

CSR

IN EUROPEAN CLUB FOOTBALL

Best Practices from ECA Member Clubs



CSR

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MESSAGE

from the ECA Marketing & Communication
Working Group Chairman



Dear ECA Members,

As Chairman of the ECA Marketing & Communication Working Group, I am pleased to present to you the European Club Association's latest publication specifically dedicated to Corporate Social Responsibility (CSR) in football clubs.

This publication, which builds on the first ECA Community & Social Responsibility Report published in 2011, provides a detailed overview of ECA Member Clubs' activities and projects in the field of CSR. This new edition gathers projects of 64 ECA Member Clubs representing no less than 31 different countries from across the continent.

As you can imagine, the projects featured in this publication are very varied in size, scope and reach. They tackle diverse strategic themes and target different groups of people at the local, regional, national and international level - irrespective of the club's size or budget. I'm sure you will all agree when I say that every club can truly make a difference, regardless of on-field or commercial success.

At Manchester United FC, through the Manchester United Foundation, we use football to engage and inspire young people providing them with opportunities to change their lives for the better. By going through the different projects featured in this publication, you will see that there is a multitude of different ways in which similar objectives can be achieved.

ECA Member Clubs hold an important position within society and have an appeal and impact that reaches far beyond their local areas, countries or even continents. That position carries with it a responsibility to give back to their communities both locally and internationally.

For this reason, I would like to congratulate all ECA Member Clubs for their great efforts and achievements in the field of CSR; and I strongly encourage all of you to continue your excellent work and to develop new initiatives in the future.

I am convinced that this publication will serve as a further source of inspiration for clubs to change the lives of many people in their communities and beyond.

Regards,

Ed Woodward
ECA Executive Board Member
ECA Marketing & Communication Working Group Chairman
Executive Vice-Chairman Manchester United FC

FOREWORD

by the ECA General Secretary



CSR and Sustainability have become essential components of the day-to-day activities of European football clubs. From community-related to resource-oriented initiatives, football clubs are acting in an unprecedented sustainable and socially responsible way.

As the representative of football clubs at European level, ECA has been leading the way for its members in the field of CSR ever since the introduction of the Best CSR Programme Award in 2010, which rewards a member club with an outstanding club-driven CSR project on an annual basis. This Award has been gaining in popularity ever since and we can now count on an increasing number of applications year after year. In addition, a first report showcasing a collection of ECA Member Clubs' CSR projects was published in 2011 following an initiative by the ECA Marketing & Communication Working Group.

However, in accordance with our mission to foster the exchange of knowledge and the sharing of best practices and with the ultimate goal of encouraging all clubs to be active in this important field, we felt that more could be done.

Consequently, we decided to set up a Task Force dedicated to CSR under the umbrella of the Marketing & Communication Working Group. The ECA CSR Task Force, composed of several CSR club experts, first met in January 2016 and has been elemental in the development of this publication.

The aim of this publication is not limited to presenting the status quo of ECA Member Clubs' CSR initiatives implemented in Europe and around the world, but most importantly serves as a source of inspiration. Indeed, this collection of best practices will hopefully encourage all of you to start similar projects for the benefit of your local, regional and national community, if not at international level. As you will notice by reading the following pages, great results can be achieved regardless of your club's size and budget.

I would finally like to thank all 64 ECA Member Clubs who have participated in this initiative by sending a project of their choice, making it a comprehensive and valuable publication for the years to come.

Yours sincerely,

Michele Centenaro
ECA General Secretary

INTRODUCTION

“CSR in European Club Football – Best Practices from ECA Member Clubs” is an ECA Publication focusing on ECA Member Clubs’ CSR projects. In a time where the social aspect of football has become essential in the daily life of clubs, this publication offers a good overview of some of the existing initiatives run by European football clubs. These initiatives are to be seen as a source of inspiration for clubs and sports organisations to further get involved in this area. Additionally, some key facts and figures are also highlighted, with the main purpose of identifying the underlying trends emerging from the collection of these projects.

Background

Since its creation in 2008, ECA has always been involved in the field of CSR. The ECA CSR Award was created in 2010 with the aim to reward an ECA Member Club on an annual basis for an outstanding CSR project. Additionally, in 2011, ECA published a first report featuring a collection of ECA Member Clubs’ CSR projects, which has inspired the creation of this second publication.

In the last year, further to requests from its member clubs and driven by the desire to better serve their interests, ECA felt the need to get even more involved in this important area. Accordingly, a new strategy has been defined, of which this publication constitutes the first milestone. A Task Force was also created, composed of several CSR club experts, in order to better respond to the clubs’ needs and to bring forward suggestions and new ideas for future developments. The ECA CSR Task Force has already met a few times and was instrumental in the good development of this publication. Finally, at the end of 2015, ECA launched its own charity initiative “90 Minutes for Hope” in support of child refugees in Europe. Thanks to the outstanding participation of its member clubs, this initiative raised € 1.3 million to the benefit of Save the Children and UNICEF’s responses to the European refugee crisis.

Scope & Methodology

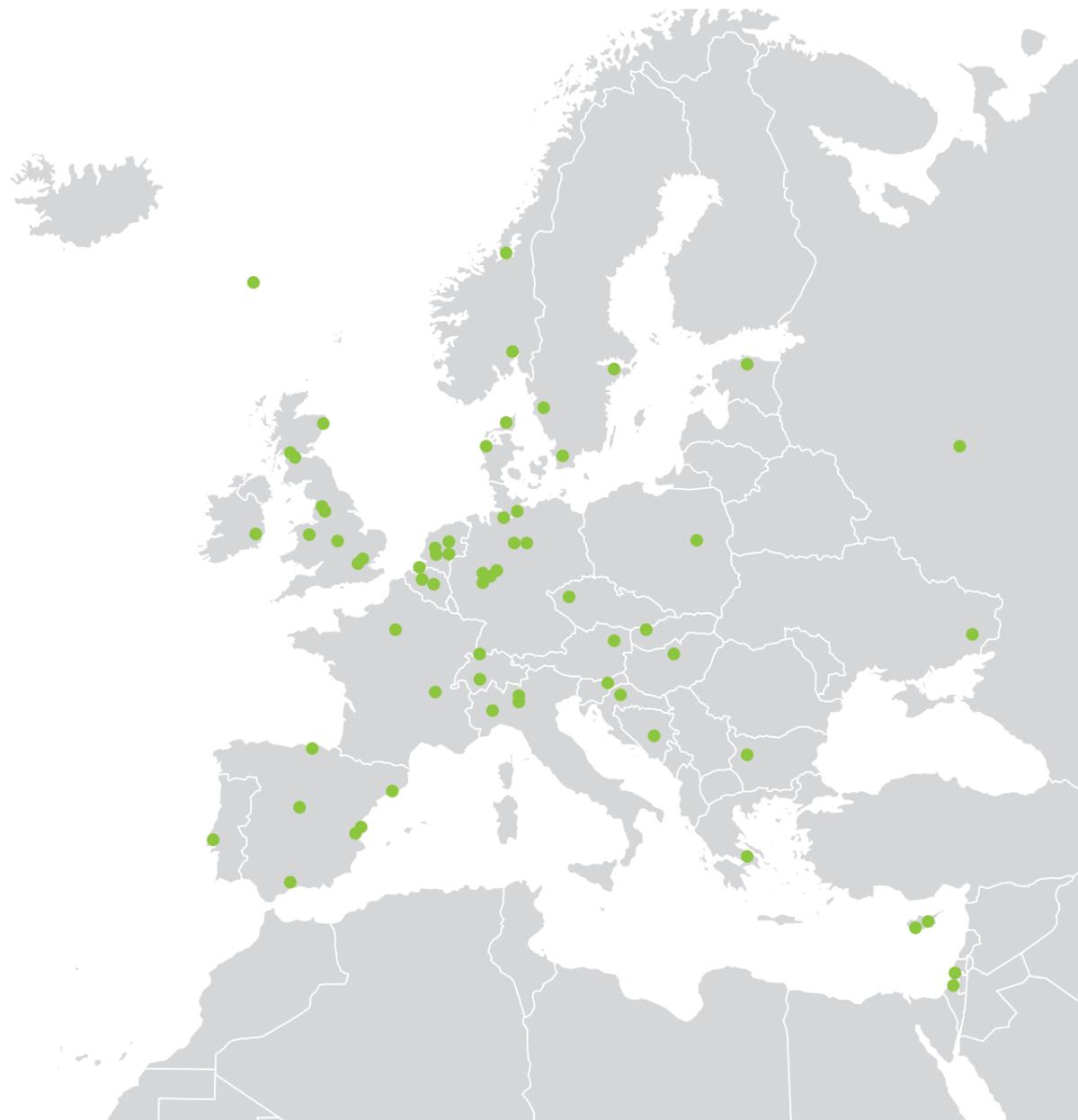
At the beginning of 2016, the ECA Administration has sent out a “Call for Projects” in the form of an online questionnaire to its member clubs. The purpose of this questionnaire was to gather detailed information in a comprehensive and consistent way. The clubs participated on a voluntary basis and – considering that many clubs run several projects at the same time – were free to choose a project of their preference. In total 64 clubs from 31 different countries responded to the “Call for Projects”, all of which have been included in this publication. All the content contained in this report has been exclusively provided by ECA Member Clubs and is presented as received by ECA.

Additionally, selected organisations active in the field of CSR and Sustainability, with a direct link to football, have been contacted in a similar manner. A profile of each organisation, notably outlining their Vision and Mission, is also included in a dedicated section at the end of the report, with the content reflecting the information received by ECA.

KEY FACTS & FIGURES

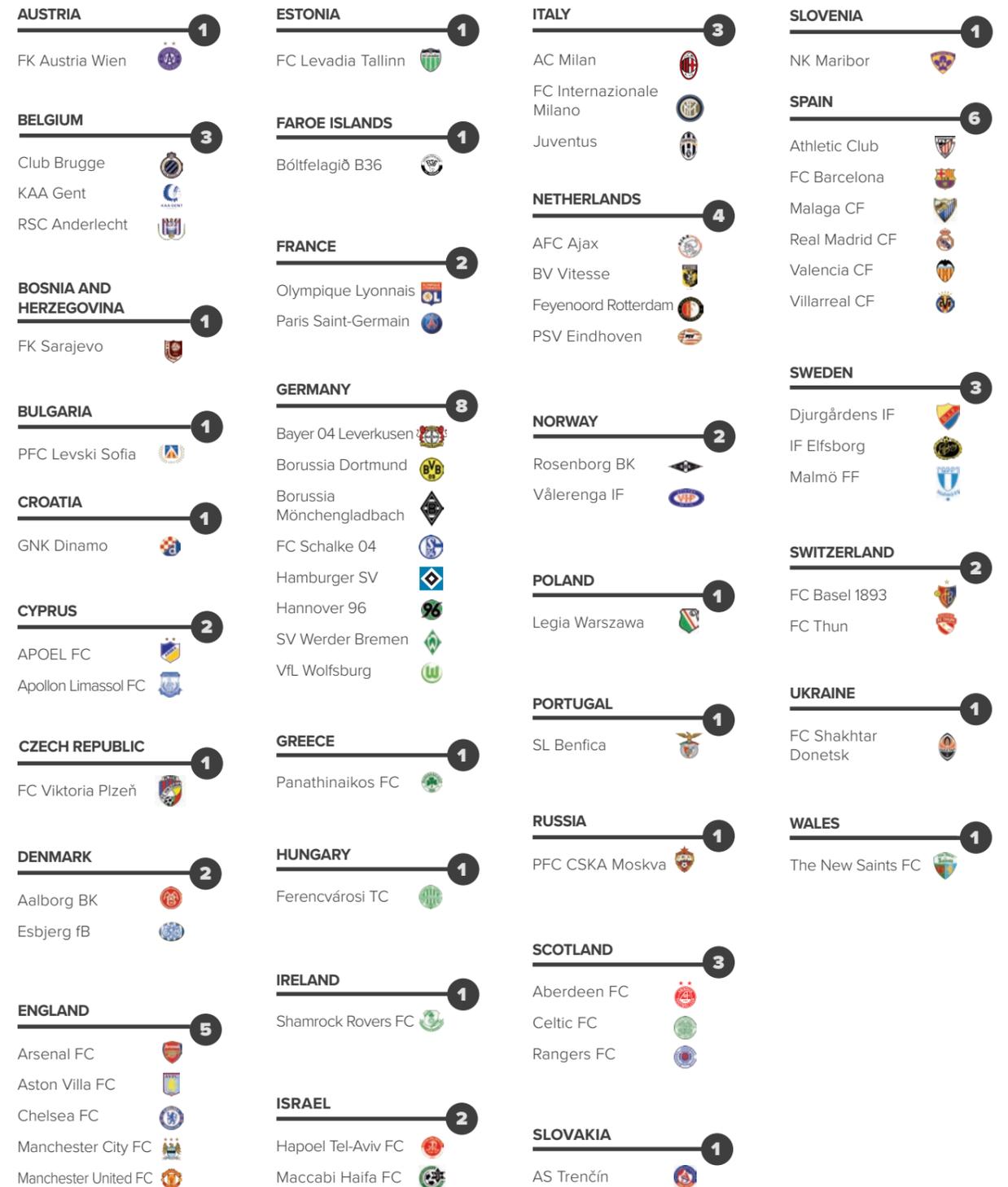
The following infographics provide a visual overview of the key facts & figures extracted from the 64 received projects. Every club could only submit one specific project for the sake of this publication, therefore the following statistics are not representative of the current situation around Europe and no general trend can be isolated. This section is rather intended as a showcase of the main elements pertaining to the received projects.

Projects Overview



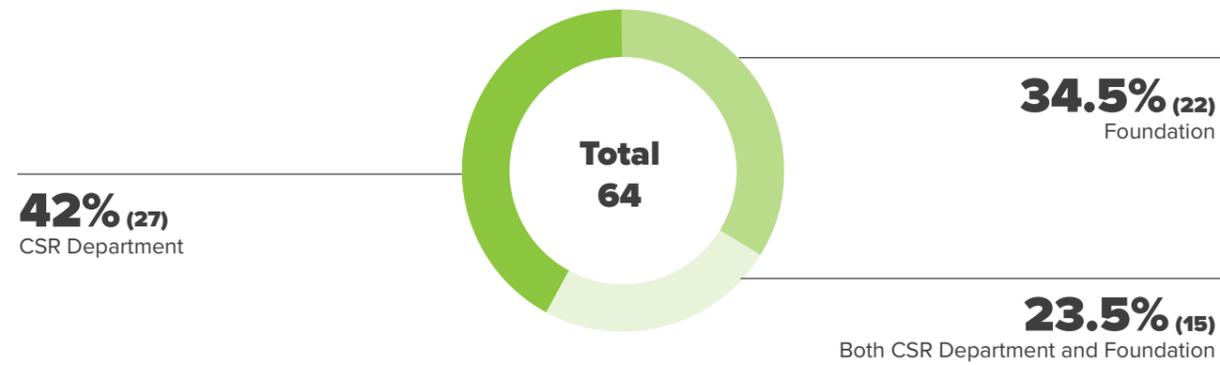
Geographical Spread

64 ECA Member Clubs from 31 different countries submitted a project, showing the strong commitment of ECA Member Clubs from all over Europe to CSR & Sustainability actions. The great geographical diversity of the received projects contributes to making this publication a valuable and comprehensive initiative.



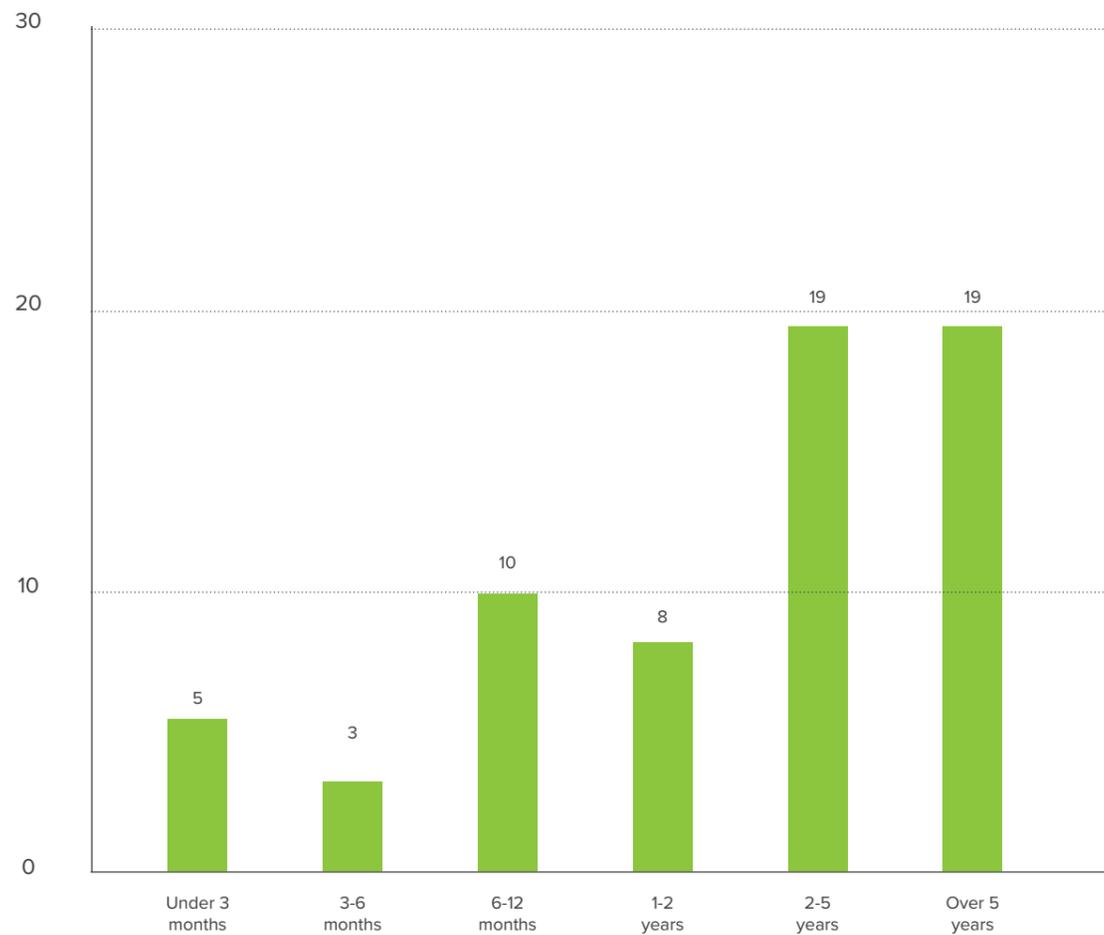
CSR Department or Foundation?

The majority of the responding clubs (42%) operate with an internal department focused on CSR matters while 34.5% solely run a Foundation and 23.5% have both a CSR department and a Foundation.



Project Length

The majority of the submitted projects (59%) have been running for over two years, with 19 of them for more than five years already. Only 28% of the projects have been in place for less than a year, with five of them lasting less than three months.



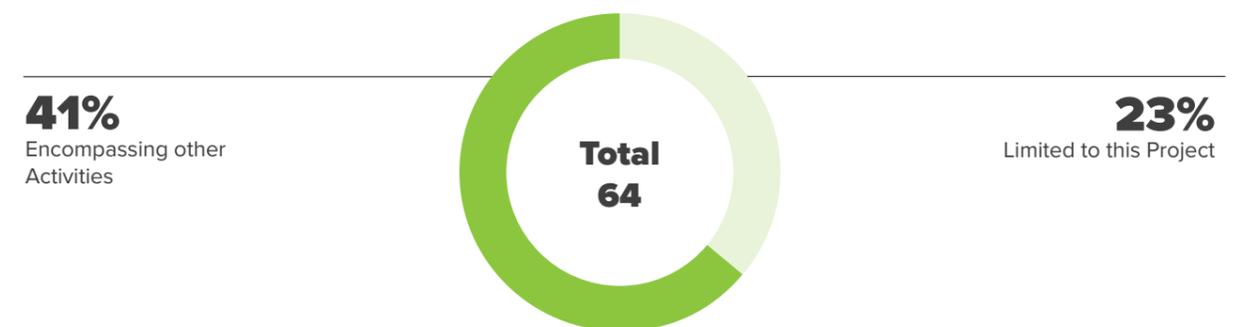
Project Partners

Exactly 50% of the clubs who submitted a project are partnering with a Public Institution, such as a school, a University or a Hospital. 42% of the clubs also partner with Political Institutions at the local, regional or national level, and with Non-Governmental Organisations.



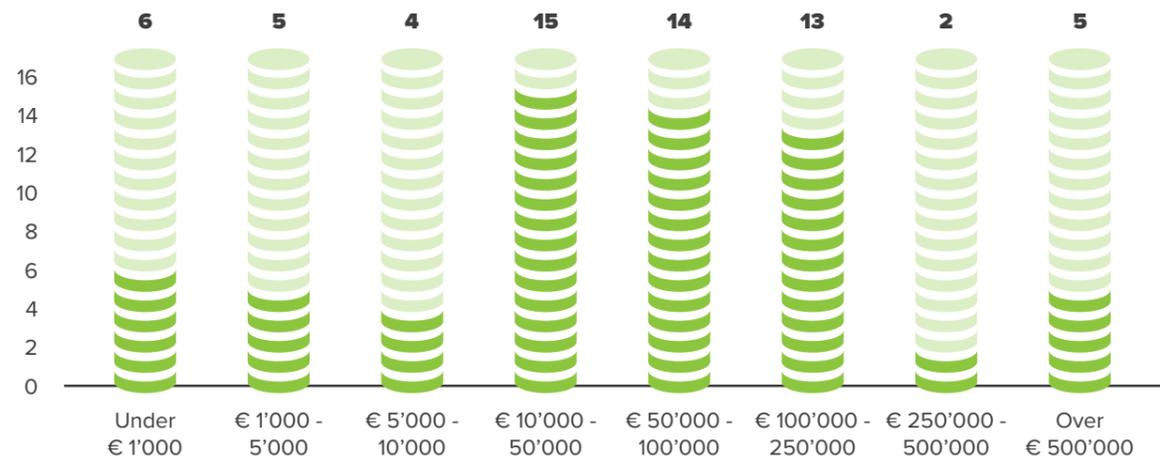
Scope of the Partnership

Almost two-thirds of the responding clubs (64%) have developed longer relationships with their partners, beyond the scope of the submitted project.



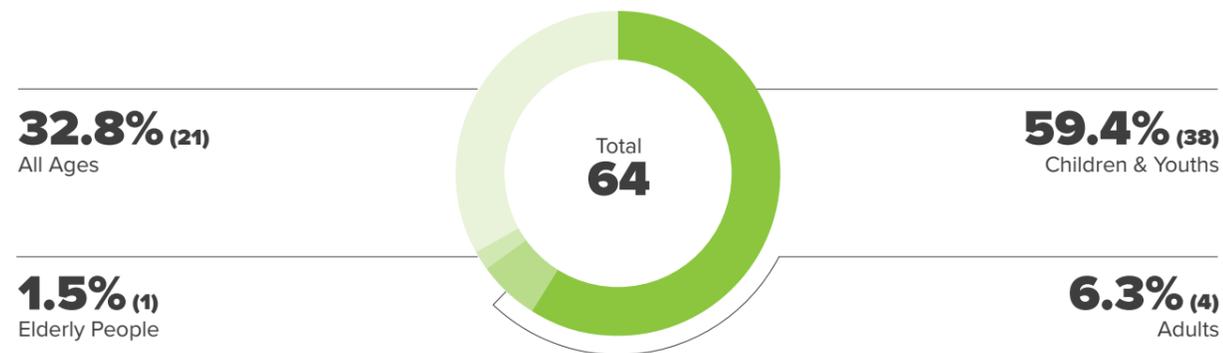
Budget

23% of the submitted projects have a budget ranging from € 10'000 to 50'000. Another 22% use a budget between € 50'000 and 100'000, while 20% have a budget going from € 100'000 to 250'000. Finally, six submitted projects operate with a budget lower than € 1'000 and five with an envelope exceeding € 500'000.



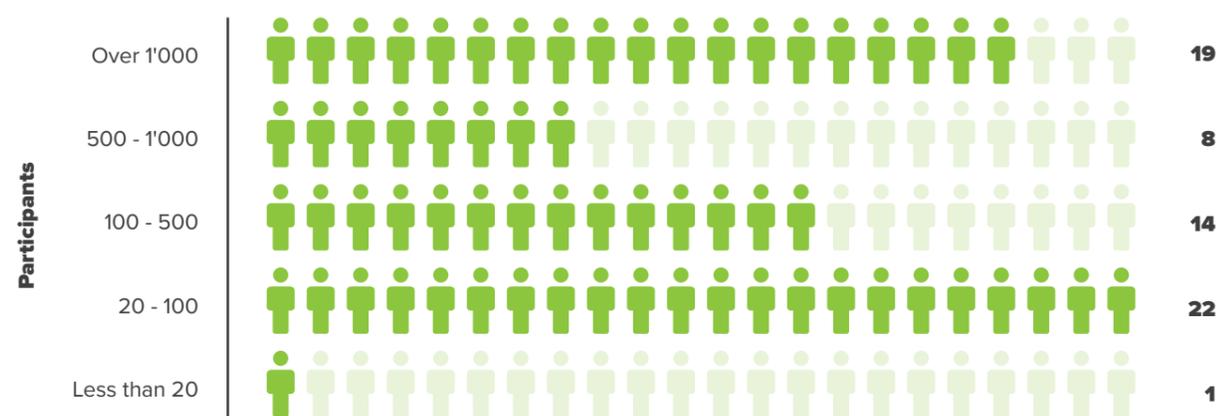
Target Group

Almost 60% of the submitted projects focus on children and youths as their main target group. Approximately one third target participants from all ages, while only one of the 64 projects is specifically focused on elderly people.



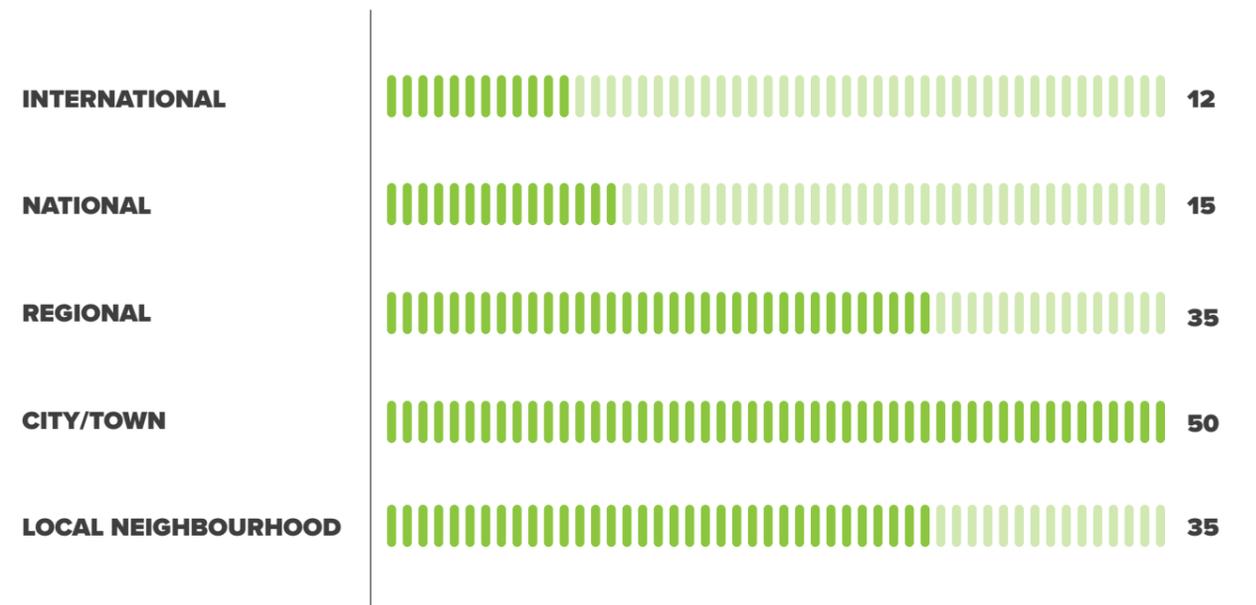
Number of Participants

The majority of the projects (34%) involve between 20 and 100 participants. Around 22% of the projects feature between 100 and 500 participants, while almost 30% of the submitted initiatives enjoy an involvement of more than 1'000 participants.



Geographical Reach

78% of the respondents marked their City/Town as a focus area for their project. In addition, almost 55% of the clubs particularly focus their activities in their local neighbourhood. 55% of the participating clubs have activities at the regional level and 23% and 17% respectively at the national and international level.



Strategic Themes

78% of the respondents selected Integration as a strategic theme covered by their project. Education was chosen by almost three-quarters of the participating clubs, closely followed by Health & Physical Activity with 69%. Anti-discrimination is also another topic of interest with 47% of the projects focusing on this strategic theme.



CLUB PROJECTS

The 64 projects that you will find on the next pages have been sorted in alphabetical order according to the countries in which the club is registered. Hereunder you can have a quick overview of the different projects, with information on the club and project name, the main themes covered and the page on which you can read about every initiative.

| COUNTRY | CLUB | PROJECT | STRATEGIC THEMES | PAGE |
|------------------------|--------------------------|--|---|------|
| Austria | FK Austria Wien | ViolaFIT | Anti-Discrimination, Education, Employment, Integration | 18 |
| Belgium | Club Brugge | Start to Run | Education, Health & Physical Activity, Integration | 20 |
| Belgium | KAA Gent | KAA Gent Homeless Blue White | Anti-Social Behaviours, Employment, Health & Physical Activity, Integration | 22 |
| Belgium | RSC Anderlecht | Action "Foot & School" | Anti-Discrimination, Education, Health & Physical Activity, Integration | 24 |
| Bosnia and Herzegovina | FK Sarajevo | Give Blood for the Maroon Color | Health & Physical Activity, Integration | 26 |
| Bulgaria | PFC Levski Sofia | The Players of Levski Reward Children | Education | 28 |
| Croatia | GNK Dinamo | Down for life | Disability, Employment | 30 |
| Cyprus | APOEL FC | Support "Baby Miracles" | Disability | 32 |
| Cyprus | Apollon Limassol FC | Show Racism the Red Card | Anti-Discrimination, Anti-Social Behaviours, Education, Health & Physical Activity, Integration | 34 |
| Czech Republic | FC Viktoria Plzeň | Victorian Heart – Helping through Football | Anti-Discrimination, Disability Health & Physical Activity, Integration | 36 |
| Denmark | Aalborg BK | Hele Nordjyllands Håndsrækning | Health & Physical Activity, Integration | 38 |
| Denmark | Esbjerg fB | Headspace | Anti-Social Behaviours, Education, Employment, Environment, Health & Physical Activity | 40 |
| England | Arsenal FC | Freedom From Torture | Health & Physical Activity, Integration | 42 |
| England | Aston Villa FC | Social Enterprise Academy | Education, Employment, Environment | 44 |
| England | Chelsea FC | Game for Equality/Building Bridges | Anti-Discrimination, Disability, Education, Integration | 46 |
| England | Manchester City FC | City Football Academy | Disability, Education, Employment, Environment, Health & Physical Activity | 48 |
| England | Manchester United FC | Street Reds | Anti-Discrimination, Anti-Social Behaviours, Education, Employment, Health & Physical Activity, Integration, Safety-Promotion | 50 |
| Estonia | FC Levadia Tallinn | Together We Move | Disability, Integration | 52 |
| Faroe Islands | Bóltfelagið B36 | Cooperating with a Children's Charity Organisation | Health & Physical Activity, Integration | 54 |
| France | Olympique Lyonnais | City of Social Innovation | Anti-Discrimination, Anti-Social Behaviours, Disability, Education, Employment, Health & Physical Activity, Integration | 56 |
| France | Paris Saint-Germain | RED & BLUE Schools | Education, Health & Physical Activity, Integration | 58 |
| Germany | Bayer 04 Leverkusen | Einfach Fußball | Disability, Education, Health & Physical Activity, Integration | 60 |
| Germany | Borussia Dortmund | Willkommen im Fußball | Anti-Social Behaviours, Education, Health & Physical Activity, Integration | 62 |
| Germany | Borussia Mönchengladbach | Recreation of Small Football Grounds | Anti-Discrimination, Anti-Social Behaviours, Education, Health & Physical Activity, Integration | 64 |
| Germany | FC Schalke 04 | Kumpelkiste | Anti-Discrimination, Disability, Education, Integration | 66 |

| | | | | |
|-------------|--------------------------|---|---|-----|
| Germany | Hamburger SV | Der Hamburger Weg | Anti-Discrimination, Anti-Social Behaviours, Disability, Education, Employment, Health & Physical Activity, Integration | 68 |
| Germany | Hannover 96 | Hannover Ist Bunt | Anti-Discrimination, Education, Integration | 70 |
| Germany | SV Werder Bremen | Bleib am Ball | Anti-Discrimination, Anti-Social Behaviours, Employment, Integration | 72 |
| Germany | VfL Wolfsburg | VfL-Wiki | Education | 74 |
| Greece | Panathinaikos FC | You Are Not Alone | Disability, Integration | 76 |
| Hungary | Ferencvárosi TC | The Year of CSR at Ferencváros | Anti-Discrimination, Disability, Environment, Health & Physical Activity, Integration | 78 |
| Ireland | Shamrock Rovers FC | Community Tournament | Anti-Social Behaviours, Anti-Discrimination, Education, Health & Physical Activity, Integration | 80 |
| Israel | Hapoel Tel-Aviv FC | Playing Forward for Development, Equality and Peace | Education, Integration, Peace Building | 82 |
| Israel | Maccabi Haifa FC | Variety | Disability, Education, Health & Physical Activity | 84 |
| Italy | AC Milan | Muoversi Bene per Crescere Meglio | Education, Health & Physical Activity | 86 |
| Italy | FC Internazionale Milano | Inter Campus | Anti-Discrimination, Anti-Social Behaviours, Education, Health & Physical Activity, Integration, Peace Building | 88 |
| Italy | Juventus | Reintegration of Child Soldiers in Mali and Central African Republic | Anti-Discrimination, Education, Integration, Peace Building | 90 |
| Netherlands | AFC Ajax | Ajax Life Skills & Clinics | Anti-Discrimination, Anti-Social Behaviours, Education, Health & Physical Activity, Integration | 92 |
| Netherlands | BV Vitesse | Vitesse Hatrick | Anti-Discrimination, Anti-Social Behaviours, Education, Employment, Health & Physical Activity, Integration | 94 |
| Netherlands | Feyenoord Rotterdam | Feyenoord Street League | Anti-Discrimination, Anti-Social Behaviours, Education, Health & Physical Activity, Integration, Safety-Promotion | 96 |
| Netherlands | PSV Eindhoven | PSV United | Anti-Social Behaviours, Integration | 98 |
| Norway | Rosenborg BK | Youth@Work | Education, Employment, Integration | 100 |
| Norway | Vålerenga IF | Vålerenga Streetteam | Anti-Social Behaviours, Health & Physical Activity, Integration | 102 |
| Poland | Legia Warszawa | Let's Make a Better City Together! | Anti-Social Behaviours, Disability, Education, Health & Physical Activity, Integration | 104 |
| Portugal | SL Benfica | KidFun - Education for Values | Anti-Discrimination, Anti-Social Behaviours, Disability, Education, Environment, Health & Physical Activity, Integration | 106 |
| Russia | PFC CSKA Moskva | Path of Goodness | Anti-Discrimination, Disability, Education, Health & Physical Activity | 108 |
| Scotland | Aberdeen FC | Dementia Friendly Wellbeing | Anti-Discrimination, Disability, Education, Health & Physical Activity, Integration | 110 |
| Scotland | Celtic FC | Celtic FC Foundation Schools Music and Digital Programme | Disability, Education, Integration | 112 |
| Scotland | Rangers FC | Rangers Charity Foundation's Partnership with Glasgow City Mission's Winter Night Shelter | Integration, Safety-Promotion | 114 |
| Slovakia | AS Trenčín | Stars for Children | Disability, Health & Physical Activity, Integration | 116 |
| Slovenia | NK Maribor | Violet Love is Eternal | Education, Health & Physical Activity | 118 |
| Spain | Athletic Club | Bakuva CSR. Fighting social exclusion through football | Anti-Discrimination, Anti-Social Behaviours, Education, Employment, Health & Physical Activity, Integration, Peace Building | 120 |
| Spain | FC Barcelona | FutbolNet - Rio de Janeiro | Anti-Social Behaviours, Education, Health & Physical Activity, Peace Building | 122 |
| Spain | Málaga CF | Valores Blanquiazules | Anti-Discrimination, Education, Health & Physical Activity, Integration | 124 |
| Spain | Real Madrid CF | The Inclusive Football: Sport for All around the World | Anti-Discrimination, Disability, Education, Health & Physical Activity, Integration | 126 |
| Spain | Valencia CF | UN Women and Valencia CF | Anti-Discrimination, Education, Integration | 128 |
| Spain | Villarreal CF | Endavant Igualtat | Anti-Social Behaviours, Disability, Education, Integration | 130 |
| Sweden | Djurgårdens IF | ENABLE Crowd Research Solutions | Anti-Social Behaviours, Safety-Promotion | 132 |
| Sweden | IF Elfsborg | Work Together | Education, Employment, Integration | 134 |
| Sweden | Malmö FF | Football Against Racism | Anti-Discrimination, Anti-Social Behaviours, Health & Physical Activity, Integration | 136 |
| Switzerland | FC Basel 1893 | FCB-Golf Trophy | Education, Health & Physical Activity, Integration | 138 |
| Switzerland | FC Thun | FC Thun Special Training | Anti-Discrimination, Disability, Education, Health & Physical Activity, Integration | 140 |

ViolaFIT

CSR Vision & Mission: Corporate social responsibility is crucial to how we fulfil our public role as a major football club beyond our core business. It functions as our transport for our values and vows.



- Project Length:** 0 – 3 months
- Partners:** Private company, Public Institution, Football Association
- Budget:** € 50'000 – 100'000
- Demographic Target Group:** All ages
- Number of Participants:** 20 – 100
- Geographical Reach:** Regional

STRATEGIC THEMES



Background

Football Clubs are more than just sports clubs. They are huge business units with many features such as compliance and social responsibility. The difference to other companies is the fact that the popularity is much higher and clubs function as a solid vehicle for messages and values. Therefore it is important to give all employees and volunteers the opportunity to gain education and live through the open-minded values of the club. That is the strategic message of ViolaFIT.

Summary

ViolaFit is an education programme for all employees from 14+ for work life and value sharing after football. Besides our school model there are lectures on a voluntary base which cover different topics such as integration, personal debt management, psychological development, balanced nutrition and geographic development.

Main Objectives

- To provide education at early ages for everyone**
- To use the power of football that goes beyond sport itself**
- To tackle racism, anti-Semitism and violence**



Communication

The objectives and the progress are measured and reported in a semi-annual report.

Evaluation

The objectives and the progress are measured by the CSR department through deviation analysis and success rate.

Unique & Innovative Features

- Transport for values and vows of the club**
- Possible future return from successor of the programme in leading positions**



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“Nowadays football clubs are highly public institutions and therefore have the social and environmental responsibility to transport the values of the society along with their stakeholders to the general public.”

Mag. Markus Kraetschmer, Club CEO

“Education has become an indispensable value in our modern society. With this programme the club tries to offer all employees the possibility for personal improvement in order to broaden the personal spectrum to a larger world and gain a better future after football.”

Sandra Nachtnebel, CSR Manager

Start to Run

CSR Vision & Mission: We take up our social responsibility by using the force that is Club Brugge to realise projects in the fields of sports, social integration, health and education. All of this both nationally and internationally, for everyone, with a particular focus on disadvantaged groups.



- Project Length:** 0 – 3 months (annually)
- Partners:** Private company, Public institution
- Budget:** € 1'000 – 5'000
- Demographic Target Group:** Adults
- Number of Participants:** 100 – 500
- Geographical Reach:** Local neighbourhood, City/Town, Regional



Background

According to the latest national health survey, results show that 50% of the adults in Belgium suffer from overweight and 14% suffer from obesity. In addition, there is a clear link between the educational level and weight problems: people with the lowest educational level (no degree/low degree) are 1.9 times more likely to become obese (BMI ≥ 30) than people with a higher degree. Social disadvantaged people also experience a bigger obstacle in 'Sport participation'. Besides the high membership fee, the guidance that this group of people needs cannot always be provided by a regular sports club.

Summary

Start to Run is a training programme that focuses on both starting runners and already advanced runners. This popular training programme has already enabled thousands of people to start running and get in shape. Since 2010, the Club Brugge Foundation organises an annual Start to Run training session for its supporters and local residents. With the Start to Run programme and the running coaches of Club Brugge Foundation anyone can easily run 5 km after a mere 10 weeks training. In the area of the Jan Breydel stadium (homeground of Club Brugge), the Club Brugge Foundation has implemented a running parcours around the training pitches and buildings of the training site. We also include participants from another Foundation project 'Homeless Team', a football team that helps homeless people. The coaches of the Homeless Team are also running coaches that help to break down the threshold.

Main Objectives

- To increase physical activity with fans and neighbourhood**
- To tackle overweight and obesity by promoting a healthy lifestyle**
- To include people from different social backgrounds into one team**



Communication

All available communication channels of the football club Club Brugge were used to communicate about the Start to Run project, such as our website, Facebook, Twitter, press releases and stadium publicity. Moreover, a mailing to every inhabitant of the city of Bruges (52'000 mailboxes) was sent to inform them about the project. Every week a newsletter with tips and tricks was sent in order to help the participants to achieve a healthier lifestyle.

Evaluation

Feedback was collected through a survey at the beginning and at the end of the training programme.



Unique & Innovative Features

- Participants from earlier years are trained to become running coaches**
- Team spirit in running event**
- Participation of A-squad players and coaches**



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“In our current society an active and healthy lifestyle is important. It is our social and moral obligation as a Sport club to help our fans with this.”

Bart Verhaeghe, Club President

“With our Start to Run project we do not only help people to exercise and to do sports. We bring people and communities closer, with a common goal.”

Peter Gheysen, Community Coordinator

“I never thought that I was going to be able to run 5 km. The programme has helped me step by step to achieve my goal.”

Chris, 43, Project Participant

KAA Gent Homeless Blue White

CSR Vision & Mission: The KAA Gent CSR Foundation 'Football in the community' creates with KAA Gent social value for the people of Ghent. Thereby, the local world of football serves as a lever and as a working area where the acquiring power of football in the city is optimally used for the benefit of society.



- Project Length:** Over 5 years
- Partners:** Political institution, Non-Governmental Organisation
- Budget:** € 5'000 – 10'000
- Demographic Target Group:** Adults
- Number of Participants:** 20 – 100
- Geographical Reach:** City/Town
- Awards:** Community Trophy of the Belgian Homeless Cup '14, Fair Play Trophy of the Belgian Homeless Cup '15, City of Ghent Sport Award 2015

STRATEGIC THEMES



Background

KAA Gent is very much aware of its social responsibility and acts accordingly. KAA Gent Football in the community was founded in 2009. Since 2011, 'Voetbal in de stad' is a unique public-private collaboration between KAA Gent, the local authorities and the KAA Gent Supporters Federation. The organisation develops and supports a large number of projects benefitting the society, youth football and solidarity between the club, local residents and supporters. KAA Gent Homeless Blue White offers a framework to work with homeless, refugees and people with addiction problems. They meet weekly and work on the football pitch on social emancipation, respect, diversity and fair play.

Summary

In 2015, we have organised:

- 23 training sessions (every two weeks between 30 and 40 participants each training session (m/f))
- 17 activities (tournaments, dinner after training) between 30 and 40 participants for each activity (m/f)
- a total of 65 participants
- age from 6 to 66, both for training and for the activities
- 2'730 contact hours with the people involved

The 'homeless season' starts in September until June. KAA Gent Homeless Blue White plays three national tournaments and does one international activity every year. We have had international exchanges with Southampton FC (ENG) and FC Utrecht (NED).

Main Objectives

- To strengthen personal skills of the participants: giving responsibilities to the participants in the project**
- To reinforce social skills of the participants: working on positive group dynamics**
- To give a positive face to a serious urban problem**



Communication

Communication is done through all the club's communication channels: supporters magazine, club presentation guide, Buffalo TV magazine, website, social media.

Evaluation

KAA Gent Homeless Blue White is a success story. It is all about the people who are involved. Since we do this project, we saw people growing and find a way out of their situation. People start to manage their problem, also because the project not only gave them help for their problems, but also a network of friends again. Today we try to integrate some of these persons into the club's or the 'Football in the community' volunteer programme.



Unique & Innovative Features

- Two teams within the project: ladies and gentlemen**
- A group of volunteers around the football players (m/f): supporters, material keeper, cooking crew**
- Multidisciplinary approach: sports and health, social inclusion, activating and empowerment**

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“Social commitment is an important element in the DNA of KAA Gent. The KAA Gent Homeless project of our social organisation ‘Football in the community’ demonstrates this commitment.”

Ivan De Witte, Club President

“KAA Gent Homeless Blue White strenghtens people with the power of football. It changes and saves lives.”

Resul Tapmaz, President of the Foundation

“KAA Gent Homeless Blue White gave me the opportunity to make friends when I was lonely. It was the start of a new life.”

Fredje, Goalkeeper KAA Gent Homeless Blue White

Action “Foot & School”

CSR Vision & Mission: To support the best development of underprivileged children.



- Project Length:** 2 – 5 years
- Partners:** Private company, Political Institution, Public Institution
- Budget:** € 50'000 – 100'000
- Demographic Target Group:** Children & Youths
- Number of Participants:** 500 – 1'000
- Geographical Reach:** Local neighbourhood, City/Town, Regional



Background

Brussels schools and local authorities have a huge problem of absenteeism in the school population of foreign origin. The RSCA Foundation decided to help them combat this problem by organising football workouts on Wednesday afternoon. Condition: participation to the programme is subject to regular school attendance.

Summary

Our project is a motivated football-based educational programme with boys and girls aged between 10 and 14 from the underprivileged neighbourhoods in Brussels. Football and community activities are provided by RSCA trainers and local youth workers every Wednesday afternoon. The school direction is following the school attendance of these children and work together with the team. One of the key success factors is to link the participation in the football session to a regular school attendance.

Main Objectives

- To increase school attendance
- To achieve integration
- To be respectful with others



Communication

The project is communicated through the club's website and publications about our activities.

Evaluation

Every year, a final report is published together with the school authorities, the trainers and youth workers, together with a discussion on the lessons learned from the past. New ideas come up in order to find common grounds for the best development of the project.



Unique & Innovative Features

- School attendance as long as possible
- Reducing youth crime
- Learning values and rules

Contact Details

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“Football is more than fun and money. Football is bringing communities together.”

K. Vanden Stock, President of the Foundation

“Football can unify people and has a great power to breaking barriers.”

P. Desmet, General Manager of the Foundation

“Community and social responsibility are an essential part of the daily activities of our club. Our priority goes to underprivileged children.”

R. Vanden Stock, Club Chairman

Give Blood for the Maroon Color



CSR Vision & Mission: Give back to the community. As one of the biggest clubs in Bosnia and Herzegovina, we can achieve much more and influence the community as a whole through projects.

- Project Length:** Over 5 years
- Partners:** Public institution
- Budget:** Under € 1'000
- Demographic Target Group:** All ages
- Number of Participants:** Over 1'000
- Geographical Reach:** Local neighbourhood, City/Town



Background

The project of Give Blood for the Maroon Color was set up to give back to the community, involving our fan base - one of the biggest in the country - to spread the word. We believe that if we can engage our fans to help Donating blood, then we can involve a wider range of the community to help with humanitarian projects. The club's strategy is to show that we care about the community and that we wish to involve others to help giving back.

Summary

The club, with the idea of a humanitarian project in mind, decided to launch the project about four years ago. This initiative is solely based on people that wish to help and give back to the community, because it has become important to give blood, thus helping out people that may be in need. This project involves the club's fan base and a local hospital that helps voluntarily and organises the initiative. So far, we have had success with over 1'000 participants who gave blood over the first year only. Due to this success, the club has decided to keep the project running over the years. The importance is to show that a club is implementing concrete actions to help the community. This may be a new approach which other clubs will take, thus helping reach other possibilities with regards to the club and community outreach.

Main Objectives

- To help raise awareness about giving blood**
- To involve the community on a humanitarian project**
- To expand the club's activities in projects that give back to the community**



Communication

The club communicates through the media regularly used for the games and other club-related matters. The communication is done through the internet and TV, thus involving a wider range of potential participants. We believe that communicating about similar projects that raise awareness is the key aspect of clubs in giving back to the community.

Evaluation

Setting up statistics in which we can recognise the involvement. We also regularly communicate with the people involved, the volunteers and the community, establishing as a whole the impact the project may have and whether we should continue as such.



Unique & Innovative Features

- The community of football fans volunteers who set up the project**
- A local hospital helps with providing the equipment**
- The project solely relies on volunteers, with no funding incorporated**

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“It only takes a few minutes and in this country some people may not see the importance of donating blood. This is an amazing way to show that the club cares about other matters and is involved in giving back to the community.”

Ines Arapovic, Marketing and Communications

“The club aims at being involved in numerous projects, however this one is of great importance, because it is our way to help giving back to the community. Donating blood is very important and it can save a lot of lives over the years. The project is a way to involve our wide range of fans and help the community as a whole.”

Project Participant

The players of Levski reward children

CSR Vision & Mission: To be socially responsible.



EDUCATION

- 🕒 **Project Length:** 0 – 3 months
- 🤝 **Partners:** Non-Governmental Organisation
- 💰 **Budget:** € 0 – 1'000
- 🎯 **Demographic Target Group:** Children & Youths
- 👤 **Number of Participants:** 20 – 100
- 🌐 **Geographical Reach:** City/Town

Background

The main goal of the project is to attract the attention of young Levski supporters and to involve them in the club's policy of preserving human values, whose symbol is the patron of the Club, the national hero Vasil Levski.

Summary

On the 9th of January 2016, in the Press room of PFC Levski, and in close collaboration with two supporters organisations, an exhibition of children's drawings was held. The title was: "Who is Levski for me, or what is the club Levski for me?!" More than 84 children participated in the event and the club's first team joined the award ceremony. Five of the drawings were chosen to be exhibited on charity auction and five participants were awarded by players from the club's first team. The entire collected sum of the charity auction will be used for the development of the club's youth academy.



Main Objectives

- 🎯 **To preserve human values**
- 🎯 **To attract young supporters and children**



Communication

The project was communicated through the supporters clubs and the club's communications channels.

Unique & Innovative Features

- 🎯 **To look through the children eyes at the human values**

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"The project is a successful start of the implementation of our main aim to affiliate the children to the idea Levski incorporates about storage of human values in the new generation."

Cvetan Walchev, Marketing Director

"It is a dream for me to meet all these players! I am very happy to be here!"

Project Participant

Down for life

CSR Vision & Mission: GNK Dinamo tries to be an example and to develop a best practice template that can be followed by other similar sporting organisations in the country.



- Project Length:** 6 – 12 months
- Partners:** Specialised foundation
- Budget:** € 10'000 – 50'000
- Demographic Target Group:** Children & Youths
- Number of Participants:** 20 – 100
- Geographical Reach:** City/Town, Regional

Background

As one of the most recognisable brands of Croatia's capital Zagreb and the club with the most fans in Croatia and among Croats all around the world, GNK Dinamo has always been more than just a football club. To the fans Dinamo is much more than football and sport in general so the club and the players feel great pride, but also carry enormous responsibility. Since the Republic of Croatia gained independence, and even earlier in the former countries, GNK Dinamo invested a lot of their energy and also funds in social responsibility programmes. By helping people in need, children with rare diseases, new-borns and many others, GNK Dinamo has become not only a synonym of excellent sport results and success but is also recognised as a caring club.

Summary

By their late teenage years, individuals with Down syndrome vary widely in terms of their health, abilities and behaviour. This project attempts to cover this broad range of behaviour, success and challenge, recognising that most adults still do not have the opportunities yet, nor are expected to function effectively in the society. Aware of its important social role, GNK Dinamo formed a cooperation with Down 21, an organisation that is taking care of young adults with Down syndrome helping them to achieve their full potential in everyday life. That involves providing them with paid part-time jobs within our organisation and with our employees so they can be more involved in activities that are making them feel part of the community. Part-time jobs include gift packaging, product distribution, decorating of Christmas presents and helping out with stadium security. Our players personally recognised the importance of such integration and they are actively involved in creating many beautiful art performances from young people with Down syndrome by helping them promote their art in media and also helping them financially so they can have everything necessary for

Main Objectives

- To raise awareness of disabled people in everyday life**
- To provide an opportunity and the support to recognise and fulfil potential of people with Down syndrome**
- To be an example and to develop a best practice template that can be followed by other similar sporting organisations in our country**

producing their dance shows and musicals. When people with Down syndrome are “being” they are “existing”; their basic human needs are being satisfied. To feel that they belong they have to be included in their community, with regards to education, employment, social, leisure and recreational opportunities. In order to “become”, people with Down syndrome need to be given the opportunity, and the support to recognise and fulfil their potential.

Communication

We communicate our project through our media partner, through our social media platforms and also through our website. The average post reach about this specific action was around 16'000 people.

Evaluation

During the first couple of months of our project, we gained a lot of positive feedback from media and also from other sport organisations who are now thinking of creating similar opportunities for young people with Down syndrome.



Unique & Innovative Features

- Raising awareness with the general public about this problem**
- Integrating people with Down syndrome into our organisation**
- Providing people with Down syndrome unforgettable experience**



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“We are delighted to be involved and help these nice young people to integrate them into society and give them unforgettable experience; and, if I might add, for us too.”

Tomislav Svetina, Club CEO

“All my friends are here and we are having fun doing so many different things.”

Lena, 18, Project Participant

“Dinamo is my favourite club in the whole world and I love going to the stadium!”

Marko, 20, Project Participant

Support “Baby Miracles”



CSR Vision & Mission: To support specific organisations that help children.

- 🕒 **Project Length:** 3 – 6 months
- 🤝 **Partners:** Non-Governmental Organisation, Specialised foundation
- 💰 **Budget:** € 100'000 – 250'000
- 🎯 **Demographic Target Group:** Children & Youths
- 👤 **Number of Participants:** 20 – 100
- 🌐 **Geographical Reach:** National



DISABILITY

Background

As the most successful team in Cyprus and the one with most fans, we want to give back to the community. Our actions target organisations that help children. In particular, in the last three years, we developed a strong connection with “Baby Miracles”, a volunteer organisation that supports the medical department of premature new-borns. This is why we decided to have the logo of this organisation displayed in our home and away shirts.

Summary

Our partnership with the volunteer organisation “Mora Thavmata” includes the exposure of their logo in all our home and away kits as well as financial support, with the engagement of our fans. We also do additional promotional activities for the cause.



Main Objectives

- 🎯 **To create a new department of supporting premature new-borns**
- 🎯 **To buy an expensive oxygen monitor**
- 🎯 **To support the existing facilities**



Communication

We communicate about the initiative mainly through the exposure of the logo on our kits.

Unique & Innovative Features

- 🎯 **The creation of the new building**



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“It is very important for all people from Cyprus to be aware of this issue and to support the volunteer organisation because the needs of the medical department for the new-borns are huge.”

Prodromos Petrides, Club President

“The cooperation with APOEL FC is very important for the support of premature new-borns. Especially because of the needs of facilities and space.”

Stella Kyriakidou, President of “Mora Thavmata”

Show Racism the Red Card

CSR Vision & Mission: To contribute to social work and to sensitise the public about current problems.



- Project Length:** Over 5 years
- Partners:** Public institution, Political institution, Specialised foundation, Non-Governmental Organisation
- Budget:** € 0 – 1'000
- Demographic Target Group:** All ages
- Number of Participants:** 100 – 500
- Geographical Reach:** Local neighbourhood, City/Town, Regional

STRATEGIC THEMES



Background

In 2000, Apollon Limassol FC spotted some racism problems, which could be seen in both the Cyprus society and in the stadiums between the fans. That is why we decided to face it. Emphasis is given on the prevention, to pass on the right message to the children and the new generation, in order to combat the phenomenon of any form of racism from childhood.

Summary

Apollon Limassol FC was founded in 1954 in order to promote the ideals of freedom. Further to the sports side of the club, Apollon Limassol emphasises the promotion of messages with social content. In fact, football is a social phenomenon which attracts all social groups. For the past ten years, Apollon Limassol has been a leading club in Cyprus in social campaigns, especially on anti-racism campaigns. We try doing this by visiting different primary schools in Limassol and in the region twice a month. While visiting the schools, our players speak and play with the students. This shows the children that even though our team consists of football players of different nationalities and different religions, they always behave as one, with no exceptions. In addition to Apollon Limassol's campaign against racism, the social work of our team is being enriched every year with other campaigns raising awareness on current social problems. For example, we are visiting hospitals all over Cyprus and especially the paediatric department. Football players and Apollon supporters also make blood donations to help the Blood Bank of Limassol General Hospital. We are also collecting plastic cups to help buying self-help tools for disabled people in corporation with Rheumatism organisations. Apollon Limassol also promotes campaigns against violence and drugs at the stadium and through banners and other printed material. The key to success in all of the above is the consistency and continuity. This is why we continue with the same steady rhythm since 2006!

Main Objectives

- To educate children via school visits about moral values, about the phenomenon of racism and bullying. To show to the children that football and sports bring together different cultures and religions**
- To support people with special abilities and promoting equal rights for them by inviting them to visit the stadium**
- To contribute to social work and the creation of sensitiveness to the public about current problems**

Communication

Informative visits to schools, with presentations and distribution of printed material. Campaigns and messages at the Stadium through the football team, the academy kids and our kid escorts. Advertisements and announcements on all our official applications, as well as our website. Photos, posters, leaflets, Christmas and other post cards, pennants and many more.

Evaluation

At the moment our campaign is one of the top campaigns in Cyprus with the purpose to pass on the right message to the children and the young generation.



Unique & Innovative Features

- We are the first team in Cyprus that started such a campaign**



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“Everybody in Apollon believes that we have a responsibility towards our fans to create the right morale and the right values because that is the way for us and our children to have a better future. Not only in football, not only in sports but in all aspects of our society, without any discrimination but only by showing love to other people.”

Nikos Kirzis, Club President

“Football is not only a sport, football is a way to pass social messages to the people because of the way it influences the society. I am happy that our players are willing to visit schools and show to the kids that besides our different cultures and religions we work together as a team. Kids are listening to what the players have to say to them during their visits at their schools regarding the racism campaign.”

Pedro Emanuel, Coach

Victorian Heart – Helping through Football

CSR Vision & Mission: Viktoria's efforts are to help wherever there is need, and wherever people with good hearts and good ideas care for such help. We want to bring smiles on as many faces as possible in the months and years to come.



- Project Length:** 2 – 5 years
- Partners:** Public institution, Other local organisation, Football Association
- Budget:** € 10'000 – 50'000
- Demographic Target Group:** All ages
- Number of Participants:** 20 – 100
- Geographical Reach:** Local neighbourhood, City/Town, Regional



Background

FC Viktoria Plzeň has become an integral part of the everyday life of the citizens of Pilsen and the entire Pilsen region. Football is the most popular sport in the Czech Republic, its West Bohemia part being no exception. This is one of the reasons why Viktoria believes that the successful should help those who were less fortunate in their lives. Therefore, FC Viktoria Plzeň gets involved in regular charity activities. This is mostly done through the “Viktoriánské srdce” (Victorian Heart) project, which has provided funds for the benefit of its partner organisations during the time of its existence.

Summary

The history of “Viktoriánské srdce” began in 2012, at the occasion of the club's European campaign in that season. The financial support to the project was provided not only by the club itself, but also by the players, partners, and (through voluntary contributions) even the fans of Viktoria. Both matches with Club Atlético de Madrid were linked with the Surgical Clinic of the University College Hospital in Pilsen, the duels with the Portuguese team Académica de Coimbra helped the Senior Home in Vejprnice, and the double match with Hapoel Tel-Aviv FC generated the funding necessary for the treatment of David Bakala, a long-time bedridden fan of Viktoria Plzeň. In the fourth part of the project, FC Viktoria Plzeň decided to support Centrum Hájek day care centre, thus providing the best possible care for children suffering from various mental and physical disorders through the matches with SSC Napoli and Fenerbahce SK. Each of the four parts of the project was championed by one of the players. FC Viktoria Plzeň, encouraged by the huge amount of funding generated and the enthusiastic public response, decided to continue running this successful project also in the following years. The club became a long-term supporter of Domino orphanage, the players registered with the Czech National Marrow Donors Registry, they helped and keep helping the

Main Objectives

- Viktoria believes that the successful should help those who were less fortunate in their lives**
- To be as active as possible in the region**



charity organisations that gradually join the project. Viktoria created particularly strong ties with the University College Hospital in Pilsen. The club has provided financial and material help for example to the Children's Department of the Surgical Clinic, the Geriatric Department or the Urology Department of this largest hospital in West Bohemia. One of the most remarkable activities of the “Viktoriánské srdce” project was the publication of the official 2016 wall calendar of Viktoria Plzeň, which depicts the players of the A-team in unusual roles and environments, with each month of the calendar dedicated to one of the cooperating organisations. The wall calendar was accepted as the symbol of the entire project of “Victorian Heart” with enthusiasm not only by the football public, selling over 2'000 copies. The report of the charity calendar issue was published by the vast majority of Czech media, not only from the area of sports. Viktoria honoured its charity focus when marketing the calendar, donating a fifth of the profit from the sale of “Viktoriánské srdce” to charity.



Communication

Media partners, club channels, specialised merchandising

Unique & Innovative Features

- First complete football CSR project in the Czech republic**
- The project generated over CZK 100'000 (over € 3'500) for the benefit of its partner organisations during four years**

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“Football is the most popular sport in the Czech Republic. This is one of the reasons why Viktoria believes that the successful should help those who were less fortunate in their lives. We founded the project “Victorian Heart” four years ago and we are very happy that we already helped more than 12 organisations.”

Adolf Šádek, Club CEO

“We have cooperated with FC Viktoria Plzeň for more than 10 years but in the last four seasons our cooperation became much more intensive. It is not only about the money which helped to make our hospital an even better place, but I particularly appreciate the human access of the players. They really want to help, to be part of the “normal life”. Their every single visit in the hospital is just the best present for the young and old patients.”

Václav Šimánek, Managing Director of the University College Hospital in Pilsen

Hele Nordjyllands Håndsrækning

CSR Vision & Mission: Give back to and support the community that has always supported us.



- Project Length:** 1 – 2 years
- Partners:** n/a
- Budget:** Under € 1'000
- Demographic Target Group:** All ages
- Number of Participants:** Over 1'000
- Geographical Reach:** Local neighbourhood, City/Town, Regional

Background

We wanted to take the initiative in terms of supporting our local community and region. We had always received lots of inquiries about financial support for various charities and projects, and therefore decided to make this support more visible and make it open to any charity that wanted to apply with us. Launching Northern Jutland's Helping Hand ties in perfectly with the club's strategy of being Northern Jutland's team, and we wanted to show that we are committed to giving something back to and supporting the community that has always supported us.

Summary

AaB donates 1 Danish Krone (DKK) per spectator at home league matches to a local charity. The donation is given out every six months to a new charity. This means that a selected recipient of the helping hand will receive an amount per spectator from seven to nine home matches (half a season). Applicants must be regionally based, non-political and non-commercial. Among all applications, three are chosen by a panel for a fan-vote, with fans deciding the winner. The project was initialised in February 2015 with more than 30 charities and organisations applying for Northern Jutland's Helping Hand. A recipient is always announced prior to the first or second half of the season commencing and for each home match played, we focus on constantly informing our stakeholders about the size of the donation as it increases for each home match. Alongside this, we use our own media platforms to focus on the current charity/recipient to create awareness for them. This includes giving the charity the possibility to hand out flyers to spectators at a specific home match, to speak to our VIP sponsors about the charity, as well as profiling the currently supported charity on our media channels. Also, we try to focus on the charities when they use the donations they are given, to show our spectators specifically what the outcome of their support has been. So far two charities have received Northern Jutland's Helping Hand, and they have

Main Objectives

- To support various regional charities**
- To show that the club cares about the regional community that it is located in**
- To bring awareness to each charity we support, to make them more profiled and able to gain support from other potential backers as well**



both come back to us afterwards, and told us that it has greatly helped them profile themselves and get their story out to a new segment of people that would otherwise not have heard of or supported them. We also provide support and assistance to the charities during the half-year period when they are active recipients, helping them make the most of the opportunity they have to connect with our fans and followers, and to spread the message about their specific charity. Key success factors for us have been to help the charities reach a new audience, to make them more known to the general public, but also to create an awareness about the fact that we, as a club, are about more than just football. The project is intended to be always ongoing, hopefully with more wrinkles and additions being included along the way.

Communication

Use of our own media platforms: website, Facebook page, Twitter, Instagram, club TV channel, press releases as well as the stadium big screens.

Evaluation

We have no formal evaluation of the project, but do have an on-going internal dialogue in the club to constantly improve and find new ways to promote the project.



Unique & Innovative Features

- The amount of spectators for matches decides the size of the donation given to a charity**
- The charity supported changes every six months, meaning that AaB spreads the project out across a lot of different themes**
- AaB supports smaller, local charities, not big national charities**

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“We are very happy with the reception and the awareness that Northern Jutland's Helping Hand has received, and are also happy that we can contribute and help make a difference. We want to take social responsibility and show that AaB is aware of its role and position in Northern Jutland's society.”

Stephan Schors, Club CEO

“Northern Jutland's Helping Hand, which we received in Spring 2015, is a wonderful and important signal being sent from a major player in Aalborg and Northern Jutland. It has great importance that AaB has shown support for Headspace Aalborg, in terms of making it okay for young people to reach out for help if they encounter a bump in the road. We clearly felt this support from the spectators when we were present outside the stadium at one of AaB's home matches.”

Karin Leth Kristensen, Manager at Headspace Aalborg

CSR Vision & Mission: Esbjerg fB is more than a football club. It is a regional flagship creating a community throughout the region.

- Project Length:** 2 – 5 years
- Partners:** Non-Governmental Organisation
- Budget:** € 100'000 – 250'000
- Demographic Target Group:** Children & Youths
- Number of Participants:** Over 1'000
- Geographical Reach:** Local neighbourhood, City/Town, Regional

STRATEGIC THEMES



Background

From the summer of 2016 Esbjerg fB will start marketing Headspace as a strategic CSR partner on a large scale – that might even include the promotion on the jersey. With this great promotion more people will know the many advantages of the free counselling at Headspace, and the business network will help people to get a free internship.

Summary

Education of children and young people is an important priority for Esbjerg fB, and it applies to both elite athletes and other young people. The combination of daily training and an education creates a number of challenges, and therefore EfB has signed a number of cooperation agreements with local educational institutions. In the summer of 2015 the club launched a strategic CSR project, where it opened a ticket pool on the website, where vulnerable children and young people can apply for free entrance at the matches in the league. At the same time, the club promoted the individual projects, which the players endorse as ambassadors. From the summer of 2016 EfB will start a great cooperation with the non-governmental organisation, Headspace, where they will market and promote the organisation on a great scale. Headspace helps and guides young people with their individual problems, no matter their size. With Esbjerg fB's marketing of their work, they will inform more people about the free possibilities at Headspace, while the great sponsor network will help Headspace to more free internships, where the vulnerable people meet other companies and persons who believe in them.

Main Objectives

- To give back to the club's closer community**
- To contribute with experiences and joy for children and young people**
- To contribute to improved health, prosperity and welfare**



Communication

Esbjerg fB communicate about the project through the website. Furthermore, the club communicates through the media, the social media, as well as the web-tv. The goal is to promote the Headspace project on the jersey.



Unique & Innovative Features

- Free experiences / entrance at our arena for vulnerable young people**
- Marketing on a great scale for the NGO Headspace, which helps vulnerable young people with their problems**
- Our talent development focuses on creating people with healthy values, who can contribute to the society. Because of that we have an extended cooperation with the local schools and institutions**

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“As a football club with many different stakeholders, we have a great impact on many different people, which gives us a social responsibility for our region. With our huge exposure, we can generate a greater focus for the socially vulnerable people, who struggle with their individual problems.”

Søren Poulsen, Club CEO

“I wasn't social and just sat in my room being sad. But after a few times at Headspace it started to change. Nothing would have happened if I had not contacted Headspace. I simply didn't believe that there was anyone who could do something about my self-esteem and the sad feeling I had inside of me. Headspace listened and I got the chance to tell someone how I felt.”

Project Participant

Freedom From Torture

CSR Vision & Mission: To offer a sense of belonging.



- Project Length:** Over 5 years
- Partners:** Specialised foundation, National/International Sport Organisation
- Budget:** € 10'000 – 50'000
- Demographic Target Group:** Adults
- Number of Participants:** 20 – 100
- Geographical Reach:** City / Town

Background

The project began in December 2010 when Arsenal was introduced to a charity called Freedom From Torture (FFT) who are based very close to Emirates Stadium. This project fits firmly with Arsenal in the Community (AIRC) approach of responding to the needs of the local community. The partnership with Freedom From Torture provided an opportunity to support a group of individuals that were experiencing isolation. Together the project has been able to make important contributions to the lives of the project's participants.

Summary

The initial delivery from Arsenal focused on individual mentoring and access to accredited training courses. In October 2011 regular classroom activities were set up aimed to improve the levels of participant's English language; this element also provided opportunities for the group to take part in social action projects within the local community. In April 2012 a weekly football session was added; this progressed quickly with the development of a football team which importantly added to the feel of belonging to something positive, it also created an environment that helped participants forget about their problems for a while. FFT is responsible for referring suitable participants to the project. The football sessions are co-delivered by AIRC and FFT to maximise the benefits for those attending. The project has grown in response to the needs of the group, examples of this are: providing accredited training, the access to professional support, employment pathways when ready and help with costs of travel to activities and courses. Very quickly a genuine sense of togetherness developed which became the cornerstone of the project. The group became very close and offered support for each other. An important element is the sustained engagement which many look forward to and thrive on.

Main Objectives

- To create a sense of belonging**
- To help participants settle into society**
- To offer support into work once 'Right to Stay' is achieved, if and when appropriate**



Communication

Participants are referred to the project directly by FFT so there is no promotional material required to promote participation. There are sensitivities for some participants who are not able to be identified or photographed due to the safety of themselves and family members back home. There have been articles in Arsenal and FFT publications and social media platforms as well as local press.

Evaluation

No formal evaluation has taken place. FFT is considering carrying out an evaluation to explore the clinical benefits to participants of their involvement in the project. Part of the funding that Arsenal directed to FFT from our involvement in The Football Association Community Shield is being considered for this purpose.



Unique & Innovative Features

- Use of football as therapy**
- The partnership between Arsenal and Freedom From Torture**
- Delivery-focused approach that prioritises the needs of the participants**

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“The Group is everything. It is more than therapy, it is our family. I can't miss it. Whatever it is on a Monday, if it's rainy or sunny, I'll be there.”

Victor Macauley, Torture Survivor and Project Participant

“Through the programme we have watched so many torture survivors start off on a journey from an isolated place to being part of this tremendous team, developing friendships along the way. Arsenal in the Community is about belonging somewhere. As a result survivors tell us their appetite is better, they sleep better and they love seeing friends and meeting new people through this group. We are very excited the new FA Community Shield grant will allow us to do even more with Arsenal.”

Selcuk Berilgen, Freedom from Torture Group Therapist

Social Enterprise Academy

CSR Vision & Mission: Become a leading charitable institution in Birmingham, enhance the brand equity of the football club and instil local pride by using the power of the club crest to affect positive social change for young people in our city.



- Project Length:** 2 – 5 years
- Partners:** Public institution
- Budget:** € 100'000 – 250'000
- Demographic Target Group:** Children & Youths
- Number of Participants:** 100 – 500
- Geographical Reach:** City/Town

Background

In 2012, enterprise education was specifically identified as a need in the local education strategy. We recognised the impact this could have by using the football club as the business template whilst providing an understanding of how business is used to help tackle local issues. This appealed to schools as teachers told us that social enterprise was missing from the curriculum.

Summary

The programme runs over 13 weeks with a focus on disengaged learners and the students achieve an accredited qualification for studying business and social enterprise. Learning takes place within the football stadium as well as participating schools, so that students explore new settings, broaden their horizons, and learn how different club departments operate. Students study business principles, learn about issues affecting local communities, and apply that knowledge to develop a practical business idea and, as a project, operate their own social enterprise to raise funds to tackle specific local issues. Students must 'pitch' their ideas to a panel usually consisting of club staff and partners. The panel considers each idea, and provides constructive feedback. Once the project begins, students act on behalf of the foundation's social enterprise and raise funds to support the work of the foundation. Each year, students attend an event to celebrate their collective achievements and when possible the event is also attended by a player who presents the awards. Approximately 225 students participate in the Social Enterprise Academy across 15 schools. Each student obtains two accredited qualifications, in business and social enterprise.

Main Objectives

- To improve work readiness of young people – enhancing skills such as teamwork, confidence, initiative, and ability to work to deadlines**
- To improve educational performance of students aged 14-15 – delivering two business qualifications while increasing students' engagement with school curriculum subjects**
- To enhance young people's sense of belonging in their community – providing structured opportunities for students to make a difference**

Communication

We use the club's media channels - online TV, AVTV, website. We also communicate via other organisations and external channels. The innovation and success of the programme was celebrated on the BBC programme Match of the Day.

Evaluation

Evaluation is conducted in several ways. Firstly, the work of the students is evaluated to make sure it meets the qualification awarding bodies standards for success. We then evaluate the project based on number of schools and young people engaged. Finally we evaluate the project based on the number of young people to pass both programme qualifications.



Unique & Innovative Features

- Teaches students about social enterprise linking business with social issues**
- Gives young people the opportunity to create their own social business enterprise and donate the funds towards a charity/organisation supporting their chosen social cause**
- The opportunity to pitch their ideas to a panel to obtain seed funding**

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“We are very proud to be the first club to develop a programme around social enterprise. We wanted to do something a little different to the existing enterprise work that takes place in schools.”

Ravinder Masih, Head of the Foundation

“It has taught me a lot of business skills. It has taught me how to take care of the environment and how to use business in social ways.”

Student from Hamstead Hall School

Game for Equality/ Building Bridges

CSR Vision & Mission: The Foundation's innovative programmes offer a wide range of sport-related projects to promote health, education, active lifestyles and tackle social exclusion and anti-social behaviour.



- Project Length:** 2 – 5 years
- Partners:** Football Association, League, National/International Sport Organisation
- Budget:** Under € 1'000
- Demographic Target Group:** All ages
- Number of Participants:** Over 1'000
- Geographical Reach:** Local neighbourhood, City/Town, Regional, National, International



Background

Our Game for Equality and year-long equality work celebrates the club's diversity and inclusion work. For the past two seasons we have joined forces with a number of specialised organisations. We did so again for the visit of Stoke City during the 2015/16 season. We underline our commitment to tackling discrimination in all forms, while promoting equality throughout the club, our communities and our supporters. The Game for Equality falls under our Building Bridges campaign and the first team will be wearing the logo on their kit during the match against Stoke City. The match is a celebration of the club's on-going diversity and inclusion work.

Summary

The project has been running for three seasons, while the Building Bridges campaign has been in existence since 2010. Our work includes the ground-breaking Asian Star initiative and the Chelsea Foundation's equality and diversity workshops. This year the club has also formed our first LGBT fan group, supported International Women's Day and hosted the Kick It Out fundraising dinner. Through the Building Bridges initiative and working alongside equality organisations, we are wholly committed to providing a range of activities highlighting the dangers and impact of discriminatory behaviour including the Game for Equality.

Main Objectives

- To tackle discrimination in all forms**
- To educate via a range of activities highlighting the dangers and impact of discriminatory behaviours**
- To celebrate the good work being done by the club, our staff and our supporters**

Communication

Communication is done via all club media, through participant's experiences, players, LGBT supporters group and videos.

Evaluation

Internal evaluation together with the Foundation trustees.



Unique & Innovative Features

- Equality workshops throughout the year run by our Foundation staff and coaches**
- Utilising partners in a positive way to promote the work carried out by all**
- Player-led activity to highlight and support the club and partners**

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“As a season-ticket holder at Chelsea I am delighted to see the club support the creation of a LGBT fan group, making Chelsea LGBT fans feel truly welcome at the club they support.”

Ed Connell, Gay Football Supporters Network Chair

“It is a pleasure to support the aims of this game and the players are fully committed to standing up to all forms of discrimination. Football is a global game and that is reflected by the players, fans and staff at Chelsea and it is important we celebrate this.”

Cesc Fabregas, Chelsea Player

“The Chelsea Foundation has been great as they have the power to engage the students and by coming to the school they have opened new doors and we hope to work more with them in the future.”

School Teacher

City Football Academy

CSR Vision & Mission: By placing the game at the heart of its plans, the Club's Foundation makes a big difference through football and focusing on three key themes: health, education and inclusion.



STRATEGIC THEMES

- Project Length:** Over 5 years
- Partners:** Private company, Public institution, Other local organisation
- Budget:** Over € 500'000
- Demographic Target Group:** All ages
- Number of Participants:** 500 – 1'000
- Geographical Reach:** Local neighbourhood, City/Town, Regional
- Awards:** Best Community / Education Development Award - National CSR Awards 2015



Background

In 2008, the City Football Academy project began with three years of planning, researching across five continents and involving more than 300 individuals. The result – a blueprint for a world-leading youth development, first team and women's training facility and a Club operations base in the heart of a deprived Manchester community, providing extensive economic and environmental benefits for local people. It was vital that the Club develop its main estate adjacent to the Etihad Stadium and in so doing, create a true 'street-to-stadium' concept, with accessible community education, leisure, football and sports facilities, alongside the Club's academy and first team.

Summary

The City Football Academy project provides overarching benefits for football (sustainable youth development), community (land, educational and leisure facility donations) and local regeneration (environmental and economic). Having opened its doors in December 2014, City Football Academy has become a community and elite footballing hub and is used by academy, men's and women's first teams as well as community members and teams from around the world. In July 2011, community consultation began with a fully staffed exhibition space. The project received a 98% approval rating and the community requests (e.g. for a more green and attractive area and for better community leisure facilities) were incorporated into the plans. The

targets set out at the beginning of the project were all achieved, or bettered and are classified into three categories: economic regeneration (70% of employees from Greater Manchester, 80% of materials locally procured, 883 contracts awarded to local companies, 10% employed directly from unemployment, 89 people employed from long-term unemployment), environmental regeneration (2000 mature trees planted, 3km of hedgerow is encouraging new wildlife, 1.8 million litre water tank providing 80% of water on site) and community (5.5 acres remediated land donated for community use, 1 full size pitch for community use, public use bridge linking the stadium to the public area of the site and a Community Art Wall).

Main Objectives

- To create a world-leading youth development and first team facility in the heart the community that would contribute to the sports-lead regeneration of East Manchester**
- To reach the strict targets set for local employment (70%) and procurement of local materials (80%) to help contribution to the area's regeneration**
- To act, in all areas, in an environmentally responsible manner, promoting innovation and best practice**

Unique & Innovative Features

- 30 hours of CFA pitch time allocated to local college, community and disability teams each week**
- 16.5 football pitches in City Football Academy with 12.5 dedicated to youth development**
- 75% is the proportion of players in City Football Academy drawn from the Greater Manchester area**

Communication

On-going activity about City Football Academy is consistently being publicised through the main Club channels and through the Club's comprehensive annual report. The Club hold quarterly residents meetings to communicate latest activity and ensure local people are fully involved. Every week, the Club has a significant amount of player activity that is done on site and City Football Academy provides a backdrop for media interviews, press conferences, community events and much more. The site is also used for internal communications and external events such as the U19 England v Japan fixture at the Academy Stadium.

Evaluation

The investment made in supporting developments on the Etihad Campus has supported the creation of 225 net FTE jobs in Greater Manchester. In total, around 6'500 people (FT/PT) worked on the construction of the City Football Academy Training Ground, Connell Sixth Form College and East Manchester Leisure Centre.



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“Our real finish line is not the completion of the City Football Academy. Instead it lies in several years’ time when we are graduating footballers who have experienced great personal development and who are equipped to go on doing so – both on and off the field.”

Khaldoon Al Mubarak, Club Chairman

“When you create a facility like this it just gives you an opportunity to focus on the main thing you want to achieve in your career: winning trophies.”

Vincent Kompany, MFCF Captain

“For me personally, the whole Etihad development has brought many new opportunities, world-class facilities and an air of pride back to the area and something to build on and continue to grow for the foreseeable future.”

Craig Abel, Volunteer Development Officer, Manchester Volunteer Sport Bureau Community

Street Reds

CSR Vision & Mission: Manchester United's mission is to be the best football club in the world, both on and off the pitch.



- Project Length:** Over 5 years
- Partners:** National/International Sport Organisation
- Budget:** € 100'000 – 250'000
- Demographic Target Group:** Children & Youths
- Number of Participants:** Over 1'000
- Geographical Reach:** Local neighbourhood, City/Town

STRATEGIC THEMES



Background

Manchester United Foundation uses football to engage and inspire young people to build a better life for themselves and unite the communities in which they live. Dedicated staff deliver football coaching, educational programmes and personal development, providing young people with opportunities to change their lives for the better. Community cohesion programmes enable the Foundation to work in local communities, directly engaging young people in safe and constructive activities designed to support them to make better decisions about their behaviour, attitudes and futures.

Summary

Street Reds aims to use the power of football to offer young people the opportunity to pursue their interest in playing, leading and coaching the beautiful game. Offering free sessions and alternative to young people aged 8 to 18, participants have the opportunity to learn new skills and work towards qualifications in a supportive and positive environment. Street Reds currently operates at 14 locations across Greater Manchester with a view to further expand.

In the last 12 months the project has reached 2'042 young people of which:

- Two attended a trial for Manchester United
- 22 represented Manchester United in a Street Reds fixture
- 84 gained a qualification (including FA Level 1 and Junior Football Leaders)

Main Objectives

- To reduce crime and anti-social behaviour**
- To foster personal development**
- To guarantee safe environments to play football**



Communication

Street Reds uses a variety of communication methods ranging from the Foundation website, social media and Manchester United TV to word of mouth and flyers and posters. Throughout each season PR activations are also undertaken with participants and members of Manchester United's first-team squad to raise awareness of the project.

Evaluation

The project is evaluated thanks to feedback and surveys set against targets set by the Premier League. A key measure of the success of the programme is the rate of retention of participants that attend. Case study of the individual journeys of participants is also a vital way in which the positive interventions made are measured and tracked.



Unique & Innovative Features

- Free to participants**
- Alternative non-football provision provided (e.g. street dance and youth engagement)**
- Educational workshops (e.g. drug awareness)**



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“If not for Manchester United Foundation, I don't know what I'd be doing now. I think I'd probably be in jail; I would have turned to a life of crime but this showed me another way. After coming through a lot of the Foundation projects I'm now employed in a casual coaching role.”

Jack Comerford, Street Reds coach

“My experience goes to show that it is possible to produce young individuals like myself that have a passion, eagerness and hunger to learn, create, change and serve as a beacon to those who feel it is an unreachable goal. It just goes to show hard work, dedication and perseverance go hand in hand, in reaching goals. All the things I have experienced serve as a reminder that the Foundation is actually making changes in our society and communities, which is something I wanted to be a part of”.

Thriston Brady, Volunteer and former Street Reds participant

Together We Move

CSR Vision & Mission: To realise coexistence with society and nature and become a truly valuable club, FC Levadia Tallinn is working towards the realisation of its mission of developing football in Estonia, engaging various social groups through the game and acting as an active member of the community.



STRATEGIC THEMES

- Project Length:** 2 – 5 years
- Partners:** Other local organisation
- Budget:** € 1'000 – 5'000
- Demographic Target Group:** All ages
- Number of Participants:** 20 – 100
- Geographical Reach:** Local neighbourhood, City/Town, Regional, National
- Awards:** ECA Best Achievement Award 2015



Background

In Estonia, according to the law, people with assistance dogs should always have an access to all events. Similar laws are applicable in most EU countries. However, around Europe, an easy access with assistance dog to public places, including football venues, remains a serious problem. Very often, the organisers of sports events are simply not aware about the easy access requirement as pets are normally not allowed to the events. The aim of the campaign is to encourage people with assistance dogs to come to the football matches and events together with their assistance dogs to enjoy the atmosphere at the stadium. The members who are assistance dog users are also invited to enjoy the family day of FC Levadia Tallinn every year.



Summary

FC Levadia started with the campaign and activities dedicated to people with assistance dogs in 2015. The Assistance Dogs' Day has been organised on the 9th of May as the kick-off and highlight of the new campaign. The Assistance Dogs' Day consisted of two parts. One part was the introduction of assistance dogs to the public and the second part was aimed for children with disabilities. For people who participated, we offered different activities such as different simulations - walking with the eyes closed with a trained guide dog, wheelchair obstacle course, measuring the level of blood sugar and making crafts. Children were also happy to play with puppies. All these activities simulated different disabilities and pointed out the importance of

the assistance dogs for people with these disabilities. During the event we talked about the accessibility rights and obligations, what rights people have if using assistance dogs and what rights and obligations the owners of public places have. The second part, where youngsters with disabilities escorted the players of FC Levadia and FC Flora into the football field, like youngsters usually do, was a great opportunity for them. Their parents were proud of their children and the children were very happy and felt like being part of the team, normal and brave. The players of both teams also said that being escorted to the field by children with disabilities and seeing them enjoying the game deeply touched their hearts.

Main Objectives

- To encourage people with assistance dogs to come to the matches by providing them an easy access to the football ground together with their assistance dogs**
- To increase the awareness of the community about the needs of people with assistance dogs and to include people with disabilities into the club and community activities**
- To encourage all football clubs and event organisers in Estonia and Europe to think more about people with assistance dogs. To provide them an easy access to the football matches and other events**

Communication

The event has mainly been promoted through the websites of FC Levadia Tallinn and Estonian Assistance Dogs Centre and the social media channels. After the event, several articles were published in local internet portals and newspapers. The event was also well covered by the TV radio news programmes. The event was organised prior to the local derby between FC Levadia Tallinn and FC Flora Tallinn, broadcasted live on the Estonian National TV.



Unique & Innovative Features

- Engaging the assistance dog users into the event organising staff**
- Children with disabilities escorted the players to the field**
- Different stimulations offered to the audience**

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“We were really happy about the event and the positive outcome. We could not even imagine how much attention and publicity our small activity will receive throughout Europe. Winning the Best Achievement Award by ECA tasted almost like winning the UEFA Champions League.”

Sergei Hohlov-Simson, Managing Director

“The aim of the Together We Move campaign is to increase the general awareness of the society about the needs and expectations of people with disabilities using assistance dogs. These people do not ask for any special treatment – they simply expect an easy access to all public places together with their assistance dogs. We have managed to send out a strong message to our society - everybody wants to come to the football game!”

Christel Sogenbits, Project Manager, Estonian Assistance Dogs Centre

Cooperating with a Children's Charity Organisation

CSR Vision & Mission: To try to help out in the local environment. Both financially and by giving but also by giving the children some good experiences.



- 🕒 **Project Length:** 1 – 2 years
- 🤝 **Partners:** Specialised Foundation
- 💰 **Budget:** € 5'000 – 10'000
- 🎯 **Demographic Target Group:** Children & Youths
- 👤 **Number of Participants:** 20 – 100
- 🌐 **Geographical Reach:** Local neighbourhood, City/Town

STRATEGIC THEMES



Background

The club has always had a strategy to help out in the local environment. It was after a TV show with “Í menniskjum góður tokki” (In humans we trust – ÍMGT) that the cooperation started.

Summary

For the past years our club has cooperated with the local charity organisation “Í menniskjum góður tokki” (In humans we trust). The organisation offers to help families who are struggling financially. The purpose of the organisation is to make sure that the children are not affected by the family's financial troubles. The organisation therefore helps by providing the necessary funds to facilitate the children's participation in sports activities, as well as helping with Christmas gifts. Our club has offered the organisation free participation for the children in need, as well as providing free soccer equipment. Hereby the kids can play together with their friends and they are secured to have the same equipment as the others. We believe that it is very important for the kids to be able to participate alongside their friends regardless of their family's financial situation. Each year after the season ends our main team's shirts are auctioned off and the profits go directly to the organisation in order to help finance Christmas gifts.

Main Objectives

- 🎯 **To help the kids to play football and getting equipment**
- 🎯 **To sell club shirts to donate money for Christmas gifts**

Communication

The project is mainly communicated through the local press and with the coaches and players.



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“In B36 we try to help out in the local environment. Therefore, our cooperation with ÍMGT meets our club's strategy.”

Heiðrikur Christiansen, Club President

“We are very pleased that B36 will help out this way. It is very important for the kids that they can have social activities such as playing football.”

Annlis Bjarkhamar, Founder of ÍMGT

City of Social Innovation

CSR Vision & Mission: Olympique Lyonnais' CSR strategy focuses on three objectives: responsibility, solidarity and commitment.



- Project Length:** Over 5 years
- Partners:** Private company, Political institution
- Budget:** Over € 500'000
- Demographic Target Group:** All ages
- Number of Participants:** Over 1'000
- Geographical Reach:** Local neighbourhood
City/Town, Regional
- Awards:** Prix FDJ "Ensemble en Tribune"

STRATEGIC THEMES



Background

Olympique Lyonnais has recently moved into its new "Parc Olympique Lyonnais", located in Lyon Eastern Area. The Club has therefore decided to take advantage of this opportunity to contribute to local economic development in collaboration with OL Business partners on a short-, mid- and long-term basis. As the Stadium territory is affected by a high level of unemployment, the Club is initiating several projects related to employment and entrepreneurship. More globally, a wider structure will be launched in September 2016, which we call the "City of Social Innovation"; that will encompass several themes: employment, social and participative entrepreneurship and professionalisation of the associational network.



Summary

Olympique Lyonnais has decided to take advantage of the new "Parc OL" opportunity to facilitate the access to employment for particularly exposed people during the construction of the stadium. A convention was signed with local public and private actors with an initial objective of 5% of the worked hours spent reserved to a specific public, meaning that the club and its partners had to hire at least 5% of people needing a professional integration (young people, older ones, people without diplomas, or that suffer a long unemployment situation). All in all, nearly 17% of the total amount of hours spent on the building have been dedicated to this public, four times as much as the original aim. Up to 1'200 persons worked on the construction site at the same time. Priority is also given to employment in the exploitation phase of the

Stadium: the club contacted a state agency in charge of the questions of employment, to establish an agreement to ensure that people needing a professional integration will also be part of the exploitation phase. All partners that work on the exploitation of the "Parc OL" (safety, security, cleaning, concierge service) have to respect the rules that were imposed by the club. Nearly 800 permanent posts and 1'200 more for special events such as football matches and concerts are necessary to operate the Stadium. Building on successful experiences during the construction and exploitations phases, Olympique Lyonnais is willing to implement a wider and multi-stakeholder project that will begin in September 2016, focusing on employment, social and participative entrepreneurship, associations, and many other subjects in the mid-to long-term.

Main Objectives

- To contribute to the economic and social development of our territory by federating and mobilising suppliers, service providers and sponsors of the club with the aim to become a reference on the thematic of employment**
- Gather Olympique Lyonnais partners around our commitments**
- To address our community of fans interests and issues through a place dedicated to employment, skills and associations**

Communication

Olympique Lyonnais is creating a website dedicated to the project "City of Social Innovation". This website will enable to publish information, photos and videos regarding the City of Social Innovation and will host a community of people involved in our actions: firms, partner clubs, associations and fans.

Evaluation

The success of the project will be evaluated through its integration into its local environment, for each theme: employment, entrepreneurship, associations.

Unique & Innovative Features

- Using digital devices and technological tools to address employment issues**
- Creating a unique place dedicated to the economic development of the territory inside the Stadium**

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"Parc Olympique Lyonnais marks a fundamental step in Olympique Lyonnais' development and will be an important success factor for the reputation and economic development of the territory. Olympique Lyonnais decided to take advantage of this fantastic opportunity to integrate a CSR approach to the identity of the project and position this new infrastructure as a City of Social Innovation, a place to live together."

Jean-Michel Aulas, Club Chairman

RED & BLUE Schools

CSR Vision & Mission: The Paris Saint-Germain Foundation has been pursuing three main goals: to accompany young people in their professional integration, to help and empower children facing social difficulty and to bring comfort to sick children.



- Project Length:** Over 5 years
- Partners:** Private company, International organisation, Political institution, Other local organisation
- Budget:** € 100'000 – 250'000
- Demographic Target Group:** Children & Youths
- Number of Participants:** 100 – 500
- Geographical Reach:** Local neighbourhood, International

Background

Since 2000, the Paris Saint-Germain Foundation has been committed to helping children and youngsters. With the opening of the first RED & BLUE School, it is taking on a whole new dimension. The project is based on the realisation that problems at school take root at an early age, and that sport is a wonderful way of promoting education and helping youngsters along the path to success. It is designed to be innovative, to establish the Club within its community and above all to provide children with long-term support.

Summary

The RED & BLUE School is an innovative after-school programme which combines sporting and educational activities for children aged 7 to 11, to help children flourish and to give them a better chance of succeeding in life. The first RED & BLUE School opened in January 2016 in the 19th district of Paris. An activity room was built specifically for the project, according to sustainable development principles. The site also comprises pre-existing sports installations for outdoor activities. Children are welcomed after school hours, twice a week for the whole year, which adds up to almost 120 hours. The Foundation's educational team works hand in hand with local organisers of after-school activities to identify children who would benefit most from the School. In addition, events are organised in partnership with local organisations to open up to the widest possible public. The project is a long-term investment, which aims at being an inspiration for sporting and educational programmes. It has brought together the whole Paris Saint-Germain community: players of the three teams, management and employees, patrons, artists and fans. Blaise Matuidi, Paris Saint-Germain midfielder, has chosen to show his commitment to the first RED & BLUE School by becoming an ambassador. This wide support mirrors the project's potential, with more schools set to be created in France and overseas.

Main Objectives

- To stimulate children's interest and promote the learning of primary school fundamentals, by putting sport at the heart of the educational approach**
- To empower children, help them gain and develop skills and share values of respect, community and team spirit**
- To introduce children to sport and its benefits and encourage physical activity**

Communication

A whole range of communication tools is used to present the RED & BLUE School project: opening ceremony, press release, media event, website, social media, presentation videos and photo reports.

Evaluation

The RED & BLUE School is a pilot project. A consulting firm which specialises in the evaluation of projects and their social impact, is accompanying the Foundation to assess the first year of the School's operation, with the aim of implementing improvements and reproducing the model both in France and abroad. The firm's study will focus in particular on improving the individual well-being of each child, and their relationship with others and with what they are learning.



Unique & Innovative Features

- A unique programme combining sporting and educational activities, based on positive learning, designed by the Paris Saint-Germain Foundation with professionals in the education sector**
- The use of educational technologies to promote fun, innovative learning, the activity room being equipped with interactive whiteboards and electronic tablets**
- A high level of supervision (ratio of 6 adults for 32 children), meaning the care provided can be adapted to the needs of each child**

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“With the RED & BLUE School, we wish to give children the means and the desire to learn, to introduce them to sport and to use this driving force to help them flourish. We simply hope to provide a turning point for them at an important moment in their lives.”

Christine Le Gal, Director of the Foundation

“I loved the session. The only thing I did not like is that time went by too fast!”

Mariam, Project Participant

Einfach Fußball

CSR Vision & Mission: Being socially committed locally and internationally is natural for Bayer 04 Leverkusen. CSR is more than just a phrase; it is a duty on society.



- Project Length:** Over 5 years
- Partners:** Private company, Political institution, Non-Governmental Organisation, Specialised foundation, Other local organisation, Football Association
- Budget:** € 10'000 – 50'000
- Demographic Target Group:** Children & Youths
- Number of Participants:** 20 – 100
- Geographical Reach:** City/Town, Regional, National

Background

Football offers great opportunities for the inclusion of people with disabilities into sport because of its simple game idea, its group character and nationwide structure of supply. Especially the top division football clubs should be aware of their social responsibility in football and act as a role model for social projects. The project “Einfach Fußball” (Simply Football) by Bayer AG and Bayer 04 Leverkusen provides a football programme for kids with disabilities (focus on intellectual disabilities) and it is connected to regional football clubs. Bayer 04’s team includes 40 young players, who train once a week on the training grounds of Bayer 04 Leverkusen. Through the integration of Bayer 04’s competitive players (U17/U19) into the training of “Einfach Fußball”, there can be interesting and gainful aspects for the social personality-development of the (U17/U19) players generated as well.

Summary

Bayer 04’s football team is part of the “Einfach Fußball” Project, which is a programme run by the Bayer AG and the sporting management of Bayer 04 Leverkusen to support children and teenagers with disabilities in football and social skills. With their social responsibility background, the Bayer AG and Bayer 04 Leverkusen GmbH are engaged in the advancement of pupils in schools for special needs, with focus on intellectual disabilities since 2010. Bayer created partnerships between special schools and mainstream football clubs of the German Football Federation (DFB) which should have a lasting contribution to include disabled teenagers into the cultural aspects of football clubs and especially the participation into active club life and the inclusion into society. Currently there are 22 participating Football clubs in Germany. The first step was building up connections between German football clubs and schools for children with special needs. A feature of this programme is the support by co-coaches who assist the head coach while training. There are two to three assistants per training session

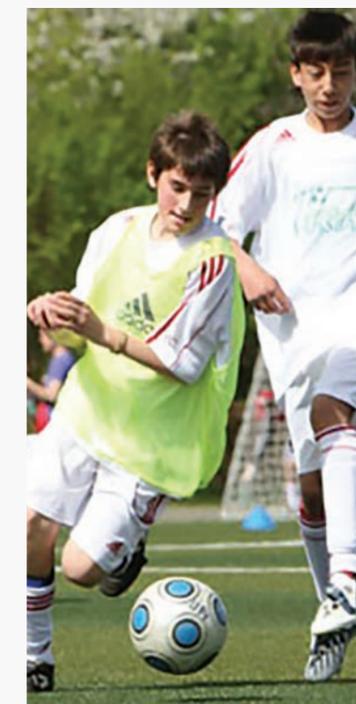
(i.e. young able-bodied players from regular teams instead of commonly used adult assistant coaches). The underlying reason for that is the peer-teaching concept which aims to foster the social and football skills of the disabled teenagers. The organisation of the training sessions is optimised with that peer-teaching and some children with disabilities get the opportunity to experience a role-change from a player’s perspective to a coaching perspective with this peer-teaching concept as well. Twice a year, a football tournament is organised in Leverkusen. The first one takes place at the training ground of Bayer 04 Leverkusen (summer) and the second one is situated in the greatest sports hall of Leverkusen (winter). All participating teams of pupils with disabilities come together to compete with each other, and attend a Bundesliga match together to have fun and to strengthen and maintain their motivation for continuous training engagement as well.

Main Objectives

- To achieve sustainability in the inclusion of young people with disabilities into sport with Bayer 04 Leverkusen as the leading force of the project**
- To support a long lasting connection of young competitive able-bodied athletes and young athletes with disabilities in football**
- To create a nationwide network to connect inclusive football clubs in Germany**

Evaluation

Previous scientific evaluations revealed that the way of implementation of the “Einfach Fußball” Programme is well received by all involved parties, especially by the children with disabilities, and is realisable in an easy way. There are several positive effects of the programme; one is that “Einfach Fußball” leads to a positive development in the psychological, physical, and social area in pupils with disabilities.



Unique & Innovative Features

- Professional training conditions for young handicapped persons**
- Cooperation with over 20 football clubs and several schools which take part in the “Bayer 04 macht Schule” project**
- Participation in a Bundesliga match**

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“Einfach Fußball“ has shown Bayer 04 Leverkusen and our parent company Bayer AG how important football for mentally handicapped young people is. The fun and the smiles of the young people attending has underlined the importance of the programme which is now available at over 20 football clubs and schools all over Germany.”

Meinolf Sprink, Director Supporters & CSR

“The whole week I am just waiting for Friday afternoon to come. Then my grandparents pick me up from school and bring me to the pitches of Bayer 04. That’s my personal highlight of the week.”

Luke, 18, Project Participant

Willkommen im Fußball

CSR Vision & Mission: The non-profit foundation "leuchte auf" was founded by the football-club Borussia Dortmund in November 2012, with the aim to support and expand the club's social engagement in a sustainable manner and to bundle all of BVB's social projects.



STRATEGIC THEMES

- Project Length:** 1 – 2 years
- Partners:** Political institution, Non-Governmental Organisation, Specialised foundation, Football Association
- Budget:** € 5'000 – 10'000
- Demographic Target Group:** Children & Youths
- Number of Participants:** 20 – 100
- Geographical Reach:** City/Town



Background

The number of refugees in Germany is permanently growing. This is a challenging situation for most cities. There are currently approx. 3'500 refugees living in Dortmund. We, as a professional football club with an important role model effect in society, are using our popularity and reputation to call everyone's attention to relevant topics that are important for the community, as well as trying to give impulses for a change. As we are tolerant and liberal minded we do not accept racism, extreme political orientation or an intolerant attitude neither in our community nor in our stadium. In 2015, we invited a lot of refugees to our stadium and donated a big amount of clothes for refugee camps in Dortmund. The next logical step for us after creating a "welcoming situation" in our home city was to think about the integration of young refugees. Therefore, we planned a project that combines football trainings with German language courses.

Summary

Borussia Dortmund is providing active help for the refugees: as part of the nationwide programme "Welcome to Football", the BVB foundation started a new project to help young refugees aged between 16 and 20 to better integrate in society in the next two years. Regular football training takes place under the guidance of experienced coaches of the BVB academy and TSC Eintracht Dortmund together with amateur BVB fans. In addition to this, the project consists of German courses and integrative evening events organised by BVB fans. The inaugural event, under the direction of BVB assistant coach Arno Michels, took place on the 18th of November at TSC Eintracht Dortmund's training ground, where there is also a classroom available for teaching German following the weekly training sessions. All participants receive training equipment from Borussia Dortmund on a loan basis. The phrase "refugees welcome" printed on the front of the training tops is an expression of the welcoming culture.

Main Objectives

- To support integration of youth refugees in society
- To foster health (football trainings) and Education (learning the German language)
- To create a "welcoming" atmosphere for refugees in Dortmund



Communication

Communication is mainly done through the club's website, social media, a video published on the website and through the international DFL TV-magazine.

Evaluation

For the moment, evaluation is made through regular meetings with all project partners to discuss about problems and improvements.



Unique & Innovative Features

- Complex collaborative structure with various partner organisations
- Including fan organisations to integrate refugees in society
- Role model effect for amateur clubs

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"Following the various welcome measures of the last few weeks, Borussia Dortmund would like to take the next steps and help the integration of young refugees in particular. The entire BVB family can help. Our special thanks go to all the partners who have contributed to this project."

Marco Rühmann, CSR Project Manager

"In the afternoon we first get a lunch, after that we have football training and then one hour of German class. That's great! Maybe, after two years of football training, I can play for Borussia Dortmund."

Mohamed Khalad, Project Participant and Refugee from Syria

Recreation of Small Football Grounds

CSR Vision & Mission: As the largest club of our city and one of the biggest clubs in the region, we have a social responsibility, which we intend to meet with sustainability.



- Project Length:** Over 5 years
- Partners:** Private company, Public institution
- Budget:** € 50'000 – 100'000
- Demographic Target Group:** Children & Youths
- Number of Participants:** Less than 20
- Geographical Reach:** Local neighbourhood
City/Town, Regional

STRATEGIC THEMES



ANTI-SOCIAL BEHAVIOURS



EDUCATION



HEALTH & PHYSICAL ACTIVITY



ANTI-DISCRIMINATION



ANTI-DISCRIMINATION

Background

In our cities there is less and less space for children to play football. We want to give the children that opportunity, because we believe in the good of playing Football (e.g. playing together with people from different backgrounds).

Summary

One of the major ideas in implementing this project is to create a street league tour in our City. The idea was at the beginning to build or rebuild one ground per year. Then, step by step, we started the communication with the City department and the club's sponsors to start the project. In 2016 "De Kull" - the part for the younger Kids of our supporter Club - organised a tournament on six grounds and we will try to enlarge this number in the next years.



Main Objectives

- To form sporting character**
- To offer space for creativity**
- To avoid obesity**



Communication

Communication is mostly done via our website and social media platforms.

Evaluation

We evaluate our project by looking at the attendance of the young players at the grounds.



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"Borussia Mönchengladbach is one of the six largest sports clubs in Germany and a club with an uncommon charisma. As a result we have a social responsibility and social obligations, which we achieve with our Borussia Foundation."

Rolf Königs, Club President

"We are obviously very pleased about the place. In the times of Facebook and other social media, we have to offer more opportunities for sports and games to our children, especially in the inner cities. We have been able to build an ultra-modern football ground, which gives the opportunity to the children to play football in reasonable conditions."

Dr. Gert Fischer, City Sports Councillor

Kumpelkiste

CSR Vision & Mission: To help the people of Gelsenkirchen and the Ruhr area quickly, and in an unbureaucratic way, without losing the attention for people in need everywhere else.



STRATEGIC THEMES

- Project Length:** 6 – 12 months
- Partners:** Private company, International organisation, Public institution, Political institution, Non-Governmental Organisation, Other local organisation
- Budget:** n/a
- Demographic Target Group:** All ages
- Number of Participants:** Over 1'000
- Geographical Reach:** Local neighbourhood, City/Town, Regional, National, International



Background

Helping is a prominent part of our club's identity. The Schalke people are known to tackle problems and offer a hand to those in need. In summer 2015, the CSR department took it one step further and launched the "Kumpelkiste", the largest donation in-kind campaign a German football club has ever developed. The main motivation was to collect what is dispensable by some and give it to the ones in need. With a child poverty rate of 21,8%, a 15,6% rate for poverty in old age and the current refugee issue, there are enough people who need our help right away.

Summary

In cooperation with its fans, members, friends, sponsors and partners the club collects money-, in kind- and service-donations and distributes them once they are checked and sorted. To this day more than 4'500 "Kumpelkisten" boxes filled with donations and goods arrived at the Schalke grounds. This means that the donations are being transported into our warehouse as well as sorted and processed. The in-kind donation possibilities vary from clothing, toys, electronic goods or furniture to books or school supplies. All donations that somewhat fit into the categories family, school and sports, seniors, weatherproof clothing and seasonal goods such as Christmas gifts are welcome. But the club does not only care about distributing these donations. Numerous club employees and players already got involved and helped sorting and repacking the donations and boxes. The "Kumpelkiste" and Schalke hilft! set their goal to help mostly at regional level, but also nationally and even internationally. Wherever the team of FC Schalke 04 goes, the "Kumpelkiste" goes as well. The institutions that receive help are as complex and multi-layered as the people in distress: retirement homes, children's food banks, shelters, refugee camps and homes for disabled people.

Main Objectives

- To reduce the distress faced by people in need
- To help quickly and in an unbureaucratic way
- To give people in need what they require



Communication

Everything regarding the "Kumpelkiste" is being communicated through all of the club's media channels. The campaign can also be reached through its own website, as well as through a dedicated e-mail address. Proactive communication is also used to contact stakeholders through the various social media channels and the press. A video featuring the players was also made to promote the "Kumpelkiste" and the club's work against discrimination and racism.

Unique & Innovative Features

- "Kumpelkiste" is a 360-degree campaign which involves clubs employees, volunteers, members and players
- Even the clubs sponsors and partners are getting involved to help make the "Kumpelkiste" successful
- "Kumpelkiste" does have a base where people can come to, but also is mobile and can help on the spot without a lot of preparations



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"We are aware of our social responsibility and are more than willing to do whatever it takes to help the people in need. It is amazing to see that everyone at the club is getting involved to make the "Kumpelkiste" such a successful project."

Peter Peters, Finance and Organisation Member of the Managing Board

"When we first came up with the idea of a donation in-kind initiative we never realised how big the "Kumpelkiste" would become. It is amazing to see that we, as a football club, are able to help those in need and receive such broad support throughout the fans, employees, partners and sponsors. It makes us all very proud."

Sebastian Buntkirchen, Head of CSR

Der Hamburger Weg

CSR Vision & Mission: As the largest sports club in Hamburg we willingly discharge our duty and take on responsibility in our city. The club-owned foundation "Der Hamburger Weg" ("The Hamburg Way") represents our conviction of assuming social responsibility.



- Project Length:** 6 – 12 months
- Partners:** Private company, Political institution, Specialised foundation, League
- Budget:** € 250'000 – 500'000
- Demographic Target Group:** Children & Youths
- Number of Participants:** Over 1'000
- Geographical Reach:** Local neighbourhood, City/Town, Regional

STRATEGIC THEMES



Background

We consider Hamburg's youths as a basic element for our future. This is why, we decided to promote not only young talents in our own academy, but also young people within Hamburg. Therefore we support individual strength and increase chances of disadvantaged people within our hometown.

Summary

Concerning the education area, we launched the "Hamburger Weg Klassenzimmer", a project that offers school kids the opportunity to take part in free learning sessions in the Volksparkstadion. Six different modules apart from regular inner-school class-sessions are currently taught with the main aim of increasing children's interpersonal skills: media literacy, Hamburger SV as an economic factor, Hamburger SV during National Socialism in Germany, Human Dignity, Formation of Groups, "I am strong". As a result of an increased immigration in 2015, contact with and integration of refugees play an important role in our current CSR activities. Consequently, as part of our social programme, we offer refugees in Hamburg the opportunity to take part in several training sessions. Football unites people from different backgrounds in their passion for sports and therefore offers the chance to integrate refugees by taking part in sports activities under professional instruction. We currently offer four sessions a week for refugees from four different bases in Hamburg and consider this as an important contribution to a desirable welcome culture in our home town. Regarding the sports area, we established a project in which we financially support smaller local clubs in their expenses (maintenance and repair of club facilities and equipment). We selected a few clubs out of the 170 which applied and provided financial aid to the total amount of € 50'000. Thanks to this, various clubs in and around Hamburg were able to realise different projects like building playgrounds around their facilities, buying new equipment for their youth teams or repairing essential parts of their club facilities. Aside from our projects we created a sector inside the south stand upper-tier with approximately 100 seats reserved for certain groups we support within the framework of our foundation and often invite groups of refugees to our home matches.

Main Objectives

- To focus on the work with young people in Hamburg through projects covering the three topics of education, social work and sports
- To inspire and motivate young people to take in hand and give direction to their future
- To impart values and support Hamburg's youths wherever it is necessary



Communication

We communicate via our club's online and print media such as our website and Facebook account. In addition, we use outdoor advertising.

Evaluation

Due to close contact to and regular exchange with our partners, project leaders and project participants, we are engaged in a process of continuous evaluation and improvement.



Unique & Innovative Features

- Together with the City of Hamburg we started a unique cooperation under the patronage of Hamburg's mayor
- Our work is characterised by strong ties to regional partners
- With our project we deliver a contribution to solving current regional tasks

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"Our decision to establish the foundation was based on our dedication to make a difference in our home town, with a special focus on promoting Hamburg's youths. A foundation offers the possibility to give "Der Hamberger Weg" an outlasting and sustainable importance."

Dietmar Beiersdorfer, Club & Foundation CEO

"Der Hamberger Weg" is indeed a prime example for a social commitment in an exemplary manner."

Olaf Scholz, Mayor of Hamburg

Hannover Ist Bunt

CSR Vision & Mission: We want to impart the social values lived by Hannover 96 and help with our resources in Hannover and its surrounding areas. We do this by supporting various social projects with numerous donations and many small and large events.



STRATEGIC THEMES

- 🕒 **Project Length:** 1 – 2 years
- 🤝 **Partners:** Non-Governmental Organisation, Other local organisation
- 💰 **Budget:** € 10'000 – 50'000
- 🎯 **Demographic Target Group:** All ages
- 👤 **Number of Participants:** Over 1'000
- 🌐 **Geographical Reach:** Regional, National, International



Background

Because of the refugee crisis, last year many thousands of people reached German cities. Along with the crisis, many different problems arose in the city. Because of this, Hannover 96 decided to launch the project “Hannover ist bunt” (Hannover is colourful, people of different colours and cultures are welcome). With this project, we want to increase the understanding for refugees and show that communal life can go well without racism. Furthermore, we want to help refugees to better integrate. In addition, the project perfectly fits into our club strategy, because even the first team consists of players from many different nationalities.

Summary

The project title is “Hannover ist bunt”. We organised this project to welcome refugees and to point out the club’s position against racism and discrimination. Various supporters groups, initiatives and club departments take place in this project. We invited over 3'000 refugees to join one of our home games. At this game our players came to the pitch with a banner showing “Hannover ist bunt”. Many supporters welcomed the refugees around and in the stadium and invited them to their stands.

Main Objectives

- 🎯 **To fight racism and discrimination and support integration**
- 🎯 **To understand and help refugees and try to make Germany their new home**
- 🎯 **To collect donations for projects against xenophobia on match day**



Communication

Communication takes place on all official platforms of Hannover 96 including social media. Furthermore regional media and TV are informed and report, together with the Bundesliga Foundation. At the same time, we get in a direct personal conversation with refugees, fans and city members.

Evaluation

We evaluate by analysing the impact and reach of our social media posts and website articles. We also collect media articles.



Unique & Innovative Features

- 🎯 **Participation of all club departments and sponsors**
- 🎯 **Involving supporters and the population of Hannover**
- 🎯 **We invite more than 3'000 people of different cultures and backgrounds to our games**

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“Xenophobia and racism have no place here in Hannover. Brown is not one of the colours of Hannover 96. On the contrary, Hannover is colorful.”

Martin Kind, Club CEO

“Diversity and internationality are also strengths of Hannover 96: in our Bundesliga team there are players from eleven different countries.”

Martin Kind, Club CEO

Bleib am Ball

CSR Vision & Mission: Werder Bremen stands out for their will to strike new paths and uses the power of football to share their values and ideals. The club brings out the main points positively in all social classes with their sympathisers, fans, members and partners.



STRATEGIC THEMES

- Project Length:** Over 5 years
- Partners:** Private company, Public institution, Non-Governmental Organisation, Specialised foundation, Other local organisation, Football Association, National/International Sport Organisation
- Budget:** € 10'000 – 50'000
- Demographic Target Group:** Children & Youths
- Number of Participants:** 100 – 500
- Geographical Reach:** Local neighbourhood, City/Town, Regional



Background

Due to the refugee crisis, thousands of refugees have arrived in Bremen affected by mental stress as a result of flight. Their everyday life is characterised by spatial and social isolation. Due to communication difficulties, limited financial opportunities and a lack of information, refugees hardly have access to cultural, educational and support offers. Therefore WERDER BEWEGT - LEBENSLANG implemented the programme in cooperation with "Refugio eV", a consulting and treatment centre for refugees and victims of torture.

Summary

For the past three years WERDER BEWEGT - LEBENSLANG has cooperated with partners from the psychosocial and therapeutic refugee aid. Within this cooperation, a number of training and recreational programmes for people who have experienced flight have started. One of these programmes is called "Bleib am Ball", which is based on the "SPIELRAUM" programme. Due to the ever growing number of refugees who come to Bremen, SV Werder Bremen has set itself the task of integrating young refugees into sport clubs and to give them a kind of guidance. WERDER BEWEGT - LEBENSLANG has achieved to convey around 15 kids to sport clubs so far. Approximately 100 children aged 8 to 18 with flight background are set up in six training programmes where they are really thriving while playing football. Kids who were initially shy and reserved, acquire step by step the new language, develop self-confidence and personality. SPIELRAUM affords them safe space where they are accepted. Additionally, the kids take part in a couple of tournaments. The training sessions are guided by SV Werder Bremen coaches with flight background. Due to the fact that coaches and players have the same region of origin, language barriers can be overcome. The coaches try to talk as much German as they can to support them in learning a new language. Some of the coaches have achieved their trainer license. The project's success can be very well represented in the history of the coaches. All came to Germany as refugees. The project has helped them to find their way in Germany. They could gain experience via internships and take part in educations for coaches.

Main Objectives

- To integrate refugees into sport clubs
- To use sport as a type of therapy related to "Refugio"
- To develop and start recreational programmes for refugees



Communication

The main communication channel used to provide information and raise awareness about the project is the SV Werder Bremen homepage. Furthermore WERDER BEWEGT - LEBENSLANG is communicating via its Facebook page about "Bleib am Ball". Furthermore, the WERDER BEWEGT - LEBENSLANG CSR Report reports about the project as well as the local press. In the frame of the project a video was produced by the refugees in cooperation with different social partners.

Evaluation

WERDER BEWEGT - LEBENSLANG evaluates their project through attendance lists to keep track of the minutes of participants and fluctuation, by documenting the figures of participants who work as volunteers, who achieve their coaching license, who are referred to other local football clubs or are doing an internship at SV Werder Bremen.



Unique & Innovative Features

- The cooperation of a football club and a psycho-social and therapeutic treatment centre
- The groups are guided and trained by SV Werder Bremen coaches. Some of them also have a flight background
- Several participants could already take a glimpse behind the scenes at SV Werder Bremen during an internship

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"In that ball a lot of things and lot of words have been said. That ball makes a lot of people communicate and become one. I believe sport is the best way of making people communicate."

Kadri Selman, Project Participant

"Bleib am Ball gives the children and young people the possibility to spend their free time on the football field and find a safe place. It gives them the opportunity as other children to have their own football group. Furthermore, older people who had fled find a place to work for and with young people and give them help to create a safe future."

Anne-Kathrin Laufmann, CSR Director

CSR Vision & Mission: The club sees CSR as an opportunity to support its primary business objective of sporting success. Social responsibility is as much a part of the company culture as looking after staff and demonstrating environmental awareness. CSR contributes to the company's performance.



- Project Length:** 2 – 5 years
- Partners:** Public institution, Non-Governmental Organisation, Other local organisation
- Budget:** € 10'000 – 50'000
- Demographic Target Group:** Children & Youths
- Number of Participants:** Over 1'000
- Geographical Reach:** Local neighbourhood, City/Town, Regional
- Awards:** Comenius EduMedia

Background

VfL Wolfsburg is one of the biggest influencers in the region. With VfL-Wiki, a part of the broader 'Moving Together' initiative, it has established a unique interactive e-learning platform that realises the club's potential to promote education. It integrates motivating factors from the world of football with modern classroom concepts, encourages teamwork among students and ensures more fun in learning.

Summary

How can children's passion for football and VfL Wolfsburg be combined with educational content from school and everyday life in exciting, motivating and modern ways? How can football be used to facilitate understanding of academic topics? Answering these questions is the aim of VfL-Wiki, an innovative e-learning platform launched by VfL Wolfsburg in 2011 which enables children aged between eight and sixteen to take part in creative projects on the Internet. Thanks to its wide range of interactive exercises and simple setup, VfL-Wiki has already helped to motivate many students. Teaching material on subjects such as mathematics, German, general and social sciences, and P.E. can be presented in new ways with the help of innovative teaching tools. A key benefit of this is that it provides students with a new and, most importantly, engaging way of accessing topics. When creating their Wiki content, they deepen their understanding of the subject, take part in fun and creative activities with their classmates, and develop their media skills in a safe environment. Youngsters are getting to know VfL-Wiki in free, two-hour workshops in a total of 40 schools as well as in the club's own classroom. They can practice programming the Wiki syntax using set characteristics, as well as handling their personal data in a public domain. The programme is designed to produce students who can independently manage their learning on the VfL-Wiki platform while supporting and motivating each other. Above all, though, it is about fun and participation with football as the motivator.

Main Objectives

- To increase motivation for learning**
- To nurture media skills**
- To encourage Internet safety**



Communication

VfL-Wiki features in several aspects of the club's communications in the context of the wider 'Moving Together' initiative. The club's news channel offers regular updates, as do the website and the VfL-Wiki page, letters to partner schools, writing competitions and events such as Didacta – the world's largest education trade fair. The VfL-Wiki also forms a part of the club's sustainability report.

Evaluation

Evaluation is achieved through motivation analysis, feedback from participating teachers, and through the VfL Wolfsburg "Forsa" survey.



Unique & Innovative Features

- Unique combination of football and new media**
- Education delivered through football**
- Collaboration between schools**

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"Motivation is the engine of development. An athlete or player who is not passionate about his sport, is just as little successful as pupils who are not enthusiastic about the learning content."

Nico Briskorn, Head of CSR

"The use of football means that the children are especially motivated and enjoy learning. When learning is fun, they retain the knowledge better."

Kathrin Bornschein, Primary School Teacher

"It is good that you can write your own things on VfL-Wiki. You also learn how you should behave on the Internet and you can add games that other children can then play."

Thea, Project Participant

You Are Not Alone

CSR Vision & Mission: It is an historical responsibility for the team and the fans to have the social aims present in all of the club's actions, placing human beings and their dignity above everything else. "Fair play" goes beyond the four lines of the pitch!



- 🕒 **Project Length:** 0 – 3 months
- 🤝 **Partners:** Private Company
- 💰 **Budget:** euro 5'000 – 10'000
- 🎯 **Demographic Target Group:** All ages
- 👤 **Number of Participants:** 20 – 100
- 🌐 **Geographical Reach:** City/Town, International

Background

The project *You Are Not Alone* (Δεν Είσαι Μόνος) has been launched in partnership with Puma, as a result of the urgent need for financial support for the Boarding School "Ag. Anargyroi" that houses 52 people with mental disabilities. In Greece, the economic crisis has caused deep functional problems to such foundations and "Ag. Anargyroi" faced serious operational problems as well. This specific Boarding School is operated by the relatives of the guests, who live in a permanent agony for their children's future. Besides that, people with severe disabilities have limited opportunities to integrate with football and therefore, we saw a good opportunity to send a strong message to them, to their families and to the football fans.

Summary

The programme started in mid-December 2015 and ended in mid-January 2016. During this time, people are doing their usual Christmas shopping and buy gifts to their beloved ones. Panathinaikos FC organised a communication strategy plan to call for awareness about the urgent needs of disabled people living at "Ag. Anargyroi". We asked our fans to visit our two main boutiques in Athens and our e-shop in order to buy their Christmas gifts. Each single purchase contributed to the support of the Boarding House. The donation in the form of a cheque "signed" by the fans that contributed to the effort, together with the official shirt of the Club signed by the Team were given to the Board of Directors. Besides that, we welcomed in our home ground people from the Boarding House "Ag. Anargyroi", where they could watch a game live, in a safe area, feeling welcome and watching how the master control of our stadium works.

Main Objectives

- 🎯 **To raise funds and help the Boarding School in need**
- 🎯 **To motivate fans to get involved and adopt a positive attitude towards similar practices in the future**
- 🎯 **To call for awareness about disabled people and to provide a fun activity**



Communication

We created a special logo that was used repeatedly in the social media, we organised a televised reportage at our main boutique, with the representatives of the Boarding House and we informed people about the everyday problems these people are facing. At the end of the project, football players from the first team, the vice-President and employees from Panathinaikos FC visited the Boarding School "Ag. Anargyroi", offered gifts to the people and gave the cheque to the President. The event had good media coverage and the message "You Are Not Alone" was sent to all the people with similar abilities around the country.



Unique & Innovative Features

- 🎯 **We offer a different experience and bring happiness**
- 🎯 **Intensify the loyalty to our Club through the message that love is long lasting**

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"We are so touched. Panathinaikos is our new best friend. We feel lucky that you put our Boarding School under the umbrella of your social activities. Your message "You are not alone" warms our hearts. Thank you for the support; this is the big house of our children."

Eleftheria Zervaki, President of "Ag. Anargyroi"

"We are happy to be here, we are happy to support people in need but above all we achieved our target because our anonymous fans got involved with it and supported this initiative."

Nikos Marinakis, Club's Player

The Year of CSR at Ferencváros

CSR Vision & Mission: Being the most popular multisport club of Hungary, Ferencváros' mission is to show a good example to the community and act as a role model.



- Project Length:** 6 – 12 months
- Partners:** Public institution, Non-Governmental Organisation, Specialised foundation, Other local organisation
- Budget:** Under € 1'000
- Demographic Target Group:** All ages
- Number of Participants:** 100 – 500
- Geographical Reach:** Local neighbourhood, City/Town, Regional, National

STRATEGIC THEMES



Background

The project helped the Club to re-establish its national reputation as an influencing power in Hungarian society besides its achievements in sports. Cooperating with several different actors helped the Club to establish partnerships and formed its image in a positive way.

Summary

In 2015, Ferencvárosi Torna Club called to existence the “Year of CSR” project which included different social activities each month. The club started by signing a strategic cooperation agreement with the Hungarian Interchurch Aid, one of the biggest charity organisations in Hungary. Jointly with the club’s partner associations for each month of 2015, a cause was selected and promoted by the athletes, coaching staff and management of the sports club. The actions went from handing out food for the needy in front of the Groupama Arena to support a specialised Children’s Clinic and to sign an agreement with the Hungarian Cancer League. The club also continued its decade-long campaign against racial discrimination. Various players participated in a flashmob organised by one of the biggest associations helping handicapped people in Hungary, in activities raising awareness for saving the Danube river and also visited and adopted animals from an animal shelter. The club also initiated a programme for paying special care for the elderly athletes who once have been iconic athletes at one of the Hungarian clubs. Additionally, the club participated in the Royal Deaf Awareness Day and organised a sight-testing day for its fans at the Groupama Arena free of charge. The Movember movement was also joined and together with the Hungarian Interchurch Aid, the club collected warm clothes, books, food items and Christmas presents for the underprivileged families. In summary it can be stated that the Year of CSR was a real success: not only could the club support different causes and different segments of the society, but also hundreds of thousands supporters could experience what it feels to help and what responsibility in essence means.

Main Objectives

- To show example to the Community**
- To raise awareness of important causes**
- To create brand awareness**



Communication

The programme was mainly communicated via the official club media platform, called Fradi Media. Also through our official website and social media platforms, our Club TV Channel, a weekly magazine, and the general Hungarian media.

Evaluation

Evaluation was achieved via the press reports from an independent company. We also make a monthly online survey within our Fan Card holders. In one of these surveys we measured the awareness of our CSR activities and the feedbacks.



Unique & Innovative Features

- Athletes in new social roles**
- Raising awareness of civil organisations**



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- www.fradi.hu

“We think it is very important to be a role model for the society. No one leaves home knowing that he is going to have an accident that day. That is precisely why it is important to think responsibly and about prevention.”

Zoltán Bartha, Chairman, Tars a Bajban Szemelyi Serultekert Association

“We have more than 1.6 million supporters and that is why the club needs to set an example. We are here for the whole society, everyone can join us. Ferencvárosi TC has to create and show up values. Our efforts are recognised now abroad as well and we are determined to continue on this road.”

Pál Orosz, Club CEO

Community Tournament

CSR Vision & Mission: To focus on our local community.



- 🕒 **Project Length:** 0 – 3 months
- 🤝 **Partners:** Political Institution
- 💰 **Budget:** € 0 – 1'000
- 🎯 **Demographic Target Group:** Children & Youths
- 👤 **Number of Participants:** 20 – 100
- 🌐 **Geographical Reach:** Local neighbourhood

STRATEGIC THEMES



Background

In Dublin or its environs, where there are eight senior clubs trying to survive, the problem of attracting support to clubs is particularly acute.

Summary

The club decided to organise a summer tournament at its home ground in order to engage with the people of Tallaght - particularly young people. In so doing we better integrate with the community and grow our support base while giving something back to the community. We are also establishing a range of school programmes and junior football club programmes as part of the club's community initiative. We also look to a sharper focus on commercial partnerships and sponsorships in this regard.



Main Objectives

- 🎯 **To make more local people aware that we provide more than senior football opportunities**



Communication

The project is communicated through the schoolboy football network in Dublin.



Unique & Innovative Features

- 🎯 **Use of the Tallaght Stadium for the event**

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“We are delighted with the success of the project and intend to carry out more initiative of this type.”

Jonathan Roche, Club Chairman

“I really enjoyed it.”

Graham Gartland, Coach

Playing Forward for Development, Equality and Peace

CSR Vision & Mission: Mifalot – Education and Society Enterprises, is a social-educational organisation that uses sports as a platform for social change. Our educational sports programmes focus on self-actualising of individual potential and social outreach. We aspire to lead social change and development through sports in the Middle East and internationally.



- Project Length:** 1 – 2 years
- Partners:** International organisation, Political institution, Non-Governmental Organisation, National/International Sport Organisation
- Budget:** € 5'000 – 10'000
- Demographic Target Group:** Children & Youths
- Number of Participants:** Over 1'000
- Geographical Reach:** International

Background

There are about 19'000 refugees living in eastern Cameroon today. 12'000 of them are children under the age of 15. These, mostly Muslim, refugees ran away from the vicious civil war raging in Central African Republic (CAR). Mifalot's first intervention in the programme was to bring together for the first time the local Cameroon community and the CAR refugees to play together on the football field. Following the success of the programme, Mifalot collaborated with the United Nations Development Programme (UNDP) for a larger outreach programme in three cities in Cameroon building a partnership for community development by empowering leaders through sports and football in particular.



Summary

From the 8th to the 20th of December 2014 Mifalot Education and Society Enterprises joined the Israeli ambassador initiative to Cameroon, in cooperation with the UNDP, UNHCR and Cameroon Ministry of Sports in a refugee camp at the Gadu village (eastern Cameroon). The Initiative targeted over 3'000 children and focused on implementing a unique Mifalot programme promoting coexistence. The main aim of the programme was to bring together for the first time the local Cameroon community and the CAR refugees play together on the same football field. Considering the great success of the first programme, this was followed by a second initiative. In July 2015 Mifalot and UNDP-Cameroon led an educational programme including a week-long coaching seminar for 47 coaches, recreational activities for kids and youth in Bertoua and a special youth event for the children and coaches. The seminar was held

over 5 full days; the mornings included workshops and training sessions on the field for 47 trainers from Bertoua, Yokodouma and Batouri. During the afternoon children and youths arrived to participate in the sessions which were taught by the coaches participating in the seminar. On the last day a special programme was organised by the Mifalot staff and the coaches for the local children and youth; the programme included ten different stations of fun activities with social messages that the kids were asked to perform and promote. At the end of the station cycle, an exhibition of messages for social change were demonstrated in a parade. The seminar ended with a ceremony in which all participants received certificates signed by the organisers. Up to today the coaches continue to implement the programme and use educational tools with over 3'000 youth around Cameroon.

Main Objectives

- To use sport as an educational tool strengthening sports values and life skills**
- To reduce post-traumatic stress by creating a safe space to play football and adjust a healthy life style**
- To build social community building**

Communication

The communication is run in cooperation with the UNDP, the Israeli Embassy of Cameroon and the Sport Minister of Cameroon.

Evaluation

To measure the impact of the programme, a standardised M&E plan is performed involving both qualitative and quantitative data. On the last day of the seminar, we hand out a survey to the participants in order to receive instructive feedback and to check the results and impact of the seminar. The programme's success is measured by two indicators: the amount of coaches and children participating, pre and post- test survey on Mifalot's programme effectiveness, including indirect beneficiaries. Mifalot's staff also conducts one on one chats with the participants and with the partner organisation.

Unique & Innovative Features

- Mifalot is fairly low cost, making it a reality for implementation in the places it is needed most – places that have suffered a natural disaster and have little or no funding for community work**
- Integration of communities and exchanging knowledge between coaches from remote areas in Cameroon**
- Mifalot trains the local people to run the project independently and sustainably**

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“The warmest people possible told us you can stop dreaming, you arrived, you are home. And at home we work together for a better future for all children”.

Avrum Burg, Mifalot Chairman

“I learned a lot of new training concepts. Although I have been teaching sports for many years, now I realise how I can use sports not only in a professional way but also in a social way that affects my student's future.”

Abdel-Kader, Project Coach

Variety

CSR Vision & Mission: We understand the importance to give back to the Community by visiting children and teenagers with special needs, helping needy communities and paying visits to hospitals.



STRATEGIC THEMES

- Project Length:** Over 5 years
- Partners:** Political institution, Specialised foundation
- Budget:** € 1'000 – 5'000
- Demographic Target Group:** Children & Youths
- Number of Participants:** 20 – 100
- Geographical Reach:** City / Town



Background

The club finds it extremely important to help the community in any aspect. In this case, support was necessary for children and teenagers with special needs. Therefore, the club used the emotional bonding between the children and the fans to offer special experience on match day by using digital media.

Summary

The club began its project VARIETY in 2007. The logo appears on the players jerseys. At every home game, the team's captain grants a gift to a kid from the project, together with a special announcement. The club also auctions products signed by the first team. The goal of this project is to make the children happy and their dreams come true. It targets children who are in need of various treatments, wheelchairs, inserts, mobility scooters, hearing aid devices and more.



Main Objectives

- To contribute to the community**
- To make children in need happy**
- To make dreams come true**



Communication

The project is communicated thanks to the logo appearing on the team's shirts. Also, a dedicated contact person disseminates the information to the club's media channels.



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Muoversi Bene per Crescere Meglio

CSR Vision & Mission: Achieve commercial success in ways that honour ethical values and respect people, communities, and the natural environment. Integrate strategies that seek to maximise the creation of environmental and social value within their core business models, operations and supply chains.



- 🕒 **Project Length:** 2 – 5 years
- 🤝 **Partners:** Public institution
- 💰 **Budget:** € 50'000 – 100'000
- 🎯 **Demographic Target Group:** Children & Youths
- 👤 **Number of Participants:** Over 1'000
- 🌐 **Geographical Reach:** National

Background

A correct, regular and systematic training of motor skills is fundamental for an adequate growth of children from 6 to 10 years old. In Italian primary schools, physical education is often conducted by teachers with no specialised training, thus increasing the risk of exposing the children to incorrect techniques. Not only does AC Milan possess the necessary know-how but it is also devoted to promoting the right of children to play and practice physical activity as a means to foster wellbeing and healthy habits, social integration and quality of life.



Summary

The project is run by the Club's CSR Department. It activates the AC Milan football schools network to support and develop the project at local level in the selected public primary schools and coordinates the local AC Milan football schools and the local schools to develop a shared activity plan. It monitors the progress of the plan, collects feedback from the teachers and assesses the availability of adequate equipment for physical education in the participating schools, and develops a specific training routine for the teachers based on AC Milan Academy methodology. Finally, it provides the AC Milan Academy instructor responsible of the teachers training activity. In the first year, more than 8'000 kids (400 classes) were reached in eight regions in Italy, eight lessons of one hour of physical education were given to each class,

held by an AC Milan Trainer, in the presence of the class teacher. Additionally, three lessons of five hours were given to all the teachers of each school held by an AC Milan Academy Instructor to focus on how to approach physical education for children. 1'200 guidelines handbooks have been distributed to the teachers involved and 11'000 leaflets distributed to parents/families of the pupils involved with a summary of tips about correct physical activity. Thanks to the programme, an integrated methodology that develops technical-tactical, psycho-pedagogical, relational and motor-coordinative skills was set, social responsibility and sport culture was promoted to parents and teachers and a focus was put on gradually making physical education an asset for the positive development of the community.

Main Objectives

- 🎯 **To train the relevant teachers to promote learning paths, promote a positive environment and to build confidence**
- 🎯 **To inform parents of the importance of such physical activity for the positive growth of children**
- 🎯 **To raise awareness of the importance of physical activity for children in local institutions and community**

Communication

Communication is done through the Club's CSR yearly report, the annual end-of-season public event, the club's website, social media and local press conferences.

Evaluation

Ex ante and Ex post questionnaires are delivered to the teachers involved, evaluating their know-how regarding physical education before and after the project. Performance indicators are also used, such as number of participants, schools, classes, teachers. Satisfaction questionnaires are sent to students and families. Periodical reporting from the management of all the schools involved and from AC Milan trainers is also done, together with the compilation of a final report after the end of each season.

Unique & Innovative Features

- 🎯 **The methodology and know-how of Milan Academy applied to pupils' physical education and teachers training**
- 🎯 **Community activation: linking football schools to local primary schools**



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"I love this project because we share one of the main assets of AC Milan (its knowledge in training sport to kids) with our communities, contributing to support the development of public education."

Martino Roghi, Head of the CSR department

"On behalf of all the teachers, I express my heartfelt thanks for the work developed together during this school year. I underline the success that this initiative has earned among our beloved pupils, contributing to approach them to sport activities. I stress the extraordinary work of the trainer, that has always been very professional."

Primary School Principal

Inter Campus

CSR Vision & Mission: Born as an expression of the ethical spirit that distinguishes F.C. Internazionale Milano since its foundation, Inter Campus is a Corporate Social Responsibility programme that supports social-religious-racial equality worldwide, with specific focus on Children's Rights.



- Project Length:** Over 5 years
- Partners:** Private company, International organisation, Public institution, Non-Governmental Organisation, Other local organisation
- Budget:** Over € 500'000
- Demographic Target Group:** Children & Youths
- Number of Participants:** Over 1'000
- Geographical Reach:** International

STRATEGIC THEMES



Background

The Club wanted to express its own unique DNA and belief in brotherhood: being a powerful brand, Inter felt the responsibility to help those in need.



Summary

Since 1997 Inter Campus formalises long-term and flexible cooperation agreements with reliable partners around the world supporting their social programmes in favour of children by adding the sport activity as an educational tool. Moreover, Inter Campus provides adults technical formation, devolves children their Right to Play and fosters the development of communities. Nowadays Inter Campus works in 29 countries and involves 10'000 needy children (boys and girls) from 6 to 13 years old, around 200 local educators and volunteers. The implementation process can be summarised in the following phases: selection of local partners and feasibility study; official jersey delivery and technical clinics; constant communication with local partner; involvement of the Community and other partners; focus on education and side activities; media promotion and storytelling; monitoring and checks visits. As an example, since

2000, Inter Campus is committed in giving its own contribution in the area of Israel and Palestine, working with several organisations for peace on the two conflicting sides. Due to war and changes in international politics, initiatives fluctuated until a renewed programme was set up in 2013. With the new partner GHETTON Onlus, Inter Campus created a stable sports and educational programme with fun and pedagogical activities for children of different cultures or religions and technical formation for local instructors of various communities. Today, more than 100 children are involved permanently hailing from many locations: an Israeli town, an Arab-Israeli village, an Arab-Palestinian village, East Jerusalem, joint with the children of worldwide immigrants living in the south of Tel-Aviv.



Main Objectives

- To support the social-racial-religious equality worldwide with specific focus on children's right to play
- To form local educators through technical clinics
- To support needy communities through local NGO's

Communication

On traditional and social media, Inter Campus communicates stories and experiences through the lens of kids happiness.

Evaluation

Since Inter Campus' intervention is a never ending process, no achievement is clashed with time. The project is evaluated in terms of quality of the supporting activities, value to the local partner and social impact on communities.

Unique & Innovative Features

- The opening of a new project is preceded by a strict selection process, checkup visits and the redaction of a detailed business plan
- Steady programmes through times with constant monitoring and periodical updates
- A traversal diffusion, beyond governments and religions, emblematic of the impact of Inter Campus intervention, recognised by the UN and its agencies partner of Inter Campus

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“These children have an important friend in Inter who can protect them. Now also Inter Campus has a strong friend who can protect us. This important friend is the United Nations.”

Massimo Moratti, Shareholder and former Club President

“I was touched by the courage and the determination of Inter Campus. I was touched of course by this idea of bringing people together and simply give the kids the right to play.”

Youri Djorkaeff, President of YDF, Partner of Inter Campus, Former Club Player

“Inter Campus is to make all the people and children of the world become friends.”

Liel, 7, Project Participant

Reintegration of Child Soldiers in Mali and Central African Republic

CSR Vision & Mission: Juventus intends to foster an innovative approach, which aims at integrating sustainability in its core business. For the Club, sustainability is a further opportunity to enhance its social, economic and environmental performances and to engage in a process of continuous improvement.



STRATEGIC THEMES

- Project Length:** 2 – 5 years
- Partners:** International organisation, Public institution, Non-Governmental Organisation, Other local organisation
- Budget:** € 100'000 – 250'000
- Demographic Target Group:** Children & Youths
- Number of Participants:** 100 – 500
- Geographical Reach:** International



Background

Juventus has been actively engaged in various sustainability initiatives also with specific programmes aimed at fostering integration and fighting discrimination. Aware that sport plays an important role in supporting the inclusion in all spheres of society of young women and men, as well as of the most vulnerable groups, Juventus and UNESCO joined efforts for the project aimed at the reintegration of child soldiers in Mali and the Central African Republic (RCA). The project promotes sport and educational activities for youth as powerful tools for social inclusion and non-violence in conflict environments in order to create a sense of community and togetherness.



Summary

The aim of the project both in Mali and in the Central African Republic is to contribute to the reconstruction of the social environment. At present, the beneficiaries are 148 young men and women (12-17 years old) victims of the violence generated by the crisis. By participating in the programme the children have an opportunity to regain an understanding of fundamental values, become independent and have more employment possibilities through cultural, technical and sport training. In the Central African Republic 83 male and 17 female child soldiers have been reintegrated in society, thanks to the five-week educational programmes and literacy classes launched by the Ecole des Métiers d'Art. The programmes have equipped them with the necessary

skills to support their reintegration. In Mali, 65 children boys and girls aged 12 to 17 follow the rehabilitation programme. Three training centres are operational in Gao, Tombouctou and Bamako with material, educational equipment, and personnel. Further, technical training activities such as tailoring, woodworking, painting and mechanics are also on-going. The programme also provides children with one meal per day as well as aid to families whose children have been reinserted in the normal educational cycle. Cultural and sport activities include music and football. Psychological support activities have been carried out in Bamako and Tombouctou whilst they are still on-going in Gao. All activities focus on the culture of peace.

Main Objectives

- To provide a psychosocial support system for former child soldiers as therapeutic and psychological treatments to facilitate their social rehabilitation and reintegration
- To support child soldiers in building confidence by providing access to literacy programmes, training in employable trades and participation in cultural, sporting and artistic activities
- To assist in the efforts made to restore peace by providing assistance to victims of war and crisis through educational and sport activities

Communication

Juventus website and social media are the main channels through which the Club communicates project developments. Furthermore, the UNESCO Cup, a game organised by Juventus with its Legends, is communicated through a press conference which is also an opportunity to give updates on the project. The net profit generated by the event is in fact given to UNESCO to support the Mali and RCA project.

Unique & Innovative Features

- Open and inclusive approach to sustainability
- A worldwide perspective
- Sustainability is integrated in Juventus' core business

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“We are pleased to join UNESCO’s efforts because we consider this a priority in the social engagement of football.”

Andrea Agnelli, Club President

“They have had a very tough time and we all hope the past is now behind them. They really have suffered but you can tell they are keen to grow and put this behind them once and for all. We are confident we can keep providing them with our own small contribution.”

David Trézéguet, Juventus Legends Ambassador

Ajax Life Skills & Clinics

CSR Vision & Mission: We wish to play an important role in our community by making the most of the impact and appearance of our club. In an involved, compassionate and respectful way, we wish to stimulate solidarity and influence football- and life skills in a positive way.



STRATEGIC THEMES



- Project Length:** 2 – 5 years
- Partners:** Private company, Political institution
- Budget:** € 100'000 – 250'000
- Demographic Target Group:** Children & Youths
- Number of Participants:** Over 1'000
- Geographical Reach:** Local neighbourhood, City/Town

Background

The Ajax Life Skills & Clinics project is supported by ABN Amro. The project was set up to offer underprivileged children in Amsterdam the opportunity to exercise. Fully in line with the Foundation's mission statement, the project is about advancing sportsmanship among these children in the broadest sense of the word. The children are taught according to the Ajax standards and values, and they will learn to treat each other with respect both on and off the football pitch.

Summary

Together with the local government, schools have been selected for the Life Skills & Clinics in the less socially-developed areas of Amsterdam. In the project, a total of 64 schools were involved in 2015. The Life Skills & Clinics were held four times a week at various schools. In each school, the students were divided into three different age groups. One clinic consisting of three sessions makes nine sessions per school. In 2015, a total of 2'079 children participated in the clinics. Since then, the project grew from two to four clinics per week, which has doubled our range. After its success, and the refugee issue we could not ignore, Ajax decided to extend the project to asylum centres. We believe that playing sports can help them during this difficult time. It has been shown that exercise promotes physical and mental wellbeing. We provide sports programmes for the refugees twice a week in Amsterdam where they can practice sports, and we provide equipment. The Life Skills & Clinics are organised close to different refugee locations so they do not need to commute. The key success factors of the Life Skills & Clinics project are, firstly, the close cooperation with the schools in Amsterdam, the local government and our partner ABN Amro. ABN Amro provides Ajax with volunteers who we train to be Life Skills & Clinics coaches. Secondly, our custom-made Ajax lessons really help to get the children excited about studying as well as exercising.

Main Objectives

- To give children the opportunity to practice sports**
- To teach children how to behave like a great sportsman on the street and on the pitch, in the same way as our youth players are taught this in the academy**
- To teach the children about respect, fair play and nutrition**

Communication

The project communication goes through our club's website, social media and mostly via the schools and asylum centres.

Evaluation

We evaluate our project with the participating schools and their teachers, the local government, our sponsor ABN Amro and the refugee organisations in Amsterdam.



Unique & Innovative Features

- Besides our sports clinic, we have developed a curriculum for the children to study via custom-made Ajax lessons at school**
- The occasional use of Ajax youth players as coaches for the Life Skills & Clinics**
- We have developed eleven skills for the children. These same skills are taught to youth players at our academy**

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“All of us, the club, players, we want to be helpful to the community and to those who are in need. We use the binding force of football for a better environment and society.”

Davy Klaassen, AFC Ajax First Team Captain

“This is the coolest thing I have ever done!”

Abdul, 11, Project Participant

Vitesse Hattrick

CSR Vision & Mission: Vitesse does not only move on the playing field, but also far beyond! Vitesse is deeply rooted in the society and feels a strong social responsibility. We believe in the power of football! Football can reach people and make them move. We use this power in our social and community activities.



- Project Length:** 3 – 6 months
- Partners:** Public institution, Political institution, Non-Governmental Organisation, Specialised foundation, Football Association, National/International Sport Organisation
- Budget:** € 50'000 – 100'000
- Demographic Target Group:** Children & Youths
- Number of Participants:** 100 – 500
- Geographical Reach:** Local neighbourhood, City/Town

STRATEGIC THEMES



Background

The Vitesse foundation is responsive to local needs. We noticed a need for structural and structured sporting activities in five poor neighbourhoods of Arnhem. That is why we founded the Vitesse Hattrick programme. Vitesse takes responsibility for social issues in the city. We aim at improving the quality of life, increasing sport participation and encouraging participants to study or work for the inhabitants of Arnhem, and especially for the residents which are in need. All these focus areas are included in this programme.

Summary

The Vitesse Hattrick programme started in 2015, including three underlying projects: the Hattrick School (6 - 12 year olds), Hattrick League (13 - 16 year olds) and Hattrick Academy (17 - 21 year olds). All the activities are executed in five poor neighbourhoods of Arnhem. Every neighbourhood delivers the same activities in their community. The Hattrick School is a football school. Every week the participants get a football training given by a role-model (from the Hattrick Academy) of their neighbourhood. The role-model/coach is educated by the Dutch FA and Vitesse Academy coaches. On a rotation basis, every neighbourhood organises a tournament for the other neighbourhoods. During the activities the participants learn about healthy lifestyle and respect. The Hattrick League is a neighbourhood competition. Every month there is a tournament. The teams train every week and are coached by role-models (from the Academy) and youth workers. During every cycle the teams have to organise two neighbourhood contributions (e.g. fundraising for the local food bank, activities at a local retirement house). Because of the social component the best football teams will not necessarily win the Hattrick League. The Hattrick Academy is there for the oldest age group. Every week the participants get a futsal training and after these trainings they get an educational session. These sessions focus on employee skills. We aim to educate the participants to becoming role models in their neighbourhoods and include them in activities of the Hattrick School and League. Hattrick has 420 structural participants each year. We trained 30 participants of the Academy as role-model/coach.

Main Objectives

- To guide 30% of the non-sporting towards a sports club**
- To improve the quality of life in the neighbourhoods of Arnhem**
- To encourage participants to study or work**



Communication

We communicate about our activities through the Vitesse FC's communication channels (internet, social media and TV). The communication with the participants goes through the youth workers, community sport coaches and role-models.

Evaluation

Before and after each cycle we ask the participants and stakeholders to fill in a questionnaire. The questions are related to the programme's targets.



Unique & Innovative Features

- Hattrick has three projects for different target groups, but these separate parts are well connected to each other**
- Because Hattrick is based on the local needs, the programme perfectly responds to what the target group needs**
- Unconsciously, participants positively contribute to the quality of life in their neighbourhoods**

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“This is a wonderful initiative and an important part of the club. Vitesse has the power to positively stimulate youngsters!”

Joost de Wit, Club CEO

“Playing for your neighbourhood is fun! Especially when it is in a Vitesse jersey. During the tournaments we are coached by a role-model. I would like to become a Hattrick coach also!”

Eitjo, Hattrick League Participant

Feyenoord Street League

CSR Vision & Mission: An open club and an open stadium. With an eye for social issues and a focus on young people. With the role models and the brand's power of communication as effective means. Its ambition is a healthy, sporty and responsible lifestyle, at the centre of the community.



- Project Length:** 2 – 5 years
- Partners:** Private company, Public institution, Political institution, Specialised foundation, Non-Governmental Organisation, Other local organisation
- Budget:** € 100'000 – 250'000
- Demographic Target Group:** Children & Youths
- Number of Participants:** 100 – 500
- Geographical Reach:** Local neighbourhood, City/Town

STRATEGIC THEMES



Background

The Feyenoord Street League project was started to enhance the club's visibility and impact in the community. It is set up to help social inclusion throughout different areas of the community around the stadium and helps its participants to engage in sports on a regular basis. This all helps the club's mission towards a sporty, healthy and responsible lifestyle.

Summary

The Feyenoord Street League started in the 2012/13 season with 12 teams in two areas around the stadium. Throughout the years the project evolved to 30 teams in five different areas, on the Southside of the city of Rotterdam. The 'No words but deeds-point system' helps teams to gain points through social contributions, making 2/3 of all points rewarded on a social level. Each season, the year ends with the Final Day, a big event in the centre of Rotterdam, where finals are held and the winners are crowned champions.



Main Objectives

- To share values
- To increase social inclusion
- To advocate a responsible lifestyle

Communication

The first season, the Feyenoord Street League was followed by a regional TV channel. Since then, the Feyenoord Street League hosts a website and a Facebook page.

Evaluation

Every season there is a survey on the outcome of the project. Combined with the quantitative results, this is reported back to sponsors, local government and other partners.

Unique & Innovative Features

- Community outreach programme
- Social workshops
- Final day (event)



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“The Feyenoord Street League is more than just football. The project is at the centre of the community. It involves social inclusion, respect and development, gathers young and old and literally moves the community. This way kids become the future role models in their own area.”

Jonathan Fecunda, Coordinator TOS Zuiderpark

“The Feyenoord Street League is a project which contains all ambitions we have as a club on a community level. Using football, we are developing kids to become the best person they can be, but also help their surroundings while doing so. Therefore, the Feyenoord Street League is a very complete project of which we are very proud of.”

Ton Strooband, Head of CSR and Head of the Foundation

CSR Vision & Mission: PSV is fully aware of its responsibility towards (local) society and this is why the club feels honoured to be able to embrace an active role in social and community projects. It is the club's ambition to make a great commitment to the society.



- Project Length:** Over 5 years
- Partners:** Private company, Political institution, Public institution, Other local organisation
- Budget:** € 50'000 – 100'000
- Demographic Target Group:** Children & Youths
- Number of Participants:** 20 – 100
- Geographical Reach:** Local neighbourhood, City/Town, Regional
- Awards:** Best Social Project in Dutch Football 2014

Background

In November 2010, Mensfort was pointed out as a neighbourhood in the city of Eindhoven where annoyance by youngsters was a very big problem. In 2011 and 2012 the notifications of vandalism and annoyance that were reported to the police and municipality increased. The older group (14 to 17) was identified as more responsible for the problems, however their 'throne successors' were pointed out as also involved and it was clear that they would become the next generation of troublemakers. Observing the situation and brainstorming with the civil servants led to the idea, in April 2011, to develop a group focused programme for the youngsters in which their main interest, our football club PSV, is used as an instrument to achieve the objectives. In the summer of 2011 a group of 12 youngsters was selected. Six of them were known as 'troublemakers' and six as youngsters that could bring a positive effect into the group. They were invited for a session in the Philips Stadium together with their parents. Some weeks later they signed a contract of behaviour for the team called "Mensfort United" with first squad PSV player Marcelo in the official press conference room of PSV Eindhoven.

Summary

During the football season, a PSV in the community trainer gives a training session for the United team twice a week. During these sessions, football is the instrument to touch upon several social issues as for example health, respect, school and drugs. The youth worker of the municipality of Eindhoven uses the training sessions to get into contact with the boys in a different setting. After the first season, everyone involved was very enthusiastic and the number of notifications of vandalism decreased extremely. Youngsters that were part of the 2011/12 team became ambassadors for life and even became assistant-coaches for the next years. In the season 2014/15 PSV started to export the concept to other neighbourhoods in Eindhoven. PSV United took place in three neighborhoods: Mensfort, Tongelre and Bennekel. In Mensfort PSV started with a Mensfort United Pink team especially for girls. Two players of the PSV Womens' team gave the sessions once a week. In 2016, the project also expanded outside of the city of Eindhoven to the municipality of Geldrop, where the team Braakhuizen United was formed.

Main Objectives

- To decrease annoyance in the neighbourhoods of Mensfort, Tongelre and Bennekel**
- To change unwanted behaviour into desired behaviour**
- To reduce anonymisation between local residents, retailers and participants**

Communication

PSV communicates about the project via the PSV channels (e.g. website and social media) to reach millions of people, not only those who are socially involved but also to the ones who follow their club for the football only. Everybody that is a fan of PSV gets in touch with the social power of PSV.

Evaluation

The project is evaluated in different ways. By the trainers and youth workers on an individual basis. By the university of Utrecht for the total project.

Unique & Innovative Features

- Location is their own neighbourhood**
- Schools and police are involved**



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“The aim is to give each inhabitant of the neighbourhood a safe and proud feeling.”

Bart Heerkens, PSV Community Trainer

“My primary school’s teacher asked me if I would like to participate in the project. I am glad she asked me. My results at school changed positively thanks to the project PSV United.”

Dwayne, Project Participant

CSR Vision & Mission: The club is aware of its position within society and it can influence perception and attitudes towards social issues. Rosenborg wants to take their social responsibility and use their power in projects that are important for people in their communities.



- Project Length:** Over 5 years
- Partners:** Private company, Public institution,
- Budget:** Over € 500'000
- Demographic Target Group:** Children & Youths
- Number of Participants:** 20 – 100
- Geographical Reach:** City/Town



Background

The club wants to influence the society and make use of its well-known brand to get youth into work, and out of unemployment. It is important for the club to play a part in social inclusion.

Summary

Youth@Work started up in 2011 as a part of the effort to combat youth unemployment in the city of Trondheim. It is an employment scheme hosted by Rosenborg. The thought is to use football and sport as an instrument for labour inclusion. By using a strong brand that is associated with something positive you can build self-confidence and provide opportunities that otherwise could not be obtained. Rosenborg facilitates the project at the Lerkendal Stadium, their HQ. The project runs two programmes twice a year, 12 to 15 youths are invited to participate in the programme, after application. The programme begins with an introduction course that lasts five-six weeks. The content of the course consists of several elements which are intended to prepare the participants for employment. Resources from Rosenborg (players and coaches), from vocational enterprises and employers are giving lectures on various topics. The intention of the course is to prepare the students for the job market, through input and self-reflection. It also includes physical training. After five-six weeks the participants should have a plan for where to go. After the introduction course they will have a work-training period that could last from one month to six-seven months. Work training takes place in regular and mainstream businesses, of which many are partners of Rosenborg.

Main Objectives

- To prevent social exclusion and marginalisation**
- To provide opportunities and building self-confidence through the football club**
- To provide work experience and skills for the job market**

Communication

The project got a lot of attention in local media and the club uses its own website and social media to advertise it. The project is also well known among the club's sponsor and partners.

Evaluation

Youth@work has proved to be a successful concept. More than 80 individuals have been able to gain a job or have gone back to school since the project started. 160 persons have had motivation, course and job training in the same period.

Unique & Innovative Features

- Combining a well-known football club with the opportunity to avoid social exclusion**
- Using professional football players as role models**



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“Being part of Rosenborg gave me the motivation I needed to get up in the morning. I felt I was a part of the club and did not want to let Rosenborg down.”

Hanne, 25, Project Participant

“Rosenborg plays a big part in the lives of the people in the region. We owe a lot to the fans and the society, and Youth@Work is one of the projects we feel we have an obligation to take part in. If we can help young people to qualify for the work life we have done our duty. The whole club is behind the project and we follow it very closely. We want to integrate in the community by using the brand of the football club, and we want to combine the CSR with our sponsors to help young people at work.”

Tove Moe Dyrhaug, Club CEO

Vålerenga Streetteam

CSR Vision & Mission: Vålerenga Football - more than a football Club. Vålerenga Fotball - pride of Oslo. Vålerenga Fotball - makes Oslo a better city to live in.



- Project Length:** 2 – 5 years
- Partners:** Political institution, Football Association
- Budget:** € 50'000 – 100'000
- Demographic Target Group:** Adults
- Number of Participants:** 20 – 100
- Geographical Reach:** City/Town

STRATEGIC THEMES



Background

Vålerenga Football had already given former drug addicts work training since 2012. In 2014, the government wanted football clubs in Norway to start soccer teams for former drug addicts. Vålerenga football saw this as a good opportunity to establish a team in the club.

Summary

Vålerenga football organises training sessions twice a week. Two coaches (one women and one man) lead the sessions. The social aim of the project is important as the players meet up one hour before training, and stay one hour after training to eat and socialise. The team have different social activities to build the right team spirit, and they play matches against other teams in Norway. Twice a year they play in a national tournament with other teams for drug addicts.



Main Objectives

- To keep people off drugs
- To enhance social inclusion
- To promote psychological and physical health

Communication

We use our webpage, social media and sponsors to promote our team.

Evaluation

Every year we have to make a report to the national government to show how the project has developed, as well as an internal evaluation every quarter to make sure the project is run with good quality.



Unique & Innovative Features

- Social inclusion of a very excluded target group
- Giving drug addicts a worthy life
- Using the club as a motivational factor

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“We are proud to give an opportunity for people who struggle with an addiction.”

“I have been through hell, Vålerenga Football saved my life.”

Lars Eirik Eggen, Head of Foundation

Holter, Project Participant, 50, Project Participant

Let's Make a Better City Together!

CSR Vision & Mission: Legia Warszawa is not only a football club, it is a vast family of people who share hundred years of club's history, passion and common values. People who support not only each other but most of all those who are in a real need. That is why the Legia Foundation mainly focuses on helping families.



- Project Length:** 6 – 12 months
- Partners:** Private company, Public institution, Political institution, Non-Governmental Organisation, League
- Budget:** € 250'000 – 500'000
- Demographic Target Group:** All ages
- Number of Participants:** 500 – 1'000
- Geographical Reach:** Local neighbourhood, City/Town, Regional

STRATEGIC THEMES



Background

The “Let's create a better city together” project is an umbrella project for a number of activities. The Legia Foundation decided to launch this initiative because we could see how much positive energy and willingness to act there is within our community and at the same time how much need for help and support there is in Warsaw and its surroundings. We also believe that the strong, socially aware, mutually helping and developed Warsaw community which we are creating will then inspire and help other places around Poland. We finally believe that love and passion for sports always unites more than it divides. All of this fits perfectly in the club's strategy.

Summary

The project, which was set up and introduced to the Legia Foundation after a thorough review of the Foundation goals, resources, as well as a mapping of partners, was launched in September 2015. The scope of the project includes over 10 various sub-projects and events yearly, all directed towards the project goals. The key activities performed so far, reaching 400 beneficiaries are the following:

- Kids Cinema Festival – valuable movies for children from all backgrounds
- Rowing Marathon – over 2'300 km rowed on ergometers located at the Legia Stadium in 24 hours by hundreds of people of good will. The money raised was used to support people with disabilities
- Saint Nicholas Day's celebrations with many children from disadvantaged families invited
- Christmas visits to Child Daily Support Centres
- Noble box – participation in the creation by Club employees and other Warsaw inhabitants of special boxes for families in need in the Warsaw region
- Organising winter holidays for underprivileged children
- Funding of additional classes to prepare high school graduates from underprivileged families to their final exams in mathematics and Polish
- Renovation of a local daily support centre

Main Objectives

- To create equal opportunities for families and children from diverse backgrounds and various deficiencies**
- To create a community around the club that is aware and ready to help each other. To give help and at the same time show the beneficiaries how valuable they are to others**
- To engage volunteers, sponsors and other stakeholders in charitable activities. To inspire people who haven't engaged much in social projects earlier**

Communication

Our current main channels of communication include the Foundation's website, social media as well as club media. We were also able to establish an excellent relationship with various national and local media.

Evaluation

All our projects are evaluated on the basis of a specific evaluation chart.



Unique & Innovative Features

- We are the first football club's foundation in Poland that conducts charity work at that scale**
- We have started creating a network of organisations and institutions that join forces to help others and make our city a better place to live in**
- We have realised that the support of our football fans creates an enormous potential for our charity activities**

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“It is incredible to see how much enthusiasm, commitment and help we have been able to trigger since the start of the project. And how much difference we can make to people in real need, having the support of the Club, our sportsmen and fans.”

Anna Mioduska, Chairwoman of the Foundation

KidFun - Education for Values

CSR Vision & Mission: To deliver projects dealing with social, educational, environmental and health issues as a way to contribute to the quality of life of the human being, in particular of children and young adults in a social risk situation, by also promoting inclusive sports.



- Project Length:** 1 – 2 years
- Partners:** Public Institution
- Budget:** € 50'000 – 100'000
- Demographic Target Group:** Children & Youths
- Number of Participants:** Over 1'000
- Geographical Reach:** Local neighbourhood, City/Town, Regional, National

STRATEGIC THEMES



Background

Fundação Benfica develops its educational projects taking in consideration the priorities established within the European educational policy. In this context, after the great success of “Para ti Se não faltares!” (For you if you attend), an intervention project run in pockets of poverty that tackles Early School Leaving and failure, there was a need to create a prevention project for kids of the 3rd and 4th grade from all national territory and transversal to all social contexts. These two projects combine very well to reach different targets in our educational system.

Summary

The KidFun project means to support schools and families in the education of children, while developing their social skills and motivating them to discover and improve the fundamental values of conduct and life in society. These values have a direct influence on the behaviour and posture of children and youth, as they perpetuate models and ensure social balance. This is why the focus on values is a priority within the European educational policy. This project began on May 5th, 2014, and is intended for children attending the 3rd and 4th grade of primary school throughout the country. Up until now, more than 11'000 children have participated in KidFun. KidFun employs active, innovative and highly motivating methodologies, getting the most out of the Benfica brand appeal, in order to enhance its symbolic significance and the promotion of values on children. Sport assumes an important role in this project, along with its symbols and its current and former prominent athletes, preparing children for a deeper understanding of the values and its implication in their everyday life and toward the success they dream for their future. The project includes a virtual sticker book with games and activities on the topic of values, to be developed by the students with the assistance of teachers and parents during the course of the school year. A KidFun day will be celebrated in every school, with multiple recreational, educational and sports activities taking place in an inflatable Football Stadium. Project activities include a “Fantastic Planet” and a “Horrible Planet” to be built by children, centred on the learning of values. At the end of the school year, all students will be invited to participate in the KidFun Festival, with the purpose of exchanging their experiences about values among each other.

Main Objectives

- To prevent, at early stages, discrimination, school dropout, radicalisation and deviant behaviour by raising awareness on the importance of values**
- To reach 10'000 kids throughout the country yearly**
- To reach 65 schools from 12 regions across the country**

Communication

KidFun - Education for Values has a specific website - in which all the schools can learn more about the project and register. Furthermore, on a regular basis Fundação Benfica publishes a post on Facebook regarding the several KidFun activities. We develop as well presentations and direct promotion near city councils along the country.

Evaluation

We apply questionnaires to the kids before they participate in the KidFun project and after they complete all the activities. There is also a different questionnaire for teachers in order for them to analyse the project and the impact that the activities had on the kids as well as their better knowledge of the different values and their application at school. We use content analysis on the construction by the kids of the “Fantastic Planet” and the “Horrible Planet” based on values. The project registers a wide range of execution volumes in order to better understand if we are meeting our goals: number of participants, number of schools and geographic distribution.



Unique & Innovative Features

- The promotion of values developed by a Sports Club and the use of attractive features related to its brand**
- The use of an online sticker book about the learning of values**
- The pedagogical activities developed around the “Fantastic Planet” and the “Horrible Planet”**

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“Congratulations, the effort developed by schools must be praised. Students and teachers are always satisfied and motivated for future activities.”

School Teacher

“The KidFun project presents four kids, two boys and two girls, representing all cultures and ethnicities in the world, and an infant version of our Benfica eagle. These five characters will help young people through playful activities. A virtual sticker album will also be filled in throughout the year with their teachers in school, helping them learn the different values.”

Jorge Miranda, Director of the Foundation



- Project Length:** 3 – 6 months
- Partners:** Public institution, Non-Governmental Organisation, Other local organisation
- Budget:** € 10'000 – 50'000
- Demographic Target Group:** Children & Youths
- Number of Participants:** 20 – 100
- Geographical Reach:** Local neighbourhood, City/Town, Regional, National
- Awards:** Best Social Project 2015 amongst Russian Clubs



Background

Millions of people in Russia are living in the shadow of estrangement and indifference. Their capability is limited by various reasons. The Charity programme "Path of Goodness" is one of the social programmes which aims at solving the problems of people with health problems. Over the years, PFC CSKA undertook various social programmes with the aim of promoting health and improving the quality of life of children all over Russia.

Summary

The main objective of the project is the inclusion of children into grassroots sports within specialised sports club under the supervision of coaches. Professional coaches and sports veterans are directly involved in this process. In the children's homes and boarding schools, sports teams are formed and young sportsmen show their achievements. Thanks to the project, the children attend sporting events and take part in the team's trainings as spectators. They can learn about football first hand, receive helpful advices and learn different techniques during the trainings with the coaches and players. This allows them to take up the sport and the most talented enter to the Academy of PFC CSKA. In this project, we are guided by the fact that development is not necessarily related to financial support. One of the significant components of this project is the cooperation with fan clubs. For example, they organise the charity auctions. Thanks to this project, children with disabilities in Moscow and other Russian regions receive the necessary support in social adaptation, a start in life.

Main Objectives

- To attract attention and public support to the development of grassroots sports among the orphans and children with disabilities**
- To realise teaching classes and competitions among the teams of grassroots sports through the children's homes and boarding schools**
- To involve the media, create advertising and information programmes**

Communication

The project is mainly communicated through the club's website and the official matchday programmes.



Unique & Innovative Features

- Children participate in the team trainings as spectators**
- Children learn football first hand, receive helpful advices, learn different techniques during the trainings with the coaches and players of the club**
- Children have an opportunity to communicate with their idols**

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"For many years, PFC CSKA Moskva gladly participates in different programmes aimed at the promotion of health and improving the quality of life for children."

Roman Babaev, Club CEO

"The most important thing is to see the happy smiles of children."

Maya Moiseeva, Head of Advertising and Commercial Department

Dementia Friendly Wellbeing

CSR Vision & Mission: To provide support and opportunity to change lives for the better. To be a participative and identifiable organisation working effectively with others in order to primarily improve health and wellbeing, education, equality and to enhance social cohesion.



- Project Length:** 2 – 5 years
- Partners:** Private company, International organisation, Public institution, Political institution, Non-Governmental Organisation, Specialised foundation, Other local organisation, Football Association, League, National/International Sport Organisation
- Budget:** € 10'000 – 50'000
- Demographic Target Group:** Elderly People
- Number of Participants:** 500 – 1'000
- Geographical Reach:** Local neighbourhood, City/Town, Regional, National, International

STRATEGIC THEMES



Background

Since 2010, Aberdeen FC have been engaging with older adults in the city in a variety of ways. Since the launch of Aberdeen FC Community Trust (AFCCT), it was clear there was a lack of support for those living with, or affected by dementia. There was a lack of partnership working in the city, and AFCCT are now the lead organisation in Aberdeen for people with dementia to access physical activity opportunities. Aberdeen FC recognise we hold a unique standing point in the community and have a responsibility to help those who need it, and this project fits into that strategy.

Summary

Aberdeen FC Community Trust (AFCCT) received funding from Life Changes Trust to support dementia friendly communities. Since receiving the funding, AFCCT facilitated a consultation with partners to help shape the project. We also involve those with dementia to help shape the project. Once the stakeholders were in agreement, the process began. All full time AFCCT staff have completed Dementia Friends training, Adult Protection Training and Advanced Dementia Training, as well as part time staff, volunteers and participants all completing Dementia Friends session. Since the launch, AFCCT have now helped upskill over 30 members of staff from partner organisations across the city, with over 25 dementia friendly activity sessions on offer in Aberdeen. Links made with local council, NHS, and third sector organisations to target those who need help and to advertise sessions. Dementia Friendly activities include Health Walks, Walking Football, Dementia Friendly Cafés, TechnoGym, Qi Gong, Stable and Able, Table Tennis, Reminiscence Sessions, The Golden Games, Sheltered Housing activity, Care Home activity and Day Care Centre activity. The programme has grown from 12 sessions to over 25 per week. The number of participants over the age of 65 has grown from 100 to over 500 in the first part of the programme, with over 50 people affected by dementia attending different activities every week. Every session is evaluated and participants are actively involved in not only giving feedback, but to help plan and shape the programmes to ensure needs of the group are being met and the group is supported to do activities that matter to them.

Main Objectives

- To ensure people living with dementia have a community of support around them**
- To ensure people living with dementia get to take part in activities that matter to them**
- To raise awareness of dementia by challenging stigma and promoting dementia friendly communities across Scotland**

Communication

Throughout the year, AFCCT submit information to the Life Changes Trust to help shape the report. Each week, AFCCT actively write reports on the AFC website, social media, Alzheimer's Scotland newsletter, NHS newsletter and through the third sector interface media outlets.

Evaluation

Using a person-centred approach, we ensure everyone in the group gets the chance to give honest feedback. The methods used to gather feedback vary, from group discussions, one to one conversations, visual stimulation to portray feelings. The project is also monitored by Life Changes Trust and Social Value Lab, and outcomes are used to shape the six monthly reports.



Unique & Innovative Features

- Lead organisation in the city working in partnership with all stakeholders to help those affected by dementia**
- Showcasing dementia friendly activities at league matches, with half-time activities on the pitch**
- One of only 16 organisations nationally to receive funding, helping shape dementia care in the future across Scotland**

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“It is difficult to describe just how much attending has made a difference to him, but it really is like night and day. He is so happy and fulfilled after attending and that feeling lasts within him. You’ve brought the spark back to him and his life.”

Allison, Full time Carer for her dad who lives with dementia

“Our dementia friendly initiatives are a vitally important part of our community work at AFC Community Trust. Reengaging with families that have been socially excluded due to this unavoidable condition has been so positive for us all. Those with dementia and their carers all benefit from safely taking part in various social activities, and AFCCT and AFC are delighted be able to play our part in making these families have time together again, and to create new happy memories.”

Ally Prockter, AFCCT Chief Executive

Celtic FC Foundation Schools Music and Digital Programme

CSR Vision & Mission: Celtic is a club for everyone who believes in football as a medium for healthy pleasure, entertainment and social integration. The Club always has been and always will simply aim to be the team of the people.



- Project Length:** 2 – 5 years
- Partners:** Private company, Public institution
- Budget:** € 50'000 – 100'000
- Demographic Target Group:** Children & Youths
- Number of Participants:** 500 – 1'000
- Geographical Reach:** Local neighbourhood, City/Town, Regional, National

Background

Celtic and its partners share the belief that music should be available to all children as part of their education and that all children should have the opportunity to play music together. This initiative seeks to provide children in schools with access to musical instruments and tuition. Music is a medium for spirit, tolerance, inclusion, tradition and excellence. Celtic and music go together.

Summary

Schools participate as part of day-to-day curriculum and through events and multi-school projects. 46 pupils from nine schools wrote and recorded a song “Let the Games Begin”, endorsed by UNICEF as their Official Anthem for the Glasgow 2014 Commonwealth Games. The success of the song led to an invitation to sing at a concert on the opening night of the Games and at 10 Downing Street. During their visit to London, the pupils also performed at The Hard Rock Cafe, The House of Lords, St James’ Palace, and UNICEF’s Headquarters. Recently, Lord Puttnam, legendary film maker, whose credits include Chariots of Fire, visited Glasgow’s Royal Conservatoire to meet pupils who had been working with Celtic FC Foundation on a Creative Arts project. The project engages 10 school teams from the East End of Glasgow each building an App with a musical theme, and which has a community benefit, over the 2014/15 school year. There are 10 Learning Communities in the area. Typically a Learning Community will consist of a Secondary School, four to six feeder Primary Schools and a number of Assisted Learning Schools. The project seeks to make a meaningful difference to young people’s aspirations and destinations through engaging the very best of talent directly with the schools and linking the engagement to outcomes in employment and further education. The iconic nature of digital and music will help develop skills and success will be synonymous with education for pupils and parents.

Main Objectives

- To raise educational aspirations and attainment levels through projects which facilitate young people experiencing personal and team based skills development and success**
- To invest significant amounts in quality musical instruments and digital equipment**
- To mobilise Celtic’s global network, bringing the best talent in the world into children’s lives; engage Celtic fans and club sponsors in the pupils’ successes**

Communication

The projects are promoted through various on and offline channels. Celtic Football Club support the projects greatly through news stories and updates on the official Club Website, weekly Celtic View publication, Twitter and Facebook feeds. Celtic FC Foundation reciprocates these promotional avenues with promotion through the Website, Twitter and Facebook channels.

Evaluation

Celtic FC Foundation representatives regularly visit all of the projects involved to meet with teachers, parents and pupils. Participating schools provide more formal and regular reports on their progress to Celtic FC Foundation at the end of every school year.



Unique & Innovative Features

- No other private investors provide musical instruments in school**
- We are the sole private sector funder who provides tuition for children with additional support requirements**

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“Celtic FC Foundation is extremely proud of its involvement in the music and digital programmes. At Celtic FC Foundation, we are fortunate and privileged to have the encouragement and commitment of our partners and funders who enable us to make these initiatives a reality.”

Tony Hamilton, Chief Executive of the Foundation

“Chemikal Underground was delighted to receive the support of Celtic FC Foundation to produce our music workshops and Hip Hop Skool which we have been hosting locally. These workshops offer an invaluable opportunity for young people to make music and explore a creative side of their personalities they may not have realised existed. Celtic FC Foundation’s support helps Chemikal Underground develop this provision locally, strengthening our links with the community we call home.”

Stewart Henderson, Chemikal Underground

Rangers Charity Foundation's Partnership with Glasgow City Mission's Winter Night Shelter

CSR Vision & Mission: The Rangers Charity Foundation exists to bring Club, supporters, staff and players together in a unique way to help make the world of difference to thousands of lives through a range of charitable work.



- 🕒 **Project Length:** 6 – 12 months
- 🤝 **Partners:** Non-Governmental Organisation
- 💰 **Budget:** € 50'000 – 100'000
- 🎯 **Demographic Target Group:** All ages
- 👤 **Number of Participants:** 500 – 1'000
- 🌐 **Geographical Reach:** City/Town

Background

The Rangers Charity Foundation selects a local, national and international charity to work with each season. It selected Glasgow City Mission as its local partner in order to make a difference for people affected by homelessness in Glasgow. Every winter Glasgow City Mission operates a Winter Night Shelter from the start of December until the end of February to provide a safe, warm place to sleep for the city's homeless. Each year, concerns are voiced about closing the shelter at the end of February when the weather is still very cold. Unfortunately, Glasgow City Mission does not have the funding to keep the shelter open for longer so the Rangers Charity Foundation approached the charity and pledged to raise the shortfall so that vulnerable people would not be turned away.

Summary

The Foundation came up with an innovative fundraising idea – the Big Ibrox Sleep Out – which involved supporters sleeping out overnight in Ibrox Stadium to raise funds for the partnership. The concept caught the imagination of fans who responded magnificently to the challenge and were highly engaged with the cause. Originally only one Sleep Out was planned but after selling out rapidly, two more dates were added. 245 people took part in total. The event was designed not only to raise funds but also to generate publicity and increase awareness of the kind of issues those who find themselves homeless face. Participants received some insight into sleeping out in freezing, stormy conditions. Many of those who took part were extremely active on social media, generating significant publicity and debate around homelessness. All three events went extremely well despite the fact that the weather at that time was severe with strong winds and heavy rain. Some participants had been homeless themselves in the past, some were very aware of people on

Main Objectives

- 🎯 **To raise £25'000 over the course of 2015/16 season to keep the shelter open in March 2016 and provide additional legal advocacy work for those who used the service to ensure they got the long-term accommodation they needed**
- 🎯 **To raise the profile of the shelter, the issue of homelessness and Glasgow City Mission generally using the media profile of the Foundation and Rangers FC**

the streets and some had started out just wanting to sleep overnight in the Stadium but had grown to feel passionate about the cause the more they learned. Afterwards, many asked if they could take part in any future Sleep Out event and to volunteer with the charity. Rangers players came along each evening to wish participants well. The events themselves were covered by national media outlets and generated extremely positive publicity.

Communication

Project communication was focused on the Club and Foundation websites and across all of our social media channels throughout the partnership. News features also appeared in the national media where our support was highlighted.

Evaluation

The initial target of £25'000 was smashed with £70'000 being raised in total – enough to pay for an extra month's night shelter service and legal advocacy this year and next. Those who took part in the Sleep Outs were rewarded with an Ibrox Reception and True Blue Hero medal from a Rangers first team player.



Unique & Innovative Features

- 🎯 **We organised three Big Ibrox Sleep Out events in December at our stadium to raise funds for the project**
- 🎯 **We worked throughout the year to raise awareness about the project and homelessness in general using national and social media**



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“Glasgow City Mission are doing their best to bring shelter, human warmth and dignity to people. I wish such a service wasn't needed here in Glasgow, but unfortunately it is and I am proud of, and grateful to, all our supporters and their friends and families who donated towards this special cause.”

Connal Cochrane, Director of the Foundation

“I met one guy who had a problem with alcohol; he was scared to sleep. He came into the shelter and couldn't sleep. He told me he had no hope in life and was very suicidal. I spent the whole night chatting to him and encouraging him, letting him know there is still hope and he can change. In the morning he went to rehab. He completed the three-week programme and continues to do well. He needed someone to believe in him and listen to him.”

Rosey, Night Shelter Staff Member

Stars for Children

CSR Vision & Mission: To help and support children and create deeper awareness and examples for the wider society.



STRATEGIC THEMES

- Project Length:** Over 5 years
- Partners:** Private company, Political institution, Non-Governmental Organisation, Other local organisation, League
- Budget:** € 100'000 – 250'000
- Demographic Target Group:** All ages
- Number of Participants:** 20 – 100
- Geographical Reach:** Local neighbourhood, City/Town, Regional



Background

We always felt socially responsible for the people in our region and especially for children. This looked like a great opportunity to bring kids and famous people together. Firstly, we wanted kids to follow their dreams and idols and the best way to do so was for them to meet personally. Secondly, we knew that it was also about looking for some resources for them as they often are in a difficult financial situation. Therefore, every year we donate the whole profit from the event to various organisations and people that need it.

Summary

The project Stars for Children started over 7 years ago, when the club was playing in second division. The main idea was to organise a football tournament where our first team and various teams consisting of famous people were participating, at first in the stadium and later on the main square of Trenčín. In the morning, there is always U-8 category football tournament. The winner of this tournament wins the opportunity to play against the team composed of famous people. This is followed by a football tournament whose teams are made of famous people and athletes, such as national team football players, national team ice hockey players and big stars of NHL, AS Trenčín first team and a team made of famous artists, Olympic athletes and former famous athletes. Last year, we also linked this event with the “festival of sports”, which gave the opportunity to people and children to see and try various sports such as handball, basketball, aikido and various water sports. There are also many attractions and zones for the kids available. In the first years, we were able to raise € 7'000 for the event. Now, we manage to raise about € 20'000. Overall, we managed to donate more than € 100'000. The funds raised are distributed personally by our first team players during whole season, through individual events.

Communication

Before the event, we communicate it through national and regional media, as well as through our media channels in order to promote it. The report from the event is also published on national media. Our club media (ASTV) brings more detailed reports and news about it. Moreover, ASTV captures every single donation of funds and this is also communicated via our website and social media.

Main Objectives

- To bring kids and famous people together**
- To raise funds**
- To create social awareness**

Evaluation

Overall, we realise that every year more and more people attend this event, more and more funds are raised, and global awareness of this event is higher.

Unique & Innovative Features

- Bringing top Slovak athletes, actors, singers, and other famous people together playing a football tournament**
- Festival of sports - many sport posts where people can be actively engaged**



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“Every year I am always surprised how far we are able to go and how this event reaches the people. CSR is one of the core concepts of our club. We try to bring values into the society and Stars for Children is the way how to do it and simultaneously to help those who need it.”

Robert Rybníček, Club President & CEO

“The interest about this event is high and I am very happy for it. I can say for all the athletes and sportsmen who are coming here to support this event, that we are always pleased to participate. I always return here with pleasure.”

Martin Škrteľ, Liverpool FC Football Player

Violet Love is Eternal

CSR Vision & Mission: Prove loyalty. Give heart. Let it echo and beat forever.



- Project Length:** 6 – 12 months
- Partners:** Public institution
- Budget:** € 10'000 – 50'000
- Demographic Target Group:** All ages
- Number of Participants:** Over 1'000
- Geographical Reach:** National



Background

According to Transplant Slovenia, there were just 3'000 organ donors in Slovenia in July 2014. Such a small number of donors is a result of religious beliefs, fear of organ trafficking and poor knowledge of the public in general. NK Maribor wanted to set an example, eliminate the negative effects and increase the number of donors. Thanks to its sporting successes, the club is slowly becoming one of the most recognised brands in Slovenia. It is also the sports brand that has the most followers. Being aware of its responsibility, the club is giving back some of this positive energy to the local community.

Summary

The project was named "Violet Love is Eternal", which is part of the most recognisable supporter song and symbolises love that never dies. Organ donation was connected with supporters in the way that every supporter who becomes a donor also becomes immortal, because the heart will be passed on. This heart will in some way forever beat for the club. The supporter will become immortal. Our promoters (medical students) first attended few days of training. Then a "guerrilla" campaign was started and they went on the streets educating people, raising awareness and encouraging them to become donors. We were present at festivals, water parks, universities, student events as well as at Champions League games. The project lasted a year and at the end it got incredible dimensions. All together the club signed 314 new donors. Even more powerful are the numbers from Slovenia Transplant, which prove that the project Violet Love is Eternal had a great secondary impact on future donors. The annual number of new donors in Slovenia increased by 100% in the year of the project, and the total number of donors in Slovenia increased by 50% from 3'000 to 4'500.

Main Objectives

- To increase the number of organ donors in Slovenia**
- To raise awareness and encouraging people to become donors**
- To be aware of the importance of giving back to the local community**

Evaluation

The evaluation is reflected in the great increase of new donors throughout the country.

Communication

The club developed a logo for the project and a video was recorded to promote it. Before each match, the club informs the public through social media where the promotion team will be next. The project was advertised on outdoor billboards, and not only in the home city of Maribor, but even in three other cities with the slogan: "Prove loyalty. Give heart. Let it echo and beat forever." The club also wanted to increase the number of donors with the support of players, football professionals and other opinion makers.



Unique & Innovative Features

- Creative solutions for print media: a supporter is shown with a heart shaped drum that symbolises a supporter's heart beating forever**
- The "guerrilla" campaign on the streets educating people, raising awareness and encouraging them to become donors**
- Before each match, the club informs the public through social media where the promotion team will be next**

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"Organ donation is the highest valued help which each person can offer to the others. And for the supporter the idea is to become immortal, because his heart will be passed on and will in some way forever beat for the club."

Drago Cotar, Club Chairman

"Cooperating with the organisations which are working at the highest level is always a pleasure. NK Maribor is the best football club in Slovenia and with this idea they have shown there is more than just football. It was an innovative way to appeal the fans with the loyalty to the club to the highest valued help to all the people."

Prim Danica Avsec dr.med., President of Slovenia Transplant

Bakuva CSR. Fighting social exclusion through football

CSR Vision & Mission: Athletic Club Foundation's primary mission is to return to society part of what society gives to Athletic Club. This is accomplished through an important programme of initiatives in the social, social-sporting and socio-cultural scopes whose main objective is to improve our society.



- Project Length:** 2 – 5 years
- Partners:** Political Institution
- Budget:** € 10'000 – 50'000
- Demographic Target Group:** Children & Youths
- Number of Participants:** 100 – 500
- Geographical Reach:** Local neighbourhood, City/Town, Regional
- Awards:** LaLiga NonStop Award 2016

STRATEGIC THEMES



Background

Bilbao is the tenth largest city in Spain with a population of 354'000. The Greater Bilbao area has a population of nearly 900'000, making it Spain's fifth most populated urban area. "Bilbao La Vieja" is a neighbourhood of Bilbao, whose development was closely linked to the Miribilla mines. This is where, traditionally, the miners lived. The neighbourhood is now home to a growing immigrant population, which is exposed to a risk of social exclusion and in much need of proper socio-economic integration. The Athletic Club Foundation is working on the integration of this population through Bakuva CSR and football.

Summary

The main objective is to try to develop the right personal and social values (e.g. commitment, effort, respect for teammates, opponents and referees, feelings of solidarity within the group, punctuality, hygiene) through football activities. Our "Bakuva project teams", formed by immigrants in serious danger of being socially excluded, have explicit rules of conduct which attempt to induce these values in the children and in their parents. The Athletic Club Foundation is committed to the education and the formation of social values through sport, through the use of the facilities at Athletic Club, and through the volunteering work of the technical staff and the professional players. As of this season, we will have a new group of about 20 U18 children. Our four teams are competing in U18, U16, U13, U10, U9 categories. There are 102 players in total, with about 20 players per team. All teams use the Athletic Club facilities of the Academy, located in the nearby town of Lezama.

Main Objectives

- To provide an integral education process (personal and social cohesion development) for all the children in the neighborhood by instilling what we term "AC values"**
- To induce the participation of the Athletic Club staff (professional players, technical and managerial staff) in all the activities of the project**
- To make it sustainable over time and long lasting**

Communication

We use the official media of Athletic Club, including the Website, Official Magazine and Official Match Day Programme. On the other hand, the Athletic Club Foundation Programmes are covered by the Social Networks of Athletic Club.

Evaluation

We have individual and group evaluations every week, covering all education aspects of the project. We have a final individual evaluation at the end of the season.



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"In the Bakuva project, certain values coexist which the Athletic Club Foundation has always advocated: beginning with the principles of coexistence and integration and having education as a starting point".

Jokin Garatea, Club Board Member & Foundation Trustee

"It is quite exciting to be able to enjoy football with Bakuva and Athletic Club. We played in Lezama where we have the best facilities and we can enjoy ourselves with our teammates and all the volunteers who help us in the tasks that we conduct".

Lucio Ela, Bakuva Cadet Team Player

FutbolNet - Rio de Janeiro

CSR Vision & Mission: The FC Barcelona Foundation was created in 1994 as the vehicle for FC Barcelona's corporate social responsibility. At present, its projects are mainly based on the following premises: the use of sports as a core instrument; the fostering of education and the positive values of sport; children as the target beneficiaries and the promotion of Catalonia through Barça.



- Project Length:** 2 – 5 years
- Partners:** Private company, International organisation, Political institution, Non-Governmental Organisation, Specialised foundation
- Budget:** € 50'000 – 100'000
- Demographic Target Group:** Children & Youths
- Number of Participants:** 500 – 1'000
- Geographical Reach:** Local neighbourhood, City/Town



Background

Brazil is a strategic country for FC Barcelona. Some of the most important players in its history come from this Latin American country. That is why the FC Barcelona Foundation agreed to join an alliance led by the Inter-American Development Bank. This alliance aims to provide social initiatives in various favelas of Rio de Janeiro and to promote sustainable human development in disadvantaged communities. The FC Barcelona Foundation participates in the alliance by implementing the FutbolNet project, which focuses on the children of the Maré community.

Summary

FutbolNet is a social-intervention programme which uses football as an educational tool for the transmission of values and healthy habits to children and young people. It promotes the transmission of values and broadens the offer of out-of-school safe spaces for recreation and leisure. FutbolNet promotes sport and physical activity, albeit placing prominent emphasis on the educational role of sport as part of the personal development process. The Maré Vila Olimpica is located in the Maré Community, in the northeast of Rio de Janeiro. It is one of the largest communities in Rio and it has over 150'000 inhabitants according to the 2010 census. Vila Olimpica opened in 1999 and it was the first in the country. Since 2009, it has been part of the Vilas Olimpicas network in the city of Rio de Janeiro. It currently has over 4'000 boys, girls and teenagers taking part in their activities spread over more than 20 different sports. The FutbolNet project in Maré began in 2012. The project can be replicated to all the Olympic Villages in Rio de Janeiro and can be implemented just like in Maré. Furthermore, FutbolNet uses a methodology that prevents aggressive behaviour, something highly necessary in all communities in Rio de Janeiro.

Main Objectives

- To work on values associated to sport in order to promote behavioural changes and transmit healthy values to children and teenagers**
- To promote gender equality and spaces for meetings, dialogue and exchange to encourage cohesion and social inclusion**
- To offer an empowering experience to children and teenagers**

Communication

The project has two main areas of communication: the first through the FC Barcelona communication channels, which aims to report on a social project to members of the club and supporters; and the second is developed at a local level, especially in the Maré community.



Evaluation

An independent institute, who does it in a qualitative and quantitative manner, carries out the project's evaluation. The institute tracks and audits the programme, evaluating the implementation, the degree of satisfaction in relation to expectations and its impact, reflected in behavioural change, levels of conflict, academic performance and gender relations. It also provides a basis for accountability with participants, their families, sponsors, local authorities and the general public.

Unique & Innovative Features

- Use of sport, more specifically football, as a tool for social interaction**
- Dialogue as the key, promoting mutual respect and understanding, which allows participants to gain self-confidence and a sense of responsibility**

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“The FutbolNet project tries to transmit values through football. It is important that in an environment of great violence, children learn to solve conflicts through dialogue. The project awoke interest from local community, precisely due to its social vocation.”

Laia Martín, Project Methodology Advisor

“At first I was shy because I was the only girl but I kept on going.”

Bruna, 11, Project Participant

Valores Blanquiazules

CSR Vision & Mission: To develop football and sporting values since childhood.



- 🕒 **Project Length:** 6 – 12 months
- 🤝 **Partners:** Public Institution
- 💰 **Budget:** € 10'000 – 50'000
- 🎯 **Demographic Target Group:** Children & Youths
- 👤 **Number of Participants:** 20 – 100
- 🌐 **Geographical Reach:** City/Town

STRATEGIC THEMES



Background

Málaga Club de Fútbol, via its Foundation and in collaboration with 'la Caixa' Social Project, is holding the Blue and Whites' Values campaign for the second consecutive year, aiming to educate school children about the importance of values associated with sport such as respect for rivals, companionship, solidarity and fair play, as well as healthy eating habits in order to become a good sportsperson.

Summary

During these visits to schools, great emphasis is placed on educating students about values based on sportsmanship, fair play, multiculturalism and social integration, care for the environment, solidarity amongst teammates, respect for rivals and, above all, friendship, which must go above winning or losing. In addition, healthy eating habits are also passed on to the children: eating fruit and vegetables, always eating on time, drinking water to remain hydrated, as well as brushing your teeth at least twice a day. On each visit to the schools in Málaga and the surrounding areas, a professional teacher from the Academy is attending, in charge of presenting the campaign to the students, a player from Atlético Málaga women's team also participates and talks about equality in sport, a Málaga Club de Fútbol first team player attends and conveys the values, and a representative from Caixabank also participates.



Main Objectives

- 🎯 **To take responsibility on the importance of values associated with Sport**
- 🎯 **To move school children equality in Sport and life in general**
- 🎯 **To pass on healthy eating habits to the school children**

Communication

Communication is done through the club's main channels: website and social media.



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“It’s an honour that Málaga CF and La Caixa have launched this project. Education and Sport in itself are very important for children.”

Ignacio Camacho, Málaga CF Player

“It’s a wonderful project in which we convey very important values to all the students in the city and surrounding areas. Now, no school will miss out on this campaign. Everyone wants to take part. We have the responsibility of reaching out to the youngest children and introducing good habits, both in Sport and nutrition.”

Sebastián Fernández Reyes ‘Basti’, Representative of the Málaga CF Foundation’s Social Department

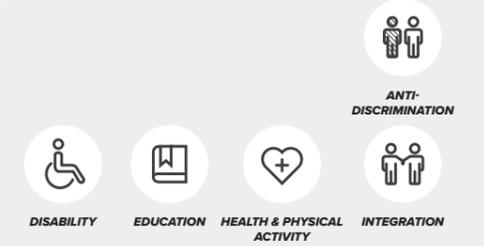
The Inclusive Football: Sport for All around the World

CSR Vision & Mission: Real Madrid Football Club promotes the development of the physical, moral and intellectual culture of its affiliates by facilitating social relations and a spirit of unity amongst them.



- Project Length:** Over 5 years
- Partners:** Public institution, Non-Governmental Organisation, Specialised foundation
- Budget:** € 100'000 – 250'000
- Demographic Target Group:** Children & Youths
- Number of Participants:** 100 – 500
- Geographical Reach:** Regional, International

STRATEGIC THEMES



Background

One of the most important lines of action of the Real Madrid Foundation, which has increased its activity in recent years, is the integration of people with different abilities, for whom sport is an activity that improves their lives physically and emotionally. Children, whatever their circumstances and capabilities are, will always be happier with a ball and that ball can help them to overcome their limitations.

Summary

The Real Madrid Foundation, created in 2010, adapted football and basketball social sports schools for people with profound intellectual disabilities. At that time, the biggest difference with other types of adapted sport was non-discrimination or selection by ability, with the philosophy that sport can and should be for all, leaving aside the competition. Today, six seasons later, the Foundation has seven adapted basketball schools, helping people that suffer from severe intellectual disability, and 15 different social sport schools for people with disabilities in different countries with more than 300 kids attending over the years and 22 kids integrated in ordinary schools.



Main Objectives

- To foster integration
- To promote inclusion
- To develop sport for all

Unique & Innovative Features

- Kids with and without disabilities playing together
- Football for amputee children
- Football for kids with autism

Communication

Communication is mainly done through the Real Madrid website and event presentation with media.



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“Real Madrid works always with the collectivities in risk of exclusion. People with disabilities need our help more than others, around the world.”

Emilio Butragueño, Club Institutional Relations Director

“We are a team, and to play football with Real Madrid is the best thing of our lives.”

María, Project Participant

UN Women and Valencia CF

CSR Vision & Mission: UN Women and Valencia Club de Fútbol are jointly advocating for gender equality since 2015. The Spanish football team is the first sports club ever to become UN Women global partner.



- Project Length:** 2 – 5 years
- Partners:** International organisation
- Budget:** Over € 500'000
- Demographic Target Group:** All ages
- Number of Participants:** Over 1'000
- Geographical Reach:** International
- Awards:** Premio “dones progressistes”

STRATEGIC THEMES



Background

Valencia CF is one of the most recognisable brands in European football. Layoon Chan, the Chairwoman of Valencia CF is the only female chairperson among the top football clubs. Off the pitch, Valencia CF is also well-known for its strong fanbase.

Summary

UN Women and Valencia Club de Fútbol are jointly advocating for gender equality since 2015. The Spanish football team is the first sports club ever to become UN Women global partner. With this partnership, Valencia CF and UN Women are exploring together the ways in which sport clubs can contribute to UN Women’s mandate and work. The partnership is already yielding strong results through contribution to UN Women’s core resources, joint outreach and advocacy actions, joint advocacy campaigns and gender equality football clinics for young players around the world.

Communication

Valencia CF notably places the UN Women’s logo on the back of the player’s shirts, displays the UN Women’s logo on the electronic billboards and the LED perimeter of Valencia CF’s Stadium and on its official web page. It also produces and disseminates promotional and informational materials related to the partnership, posts UN Women content on its corporate and individual social media platforms, provides access to players as champion for gender equality for campaigns and actions and organises football clinics for gender equality around the world.

Main Objectives

- To organise an international workshop to improve football training techniques and gender equality**
- To organise football clinics for girls and boys around the world**
- To organise fundraising activities and friendly matches to the benefit of UN Women**



Unique & Innovative Features

- Civil society organisations around the globe work with football in understanding that it is an effective tool to improve the lives of women, girls, boys and men**
- We want to inspire our fans to follow us in our support for gender equality**
- The need to achieve gender equality and support women’s empowerment at global level**

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Endavant Igualtat

CSR Vision & Mission: Villarreal's main CSR purpose is to be an open club for everyone by taking care of its community, raise social awareness and contribute to build a better understanding of social problems with acts of solidarity.



STRATEGIC THEMES



- Project Length:** 6 – 12 months
- Partners:** Non-Governmental Organisation, Specialised foundation, Other local organisation
- Budget:** € 100'000 – 250'000
- Demographic Target Group:** All ages
- Number of Participants:** 100 – 500
- Geographical Reach:** Regional

Background

Throughout this project all the teams and players of Villarreal's Academy are involved in a special act of solidarity, which is the first of its kind in Spain. This initiative consists in the continuous collaboration of each Academy team with a special centre (for disabled people) located in the Castellón province, that they will be sponsoring throughout the season. This long-term collaboration helps create special bonds between the players and the people from the centre, contributing to the personal development of everyone involved.

Summary

The club's Psychology and Methodology Department committed to this initiative for the benefit of the Academy players' education and personal development, with a clear objective in mind: to help members of the different centres in their personal development, by acting with a customised social manner adapted to their special needs and difficulties and sharing their experiences with them. This exchange of values will benefit the growth of all involved. The initiative consists in doing activities together throughout the season, with regular meetings both in the association centres and in the Villarreal CF facilities. The members of the centres are also invited to attend games and cheer on their teams in the Ciudad Deportiva (Villarreal CF Training Ground). So far the project has achieved new standards in terms of the progress of the people that attend these centres and contributed to our community, strengthening the bond with our club. The different teams have learnt a different reality, far away from the football world, witnessing the challenges that people with different disabilities face in their daily life.

Main Objectives

- To raise social awareness of the challenges disabled people face
- To aid our partner centres and their people, contributing with a different approach
- To contribute to the education and personal development of our players

Unique & Innovative Features

- The permanent collaboration and training of our players to visit the special centres
- The special affective bonds that grow in the people of the special centres towards our players

Communication

Our project is communicated through local media (specialised TV shows, newspapers), national press and mainly through our club's own communication channels: website, match day newspaper and TV show.



Evaluation

Our project receives a continuous evaluation by our Psychology and Methodology Department, obtaining feedback from the personal development of everyone involved.



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“We believed our players would experience a great personal growth when in touch with people that face real life challenges and difficulties. They have learned the real life beyond football while helping others smile.”

Jose Manuel LLaneza, Club Vice President

“This project is not about charity. It is about learning about the centres we collaborate with, about the challenges their people face day after day and getting to know how we can help them better. We hope they can learn a bit about us too. The main purpose is the personal growth through our interaction.”

Eduardo Morello, Club Psychologist

ENABLE Crowd Research Solutions

CSR Vision & Mission: Djurgården Football Club understands CSR as an opportunity to enhance the club's competitiveness as it promotes development of the club's professionalism which in turn stimulates its attractiveness in relation to its main stakeholders.



- Project Length:** Over 5 years
- Partners:** Public institution, Political institution, Football Association, League, National/International Sport Organisation
- Budget:** € 100'000 – 250'000
- Demographic Target Group:** All ages
- Number of Participants:** Over 1'000
- Geographical Reach:** City/Town, Regional, National, International

Background

ENABLE was conceptualised in early 2014, only a few months after the tragic death of a Djurgården supporter who died as a consequence of a violent incident between opposing fans just before the opening match of the Allsvenskan season in Helsingborg. The death highlighted the fact the Sweden has significant safety and security issues that must be confronted and underlined that various stakeholders have a responsibility to act on the issue of football-related disorder. In the circumstances of such high profile incidents there is a real danger that the pressure to respond can create heavy-handed security responses that are ultimately counterproductive. It is therefore critically important to create evidence-led approaches if the issues are to be identified and confronted. ENABLE is a project that has been designed to meet this requirement.

Summary

It has been demonstrated that science-led and dialogue-based solutions are an effective way forward for approaches to crowd management. The aim of ENABLE is to build on these previous research and theory-led interventions to create and sustain a climate of evidence gathering and analysis within Sweden. It is the project's intention that the research it develops will flow directly into solutions focused upon democratic forms of policing that promote human rights and revolve around security measures oriented towards the facilitation of visitors' preferences about what constitutes a pleasant and entertaining match experience. At the same time the project will examine ways of developing adequate safety and security measures that protect fans from situations that actively threaten them. ENABLE invites experts, performs field studies on the ground on match days, engages involved stakeholders in workshops, produces evidence-based reports with advices and organises conferences among many other activities. The work is organised in five different work programmes: project management, supporter culture and involvement, policing and stewarding, partnership and sustainability and dissemination with activities connected to each work programme. All 32 Swedish elite football clubs have joined the project.

Main Objectives

- To actively identify and communicate good practice
- To lead Swedish football towards evidence-based solutions
- To enable the development of future policy and practice



Communication

Disseminating the developed knowledge involves a series of stakeholder workshops, conferences, seminars and bespoke multi-agency training events. ENABLE will also develop formal reports and focus on the publication of papers in peer-reviewed academic journals. In addition, where possible ENABLE will create video podcasts in both Swedish and English. The scientific publications will document and disseminate the results of the project where the popular publications will communicate to the wider audience and aims at stimulating debate about the issue in the general public.

Evaluation

The projects evaluation is primarily focused on the work programme "Partnership and sustainability" which will be focused on strengthening partnerships and networks. It will also aim to identify and manage threats and risks to an evidence-based approach. This work package is organised within a framework of Corporate Social Responsibility and geared towards generating and maintaining stakeholder support. It is also responsible for the media and PR strategy and ultimately responsible for reporting to Gålöfstiftelsen. The project is, of course, ultimately evaluated through the results produced under the work programme "Dissemination".

Unique & Innovative Features

- ENABLE has attracted world leading expertise in crowd management
- ENABLE has attracted the support from the most important stakeholders in an environment characterised by suspicion
- ENABLE has secured funding establishing the project as an institution for at least another four years

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“When something serious happens relating to football it raises a lot of emotions and opinions about what needs to be done. We realised that it was time to evaluate not only ourselves, but all stakeholders involved in the Swedish football context, in a profound way.”

Filip Lundberg, Club Sustainability Manager

“In my role as governor, I have followed how hard football clubs are working to overcome the challenges that confronts them relating to anti-social behaviour. But they also need help from society. Everyone needs to do more but we must know how to go about it. I am convinced that ENABLE can provide a valuable support moving forward.”

Chris Heister, Stockholm County Governor

Work Together

CSR Vision & Mission: More football and a safer society, together we can make a difference.



- 🕒 **Project Length:** 1 – 2 years
- 🤝 **Partners:** International organisation, Political institution
- 💰 **Budget:** € 50'000 – 100'000
- 🎯 **Demographic Target Group:** Children & Youths
- 👤 **Number of Participants:** 20 – 100
- 🌐 **Geographical Reach:** City/Town, Regional



Background

We have a unique possibility to reach out where others cannot due to our position in the society. Together with our sponsors we can offer three months of internship in a company. The persons we help have been out of the society for several years. We hope to make them motivated to start up and finish school or even to get a real job.

Summary

Once we receive the applications, we interview the potential participants so we are sure that they really want to be a part of the project. When we have 10-12 persons we start up with four days of lectures teaching values, motivation, commitment and what companies, society and we, as responsible partner and club, expect. They also tell us where they would like to do their internship. During these lectures we start to find companies, our sponsors mostly, that want to offer the three-month internship. When all is arranged the internship starts and we keep the contact during this three-month period with both the participants and the company.

Communication

Through our website and the city's website. Our local newspaper has published an article and the city council uses it towards other councils.

Evaluation

A good indicator is the amount of persons that go back to school or to employment. Today this rate is close to 75-80%.

Main Objectives

- 🎯 **To help the participants to go back and finish school**
- 🎯 **To help the participants to get a job**
- 🎯 **To make the participants be part of our society, not being excluded**

Unique & Innovative Features

- 🎯 **We can open doors where others cannot**
- 🎯 **Sponsors and people listen to what we aim to do**
- 🎯 **We do it because we can, not because we have to**



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“Together with the City of Borås, businesses, organisations and the people around us, we see a fantastic opportunity to contribute to the positive development of our society.”

Bosse Johansson, Club President

“The project gave me both employment and hope for the future. I never had this before.”

David Lopion, Project Participant

Football Against Racism

CSR Vision & Mission: Football is so much more than just football.



- Project Length:** Over 5 years
- Partners:** Political institution
- Budget:** € 100'000 – 250'000
- Demographic Target Group:** Children & Youths
- Number of Participants:** Over 1'000
- Geographical Reach:** Regional



Background

MFF in the community is based on two major pillars: the first is to do well in the community we operate in, the second is that we want to achieve this through Malmö FF's brand and football as an activity and a joyful game.

Summary

"Football against racism" was created in 2010. It is a football tournament for girls and boys as from the age of 12. There are usually about 75 - 100 teams involved in the tournament every year. The teams are from different places all over the region of Skåne (the South of Sweden), and the final day takes place at the Swedbank Stadion. Simultaneously, seminars and education for coaches and players under the theme of everyone's equal value and racism are provided.



Main Objectives

- To foster integration**
- To promote good behaviour**
- To improve health**

Unique & Innovative Features

- Cooperation between the club, the city and the region**
- Cooperation with other clubs and other organisations**

Communication

The project is mainly communicated via the club's website, the City of Malmö and the Region of Skåne. Also done through local newspapers and TV/Radiochannels.

Evaluation

Evaluation takes place every year together with the City of Malmö and the Region of Skåne..



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FCB-Golf Trophy

CSR Vision & Mission: We are driven by our philosophy of being a football club open and accessible to all people of the city of Basel and the wider Basel area - no matter the gender, cultural background, political attitude or religion.



- 🕒 **Project Length:** 2 – 5 years
- 🤝 **Partners:** Non-Governmental Organisation
- 💰 **Budget:** € 50'000 – 100'000
- 🎯 **Demographic Target Group:** Children & Youths
- 👤 **Number of Participants:** 100 – 500
- 🌐 **Geographical Reach:** City/Town, Regional

STRATEGIC THEMES



Background

We are fully aware of our social responsibility and take pride in any efforts to try and give back to our community whenever possible.

Summary

The FCB-Golf Trophy is a fundraising event that allows to provide money to our Foundation. Apart from just spending a guaranteed amount of money, we as a club encourage sponsors and further commercial partners to also support the project (e.g. by providing certain services free of charge or at a discounted fare). Only roughly 50% of the spending guaranteed to the foundation are gathered via the FCB-Golf Trophy.

Communication

Communication is mainly done through the club's media channels.

Evaluation

Evaluation is done on a yearly basis in cooperation with the foundation.

Main Objectives

- 🎯 **To enable the Foundation to further exist**
- 🎯 **To enable socially deprived families and their children affordable vacations camps**

Unique & Innovative Features

- 🎯 **First time proceeds of the FCB-Golf trophy go to a NGO and/or a Foundation**



Contact Details

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“As a club for all people in this city and its surrounding areas, we are aware of our social responsibility. Hence I am delighted to announce this partnership with the foundation and thereby contributing to many children being able to spend affordable holidays in a reasonable manner supervised by a team of empathic volunteers.”

Bernhard Heusler, Club President

FC Thun Special Training

CSR Vision & Mission: With FC Thun, everyone is welcome. Whether large, small, fat, thin, regardless of origin, religion, disability or not.



- Project Length:** 2 – 5 years
- Partners:** International organisation, Public institution, Political institution, Non-Governmental Organisation, Football Association, League, National/International Sport Organisation
- Budget:** € 10'000 – 50'000
- Demographic Target Group:** All ages
- Number of Participants:** 100 – 500
- Geographical Reach:** Local neighbourhood, City/Town, Regional, National
- Awards:** Prix Printemps Switzerland 2015

STRATEGIC THEMES



Background

For FC Thun, it is important that mentally handicapped children can regularly play football together with normal children. Therefore, special trainings sessions are held 25 times a year. It is also important that this special group is trained by professionals as well as young players of FC Thun, for them to experience memorable moments.

Summary

The project consists in the training of professionals and former youth players of FC Thun by Special Olympics Switzerland to coach mentally handicapped children. The children are invited to 25 Wednesday training sessions in the Stockhorn Arena Thun, where the professionals play. 30 children with intellectual disabilities and 70 non-disabled children regularly participate in the activities. All players and coaches of FC Thun are in “FC Thun makes school” and acquire important social skills.

Communication

Communication is done through local, regional and national news, our website and social media and our TV channel.

Evaluation

FC Thun Special Training is active for the past three years and the positive experiences and encounters with the youth participants, parents, and social institutions are our evaluation measure.

Main Objectives

- To integrate mentally handicapped children in FC Thun**
- To provide games, fun and movement through regular special training**
- To promote the personality of our professionals and young players**



Contact Details

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“For me it is a great honour to lead this special project. The shining eyes of children inspire me and tell me: “We do the right thing and stay tuned.”

Wolfgang Unger, CSR Manager

“It is very nice to train with FC Thun players. FC Thun is super!”

Lukas Schwander, Project Participant

Let's Play!

CSR Vision & Mission: FC Shakhtar takes an active part in social life throughout the country, helping to solve pressing social problems. The club pays special attention to training and upbringing of the younger generation.



- Project Length:** 2 – 5 years
- Partners:** Political institution, Other local organisation
- Budget:** € 10'000 – 50'000
- Demographic Target Group:** Children & Youths
- Number of Participants:** 500 – 1'000
- Geographical Reach:** City/Town

Background

The Let's Play! project is a concept which is new to Ukraine, aimed at developing grassroots football. The project is based on understanding the vital importance of involving children in football from a young age, which contributes to talent development and brings up new generations of fans. In Europe, similar projects quickly grow into something more than football alone, they are used to tackle social issues. Due to the lack of similar initiatives in Ukraine, FC Shakhtar decided to launch the Let's Play! project. Popularisation of amateur football allows us to involve children in practising the most popular sport, to promote a healthy lifestyle and also contribute to positive changes, both sporting and social ones.

Summary

In the 2013/14 season, FC Shakhtar launched the Let's Play! project for the children who love football and want to play it outdoors. The main objective of the project is the development of amateur football culture, developing a liking for football and healthy lifestyle in children and adults, as well as searching for young football talents. In order to attract children from the streets to the football pitch and develop a liking for the sport and a healthy lifestyle in them, FC Shakhtar gave the children aged 7 to 12 the possibility to learn to play football free of charge, under the guidance of mentors from the Shakhtar Academy and specially trained volunteer coaches. If a child reveals football talent within the project, he has a chance of making it to FC Shakhtar Academy. In total, the project involves 400 children this year. At the time of launching the project, only sessions in Donetsk and Makeyevka were held, on FC Shakhtar's own and leased pitches. Due to the commencement of hostilities in 2014, the training sessions in Donetsk were suspended, resuming after the normalisation of the situation already in 2015. By that time, the project had spread beyond a single region. Shakhtar launched the Let's Play! project in Lviv, where it started getting

Main Objectives

- To construct, refurbish and reconstruct a large number of playgrounds in different cities and towns in Ukraine**
- To create infrastructure for the development of amateur football and expand the resource base for implementing it locally**
- To work with the target audience – with children at schools in order to get them involved in playing football and learning the basics of football**

increasingly popular. At the moment, the children play at 5 grounds in Lviv, Donetsk and Makeyevka. All necessary equipment for the children and coaches is provided by FC Shakhtar. Trainings are held daily, except Sunday, in line with the custom programmes. On a monthly basis, competitions among the teams of the same grounds are held, and once in two or three months between the teams within the same cities and towns, involving prizes and giveaways, contests for children and parents, medals and challenge cups. First-team players regularly visit the project participants, sharing their experience with the kids and participating in training sessions.

Communication

Project communication is based on two levels: national and regional. At the national level, information about the events within the Let's Play! project, alongside the events involving Shakhtar senior team players, is communicated through the club's official website, with the assistance of the specialist national sports channels and national media. At the regional level, in each city and town of presence, we involve local media to spread the information about the Let's Play! project to the children who can take part in it, as well as to their parents. Information is also spread to schools.

Evaluation

Interest in the project expressed by the children in different cities and towns of Ukraine has shown that at the moment this unique initiative has been in demand with the society and that it attracts attention. The project is still young, but it already attracts more children to football activities than any other private or public initiative in Ukraine, allowing consolidating the society through shared values, such as football.

Unique & Innovative Features

- The project is the first free-of-charge initiative enabling the children, boys and girls alike, to learn playing football, regardless of their physical ability**
- Coaches in the project are represented by both the club academy staff and volunteer coaches**
- Shakhtar plans to open grounds for the Let's Play! project in large regional and urban centres across the country apart from the regions of presence**

Contact Details

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“The health of the nation has never been more important. As the number one sport in Ukraine, we believe it's time for football to take a greater responsibility in delivering more for the population. Primarily for children.”

Joe Palmer, Executive Director for Strategy, Commerce and Marketing

“I enrolled in the Let's Play! project as soon as training sessions had kicked off. I just wanted to learn to play football, and thanks to Shakhtar coaches, I am doing better and better.”

Sergei Perederiy, Project Participant

TNS Girls Get Active

CSR Vision & Mission: To build lasting positive relationships with our local communities and stakeholders in order to attract maximum recognition and support as a valued community asset.



- Project Length:** 1 – 2 years
- Partners:** Public institution, Specialised foundation, National/International Sport Organisation
- Budget:** € 1'000 – 5'000
- Demographic Target Group:** Children & Youths
- Number of Participants:** 20 – 100
- Geographical Reach:** Local neighbourhood, City/Town



Background

21.5% of Year 6 children (age 11) in our area are classified as obese. Only 8% of girls aged 13-15 meet recommended physical activity levels, with 54% displaying low activity levels. We consulted with Shropshire Public Health and decided to launch this project in partnership with StreetGames to increase female physical activity levels and improve wellbeing. It targets girls aged 14+, and aims to engage them in enjoyable physical activities, and introduce/give them confidence to access local leisure facilities to develop lifelong habits – meeting our aim of building lasting positive relationships with the local community.

Summary

The project was established in January 2014, and has involved close working with local schools, academies and colleges, who have promoted the activities with their female students. 'Buy-in' from local schools is integral to this project. Being located in a rural area, public transport is extremely limited, and becomes another barrier for young people wanting to access leisure facilities and activities – working with the schools has enabled use of school transport to bring pupils to our facilities. The Foundation has used its own football and multi-sport coaches, together with representatives from partner sports clubs to offer participating girls a variety of different physical activities – including zumba, hoola hooping, teen yoga, golf, soccercise, dodgeball, handball, and tennis in an 'after-school' club format. The majority of activities are delivered in the school/college settings, and girls are rewarded for introducing new participants and for regular attendance. As girls make friendships, and gain confidence, they are invited to attend sessions at the Football Club (using school transport) – where they are offered free use and induction to the Club's on-site gym; social activities such as ten-pin bowling; and beauty, health and wellbeing, plus activities on our 3G pitch. The Club is run on a weekly basis – girls have particularly enjoyed activities not normally on school timetables, together with the opportunity for gym use.

Main Objectives

- To increase physical activity levels in girls aged 14+**
- To increase the Club's positive presence in the community**
- To increase the number of young people using the football club facilities**



Communication

We use school and college intranet systems, together with fliers to communicate information to pupils. Schools use their "parent mail" systems to inform parents. Participants are encouraged to promote their activities via their own social media accounts. Case studies (including a promotional video) are featured on the Foundation's website, and regular news updates are communicated via our social media accounts.

Evaluation

We relate our evaluation to our project aims. Participants are asked at every session to provide their feedback, and to let us know which sessions they have enjoyed, which activities they want to do more of. We use an evaluation tool produced by Sported to evaluate the impact the programme has made on individuals' sense of wellbeing, motivation and fitness.

Unique & Innovative Features

- Participating girls choose their preferred activities**
- Mix of physical activities and wellbeing sessions including beauty and healthy eating**
- An evolving programme which gradually introduces young people only familiar with school surroundings to community leisure facilities**

Contact Details

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"I had no idea that the football club had all the facilities I have now discovered it has on offer. It also welcomes young people to use all its facilities – and it's great because mum can have a coffee while she's waiting for me to finish!"

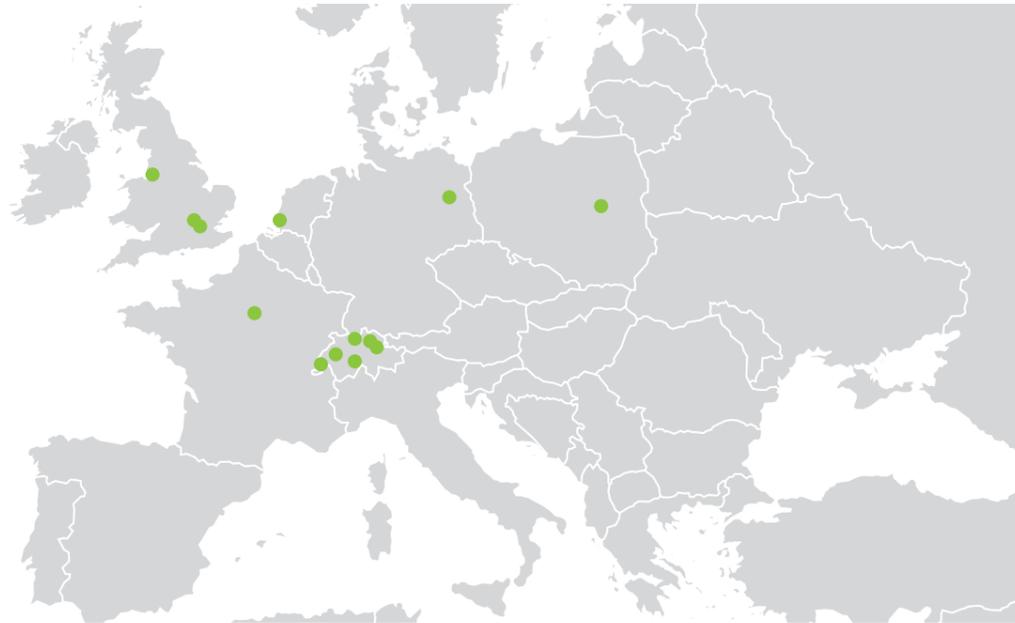
Project Participant

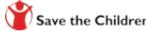
"TNS Girls Get Active has introduced a section of the community to our activities and facilities who would otherwise not have known of our existence, or who would not have had the confidence to walk through the doors of a football club. At the same time, it has encouraged local girls to take up healthy active lifestyle habits which will hopefully last a life time."

Ian Williams, Operations Manager

ORGANISATIONS

The following organisations are all recognised bodies active in the field of CSR and Sustainability across Europe, if not the world. Most, if not all of them, are partnering with ECA Member Clubs on different matters. Obviously, this is a non-exhaustive list, but it can already provide a small overview of the organisations “out there” doing good work in this field.



- Centre For Access to Football in Europe (CAFE)
London (UK) 
- European Football for Development Network (EFDN)
Amsterdam (NED) 
- European Healthy Stadia Network
Liverpool (UK) 
- Fare Network
London (UK) 
- Responsiball
Biel/Bienne (CH) 
- Swiss Academy for Development/Sportanddev.org
Biel/Bienne (CH) 
- Save the Children (Switzerland)
Zurich (CH) 

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CENTRE FOR ACCESS TO FOOTBALL IN EUROPE (CAFE)



Vision & Mission

The Centre for Access to Football in Europe (CAFE) was established in 2009 with support from UEFA to improve access and inclusion across the game using the special influence of football. To deliver this ambition, CAFE works with national associations, leagues, clubs, disabled fans, fans groups, NGOs and key stakeholders to ensure a more accessible and inclusive match and non-match day for disabled people across Europe.

Strategic Themes



Contact Details

Joyce Cook, Managing Director
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Main Achievements

- 1 CAFE published 'Access for All' – a joint document with UEFA, outlining best practice and offering accessible solutions
- 2 Advising UEFA on hosting accessible tournaments and Finals, leaving a lasting legacy of improved access in European countries
- 3 UEFA has added the Disability Access Officer (DAO) role to its Club Licensing criterion (art. 35bis) and commissioned CAFE to deliver the DAO project across Europe

EUROPEAN FOOTBALL FOR DEVELOPMENT NETWORK (EFDN)



Vision & Mission

The mission of the EFDN is to support community engaged football clubs and/or their affiliated CSR foundations. Our aim is to build a structure that allows us to share knowledge, experiences and best practices, create life changing opportunities for staff members, volunteers and participants of the member clubs. We deliver pan European community programmes that improve the quality and impact of Community and Social Responsibility programmes of our member clubs. EFDN members act as multipliers, using football as a sustainable tool to promote health, inclusion, education, employability and creating chances for people all over Europe.

Strategic Themes



Contact Details

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Main Achievements

- 1 Capturing and promotion of the exchange of knowledge, best practices and experiences through bi-annual conferences and an online database
- 2 Creating new opportunities and improving the quality of local programmes by setting up international exchanges for staff, trainees and participants and the development and coordination of Pan-European community programmes
- 3 Creating extra visibility of the social impact of the network members by securing and communicating credible results of the network members

EUROPEAN HEALTHY STADIA NETWORK



Vision & Mission

Since 2007, European Healthy Stadia Network (Healthy Stadia) works with professional sports clubs, stadia operators and governing bodies of sport to develop sports venues as health promoting settings. Healthy Stadia works with local partner organisations and clubs to develop matchday policies and practices in support of good health, fan-based and community health projects and initiatives improving the health of club workforces.

Strategic Themes



Contact Details

Matthew Philpott, Executive Director
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Main Achievements

- 1 Development of 'Healthy Stadia Assessment Tool' benchmarking health policies & practices at clubs; tool used to assess host venues for UEFA's club competition finals
- 2 Launch of 'Tobacco-Free Stadia Guidance' supporting clubs in development of no smoking venues
- 3 Partnerships with clubs, stadia operators, governing bodies in 13 European countries and project partners for EU, World Heart Federation and UEFA

RESPONSIBALL



Vision & Mission

RESPONSIBALL supports the progress of social responsibility in football. It provides an online platform of resources for practitioners within the football sector; thus promoting and maintaining high standards of meaningful social responsibility. A responsible football club or organisation is one that is inclusive of its stakeholders in the decisions that it makes and is concerned with the interplay of social and environmental aspects.

Strategic Themes



Contact Details

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Main Achievements

- 1 An annual ranking is published, based on an assessment of football clubs' commitment to social responsibility - to the extent that certain aspects are communicated transparently
- 2 RESPONSIBALL incorporates many search fields on the online Good Practice database so that users can find current practices according to various criteria
- 3 Stand-out good practices are presented in the form of an article, showcased on RESPONSIBALL's home page and shared among an online community through social media channels and newsletter

FARE NETWORK



Vision & Mission

The Fare network is an umbrella organisation that brings together everyone who is committed to combat inequality and discrimination in football and use the sport as a tool for social inclusion. Fare fights all forms of discrimination, including racism, far-right nationalism, sexism, trans- and homophobia and discrimination against disabled people. The network consists of fan groups, ethnic minority groups, human rights organisations, football clubs, national football associations, grassroots groups and activists, who contribute with their expertise and act in a concerted effort to make discrimination in football a thing of the past.

Strategic Themes



Contact Details

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Main Achievements

- 1 European-wide Football People action weeks
- 2 Establishment of a European network of anti-discrimination activists and organisations in football

SWISS ACADEMY FOR DEVELOPMENT / SPORTANDDEV.ORG



Vision & Mission

Sportanddev.org, an initiative operated by the Swiss Academy for Development, is the leading communications platform, knowledge resource and networking hub in the sport and development sector. Since 2003, sportanddev.org has successfully built a community of practice of more than 650 organisations, including sports associations, clubs, NGOs, governments and academic institutions. It has facilitated increased collaboration and knowledge sharing, leading to improvements in the way sport is used in development programmes and increased recognition of sport's role in creating social change.

Strategic Themes



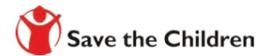
Contact Details

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Main Achievements

- 1 Long-term experience in advising major sports organisations, such as UEFA and the IOC, on their CSR programmes
- 2 Bringing together a community of organisations working in both sport and development to improve understanding of how sport can contribute to social change
- 3

SAVE THE CHILDREN



Vision & Mission

Save the Children is the world's leading independent organisation for children, fighting for children's rights since 1919. Save the Children works in more than 120 countries, providing medical care, food, protection and education for the most deprived and marginalised children. Our vision is a world in which every child attains the right to survival, protection, development and participation. Save the Children is politically, ideologically, economically and religiously independent, so that we can permanently improve the living conditions of children and provide efficient and effective aid in war and conflict zones.

Strategic Themes



Contact Details

Lea Bachmann, Project Manager Corporate Partnerships
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Main Achievements

- 1 Last year alone, Save the Children reached more than 55 million children in over 120 countries with life-saving aid, protection and lasting support
- 2 In 2015, we provided children and their families in 43 countries with immediate life-saving support during disasters like wars, earthquakes and droughts
- 3 Back in 1923, Eglantyne Jebb, founder of Save the Children, laid the foundations for today's UN Convention on the Rights of the Child

SPECIAL OLYMPICS EUROPE EURASIA



Vision & Mission

The mission of Special Olympics is to provide year-round sports training and athletic competition in a variety of Olympic-type sports for children and adults with intellectual disabilities, giving them continuing opportunities to develop physical fitness, demonstrate courage, experience joy and participate in a sharing of gifts, skills and friendship with their families, other Special Olympics athletes and the community.

Strategic Themes



Contact Details

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Main Achievements

- 1 From the detailed coaching guides we provide in many languages to the sharp-eyed officials at our international games, the focus is on real sports, real competition, real achievements
- 2 Special Olympics is raising awareness about the abilities of people with intellectual disabilities. Through sports, we showcase the skills and dignity of our athletes
- 3 Providing Health Services Worldwide for the Most Underserve

SCORT FOUNDATION / FOOTBALL CLUB SOCIAL ALLIANCE



Vision & Mission

The Football Club Social Alliance uses the unifying power and values of football to contribute to the education of disadvantaged young people and to sustainably foster their development. Together we educate young people as qualified football coaches and role models for disadvantaged children and, by doing this, inspire them to become socially engaged in their community.

Strategic Themes



Contact Details

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Main Achievements

- 1 The Young Coach Education Programme has been implemented in Kosovo, Sudan, Israel & Palestine, Sri Lanka, Uganda, India, Indonesia, Colombia, Switzerland and Germany
- 2 As of today, 341 Young Coaches have been educated. They have shared their knowledge with more than 1'200 peers
- 3 Thanks to the daily social activities by the Young Coaches and their peers and their on-going dedication, some 33'000 children have been benefitting worldwide

STREETFOOTBALLWORLD



Vision & Mission

Streetfootballworld is a global NGO that harnesses the power of football for good. We are building an alternate vision of the game: focusing the universal passion for football on tackling the greatest social challenges of our time. Our work supports a worldwide network of grassroots organisations that place football at the heart of social change, and our impact is international, sustainable and diverse: through our network, we empower 1.2 million disadvantaged young people every year.

Strategic Themes



Contact Details

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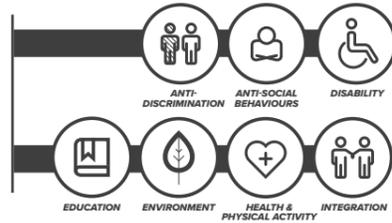
Main Achievements

- 1 Co-creation and ongoing implementation of Football for Hope, FIFA's groundbreaking social legacy programme that supports young people worldwide
- 2 Implementation of a ten-year social responsibility strategy for the Asian Football Confederation, using football to promote peace, fair play and goodwill throughout Asia
- 3 Design and coordination of EUROSCHOOLS 2008 & 2012, a social responsibility programme for the UEFA EURO

Vision & Mission

Football is an integral part of global society and, as arguably the world's most popular sport, it has an invaluable role to play in driving social development. In that sense, the UEFA Social Responsibility programme, in cooperation with its partners, strives to harness the benefits of the game and to manage its economic, social and environmental impacts, to contribute to society in the long-term.

Strategic Themes



Contact Details

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Main Achievements

- 1 **UEFA's commitment to support and fund Social Responsibility projects among its 54 member associations**
- 2 **The "No To Racism" campaign within UEFA Respect diversity programme**
- 3 **Socially responsible and sustainable event management e.g. EURO2016**

Vision & Mission

UNICEF promotes the rights and wellbeing of every child, in everything we do. Together with our partners, we work in 190 countries and territories to translate that commitment into practical action, focusing special effort on reaching the most vulnerable and excluded children, to the benefit of all children, everywhere. UNICEF has spent more than 60 years advocating for children's rights, which means we have a lot of experience of harnessing the power of sport to fulfil the rights of children everywhere.

Strategic Themes



Contact Details

Alex Lee, Global Sports Specialist
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Main Achievements

- 1 **In 2014 UNICEF vaccinated 16 million children against measles**
- 2 **In 2014 UNICEF provided 13 million people with access to safe water for drinking, bathing and cooking**
- 3 **In 2014 during the Ebola outbreak UNICEF established 50 Community Care Centres, provided 4'100 metric tons (MT) of Ebola-related supplies and provided education for 1 million children while schools were closed**

Vision & Mission

As the United Nations' lead agency for sport and physical education, the priority for UNESCO's sport programme is to provide an inclusive and safe access to sport for all. This entails the fight against any form of discrimination, both within the context of sports competitions and in the implementation of sport programmes by different stakeholders.

Strategic Themes



Contact Details

Philipp Müller-Wirth, Executive Officer for Sport
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Main Achievements

- 1 **The International Convention Against Doping in Sport**
- 2 **2015 Report on Racism and Football: "Colour? What Colour?"**

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