



BUNDESLIGA
FOUNDATION

SECOND SURVEY OF THE VOLUNTARY
CIVIC ENGAGEMENT
OF GERMAN PROFESSIONAL FOOTBALL
2015-16 SEASON

CIVIC ENGAGEMENT STATISTICS

1,125,000

people directly benefitted from German professional football's civic engagement last season – either in projects or via other actions such as donations of money or materials. Marked by an increase of about 40 per cent compared with the 2012-13 season, this equates to clearly more than one per cent of the German population, the 36 professional clubs accounting for about 1.04 million of these beneficiaries.





More than **450**

projects in the 2015-16 season were supported by professional football. The Bundesliga and Bundesliga 2 clubs were actively engaged in about 380 and the Bundesliga Foundation in more than 50 projects.

18 of the 36 professional clubs had a dedicated organisational structure for their civic engagement at the end of the 2015-16 season – three clubs more than in the 2012-13 season. In addition to foundations established under the German Civil Code, this includes assistance clubs (e.V.), non-profit limited liability companies (gGmbH) or dedicated departments within the clubs.



40 per cent growth in spending on voluntary civic engagement has been recorded by German professional football compared with the initial survey for the 2012-13 season. In the 2015-16 season resources worth 28 million euros were employed (monetary and material contributions, human resources, communicative areas). The 36 professional clubs accounted for 21.3 million euros, the Bundesliga Foundation for 3.6 million euros and ten selected foundations of current and former players for 3.3 million euros.



72 per cent of the civic engagement of the professional clubs was dedicated to children and teenagers. The percentages relating to the Bundesliga Foundation (80 per cent) and the player foundations (88 per cent) were even higher. In total, about 750,000 children and teenagers were reached by the Bundesliga and Bundesliga 2 clubs. This equates to about 6 per cent of all children and teenagers up to the age 18 in Germany.

CONTENTS

3	Introduction
4	VOLUNTARY CIVIC ENGAGEMENT OF GERMAN PROFESSIONAL FOOTBALL
6	The survey
12	Core results
18	Guest article by Aydan Özoğuz, Commissioner of the Federal Government for Migration, Refugees and Integration
20	CIVIC ENGAGEMENT OF THE BUNDESLIGA FOUNDATION
22	Development, status quo, outlook
30	Perspectives contributed by Felix Oldenburg, Secretary General of the Association of German Foundations
32	CIVIC ENGAGEMENT OF THE BUNDESLIGA AND BUNDESLIGA 2
34	Clubs: development, status quo, outlook
44	Perspectives contributed by René Schmidpeter, Professor of International Business Ethics and CSR at Cologne Business School
46	Survey of the KfW Banking Group
48	First Civic Engagement Report of the Federal Government
50	Players: development, status quo, outlook
54	POINTS OF CONTACT
56	Overview of clubs
62	Overview of player foundations
64	Imprint

The present survey of the voluntary civic engagement of German professional football was conducted by the research and consulting firm Nielsen Sports. The authors of the texts are Dr Fabian Hedderich and Manfred Krümmel (both of Nielsen Sports). The guest articles were contributed by Aydan Özoğuz, Felix Oldenburg and Dr René Schmidpeter.



BUNDESLIGA
FOUNDATION

SECOND SURVEY OF THE VOLUNTARY
CIVIC ENGAGEMENT
OF GERMAN PROFESSIONAL FOOTBALL
2015-16 SEASON



INTRODUCTION

"CONTRIBUTION TO SUSTAINABLE DEVELOPMENT IN GERMANY"

The present survey provides information about the voluntary civic engagement of professional football during the 2015-16 season. It contains information about the contributions made to a sustainable development in Germany by the Bundesliga Foundation, the 36 clubs of the Bundesliga and Bundesliga 2 as well as selected foundations of past and present Bundesliga players. Following the analysis of data from the 2012-13 season, the present survey represents the second one of its kind. Consequently, it allows conclusions to be drawn about the development of the contributions made to society by professional football over a period of three years.

This survey exclusively addresses the voluntary civic engagement in the spirit of good corporate citizenship of the parties covered by this research. Activities which are essentially required by regulations, such as the work of professional clubs with their fan communities, were not included in the survey. Activities which potentially might also serve commercial interests were excluded as well.



COMMITMENT BY PROFESSIONAL FOOTBALL IN 2015-16

VOLUNTARY
CIVIC
ENGAGEMENT

Mittelrhein Sport
Verein für Integrierte
Jugendsozialarbeit Berlin

2012

RESPONSIBILITY The Bundesliga Foundation, the 36 professional clubs and many current and former Bundesliga players support community projects. Jérôme Boateng, among other things, is active in youth work, imparting values like tolerance and solidarity to young people.





THE SURVEY

EMBRACING SUSTAINABLE RESPONSIBILITY

Higher expenditures, more projects, extension of structures: the second edition of a comprehensive analysis by the research and consulting firm Nielsen Sports shows how German professional football is sustainably shaping and expanding its voluntary civic engagement.

For the 2012-13 season the Bundesliga Foundation published the first complete overview of the voluntary civic engagement of professional football in Germany in a survey titled 'Verantwortung leben' ('Embracing Responsibility'). It created the basis for periodic evaluations and was repeated for the 2015-16 season using a near-identical approach. The present survey reflects developments, describes the status quo and provides an outlook for the coming years. Its objective is to provide transparent and reliable information about the commitment of German professional football to society.

Nine in ten consumers in Germany would like to know what companies do to live up to their social responsibility, according to a survey by the European Commission. This result shows that Germans, in a Europe-wide comparison, have the strongest interest in companies acting responsibly (European Commission, 2013). In the past ten to fifteen years German citizens increasingly volunteered their services for the common good. Their number grew from 1999 to 2014 by nearly ten percentage points to about 44 per cent (BMFSFJ Survey on Volunteering, 2014).

EXPERIENCE Through joint activities nearly all Bundesliga and Bundesliga 2 clubs impart important values like solidarity, tolerance and respect to children.

Numerous companies actively assume their social responsibility in the spirit of good corporate citizenship too. In 2012 this applied to about 64 per cent of all companies in Germany. They invested more than 11 billion euros 'in order to become voluntarily involved in civic engagement above and beyond legal requirements' (BMFSFJ, First Civic Engagement Report, 2012).



German professional football has been committed to the common good for years as well – a trend that clearly points upwards as the comparison with the first survey for the 2012-13 season shows. This voluntary civic engagement – in the spirit of good corporate citizenship – takes place on three levels:

- through the Bundesliga Foundation
- as part of the activities of the Bundesliga and Bundesliga 2 clubs
- through the commitment of current and former Bundesliga players

The Bundesliga Foundation has been the umbrella organisation of

German professional football's civic engagement since 2008. Guided by the maxim of 'Creating Opportunities', it uses the bonding forces of football to fill gaps within society. In accordance with its charter, the Foundation's activities are dedicated to furthering sports, education, international understanding and prevention of violence. In this context, the Bundesliga Foundation supports existing projects, but repeatedly launches new initiatives as well, which it implements in collaboration with the Bundesliga und Bundesliga 2 clubs and other partners. The Foundation concentrates on activities in Germany with a country-wide impact, as shown by

the integration project billed as 'Welcome to Football', which it promotes in concert with the Federal Government's Commissioner for Immigration, Refugees and Integration, Aydan Özoğuz, and which is sponsored by the German Children and Youth Foundation.

Furthermore, the Bundesliga Foundation, on behalf of the Bundesliga, aims to draw attention to urgent challenges of our times and to communicate them to the general public via the media coverage enjoyed by football. At the same time, it endeavours to integrate the social activities within the League and beyond.

CORPORATE CITIZENSHIP DEFINITIONS



THE VOLUNTARY ENGAGEMENT OF GERMAN PROFESSIONAL FOOTBALL IS VERSATILE

In addition to the Bundesliga Foundation, the Bundesliga and Bundesliga 2 clubs continue to pursue their civic engagement in the form of foundations, projects and initiatives of their own. The contributions made by the professional clubs are as varied as the 36 clubs and corporations themselves. They are largely focused on regional levels, typically as part of individual activities and projects the clubs often initiate themselves.

The ‘investment’ of the Bundesliga clubs in their voluntary civic engagement primarily consists of providing material support and human resources. In addition, they use funds from their clubs’ budgets and, due to their popularity, are often able to generate further financial means, for instance through fundraising activities.

Many current and former Bundesliga players support social causes as well – be it as part of the activities run by their clubs or in the form of independent commitments. Their activities for the common good range from making donations, assuming sponsorships and patronages for existing projects and organisations through to initiating projects of their own. This commitment is particularly evident in foundations established by players such as the Christoph Metzelder Foundation or the Manuel Neuer Kids Foundation.

Building on the first civic engagement survey of German professional football in 2012-13 at the three

aforementioned levels – Bundesliga Foundation, Bundesliga and Bundesliga 2 clubs, and foundations of current and former players – the present survey is the first one to provide comparisons, plus an overview of the current state. Compared with the survey

performed three years ago, one more player foundation has been included. The survey is intended to provide all the parties involved in these endeavours with valuable impulses for discussion and systematic further development of their activities.

THE SURVEY LEVELS SURVEYED

BUNDESLIGA FOUNDATION

- Umbrella for the Bundesliga’s civic engagement
- Complements the clubs’ approaches
- Communicative role

CLUBS

- Individual, mostly regional civic engagement of the Bundesliga and Bundesliga 2 clubs

PLAYER FOUNDATIONS

- Individual civic engagement of current and former Bundesliga players

THERE IS A GROWING
TREND OF CIVIC
ENGAGEMENT IN
PROFESSIONAL
FOOTBALL



SUCCESS During summer camps and event weeks, young supporters of various professional clubs come together. They learn to respect one another and are sensitized to topics like social inclusion.

For this purpose, the survey provides answers to five key questions:

- How has voluntary civic engagement developed and what significance does it have today?
- What types of expenditures does this entail?
- What target groups are reached and benefitted directly?
- How is the commitment oriented in terms of content?
- How will or should voluntary civic engagement develop in future?

The survey is limited to activities of voluntary civic engagement. Activities which are essentially required by regulations, such as the work of the professional clubs with their fan communities, are not addressed in this survey. Neither have activities been included that contain any additional elements with an at least potentially commercial focus. Environmental commitment in the form of infrastructure projects, such as the installation of photovoltaics systems for solar energy generation, has not been taken into account either. Further details on this topic are provided in the Bundesliga Environmental Report published in 2013.

EACH OF THE THREE LEVELS SURVEYED IS BASED ON A SPECIFIC METHODOLOGY

To ensure the comparability of the data, a survey design analogous to the approach used for the initial survey for the 2012-13 season was selected. It is based on the principles of modern, qualitative research and considers both the disparate availability of data and the differences in the complexity of the questions asked depending on the level of engagement. For each of the three levels, an individual survey methodology was selected (as shown below).

Surveyed, in addition to the Bundesliga Foundation, were the 36 clubs that were in the Bundesliga and Bundesliga 2 in the 2015-16 season, plus ten selected player foundations

of current and former Bundesliga players. This equates to slightly more than half of the player foundations that are active in Germany and provides an excerpt overview of this civic engagement. Included were player foundations which, not in relation to an association or club, represent an independent voluntary engagement of the respective player and had already been active in terms of specific assistance activities and projects in previous years.

The data was gathered during the period November 2016 to March 2017 and reflects the data from the 2015-16 season or the respective fiscal year of the player foundations (2015-16 season or calendar year 2016).

All clubs were able to answer about 85 per cent of the subsequently

analysed questions. No information was provided by a maximum of one club per question so that this has no significant impact on the results. For the sake of easier readability, the authors chose not to separately mark the information in the running text.

The systematic selection of suitable interlocutors within the clubs and foundations and the individual approaches used to obtain the data per segment ensured maximum validity of the results at each level. Particularly the results pertaining to the professional clubs, due to the frequently lacking internal evaluation of their civic engagement, are based on personal, yet factually substantiated, estimates made by the interviewees. These estimates were made on the basis of comprehensive definition explanations and often verified in an iterative process. Overall, a high validity of the survey data can therefore be assumed.

Due to the exacting transparency requirements to be met by foundations, both the Bundesliga Foundation and the player foundations maintain precise data for their project work and the resources expended. For this reason, for the present analysis – contrary to the initial survey – the data of the player foundations was merely obtained via an online questionnaire.

THE SURVEY SURVEY METHODOLOGY

BUNDESLIGA FOUNDATION

- Analysis of internal data
- Complementary survey of the Bundesliga Foundation's team

CLUBS

- Three-step data gathering
 - Online questionnaire
 - Guide-supported personal interviews
 - Complementary written verification of the central evaluation results
- Additional: isolated enquiries by email
- Database-supported analysis

PLAYER FOUNDATIONS

- 15 player foundations contacted by the Bundesliga Foundation
- Data obtained from 10 participating player foundations by means of an online questionnaire



CORE RESULTS

CIVIC ENGAGEMENT FOR MORE THAN A MILLION PEOPLE

With expenditures amounting to about 28 million euros German professional football displayed greater civic engagement in the 2015-16 season than ever.





The present data confirms the principal finding of the initial survey for the 2012-13 season: professional football in Germany is assuming its social responsibility to a greater extent than ever before. In over 450 projects and numerous individual activities resources worth 28 million euros were expended in the 2015-16 season (for monetary and non-monetary items, human resources and communicative areas). This corresponds to growth of about 40 per cent compared with expenditures in 2012-13. Together, the Bundesliga Foundation, clubs and player foundations reached about 1,125,000 direct beneficiaries (not including any possible double counting).

This development reflects a sustainable trend of expanding civic engagement on all levels. In this

context professional football makes a significant contribution to mastering current social challenges such as integration and inclusion. In projects with relevance to these topics, it systematically leverages football's attraction to integrate hard-to-reach target groups into society. In football camps socially deprived children learn a healthy lifestyle, teenagers are shown vocational education perspectives and migrants are familiarised with the German language and culture via the topic of football.

ROLE MODELS Bundesliga-wide activities like the Integration Match Day in March 2015 can help to draw attention to important social challenges. At the initiative of the Bundesliga Foundation clubs and players of the Bundesliga and Bundesliga 2, among others, most recently promoted cultural diversity.





PROFESSIONAL FOOTBALL TOTAL VALUE OF THE COMMITMENT



Civic engagement continues to be centred on children and teenagers, who account for 74 per cent of it. In 2015-16 the clubs alone reached more than 750,000 minors (73 per cent of the beneficiaries). This corresponds to about 6 per cent of all children and teenagers (up to age 18) in Germany. In the case of the Bundesliga Foundation (80 per cent) and the player foundations (88 per cent on average) the percentage is even higher.

NINE IN TEN CLUBS HAVE BEEN CONTINUALLY DEVELOPING THEIR CIVIC ENGAGEMENT

With expenditures of about 21.3 million euros, the Bundesliga and Bundesliga 2 clubs account for a major share of the civic engagement, which all of them – without exception – have continually been displaying. With 76 per cent on average, the clubs finance a major portion of their commitment from their own club budgets, particularly via donations of material resources and the use of human resources. Additionally, they generate about an average of 15 per cent of the total value via monetary donations (for example during fundraising activities).

The increasing focus being placed on sustainable project work and self-responsibility in controlling activities, as well as the continuing trend toward the institutionalisation of their commitment, shows how important their civic engagement is to the clubs. At the end of the 2015-16 season half of the clubs, three more than just three years before, had established an organisational structure for their civic engagement.

Generally, the civic engagement of more than 90 per cent of the clubs has seen further development since the 2012-13 season. The total value of the resources expended, the number of projects sponsored and the

PROFESSIONAL
FOOTBALL
EXPENDS
RESOURCES
WORTH MORE
THAN 28
MILLION EUROS
PER YEAR FOR
THE COMMON
GOOD



number of individuals directly benefitting from the commitment have significantly increased. In the 2015-16 season the clubs directly supported more than a million people through various projects and activities.

Whereas the clubs are often active in their particular regions, most of the activities and projects of the Bundesliga Foundation continue to have a Germany-wide focus. The Foundation, together with various cooperation partners, primarily implements large-scale projects and initiatives with a long-term focus in four central areas, accompanied by support being provided to individual local activities. In 2015-16 a total of more than 30,000 people as project participants directly benefitted from 51 supported projects. In addition, the Bundesliga Foundation repeatedly initiates campaigns which use the Bundesliga's popularity to draw attention to topics of social relevance. The objective is to exert a

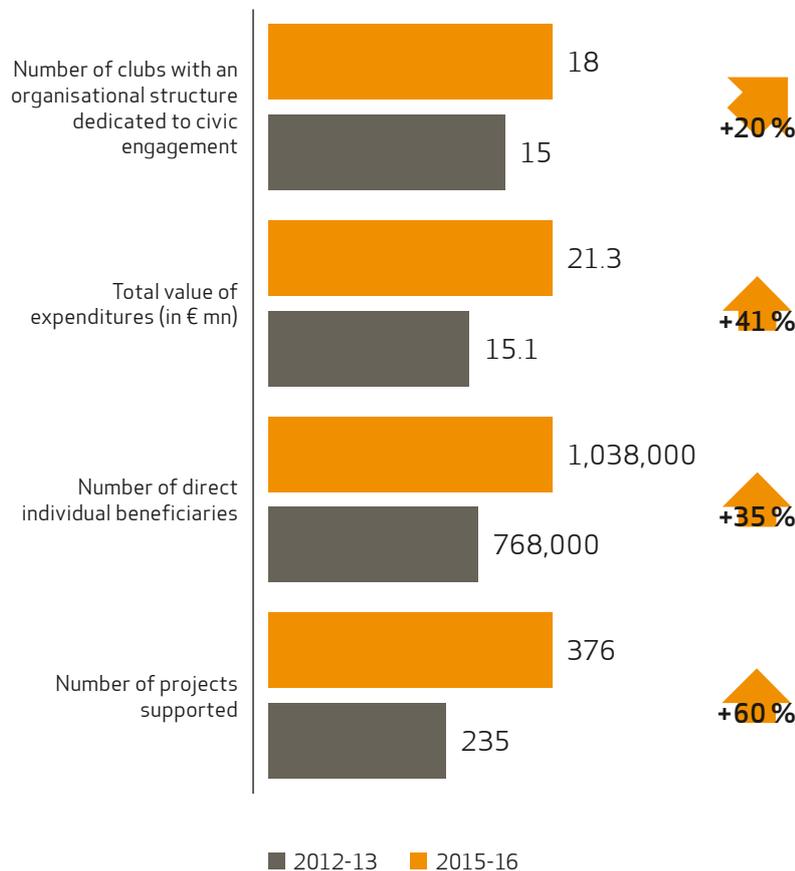
positive influence on society, for instance by means of special match days or TV and print campaigns. This way, the work of the Bundesliga Foundation forms an umbrella for the civic engagement of professional football in Germany.

In fiscal year 2015-16 the Bundesliga Foundation spent about 3.6 million euros in the form of cash, material donations, human resources and administrative costs in support of social causes. In addition, the Foundation uses the media services provided by the DFL Deutsche Fußball Liga to draw attention to important social issues in conjunction with Bundesliga coverage. The value of these services has not been quantified as part of the analysis and therefore has not been incorporated in the total value.

The foundations of current or former Bundesliga players surveyed in the present research in fiscal year

CIVIC ENGAGEMENT OF THE CLUBS DEVELOPMENT

from 2012-13 to 2015-16



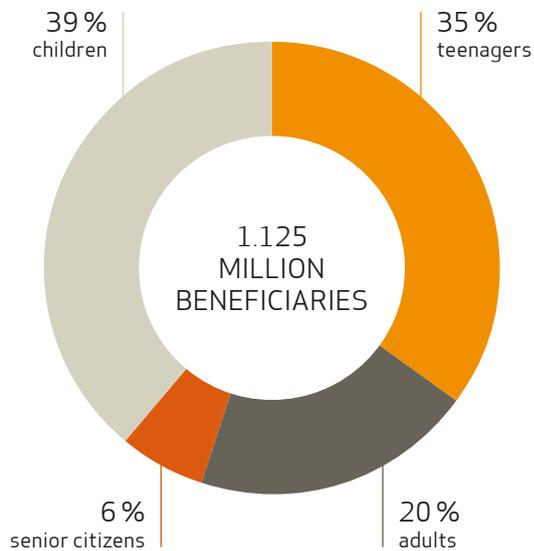


Core results



SOLIDARITY BVB pro Sebastian Rode supports canoeist Ricarda Funk. By assisting other athletes and other sports, professional football makes a commitment to the German sports family. The DFL and the Bundesliga Foundation have been partnering with the German Sports Aid Foundation for nearly a decade.

BENEFICIARIES
PERCENTAGES AND TOTAL NUMBER



EXEMPLARY CAMPAIGN The Bundesliga Foundation, the DFB and the Federal Government's Commissioner for Migration, Refugees and Integration together with players like Benedikt Höwedes from FC Schalke 04 took a stand against discrimination in a TV and print campaign in 2015.



ONE-TWO The 'Welcome to Football' project, via football, educational and other integration activities, familiarises young refugees with German society. DFL President and Chairman of the Bundesliga Foundation Board of Trustees Dr Reinhard Rauball (right) announced the launch of the project at the Office of the Federal Chancellor in March 2015. Since then, 23 so-called welcome alliances have been formed across Germany.

2015-16 or 2016 invested about 3.3 million euros in their civic engagement. This value was determined based on the foundations' budgets for human resources, administration as well as projects and activities, with cash donations of more than 80 per cent on average accounting for the largest share by far.

The work of the foundations is mostly characterised by a focus on long-term projects, with commitments being spread across wide geographic areas. To some extent, the activities are focused on the home region of the respective professional player and to another the foundations tend to concentrate on international projects. All the founders giving their names to foundations are involved in the foundations' work in diverse ways. They provide ideas, select projects, handle public relations or draw attention to the projects they support by means of regular visits.

CIVIC ENGAGEMENT OF PROFESSIONAL CLUBS IS GREATER THAN THAT OF MID-SIZE BUSINESSES

Professional football with its civic engagement compares favourably with German mid-size businesses. A comparison of the clubs with medium-size companies

shows that civic engagement by clubs and DFL e.V. corporations, measured by turnover, is relatively three to four times greater.

Furthermore, in the light of low interest rates, a comparison of professional football's civic engagement with 'classic foundations' established under the German Civil Code is revealing. Based on an interest level of 1 per cent, financing of a commitment in the amount of 28 million euros, as done by professional football, would require a foundation to have a capital stock of 2.8 billion euros. This would roughly equate to the assets of the Volkswagen Foundation.

FURTHER EXPANSION OF CIVIC ENGAGEMENT IS PLANNED

For the future, further growth of civic engagement can be expected. 30 of the 36 clubs are planning to generally expand their commitment in the next three years and to make even more systematic use of available resources. The Bundesliga Foundation and the player foundations intend to adhere to their consistent course of sustainable establishment and expansion of their civic engagement.



AYDAN ÖZOĞUZ

FOLLOWING THE FEDERAL ELECTIONS IN 2013, Aydan Özoğuz was appointed as the Federal Government's Commissioner for Migration, Refugees and Integration and State Minister to the Federal Chancellor. Her mission is to promote both the integration of people with a family history of immigration and to create prerequisites conducive to ensuring that all people in Germany, irrespective of origin, can live together well. Since 2009 Aydan Özoğuz has been a Member of the German Federal Parliament and since December 2011 Deputy Chairperson of the Social Democratic Party.

A LOT HAS BEEN KICKED OFF TOGETHER

“Sport has the power to change the world. It has the power to inspire. It has the power to unite people in a way that little else does. Sport can create hope where once there was only despair.” These words used by Nobel Peace Prize Winner Nelson Mandela very nicely put the power that sport can develop for society in a nutshell. And Mandela’s quote particularly applies to football.

The Bundesliga and its Foundation are aware of the socio-political importance of football and their social responsibility. Since 2008 they have been making it their business to use the integrative power of football above and beyond the stadiums and club facilities. A close and trusting cooperation between the Bundesliga

Foundation and my office as the federal government’s integration commissioner has existed ever since then.

The present survey shows that professional football’s voluntary civic engagement has grown further in recent years. But there is still room for improvement: not all professional clubs attach the same high value to this commitment yet.

This said professional football’s civic engagement is indispensable particularly in times like these. Since 2015 the integration of the large number of refugees has become one of the most important tasks of our country, but the federal, state and municipal govern-



"ORIGIN PLAYS NO ROLE IN SPORTS. THE GAME IS THE ONLY THING THAT MATTERS"

ments cannot master this challenge on their own. Integration can only be successful if government authorities and civil society act in concert.

People emigrating to or seeking refuge in a foreign country need everyday assistance and, above all, contact us with us, their new neighbours. Thousands of volunteer initiatives in our country committed to providing refugee aid and establishing initial contacts with the receiving society stand for this.

The sports and football clubs were frequently among the initial points of contact in everyday life. Many clubs immediately opened their offerings to refugees or went to the refugee shelters themselves. And in the light of Nelson Mandela's words I quoted above we can say that this generally worked out really well because in football, handball or volleyball origin does not have to play a role. The only things that matter are the game, clear rules, joint success or simply the enjoyment of physical exercise and training.

I am particularly thankful to German football for having made such great efforts to assist refugees from the very beginning. I would like to express my appreciation to the Bundesliga and its Foundation for the fact that, as early as in March 2015 as part of the 'Integration Initiative of German Football', we jointly launched the successful 'Welcome to Football' programme and are sharing its financial support. I was delighted to assume the patronage for this programme which is run by the German Children and Youth Foundation with its longstanding experience in working with young refugees.

At 'Welcome to Football' we familiarise young refugees with the offerings made by football and establish contact with our receiving society in the process. Refugees are actively involved in organising and running the activities offered by football as well, for instance by becoming

qualified as practice leaders in tandem with experienced volunteers. As a result, they are able to assume personal responsibility, which enhances self-esteem and contributes to social integration.

What makes this programme special is that we interlink professional football and its enormous appeal with the volunteer commitment and local rooting of amateur clubs. In welcome alliances there is always a professional club cooperating with a local amateur club (in Hamburg, for instance, FC St. Pauli Hamburg with TuS Germania Schnelsen or in Freiburg the SC with the police sports club).

Plus, these alliances are not only about playing football, but always about the integration of educational offers made at the local levels as well. Language courses, cultural programmes or qualifications in volunteer work are provided and run by refugee initiatives, welfare organizations or municipal institutions. This makes it possible for people who once fled from their countries to learn German faster and to understand our society better.

23 Germany-wide alliances – 'from the River Elbe in the far north to the River Dreisam in the Breisgau region [in the southwest]' – have been initiated by the professional clubs to date. Our aim is for all 36 professional clubs of the Bundesliga and Bundesliga 2 to become part of an alliance for refugees.

As the Federal Government's Integration Commissioner I am happy that, together with partners like the Bundesliga Foundation, the German Football League and the professional clubs, we have been able to kick off so much. Football reaches many people and the fact that sports and educational projects combined with football's attractiveness are being offered and successfully put into action deserves great credit.



UMBRELLA OF CIVIC ENGAGEMENT

BUNDESLIGA FOUNDATION

BUNDESLIGA STIFTUNG



SUPPORT Projects of the Bundesliga Foundation are actively supported again and again by prominent curators of the Foundation or Bundesliga stars like Gonzalo Castro. The midfielder from Borussia Dortmund is involved in the MidnightSport project supported by the Bundesliga Foundation, which uses football to impart important values like fair play and respect to young people. The presence of the players, who are role models for many of them, encourages and motivates the youngsters to embrace the values of sport in their everyday lives as well.



CONSISTENTLY GROWING ENGAGEMENT



The Bundesliga Foundation forms the organisational umbrella of professional football's civic engagement and complements the activities of clubs and players in terms of content. The Foundation has been able to increase its sponsorship commitments and to continually develop its structures.



ATTENTION In the Supercup, in the context of special match days and via TV commercials and print ads the Bundesliga Foundation periodically focuses public attention on important social issues. In 2016 it used the Supercup match between German champion FC Bayern München and DFB Cup winner Borussia Dortmund to take a strong stand for promoting the interests of children.

1. DEVELOPMENT AND PRESENT SIGNIFICANCE OF VOLUNTARY CIVIC ENGAGEMENT

The Bundesliga Foundation was established in 2008 with the aim of pooling, expanding and providing a common umbrella for the previously existing social commitment activities of DFL e.V. (up to 2016 'Die LIGA – Ligaverband e.V.')

and DFL Deutsche Fußball Liga GmbH. According to its charter, the foundation established under the German Civil Code is directly associated with the supreme bodies of DFL e.V. and the DFL. For example, the executive board of DFL e.V. and DFL's senior management jointly appoint the executive board of the Bundesliga Foundation.

Since the initial survey for the 2012-13 season the Bundesliga Foundation has consistently intensified its civic engagement. In addition to the rise in spending by about 46 per cent, this is particularly reflected by significant structural changes. In November 2014, for instance, a full-time chairperson of the executive board was appointed for the first time. In addition, the number of the Foundation's employees increased from six to ten. This is particularly attributable to the extension of the project management team whose work forms the core of the Foundation's activities. Furthermore, a wide variety of supporting services rendered by the DFL contribute to the capabilities of the Bundesliga Foundation.

The focal areas of the Bundesliga Foundation's sponsoring and supporting activities defined in 2009 – children, people with disabilities, integration and athletes

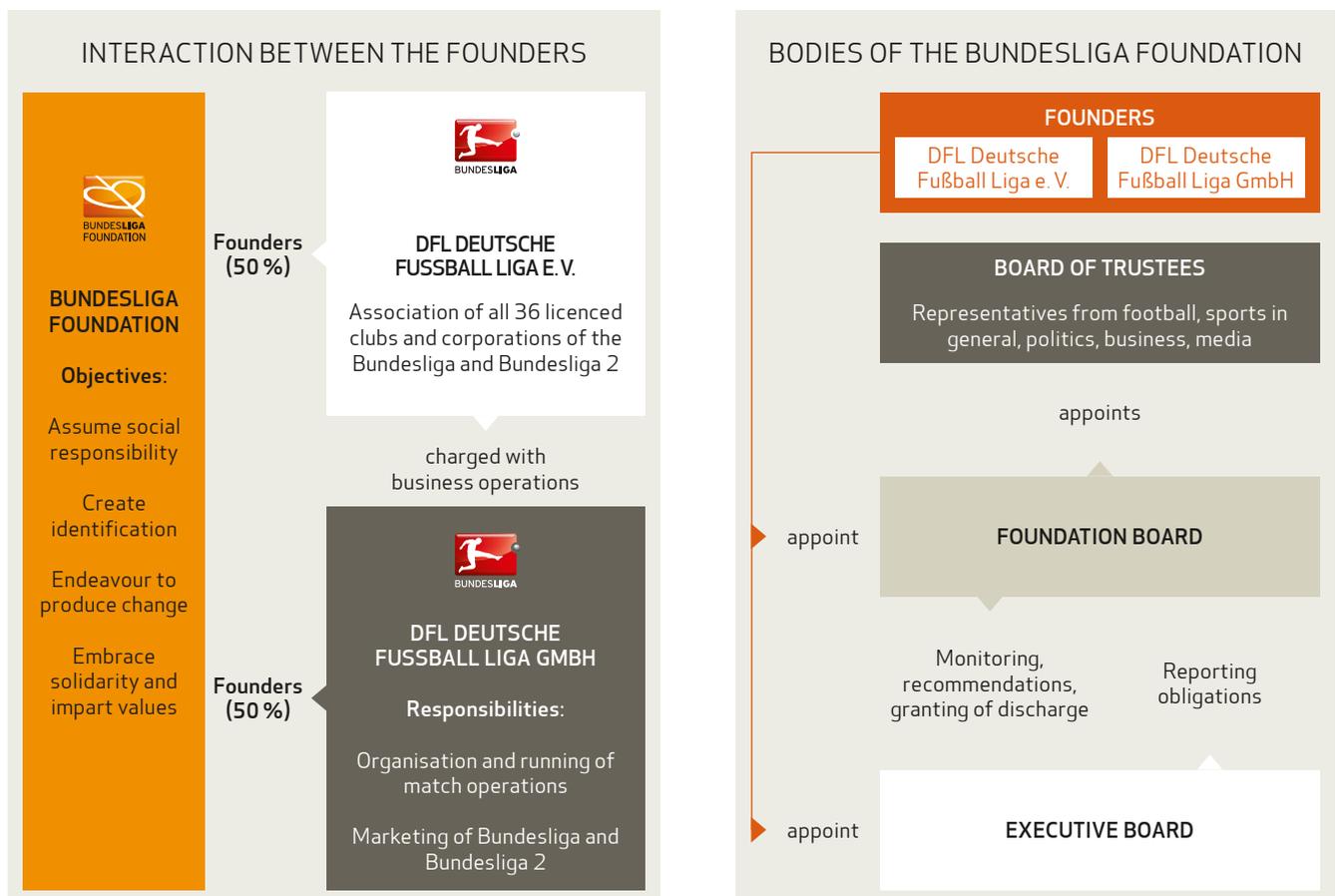


from other sports – continued to be retained in the Foundation’s eighth fiscal year of 2015-16. Under the keynote of ‘Creating Opportunities’ developed in 2011 the continuing principal objective of the Bundesliga Foundation is to use the power of football for the benefit of underprivileged people and to take a stand for solidarity and equal opportunities.

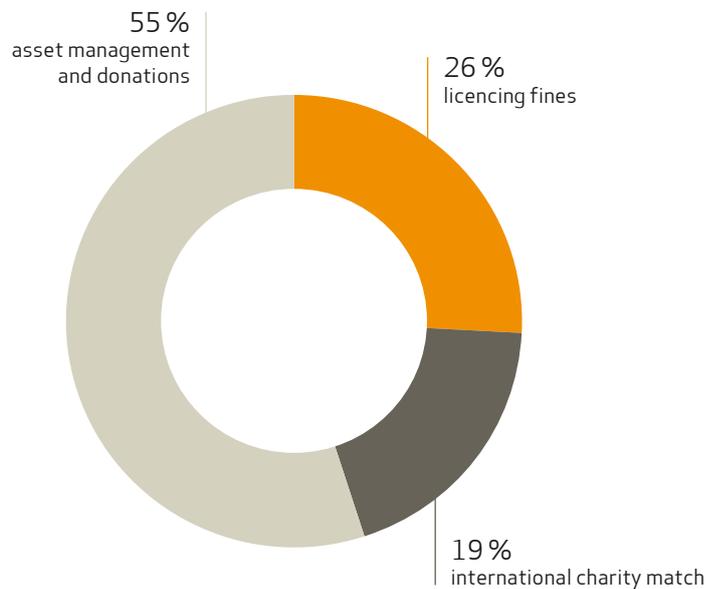
To complement the typically local commitment of the clubs, the Bundesliga Foundation increasingly focuses on Germany-wide activities – particularly by intensively promoting its so-called lighthouse projects. These are either initiated by the Bundesliga Foundation or developed further by the Foundation in concert with partners. The lighthouse projects are implemented across Germany and typically run in collaboration with professional clubs. Additionally, since the first survey for the 2012-13 season, further bilateral cooperation agreements with clubs, NGOs and political partners such as the Federal Government’s Commissioner for Migration, Refugees and Integration have either been entered into or intensified.

In addition to increasing its expenditures and honing the content of its civic engagement, the Bundesliga Foundation, through events and

BUNDESLIGA FOUNDATION ORGANISATION, MISSION, OBJECTIVES



ENGAGEMENT FUNDING



qualification offerings, contributed to both greater networking and the professionalisation of professional football in the social sphere. This includes formats such as a general assembly of all the clubs to discuss their social commitment. Together with the Chamber of Industry and Commerce for Central Franconia the Bundesliga Foundation developed the ‘Corporate Social Responsibility (CSR) in Football Management’ certification course.

2. SPENDING

In the 2015-16 season the Bundesliga Foundation spent a total of 3.56 million euros on its civic engagement. This sum encompasses monetary and material expenditures for sponsoring the Foundation’s own and third-party projects as well as HR (human resources) and administrative costs. As a result,

expenditures are about 46 per cent higher than just three years ago (2012-13: 2.44 million euros). As in the previous survey, the value of the media services provided by the DFL has not been considered in the current survey either.

The Foundation’s sponsoring and supporting activities were fed by several sources. In addition to receipts from the DFL’s asset

management and support, the Bundesliga Foundation received fines imposed for breach of DFL licencing rules and part of the profits generated by the international charity match held every two years.

3. TARGET GROUP

The Bundesliga Foundation’s commitment continues to be

THE BUNDESLIGA FOUNDATION HAS CONTRIBUTED TO THE PROFESSIONALISATION OF FOOTBALL IN THE SOCIAL SPHERE

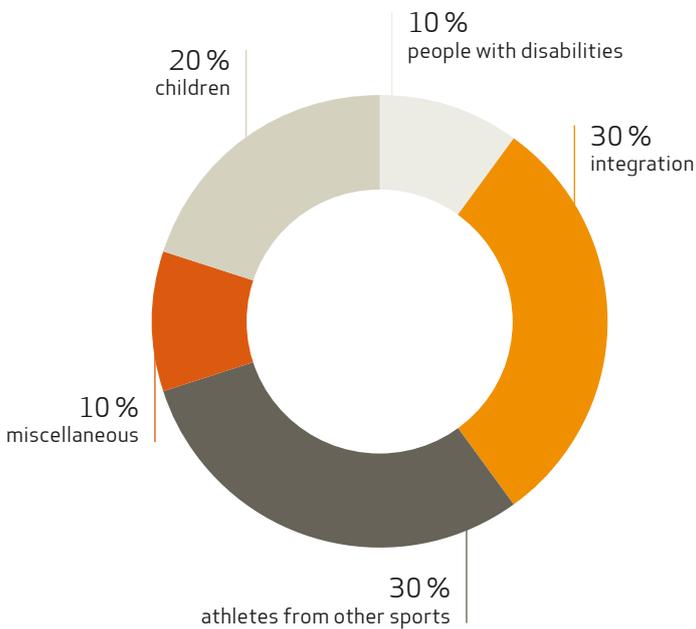


SAFETY FC Augsburg goalkeeper Andreas Luthe (right) in tandem with the 'In safe hands' club promotes contacts between refugee and German children. He is supported in this endeavour by his partner, former U-19 national goalkeeper Jonas Ermes. The name of their integration programme provides the cue to their aim: 'Turn a foreigner into a friend'.

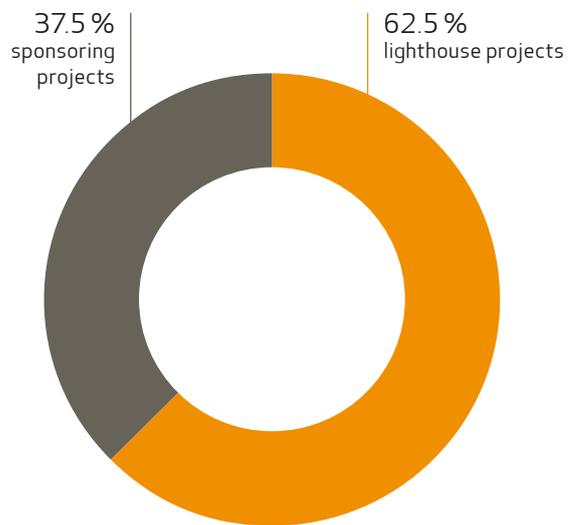


ATTENTION Via TV commercials and print ads the Bundesliga Foundation raises public awareness of social issues.

BUNDESLIGA FOUNDATION ENGAGEMENT BY AREAS SUPPORTED



ENGAGEMENT DISTRIBUTION BY TYPE OF PROJECTS





FOCUS The commitment to integrating people with an immigration history has a high priority in the Bundesliga Foundation's civic engagement. In 2015 the Foundation initiated a cross-divisional special match day which the Bundesliga, Bundesliga 2, the 3rd division, the Women Bundesliga and the national team supported by an international match.

focused on supporting children and teenagers. About four of five beneficiaries belong to this category.

In total, more than 30,000 people benefitted directly from the activities of the Bundesliga Foundation in the 2015-16 season. Additionally, an audience of millions was addressed via communicative activities. The focus here is on supporting athletes of other sports as part of the partnership with the German Sports Aid Foundation.

The Bundesliga Foundation primarily supports large-scale projects and initiatives with a Germany-wide impact, complemented by support for individual local activities, also at locations without professional clubs. On an international level the Bundesliga Foundation is active on a case-by-case basis, but only if a close reference exists to football. This is typically the case in the context of major football events such as World Cups.

4. FOCUS

In terms of content the Bundesliga Foundation's commitment is focused on four areas of sponsorship and support that account for about 90 per cent of its civic engagement. In this context the bonding and motivating forces



SPENDING ON CIVIC ENGAGEMENT IS INTENDED TO INCREASE FURTHER

JOY OF PLAYING The 'Welcome to Football' integration programme established at 23 locations throughout Germany addresses young refugees. Their origin and current situation plays no role in football and they are able to establish new contacts.



BUNDESLIGA FOUNDATION AREAS SPONSORED/SUPPORTED

				
	CHILDREN	PEOPLE WITH DISABILITIES	INTEGRATION	ATHLETES FROM OTHER SPORTS
Objectives	General imparting of values focused on a healthy lifestyle, physical exercise and prevention of violence	Opening of access to an active and passive experience of sports	General promotion of skills to create fair prospects in our society	Promotion of top-level Olympic sport
Lighthouse project	Football Meets Culture A Class Act in Sports	Bundesliga Travel Guide 'Disability Access to Stadiums'	Welcome to Football The Stadium as a Place of Learning	Promotion of Junior Elites

of football and the positive effects of sport and physical exercise serve as levers.

The focus is increasingly being placed on the six Germany-wide lighthouse projects which account for nearly two thirds of the Bundesliga Foundation's commitment. Spending has most recently been intensified in the areas of 'integration' and 'athletes from other sports'.

The Bundesliga Foundation is active as both an operator and a pure sponsor. Lighthouse projects are operational projects and have a long-term focus, whereas individual sponsoring activities are characterised by the provision of funds and typically supported for a period of three years. In the context of the lighthouse projects the Foundation

usually works in concert with non-profit organisations such as the German Children and Youth Foundation or 'Lernort Stadion e.V.' (roughly translated as 'the stadium as a place of learning').

In the 2015-16 season the Bundesliga Foundation sponsored a total of 51 projects. In addition, it has periodically been initiating special match days ('Aktionsspieltage') or TV campaigns intended to highlight social issues and social projects via the communicative power of the Bundesliga.

5. FUTURE DEVELOPMENT

For the future the Bundesliga Foundation is planning to intensify its commitment in conjunction with its lighthouse projects. For this

purpose the Foundation would like to further increase its spending on activities for the benefit of society.

In addition, the Foundation intends to enhance the quality and impact of its sponsoring and supporting activities, for instance by increasing its commitment of human resources, providing additional communication services and performing periodic project evaluations.

In keeping with its mission of serving as the umbrella for the civic engagement of professional football the Bundesliga Foundation is planning to both promote networking of the clubs amongst each other and to systematically establish and expand networks and collaborative partnerships in the non-profit sphere.



FELIX OLDENBURG

SINCE APRIL 2016 Felix Oldenburg has been Secretary General of the Association of German Foundations and thus the voice of over 21,000 German foundations with assets amounting to more than 100 billion euros. He is the youngest head of one of the major German associations and studied philosophy (Bonn, Tübingen, Oxford) and political management (Georgetown). After founding his own company, stints at McKinsey and as a moderator of major public participation proceedings he headed the Ashoka network of social entrepreneurs from 2009 to 2016. He is the founder of the Financing Agency for Social Entrepreneurship (FASE) and regarded as a pioneer in the fields of social entrepreneurship and social innovation.

FOOTBALL BUILDS BRIDGES

About eight years ago I was a managing director at Ashoka, the global network of social entrepreneurs. At that time I did research on projects and organisations that, with new ideas, achieve success in development collaboration. When local experts reported a large number of football projects to us, this provided the impetus for deeper reflection on my part. Football and development cooperation: how does that fit together? Had we perhaps failed to provide a proper briefing? However, the further our research progressed the more obvious it became that this was not a misunderstanding but a discovery made by many at the same time.

Football builds bridges. Be it as a magnet for vaccination initiatives, a learning platform for street children, as a resocialisation experience for convicts or as a place for integration of foreign cultures. A social entrepreneur and subsequent friend put it in a nutshell: “Foot-

ball is not a sport. It is the most widely understood language in the world.” There is nothing that’s needed for communication, not even shoes in many cases, and even the ball may be a tin. This may sound far away from the project landscape of the Bundesliga Foundation, or very near it, because the world has become a global marketplace of solutions to social challenges at breath-taking speed. The ideas that grow are those that grow from within themselves and are able to multiply in other places. Football is a unique place for this growth of good ideas.

Only a few years after it was established in late 2008 the Bundesliga Foundation is showing the type of potential that is to be tapped here. The Foundation benefits 30,000 people through 51 projects it supports and addresses important issues such as social inclusion



"SOCIETY NEEDS A TYPE FOOTBALL THAT HAS A POSITIVE EFFECT"

and integration. To expect the Foundation or the clubs of the Bundesliga and Bundesliga 2 to solve social problems like racism and discrimination would mean to expect too much of them. Professional football can at best make a contribution here, albeit a valuable and necessary one.

1.1 million people are reached by the civic engagement of the Bundesliga Foundation, the clubs and the players. This does not even include the positive effects achieved by Bundesliga-wide campaigns and activity days. It is safe to assume that these actions reach many more millions of people and heighten their awareness of social issues by the huge media impact of professional football. Even though the project resources employed by the Bundesliga Foundation as the umbrella of this commitment are remarkable only football as the connecting link and platform with its infrastructure, attention and bonding force can achieve this scale.

Particularly in times of low investment income the question of funding quickly arises. The growth of the Bundesliga Foundation can be explained by a skilful, well-diversified combination of income from capital stock, fines, DFL support, plus profits from charity matches of the German national team. Still, in future more people are going to ask not only about the absolute value of the sponsorship volume but about the ratio between this volume and the total turnover generated by the Bundesliga and its clubs – questions that many corporate foundations have already been facing.

With its numerous partners from a wide range of spheres the Bundesliga Foundation enjoys a solid

network. It understands that successful non-profit work also requires squaring the ball to other social players. Victory does not go to those shooting the largest number of goals but to those that ensure that everyone plays together. I look forward to seeing even more short passing games in this respect.

The Bundesliga Foundation is a smart investment of football in society. But it is also a smart investment in the future of football itself. In many people the thought of football not only evokes images of the beautiful game but of the resentment shown by some fans as well. Also, the structures of international professional sport which, like hardly any other is shaped by commercial temptations, occasionally give rise to raising an eyebrow. A look at FIFA and IOC suffices. Therefore, particularly a foundation that embodies football not only has to be committed to making sensible use of donations. In addition, it has to be a paragon of transparency and professionalism that radiates these virtues to its environment.

The survey of professional football's voluntary civic engagement is an important step in exactly this direction. It shows, for example, that the Bundesliga and Bundesliga 2 clubs and corporations mobilise a clearly greater commitment to society than comparable mid-size companies. And it also reflects encouraging growth of the social commitment of the professional clubs within just the few years that have passed since the first survey. The Bundesliga Foundation is serious about its claim to learning and effectiveness. And that is good because society needs a type of football that has a positive effect. And this type of football needs the Bundesliga Foundation.



LOCAL CIVIC ENGAGEMENT

BUNDESLIGA AND BUNDESLIGA 2

KU
KIS
www

79
WALDO

CONFIDENCE In 2016 Naldo and other players of FC Schalke 04 pass out gifts in so-called Buddy Boxes at the Children's hospital in Essen. The club uses the Buddy Box to provide quick help to people in need without red tape. More than 10,000 boxes have been passed out to date. Helper Naldo has extended his personal commitment to yet another field. Since March 2017 he has been the Bundesliga Foundation's Integration Champion.



KUMPEL-
KISTE
www.kumpelkiste.de



FC Schalke 04



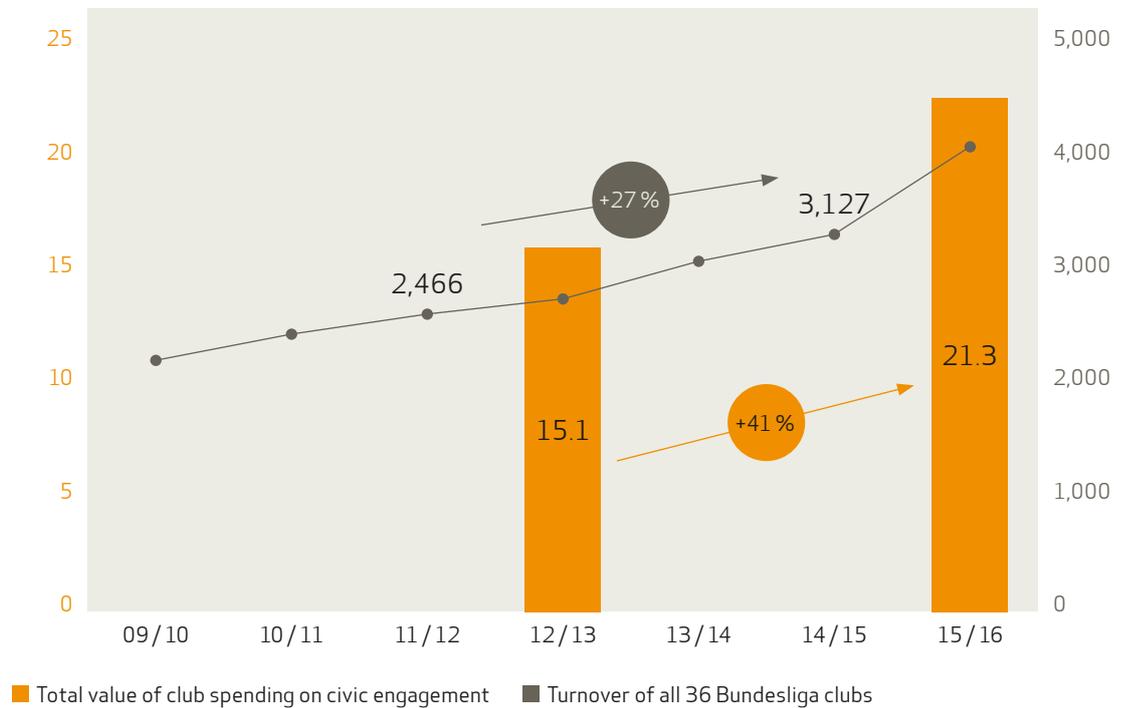
WITH HEART AND SOUL

All 36 Bundesliga clubs have been continuing their voluntary civic engagement above and beyond the requirements stipulated by the licencing rules in various ways. Compared with the 2012-13 season, they have clearly extended their commitment once more, reaching more and more people as a result.



COMMITMENT OF THE CLUBS IN RELATION TO SALES

in € mn



UNITY All 36 clubs of the Bundesliga and Bundesliga 2 are committed to serving the common good. Their approaches vary but sometimes are identical as well. The commitment of nearly all clubs, as pictured here at Leverkusen's BayArena, particularly benefits children and teenagers.

Among other things, this can be attributed to the continuing 'rather high' strategic importance which the clubs attach to their social commitment. With about 60 per cent of all clubs civic engagement has by now become firmly anchored in the overall club strategy. About 70 per cent are employing more personnel than just three years ago. Now as many as 22 clubs have regular staff whose activities are mainly focused on civic engagement, i.e. 1.9 employees per club, not taking the maximum number of 10 into account.

More and more clubs have been creating an organisational structure for their social commitment. At the

1. DEVELOPMENT AND SIGNIFICANCE OF THE VOLUNTARY CIVIC ENGAGEMENT OF THE BUNDESLIGA CLUBS

Since the first survey for the 2012-13 season more than 90 per cent of the clubs have developed their civic engagement further. The total value of the expenditures (in the case of 28 clubs), the number of projects supported (in the case of 25 clubs)

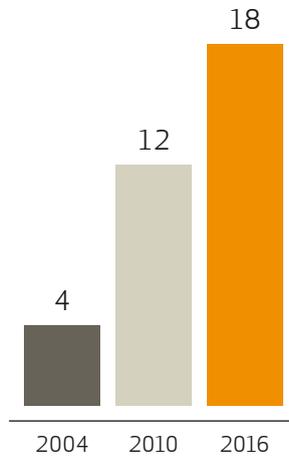
and the number of individuals directly benefitting from civic engagement (in the case of 23 clubs) has significantly increased. Proceeding from the assumption that its turnover achieved in the previous season is decisive for the civic engagement budget of a club, the investments of the clubs in their commitment reflect higher growth, by 14 percentage points, than their earnings (see chart above).



end of the 2015-16 season half of the 36 professional clubs had structurally anchored their civic engagement in a non-profit organisation or department dedicated to this purpose, three clubs more than in the 2012-13 season. Additionally, individual clubs have complemented or adjusted existing structures, such as Hamburger SV, which transferred its initiative 'Der Hamburger Weg' ('The Hamburg Way') to a foundation in 2015. The civic engagement of clubs which do not have a specifically dedicated structure is typically controlled by the marketing or communications department.

CLUBS WITH SPECIFIC ORGANISATIONAL STRUCTURES

Number of mentions



2016 organisational forms ¹

Foundation under the German Civil Code	9
Non-profit limited liability company (gGmbH)	2
Benevolent society/charity (e. V.)	3
Dedicated department	11

¹ Clubs with more than one structure were counted only once in the total number

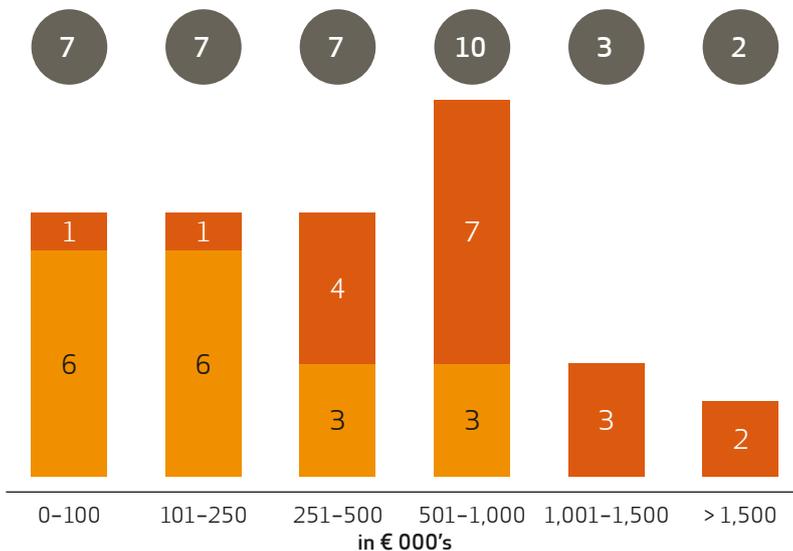
In terms of content the civic engagement of the clubs has seen continuing development as well, with issues of current relevance to society increasingly gaining importance. This particularly applies to

integration and inclusion. 28 of 36 clubs, for instance, stated that the refugee issue had a rather high or high influence on their civic engagement.

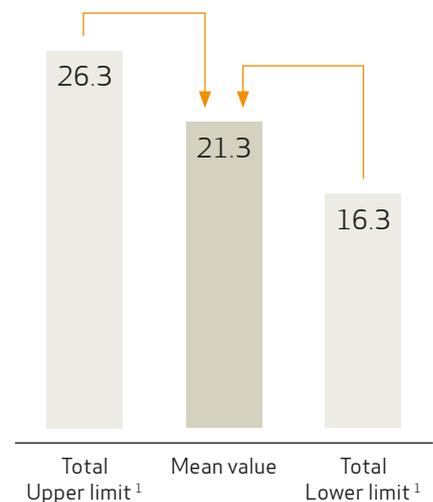
The clubs of the Bundesliga and Bundesliga 2 have increasingly been defining their civic engagement themselves. The average share of specific projects (versus miscellane-

CLUBS TOTAL VALUE OF THE COMMITMENT

Number of classifications



in € mn



■ Total ■ Bundesliga ■ Bundesliga 2

¹ Where available, for '> 1,500' the exact values were used in the calculation

COMMITMENT OF THE CLUBS ELEMENTS

CASH

- Cash employed from own budget, e.g. project funds, donations to third parties
- Funds collected from third parties (e.g. in fund drives, charity events) which are used for civic engagement

MATERIAL DONATIONS

- All material donations at cost, e.g. fan articles, jerseys, balls, media
- Free tickets made available within scope of the commitment
- Other tangibles, e.g. facilities or training areas provided free of charge

TOTAL VALUE OF CIVIC ENGAGEMENT SPEND

COMMUNICATIONS COSTS

- Value (market price) of the advertising space (print, online, stadium, textiles, etc.) provided free of charge within the scope of civic engagement to support projects/activities)

HR COSTS

- All staffing costs focused on civic engagement
- Costs for other staff investing part of their working hours, e.g. youth trainers, office employees

ous activities) in their total commitment rose as significantly as that of the clubs' own activities (versus support of third parties). In the 2015-16 season, in the case of ten clubs, the percentage of clearly defined projects and the percentage of the clubs' own activities was above 70 respectively. In the 2012-13 season this applied to merely four clubs.

2. EXPENDITURES

In the 2015-16 season the clubs, according to their own estimates, spent about 21.3 million euros on their civic engagement. This equates to growth of about 40 per cent compared with the 2012-13 season. If the value of civic engagement expenditures is put in relation to turnover and this relative quantity

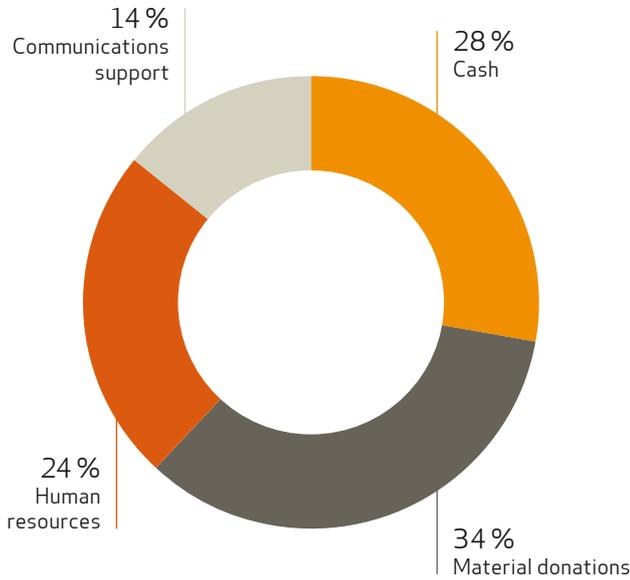
is compared with 'classic' medium-size companies based on various surveys, it is obvious that the civic engagement of the Bundesliga and Bundesliga 2 clubs is more intensive than that of average mid-size companies (see pages 46–49). In total, the Bundesliga clubs spent 16.5 million euros and thus 35 per cent more than just three years earlier. The Bundesliga 2 clubs accounted for 4.7 million euros and thus 62 per cent more.

To determine the total value of the clubs' commitment, the scale developed for the first survey was extended by an additional value category and applied (see chart at left, also see first survey 'Verantwortung leben', 2013). The total value is based on the mean values of the categories. In the case of clubs



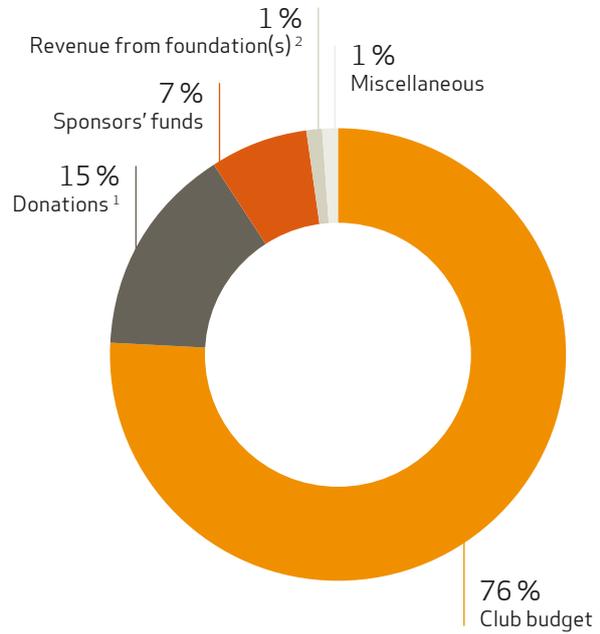
CLUB COMMITMENT COMPOSITION

Average percentages



CLUB COMMITMENT FINANCING

Average percentages



¹ Fund drives (e.g. receipts from charity events), cash donations; ² from endowment capital



CREATIVITY As part of the project billed as 'The Stadium as a Place of Learning' at Bochum's Vonovia Ruhr Stadium children and teenagers playfully learn how to avoid conflicts or to resolve them peacefully.





having spent more than 1.5 million euros a value that was as exact as possible, if available, was used.

The total spend of a club on its civic engagement is made up of four elements: cash, donations of materials, human resource (HR) costs and costs for communications support. As in the 2012-13 season the clubs finance a major portion of their commitment themselves. About a fourth of it, on average, consists of the clubs' own staff and

cash, which includes donations generated by the clubs as well. Material donations, at 34 per cent, represent the largest item. Communications support such as the provision of free advertising space for sponsored organisation or projects accounted for 14 per cent.

3. TARGET GROUP

In total, in the 2015-16 season about 1,038,000 people directly benefitted from the civic engagement of the Bundesliga and Bundesliga 2. About 77 per cent of these individuals were reached directly by the Bundesliga clubs, more than 26,000 on average (not taking the maximum figure which is clearly in the six-digit range into account). In the Bundesliga 2 the ratio was nearly 13,500 people per club.

Direct beneficiaries primarily include individuals who take part in club projects or third-party projects supported by the clubs. For example, these are children sponsored in holiday camps for socially deprived girls and boys, teenagers provided with job opportunities as part of an educational exchange event or school classes taking part in educational projects. Furthermore, in the definition of the survey, people receiving support via other activities outside the projects are deemed beneficiaries. These may be recipients of cash or material donations or admission tickets to non-profit facilities at reduced rates.

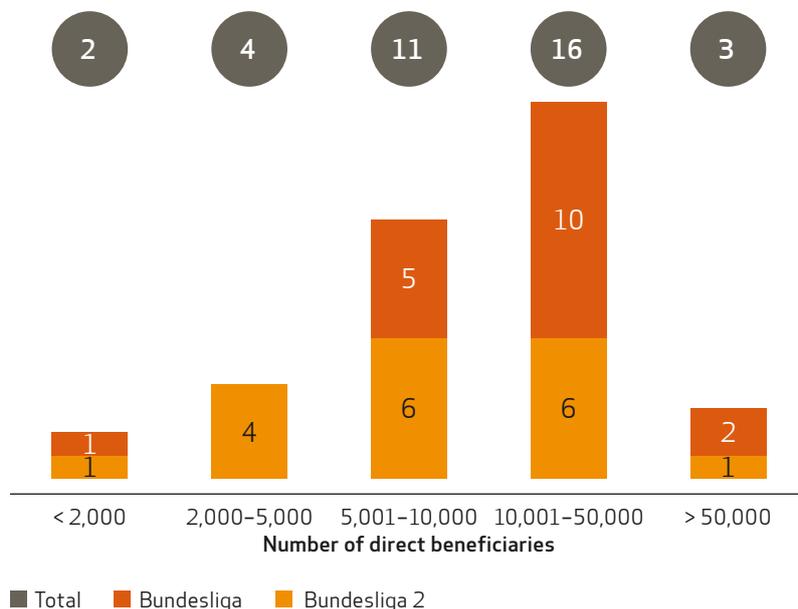
The clubs primarily support children and teenagers, addressing this group accounts for 72 per cent of their civic engagement. In total,

MOTIVATION The 'Boundless/Kick-Off' project uses the enthusiasm of teenagers for football for political education and to impart social skills.



INDIVIDUAL BENEFICIARIES PER CLUB

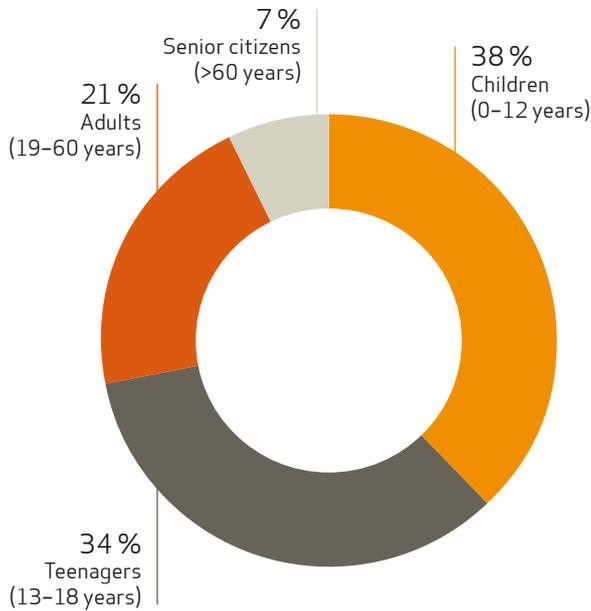
Number of classifications





COMMITMENT BREAKDOWN BY AGE GROUPS

Average percentages



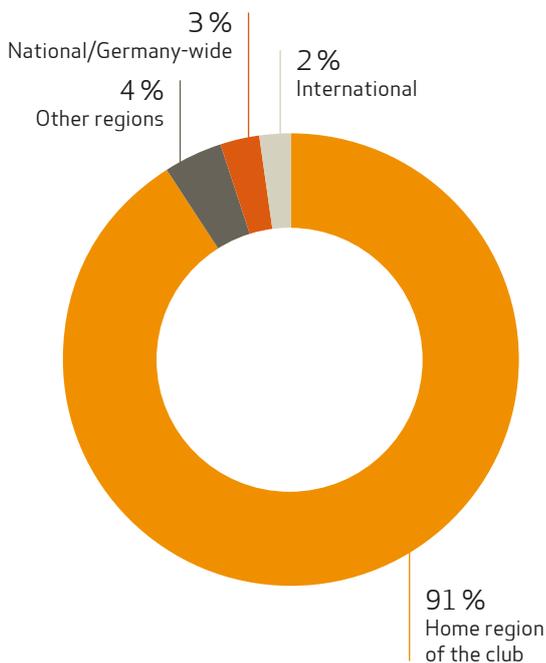
the commitment of the clubs in the 2015-16 season reached nearly 750,000 children and teenagers, equating to about 6 per cent of all children and teenagers up to the age of 18 in Germany – even though individuals may have benefitted and been counted more than once, for instance when a child participated in several projects of a club. All clubs mainly focused on their home regions, a parallel to the survey conducted three years earlier.

4. FOCUS

Issues of current social relevance such as integration and inclusion are very high on the agenda of a large number of clubs. In times of energy turnaround, health and organic product trends the clubs would like to additionally provide increased support to the fields of ‘environmental awareness/environment’ and ‘healthy nutrition’ (see chart on right page) in future. Hot social topics played a greater role with the clubs as well compared with 2012-13.

COMMITMENT GEOGRAPHIC BREAKDOWN

Average percentages



64 per cent, on average, of the commitment of the Bundesliga and Bundesliga 2 clubs went to specific projects with clearly defined durations, purposes and target groups. This corresponds to an increase by 5 percentage points compared with the 2012-13 season. The total number of supported projects has increased since then as well. In total, the clubs organised or supported 376 projects in the 2015-16 season, with the Bundesliga clubs accounting for 224 and the Bundesliga 2 clubs for 152. Other activities, typically sporadic cases of one-off and immediate assistance, account for 36 per cent of the clubs’ commitment. In the light of the wave of



refugees that arrived in Germany in 2015-16 it is remarkable that the share of miscellaneous activities decreased compared with the 2012-13 season. The reason is that, in addition to immediate aid, numerous sustainable projects were initiated and supported. Frequently, these are training offers for refugees complemented by language classes or other integrative offerings. A prominent example of this is the ‘Welcome to Football’ integration programme that has been running at 23 locations and is supported by the Bundesliga Foundation.

NEARLY ALL CLUBS ARE PLANNING TO EXTEND THEIR COMMITMENT FURTHER

In addition to focusing on specific projects, the clubs have increasingly been striving to initiate and shape their activities themselves. Following an equal share in the initial

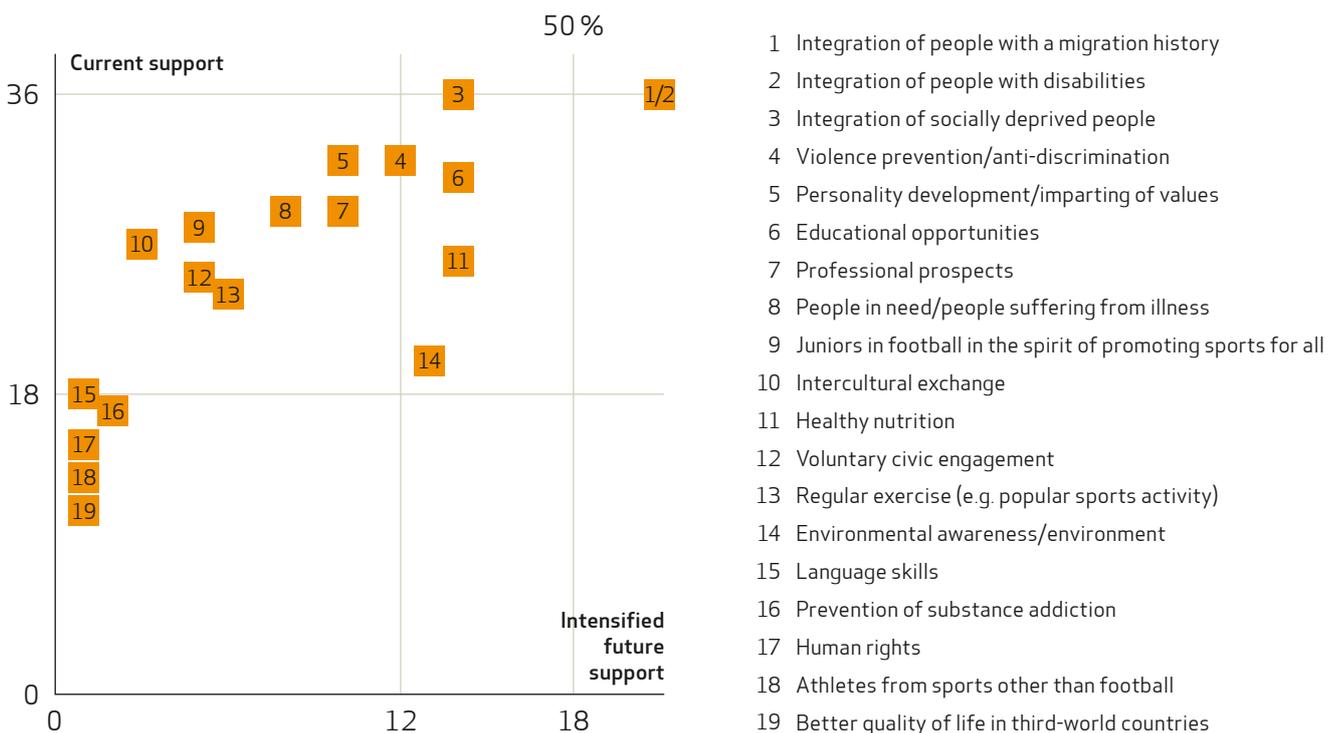
survey, now the clubs’ own projects or activities account for about 61 per cent of the commitment and only 39 per cent for support given to third parties.

5. FUTURE DEVELOPMENT

In future, the clubs intend to intensify their commitment. 30 of them are planning to generally

COMMITMENT TOPICS CURRENT AND FUTURE SIGNIFICANCE

Number of mentions



- 1 Integration of people with a migration history
- 2 Integration of people with disabilities
- 3 Integration of socially deprived people
- 4 Violence prevention/anti-discrimination
- 5 Personality development/imparting of values
- 6 Educational opportunities
- 7 Professional prospects
- 8 People in need/people suffering from illness
- 9 Juniors in football in the spirit of promoting sports for all
- 10 Intercultural exchange
- 11 Healthy nutrition
- 12 Voluntary civic engagement
- 13 Regular exercise (e.g. popular sports activity)
- 14 Environmental awareness/environment
- 15 Language skills
- 16 Prevention of substance addiction
- 17 Human rights
- 18 Athletes from sports other than football
- 19 Better quality of life in third-world countries

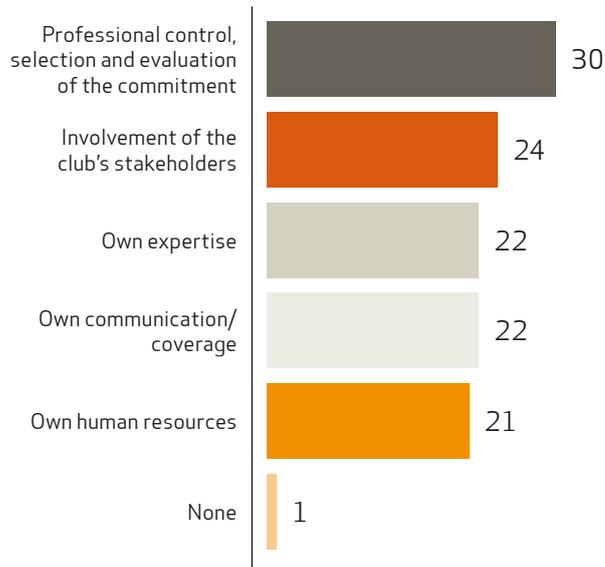




DEDICATION More and more clubs are concentrating their civic engagement in a dedicated foundation or department. Hamburger SV for instance in 2015 transferred the initiative 'The Hamburg Way' that has existed since 2006 into an eponymous foundation. Their 'face' is the former HSV pro Marcell Jansen.

CLUBS FUTURE FIELDS OF INVESTMENT

Number of mentions, multiple mentions possible



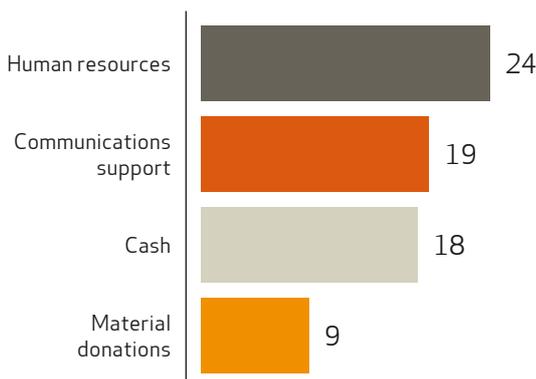
expand their civic engagement in the next three years and to use their available means more systematically. 25 of these clubs intend to increase the resources employed. As was the case three years earlier, the focus is put on increasing staff.

Overall, a slight trend towards consolidation and focusing of the commitment is discernible. After the number of projects heavily increased in the past three years, most clubs would now like to concentrate on expanding existing

projects. Only 15 clubs are planning to increase the number of supported projects. Regarding the number of people benefitting from the commitment, half of the clubs are planning to maintain the existing level and to support the target groups even more intensively. 20 clubs want to reach even more people through their commitment.

CLUBS INCREASE PLANNED BY 2019

Number of mentions, multiple mentions possible



In terms of content, the clubs intend to increasingly attend to issues of social relevance such as integration and inclusion, with particular investment in more professional control, selection and evaluation of their activities. The Bundesliga and Bundesliga 2 clubs and corporations are planning to increase the involvement of their various stakeholders as well.



RENÉ SCHMIDPETER

AN INTERNATIONALLY RECOGNISED expert and author in the field of management and strategy: Professor René Schmidpeter, PhD, holds the Dr Jürgen Meyer Endowed Chair for International Business Ethics and Corporate Social Responsibility (CSR) at Cologne Business School (CBS) and is Director of the Center for Advanced Sustainable Management (CASM). 'CSR and football' is a focal topic at CASM. For over 15 years René Schmidpeter has been a researcher and consultant to renowned expert committees and universities in and outside of Germany. In his publications he combines findings from academic research with hands-on management practices.

NEED FOR JOINT ACTION

Our society is facing great challenges. Demographic change and migration, social participation as well as global climate change and scarcity of resources require joint action on the part of all the relevant players in the political and the business community and in civil society. Particularly the relationship between companies and their respective social environment is increasingly coming into focus and moving into entrepreneurial practice. Current surveys increasingly show that business success and civic engagement are not opposites but mutually dependent.

Like the business community professional football is in a constant state of flux. Due to the increasing professionalisation of football, clubs are no longer measured exclusively by their sporting success but increasingly by their economic success too. In this

context they are subject to social expectations as well. Football has the potential to create collective experiences, to connect individuals and to assume an important pioneering role for the social interaction in our country. As a result, in addition to its diverse economic effects, it has an important social role model effect and responsibility.

Assumption of social responsibility encompasses three different dimensions: (1) Compliance with legal and organisational requirements. (2) Corporate Responsibility, i.e. the internal assumption of responsibility in the core business. (3) Corporate Citizenship, i.e. the external commitment to issues of social relevance. The 36 professional clubs are increasingly living up to the demands of these three dimensions. The present report provides information about the external civic engage-



“FOOTBALL HAS AN IMPORTANT SOCIAL ROLE MODEL EFFECT AND RESPONSIBILITY”

ment to solve social problems. In this context, the clubs and corporations of the Bundesliga and Bundesliga 2 have been displaying a modern understanding of corporate citizenship which promotes the assumption of social responsibility.

The research work done by the Center for Advanced Sustainable Management (CASM) provides initial proof of the assumption that economic efficiency, civic engagement, brand identity and sporting success of the professional clubs positively reinforce each other. Therefore, it is not surprising that while the clubs have been successively extending their civic engagement both economic and sporting success have increased as well. Civic engagement and sporting success go hand in hand over the medium and long run.

The clubs of the Bundesliga and Bundesliga 2 are increasingly using professional structures for their civic engagement. Another 20 per cent of the clubs have created a dedicated organisational structure for this purpose in the past three years. The enormous increase of supported projects by 60 per cent and their increasing focus on major issues like integration, inclusion, imparting of values and education shows that professional football has recognised the value of civic engagement. Another aspect to be positively emphasized is that the clubs are planning a further professionalisation and extension of their activities. Investments in continual structural development will be crucial in this endeavour.

Similar to small and medium-sized companies, the clubs attach high strategic importance to their civic engagement, the commitment in the home regions of

the 36 clubs and corporations playing an outstanding role in this. This is where the clubs' expertise and partnerships with important stakeholders are brought to bear and make it possible to achieve an immediate effect on a club's own environment. Due to the public attention they enjoy, it is possible for the clubs to enlist the support of fans, sponsors and other civic players in their region for social activities. As a result, they act as catalysts for the civic engagement in their surroundings. Particularly in collaboration with the Bundesliga Foundation and its Germany-wide lighthouse projects, the clubs achieve a supra-regional effect. Due to the collaboration in a project at different locations throughout Germany, even more people are reached. This is another way in which the professional clubs, from a relative perspective, manage to pursue a stronger commitment to society than comparable SMEs – as shown by scientific analyses like those of the KfW Group of Banks or the Civic Engagement Report of the Federal Government.

In ways similar to those of the business community, the topic of social responsibility is inseparably tied to business strategy. Topics such as compliance, social standards in supply chains as well as the sustainable further development of professional football are linked with the civic engagement of its 36 professional clubs. Obviously, the sporting performance and economic innovation prowess remain vital prerequisites of the success of the Bundesliga and Bundesliga 2 in future. However, the existing potential of corporate social responsibility and civic engagement can equally serve to continually advance the professional clubs. As the present survey shows, they are heading in the right direction.



TEAM PERFORMANCE Oscar Wendt together with his club, Borussia Mönchengladbach, and the Bundesliga Foundation actively supports an increase of physical education at schools as part of the 'Class in Sports' project.

SUCCESS FOR FOOTBALL

Compared with German medium-sized companies, professional football shines in terms of civic engagement.

The 'Corporate Social Responsibility of German SMEs' survey of the KfW Group of Banks published in 2011 was the first research project that investigated the background, scope and focus of CSR activities by medium-size companies in Germany. Since then a comparable survey has neither been published by the KfW Group of Banks nor by any other social institution. Corporate social responsibility in this survey was defined as the 'voluntary assumption of social responsibility which goes beyond legal requirements'. Within the scope of the survey this included commitment to social, environmental, cultural and scientific projects.

A major finding of the survey of the KfW Group of Banks is that CSR is widely spread in the German community of small and medium-sized businesses and that SMEs are increasingly investing in activities oriented towards the common good. In total, 73 per cent of the

companies with at least ten employees and annual turnover of 500 million euros that might most likely be comparable with professional football clubs pursued civic engagement, investing about three billion euros per year. Measured against annual turnover of 1,789 billion euros, these expenditures on average amounted to about 0.17 of SME sales.

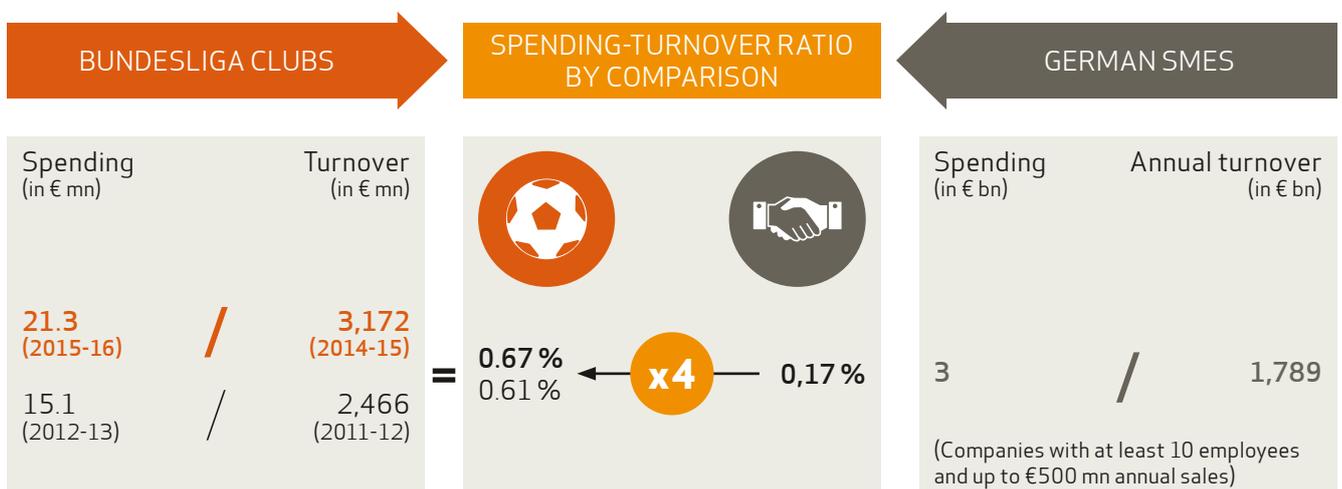
For the Bundesliga and Bundesliga 2 clubs this results in a ratio of 0.67 per cent when comparing their turnover from the previous 2014-15 season with spending on their civic engagement of the 2015-16 season. This is based on the assumption that the budget of the clubs which is dedicated to their social commitment is dependent upon the turnover of the prior year.

Measured by turnover, a club thus on average spends about four times more on civic engagement than a 'classic' SME with more than ten employees and annual turnover of up to 500 million euros.

Companies, however, can only be compared with the clubs of the Bundesliga and Bundesliga 2 to a limited extent. Only a very small number of them are able, like the clubs are, to contribute extensive material donations or wide-coverage communication services to their civic engagement. On the other hand, the factors included in the KfW survey also include expenditures for environmental activities and for promotion of science, art and culture which were not included in the present survey of the professional clubs.

COMPARED WITH SMES, PROFESSIONAL CLUBS SPEND FOUR TIMES AS MUCH ON CIVIC ENGAGEMENT

COMPARISON BETWEEN FOOTBALL AND BUSINESS





PROFESSIONAL FOOTBALL MORE ACTIVE THAN SMES

The 'First Civic Engagement Report' of the Federal Ministry for Family Affairs, Senior Citizens, Women and Youth in 2012 analyzed the state of civic engagement in Germany.

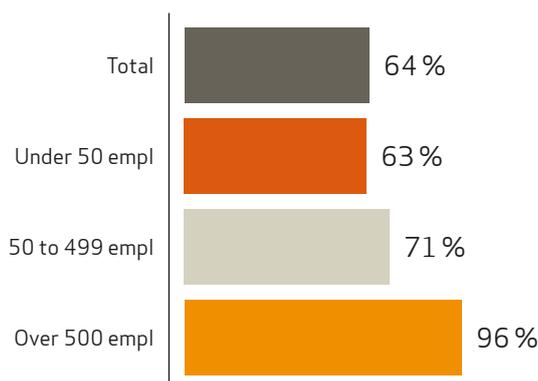
The report put a particular focus on the commitment of the business community which was empirically investigated by a representative survey of about 4,400 companies. In this context the term 'civic engagement' covered a very broad scope and was defined as 'shared responsibility in and for the public sphere' providing important impulses for social interaction which generate positive external effects for society.

Like the survey by the KfW Group of Banks, the Civic Engagement Report documents that the corporate social responsibility of companies in Germany covers a wide range of areas. About 64 per cent of all German companies spent a cumulative amount of more than eleven billion euros per year in the period surveyed to benefit the common good above and beyond legal requirements. A large part of these expenditures consist of financial donations, plus material and product donations as well as provision of access to the company's infrastructure free of charge.

A comparison of the results of the Civic Engagement Report with those of the present survey of the voluntary civic engagement of German professional football reveals that the commitment of the clubs, measured by turnover, is clearly stronger than that of small and medium-sized enterprises (SMEs). In the case of the professional clubs the ratio between commitment and turnover is about 0.67 per cent. By contrast, only about a fourth of the companies with 50 to 499 employees, which are most likely comparable to the 36 clubs, spent more than 0.3 per cent of their turnover. This confirms the assessment from the comparison with the most recent KfW survey of this subject from 2011 according to which the clubs' civic engagement is about three to four times as strong as that of SMEs. Again, this observation is based on the assumption that the budgets of the clubs allocated to this purpose is dependent upon the turnover of the prior season. As the civic engagement of the business community continually develops further, it will be interesting to see how this ratio based on new surveys – particularly of the civic engagement of German SMEs – will develop.

COMMITMENT COMPANIES

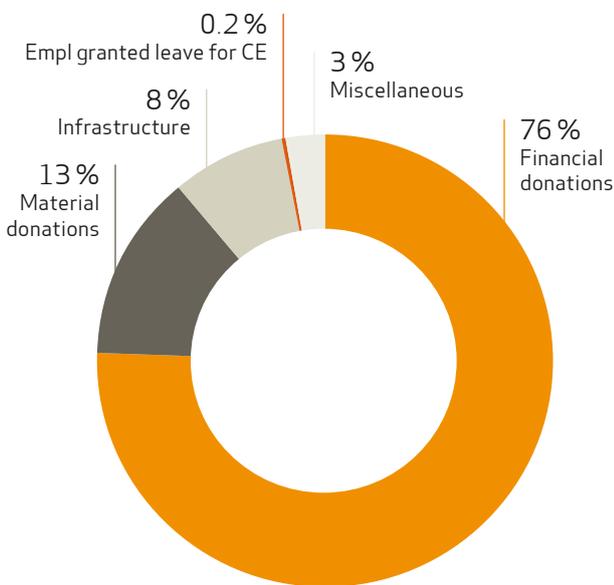
Percentage by company size



MEASURED BY TURNOVER, THE COMMITMENT TO SOCIETY OF THE CLUBS IS STRONGER THAN THAT OF SMES

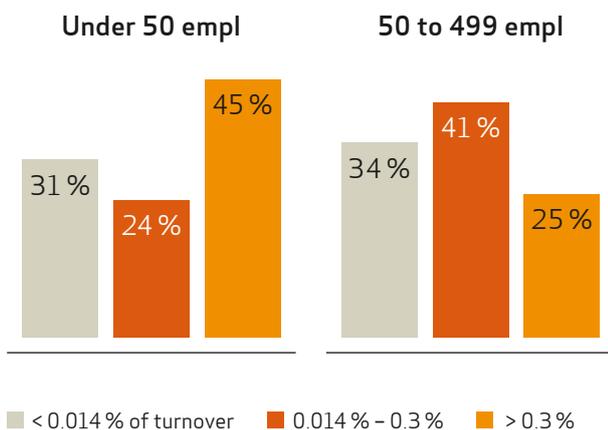
COMMITMENT COMPANIES BY TYPE OF SUPPORT

Percentages of total commitment



EXPENDITURES CIVIC ENGAGEMENT

Percentages of turnover by company size



COMMITMENT The management bodies of the clubs, measured by turnover, make comparatively large contributions to social purposes, supporting numerous projects such as 'Football Meets Culture'. Fredri Bobic (left) regularly visits civic engagement activities of his club, Eintracht Frankfurt.



GIVING SOMETHING BACK

Many current and former Bundesliga players continue to contribute to the common good. Some players pool their civic engagement in foundations of their own. Ten of these foundations were examined in more detail within the scope of this survey.

1. DEVELOPMENT AND PRESENT IMPACT OF THE VOLUNTARY CIVIC ENGAGEMENT OF THE PLAYERS' FOUNDATIONS

Since the 2006 FIFA World Cup held in Germany numerous player foundations have been established. Compared with the 2012-13 survey, two new foundations, the Arne Friedrich Foundation and the Neven Subotic Foundation, were included in the current survey. In total, the data from ten instead of the previous nine player foundations were taken into account.

All the founders giving their names to foundations, by their own account, are 'rather heavily' or 'heavily' involved in the foundations' work. They provide ideas, select projects, handle public relations of the foundation or, through regular visits to the supported projects, generate public attention.

Nearly all player foundations have been expanding their commitment in recent years. The focal areas





supported have not changed in the spirit of ensuring continuity and sustainability of the projects and the purpose of the respective charter.

2. EXPENDITURES

The total value of the commitment of the foundations of former and current Bundesliga players in fiscal year 2015-16 and 2016 equates to about 3.3 million euros. It was determined based on the

SELECTED PLAYER FOUNDATIONS AT A GLANCE

NAME	YEAR FOUNDED
Franz Beckenbauer Foundation	1982
Christoph Metzelder Foundation	2006
Phillipp Lahm Foundation	2007
Gerald Asamoah Foundation	2007
Giovane Elber Foundation	2008
Lukas Podolski Foundation	2010
Manuel Neuer Kids Foundation	2010
Oliver Kahn Foundation	2011
Neven Subotic Foundation	2012
Arne Friedrich Foundation	2015



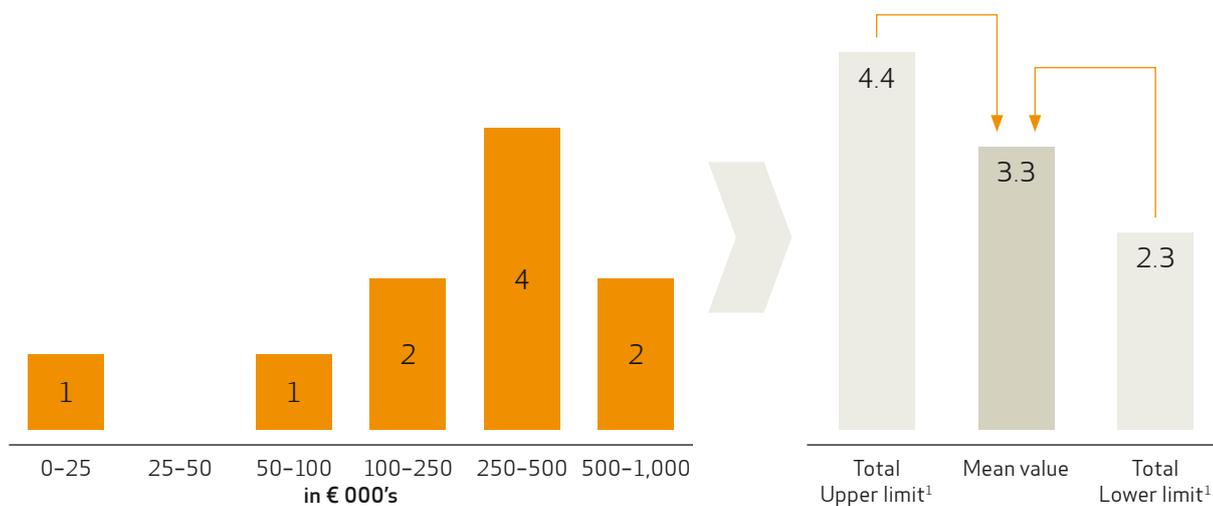
ADVOCATE World Champion Manuel Neuer of FC Bayern München has been supporting socially deprived children with his 'Manuel Neuer Kids Foundation' since 2010 and since 2014 has been Child Champion of the Bundesliga Foundation.



SELECTED PLAYER FOUNDATIONS TOTAL VALUE OF COMMITMENT

Number of classifications

in € mn



¹Where available, the exact value was used in the calculation

ALL FOUNDERS ARE 'RATHER HEAVILY' OR 'HEAVILY' INVOLVED IN THE FOUNDATION'S WORK

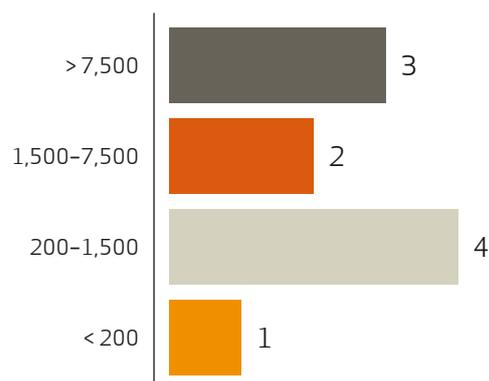
foundations' budgets for human resources, projects and activities. Monetary donations with an average of more than 80 per cent accounted for the major share. The financing structure of the respective foundation activities highly varies. The only commonality is a typically major share of project- and material-related donations which, on average, amounts to about 50 per cent.

3. TARGET GROUP

In total, about 57,000 people directly benefitted from the civic engagement of the foundations surveyed. In terms of reach, the foundations greatly varied in some cases due to the respective approaches pursued. For instance, a relatively large number of people benefit from water wells and sanitary facilities being built in crisis areas.

NUMBER OF INDIVIDUAL BENEFICIARIES PER YEAR PER FOUNDATION

Number of classifications





Geographically, the commitment of the player foundations is diversified as well. In some cases the focus is put on the home region of the respective player and in others the foundations rather concentrate on international projects.

An aspect that continues to be shared by the foundations is a strong focus on children and teenagers. This target group accounts for about 90 per cent of the civic engagement on average.

4. FOCUS

The work of the foundations surveyed reflects a high share of specific projects. Other activities such as occasional case-by-case support play a subordinate role. Nine in ten foundations focus at least 90 per cent of their commitment on projects. A large part of the projects supported, 64 per cent on average, are designed to be run for more than five years. This combination of a project-specific and long-term focus speaks for the sustainability of the activities of former and current Bundesliga players.

Differences between the foundations are evident in the focus on the foundations' own activities versus support of third parties. Six foundations exclusively or near-exclusively support their own projects and activities and the other six primarily back activities initiated by third parties.

As in the 2012-13 season the most important focal areas supported include the creation of job and educational opportunities, person-

ality development and imparting of values, and the integration of socially deprived people.

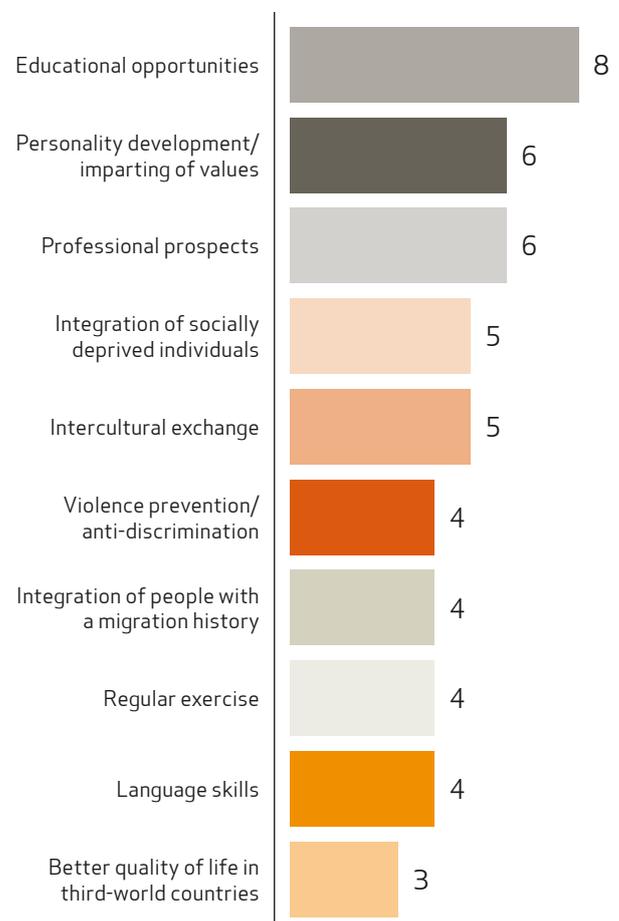
5. FUTURE DEVELOPMENT

Even in times of low interest rates and incisive social developments most of the foundations of former and current players intend to adhere to their consistent course of establishing and expanding their civic engagement.

For instance, all the foundations are planning to further expand their civic engagement in the next few years or to at least maintain it at a constant level. In the interest of continuity they would like to predominately continue working on existing focus fields. Eight foundations are aiming to further increase the number of direct individual beneficiaries and six are striving to increase their budget for monetary donations.

TOP 10 OF CURRENTLY SUPPORTED TOPICS

Number of mentions (multiple mentions possible)





**CIVIC ENGAGEMENT OF THE
BUNDESLIGA AND BUNDESLIGA 2**

CONTACTS AND PROFILES

NETWORK Members of the 36 professional clubs who are responsible for civic engagement meet at general assemblies every year to engage in exchange and to further their professional development in this context.





BUNDESLIGA



FC AUGSBURG

Dominik Schmitz

Director Public Relations
T +49 821 650 40 520
E presse@fcaugsburg.de
W fcaugsburg.de

Activities (extract)

- Systematic assistance to socially deprived people in Augsburg and the region, e.g. in 'Warm Room' and 'Christmas Tree' projects
- Innovative contribution to violence prevention by promoting opportunities to meet fans of other clubs through the 'Augsburg Calling' project
- Projects to promote integration, international understanding and entry into organised club football through 'In Safe Hands'



HERTHA BERLIN

Peter Bohmbach

Director CSR/Publications
T +49 30 300 928 201
E peter.bohmbach@herthabsc.de
W herthabsc.de

Dedicated organisational form

Hertha BSC Foundation (since 2002)

Activities (extract)

- Hertha history – learning from one's own history
- Youth/young players' promotion – educational trips and personality-building activities of the Football Academy
- Social projects – incl. neighbourhood kickers projects, Hertha at close range and the 'Welcome to Football' refugee project



SV WERDER BREMEN

Tim Juraschek

Head of CSR Management Department
T +49 421 4345 94 310
E tim.juraschek@werder.de
W werder.de

Dedicated organisational form

Dedicated CSR department (since 2008)
SV Werder Bremen Foundaton (since 2009)

Umbrella brand for the commitment

WERDER BEWEGT – LEBENSLANG

Activities (extract)

- The six central topics, Green-White, Active, Healthy, Tolerant, Willing to Help and Environmentally Conscious, include numerous projects to promote a healthy and sustainable lifestyle for people of any age and focus on anti-discrimination and tolerance in all walks of life
- Project examples: 'SPIELRAUM', '100% Werder-Partner', '60plus' and 'Kids Club'



SV DARMSTADT 98

Florian Holzbrecher

Director Marketing & Events
T +49 6151 6666 93
E holzbrecher@sv98.de
W sv98.de

Umbrella brand for the commitment

Im Zeichen der Lilie (imzeichenderlilie.de)

Activities (extract)

- A total of 8 corporate partners of the social campaign with whom various activities are conducted
- plus club-owned projects and activities
- Central topics (extract): inclusion, health and nutrition, integration, prevention of substance addiction, labour market integration
- Project examples: health days at primary schools, renovation activities, 'Welcome to Football', 'My Defence is Poised', educational fair, fund raisers on home match days



BORUSSIA DORTMUND

Marco Rühmann

Project Manager CSR
T +49 231 9020 3819
E marco.ruehmann@bvb.de
W bvb.de

Dedicated organisational form

leuchte auf – die BVB-Stiftung (since 2012)

Umbrella brand for the commitment

leuchte auf – die BVB-Stiftung

Activities (extract)

- Creation of access to education and professional prospects for children and teenagers, for instance through 'YOUNGSTERakademie am Borsigplatz'
- Projects to promote integration, international understanding and political education, e.g. through 'BVB Learning Centre'
- Involvement of fans in the foundation's civic engagement, e.g. through the 'Black-Yellow Family' fan club project



EINTRACHT FRANKFURT

Nadine Liedtke

Head of Executive Assistants Office
T +49 69 95503 101
E n.liedtke@eintrachtfrankfurt.de
W eintracht.de

Activities (extract)

- Creation of educational opportunities and professional prospects, e.g. EducationArena
- Support of social and cultural initiatives in the Rhine-Main region, e.g. Hilfe für krebskranke Kinder Frankfurt, e. V.; KiO Kinderhilfe Organtransplantation e. V.
- Support of sports-related regional projects and promotion of physical exercise for children, e.g. 'Eintracht with Youth', 'AOK Break Time League'



SPORT-CLUB FREIBURG

Tobias Rauber

Director CSR Department Engagement
T +49 761 38551 641
E rauber@scfreiburg.com
W scfreiburg.com

Dedicated organisational form

Achim Stocker Foundation
Freiburg Football School Friends Association
FAIR ways

Umbrella brand for the commitment

SC Freiburg – mehr als Fußball

Activities (extract)

- Civic engagement for education, exercise, environment and solidarity. The SC cooperates with a number of partners: schools, non-profit organisations, sponsors, regional football clubs, the Achim Stocker Foundation and the

Freiburg Football School Friends Association

- Support billed as 'Friends instead of Foreigners' goes to projects and campaigns committed to integration of people with a migration history and anti-discrimination
- The annual 'FAIR ways Advance Award' has been supporting non-project projects and institutions dedicated to sustainability in the South Baden region since 2012



HAMBURGER SV

Marieke Patyna

Assistant to the Executive Board

T +49 40 4155 1029

E marieke.patyna@hsv.de

W hsv.de & der-hamburger-weg.de

Organisation form

HSV Foundation 'The Hamburg Way' (since 2015)

Umbrella brand for the commitment

Der Hamburger Weg

Activities (extract)

- Consistent and institutionalised assumption of social responsibility for children and teenagers in and around Hamburg
- Various projects in the fields of education, social affairs and sports such as 'Learning at Volkspark Stadium. The 'Hamburg Way Classroom'



TSG 1899 HOFFENHEIM

Christian Frommert

Director Media & Communication

T +49 7261 94 93 189

E christian.frommert@achtzehn99.de

W achtzehn99.de

Companioned organisational form

Dietmar Hopp Foundation

Activities (extract)

- Conceptualisation, implementation and support of national and international projects plus input to the fields of sports, education, social affairs and medicine
- Assumption of social responsibility in the Rhine-Neckar metropolitan region, focused on: integration, basic and further education, environment, climate and sustainability



FC INGOLSTADT 04

Alexandra Vey

Marketing

T +49 841 885 57 138

E av@fcingolstadt.de

W fci.de

Umbrella brand for the commitment

Schanzengeber (since 2016)

Activities (extract)

- Eleven Friends (football players of 'Workshops for People with Mental Disabilities' who are part of the big FCI family. They practice on the FCI grounds every Friday and successfully take part in match operations of the Bavarian League)
- Welcome to Football, School without Racism, School with Courage
- Under the 'SchanzenGeber' social initiative FC Ingolstadt 04 combines its socio-cultural, health and environmental commitment



1. FC KÖLN

Nicole Fischer

Assistant to the Executive Board

Director Foundation 1. FC Köln

T +49 221 71616 394

E nfischer@fc-koeln.de

W fc-koeln.de

Dedicated organisational form

1. FC Köln Foundation (since 2009)

Umbrella brand for the commitment

1. FC Köln Stiftung

Activities (extract)

- 16 current projects in the core areas of education, fair play, health and tolerance
- '1-0 for your Jobs!': Initiated in 2010, the initiative has assisted more than 500 teenagers in finding jobs
- 'Integration through Football': weekly football practice with CFB Ford-Niehl for refugee children between 8 and 14 years of age
- 'kicking&reading Cologne': promotion of interest in reading for boys aged 8 to 12 by combining football with game contests



RB LEIPZIG

Ingo Hertzsch

Member of CSR & Events Team

T +49 341 124 7971 83

E ingo.hertzsch@redbulls.com

W dierotenvullen.com

Activities (extract)

- Assistance to schools, social institutions, organisations & clubs in and around Leipzig
- Cooperation with German Cancer Aid
- Football school, football cadre school, Leipzig Quarter Final



BAYER 04 LEVERKUSEN

Jörg Kappenhagen

Director Fans/Memberships/Social Affairs

T +49 214 86 60 196

E joerg.kappenhagen@bayer04.de

W bayer04.de

Dedicated organisational form

Bayer 04 Sportförderung gGmbH (since 2003)

Umbrella brand for the commitment

WIR(04)HELFEN

Activities (extract)

- Support of young and deprived people, e.g. Bayer 04 Catches on at School, WIR(04)HELFEN Day and as part of the Social Alliance
- Strengthening of the inclusion philosophy at 'Einfach Fußball' ('Simply Football'), the Special Youth Camp and Young Coach training programmes
- Cooperation with local football associations to strengthen volunteering through the Bayer 04 Volunteer Award and Volunteer Academy



1. FSV MAINZ 05

Stefanie Reuter

Director CSR

T +49 6131 3755 019

E stefanie.reuter@mainz05.de

W mainz05.de

Dedicated organisational form

Mainz 05 hilft e. V. (since 2010)

Umbrella brand for the commitment

Mainz 05 hilft

Activities (extract)

- Participation and education offers for children, teenagers and senior citizens: '05er KidsClub', '05er Youngsters' and '05er Classics'
- Sensitization of pupils to various issues such as integration of foreigners, prevention of violence and substance addiction as well as social ostracism as part of the '05er Classroom' project
- Assistance to people in need or charity organisations through Mainz 05 hilft e. V.
- Partner of cooperation projects 'Football Meets Culture' and 'Welcome to Football'



BORUSSIA MÖNCHENGLADBACH

Markus Friebe

Director Marketing

T +49 2161 9293 1410

E markus.friebe@borussia.de

W borussia.de

Dedicated organisational form

BORUSSIA-STIFTUNG SdbR (since 2010)

Umbrella brand for the commitment

Borussia stiftet

Activities (extract)

- Promotion of refugee integration, e.g. by supporting an information brochure in English, Dari, Pashto and Arabic
- Contribution to violence and substance addiction prevention, e.g. by support of the women's outreach and drug counselling centre Mönchengladbach
- Promotion of physical exercise for children by support to the Children and Youth Sports Club Mönchengladbach e. V.



FC BAYERN MÜNCHEN

Christopher Keil

Director Public Affairs

T +49 89 69931 7061

E christopher.keil@fcb.de

W fcbayern.de

Dedicated organisational form

FC Bayern Hilfe e. V. (since 2005)

Umbrella brand for the commitment

FC Bayern Hilfe e. V.

Activities (extract)

- Sustainable promotion and support of innocent victims of adversity through help without red tape, e.g. for a fan club members or families in need
- Contribution to violence prevention and assistance to victims of violence through support of the Dominik Brunner Foundation



FC SCHALKE 04

Sebastian Buntkirchen

Director Social Affairs/CSR and

Sports Departments

Managing Director Schalke hilft! gGmbH

T +49 209 3618 504

E sebastian.buntkirchen@schalke04.de

W schalke04.de

Dedicated organisational form

Schalke hilft gGmbH (since 2008)

Umbrella brand for the commitment

Schalke hilft!

Activities (extract)

- The success of our club is based on the traditional values of our home region and mining in which team spirit, solidarity, dependability and personal responsibility form the foundations of the community
- Schalke has been and continues to live these values in the shared passion for football and sports



VFL WOLFSBURG

Nico Briskorn

Director Corporate Social Responsibility

T +49 5361 8903 450

E nico.briskorn@vfl-wolfsburg.de

W vfl-wolfsburg.de

Dedicated organisational form

Dedicated CSR staff function (since 2010)

Krzysztof Nowak Foundation (since 2002)

Umbrella brand for the commitment

Gemeinsam bewegen

Activities (extract)

- Boosting of the learning motivation of children through the 'VfL-Wiki' e-learning project and the Green-White Classroom
- Motivation to increase physical exercise through Muovit Adventure, the VfL bus and advanced ball school training for the 225 VfL social partners
- VfL Diversity Weeks and 'Diversity' campaign match day
- International cooperation with 'terre des hommes'

BUNDESLIGA 2



ERZGEBIRGE AUE *

Peter Höhne

Press Spokesperson

T +49 3771 5982 17

E presse@fc-erzgebirge.de

W fc-erzgebirge.de

Activities (extract)

- Integration of socially deprived teenagers in various club activities
- Child care after school, imparting of values and promotion of exercise through a wide range of offers by the principal club
- Promotion of integration of people with disabilities, e.g. support of the Brünlasberg special-needs school or the 'Special Olympics'



1. FC UNION BERLIN

Dr. Cornelia Laudamus

Schools and Social Affairs

T +49 30 656 688 85

E cornelia.laudamus@fc-union-berlin.de

W fc-union-berlin.de

Activities (extract)

- Union learning centre: educational offers for teenagers and young adults to prepare for vocational training and to strengthen social skills
- 'Union in Fahrt', 'Union macht Schule', 'Keules Knirpse': projects to promote physical exercise for children and teenagers
- 'Welcome to Football': events to promote refugee integration
- Social Affairs Working Group of the volunteer fan and membership department



DSC ARMINIA BIELEFELD

Kevin Pamann

Club Marketing

T +49 521 966 11 273

E Pamann@arminia.de

W arminia.de

Activities (extract)

- As the sports club of people in East Westphalia DSC Arminia Bielefeld focuses

its civic engagement on the Ostwestfalen-Lippe region. The 'Arminia-is-more' platform provides reports about the club's numerous projects in the central areas of education, integration, civic engagement and courage

- Project examples: Bielefeld Alliance, school partnerships, the stadium as a place of learning, assistance to people with disabilities, partnerships with social institutions (e.g. Bethel, von Laer), club partnerships 'Wir für Euch e. V.', 'School without Racism - School with Courage' and many others



VFL BOCHUM 1848

Jessica Becker

Team Director Membership/Social Affairs

T +49 234 9518 397

E becker@vfl-bochum.de

W hierwodasherznochzaehlt.de

Umbrella brand for the commitment

Hier, wo das Herz noch zählt

Activities (extract)

- Through the 'AKTION GLÜCK AUF' campaign the VfL supports four established institutions in the Bochum region, with a special focus on children in need and people suffering from illness in the Ruhr District
- 'SchoolOffensive' imparts enjoyment of sports and, in the spirit of equal opportunity, makes stadium visits possible for many first-formers irrespective of their family origin
- Further projects in cooperation with the Bundesliga Foundation and other partners such as 'Welcome to Football', 'Football Meets Culture' and the 'Stadium as a Place of Learning'



EINTRACHT BRAUNSCHWEIG

Miriam Herzberg

Director Media and Communications

Strategic Communication & CSR

Executive Board Eintracht Braunschweig

Foundation

T +49 531 2323 085

E miriam.herzberg@eintracht.com

W eintracht.com

Dedicated organisational form

Eintracht Braunschweig Foundation (since 2015)

Umbrella brand for the commitment

Eintracht Braunschweig Foundation

(stiftung.eintracht.com)

Activities (extract)

- The Stadium as a Place of Learning (political education for teenagers away from school)
- Welcome to Football (football practice for refugees)
- Inclusion (Special Olympics, training offers for kids)
- Civic engagement for needy people (meals, health days, stadium invitations)
- Blood donations at the stadium
- Football fans in practice (cancer prevention programme for XXL fans)



DYNAMO DRESDEN *

Isabel Becht

Marketing

T +49 351 439 43 43

E isabel.becht@dynamo-dresden.de

W dynamo-dresden.de

Activities (extract)

- Promotion of social commitment and tolerance, against violence, ostracism and discrimination in close cooperation with Gruppe 1953 international billed as 'Love Dynamo Hate Racism'
- Sponsorship of the SGD award 'Strong against Discrimination'
- 'Welcome to Football': nation-wide support of young refugees



FORTUNA DÜSSELDORF

Tom Koster

CSR

T +49 211 23 801 37

E t.koster@f95.de

W f95.de

Activities (extract)

- Assistance in emergency situations and to people suffering from illness, e.g. by supporting the 'action meedor' medicine aid programme, the 'Rainbow Land' children and youth hospice, the 'Outpatient Children's Hospice Service', the 'Spotkick Foundation', the 'Children's Cancer Clinic Parents Initiative'
- Educational work to counter discrimination and foster intercultural exchange, e.g.



Contacts and profiles

through projects such as 'Welcome to Football' and F.A.R.E. or cooperation with 'Respect and Courage'

- Civic engagement for socially deprived people, e.g. the 'GoodNightBus' of 'vision: sharing' benefitting homeless people, 'Kitchen for the Poor', and the 'Düsseldorf Makes a Mark' or 'Reccy Heroes' together with the CitizensFoundation Düsseldorf



SPVGG GREUTHER FUERTH

Nicolas Heckel

Director CSR Management & Kids Klub
 T +49 911 976768 370
 E heckel@greuther-fuerth.de
 W greuther-fuerth.de

Activities (extract)

- Promotion of social projects in conjunction with the 'Clover Leaf for Life' initiative
- 'Clover Leaf Catches on at School' support of schools and teachers in their educational mission
- Promotion of physical exercise for children in conjunction with the 'Reccy Heroes' campaign



HANNOVER 96

Mirko Woitschig

Social Commitment/Marketing
 T +49 511 96 900 156
 E mirko.woitschig@hannover96.de
 W hannover96.de

Umbrella brand for the commitment
 96plus (since August 2016)
 96plus.de & hannover96.de/96plus

Activities (extract)

- Hannover 96 concentrates its civic engagement under its 96plus umbrella brand, focusing on the four core areas of sports and exercise, children and youth, education and culture, social inclusion



1. FC HEIDENHEIM

Jan-Markus Gamm

Director Communications
 T +49 7321 947 1831
 E gamm@fc-heidenheim.de
 W fc-heidenheim.de

Social Initiative for the commitment
 Red-Blue Heroes

Activities (extract)

- The Red-Blue Heroes youth and social sponsoring programme is a special form of partnership at 1. FC Heidenheim 1846. The partners demonstrate their bond with the club and through their commitment support a large number of FCH social projects with a central focus on regional activities



1. FC KAISERSLAUTERN

Lisa Netzhammer

Team Leader Media & Communications
 T +49 631 31 88 3104
 E lisa.netzhammer@fck.de
 W fck.de

Umbrella brand for the commitment

Betze Engel (Betze Angels)

Activities (extract)

- Support of non-profit activities and social institutions generating effective publicity
- Support of people in distress
- Promotion of the integration of socially deprived people and people with various impairments



KARLSRUHER SC

Jörg Bock

Press Spokesperson
 Director Press, PR & New Media
 T +49 721 96 434 33
 E bock@ksc.de
 W ksc.de

Activities (extract)

- At 'KSC Catches on at School' the players of the KSC talent team and Bundesliga pros act as ambassadors for fair play, social skills and integration
- KSC pros in collaboration with 'FUoKK' visit sick children at the cancer ward and make their eyes shine as well as providing variety in the day to day hospital setting
- KSC and Reha-Südwest promote interaction between people with and without disabilities in a project billed as 'Teaming up to Win'



TSV 1860 MÜNCHEN

Matthias Hochmuth

Marketing & Sponsor Relations
 T +49 642785 151
 E matthias.hochmuth@tsv1860.de
 W tsv1860.de

Activities (extract)

- Implementation of campaigns against right-wing radicalism in collaboration with the fan group 'Lion Fans against the Right' Support of schools, organisations & clubs in Munich and Bavaria with preventative actions & ideas
- Cooperation with SOS Children's Village Dießen



1. FC NÜRNBERG

Katharina Fritsch

Director Corporate Communications & CSR Management
 T +49 911 9 40 79 150
 E fritsch@fcn.de
 W fcn.de

Umbrella brand for the commitment
 NÜRNBERG GEWINNT

Activities (extract)

- Health-promoting exercise at regional primary schools in conjunction with the '1. FC Niño' project
- Assistance to children and teenagers with learning disabilities in the 'Header - Learning at the Stadium' and 'Football Meets Culture' projects
- Integration of refugees through practice and other cultural offers within the 'Welcome to Football' project



FC ST. PAULI HAMBURG

Christian Prüb

Director CSR
 T +49 4031 787 421
 E christian.pruess@fcstpauli.com
 W fcstpauli.com

Dedicated organisational form
 Staff function

Umbrella for commitment
 KIEZHULDEN (kiezhelden.com)

Activities (extract)

- Charities, e.g. food for needy people
- Sports and recreational offers for deprived groups
- Donations to and fund raising for social initiatives
- Environmental: bee project to preserve biodiversity
- Cigarette filter upcycling
- Operation of a photovoltaic system

**SV SANDHAUSEN****Otmar Schork**

Managing Director
T +49 6224 827 900 40
E otmar.schork@svs1916.de
W sv1916.de

Umbrella brand for the commitment

Soziale Verantwortung Sandhausen

Activities (extract)

- SVS is Future: e.g. assistance to socially deprived juveniles, SVS Classroom
- SVS is Civic Engagement: e.g. rowing against cancer, charity matches, fund drives

- SVS is Integration: e.g. HOMESTRENGTH refugee project, cooperation with Lebenshilfe Heidelberg

**VFB STUTTGART****Steffen Lindenmaier**

Team Leader Media Relations
T +49 711 55 007 201
E s.lindenmaier@vfb-stuttgart.de
W vfb.de

Umbrella brand for the commitment

VfBfairplay (fairplay.vfb.de)

Activities (extract)

- Youth: promotion of reading and cultural activities, health, participation in social life by people with disabilities and preventive actions
- Regional: democracy and tolerance, fight against blood cancer, humanitarian aid and altruism as well as integration and inclusion
- Football: accessible facilities and environmental commitment

**WÜRZBURGER KICKERS *****Laura Burger**

Assistant to the Executive Board
T +49 931 660898 123
E laura.burger@wuerzburger-kickers.de
W wuerzburger-kickers.de

Activities (extract)

- Support of teenagers and children from socially deprived families through financial assistance provided to football gear, etc.
- Litcam project 'Football Meets Culture' in collaboration with the Dirk Nowitzki Foundation
- Sponsorship of Dag Hammarskjöld Grammar School for the 'School without Racism' – School with Courage' project



* These clubs were not part of the Bundesliga 2 during the 2015-16 survey period. They are listed here for the sake of providing a complete overview of all current Bundesliga and Bundesliga 2 contacts.

THIRD DIVISION

**MSV DUISBURG ******Peter Mohnhaupt**

Managing Director
T +49 203 9310 1092
E peter.mohnhaupt@msv-duisburg.de
W msv-duisburg.de

Activities (extract)

- Regional support of children, sick and deprived people, for instance by supporting the 'Life worth Living' project or 'Zebrakids e.V.'
- Annual 'Make a Wish Tree' campaign during the period of Advent at which the dearest wishes of children from children's homes in and around Duisburg are fulfilled
- Annual blood drive at the Schauinsland-Reisen-Arena

**FSV FRANKFURT ******Michael Stein**

Marketing
T +49 69 4208 9826
E mstein@fsv-frankfurt.de
W fsv-frankfurt.de

Activities (extract)

- Promotion of exercise and learning & reading motivation for boys from families where reading is not valued in the 'kicking & reading' project
- Promotion of professional prospects for young people through a job and internship fair

**SC PADERBORN ******Julia Bergelt**

Civic Engagement & Marketing
T +49 5251 8771905
E jbergelt@scpaderborn07.de
W scpaderborn07.de

Activities (extract)

- Promotion of healthy nutrition and adequate exercise of children, e.g. in the 'Healthy and Fit to School' project
- Reduction of barriers (incl. creation of a brochure for vision-impaired fans)
- 'Class in Sports' project with Pauline School Paderborn, a special school focused on pupils with vision impairments

** These clubs were part of the Bundesliga 2 in the 2015-16 survey period and are therefore listed here.



PLAYER FOUNDATIONS



ARNE FRIEDRICH FOUNDATION

Susanne Ochneral
Foundation Office
T +49 40 209 11 355
E office@arne-friedrich-stiftung.de
W arne-friedrich-stiftung.de

Established in 2015

Activities (extract)

- Promotion of the integration of children and teenagers from socially deprived families and refugee children, e.g. through awareness workshops and formation of issue-related working groups at schools
- Assistance to sick children and teenagers by funding special equipment for the children's ward of the German Heart Centre and regular visits to the children's ward



CHRISTOPH METZELDER STIFTUNG
Training fürs Leben

CHRISTOPH METZELDER FOUNDATION

Anika Hartung
Project Management
T +49 211 49767476
E anika.hartung@metzelder-stiftung.de
W metzelder-stiftung.de

Established in 2006

Activities (extract)

- Support of young people on their way through school and the beginnings of a professional career and commitment to fair opportunities for beginners
- Promotion of basic and further educational projects, commitment to integration and fighting of child poverty and its consequences
- Support of 8,000 young people in 28 projects



FRANZ BECKENBAUER FOUNDATION

Anita Büchling
Office Manager
T +49 89 78 58 64 63
E info@franz-beckenbauer-stiftung.de
W beckenbauer-stiftung.de

Established in 1982

Activities (extract)

- Support of people with disabilities and people who are either sick or have become innocent victims of adverse circumstances through financial assistance



GERALD ASAMOAH FOUNDATION

Jeanne von Walter
Managing Director
T +49 209 386 463 20
E kontakt@gerald-asamoah-stiftung.de
W gerald-asamoah-stiftung.de

Established in 2007

Activities (extract)

- Financing of life-saving heart surgery
- Financing of urgently required medical devices for cardiology wards
- Reanimation projects and improvement of cardiac safety



GIOVANE ELBER FOUNDATION

Richard Schrade

Chairman of the Foundation Advisory Board
T +49 7181 74047
E info@giovane-elber-stiftung.de
W giovane-elber-stiftung.de

Established in

2008 at the initiative of an association dedicated to supporting the development of Brazilian street children founded in 1994

Activities (extract)

- Development assistance to children and teenagers living in poverty in Brazil by supporting the Centro de Convivência Pestalozzi in Londrina
- Support of young working mothers by establishing the 'Casa do Caminho' crèche



LUKAS PODOLSKI STIFTUNG
STIFTUNG FÜR KINDER UND JUGEND

LUKAS PODOLSKI FOUNDATION

Lisa Niederdrenk

Managing Director
E info@lukas-podolski-stiftung.de
W lukas-podolski-stiftung.com

Established in 2010

Activities (extract)

- Support of deprived children and teenagers in conjunction with sports and educational projects ('Arche', 'RheinFlanke', etc.)
- Construction and maintenance of the Lukas Podolski Ark in Warsaw
- Construction of sports facilities in the Cologne region



MANUEL NEUER KIDS FOUNDATION

Hendrik Schulze-Oechtering

Managing Director
T +49 2362 92 98 90
E hso@neuer-kids-foundation.de
W neuer-kids-foundation.de

Established in 2010

Activities (extract)

- In the early years the foundation's work was focused on financially supporting good projects and on designing and implementing foundation projects on a case by case basis
- Since 2014 the Manuel Neuer Kids Foundation has been operating the children's and youth centre MANUS in Gelsenkirchen where activities can be pooled to achieve a lasting effect. Further MANUS houses are being planned in Munich and Berlin



NEVEN SUBOTIC FOUNDATION

Neven Subotic

Founder/Managing Director
T +49 231 177 21010
E info@n2s.ngo
W n2s.ngo

Established in 2012

Activities (extract)

- The Neven Subotic Foundation makes it possible for children in the world's poorest regions to have a better future
- It provides decent conditions in communities and schools by ensuring access to clean water and sanitary facilities and offering training in hygienic practices
- 663 million people around the globe drink contaminated water every day. In rural Ethiopia as many as 30,000 people have been supplied with clean drinking water to fulfill a basic need and to thereby ensure their enjoyment of an inalienable human right



OLIVER KAHN FOUNDATION

Oliver Kahn

Chairman of the Executive Board
T +49 89 2420618 60
E info@oliver-kahn-stiftung.de
W oliver-kahn-stiftung.de

Established in 2011

Activities (extract)

- Sustainable promotion of the personality development of deprived young people through the 'Go for it!' football education programme
- Establishment of a global network of football education centres together with AMANDLA EduFootball e.V.

philipp lahm

stiftung für sport und bildung

PHILIPP LAHM FOUNDATION

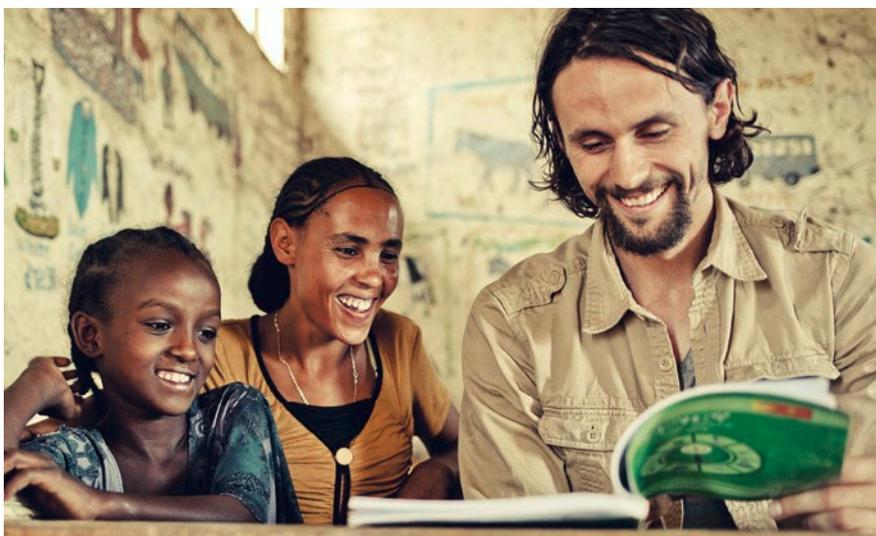
Professor Patricia East, PhD

Managing Director
T +49 89 710 66 15 25
E info@philipp-lahm-stiftung.de
W philipp-lahm-stiftung.de

Established in 2007

Activities (extract)

- Support of children and teenagers in developing their individual athletic and personal skills, primarily through the Philipp Lahm Summer Camps in Germany
- Creation of training opportunities and support of basic and further educational opportunities in the South African Townships, e.g. the 'Shongi Soccer' project





IMPRINT

PUBLISHER

Bundesliga Foundation

Eschersheimer Landstraße 14

D-60322 Frankfurt/Main

T +49 69 3006555-0

F +49 69 3006555-55

E info@bundesliga-stiftung.de

W bundesliga-stiftung.de

EDITOR-IN-CHIEF

Stefan Kiefer

PROJECT MANAGER

Maximilian Türck

VISUAL DESIGN

Thomas Markert

EDITORS AND COORDINATORS

Maximilian Türck,

Philip Sagioglou

AUTHORS

Nielsen Sports:

Dr Fabian Hedderich,

Manfred Krümmel

GUEST AUTHORS

Aydan Özoğuz,

Felix Oldenburg,

Professor René Schmidpeter, PhD

SUPPORT TEAM

Haider Hassan,

Bastian Zimmermann

COPY EDITORS

Speedpool GmbH

PHOTO EDITORS

DFL Deutsche Fußball Liga GmbH,

Speedpool GmbH

IMAGES

Borussia Dortmund, Bundesliga Foundation, Christoph

Metzelder Foundation/Michael Gueth, Denzel, DFL

Deutsche Fußball Liga GmbH, FC Schalke 04/Gerd

Kaemper, German Federal Government, Getty Images

Deutschland GmbH, Karlsruher SC, Mitternachtssport e. V.,

Neven Subotic Foundation, VfB Stuttgart, VfL Wolfsburg,

Witters GmbH

OTHER SOURCES

Federal Ministry for Family Affairs, Senior Citizens,

Women and Youth BMFSFJ (publisher) (2012) First Civic

Engagement Report 2012 – For a culture of shared
responsibility. Paderborn.

Federal Ministry for Family Affairs, Senior Citizens,

Women and Youth BMFSFJ (publisher) (2014)

Volunteering in Germany – Key Findings of the

German Survey on Volunteering 2014.

European Commission (publisher) (2013) Flash

Eurobarometer 363 – How Companies Influence

our Society: Citizens' View.

KfW Group of Banks (publisher) (2011) Corporate Social

Responsibility in German SMEs. Frankfurt am Main.

DESIGN

Speedpool GmbH

PRINTED BY

Blattwerk Hannover GmbH

Date: 5 April 2017



Bundesliga Foundation

Eschersheimer Landstraße 14
60322 Frankfurt/Main, Germany

T +49 69 3006555-0

F +49 69 3006555-55

E info@bundesliga-stiftung.de

W bundesliga-stiftung.de