into decisions, structures, and culture.

Ethical Governance Culture

Our leadership culture is grounded in trust, accountability, and a strong ethical compass. And we maintain clear lines of responsibility between executives, department heads, and operational teams. Ethical considerations are also integral to our sponsorship decisions: we apply clear ethical filters to ensure that partnerships align with the club's values, even when this requires turning down financial opportunities.

Our club is committed to promoting ethical conduct across all levels of the organization. We are currently working toward formalizing a Code of Conduct to guide issues such as conflicts of interest, responsible communication (including on digital platforms), and transparency. In practice, employees are already expected to uphold these principles in their daily work. Senior management is encouraged to disclose potential conflicts of interest, and internal controls are in place to support ethical decision-making.

Our club actively upholds its values among fans, partners, and employees. We enforce a strict zero-tolerance policy toward violations such as harassment, hate speech, and discrimination. Reports are assessed on a case-by-case basis, with relevant departments collaborating to ensure swift and effective resolution. For example, following a racist incident against a player, a fan was banned from matches and legal action was pursued.

In addition, our youth department maintains dedicated reporting channels for inappropriate behavior, including gender-based issues, to protect the safety and well-being of young athletes



Protecting Brand Integrity

As the visibility and popularity of the club continue to grow, we face increasing challenges related to counterfeiting and intellectual property violations. Imitation products and unauthorized use of our brand appear both internationally - including in markets like China - and locally, including by large retail operating in legal grey areas or in direct violation of copyright laws.

While we actively register our trademarks in Israel and abroad, and issue cease-and-desist letters regularly, enforcement remains complex—especially given court decisions that sometimes limit the ability of rights holders to fully protect their assets. Nonetheless, we remain committed to defending the club's identity and commercial rights. A strategic legal case against a major offender may serve as a deterrent and reinforce our position.

Beyond the economic loss, counterfeiting undermines the authenticity and values we work hard to uphold. The club sees the fight against fakes not only as a legal or financial issue, but as part of its broader commitment to ethical business conduct and fair play.

Health, Safety and Well-Being

As a football club operating in a high-energy, high-attendance environment, we view health, safety, and well-being as central to our responsibility toward all stakeholders. Our approach distinguishes between three key groups: employees, whose safety is protected through workplace standards and compliance with labor regulations; professional players, whose physical and mental health are supported through dedicated medical, fitness, and psychological care; and fans, for whom we ensure a secure and inclusive environment in collaboration with stadium authorities and public agencies. While the needs of each group differ, our goal is unified – to create a safe, respectful, and supportive environment for everyone who works with, plays for, or supports the club.

Guarding our Players

The club conducts regular health monitoring for all players. Following each training session and match, medical staff assess the physical condition of players to support injury prevention and ensure optimal recovery. These assessments guide ongoing treatment plans and help maintain both short-term fitness and long-term well-being.

We monitor the use of medical treatments provided to players to ensure compliance with international anti-doping regulations, including the WADA code. These systems reflect our broader effort to formalize a governance culture that is adaptive, credible, and aligned with the evolving expectations of ethical sports leadership. As part of our identity, we believe the path matters just as much as the outcome, and our decisions reflect that belief.

We follow strict safety protocols in our training facilities. These include padded infrastructure (such as foam-covered barriers), accessible amenities, and gender-sensitive spaces, with nine renovated locker rooms, including a dedicated changing room with private facilities for girls. All players undergo comprehensive medical evaluations at the beginning of the season, including blood tests and injury prevention briefings.

Mental health and well-being programs

We recognize that player well-being extends beyond physical fitness to include emotional and psychological health. Within the youth division, a dedicated mental resilience coach conducts regular workshops aimed at building coping skills and emotional awareness. The team is supported by a club psychologist, who provides ongoing mental health guidance throughout the season.

A nutritionist works closely with the team's players and their families (when it comes to youth), offering lectures and personalized support to promote healthy, performance-aligned lifestyles. Structured meal plans are tailored to athletes' needs, balancing proteins, carbohydrates, and key nutrients. On matchdays, specialized menus are designed to optimize energy and recovery, with an emphasis on nutrient-rich foods and minimal use of red meat.

Safe Stadium

We invest heavily in creating a safe and welcoming matchday environment. Our crowd management practices include gate monitoring and responsive access control to reduce density. We enforce no-smoking zones, screen for prohibited items, and train staff to be attentive to mobility needs. Security staff work closely with fan relations teams to handle complaints quickly and personally, including lost items, medical concerns, or behavioral incidents.

As part of stadium safety protocols, periodic environmental assessments are conducted, including radiation testing, to ensure the health and safety of fans, players, and staff. Noise levels are also monitored regularly to comply with municipal guidelines for event spaces.

A certified transportation safety officer oversees road safety measures for both club vehicles and external suppliers, including seasonal training. The club also ensures that disabled fans can access stadium services comfortably, with guided assistance where needed and dedicated seating options.



Combating Fan Violence

We take a firm and proactive stance against violence and incitement in the stands. Such behavior directly harms the club, resulting in heavy fines, potential point deductions, reputational damage, and disruption to our sporting strategy. The club incurs fines due to violent incidents, in addition to significant investments in security and prevention measures, totalling hundreds of thousands annually.

Beyond the financial and operational consequences, we see violence as fundamentally incompatible with the culture we are striving to build. Football should unite, not divide—and we are committed to eradicating violence from our stadiums and setting a standard for responsible fan conduct.



Transparency and Accountability

We are taking steps to improve internal coordination and communication, especially in the way we track and manage stakeholder interactions. Our transition to a digital CRM system (Salesforce) is a key part of this process. Once fully implemented, it will allow us to log interactions with fans, from ticketing issues to accessibility needs and use AI transcription to analyse recurring themes and areas for improvement. During the 2023/2024 season, we were able to provide reply for 83k written and verbal inquiries. Fans awarded our customer service team a 4.1/5 stars satisfaction ratings for treating these inquiries.

These insights are used not only for reporting, but also to guide internal service improvements and adapt club policies in real time.



In parallel, our Media and Communications Department also plays a key role in strengthening connection with fans, partners, and the broader community. Through innovative storytelling, consistent communication, and active digital engagement, the department supports the club's transparency.

We maintain active communication channels, including dedicated WhatsApp groups, documented phone support, and targeted in-person tours with specific stakeholder groups, such as senior citizens, fans with disabilities, and VIP members. Our fan support team is reinforced on matchdays and trained to respond personally and promptly, whether in person or via phone.

We comply with Israeli data privacy laws and consult legal experts to ensure our digital services meet cybersecurity and accessibility requirements. For example, our website has undergone external accessibility reviews to improve usability for fans with disabilities. In addition, the club has a formal cybersecurity and privacy policy in place to govern how stakeholder data is collected, managed, and protected across all platforms.

This report itself is a first step toward greater transparency, and we plan to build on it in the years ahead. We view accountability as an everyday practice, responding to fan complaints, correcting mistakes, and ensuring that every voice, whether from a VIP box or the last row of the stadium, receives fair and respectful attention. In serious cases, such as violence or hate speech, we document incidents and take legal action in coordination with law enforcement and our legal team.

Innovation and Technology

Throughout the 2023/2024 season, Maccabi Haifa FC's Data and Technology Department continued to lead the club's innovation strategy, integrating advanced digital systems and smart work processes across all areas of operation.

The department's activities were divided into two core domains:

Football technology and data – The club integrates cutting-edge technologies for performance management and analysis, including GPS systems and shoe chips, video processing, and VR-based analytics to monitor both individual and team performance, support match preparation, recruitment, and player development across all levels including the youth academy.

Technology and data in management and fan engagement – The club has implemented advanced CRM and commerce systems, website and app management tools, access control solutions, an upgraded ticketing platform, virtual queue systems, and an intelligent call centre for efficient communication. These technological upgrades significantly enhanced the club's operational efficiency and created a more seamless and engaging digital experience for fans.

By leveraging data and technology, the club continues to enhance decision-making, athletic performance, and its connection with fans.





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This report was prepared by Nibbana Israel, in close collaboration with MHFC's CFO Dalit Zimmerman, as part of a comprehensive process of mapping, analyzing, and presenting the organization's sustainability activities.



MACCABI FOR
FUTURE

