



DEUTSCHER
FUSSBALL-BUND

SUSTAINABILITY REPORT



AREAS
WHERE THE DFB
IS ACTIVE

Living and breathing
▼
FAIR PLAY

Protecting the
▼
ENVIRONMENT

Crafting
▼
DIVERSITY

Strengthening
▼
COMMUNITIES

Safeguarding
▼
INTEGRITY

Nurturing
▼
HEALTH

Preserving
▼
SOLIDARITY

MISSION



Football has many ways to create
a sense of community.



Protecting these places
is our responsibility.
**We safeguard
the future of football**
from the grassroots to the elite.



A strong football community
has the ability to champion
**a humane society
worth living in.**



For the DFB, this represents
opportunities and obligations
at the same time.

ABOUT THIS REPORT

This sustainability report is used as a platform by the DFB to provide information on how it met its social responsibilities from 2013 to 2016. It is directed at those involved in football as well as other stakeholders – coming from its civil society and socio-political environments in particular. The aim of this sustainability report is to inform all these stakeholders in a transparent, compact and reliable manner of the key contributions which organised football in Germany is making across all levels, from the grassroots to the elite.

Football takes place at the heart of society. The **“Assuming responsibility”** section provides information on how the DFB lives and breathes social responsibility. Also described is how social responsibility is embedded organisationally within the DFB and how focus topics are discussed and cooperative approaches to problem resolution are developed in dialogue with stakeholder groups from politics, business, science and civil society.

Football reaches out to millions of people in Germany. In the **“Strengthening communities”** section, the report illustrates where football is creating places for communities and how they are being preserved and developed. Examined at the heart are professional and amateur football, nurturing of talent and the general set-up necessary for keeping the game running – such as qualification of club employees.

A look at the current migrant situation gives an indication of what football clubs in Germany are capable of. Thousands of clubs have made it possible for migrants to play football, and have helped them to integrate. Topics such as these are at the heart of the **“Shaping society”** section. Here, following the central areas of activity (Diversity, Fair Play, Integrity, Health, Environment and Solidarity), the specific contributions which organised football is making towards a humane society worth living in are illustrated.

Included in the **“Appendix”** are basic report information, specifications for covering the current GRI-G4 standard of the Global Reporting Initiative (GRI), and notes on the external auditing process, including for the first time the entire report.

Contents

01 Assuming responsibility

04 Eleven actors in football

Words of welcome on the meaning of football.

06 What has moved the football community

Important milestones from 2013 to 2016.

08 Taking new directions together

Message from DFB President Reinhard Grindel.

12 The DFB and its stakeholders

The core remits, its stakeholders and the organisation and structure of the DFB.

16 Our social responsibility

Understanding of social responsibility and embedding it within the association.



22 Placing football at the heart of things again

Vice President Dr Rainer Koch and General Secretary Dr Friedrich Curtius in discussion.

02

Strengthening communities

28 Football is synonymous with community

Safeguarding places for football across all levels.

30 Organising amateur football

Developing attractive competitions and strengthening the grass roots for successful top level football.

32 Putting into place the general framework

Attracting of and skills training for employees, and maintaining the sport infrastructure.



34 Nurturing talent

Spotting technical skills at an early stage and optimising the training of young talents.

36 Making elite football possible

Staging tournaments at the highest level, achieving top level performances and remaining the world's best.

03

Shaping society

42 Opportunities and obligations

Leveraging the power of football and knowing the limitations.

44 Diversity

Respect and integration for the future of football.

52 Fair play

Communication of values and prevention work for fair interaction.



58 Integrity

Collaborative commitment and actions for holding honest competition.

64 Health

Exercise and education for all age groups.

70 Environment

Heightening of awareness and networking for environmentally conscious behaviour.

76 Solidarity

The DFB Foundations' commitment and aid for social projects.

04

Appendix

84 Basic report information

The basic principles applied when producing the report.

85 Audit certification

Information on the external and independent report auditing.

86 GRI content index

Overview of information in accordance with the GRI G4 standard.

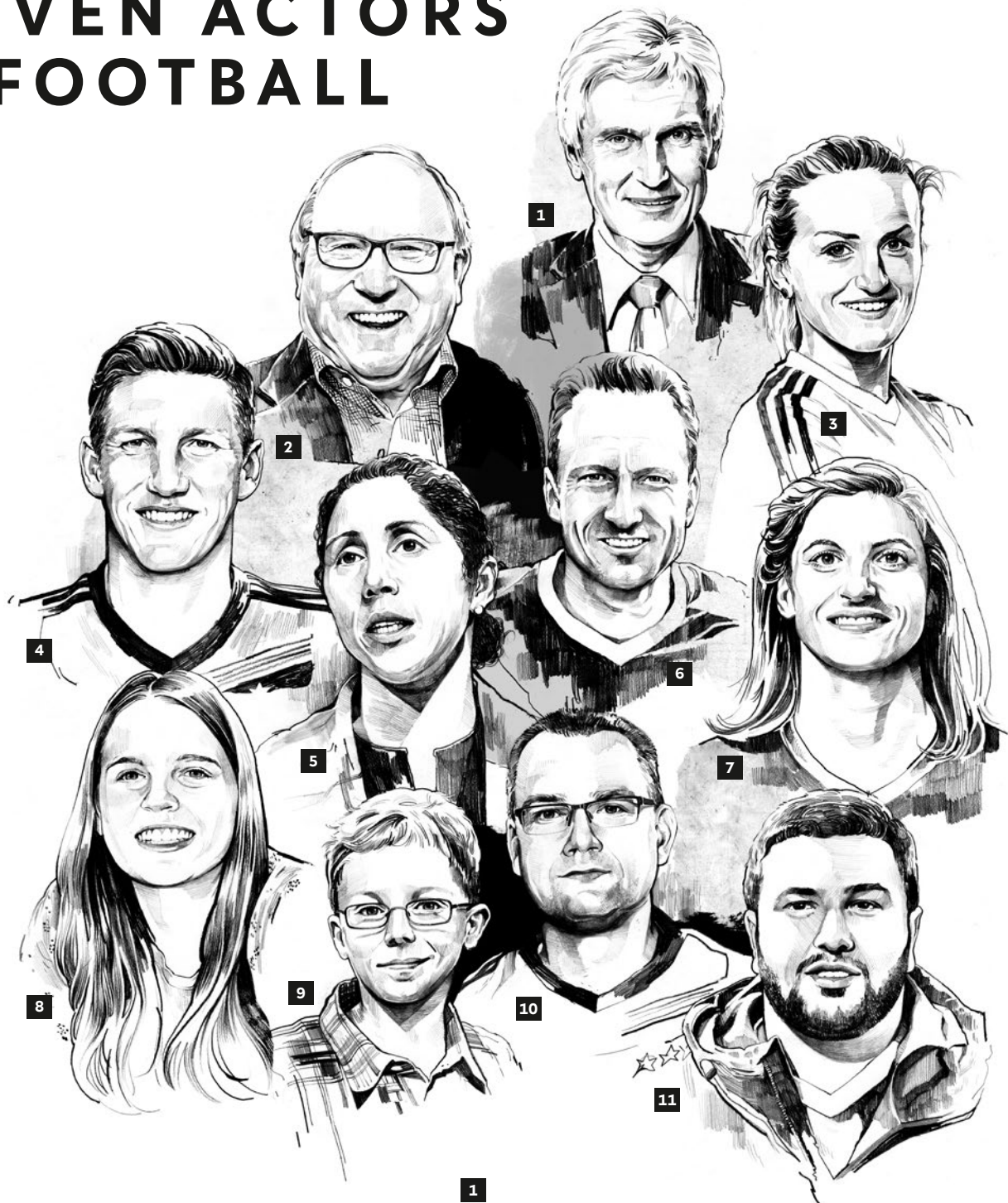
89 Content/ Legal Notice

Responsible persons and contacts.



IN ADDITION TO THE PRINTED
VERSION OF THE REPORT,
INTERESTED READERS CAN FIND
MORE TOPICS AND
CONTENT ONLINE AT
www.dfb.de

ELEVEN ACTORS IN FOOTBALL



“The report you have in front of you covers a broad spectrum – from the core business to the Cultural Foundation, and from the Olympic squad selection in Rio to the summer camps for boy and girl footballers in Malente (Schleswig-Holstein, Germany). Football unites. I have been campaigning for this for more than 30 years, as well as for social and socio-political matters for three years since being on the presidential board of the DFB. While we have achieved a great deal, we know that we have to keep facing new challenges. But please judge for yourself!”

▲
EUGEN GEHLENBORG

DFB Vice President, Social and Socio-political Affairs

2

“Wembley and Mexico, winning titles with HSV – they are all such a long time ago. But lots of people still keep coming up to me on the street and saying hello. Football means so much to people.”



UWE SEELER

Honorary captain of the national team

3

“As a female footballer, I was judged by my skills on the ball. My origin and the colour of my skin were never important.”



LIRA ALUSHI

World champion

4

“The time with the team is unforgettable. From my international debut to the World Cup final in the Maracanã. The cohesion within the team was unparalleled, as was the fan support. It was an honour to have played for you.”



BASTIAN SCHWEINSTEIGER

World champion

5

“Football conveys values such as fair play, motivation and discipline. They have taken me a long way in life. Now I’m a coach and I want to pass on these values to my players.”



STEFFI JONES

National coach

6

“Over the years I have made many friends through football. And many wonderful memories remain with me, of wins and promotions to higher divisions, but also of social get-togethers after games. Football keeps me young.”



JENS VON BARGEN

47-year-old goal-getter at TSV Geversdorf

7

“I have to be neutral as a referee. I still feel part of the football community though – together with all the players on the pitch and the trainers”.



RIEM HUSSEIN

Female referee of the year 2015/2016

8

“I was over the moon when I was accepted by the DFB. I feel really at home here and have been proactively involved since day one. So for me as a footballer, this job is a dream come true.”



HELENA ECKERT

DFB trainee in her first year

9

“I just enjoy playing football.”



BEN PINGEL

“F-level junior” at FFC Nordlichter and winner of the 2013 Fair Play medal

10

“Dortmund, Basel, Cape Town, Lemberg and Rio de Janeiro – I’ve been everywhere. I have experienced 112 international matches since the 2005 Confederations Cup. The fans following the national team are a staunchly committed community.”



FRANK HOFFMANN

Member of the German National Team Fan Club

11

“I fled from Iran 18 years ago. Football has helped me to arrive in Germany. Now I want to give something back through my commitment.”



ALI PISH BEEN

Club President at FFC Galaxy Steinfurt

WHAT HAS MOVED THE FOOTBALL COMMUNITY

2013

--- OCT ---

FIRST DFB SUSTAINABILITY REPORT

For the first time in the association's history, the DFB is summarising its social commitment in a comprehensive sustainability report. The ground for this was prepared by the sustainability brochure published three years before.

--- OCT ---

"FUTURE STRATEGY FOR AMATEUR FOOTBALL"

The DFB and its 21 national associations bolster amateur football with a package of jointly developed measures.

1



UNSERE AMATEURE. ECHTE PROFIS.



2014

--- JAN ---

THOMAS HITZLSPERGER'S COMING OUT

The footballer with 52 caps speaks about his homosexuality in an interview. Nevertheless, the commitment to anti-homophobia remains a challenge for football.

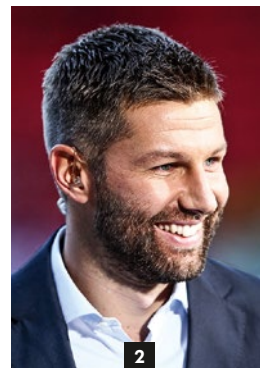
2

--- JUL ---

THE 4TH STAR

The German national team wins the World Cup final against Argentina in the legendary Maracanã stadium in Rio de Janeiro, becoming World Champions for the fourth time after 1954, 1974 and 1990.

3



--- JUL ---

RELAUNCH OF ONLINE PLATFORM FUSSBALL.DE

The portal is the only one of its kind in the world and includes practical tips, and the latest and most curious news from the world of amateur football, for those actively involved as well as fans.

--- JUL ---

"CHILDREN'S DREAMS" BECOME TRUE

Together with the DFB and DFL foundations, and the carol singers, the team is involved in the KINDERTRÄUME (CHILDREN'S DREAMS) initiative. More than Euro 500,000 went to 15 projects benefiting children in Brazil.

4



2015

--- MARCH ---

MIGRANT INITIATIVE "1:0 FOR A WELCOME"

Thousands of amateur clubs invite migrants to play football, and receive funding from the initiative – a project run jointly with the Integration Officer of the Federal Government, Aydan Özoğuz.

5

--- OCT ---

10 YEAR ANNIVERSARY OF THE JULIUS HIRSCH PRIZE

For the tenth time, the DFB recognises courageous anti-racism and anti-discrimination behaviour. On awarding the Julius Hirsch prize, the DFB commemorates every year the football international after whom the award is named, and all victims of National Socialism.

6



--- OCT/NOV ---

THE DFB IN CRISIS

The accusations in conjunction with the award of the FIFA 2006 World Cup to Germany result in a vote of no confidence in and ultimately the resignation of DFB President Wolfgang Niersbach.



7

2016

--- MARCH/APRIL ---

THE FRESHFIELDS REPORT AND NEW DFB LEADERSHIP

Following investigations lasting months, the DFB publishes the comprehensive Freshfields report, thereby addressing the accusations raised in connection with the awarding of the FIFA 2006 World Cup. At the extraordinary congress, the DFB reorganises its leadership with President Reinhard Grindel taking the helm.

7

--- JUL ---

30 YEARS OF MEXICO AID

The Mexico aid project started at the 1986 World Cup has financed child and orphan care projects over a period of 30 years to the tune of around Euro 5.5 million.

--- AUG ---

GOLD OR SILVER? BOTH!

In the final against Sweden, the DFB ladies team win Olympic Gold for the first time in its history. A day later, the men win Silver in a thrilling final against hosts Brazil.

8



TAKING NEW DIRECTIONS TOGETHER

DFB President Reinhard Grindel writes about challenges and opportunities for German football.



The 25,000 and more clubs at the grass roots of football represent the foundation of the DFB. The hundreds of thousands of volunteers form the soul of the DFB. They organize our football without asking what they get in return, and are the ones doing the work on the local football pitches. Our volunteers sense that our club culture can only be retained when values such as cohesion, fair play, respect, tolerance, reliability and trust are passed on from one player generation to the next.

We must preserve this culture. We must preserve this football. Unlike the virtual world of Twitter and Facebook, football is synonymous with direct communication, with genuine contacts and friendships. In a society of individuality, football stands for togetherness. Football creates places for communities. For me, this is precisely its greatest value. Protecting these places is our responsibility.

With the master plan for amateur football, we are campaigning to keep the game running across the whole country. Keeping an eye on the future, we need to develop new strategies – our tasks are diverse. Apart from inspiring boys and girls to play actively, we also need trainers, referees and plenty of committed individuals in club management.



IMPROVING CONDITIONS ON THE GROUND

Part of our task scope is creating the best possible conditions for our football in discussions with policymakers. As regards the minimum wage law, we have managed to bolster voluntary activities, and I am also confident about the issue of noise prevention at sports grounds. Individual football clubs must not be forced to impose admission bars on new members joining due to a lack of available sports facilities. In the future, we will be campaigning for training to continue without any restrictions endangering the existence of clubs.

While visiting clubs, I had the impression that the grass roots have not always been satisfied with the image of the DFB.

▼

“We need control and transparency on all levels. We have set standards in this respect by publishing our annual financial report.”

▲

It was for this reason too that it was imperative for the new association management to clarify the affair surrounding the 2006 World Cup Organising Committee as thoroughly and effectively as possible for a sports association. We are not the police and do not have the investigative capabilities of a Public Prosecution Service. This is why we have still not been able to answer all the questions raised in conjunction with the 2006 World Cup.

A no-holds-barred clarification is a prerequisite for gaining renewed integrity and trust. We must learn from past mistakes in order to take the right steps in the future. Here, it is essential to bolster our control mechanisms even further. We need control and transparency on all levels. We have set standards in this respect by publishing our annual financial report. And that was just the beginning. At the 2016 DFB Congress, we approved a Code of Ethics and appointed an Ethics Committee.

Our members expect football to take centre stage again. We are investing the funds entrusted to us to achieve precisely this. In the German Football Museum, we have created a place of discovery, of recollection. We are working on the future of football by building up the new DFB and its academy.

▼

THE FUTURE WILL BE CHARACTERISED BY DIVERSITY

This future will be characterised by diversity. Integration on our pitches is not only a social task. Fundamentally, it is about good prospects for our clubs. Only when we also attract children and youngsters with a migration background to play football at our clubs will we keep the number of our teams stable. In many respects, this is also the foundation of future successes of our national teams.

The World Cup and Olympic Games in Brazil showed that we have such good teams because they are characterised by quality and team spirit, but also by diversity.

I was very pleased that our World Champions in Brazil were able to win over admiration on and away from the pitch.

I remember seeing Lukas Podolski and Julian Draxler when they visited a small school in the fishing village of Santo André. The renovation of the school and financing of lunch-time supervision are one of the 15 projects in Brazil funded through the commitment of the national team and the DFB and DFL foundations.

We brought the World Cup back with us from Brazil, but we also left something behind – long-term support. As has been the tradition at the DFB for a long time. In Mexico, I was won over by the effective work carried out by the DFB Egidius Braun foundation, which has been active there for 30 years since the 1986 World Cup. Children from families of rubbish

▼

Our volunteers sense that our club culture can only be retained when values such as cohesion, fair play, respect, tolerance, reliability and trust are passed on from one player generation to the next.

▲

collectors are able to attend school there. The number of people being given a better future thanks to this aid touched me. After all, it is no different in Mexico to where we live – education is the key to a better future.

One of the most impressive experiences so far during my time as DFB President was meeting Daniel Nivel and his family during EURO 2016 in France. The fate of this French policeman who was left with life-threatening injuries by German hooligans at the 1998 World Cup must be a reminder to us to outlaw violence inside and outside our stadiums. In this context, we focus on security, and also primarily on prevention work.

I would like to express my thanks to all those who are actively supporting our path towards sustainability. To our partners from in and outside political circles, the many volunteers in our national and regional associations, and employees at the DFB and DFL. And very special thanks go to the local clubs and district authorities where the heart of football beats. We could not do our work without them. Our heartfelt thanks to you all!



REINHARD GRINDEL
DFB President





Assuming **RESPONSIBILITY**

THE DFB AND ITS STAKEHOLDERS



LEGEND

Internal stakeholders

External stakeholders

SPORTS ASSOCIATIONS

UEFA
FIFA

DOSB (GERMAN OLYMPIC
SPORTS ASSOCIATION)
NATIONAL SPORTS
ASSOCIATIONS

NATIONAL TEAMS

THE MEN'S TEAM
WOMEN'S NATIONAL TEAM
UNDER-XX NATIONAL TEAMS

WORLD AND EUROPEAN
CHAMPIONSHIPS

5 titles

PARTNERS AND SPONSORS

GENERAL SPONSORS
GENERAL KIT SUPPLIERS
PREMIUM PARTNERS
PARTNERS

NUMBER OF PARTNERS

14

MEDIA

PRINT
TV
RADIO
INTERNET

NUMBER OF TV VIEWERS
WATCHING THE WORLD CUP FINAL

More than

34.5m



REMITTS

SENIOR AND JUNIOR NATIONAL TEAMS
(MEN AND WOMEN)

OPERATIONAL ORGANISATION FOR GAMES: DFB CUP,
3RD LEAGUE, ALLIANZ WOMEN'S BUNDESLIGA,
2ND WOMEN'S BUNDESLIGA, A AND B-LEVEL JUNIORS
BUNDESLIGA, WOMEN'S B-LEVEL JUNIOR BUNDESLIGA

TALENT PROMOTION

REFEREES

SPORT JURISDICTION

EDUCATION AND SKILLS TRAINING

ENCOURAGEMENT OF VOLUNTARY WORK

DFB SUBSIDIARIES

DFB BUSINESS SERVICES
DFB TRAVEL OFFICE
DFB ONLINE
DFB MEDIA

NUMBER OF VISITS TO
FUSSBALL.DE
WEBSITE IN APRIL 2016

More than

34m

REGIONAL AND SUB-REGIONAL ASSOCIATIONS

5 REGIONAL ASSOCIATIONS
21 SUB-REGIONAL ASSOCIATIONS

CLUBS

MORE THAN 25,000 CLUBS
AROUND 160,000 TEAMS

MEMBERS

Just under

7m

PLAYERS AT TRAINING BASES

Approx.

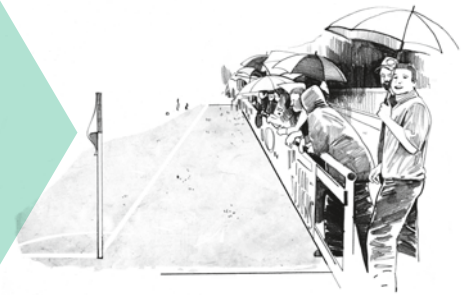
14,000



LOCAL, MUNICIPAL, AND DISTRICT DIVISIONS

ABOUT 280 LOCAL, MUNICIPAL
AND DISTRICT DIVISIONS

366 TRAINING BASES
39 ELITE SCHOOLS OF FOOTBALL
55 CLUB ACADEMIES



FAN PROJECTS

The DFB and DFL are investing around

Euro 5.9m

in the 2015/2016 season

DFL

BUNDESLIGA
2ND BUNDESLIGA

ATTENDANCE AT BUNDESLIGA STADIUMS

Spectator average

42,000

BUNDESLIGA FOUNDATION
ROBERT ENKE FOUNDATION

FOUNDATIONS

DFB EGIDIUS BRAUN FOUNDATION
DFB SEPP HERBERGER FOUNDATION
DFB CULTURE FOUNDATION

DANIEL NIVEL FOUNDATION

FRITZ WALTER FOUNDATION

GENERATED WHEN THE
MOST RECENT BENEFIT MATCH
OF THE NATIONAL TEAM WAS PLAYED:

Approx.

Euro 4.5m

POLITICS

FEDERAL GOVERNMENT
BUNDESTAG
FEDERAL STATES
LOCAL UMBRELLA ORGANISATIONS

SCIENCE

UNIVERSITIES
COLLEGES
INSTITUTES

NGOS

ASSOCIATIONS
CLUBS/SOCIETIES
INTEREST GROUPS



GERMAN FOOTBALL MUSEUM

THE PARTIES AND ACTORS INVOLVED IN ORGANISED FOOTBALL

--- STRUCTURES OF COLLABORATION ---

The DFB is made up of 27 member associations – 21 sub-regional and five regional associations, and the German Football League (DFL). They are all represented (with 260 delegates) in the key bodies of organised football – the DFB presidential board, the DFB executive board, and the DFB Congress. Operative work is carried out in the expert committees and commissions at the DFB, which in turn are made up of experts from all member associations. The foundations of the DFB and German Football League complement these activities. The cohesion of all parties involved is reinforced by the Basic Agreement which regulates particular rights and obligations on the part of the German Football League as a member of the DFB.

THE DFB PRESIDENTIAL BOARD

Reinhard Grindel
President
Dr Rainer Koch,
1st Vice President
Amateur Football, Legal and Constitutional Affairs
Dr Reinhard Rauball,
1st Vice President (DFL President)
Dr Stephan Osnabrügge,
Treasurer
Peter Frymuth,
Vice President
League Operations and Football Development
Christian Seifert,
Vice President (President of DFL)
Peter Peters,
Vice President
(DFL Vice President)
Harald Strutz,
Vice President (DFL Vice President)
Ronny Zimmermann,
Vice President Referees and Qualification
Rainer Milkoreit,
Vice President, Grassroots Football
Dr Hans-Dieter Drewitz,
Vice President Youth Football
Hannelore Ratzeburg,
Vice President Women's and Girls' Football
Eugen Gehlenborg,
Vice President Social Politics and Socio-politics
Dr Friedrich Curtius,
General Secretary
Hansi Flick,
Sporting Director
Oliver Bierhoff,
National team representative
Dr Egidius Braun,
Honorary President

THE REGIONAL ASSOCIATIONS AND THEIR CHAIRMEN

North German FA, Eugen Gehlenborg
North-East German FA, Rainer Milkoreit
West German FA, Hermann Korfmacher
South-West Regional FA, Dr Hans-Dieter Drewitz
South German FA, Dr Rainer Koch

THE SUB-REGIONAL ASSOCIATIONS AND THEIR CHAIRMEN

Schleswig-Holstein Football Association,
Hans-Ludwig Meyer
Hamburg Football Association, Dirk Fischer
Bremen Football Association, Björn Fecker
Lower Saxony Football Association,
Karl Rothmund
Mecklenburg-West Pomerania National Football
Association, Joachim Masuch
Saxony-Anhalt Football Association, Erwin Bugar
Berlin Football Association, Bernd Schultz
Brandenburg National Football Association,
Siegfried Kirschen
Thuringia Football Association,
Dr Wolfhardt Tomaschewski
Saxon Football Association,
Hermann Winkler
Lower Rhineland Football Association, Peter Frymuth
Central Rhineland Football Association, Alfred Vianden
Football and Athletics Association Westphalia,
Gundolf Walaschewski
Rhineland Football Association, Walter Desch
Saarland Football Association,
Franz Josef Schumann
South-West Germany Football Association,
Dr Hans-Dieter Drewitz
Hessian Football Association, Stefan Reuß
Baden Football Association, Ronny Zimmermann
South Baden Football Association,
Thomas Schmidt
Württemberg Football Association,
Matthias Schöck
Bavaria Football Association, Dr Rainer Koch

THE DFB MANAGEMENT TEAM

Dr Friedrich Curtius,
General Secretary
Dr Ulrich Bergmoser,
Finance Director, Personnel,
IT and Central Services
Dr Jörg Englisch,
Director Legal and Sport Jurisdiction
Willi Hink,
Director Amateur Football,
Qualification, Referees and
Social Responsibility
Ralf Köttker,
Deputy General Secretary/
Director Communication
and Public Relations
Ulf Schott,
Director Youth Football, League Operations,
Trainers/International Cooperation,
Talent Promotion and Schools
Denni Strich,
Marketing Director
Heike Ullrich,
Director Women's and Girls Football

CENTRAL ADMINISTRATION STAFF AND EMPLOYEES

The DFB employs 276 full-time workers. The number of people undergoing training as a percentage of the entire staff is 3.6% and the staff turnover rate stands at 4%. Employees are young by comparison – 44% are under the age of 40. 37% of employees are women. A workplace representative committee, comprised of four to six people, is selected every two years to represent employees in dealings with DFB management.

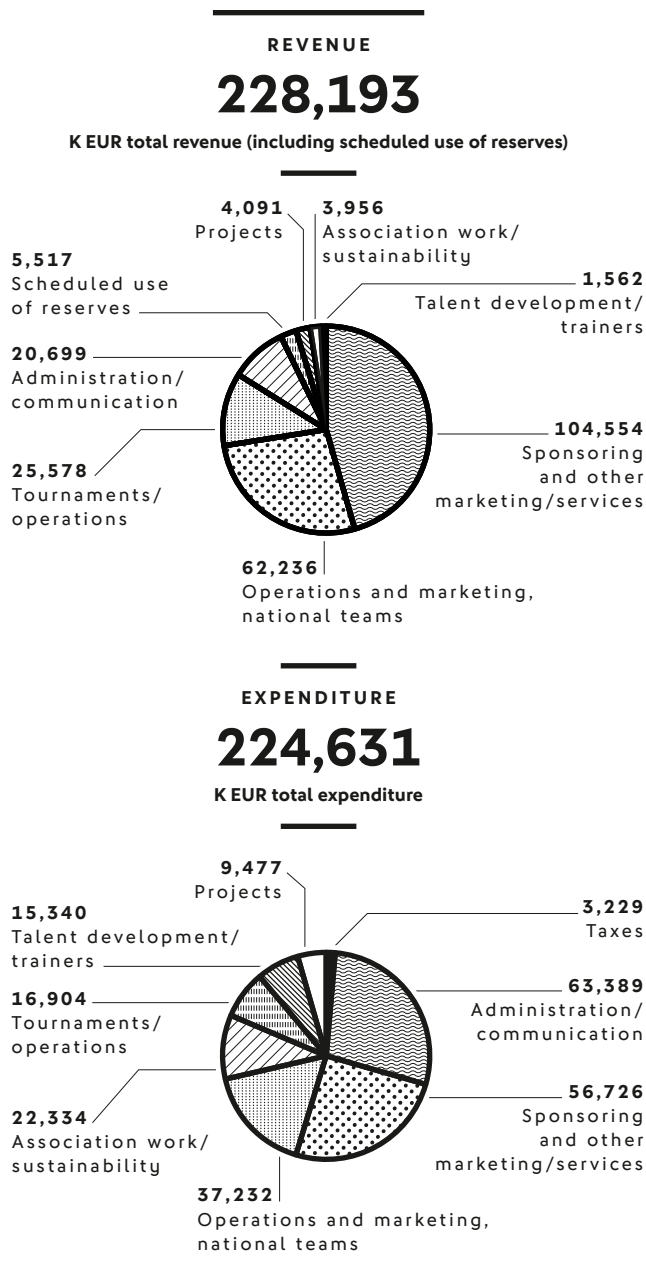
Diverse programmes are on offer to staff by the DFB, including oratory seminars, language and sport courses, tailored training programs and information events (such as on family-related issues like parenting and looking after family members).

SOCIAL RESPONSIBILITY NEEDS FINANCIAL SECURITY

--- DFB FINANCIAL REPORT ESTABLISHES TRANSPARENCY ---

2 June 2016 saw the DFB present its financial report for FY 2015. This was the first time it had been published for the public at large, with the aim of making cash flows more transparent and traceable. According to the report, the association is on a stable financial footing and is complying with its diverse non-profit remits.

FY 2015 closed with an operating profit of Euro 3.5m.



--- PARTNERS FROM THE BUSINESS WORLD ---

Collaboration with partners from the business world enables the DFB to stage high quality football events, and so to achieve sporting successes. Reliability and responsible behaviour play a key part in selecting partners. Given that sustainability issues are becoming increasingly relevant, the DFB is planning to intensify further dialogue on these issues with its partners.

DFB GENERAL SPONSOR



DFB GENERAL KIT SUPPLIER



DFB PREMIUM PARTNERS



DFB PARTNERS



Lufthansa



MAIN PARTNER OF WOMEN'S NATIONAL TEAM



PREMIUM PARTNERS OF WOMEN'S NATIONAL TEAM



PARTNER OF DFB REFEREES



OUR SOCIAL RESPONSIBILITY

Football creates diverse places for communities. Protecting these places is our responsibility. We therefore safeguard the future of football, from the grassroots to the top. A strong football community has the ability to champion a humane society worth living in. The DFB regards this as representing opportunities and obligations at the same time.



▼
**SOCIAL RESPONSIBILITY
IN AND FOR
FOOTBALL**

**FOOTBALL CREATES
PLACES FOR COMMUNITIES**

Football at amateur and professional clubs creates places for communities. This is its central social contribution. Wherever people come together to play or watch football, before, during and after the game, there is a sense of community which the sport is all about – having a kick-around with your mates and on the club pitches, heading to a Bundesliga match and on the terraces, and sitting on the edge of your seat every two years with the others watching the European Championship or World Cup. Maintaining these places for communities is a key remit and responsibility of the DFB together with its member associations.

**FOOTBALL
SHAPES COMMUNITIES**

An intact community made up of grassroots and top level sport makes football strong. The broad reach and diversity of structures in organised football open up particular avenues to the DFB for championing a humane society worth living in. Sometimes it is in the public eye with a TV ad with the national team on the subject of diversity, sometimes less public with donations for footballers in times of need. Organised football leads by example in many socio-political issues. The DFB leverages this potential to live and breathe shared values such as team spirit, fair play, diversity and solidarity.

**SOCIAL COMMITMENT
AS AN OPPORTUNITY
AND OBLIGATION**

The DFB regards social commitment as representing opportunities and obligations at the same time. Opportunities because it stabilises and nurtures the development of football through its proactive action. Obligations because the association as a large NPO has the responsibility to leverage its potential for society.

▼
**SOCIAL RESPONSIBILITY
AS A CROSS-SECTORAL
FUNCTION**

Since the 2010 DFB Congress, the sustainable organisation of the game in all its dimensions has been firmly embedded in Paragraph 4 of the DFB Statutes defining the purpose and remit of the association. Sustainable actions are therefore a compulsory remit for all involved at the DFB.



▼
“About 90% of all football matches in Germany take place at district level. This is where men and women involve themselves as players, referees, trainers and organisers to play football together. This is what we want to preserve, protect and develop further.”

▲
PETER FRYMUTH
DFB Vice President Operations and
Football Development

Both amateur and professional football are in the spotlight, in equal measure. They are undergoing continual development and keep facing new challenges.

**CONTINUALLY DEVELOPING THE
NURTURING OF TALENT AND THE ELITE**

March 2014 and other dates saw the DFB presidential board decide unanimously in favour of establishing the new DFB with its academy with the aim of preserving the diverse places for football and making a key contribution towards communities. In the future, this is to be the shared home for administration, a training centre for all national teams, and a training centre for coaches and referees.

The aim with the academy is to continue developing the system of talent promotion and fostering elite football, thus safeguarding the long-term competitiveness of German national teams and club football at the top of world football. Not least of all, the academy is becoming a “sporting home for the DFB” for all those involved in football who maintain and strengthen the emotional bond to football.

**SHAPING A FUTURE STRATEGY
FOR AMATEUR FOOTBALL**

The foundations for the future strategy were laid at the Amateur Football Congress in Kassel in 2012. The objective is that the DFB meets one of its key remits – the preserving and bolstering of a globally unique network of amateur clubs with affordable football offerings all across Germany.

The master plan, a management and controlling system for joint actions taken by the DFB and its sub-regional associations, forms the basis for the future strategy for amateur football. The plan is based upon figures and milestones which have been carefully agreed upon by experts from the sub-regional associations. This instrument has been used since 2013 to measure the implementation and effectiveness of the measures. The goal is to provide amateur clubs assistance of a practical nature in overcoming challenges faced in the everyday running of clubs.

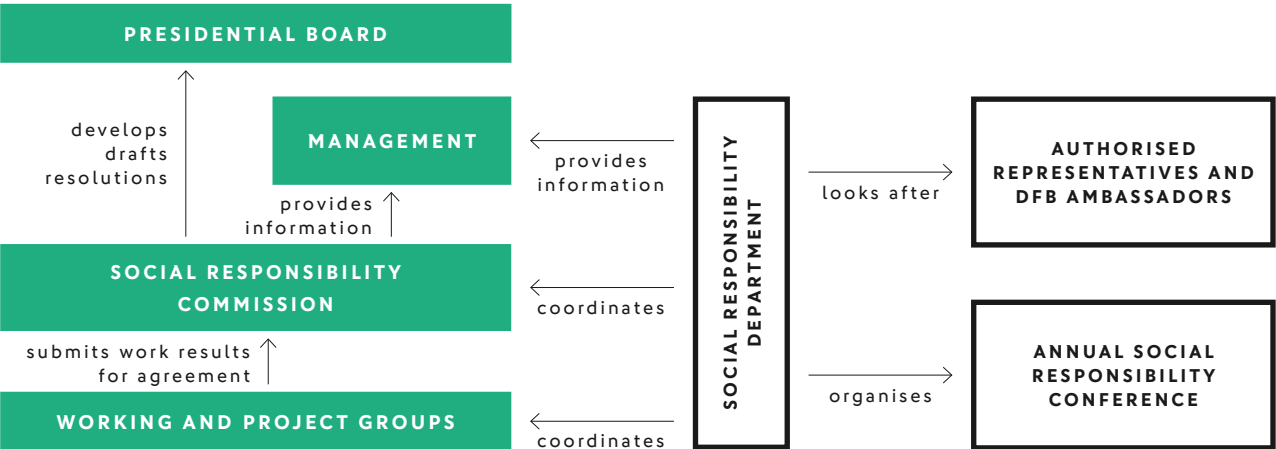
Following the initial and successful implementation up to 2016, continuation of the master plan is safeguarded to 2019. To this end, relevant topics have been identified, specific objectives finalised and financial support for the sub-regional associations increased. The DFL has also given its green light for direct participation in this project.



1 & 2 _ Since October 2015, the German Football Museum in Dortmund has been a place of recollection for German football. Visitors set off on a fascinating journey into the past and immerse themselves in 140 years of German football history. In the multi-vision cinema, the four German World Cup wins can be experienced again up close thanks to innovative 3D technology. The museum is an interactive world of discovery for young and old.



SOCIAL RESPONSIBILITY ORGANISATION



RESPONSIBILITY EMBEDDED WITHIN THE ASSOCIATION

The remit of all involved at the DFB is to meet its Social Responsibility. As the Vice President in charge, Eugen Gehlenborg is responsible for this cross-sectoral issue and is overseeing the various developments. Willi Hink is the full-time DFB Director responsible.

The Social Responsibility Committee is at the heart of the work as regards content. It is the central discussion platform and develops recommendations for the association. The Committee are representatives from the regional and sub-regional associations, and external experts from sport, politics and communities, as well as those responsible who work full-time and voluntarily at the DFB. Dr Stephan Osnabrügge headed up this committee until he was elected DFB Treasurer in April 2016.

Working and project groups carry out technical preparation of topics for the Commission. Authorised representatives and ambassadors provide additional support to the Committee. There is close dialogue with the other DFB departments, such as Environment and Sports Facilities, Youth Football, Qualification, Prevention and Security.

Since 2015, the annual Social Responsibility conference (held as a symposium) has been strengthening dialogue between the DFB and the regional/sub-regional associations, with the involvement of partners and experts.

Operatively, Social Responsibility issues are handled by the 5-strong team in the department bearing the same name.

MATERIALITY ANALYSIS CONFIRMS MAIN ACTION FOCUSES

Determination of the key topics is accompanied primarily by stakeholder dialogues and surveys.

STAKEHOLDER DIALOGUES INTENSIFIED

Open and candid dialogue with internal and external stakeholders creates mutual understanding and delivers valuable impetus for priority setting.

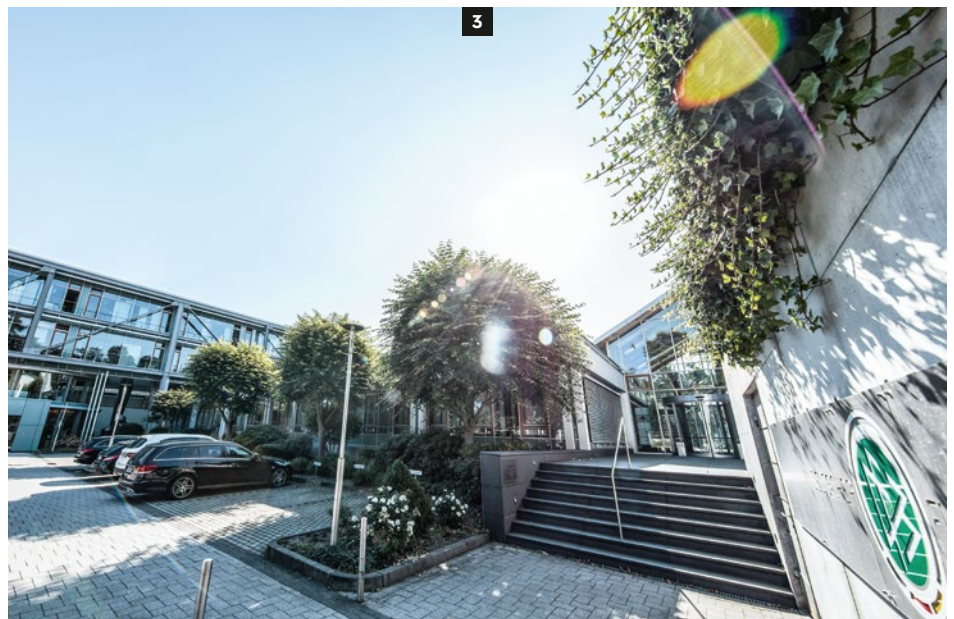
The DFB is continuously dialoguing with FIFA and UEFA, the DFL, the regional and sub-regional associations, the clubs and others involved in football, as well as representatives from politics, communities, business and science. Dialogue takes place in the form of symposia and individual stakeholder discussions. The annual Social Responsibility conference supplements these dialogues on a specialist level.



“The DFB needs to continually invest in the future of the association. In addition to the development of football across all standards and the top level, this includes all actions to fulfil our Social Responsibility.”

DR STEPHAN OSNABRÜGGE

DFB Treasurer
(before April 2016, Chair of the
Social Responsibility committee)



**3 _ DFB Head Office in
Frankfurt am Main.**

USING STAKEHOLDER SURVEYS

The DFB has been using for some years the surveys and studies of key stakeholder groups. These are channelled into the priority setting process in the area of Social Responsibility.

Valuable information is provided by the Sport development report, a survey of sport and football clubs by the German Sport University in Cologne, which is published every two years and was last published for 2015/2016. In the run-up to the annual Social Responsibility conference, the regional and sub-regional associations are asked for their ratings. Moreover, regular and representative surveys provide key findings on the expectations of members of the public who have an interest in football.

In the future, the DFB is planning to continue to develop stakeholder surveys as the basis for the materiality analysis.

CONTINUALLY CHECK EMPHASES

The findings from all dialogues and surveys, including the findings from the sport development report introduced by way of example, attest to the priority setting to date by the DFB with regard to societal contributions.

Fair play and prevention of violence in particular are described by stakeholders as being key for the association. This also applies to diversity. The focus here lies on integration and anti-discrimination actions. High levels of importance are also attached to transparency and integrity. This pertains to the DFB's own internal compliance as well as issues such as anti-doping and match fixing.

Environment and health are ranked last by stakeholders. However, they are regarded by the DFB as future topics with major social significance. The association sees the potential of being able to exert considerable positive influence over environmental education and backing healthy lifestyles.

Actions for the Solidarity area of activity ensue from the fundamental value understanding by the DFB. Its foundation work, its international commitment to development aid and the social commitment shown by the national teams follow this basic principle.

In the continual development of its work and goals, the DFB has its eye on international developments (such as the sustainability goals of the United Nations) as well as on the German sustainability strategy from the Federal Government. Football is constantly endeavouring to respond to the latest social developments, and is for example doing everything within its power to make an effective contribution towards



“The expectations held by social groups of what football is supposed to do and achieve have risen sharply in recent decades. Structured dialogue as the central instrument for specifying issues at the DFB will therefore increase in significance in the future.”



EUGEN GEHLENBORG
DFB Vice President,
Social and Socio-political Affairs

the integration of migrants. In the process, it is developing partner-like approaches to problem resolution on the basis of continual dialogue with experts from politics and communities. Dialogue with partners often leads to joint projects and trusting collaboration over many years.

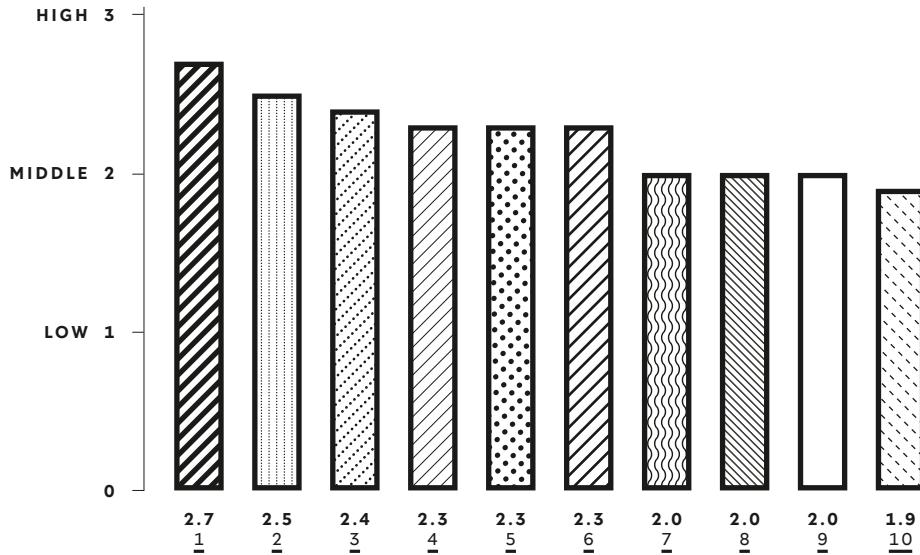
DECIDE ON KEY ISSUES

The decisions on key political sports-related issues lie with the presidential board as laid down in the Statutes.

For the area of Social Responsibility, presidential board decisions are prepared by the Committee bearing the same name. In close technical coordination with the full-time department responsible, key topics and their technical fundamentals are debated and discussed there, and introduced by the Vice President responsible on the presidential board as recommendations and draft resolutions. Rulings pertaining to the regional and sub-regional associations are discussed and agreed upon in the standing conference of the association chairs.

The Director responsible regularly informs management of the progress of the focal issues. Management is responsible for implementation of decisions from the presidential board by the directorates and departments at the DFB.

KEY ISSUES AS SEEN BY FOOTBALL CLUBS



- | | |
|--|--------------------------------------|
| 1 Fair play | 6 Anti-discrimination |
| 2 Passing on of values | 7 Prevention of right-wing extremism |
| 3 Transparency within clubs (e.g. in regard to the filling of positions) | 8 Football for older people |
| 4 Modernisation of club facilities | 9 Integration of immigrants |
| 5 Prevention of violence | 10 Prevention of injuries |

Source: 2015/2016 Sport development report from the Sport University Cologne (special analysis for football)

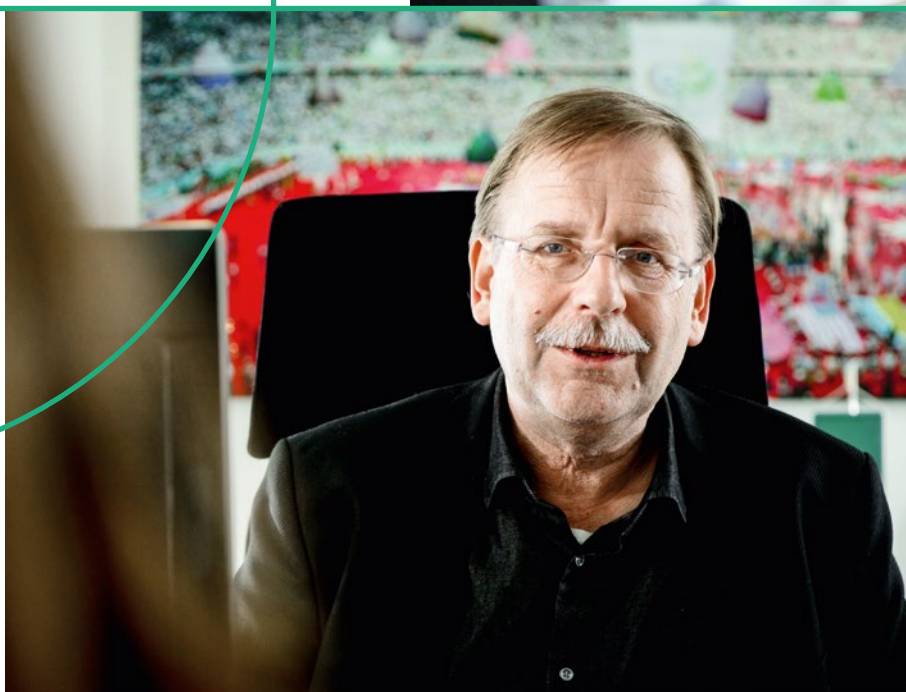


- 1 _ Poster for amateur football campaign
"Our amateurs. Real professionals."
- 2 _ Annual Social Responsibility conference in Hennef in November 2015.



WE ARE PLACING FOOTBALL AT THE HEART OF THINGS AGAIN

Between extraordinary and ordinary Congress, following difficult months and facing new challenges, 1st DFB Vice President Dr Rainer Koch and DFB General Secretary Dr Friedrich Curtius talk about realignment of the DFB, transparency and trust.





DR RAINER
KOCH



DR FRIEDRICH
CURTIUS

International sports associations are coming under fire. The image of FIFA and UEFA has suffered. And in Germany? How is the mood following the affair over the 2006 World Cup Organising Committee? Dr Koch, you are the 1st DFB Vice President for Amateur Football – how do things stand between the grassroots and the DFB?

DR RAINER KOCH – My impression is that people recognise what we achieved last year. With the Freshfields reports and its publication, we have undergone a clarification process with a very high level of transparency and answered major questions. We have done what is within our power. We have been able to clarify the cash flows in question, amounting to more than Euro 6.7m, to a construction firm in Doha/ Qatar closely associated with FIFA Executive Committee Member Mohamed Bin Hammam. But of course a lot of scepticism still remains. Football in Germany is dependent upon the many volunteers who invest time and love, and who put in the hard work without asking to be paid. They are affected profoundly when the disappearance of millions in top flight football cannot be explained or payments of millions are not transparent.

But is the relationship between grassroots and governing body still intact?

DR KOCH – People are proud of the national team and also proud of what Silvia Neid and Horst Hrubesch achieved at the Olympic Games with their teams. And they know that success at the top level starts at grassroots

level. People realise how much the association is doing for amateur football. Help is received and it is registered, and that pleases me immensely. It was our goal to win back lost trust. We are well on the way to doing so. As stated, we have taken an important step in the right direction with the Freshfields report.

The Freshfields report was published in March 2016. What has happened in the association since?

DR KOCH – The heart of the matter is that we have had a reorganization at the top of the DFB. My collaboration with Dr Reinhard Rauball was respectful, trusting and productive. But it is good that the time of the interim solution is over. In President Reinhard Grindel and General Secretary Dr Friedrich Curtius, the DFB is being run by strong individuals who bring no baggage, are highly regarded and enjoy high levels of trust. Together with the management team and our employees, we have already achieved and initiated a great deal. The most important remit was and is to bolster internal



1

1 _ On the way to a joint meeting at FIFA in Zurich.

control mechanisms. For this for example, we have created a separate Legal directorate. There have been many more structural changes within the DFB, including the set-up of our own “Finances, Personnel, IT and Central Services” department. We have already implemented improvements in these areas, and in others we are in the process.

Dr Curtius, since the Extraordinary Congress in April 2016, you have been the boss of the 280 full-time DFB employees. How have the workforce perceived recent months?

DR FRIEDRICH CURTIUS – It is obvious that the time was not easy for employees either. Not least because the extent to which they identify themselves with the association is unbelievable. The crisis surrounding the 2006 World Cup touched colleagues deeply – I have experienced a lot of personal dismay and also uncertainty. It is not easy to go about your work when lawyers and public prosecutors are conducting their investigations about you,

and journalists are waiting on the forecourt for news. There was a time when we were holding staff meetings virtually every week. But now I sense, from colleagues working at the Head Office in particular, a need to move on and the absolute will to drive the DFB forward.

Do you have the feeling that reservations have remained from this period?

DR CURTIUS – During the first few months as DFB General Secretary, I had many one-to-one discussions, visited all directorates and became freshly acquainted with my colleagues once again. And I may say that the levels of motivation and dedication of our full-time team are extremely high – I am unbelievably proud of all the staff. Moreover, and most specifically, it is due to their co-mmitment that an obligation results for us. With the Extraordinary Congress and reorganisation with the association, we have managed to provide clarity and orientation in-house. This has given us the opportunity to get on with the actual remits with renewed

▼

“Our goal is to establish transparency on all levels. Initial publication of the financial report was a first, key signal here. But not the only one. Internal control tools and mechanisms, and reporting, have been reorganised”.

▲

DR RAINER KOCH
1st DFB Vice President Amateur Football

strength. We are addressing this now with firm determination.

What does that mean specifically?

DR CURTIUS – We must continue to rigorously confront the crisis and associated challenges. But we also have to continue to develop the DFB, for which we need every single individual in the process. This is precisely why we want to involve the employees more intensively who implement and drive forward these issues themselves on a day to day basis. For example, I expressly support the workforce's wish for new, stronger employee representation. Discussions on this between management and representatives are taking place at the moment. Generally, however, we would also like our employees to further themselves on personal levels as well. And this also entails us passing on more individual responsibility to them in the future.

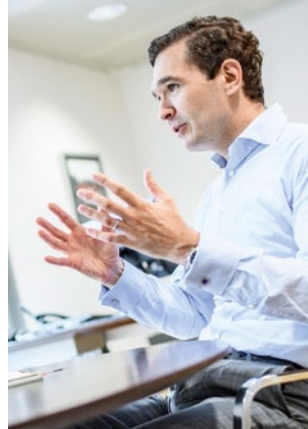
Dr Koch, how do you currently see the most important challenges for the DFB?

DR KOCH – Our goal is to establish transparency on all levels. Initial publication of the financial report was a first, key signal here. But not the only one. Internal control tools and mechanisms, and reporting, have been reorganised. Strengthening the standing and remit of the auditing body is also part of this. We are revising all processes in order to safeguard controls and compliance. We are also able to tie this into the work which Herbert Rösch has been carrying out for years as Anti-Corruption Officer. We are looking to take key steps at the Congress in November – then, the delegates will be deciding on adopting a Code of Ethics and establishing an Ethics Committee.

What are you able to say at this stage about this committee? Who will be on the Ethics Committee and what remits and power will it have?

DR KOCH – I would not want to pre-empt the delegates, but I am convinced they will see the necessity and argue in favour of an Ethics Committee. It would be ground-breaking – we would be the first national association within UEFA with such a committee. How the Committee is made up numerically is not important, but its ability to work independently is. The contents of the Code of Ethics and its monitoring are key. To this end, we must pass on all required powers of authorisation to the Ethics Committee. It must not just be a fig leaf.

DR CURTIUS – The trust of people will continue to grow if we implement all measures rigorously and jointly with all full-time and voluntary staff in the spirit of a professional Code of Ethics. There is no alternative here. We must live and breathe credibility within



▼
“Generally, however, we would also like our employees to further themselves on personal levels as well. This also entails us passing on more individual responsibility to them in the future.”
▲

DR FRIEDRICH CURTIUS
DFB General Secretary

the association on a day-to-day basis to earn the respect the DFB deserves. I will be mindful of this. This also includes a robustly equipped Ethics Committee which will be responsible for full-time and voluntary employees.

Dr Koch, Dr Curtius, taking the period up to the next Congress in three years' time: which goals do you want to be judged against?

DR KOCH – Recently, we have had to deal far too much with matters that are only of peripheral relevance to sport. Discussions should revolve around football once again. We must commit ourselves every day to ensuring that the soul of football remains sacrosanct. This is an ambitious but realistic goal.

DR CURTIUS – I subscribe to that sentiment. We are all fortunate to be working in and for football. That is a privilege. When I think of 2019, I hope we will have already established the new DFB and filled it with life. On the one hand I mean the “new DFB building” and on the other that we have developed the DFB anew in such a manner that in the future it can meet the strict requirements rightly made of it. With the relocation, we are also endeavouring to chart the right course for the next decade in terms of content.



**FURTHER INFORMATION
IS AVAILABLE ONLINE FROM**

DFB HOMEPAGE
www.dfb.de

2015 FINANCIAL REPORT
www.dfb.de/finanzbericht15

FRESHFIELDS REPORT
www.dfb.de/freshfields_report



02

**Strengthening
COMMUNITIES**

FOOTBALL IS SYNONYMOUS WITH COMMUNITY

Every day it unites people across generations, across social divides as well as on and off the pitch.



In April 2016, coach Peyman Rabet had already congratulated his colleague Uwe Ommer from SC Vilkerath on winning the title. But then Rabet's Eintracht Hohkeppel players began to cut loose, clinching 19 points from the last seven games and winning promotion from the eighth division to the seventh (district league) in early June. It was a long night in Hohkeppel, in the Upper Bergian region near Cologne. Many football fans would experience similar levels of joy a few weeks later in Germany. National player Jonas Hector from 1. FC Köln steps up to take the 18th penalty in the quarter final of EURO 2016 against Italy in Bordeaux. Gianluigi Buffon gets to it but the ball is in. Germany celebrates – on the pitch, in the stands, watching public viewing screens and in thousands of living rooms.

Even if the title dream did not materialise in the end, football brings people together – at clubhouses, on ash pitches and at leisure parks, in stadiums, in camps and at training centres. Football is synonymous with community. Every day it unites people across generations, across social divides as well as on and off the pitch.

SAFEGUARDING FOOTBALL VENUES FOR THE FUTURE

Preservation and continual development of these community venues are the most important remits of organised football. Social trends must also be taken into consideration in the process. The DFB is continually providing new impetus in protecting the diverse football venues across all tiers of football, including the top flight.

FUTURE STRATEGY OF AMATEUR FOOTBALL

The DFB has been working continuously since 2010 on the development and implementation of the future strategy for amateur football. The aims are to preserve and strengthen the network of football clubs across the country at all standards with affordable football programmes. For the Operations, Club service and Communication focuses of action, measures have been developed together with the regional and sub-regional associations, which since then have been implemented on association, district and club levels. Within this context for example, the www.fussball.de website, as the central platform of amateur football, has undergone a redesign. More than 34 million people visited the site in April 2016 alone.

THE NEW DFB AND ITS ACADEMY

There is a clear correlation between the level of football enthusiasm at the grassroots on



the one hand, and success at the top on the other. The win at the 2014 World Cup, but also Gold and Silver at the 2016 Olympic Games, have demonstrated once again that the level at which German teams play is world class. Establishing the new DFB academy is expected to make a key contribution towards preserving our position at the top. This is where players, coaches and referees will undergo training and education in the future, with a particular focus on nurturing the elite and talented. The DFB has set itself the task of continually fostering the strengths of organised football in Germany which are based upon a unique network system comprising all standards.

RESPONSES TO SOCIAL TRENDS

With seven million or so members, the DFB is the biggest sports association in the world. It is the constantly high number of registered teams in particular which attests to the unabated appeal of football. At the same time, social trends also have an impact on football. Individualisation of young adult generations and the demographic transition are having a bearing on football. Bringing on board club staff, and also active sportsmen and women, is one of the greatest challenges faced by football clubs today. It is only when we succeed in maintaining and nurturing the football community that the multifaceted potentials for society can be unfurled.

SHOULDER TO SHOULDER WITH POLITICS

Politics is also called upon to provide adequate frameworks enabling sports at clubs in the future. They include, for example, the provision of a sufficient number of sports venues, appropriate noise protection regulations for football pitches in residential areas, and legal regulations for encouraging volunteer activities. In good working partnerships with politics, the DFB is looking both now and in the future to develop workable solutions for the well-being of football. As a result, clubs will remain important places for the community and for cohesion. Working on this is a joint remit and responsibility.

The following subsections describe the core elements of football in Germany, beginning with the amateur game and the regulatory framework it needs. Following on are the main points of the talent promotion scheme and the competitions in top-flight football.

ORGANISING AMATEUR FOOTBALL

RUNNING OF THE AMATEUR GAME: FOUNDATIONS OF TOP-FLIGHT FOOTBALL

The heart of German football beats week in week out on the pitches of amateur football. Up to 80,000 matches take place there and around 160,000 teams participate in corresponding tournaments. The amateur game forms the foundations of the performance pyramid within football. The sub-regional associations are responsible for running the game right across Germany, from the district leagues up to the Oberliga (the fifth tier of the game). One tier above, the regional associations organise the five regional leagues. This broad grassroots basis of tournaments is the prerequisite for successful football at the highest level in the nationwide divisions. Also, the unique competition structure in Germany guarantees transparent transitions from amateur to professional football.

FOOTBALL AS A SCHOOL FOR LIFE

Regular participation in competition and training is a good school for life – irrespective of standard. Footballers undergo training for different situations in life by experiencing success and defeat. Drawing on their commitment and determination, they develop team spirit and contribute their skills and ability. Experiences on the football pitch, in performance-oriented training in particular, result in positive learning effects. They give rise to unforgettable experiences and share group moments. Be it in Spiez on Lake Thun in Switzerland, in Campo Bahia in Brazil or on an ash pitch in the Ruhr region, interaction stimulates and strengthens social contacts and health consciousness. The participation in amateur football competitions at the different standards is therefore a meaningful pastime which delivers great benefits at an affordable price.

ACTING ON SOCIAL TRENDS

Amateur football is up against growing competition from other leisure activities. Also, stricter work-related requirements such as more flexible working hours, and the introduction of whole-day schools, are hampering regular training at sports clubs due to overlapping schedules. The demographic transition is lending additional momentum to this challenge for the game. The consequence is a higher number of amalgamations and alliances, where the footballers of several clubs

merge in order to be able to still field competitive teams at all.

Even if the interest in football is unshakably high, organised football is also taking on board social trends and continually aligning its programmes. Establishing and broadening competitions for new forms of the game such as beach soccer and Futsal, the variant of indoor football recognised by FIFA (the International Governing Body of Football), are examples of this. They address the increased demand for leisure football programmes which take place beyond the classic game. These offerings help in inspiring footballers for competitive football at clubs regardless of age.

The DFB is continually engaging with social trends. Programmes are repeatedly changed and organised so as to be attractive. This is the only way to maintain enthusiasm for competitive football at clubs in the long term.



1_ DFB junior coach heads a training unit.

2_ The boys attentively take in the tips from the DFB coach.



YOUTH FOOTBALL PLAYING AGE-BASED FOOTBALL

- Making the game more flexible to respond better to lower numbers of players and so to face up to demographic change
- Enhancement and broadening of the Fair Play league to promote fairness and respectfulness between players, coaches and parents
- Introduction of different ball sizes for age-based football
- Reaching out to girls with reorganisation of the "Girls' football day"
- Promotion of youth participation through active involvement in DFB youth symposia

Approx.

3,500
matches

in the juniors game
since the 2013 Congress
(3,300 league matches, "A" and
"B" level juniors Bundesliga,
and DFB juniors club cup)

More than
52,000

youth teams in
the 2015/2016 season

More than

250

football districts organised
the "Girls' football day"

LOOKING AHEAD

- Development of a holistic youth strategy
- Active involvement of young people in the development of youth football
- Implementation of the German indoor tournament for "A"-level juniors using FIFA Futsal rules

SCHOOL BUILDING BRIDGES INTO CLUBS

- Continuation of the football-specific "20.000plus" education programme for teaching staff, and the "DFB-JUNIOR-COACH" programme for young male and female football coaches in schools and at clubs
- Bolstering of cooperation between clubs and schools/kindergartens: Support of the "Together on the ball" project with about 1,300 cooperations between clubs and schools/kindergartens every year
- Overseeing of the "Youth training for Olympia" competition and organising of the DFB School Cup
- Holding of the 3rd DFB Congress for School, Club and Association in 2016 in cooperation with the Cultural Affairs and Sports Minister Conference

More than
10,000

qualified DFB
junior coaches
since 2013/2014

More than
12,300

trained teachers
in period
2013 to 2015

About
250,000

DFB football badges
earned every year

LOOKING AHEAD

- Extending of the programmes to daycare facilities for children with the goal of involving children early on in age-based exercise, and to stimulate personality development
- Changing of the "DFB-JUNIOR-COACH" project to a permanent programme

FOOTBALL FOR ALL IDENTIFYING OPPORTUNITIES FOR CLUBS

- "Football for older people" symposium in summer 2015, with 150 attendees from associations and clubs
- Publication of the "Aging in balance" brochure in cooperation with the BZgA (Federal Centre for Health Education)
- Introduction of the new DFB Over-35s Women's Cup
- Continued development of Futsal, including the set-up of the Futsal national side and implementation of the German B Juniors indoor championship
- Holding of the 4th German beach soccer championship
- Organisation of our own beach soccer tournaments in 20 of 21 sub-regional associations

Approx.

10,000

teams in football for older people

More than
200

specialist Futsal teams

LOOKING AHEAD

- Continued development of the future strategy for "Football for older people"
- Bid to host the 2019 beach soccer World Cup
- Participation in international tournaments with the Futsal national team from 2017 onwards
- Development of Futsal matches for women

PUTTING INTO PLACE THE GENERAL FRAMEWORK

PUTTING INTO PLACE THE GENERAL FRAMEWORK FOR AMATEUR FOOTBALL

Many factors are key in holding football matches and tournaments. Players must be available just as much as motivated and trained people who organise the game and the infrastructure required for it.

In 2016, around 1.7 million people, for the most part volunteers, were active across Germany in keeping training and competitive football up and running. They are coaches, chairmen/women, secretaries, treasurers and groundsmen/women at the clubs. For them all, the DFB and regional and sub-regional associations offer skills programmes and additional information. This enables matches to be played under the best possible conditions.

On grassroots level and in top-flight football, referees and individuals sitting on judicial panels dealing with misconduct are indispensable for running the game. Male and female referees from Germany enjoy an excellent reputation across the world. They are regularly called upon to officiate at European Championships and World Cups, and fixtures in European club competitions. Together with sports jurisdiction, they form an important pillar for a reliable system of competition. An adequate infrastructure is also a must – most importantly a football pitch with suitable facilities. Making an appropriate number of good quality sports venues available is the responsibility of a local authority.

PROMOTING VOLUNTEERING COMMITMENT AND MAKING PARTICIPATION POSSIBLE

It takes committed helpers and representatives from club level onwards for the game to be run properly. At the same time, football opens up diverse possibilities of participation and personal further development. Therefore, every single club, as a place of learning for democratic co-determination, makes a contribution towards social cohesion – even outside the sport.

MOTIVATING AND KEEPING CLUB VOLUNTEERS BOLSTERING THE INFRASTRUCTURE

In times of declining numbers of committed voluntary workers, supporting clubs locally is a particularly important remit of the DFB, in collaboration with the regional and sub-regional associations. The needs and requirements of volunteer activities take centre stage for the DFB. Most importantly, specific and practical help for the everyday running of clubs is being developed and implemented. This is also embedded in the future strategy for amateur football.

For people to become engaged in voluntary work, their individual motives and expectations should be fulfilled. Only then is long-term commitment to the club possible (at best). As a consequence, volunteers obtain further qualifications for their activities, while their personal skills are also enhanced. Qualified club members, licensed coaches in particular, can help to reduce the "drop-out rate" for young people for example. Just as important is to bid an appropriate farewell to volunteers at the end of their work period to preserve the emotional bond to the club. The DFB volunteers model supports the four steps mentioned. Retaining and furthering employees is a challenging and at the same indispensable task for clubs in becoming fit for the future.

▼

The DFB with its regional and sub-regional associations offers volunteers comprehensive support and skills programmes. They all expect a clear-cut legal framework from politicians.

▲

The provision of sports infrastructure is also a major challenge, especially in densely-populated areas. Taking centre stage here are the construction, upkeep and safety of a sufficient number of high quality football pitches, including suitable facilities and clear-cut, football-friendly noise protection regulations.

Unsettled legal framework conditions are neither acceptable for voluntary workers in particular, nor at the same time for personally liable members of club management. With unambiguous emission regulations, politics would also have the ability to strengthen voluntary work and promote the sport.

1_A "DFB On The Road" van visiting one of the 20,000 clubs in Germany.



EMPLOYEE FURTHERMENT

FOSTERING COMMITMENT AND MAKING PARTICIPATION POSSIBLE

- Set-up and development of an online club advice service
- Development of short-form training to attract club volunteers and youth coaches
- Continued development of a culture of recognition in German football
- Initiation of a prize for young volunteers to the age of 30 ("Football heroes")
- Development of a plan for a culture of expressing farewell and appreciation at clubs
- International exchanges to stimulate voluntary work

Around
400,000

people involved in
honorary functions

More than

1.2
million

volunteers

8,356

outstanding volunteers
awarded a prize by the DFB
from 2014 to 2016

LOOKING AHEAD

- Special actions for the "20 years of volunteering" anniversary (2017)
- Set-up of an after-care plan for the "Football heroes", the award for talented young volunteers

QUALIFICATION

EDUCATION IN, THROUGH, FOR FOOTBALL

- Continued development of the "short-form training" skills programme
- Introduction of "digital knowledge management"
- Extension of the 'DFB On The Road' scheme to 2019
- Restructuring of the "C" coaching license in the 2014/15 season
- DFB JUNIOR COACH training in schools since 2013/14
- Greater incorporation of digital media into the "C" coaching license
- Development and nationwide implementation of the "Executive board meet-up" format
- Training for district referee arbitrators and trainers

Over

50
million

clicks for "Training & Service"
on dfb.de since 2013

An average of

14,000
visitors

per year to DFB online seminars

More than

20,000

club visits by a 'DFB On The Road' van
since 2009

More than

14,000

initial "C" coaching license
have been issued since 2013

LOOKING AHEAD

- Strategic realignment of training work with a focus on digitalisation
- Introduction of the DFB trainer certificate in 2017 to improve the quality of coaches

SPORTS VENUES

RETAINING THE BASICS FOR FOOTBALL

- Political sports-related initiative together with the DOSB and DFL for sports-friendly amendment to the noise protection act for sports facilities
- Continual actioning of synthetic turf, natural turf and sports grounds planning issues
- New edition of the "Construction and maintenance of sports grounds" compendium as an online version
- Start of the "Safer football pitch" series
- Publication of the "Integrated plant protection" guide

31,948

football pitches were registered with
the DFB for games for the 2015/2016 season.
They are split into:

2,654

hard surfaces

4,663

synthetic
turf surfaces

24,631

grass surfaces

Around

350

pages of facts are in the
"Construction and maintenance of
sports grounds" compendium

LOOKING AHEAD

- Engagement in securing adequate sports infrastructures and legal frameworks
- Financial support in setting up an endowed "Sustainable turf management" professorship at Osnabrück University

NURTURING TALENT

NURTURING OF TALENT: FROM AN AMATEUR CLUB TO THE BUNDESLIGA

Mario Götze scored his first goal for SC Ronsberg in East Allgäu, and Thomas Müller for TSV Pöhl. The “cradles” of 2014 World Cup winners were virtually always in a small club. In other words, amateur clubs are accorded important significance for the major successes of the national teams and top-flight German clubs. Because this is precisely where the male and female footballers of tomorrow, including many a star, undergo their football, athletic and motor skills training.

The DFB starts to nurture talent for boys and girls nationwide from the age of 11. The nurturing ensures that young, hard-working footballers in Germany have the chance of being spotted by a scout and continually developed. The system is based upon all those involved in organised football in Germany working together on the best possible training of talented individuals. The majority of the current crop of male and female internationals first benefited from training at a DFB training base before joining a youth academy run by a licensed club. Many have had the opportunity to attend an elite school of football to combine sporting and schooling requirements as best they can. Their skills were fine-tuned further in the Under-xx national teams. Several stations in this example career progression apply to many of today's professionals.

This education for highly-gifted footballers is bearing fruit. In comparison to other top-flight European leagues, the percentage of German male and female players in Bundesliga clubs is very high (far greater than 50%).

HOLISTIC LEARNING

Demands are made upon young male and female players early on in the various stages of talent promotion. They work on the continued development of their special footballing skills and learn how to win through in difficult situations. It is a paramount goal of the comprehensive DFB Talent Promotion Scheme to kindle and keep alive the young players' enthusiasm for the game, encouraging them to develop a mindset and motivation of their own. At different places, from training at the club to courses for the “Under-xx” national sides, adolescent boys and girls learn values and virtues which can also be helpful for many other areas and

Germany, summer 2016 – perfect conditions, record crowds and a fantastic atmosphere among the fans at the U19 European Championship final round. The targeted promotion of the junior national teams and the high-quality football on display are increasingly met with recognition by the public.

1_ Full stadium in Stuttgart: Opening match of the Under-19s European Championship



phases of life. For example, attributes such as stamina, discipline and the unfurling of individual talents are fundamentally important to meet goals in life.

RENDERING POSSIBLE DUAL EDUCATION

Many young talented individuals are motivated by the very good showing of the national and Under-xx teams at international tournaments over recent years, and the successful integration of young players into Bundesliga clubs and the national side. But this does not just happen by itself. The standards of talent promotion and competition in tournaments are also rising internationally. Continual and rigorous enhancement of our own structures and programmes is therefore required.

The requirements made of young male and female players, and their needs, are changing too. For example, due to the time pressures of whole-day schools and the spread of social media. Versatile training and sensitization of young talented individuals are required for them to learn to deal with the high pressure of competition, without losing the joy of playing the game. Football protagonists as well as experts from the fields of Education and Pedagogics are searching together here to keep finding new ways to nurture and challenge the World Champions of tomorrow. School education is therefore part of the talent promotion system. It offers career options for players who ultimately do not make it to the top flight. Only about 800 junior male and female players a year make the leap to one of the club youth academies.

TRAINING BASES

DISCOVERING TALENT EARLY

- Deployment of 300 new coaches with the objectives of promoting more girls, more focused training of goalkeepers and intensification of collaboration with the clubs for holistic nurturing
- Holding of 12 conferences with the 29 full-time camp coordinators
- Regular training for base coordinators

Annually about

600,000

male and female players are spotted and followed by scouts (some several times)

Approx.

14,000

male and female players at 366 training bases

Around

1,300

male and female trainers at the training bases

An increase of

47%

in the number of girls at training bases (2013/14: 803; 2015/16: 1,185)

LOOKING AHEAD

- Establishing of a communication platform for dissemination of new content to male and female coaches in the talent promotion programme
- Revision of the framework training plan in consideration of the DFB playing philosophy and current trends in top-flight football
- Supporting coaches' talent spotting/promotion efforts (e.g. by investing in technical aids).

CLUB YOUTH ACADEMIES

ENABLING

TOP-LEVEL PERFORMANCE AT CLUBS AND SCHOOLS

- Certification of the club youth academies for optimisation of training standards
- Certification of the "Elite schools of football" to strengthen cooperation with the club youth academies, and so the fostering of dual careers
- Binding introduction of a Prevention officer with the aim of creating responsibilities and contacts for prevention issues
- Auditing of the club youth academies for the generation of and adherence to minimum standards in accommodating and looking after players in a club youth academie, to minimise the inherent risks within the sensitive area of a "closed system"

55
recognised

club youth academies

39
elite schools
of football

865

non-resident male and female players who stayed at boarding schools or with host parents in the 2015/16 season

LOOKING AHEAD

- Realignment and priority setting for certification
- Optimisation of the interaction between school/education and sport as part of a dual career
- Broadening of the care/overseeing of academy staff performing non-football support functions (medicine, school, social issues, prevention)

UNDER-XX TEAMS

ON THE WAY INTO THE SENIOR NATIONAL TEAMS

- Development of the "Our way" sporting concept as a uniform playing, education and training vision for all ages and performance levels
- Professionalising in the field of pedagogic training with more teaching assistants
- More intensified knowledge transfer with club youth academies, sub-regional associations and individual, internal departments for holistic nurturing of players
- Awarding structurally weaker regions with the hosting rights to Under-xx international matches
- Support of targeted training measures through the bonus system in the Women's Bundesliga and sub-regional associations

3

European titles:
Under-17 juniors in 2014 and 2016,
Under-19 juniors in 2014

1

**World
Champion title**

Under-20 women's national team in 2014

1

silver medal in Rio
with the men's Olympic team

LOOKING AHEAD

- Broadening of dual career possibilities to enable the best possible conditions for players' schooling and careers
- Gradual implementation of the "Our way" sporting concept

MAKING ELITE FOOTBALL POSSIBLE

TOP-CLASS FOOTBALL: PERFORMANCES OF THE HIGHEST STANDARD

Top-class football in Germany takes place on the following levels – the national teams, the Men's and Women's Bundesligas, the 3rd Division, the DFB Cup and the European club competitions. The DFB and DFL endeavour to offer competition of the highest standard – with professional conditions on and alongside the pitch.

Players released by Bundesliga clubs are prepared for major international tournaments by the coaching and medical staff at the DFB.

German teams have been featuring in international competitions for years, be they World Cups, European Championships or the Champions League. Their trademark attributes include commitment, quality and fair play.

The level of interest in men's, women's and youth national team matches is continually high. And add to that the Bundesliga: With an average of more than 42,000 visitors to stadiums, it is the football league with the most spectators across the globe. This high level of attention provides a solid financial basis for the successful further development of organised football in Germany.

MOTIVATING THE EXAMPLE SETTERS AND CREATING COHESION

Matches by the national sides in particular enjoy high levels of attention and thereby create a sense of identity for many people. Experiencing big tournaments together on the streets and in stadiums, waving the national flag and celebrating the successes of the national side unite people. An intensive feeling of cohesion is generated which can have an effect far beyond a football match.

Thanks to the extensive reach of football, internationals and Bundesliga players also assume a key example setting role in society. Their dedication to fair conduct, commitment to the socially disadvantaged and willingness to work hard can serve as examples for children, young people and adults.

TRENDS IN VIEW

Growing economic revenues ensue from the popularity of football. This also leads to ambivalent discussions at amateur clubs, in fan groups and with the general public, such as on transfer fees, ticket prices and salaries.

The sporting demands made on sportsmen and women are increasing. Exemplary behaviour is expected from them at the same time. And they are continually under the watchful eye of the media. The level of pressure on male and female players is rising.

Organised football is already going along with these trends very intensively, and is seeking workable solutions together with all stakeholder groups.



1 _ Joy unbounded after the winning goal by Mario Götze in the 2014 World Cup final

2 _ The women in the national team proudly present their Olympic Gold medals in Rio in 2016.



NATIONAL TEAMS AND TOP-FLIGHT LEAGUES

OFFER HIGH-CLASS FOOTBALL

- Continued development of support standards and conditions for representative teams
- Steffi Jones succeeds Silvia Neid as coach of the women's national team
- More investment in the youth academies of professional clubs in the Bundesliga and 2nd Bundesliga, into which more than Euro 1bn has been channelled since 2001
- Professionalising of club structures by introducing a league statute to the women's Bundesliga
- Launch of the new brand identity for the 3rd Division for the 2014/2015 season

FIFA 2014 World Cup

World champions

The men's team

UEFA Women's Champions League 2014

Winner VfL Wolfsburg

UEFA Women's Champions League 2015

Winner 1. FFC Frankfurt

2016 Olympic Games

Gold medal

Women's national team

LOOKING AHEAD

- Dream of the team's title defence in Russia in 2018
- Hoping for the 9th Women's European Championship title in The Netherlands in 2017

THE NEW DFB AND ITS ACADEMY

- Fundamental decision by the DFB presidential board on constructing the DFB and its academy (03/14)
- The goals of the academy are to ensure the long-term competitiveness of German football at the very top, and to continue to develop the nurturing of talent and the elite
- Conclusion of the lease contract with the City of Frankfurt (09/14)
- Dialogue event with around 90 football clubs from Frankfurt (04/15)
- Markus Weise appointed head of Concept development at the DFB academy (11/15)

Over 7,000 sq. metres

of photovoltaic modules on the roof

The size of the whole site is 15 hectares 4

football pitches,

underneath which is a football hall with synthetic turf

LOOKING AHEAD

- Legal dispute between the City of Frankfurt and the Frankfurt Horse Racing Club causes delays in transfer of the site
- Construction work scheduled to commence at the start of 2018

IN THE STADIUM EXPERIENCE FOOTBALL LIVE

- Introduction of a bonus system to guarantee fair ticket allotment in the national team's fan club
- DFL and DFB invest Euro 10m every year in prevention projects and safety
- Financing of the "German football fan study" (over three years) with support from the DFL
- Binding certification for safety management for the 50 or so professional clubs in German football
- Development of a skills model for training security and steward services
- "Future workshops" from the Daniel-Niv-el foundation to promote dialogue between police officers and fans
- Set up of the "Information office for football travel management" (InfoRM)

More than

18 million

spectators in the stadiums of the Bundesliga and 2nd Bundesliga

TV coverage of the opening Bundesliga match in

210 of the 211

FIFA member states (2016/17 season)

Increase in the number of spectators in the 3rd Division by 16% to

2,687,035

LOOKING AHEAD

- Comparatively moderate ticket prices and comprehensive Free-TV coverage set the Bundesliga apart from other European leagues. This is to remain so.
- Continued development and optimisation of high safety standards in stadiums
- Nationwide implementation of a positive welcoming culture at stadiums, and the infrastructure required for de-escalation



05

Shaping SOCIETY

AREAS OF ACTIVE ENGAGEMENT



Over 18 million people in Germany play football frequently or now and again.

18

Health

4

Around

1,800

Coaches take part every year in the short "Make children strong" training.

More than Euro

1m

of aid money was distributed by the Robert Enke foundation from 2013 to 2015.

A multi-use beaker is reused a total of 107 times on average in the Bundesliga.

107

Environment

4

tons of CO₂ are saved on average every year by upgrading an old heating system at a football club.

5

Approx.

30

percent of all away fans in the Bundesliga, 2nd Bundesliga and 3rd Division used environmentally-friendly transport to travel to away games in the 2015/2016 season.

The DFB is active in 18 countries as part of its development collaboration and international understanding work.

18

Solidarity

6

Around Euro

4.5m

was generated by the last benefit match of the national team.

More than Euro

500,000

was made available at the time of the 2014 World Cup for CHILDREN'S DREAMS projects in Brazil.

Around Euro

5.5m

has been channelled into the "Mexico aid" project over the last 30 years.

OPPORTUNITIES AND OBLIGATIONS

Since 2010, the DFB has had sustainable action in all dimensions of football embedded in its Statutes. The numerous initiatives and contributions for social developments are derived from it.



A few days before the start of the 2016 European Championships in France, Germany is not only discussing who the best central defenders for the DFB eleven should be. Whether you would want Jérôme Boateng as a neighbour is also suddenly an issue. Many people show their solidarity with the international, who has a Ghanaian father. The DFB also sets a strong example for diversity and tolerance with the national team. Instead of many words, it publishes a video with the message “We are diversity” together with all the internationals nominated for the EUROS. Within just a few days, more than a million people click on the video message of the national team. The issue is present in social networks in Germany (under hashtag #Nachbar) as well as internationally.

The discussion shows that football takes place at the heart of society. Football is omni-present – in the lowest leagues, in the Bundesliga, when having a kick-around on pitches and school yards, in the living room watching the TV, and in front of public viewing screens. So in short, football sparks emotions and brings people together. Together they experience victories, defeats and many other special moments which make football what it is. Derived from this community is diverse potential for contributing positively towards shaping society.

At the same time, football is also a projection screen for important socio-political debates. It is frequently used to kick off discussion – and sometimes, like the example of Jérôme Boateng shows, it becomes a ball kicked around by others. Either way, more people are moved by the stories that football tells than any other sport.

RESPONSIBILITY AND OBLIGATION

Integration, and here specifically the issue of immigrants, is a striking example of how football can make a difference to a social issue and how football is being affected by it. So far, many clubs have taken in thousands of immigrants and thereby made a contribution towards the integration of these people.

The DFB is promoting issues such as this by actively championing values-oriented football. This stance is embedded in the Statutes, in which the association has been committed to sustainable action in all dimensions of football since 2010.

The DFB is aware of its responsibility. Its unwavering popularity means football assumes a special role – seven million members in the

DFB, just under 13 million visitors to Bundesliga stadiums in each of the last three years, and more than 34.5 million TV viewers in Germany during the 2014 World Cup final.

The DFB regards this not only as an obligation, but also as a fantastic opportunity to do everything within its power to accompany social developments with specific contributions and impetus.

LIMITATIONS OF COMMITMENT

Football is many things to many people. The expectations towards organised football to make contributions towards the community and society are considerable. In the process, it is often forgotten that its greatest social contribution is making affordable football available nationwide. This is undertaken almost exclusively through voluntary work. The lack of resources at clubs, whether in the form of personnel or finances, is a continuing thread. For all the great potential that our clubs doubtlessly have, this simple truth must not be forgotten whenever any third parties formulate their expectations.

Also, challenges in grassroots and top-flight football, such as violence and discrimination, are by no means problems solely inherent in football. Rather, they reflect social trends which football can only confront with the support of experts. Consequently, successful work by the DFB requires a strong network comprising politics, business and communities.

MODUS OPERANDI AND POINTS OF FOCUS

In addition to the “Social Responsibility” Commission, the DFB has set up various working groups. In them, all football related socio-political issues are debated and resolution proposals for sub-regional associations and clubs devised. The following pages provide an overview of those issues which the DFB has addressed with a particular emphasis over the last three years.

Shown under “Diversity” is the high level of commitment from clubs to integrating immigrants. Efforts to curb discrimination have been intensified at the same time. At the heart of “Fair play” were the development and launch of the violence prevention programme. Transferring responsibility for in-competition testing to the NADA (National Anti Doping Agency Germany) entailed important structural changes for bolstering the integrity of football. The “Health”

and “Environment” topic areas have undergone conceptual enhancement. The DFB is endeavouring to make better use of the potential identified. In the “Solidarity” topic area, the DFB is continuing its already strong commitment through its foundations, while initiating important new measures at the same time.



FURTHER INFORMATION
IS AVAILABLE ONLINE FROM

OVERVIEW OF DFB ACTIVITIES
www.dfb.de/verantwortung

DFB VIDEO MESSAGE
“WE ARE DIVERSITY”
www.facebook.com/DFBTeam

1

DIVERSITY



It is Friday evening in the clubhouse bar of SG Egelsbach. 16 immigrants are sitting huddled up close together. They come from Ethiopia, Syria, Eritrea, Somalia and Iraq. Football vocabulary is on the curriculum. "With the hail", some of them say in unison. The trainer of the Hessian Football Association points to his heel smiling and corrects them: "With the heel". The other words are then OK: "Instep", "outside of the foot", "with the side". Like SG Egelsbach, thousands of other amateur clubs are becoming involved in integrating immigrants. They are not only learning the language there, they are also taking part in games and integrating themselves more and more into club life.

Undoubtedly, it is a huge task, one which football can, and wants to, address by doing everything within its power. A considerable willingness to help immigrants arrive in a new country with a strange culture and language is evident in many voluntary activities. Because football is diversity. Clubs offer many a new home quickly, not only immigrants. As a result, they are places of diversity, and inspire people from all classes of society, of all nationalities – regardless of origins and religion. Their doors are open to the young and old, including those with disabilities. Ensuing here for football are great opportunities, but also challenges to be overcome.



DIVERSITY AS A CHALLENGE AND OPPORTUNITY

The basis for an open and democratic society is made up of respectful behaviour towards one another, mutual interest and forthright dialogue. A football club offers the ideal meeting place for this. As the world's most popular sport, football enables informal, positive, emotional experiences together as a group. Language barriers and cultural differences almost do not matter, and games can kick off with a pair of shoes, a ball and two goals. The reality is that football in Germany is benefiting from cultural diversity. Every sixth DFB member has a migration background – consid-



"All internationals, the coaching staff and the medical staff commit not only on the pitch during training sessions and matches, but also by conviction, to the central values of football – for integration and against racism, anti-Semitism and violence."



JOACHIM "JOGI" LÖW
German national team coach

erably more than in other sports. And it corresponds roughly to the actual population structure in Germany, where a fifth of residents have migrated there, have foreign parents, have become naturalised or are late repatriates. These figures could increase further still given the global movements of refugees and migrants.

The number of initial registrations of players with foreign citizenship tripled between 2013 and 2016. The figure exceeded 42,000 across Germany in the 2015/2016 season. The situation in which clubs are only able to field a second club team because they benefit from additional players from different origins joining is not uncommon.

But the DFB also benefits from cultural diversity in top-flight football. For example, players like Miroslav Klose, Jérôme Boateng, Sami Khedira and Mesut Özil have contributed greatly to the success of the national team. Talented next-generation professionals such as Emre Can and Leroy Sané are already waiting in the wings for Germany.

Football is part of society – where, as in football, dealing with diversity is also not always easy. The challenges to be overcome are huge. They range from social and ethnic conflicts waged on the football pitch to the extent to which football and religious dictates can be united. Furthermore, the demographic transition has changed the member structure of grassroots football. While the numbers of active footballers in their forties, fifties and even sixties are rising, low birth rates and the trend towards whole-day schools mean it is becoming increasingly difficult to attract young people into football clubs and voluntary work. As a result, consciously targeting new groups to inspire new members, talent and committed individuals for clubs will become critical.



COMMITMENT TO MORE DIVERSITY IN CLUBS AND ASSOCIATIONS

The DFB has set itself the goal of fostering diversity at clubs. This is because rejection and

OUR GOALS

We are convinced that diversity enriches our society and football. Therefore, we want "football for all" – respectful, fair and open. We have set ourselves two comprehensive goals to achieve this:

- We want to promote participation and strengthen our members in working with diversity at clubs.
- We commit to protecting all those involved in football from being disadvantaged, and actively campaign against discrimination.

marginalisation mechanisms can only be overcome when they are confronted with commitment. The “Diversity” working group was therefore launched at the DFB Congress in 2013. Working in the group on holistic concepts and measures are those in authority from the political and scientific communities, and representatives from the sub-regional associations and DFB foundations. Their goals are to promote integration, provide support in dealing with diversity and act against discrimination. The working group is headed by Claudia Wagner-Nieberding, member of the presidential board at Hamburg Football Association, where she is responsible for social responsibility.

The “Diversity” working group fosters close dialogue with the integration officers at the DFB sub-regional associations. Furthermore, cooperation of many years’ standing is in place with external experts in the field, such as with the representative of the Federal Government for Migration, Immigrants and Integration, the expert group “Fan cultures and Sport-related social work” and the government’s anti-discrimination body. Specialist consultancy is also provided by the Berlin Institute for empirical Integration and Migration research, also supported financially by the DFB. The integration work of the DFB has also been overseen over many years by the “Integration through sport and education” institute headed by Prof. Ulf Gebken (University of Duisburg-Essen).



INTEGRATION OF MIGRANTS AND PEOPLE WITH A MIGRATION BACKGROUND

At the end of 2015, the number of people fleeing their home around the world stood at around 65 million. Never before has the United Nations recorded such a high number of people fleeing war, conflict and persecution. In 2015 in particular, many sought protection and asylum in Germany. And many of them wanted to play football.

The integration of immigrants did not run smoothly until administrative uncertainties had been ironed out. The DFB also lobbied FIFA to simplify the International Transfer Certificate rules, thus allowing applicants to obtain their player passes. But the DFB was able to broadly establish legal and procedural certainty in summer 2015, primarily through training of passport offices and the “Welcome to the club” brochure. Workable solutions and effective networks were put into place in local authorities within just a few weeks. Since then, thousands of football clubs across Germany have demonstrated how they welcome those who have fled – irrespective of language barriers and cultural differences.

Professional football is also championing the integration of immigrants in the long term. Through the “Welcome to football” initiative, the Bundesliga foundation together with the German Children and Youth Foundation, as well as the Commissioner for Immigration, Refugees, and Integration, are initiating and funding welcoming alliances – with Euro 1.25m. They are bringing professional clubs together hand-in-hand with amateur clubs, as well as local authority bodies such as local educational institutions. The goal is to simplify access to society for young immigrants through sport and education programmes. Since August 2015, a total of 20 welcoming alliances have already sprung up across the country.

“FOOTBALL WITH IMMIGRANTS” BROCHURES

March 2015 saw the DFB publish a brochure together with the Federal Government’s Commissioner for Immigration. It contained practical help on integrating immigrants into football clubs. The demand, never seen before for comparable publications, was proof of the acute need for information on the part of clubs. Within a short space of time, the DFB distributed 30,000 printed handouts, while thousands with an interest also accessed the barrier-free download brochure from the Internet. A second brochure, presenting “best practice” examples from club life, followed in autumn 2016.

“1:0 FOR A WELCOME” INITIATIVE

The DFB Egidius Braun foundation, together with the Federal Government’s Commissioner for Immigration, and with financial support from the national team, is helping football clubs that open up their sporting programmes to immigrants. In the programme entitled “1:0 for a Welcome”, run from March 2015 to the start of September 2016, more than 2,500 clubs were given Euro 500 each as an appreciation award. Following its launch at a press conference in Berlin, the initiative enjoyed a high level of positive feedback. Originally 600 clubs per season (spread over two years) were to benefit from the scheme. But the demand turned out to be much greater. DFB Treasurer Dr Stephan Osnabrügge handed over in person the cheque for regional division team Bonner SC, as the 2,000th club. This meant exactly Euro 1m had been transferred to the grassroots as part of the initiative. This commitment is to continue into 2019.

CONFERENCE “AT HOME IN FOOTBALL! IMMIGRANTS AT THE FOOTBALL CLUB”

At the “At home in football! Immigrants at the football club” conference in March 2016, 160 delegates from clubs, associations, civil society, science and politics held discussions on strengths, challenges and future remits in integrating immigrants. Excellent examples



“It is football in particular which has the power to bring people together beyond cultural differences, and so to consolidate social cohesion. As part of the DFB “1:0 for a Welcome” initiative, more than 2,500 clubs are committed to a welcome “for the integration of immigrants.”



AYDAN ÖZOĞUZ

Minister of State and Federal Government
Commissioner Immigration,
Refugees and Integration.

from everyday club activities and expert knowledge pooled at the conference could be major courses of action for the DFB and its national associations over coming years.

DFB AND MERCEDES-BENZ INTEGRATION PRIZE

Commitment towards immigrants also plays a part in the integration prize from the DFB and Mercedes-Benz, awarded every year since 2007. The prize is awarded to clubs, schools, and private and municipal institutions, who campaign in the long term for integration in and through football. From 2014 to 2016, 576 applications were received with projects and ideas for one of the highest-valued social awards in Germany. The winners in the three categories each received a Mercedes-Benz Vito. Prizes worth in excess of Euro 1.75m have been awarded since 2007.

FC VORWÄRTS DRÖGEHEIDE: STRONG ANTI-RACISM SIGNAL

FC Vorwärts Drögeheide from Mecklenburg-West Pomerania demonstrated in 2013 that it can be highly effective on and off the pitch. In the summer of that year, protests were held against proposed immigrant housing near the club. The presence of right-wing extreme groups threatened to turn the situation sour. The football club set an example in this situation: When a bus dropped off the first group of immigrants in front of the accommodation, club president René Samuel and local government member Patrick Dahlemann visited the new arrivals, spoke with them and invited them to play football. By doing so, they managed to diffuse the situation. Many immigrants and their children now play and train at the club. FC Vorwärts Drögeheide was awarded the DFB and Mercedes-Benz integration prize for this commitment.



1_ Awarding of the DFB and Mercedes-Benz integration prize at the German Football Museum in March 2016.

2_ Prof. Dirk Mazurkiewicz, chairman of Bonner SC, in discussion with a new club member.



ANTI-DISCRIMINATION AND ANTI-RACISM COMMITMENT

Resolutely defending values such as human rights and protecting minorities also applies in football. The DFB therefore categorically rejects any discriminatory behaviour. Discrimination on the pitch or on the sidelines, on the grounds of family background, skin colour or religious affiliation for example, should not go unpunished. In 2014/2015, referees noted discriminatory behaviour (such as insults) in their match reports in 0.3% of matches. In the 2015/2016 season, this figure was 0.23% of matches. These figures are from the "Incidents of violence and discrimination" situation report, which the DFB has compiled since the 2014/2015 season. It is used to gain a fact-based picture of incidents and to develop targeted remedial measures. The DFB and its national associations are campaigning for reported incidents to be subjected to rigorous sanctioning. Moreover, in order to strengthen clubs in their dealings with discrimination, the association organises events for sharing experiences and, together with representatives from the sub-regional associations, raises its awareness with local stewards and security offices.

CONFERENCE AND BROCHURE: "FOR DIVERSITY AND RECOGNITION FOOTBALL WITHOUT DISCRIMINATION 10 YEARS OF THE JULIUS HIRSCH PRIZE"

Taking anti-discriminatory action in everyday situations is not a given, and is often also not easy. It needs role models as well as good examples. The public recognition of outstanding anti-discrimination projects, pertaining first and foremost to racism and anti-Semitism, is the goal of the Julius Hirsch prize, awarded since 2005. More than 30 prize winners from amateur and registered clubs, fan initiatives and private institutions have so far been selected from 900 applicants. On the 10-year anniversary of the prize, they met up in Leipzig on October 2015 for a conference to share their experiences. At the same, particularly successful examples from 10 years of the Julius Hirsch prize were documented in DFB brochure "For diversity and recognition. Football without discrimination." – for stimulation and emulating. The stories of the prize winners attest to the fact that football and its supporters demonstrate civil courage in strong networks, and make key contributions towards a democratic and diverse society. Federal Minister of the Interior Thomas de Maizière held the speech for the closing award ceremony, at which fan initiatives from Göttingen, Oldenburg and Halle were recognised.



1 _ Thomas Hitzlsperger's speech honouring the Supporters Crew 05 e.V. Göttingen, winners of the Julius Hirsch Prize.

2 _ Hannover 96 fans promoting their message at a Bundesliga match for action together to combat racist behaviour in football.

NATIONAL PLAYERS LEARN FROM HISTORY

“Never again!” is the doctrine for every single individual from the National Socialism era – especially for the role models of tomorrow. Since 2009, an education project unique in top-flight sport has been taking the Under-18 national squad to a tournament in Israel, accompanied by the DFB Cultural foundation. One of the places visited by the players is the holocaust memorial in Yad Vashem. But it is not only in this project – team delegations and functionaries also visited the memorials of Nazi crimes during the Under-21 EUROS in 2015 in the Czech Republic, the Under-19 Women’s Junior EUROS in 2015 in Israel, and EURO 2016 in France. In May 2016, DFB Vice President Eugen Gehlenborg opened a DFB Cultural foundation exhibition remembering German-Jewish footballers in Tel Aviv.

EXPERT DISCUSSION: “RELIGIOUS IDENTITIES AND FAIR PLAY IN EVERYDAY SPORT”

Sport inspires people – regardless of ethnic origin or religion. On the initiative of the “Sport and politics united against right-wing extremism” network, the chair of which is currently DFB representative for Social Responsibility Prof. Dr Gunter Pilz, representatives from religiously aligned sports and football clubs from the whole of Germany met on 15 October 2016. Together, they analysed how religious identities are reflected in club life in the sport. They paid particular attention to what links different religions in everyday culture, and in sport in particular.

PROMOTION OF FAN PROJECTS

For more than 30 years now, club-independent fan projects have been supporting (often younger) fans in their anti-discrimination or anti-racism commitment. They are currently involved in social work within the football context at 58 locations. Half of the financial support comes from the DFB, or the DFL at the Bundesliga and 2nd Bundesliga locations, and the other half is from public authorities. In the 2015/2016 season, the DFB and DFL together invested around Euro 5.9m in fan projects. The DFB is also involved in financing the coordination body. Together with the Federal Ministry of Family Affairs, the DFB increased aid to Euro 550,000 in 2016. The DFL is providing new impetus with the PfiFF programme (Pool for promoting innovative football and fan culture). Since January 2014, the PfiFF pool has fostered cooperative projects of fans, and initiatives which champion tolerance and the strengthening of civil society commitment. Since 2014, the DFL has been providing Euro 500,000 every season to promote positive fan culture.



“The DFB and the Federal Magnus Hirschfeld foundation are key partners in our wishes for proactiveness against homophobia and abandonment of paradigms in football which are no longer relevant for the era.”

THOMAS HITZLSPERGER
Former international and European
Championship runner-up

FRANKNESS IN DEALING WITH HOMOSEXUALITY

Thomas Hitzlsperger, capped 52 times for the national team and European Cup runner-up, spoke for the first time openly about his homosexuality with the “DIE ZEIT” newspaper in January 2014. He was the first German professional player to muster the courage to do so. And he also did it to move on the discussion about homosexuality in professional sport. Sportsmen and women, sports functionaries and politicians from all parties praised him for his courage and frankness. In Germany and internationally, there was huge media coverage following his coming-out.

Since 2010, the DFB has been campaigning for homosexuality to be dealt with openly. One of the actions the DFB took was to publish in 2013 the well-received “Football and homosexuality” brochure for amateur clubs. The DFB, its associations and clubs, the DFL and the Bundesliga foundation are aware that more effort is required to arrive at a point where homosexuality in football is nothing out of the ordinary.

“FOOTBALL AND HOMOSEXUALITY” CONFERENCE

In May 2014, the DFB invited representatives of the sub-regional associations to Frankfurt. Presented there were research findings from education and research initiative “Football for diversity – football against homophobia” from the University of Vechta, Germany. The sub-regional associations’ reports on their experience illustrated the relevance of the issue and demonstrated that the desire for less discrimination in football is huge. The delegates developed the conditions under which this can succeed. But at the same time they also raised a need for further skills on the issue per se, on dealing with homophobia and on sensitive behaviour towards homosexual sportsmen and women. These findings form an important basis for the continued work of the DFB.

EDUCATION PROGRAMME TO COMBAT HOMOPHOBIA

The DFB and the Bundesliga foundation are championing, in partnership with the federal Magnus Hirschfeld foundation, anti-homophobia in football with an education programme run by each. As part of the “Football for diversity – football against homophobia” initiative, the DFB is offering the national associations, and the Bundesliga foundation is offering clubs in the Bundesliga and 2nd Bundesliga, free workshops together with the Magnus Hirschfeld foundation. The events are directed at functionaries, trainers, players and staff. They communicate knowledge of sexual discrimination, heighten people’s awareness of it and highlight possible action strategies.

**EDUCATION WORK
MEETS CULTURE**

Raising children's and young people's awareness of issues having a stigma attached is often easier in the popular sport of football. The DFB Cultural foundation is cooperating in a target fashion with education and culture institutions. The financial and idealistic support behind "Steh deinen Mann" by the "boat people project" theatre group in Göttingen made the play a success even in the face of reservations. The production, which spurs young people to think about their own prejudices and clichés on homosexuality, is not only performed in theatre but also directly in clubhouses and changing rooms. In spring 2015, it won an award at the "Augenblick mal!" festival as one of the "10 outstanding and inspiring productions for young audiences across Germany". The short "Zwei Gesichter" (Two faces) film by the gay-lesbian "anyway" youth centre in Cologne tells the fictitious story of junior Bundesliga player Jonathan whose sexual orientation means he leads a double life. The DFB Cultural foundation provided a Euro 12,500 subsidy for the project. In November 2014, "Zwei Gesichter" was premièred at the German Sport & Olympia Museum in Cologne, and has since been watched 175,000 times by online viewers alone.



1_ Comfortable on the ball and heading towards goal at pace: The blind football Bundesliga is an inspiration.

▼

**PARTICIPATION OF THOSE
WITH DISABILITIES IN FOOTBALL**

People with disabilities as members of the "family" is a matter of course at many clubs. They often play in "inclusion teams", made up of individuals with and without disabilities. Football for those with disabilities is being promoted mainly by the DFB Sepp Herberger foundation.

**INCLUSION INITIATIVE
GATHERS PACE**

Since 2012 as part of its inclusion initiative, the DFB Sepp Herberger foundation has been financing representatives at the DFB sub-regional associations to address issues on football for people with disabilities. This is because the intention across the country is improved integration of people with disabilities into club structures. The DFB itself organises competitions through the foundation, such as the German championship for the disabled workshops, the blind football Bundesliga and inclusive game events.

The DFB assumed a pioneering role in inclusion by setting up a separate "Handicap football" category on its website in November 2015.

Moreover, attributes for disabled people football were added to DFBnet registration forms in spring 2016. This is another sign that inclusive

programmes being laid on more and more for players, referees and volunteers are becoming a matter of course in organised football.

BLIND FOOTBALL BUNDESLIGA

The only series of matches in Europe for blind and visually impaired people offers a big stage to this fascinating facet of football. Participation of blind footballers at Bundesliga clubs such as FC Schalke 04, FC St. Pauli and the Münchner Löwen raises the sporting standard and brings the league more into the public eye. It is also reflected in the number of spectators, especially at the "city match days" at central inner city locations. For example, the DFB Sepp Herberger foundation counted a record number of 12,000 spectators in the 2015 season.



**MORE INFORMATION
IS AVAILABLE ONLINE**

**DFB AND MERCEDES-BENZ
INTEGRATION PRIZE**
www.dfb.de/integrationspreis

JULIUS HIRSCH PRIZE
www.dfb.de/julius-hirsch-preis

DIVERSITY HOMEPAGE ON DFB.DE
www.dfb.de/vielfaltanti-diskriminierung

**INFORMATION ON FOOTBALL
WITH IMMIGRANTS**
www.dfb.de/fluechtlinge

HANDICAP FOOTBALL
www.dfb.de/handicapfussball

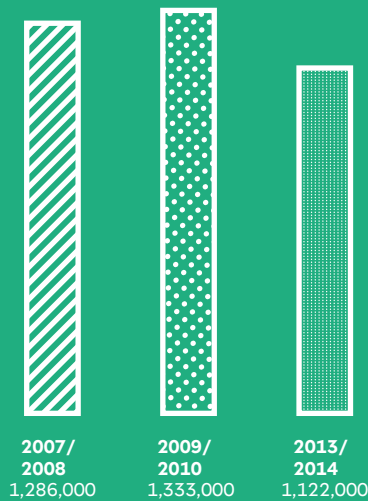
**FEDERAL MAGNUS HIRSCHFELD
FOUNDATION**
www.mh-stiftung.de

DIVERSITY IN SHORT

2013

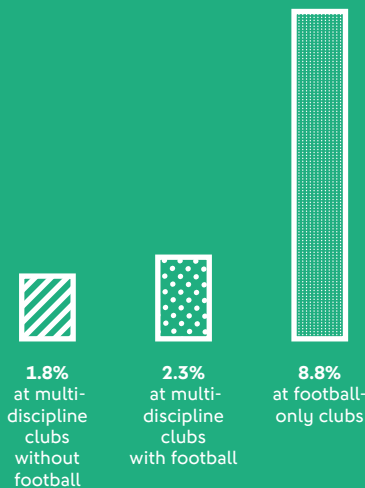
saw FIFA and UEFA adopt anti-racism resolutions.
The DFB has already implemented the requirements made of the national associations.

THERE ARE MANY MEMBERS WITH A MIGRATION BACKGROUND IN FOOTBALL



Number of members with a migration background at football clubs

FOOTBALL UNITES: VOLUNTARY WORK AND MIGRATION



Comparison of the number of volunteer members with a migration background between football clubs and sports clubs with no football in 2013/2014

In excess of Euro

1,250,000

was made available to more than

2,500

clubs up to September 2016 as part of the "1:0 for a Welcome" initiative.

1,122,000

people with a migration background are active at football clubs in Germany.

Over Euro 1,750,000

has been awarded as monetary and non-cash prizes since 2007 through the DFB and Mercedes-Benz integration prize.

About Euro 5,900,000

was invested by the DFB and DFL in fan projects in the 2015/2016 season.

180

DFB juniors (male and female) have visited the Yad Vashem holocaust memorial since 2008.

There have been

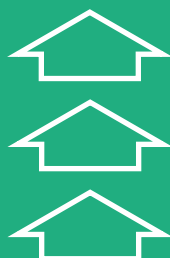
900

applicants in 10 years for the Julius Hirsch prize.

0.23%

of amateur football matches had an incident of discrimination (2015/2016 season).

FUTURE MEASURES



- Promotion of diversity in committees, including a leadership programme for more women in leadership positions in voluntary work
- Continued development of the commitment to immigrants, including changes to the "1:0 for a Welcome" funding programme, and revision of the short-form "Integration" training
- Development of a plan for sub-regional associations to deal with incidents of violence and discrimination
- Stronger "showing of faces" message for respect and diversity with well-known football ambassadors

2

FAIR PLAY



8 July 2014, Belo Horizonte, Brazil: Emotions are running high on the pitch and with the spectators following Germany's 7:1 win against hosts Brazil in the semi-final of the World Cup. Inconceivable disappointment on the one side, winner's delirium on the other. But instead of celebrating, the two Bayern players, Bastian Schweinsteiger and Thomas Müller, give their crying team mate Dante a consoling hug. A gesture representative of respectful behaviour towards an opponent. The players sensed the tension levels of the Brazilians and how important the tournament was for the whole country. Many of the Brazilian spectators showed respect for the performance of their national team despite all the tearfulness, and applauded.

Football brings people of different nations, cultures and religions together. They experience hope, disappointment, joy and failure during a game. Fair play is of key importance for this encounter between people. Everybody has known this saying since childhood – no fair play, no football. But fair play is complex. It interlinks fundamental values and virtues such as respect, consideration and team spirit, as well as written and unwritten rules. Fair play is always where the action is – Whether in a packed stadium, on the dusty ash pitches of amateur football, on the street or at school. Fair play is essential in any game, but first and foremost in intensive competition because this is the only way to preserve equality of chances. For this positive effect to evolve, fair play must be embedded as a fundamental principle and a mindset which defines the game. This is why the DFB is campaigning for fair play to be protected and strengthened – because fair play, through football, should also contribute towards the fostering of tolerance, willingness to dialogue and respectfulness towards each other in society.



“The indispensable, ethical stance of fair play, created within sport is the cohesive element holding (competitive) sport together at its heart, and which lets matches remain matches and sport remain sport. This stance cannot be forced. It must be lived and breathed, day in, day out.”

PROF. DR GUNTER A. PILZ
Representative of the German Football Association for Social Responsibility, and Head of the Fair Play and Violence Prevention working group

FAIR PLAY IN ASSOCIATIONS AND CLUBS

The DFB is pursuing the objectives of solidly embedding fair play in professional and amateur football, as well as actively preventing violence on all levels, and is thereby meeting its social responsibility. Under the leadership of the “Fair play and violence prevention” working group, the DFB together with its regional and sub-regional associations developed a programme in 2014 that has undergone continual enhancement since. The programme is built upon three pillars:

- Compilation of a nationwide situation report of incidents of violence and discrimination in football
- Drawing up a comprehensive, holistic violence prevention plan
- Promotion of responsible everyday club activities to protect children and young people from sexual violence in football

The working group is aiding the sub-regional associations in implementing the programme – with an eye on the core target group, the clubs. It is developing plans, actions and materials for the three pillars. In this way, responsible individuals at the sub-regional associations can network closely and dialogue regularly – with each other and with the DFB. Consequently, the implementation of the programme is nationwide, while at the same time giving sub-regional associations the leeway to factor in particular regional aspects with individual content.

FIRST NATIONWIDE SITUATION REPORT ON INCIDENTS OF VIOLENCE AND DISCRIMINATION

In April 2013 in Hochrhein, the referee of a “B” youth match it knocked over and kicked because he has given a red card. Consequently, the entire match day in the football region of Baden is cancelled. Five months before in Almere, The Netherlands, an assistant referee succumbs to his serious injuries, inflicted by three young players after a match. They were

OUR GOALS

We are convinced that fair play needs role models and an appropriate environment.
We have set ourselves specific goals to bolster fair play:

- We promote fair play on all levels and support dialogue between associations and clubs, and have been gradually implementing together the “Fair is more” violence prevention plan since the 2015/2016 season.
- We are aware of our responsibility for the children and young people entrusted to us.

We are therefore rigorously implementing the 10-point plan adopted to provide protection from sexualised violence.

annoyed about an off-side decision. In recent years, incidents like these have sparked a media debate at home and abroad about risk levels for referees (both men and women) and the general situation in amateur football.

In response to this, the DFB compiled for the first time a nationwide situation report on incidents of violence and discrimination in football in the 2014/2015 season. The purpose was to objectify the discussion and at the same time find out how threatening the situation actually is. Where do incidents of violence keep occurring and where is there a specific need to act? The DFB compiled large volumes of data to assess the situation. To this end, an additional data sheet ("Incidents") was added to the DFBnet match report. Since then, every incident during a match is documented by the referee.

The DFB has developed a leaflet and an e-learning tool to achieve more clear-cut classification of incidents. This is because not every insult is discrimination, and also a distinction is required between violence and football-specific behaviour. Reliable, nationwide information on violence and discrimination incidents on Germany's football pitches is available for the first time. Regional and sub-regional associations are able to access their information in the form of a weekly situation report. At the same time, the information forms the basis for future studies and long-term analyses, on the basis of which targeted prevention and intervention actions are to be developed.

SITUATION REPORT FOR THE 2015/2016 SEASON

During the season ending on 30 June 2016, 84% of the 1.6 million or so games were entered in the Internet-based DFBnet match report. When the first situation report was entered for the 2014/2015 season, this still stood at 78%. In the 2015/2016 season, male and female referees reported trouble on the pitch in 0.48% of matches. Violence was recorded in 3,717 cases, while 3,037 cases of discrimination were reported, and both violent and discriminatory behaviour accounted for 372 instances. The victims reported were primarily players and referees, whereas the persons accused have a greater spread. In addition to players of both sexes, triggers of violence and discrimination incidents also included spectators and trainers of both sexes. The percentage of abandoned matches documented is constant at 0.04%.



"There are no indications for the 2015/2016 season either that the level of violence on Germany's football pitches has increased – either quantitatively or qualitatively."

THAYA VESTER

Academic staff member at the Institute for Criminology at the University of Tübingen, and responsible for analysing the situation reports

THE "FAIR IS MORE" VIOLENCE PREVENTION PLAN

To prevent the extent of violence spreading, and to counter the phenomenon, the DFB decided at the start of 2014 to develop a comprehensive violence prevention plan together with its regional and sub-regional associations. To this end, particularly effective activities and projects of individual sub-regional associations were compiled and grouped by issue. Then they were combined into actions. The one year development process resulted in the "Fair is more" violence prevention plan with 11 specific fields of action. They are categorised into Prevention, Early detection and Intervention. The plan was adopted by the 21 sub-regional associations in spring 2015. The implementation is incremental. The plan kicked off in the 2015/2016 season with the "Promote active fair play & violence prevention" module involving the following steps:

RECOGNITION OF FAIR PLAY GESTURES

Since 1997, the DFB and its sub-regional associations have been recognising every reported fair gesture extending beyond adherence to the rules. As part of the violence prevention plan, the associations agreed to also recognise the "Fair play gesture of the month" and "Fair play gesture of the season" with awards on the national level. The intention is to regularly place the spotlight on the importance of fair play at clubs and on the pitch, as well as in the media. Since 2015, the DFB has also been inviting all 21 "Fair play gesture of the season" winners (male and female) from the sub-regional associations to the nationwide Fair Play award. A high-profile panel of judges picks the nationwide winner from the national association winners, who receives the Fair Play medal at the award event. The numbers of fair gestures and associated reports submitted to the national associations have increased in recent years. Consequently, continuing to develop the award scheme is a correct and important step.

LAUNCHING OF THE FAIR PLAY LEAGUE

How do you convince a pack of 7-year-olds that playing fair is worth it? By passing the responsibility for their game onto them for example. With the innovative match concept in the Fair Play League, the DFB has been rigorously exploring new paths in youth work since the 2014/2015 season, and is changing G and F-level youth football nationwide in this context. The three following principles enable children to take responsibility by themselves for playing football and to gain their very own experience with fair play.



1_ The team promoting the Fair Play days.

2_ The women's national team shaking hands with the Norwegian players during the 2015 World Cup.



3_ Annual Fair Play winner receiving the award from Ronny Zimmermann, President of the Baden football association.

Referee rules Children are responsible themselves for keeping to the rules – there is no referee. This way they learn how to accept responsibility, and to make and accept decisions. It is only when they cannot arrive at a decision that the trainers of both sides step in to help.

Trainer rules The team trainers follow the match from a shared coaching zone. They see themselves as role models in a fair contest and only provide the absolute minimum of instructions.

Fan rules Fans and parents do not stand at the edge of the pitch but in the “fan zone” (about 15 metres away if possible). They refrain from critical or even irate interjections so that the children can play without interference.

ORGANISATION OF FAIR PLAY DAYS

Every year in autumn since 2015, the DFB and its sub-regional associations have been calling upon the more than 25,000 football clubs in Germany to take part in the nationwide Fair Play days. Numerous events, themed differently every year, are held in Germany's football stadiums as well as on village pitches. Under the motto of “Fair play? Shake on it!”, it was not only the football grassroots celebrating the handshake on the first match weekend in September 2015. The fair play ritual also took centre stage at the EURO qualifier against Poland in Frankfurt in the form of video clips (disseminated via social media), messages displayed on the perimeter advertising boards, stadium announcements, and articles and ads in the match programme. And of course in the form of the obligatory handshake by both teams.

GESTURES AND RITUALS OF THE HANDSHAKE

The DFB uses the power of rituals like the handshake to promote fair play. Before and after a game, players and trainers shake the hands of the opposing team, and thereby express respect for each other. This ritual is established in professional men's and women's football. The DFB is working on nationwide expansion of handshakes in amateur football too. For the start of the second half of the 2015/2016 season, the DFB created informational and promotional material to help its regional and sub-regional associations promote and establish the ritual. A nationwide regulation for the role of the handshake in amateur football is to be introduced for the 2017/2018 season.

STRENGTHENING STEWARDS AND SECURITY

One measure to prevent incidents of violence in amateur football is to increase the number of stewards. Four steward vests were therefore issued to each of the 22,000 or so registered clubs by the DFB for the 2014/2015 season. Consequently, the association distributed around 88,000 vests as part of the “Our amateurs – real professionals” campaign package. Players, spectators and referees feel safer when they are worn. In parallel, for its clubs and stewards the DFB has developed training in the form of webinars and information material.

DEALING OPENLY WITH CHILD PROTECTION ISSUES

2.5 million children and young people play football at German clubs. This results in major responsibility on the part of all volunteer trainers and club committees. The DFB is championing clear-sightedness and frankness in dealing with child protection issues on all association levels – from the umbrella association to village clubs. In collaboration with the regional and sub-regional associations, the DFB has therefore put together a plan for the prevention of sexualised violence in football (the child protection plan for short). It was approved by the DFB presidential board and DFB executive board in March 2015. The child protection plan defines responsibilities and contains 10 specific, binding actions which the DFB and its regional and sub-regional associations are implementing. June 2015 saw the DFB publish the “Child protection at clubs” brochure. Three months later, the association held the “Child protection” symposium for representatives from the regional and sub-regional associations. Discussions were held with experts on subsequent implementation of the measures agreed. Against this backdrop, an agreement of cooperation was signed with the German Child Protection Agency. By November 2016, the DFB had already realised seven of the 10 actions in the plan.



“The DFB assumes responsibility for protecting the entrusted children and young people in an exemplary manner.”

HEINZ HILGERS
President of the German
Child Protection Agency



**MORE INFORMATION
IS AVAILABLE ONLINE**

FAIR PLAY
www.dfb.de/fairplay

FAIR PLAY LEAGUE
www.dfb.de/fairplayliga

CHILD PROTECTION
www.dfb.de/kinderschutz

**GERMAN
CHILD PROTECTION AGENCY**
www.dksb.de

FAIR PLAY IN SHORT

The
2014/2015

seasonsaw the introduction of a nationwide programme to register violence and discrimination incidents.

1,335,219

– and consequently

84

percent of official football matches – were entered in DFBnet match reports in the 2015/2016 season.

Referees reported in

0.48

percent of matches that incidents involving violence and/or discrimination had occurred.

NUMBER OF MATCHES ENTERED WITH REPORTED TROUBLE.



2014/2015
7,899

2015/2016
6,382

Results from the situation report

0.04

percent of football matches entered electronically were abandoned in 2015/2016 (like the season before) due to incidents of violence and/or discrimination.

MODULES IN THE “FAIR IS MORE” VIOLENCE PREVENTION PLAN

1

ACTIVE FAIR PLAY
Promotion of violence prevention

2

Detect and counter
VIOLENCE IN FOOTBALL
early on

3

TAKE ACTION AGAINST INCIDENTS OF VIOLENCE

GRASSROOTS

GUARANTEEING OF EMBEDDING WITHIN THE ASSOCIATION

Around

88,000

steward vests were made available to just under 22,000 clubs in the 2014/2015 season.

1,978

reports of fair gestures were recognised by the 21 sub-regional associations over the last three seasons.

In spring

2015

the DFB adopted a model for the prevention and intervention of sexualised violence.

Around

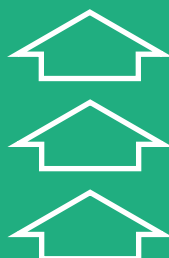
9,000

“Child protection at clubs” brochures have been distributed to clubs since June 2015.

SITUATION REPORT “INCIDENTS OF VIOLENCE AND DISCRIMINATION IN FOOTBALL” IN THE 2014/15 & 2015/16 SEASONS BY WAY OF COMPARISON:

	2014/15 SEASON		2015/16 SEASON	
Total no. of matches	1,594,351		1,581,197	
Matches entered in online match report	1,244,237	(78%)	1,335,219	(84%)
Number of matches entered with reported trouble.	7,899	(0.63%)	6,382	(0.48%)
• Due to violent conduct	4,517	(0.36%)	3,717	(0.28%)
• Due to discrimination	3,780	(0.30%)	3,037	(0.23%)
Matches abandoned	572	(0.04%)	589	(0.04%)

FUTURE MEASURES



- Pilot project for analysing the sports court judgements on incidents of violence and discrimination
- Support of sub-regional associations in establishing association programmes in dealing with incidents of violence, discrimination and right-wing extremism
- Development of a nationwide regulation on the role of the handshake in amateur football
- Expansion of the preventative structures within the association
- Integration of the short-form “Child protection” training as a mandatory module for license “Club manager C – Profile Youth Leader”.

3

INTEGRITY

DOPING KONTROLLE



Inside the Schwarzwald stadium (Freiburg, Germany), it is 20 metres from the edge of the pitch to the room where doping tests take place. Into the stadium, take three steps, along the corridor on the left and past the away team's changing room – then players undergoing tests have reached the small room. Here, like at all other venues from the Bundesliga to the 3rd Division, players are escorted this short way by chaperones. The doping room is readied in all stadiums, and actual testing is performed for three games in the Bundesliga every week. Nobody knows which games until kick-off. And even when dehydrated players sometimes need a long time before they can hand over their urine sample, there are never complaints – the level of understanding for the necessity of testing is high.

Fair competition with a clear set of rules is the basis for the attractiveness of football. These rules provide the framework for a fair contest with an unpredictable result. This is one of the reasons why football excites millions of people week in week out in stadiums, on playing fields and watching television screens. Like any other sport however, football is not devoid of interests which are incompatible with the idea of fair competition.

The pressure to perform, for example, harbours risks to behavioural integrity on the pitch. It can tempt players to enhance their own performance by taking banned substances. Betting on sports is another issue. This is a global business with revenues measured in billions. It is especially on other continents that bets are placed on Bundesliga games. The sums involved heighten the temptation of third parties to fix matches to rake in profits from their bets. Protecting fair competition from match fixing of all kinds is a standard imposed by the DFB.

BOLSTERING OF MEASURES TO COMBAT DOPING

For the DFB, the battle against doping is one of its most important areas of activity because a key value is ultimately at stake – preservation of sporting integrity. Regular reports by the media on committed and supposed doping offences document that these issues remain high on the agenda. Within the reporting period, football at home and abroad also repeatedly prompted discussions on doping. In the Bundesliga in the 2015/2016 season for example, suspicions of doping were levelled at Marco Russ and Ānis Ben-Hatira (both Eintracht Frankfurt players), which were entirely dispelled during the hearing by the DFB Anti-Doping Commission.

Despite the thousands of tests in football, the number of doping cases proven is so low as to be insignificant. This applies equally for checks in Germany and large-scale tournaments held by FIFA and UEFA. Although there is still no final clarification on the areas in football in which misuse from performance-enhancing substances is possible, there is the option of stimulating muscle development with anabolic steroids in regeneration or rehabilitation following injuries, and to improve the stamina of players with blood doping substances such as EPO (erythropoietin).

BROADENING OF DOPING TESTS

The DFB takes a resolute stance against any form of performance enhancement. The last three years have seen preventative measures as well as the DFB intensify its anti-doping work, also by means of qualitative and structural changes in doping checks. While the DFB previously only took urine samples, blood tests have also been conducted in 15% of the tournament tests in line with the recommendation from NADA (National Anti-Doping Agency Germany) for the 2014/2015 season and thereafter. These tests close a gap due to the fact that certain EPO successor products, as well as the administration of growth hormones and blood doping cannot be determined with urine testing alone.



1 All competition and training tests are by the NADA independent of association.

OUR GOALS

For all those participating in organised football, we want to heighten the awareness of correct and honest behaviour on and alongside the pitch. The heart of the approach by the DFB and DFL for a cleaner sport and against match fixing and doping is “zero tolerance”.

- Together with experts, we are establishing national and international structures, conducting prevention work and developing effective intervention measures.
- We are campaigning for doping cases and breaches of the betting ban to be punished rigorously through the sport court.
- We back strict controls and close-meshed monitoring of the sport betting market.

Collaboration between NADA and the DFB has been specifically expanded over recent years. For example, 2015 saw the DFB completely revise its anti-doping guidelines for the 2015/2016 season on the basis of the new codes from the WADA (World Anti-Doping Agency) and NADA, and the regulations from FIFA and UEFA. Up to the 2015/2016 season when working on behalf of the DFB, the NADA was only responsible for the training checks of registered league teams. Since 1 July 2015, the NADA has been responsible for planning and conducting competition and training checks – the result is a control system that is fully and comprehensively independent of the association.

POOLING OF EXPERTISE AND RESOURCES

Broadening of the NADA responsibility to all doping checks in the DFB divisions ensures the pooling of resources and forces in anti-doping work. Therefore, the NADA is, through the merging of competition and training checks, able to conduct “intelligent checks”, i.e. coordinate competition and training checks with each other. Also, the NADA is an independent institution within the framework of applicable regulations, meaning conflicts of interest are averted within the association.

According to official WADA statistics, the DFB ranks among the associations worldwide that are campaigning particularly vigorously against doping. More than 1,900 training and tournament checks were performed in German football by NADA in the 2015/2016 season. Testing is on match days in the Bundesliga, the DFB Cup, the 2nd Bundesliga, the 3rd Division, the regional divisions, the women's Bundesliga and the junior Bundesligas. In training, the NADA performs checks of the national players, and players in the Bundesliga and 2nd Bundesliga.

National team players are under particularly intensive scrutiny. They are requested three months in advance to use the ADAMS online-based registration system to specify their residence every day. In Olympics year 2016, the group of athletes having to report their residence was extended to the players in the German U-21 national team. The DFB is the only football association in the world which has connected its national players to the ADAMS system – because it is convinced it provides greater transparency.



“We welcome the clear commitment of football to clean and fair sport. A system viably complementing itself made up of training and competition testing, and supportive prevention measures, are the goals of our partnership.”

DR ANDREA GOTZMANN
Chair of NADA (National Anti-Doping Agency Germany)

PREVENTION WORK AT YOUTH LEVEL

The DFB is also involved in a preventative capacity in anti-doping work. The DFB makes relevant materials available via the NADA. A digital brochure for players and materials for parents and trainers are available online. Also, on behalf of the DFB, the NADA has developed an e-learning course, specially aligned to football and explaining the various range of doping topics, for next-generation players in 16 DFB training bases of the DFB, 36 club youth academies and 12 clubs of the DFB A-Junior Bundesliga.

RIGOROUS COMBATTING OF MATCH FIXING

Match fixing is frequently the result of international crime, as investigations by Europol showed at the start of 2013. Criminally active gangs are at the centre of betting scams. Referees, trainers and players are the central participants in prevention work – because a match can only be fixed when those on and next to the pitch are actively involved in it. According to the DFB, match fixing can only be combated effectively when those responsible at the sports associations and state institutions join forces. Consequently, the DFB welcomes the legislative procedure, effective since 2016, with which criminal liability for betting scams and manipulation of competitions for professional sports is to be introduced. Fines, as well as prison sentences between three and five years are envisaged. The association regards this as a viable measure to protect the integrity of sport and to act against fraud in sport.

NATIONAL AND INTERNATIONAL NETWORK

On national and international levels, the DFB has created strong structures for combating match fixing. At the association, the Anti-corruption Officer acts as a central contact for prevention, avoidance and prosecution of corruption. On the European level, the Integrity Officer at UEFA works with the responsible professionals at the national football associations within a European network. They support the national law enforcement agencies. Regular information is also shared with UEFA administration in this network in the battle against suspected match fixing. This aims to facilitate criminal prosecution in cases of corruption and other criminal schemes. They also organise qualification programmes for referees, trainers and players as part of effective prevention against match fixing.

When potential match fixing is exposed, the DFB also calls on the services of external observers. Using a fraud detection system developed in-house, Swiss company Sportradar AG analyses the data of more than 400 betting companies for suspicious odds and betting patterns.



1 _ Referees are made aware of the risks of match fixing in their training.

2 _ Raise the awareness of players as soon as possible through targeted prevention.

3 _ Fair play as a basis of attractive football.



1_ The DFB and DFL use the "Together against match fixing" prevention programme to provide information on the background, risks and consequences of match fixing.

TRUSTED THIRD PARTY FOR MATCH FIXING ISSUES

Lawyer Dr Carsten Thiel von Herff has been active as the ombudsman of the DFB and DFL since 2011. He is the point of contact for everyone involved, and provides advice (also anonymously) on dealing with potential suspicious and dangerous situations. He acts autonomously and independently of the instructions from the DFB and DFL.

Email: ombudsmann@thielvonherff.de
www.gemeinsam-gegen-spielmanipulation.de
 Phone: +49 (0)521 557333-0

YOUTH WORK FOR INTEGRITY

The DFB provides young players awareness training on the hazards of match fixing when they are in the youth teams. For example, it has revised the guidelines for establishing and operating club youth academies, and in 2014 it created the position of Prevention Officers. They visit academies to hold training seminars attended by the U16 to U23 team players on preventing compulsive gambling and match fixing. They undergo extensive training by the DFB for their remit. Training material has been developed jointly with the DFL.

General training and information material on match fixing is made available by the association bundled in a prevention programme entitled "Together against match fixing – do not play the wrong game." The material provides clarification on the risks, background, mechanisms and consequences of match and bet fixing, and is aimed at players, trainers, officials and referees.

Financially and logistically, the prevention programme is supported by Transparency International Deutschland e. V. and the BZgA (Federal Centre for Health Education). The project is overseen by the VdV (German Union of Contracted Footballers), the ZIS (Centre of Interdisciplinary Addiction Research at Hamburg University) and the Anti-corruption Officer at the DFB.



MORE INFORMATION
IS AVAILABLE ONLINE

TOGETHER AGAINST MATCH FIXING
www.gemeinsam-gegen-spielmanipulation.de

UEFA MEASURES
<http://de.uefa.org/protecting-the-game/integrity>

NATIONAL ANTI DOPING
 AGENCY GERMANY
www.nada.de

TOGETHER AGAINST DOPING
www.gemeinsam-gegen-doping.de

INTEGRITY IN SHORT

More
than
1,900

training and tournament
checks were performed
in German football by NADA
in the 2015/2016 season.

**Euro
18.5
bn**

is the amount bet
across the globe on
football matches in Germany
on the sport betting market.

**7,250
matches**

are checked
every season for
conspicuous changes
to betting odds.

In the club
youth academies,
**about
2,500**

youth players undergo clarification
and training every season on
the risks and consequences of
match fixing to protect the integrity
of the game.

The data of
more than

400
betting companies

is analysed by Swiss company Sportradar AG
for suspicious betting and odds patterns.

**Euro
750,000**

is the sum paid by the DFB to the NADA
every year as payment for
contractually agreed doping checks –
including analysis and administration

FUTURE MEASURES



- Enhancement of the content of the NADA e-Learning module
- Increase in the number of events for players and their environment
- Launch of an online application for strengthening prevention work on youth level for match fixing
- Intensive collaboration between those responsible from sports associations and state institutions for effective combating of match fixing

4

HEALTH



“I’ve been playing football for 70 years. Who can say that about themselves?”, asks 74-year-old Günther Braun, the oldest player in the Over-60s at SV Sommerloch. The village, with just over 400 residents, is situated 30 kilometres south of Bingen am Rhein. Despite their old age, 11 of them still regularly turn out for the Over-60s. “We all have minor aches and pains, but we don’t hold back at all”, says Günther Braun. Speed and stamina levels may well have declined, but passion and fun playing football have remained.

Football promotes health - at any age. Against the backdrop of an increasingly ageing society, the value of football programmes aimed at older people is increasing. Playing football, like running and cycling, is proven to have a positive effect on health, and can reduce cholesterol values and blood pressure for example. At the same time, football can raise the awareness of a healthy lifestyle at an early age. Children and young people are strengthened mentally and are less susceptible to addiction and dependency. In promoting health, the DFB aligns itself with the holistic understanding of the World Health Organisation, which defines health as a state of complete physical, mental and social well-being.

▼ HEALTHY BY PLAYING FOOTBALL

By organising and running the game sustainably for all age groups over the long term, the DFB is already making a key contribution towards the promotion of health in Germany. Male and female footballers are being motivated to regularly take part in sport with nationwide and affordable programmes on offer by clubs. The focus of DFB activities does not only lie with children and young people, and their exercise needs. Programmes on offer are also explicitly directed at adult players, and increasingly at older people. Preventative actions and dealing with injuries are covered in equal measure. Commitment from the DFB starts in-house with workplace health promotion.



▼
“Dependence prevention is promising provided it starts at child age long before initial contact with dependence-causing substances. When children are encouraged early on in their personality development, they can develop into confident young people. Sport in particular offers here a broad range of learning fields.”

▲
DR HEIDRUN M. THAISS
Head of the BZgA
(Federal Centre for Health Education)

The work conducted from 2013 to 2016 concentrated mainly on the following areas:

- Promotion of a healthy lifestyle
- Raising awareness of mental illnesses
- Football programmes for older people
- Dealing with injuries
- Workplace health promotion

In order to develop high quality and scientifically substantiated programmes, the DFB cooperates with project partners from public health care services, sport and international scientific institutions. The DFB Sports Medicine Commission, made up of experts from science and practice, is overseeing this work. Together with the Science working group, it has published diverse recommendations for action on health issues, such as sudden cardiac death and vaccinations in performance football. Furthermore, the DFB is cooperating with the BZgA (Federal Centre for Health Education) to raise children’s and young people’s awareness of a healthy lifestyle.

▼ PROMOTING HEALTHY LIFESTYLES

The example-setting behaviour of adults and the promotion of life skills for children and young people are at the centre of the long-standing collaboration with the BZgA. Two short-form training sessions for multipliers in clubs form the central modules of cooperation. Under the “Make children strong” slogan, the ways in which coaches and medical staff in everyday football are able to address the needs of children, and what this has to do with preventing addictions, is communicated in a practical, hands-on manner. The programme is attended at the sub-regional football associations by about 1,800 people from the coaching and medical staff every year. In the short-form “Stay in the game” training, they are helped in giving strength to young people in a phase of life often difficult for them and to maintain their interest in football. Tobacco and alcohol play a key role here.

Alcohol consumption which is harmful to health is a social problem to be taken seriously. The

OUR GOALS

With our football programmes right across the country, we are giving people the opportunity to exercise and making a positive contribution towards health promotion in Germany. The following are also our focuses:

- ▶ Communicating instructional knowledge to promote a healthy lifestyle for players
- ▶ Communicating instructional knowledge for playing football for a lifetime
 - ▶ Organising of football programmes to promote health
 - ▶ Developing in-house health promotion for DFB employees

DFB sees it as its responsibility to support young people for a life without abuse of dependence-causing substances. The DFB has therefore been supporting the “Enjoy alcohol-free sport” action campaign by the BZgA since 2011. In 2016, it was extended to an action alliance, in which the DOSB (German Olympic Sports Association) is also participating and which is levelled directly at sports clubs. They organise alcohol-free sports weekends with their members, for example, and in the process set a responsible example of alcohol use.

Nia Künzer, football World Champion in 2003 and UEFA Cup winner, was successfully brought on board as patron for the project. Just under 6,500 club activities have since been held on this subject, more than 2,800 of which in football.

The DFB in cooperation with the BZgA is nurturing collaboration and dialogue between schools and clubs in a project entitled “DFB ONE-TWO 2020 – school and club a strong team!”. Both assume a key role in preventing addictions and are able to make use of the programmes described.

To find out whether the programmes run in cooperation with the DFB are meeting the needs of clubs, 2015 saw the Humboldt University in Berlin commissioned to investigate the steps taken by the BZgA in regard to the level of familiarity and potential for continued development. The findings of the study show that health as a topic is impacting on the diversity of activities of club and association work. There is, however, still no uniform understanding and no adequate strategical embedding of health. Working on these will be the focus of future work.



REMOVING THE STIGMA

Mental illness, such as depression, is still associated with a stigma in society, and so also in the sports arena. The illness has been brought more strongly into the public eye since Robert Enke, goalkeeper of Bundesliga team Hannover 96 and German international, committed suicide in 2009 due to depression. In 2010, the DFB together with the DFL and Hannover 96 founded the Robert-Enke foundation with the goal of establishing a supply structure enabling elite sportsmen and women to access a treatment programme for their illness regardless of club or association.

The foundation also sees its remit and opportunity in targeted public relations work on the subject of depression. It uses Facebook for a significant part of its explanatory work. As a result, the foundation has become one of the

most important digital points of call in Germany for individuals with mental illness. The “ROBERT gedENKE” action on 11 November 2014, the fifth anniversary of Robert Enke’s death, was able to reach out to 135,000 followers and more than 2.5 million people in total.

The foundation finances the “Advice hotline for psychological health and sport” at the University Medical Centre in Aachen, Germany. The foundation is also the most important supporting organisation behind the “MentalGestärkt” (Mentally strengthened) initiative. It offers programmes for next-generation sportsmen and women to better understand mental illnesses. They are referred to sports psychology mentoring as required. In collaboration with project and cooperation partners, 93 performance up-and-coming athletes were referred on by the Robert-Enke foundation between November 2013 and September 2016.

As part of the “Robert-Enke foundation on tour” project, the foundation is also conducting awareness training on match days in the Bundesliga and 2nd Bundesliga. Experts use a mobile platform in the stadiums to provide information on the clinical picture of depression and to provide advice. Since the tour started in 2011, Bundesliga stadiums were visited a total of 116 times by the end of the 2015/2016 season. This is how the foundation wants to face prejudices and contribute towards removal of the stigma.

The DFB Sports Medicine Commission is also accompanying the foundation’s work. Together with the DFL and Prof. Jan Mayer from the German University of Applied Sciences (Prevention and Health Management), it introduced in 2015 an online screening tool for early detection of football players’ mental illnesses to be used by clubs and team medics.



“There are a number of scientific indications that many factors which are key for life expectancy can be improved by playing football. The mix of strength, stamina, speed and agility boosts health in diverse ways, probably at least as effectively as running and cycling.”



PROF. TIM MEYER
Chair of the DFB Sports Medicine Commission

FOOTBALL IS NOT AN ISSUE OF AGE

In Germany, more than two million male and female football players are organised into around 10,000 “Over-xx” teams. The DFB would like to continue to offer this large number of active players the opportunity to play football. At the DFB’s “Football for older people” symposium in 2015, the DFB together with representatives from the 21 DFB sub-regional associations, and districts and regions with club employees, held discussions on the development potential for “Over-xx” football.

A joint brochure from the BZgA and DFB was presented in June 2016. Tips on organising healthy football appropriate for the age group are provided as part of the “Join in - stay fit” project.

Also, the DFB organises the DFB Over-40s Cup, now held together with the DFB Over-50s Cup. 2016 saw the DFB Over-35s Cup for women held for the fourth time.

Over the last three years, the Sports Medicine Commission and the Science working group at the DFB have also become involved in football for older people. One focus was an investigation addressing the effects of football for older people which are beneficial to health or potentially harmful, also over longer periods. The Science working group also commissioned a study to look into the cardiological stress of “veteran” footballers. The findings have yet to be submitted. Further international studies pertaining to health and football were addressed as main topics at the DFB Science congress in January 2016.

PREVENTING INJURIES

Football can be played at any age. But every sport also harbours a certain risk of injury. The DFB and VBG (the statutory accident insurance for administrative/clerical professions also covers ball and game sports) have set joint goals - they want to raise awareness of the issue, reduce injuries in football, and initiate and develop further steps for preventing injuries. Together with the VBG, the DFB ran the “Don’t be a dummy” prevention campaign between 2013 and 2016. The campaign assists clubs with ideas for prevention measures, such as the “ritualising” of injury-preventing training content. This can easily be incorporated into normal training.

Given the immense popularity of the sport, dealing with life-threatening emergencies is also important for every footballer, male or



1 _ Nia Künzer at work as patron of the “Make children strong” action run by the BZgA.

2 _ Stay fit and healthy with football.

female. This is why 2015 saw the DFB start the “LEBENSRETTET SEIN” (Be a life-saver) project together with the Deutsche Herzstiftung (German Heart Foundation). Resuscitation training is being offered for players as part of a pilot project. The goal is for participants to be able at any time to initiate resuscitation in the event of a cardiovascular emergency, and to continue it until professional medics arrive.

The pilot project is being assisted by the Central Rhineland and Schleswig-Holstein football associations. 11 resuscitation training sessions were held for players up to August 2016. The project's progress to date was analysed in autumn 2016. This should show whether resuscitation training nationwide is viable.

The DFB is placing a second focus on training which covers how to deal with head injuries. Even if “only” 6.2% of all injuries fall into this profile according to the 2016 Sport report from the VBG, the consequences can be all the more serious.

In a circular at the start of the 2015/2016 season, the DFB requested referees to implement a ruling for head injuries which was passed by the UEFA Executive Committee on 18 September 2014. Accordingly, after performing diagnostics and treatment as required, only the team medic is able to decide on whether a player is able to continue playing in the match. Diagnostics can be performed on the pitch and take up to three minutes. This demonstrates just how seriously the risk of head injuries is now taken.

On 12 August 2015, the Sports Medicine Commission held training on “Dealing with head injuries in football” for the medical staff at clubs in the Bundesliga, the 2nd Bundesliga, the 3rd Division, the Women's Bundesliga and the DFB Under-xx national teams. In 2016, the DFB also developed online training for medical laypeople - because medical personnel are not always present at games in the lower leagues.



WORKPLACE HEALTH PROMOTION AT THE DFB

For the DFB, the subject of health is not only important on the pitch. Also in its everyday operations, the association provides for its employees a balanced programme to retain physical and mental health. In the weekly training, DFB employees are able to counter abnormal stress on joints and build up their stamina. Exercise training for the back is also on offer.

In addition, the men's and women's in-house football teams train regularly. Information events, on healthy diets and coping with stress for example, compliment the sporting

programme. In private or work-related crises, employees are able to take advantage of anonymous lifestyle coaching by external experts.

The DFB also offers courses on work-life balance as part of its health protection at the workplace programme. First-aid training is of course also held for first-aiders. 35 DFB employees are currently qualified first-aiders.



1_Jogi Löw at the training camp with the team.



MORE INFORMATION IS
AVAILABLE ONLINE

TRAINING TIPS
www.fussball.de

FEDERAL CENTRE FOR
HEALTH EDUCATION
www.bzga.de

DFB ACTIONS
www.dfb.de/gesundheit

HEALTH IN SHORT

Euro
2.50

for children,

Euro
3

for young people
and

Euro
6

for adults
are the average monthly
club subscriptions enabling
participation in organised
football programmes.

55.7

injuries

per

1,000
hours of
competition

in professional football -
the lowest value compared
to other major ball sports.

Around
1,800

trainers take part every year
in the short "Make children
strong" training.

More than

18

million people

in Germany play football frequently or now and again.

More than Euro

1m

of aid money

was distributed by the
Robert-Enke foundation
from 2013 to 2015.

FUTURE MEASURES



- Analysis of the study findings from the Humboldt University in Berlin, and checking of the recommendations for action as part of a pilot project
- Analysis of the "Resuscitation training for footballers" pilot project
- Extension of the cooperation agreement between the DFB and BZgA
- Scientific investigations into head injuries
- Development of actions for "Football for older people"

5

ENVIRONMENT



Minister of Economic Affairs for Mecklenburg-West Pomerania Harry Glawe, and mayor Thomas Mielke, have arrived for the first ground-cutting ceremony for construction of a new football pitch in Glawe on the island of Rügen, Germany. The interesting thing here is that the level of the pitch is to be higher than it was before – to protect it from flooding. It is not only on Rügen that football clubs are increasingly facing challenges like this. Across the whole of Germany, numerous football pitches have been affected by flooding and severe storms in recent years. Like in 2013 for instance, when the high water level of the Elbe submerged many clubs along the river. This shows the extent to which the outdoor game of football is reliant upon temperate weather conditions and an intact environment. Football too is under the influence of climate change, which harbours these types of risks in particular – such as flooding and heat waves caused by extreme weather.

So climate and environmental protection is a key remit – not only for society but also for football. This is because football also makes an impact on the environment, for example, from running sports facilities, CO₂ emissions from travelling to away games, journeys to and from training camps, and team tours. However, by working responsibly with resources and taking targeted environmental protection actions, many negative effects can be reduced. Ensuing from this are many starting points for clubs from which they are able to make an important contribution towards protection of the environment and broaden their potential courses of action.

ENVIRONMENTAL RELEVANCE OF FOOTBALL

Heating and floodlights are associated with energy costs. Large quantities of water are required for the use of the sanitary facilities and for watering the grass. Teams and spectators travelling to and from matches generate green-

house gases. Resource consumption is particularly intensive on match days. During a season, about 622,000 fans make the pilgrimage week in week out to stadiums in the Bundesliga, 2nd Bundesliga and 3rd Division. Moreover, we have up to 80,000 amateur football matches every weekend. Considerable amounts of waste are also generated.

Some clubs are already contributing towards climate protection – they use green electricity, have installed solar modules, provide recycling facilities or provide mobility which is as climate-friendly as possible. Nevertheless, protection of the environment on club level has yet to establish a foothold with the grassroots. This was the conclusion of a supplementary analysis for the current 2015/2016 Sports development report, in which 5,123 football clubs were surveyed. It showed that environmental protection is in the second third of the “table”. On the other hand, modernisation of club facilities as the fourth most frequent entry had a very high importance for club representatives. Accordingly, the greatest opportunities for environmental protection are in achieving more efficient utilisation of sports facilities. According to the DFB, this can only work when the environment as well as the clubs benefit in the mid and long-term – whether through cost savings, improved club infrastructures, making visits to clubs more pleasurable or creating a positive image for members, fans or local authorities.

Reducing environmental impact is not always in the hands of clubs however. Many sports facilities, and therefore also football pitches, are in the hands of local authorities. Clubs, as users or leasers, rarely have the chance to make structural improvements or invest in cost efficient technology. Local authorities are increasingly passing on the responsibility for the upkeep and running of sports facilities to their clubs. Although the DFB is critical of local authorities backing out of running sports facilities, new room for manoeuvre may arise under more favourable framework conditions. Professional consultation and local authority support, however, will be required to achieve this.



**1 _ Setting a good example:
Paule is collecting waste.**

**2 _ Extreme weather affects training
and play.**

OUR GOALS

- We are fulfilling our socio-political responsibility and standing up for the well-being of future generations.
- We are raising clubs' awareness of environmentally-friendly behaviour and demonstrating that such actions can achieve cost savings as well as enhance the quality of the sports infrastructure
- We are engaging as a political lobbyist, are offering clubs services and setting an example in terms of environmental and climate protection.

ENVIRONMENTAL PROTECTION AS CROSS-SECTORAL FUNCTION

The DFB has set itself the goals on club level of raising more awareness of environmental issues and their potential, and of pooling existing knowledge. Together with partners, key expertise for environmental protection is to be conveyed, with those involved forming networks – this is, after all, a cross-sectoral task affecting many areas. The cornerstone for this was laid at the DFB Congress in October 2013 in Nuremberg, where the “Sports facilities and environment” Commission was convened for the first time. Subsequently, the “Environment Working Group” developed three main focuses of action – sports facilities, events and mobility. The DFB will be aligning itself to this model in the future, and will be acting as a service provider for clubs, a lobbyist for football, and will represent a role model for all involved.

SERVICES FOR CLUBS

The DFB works in a close-knit manner with the DOSB (German Olympic Sports Association) as one of the key experts in the field of environment protection and sport. Together with the national sports associations, the DOSB has developed service offerings for clubs, drawn up information material and helped in establishing an ecology check advice service. On the DOSB Internet platform www.green-champions.de useful information is provided to assist with the sustainable organisation and holding of sports events. The core remit of the DFB now is passing on this knowledge to football clubs in particular – with the goal of motivating them to use and become involved in the programmes from the respective federal state sports associations. In the process, the DFB sees itself in the role of service provider making environmental information of practical relevance available to clubs. At the same time, by way of liaising intensively with the DOSB and its federal state sports associations, the DFBs objective is for experienced actors and initiatives to engage in closer networking with football and its clubs.

On its website, the DFB provides information on current and past environmental protection activities. Clubs can also find links there to more detailed information. The DFB developed a “list of ideas” in 2012 as part of the DFB “Environment cup” to highlight which environmental actions amateur clubs have already taken. The online list provides 87 examples of practical relevance.

The fact checker is a practical aid. With the fact checker, the DFB has developed a new format within the reporting period. The function of this



“By today’s standards, the energy consumption of many club houses, changing rooms and sports halls is unnecessarily high. The issue here is to more effectively convey the value-add derived from cost savings by using energy sparingly and through environmental protection. For this, existing funding opportunities need to be deployed and new avenues of financing opened up.”

DANIEL BLEHER

Senior researcher at the Institute for Applied Ecology, specialising in sport and environment

fact checker is to systematically analyse and compare the economical, ecological and social effects for certain products and materials having a relevance to football. In the process, clubs should be helped in making informed decisions for action – against the backdrop of their respective situation. The first check is about drinks beakers. It compares single and multi-use beaker systems and shows how they can be used in football stadiums.

FACT CHECK:

SINGLE OR MULTI-USE BEAKERS?

Multi-use beakers require more energy to produce but are considerably more environmentally-friendly than single-use beakers in the overall picture. At the same time, the shape of some multi-use beakers means they pose a risk of injury if they are thrown onto the pitch by spectators. Many disposable beakers are carelessly tossed away in stadiums and surrounding areas. Therefore, many fans appreciate that host clubs advocate using resources sparingly, and use multi-use beakers. Every club must decide itself whether to use non-returnable or multi-use beakers against the backdrop of specific conditions in situ. Is it possible with the current infrastructure to collect the deposits for beakers? – If so, this would speak for choosing returnable beakers. Are spectators very near to the pitch and are there groups of fans who would throw the odd beaker? – This argument would then possibly favour single-use beakers. Clubs ultimately decide after considering many diverse factors. Using the fact checker, they can be certain of having factored in and weighed up all the arguments.

CONSIDERATION OF ENVIRONMENTAL ASPECTS AT SPORTS VENUES

Structural modifications are also an effective lever to directly improve the ecological footprint of sports venues. Therefore, the new edition of DFB compendium “Construction and maintenance of sports grounds” from 2016 has included aspects of sustainable construction. All factors within the context of planning and construction of sports facilities have been checked and amended as regards environmental relevance. For new builds of sports facilities in particular, such measures can be factored into the planning stage early on to leverage all avenues of energy and resource efficiency.

Environmentally-friendly decisions can also be taken in terms of caring for the football turf. Are pesticides used, and if so, which ones? According to an EU ruling effective since 2011, pesticides and herbicides may only be used as



1 _ Model of the new DFB with its academy.
2 _ Club facilities in amateur football.



a last resort, i.e. once all other turf care methods have been tried. For football, this ruling mainly affects the management of natural grass pitches. The DFB is helping clubs by providing many tips on how to implement this ruling, and posted a brochure on integrated plant protection on its dfb.de website in October 2016.

ENQUIRIES ABOUT ENVIRONMENTAL ISSUES STILL ON LOW LEVEL

According to the Sports development report, clubs see a greater need for information on modernising club facilities and the associated environmental concerns. An issue for the DFB is communicating better that the two issues coincide in many facets. Here the association is preparing for a longer convergence phase, during which convincing work is required. For this reason, in 2015 the DFB planned a networking event centred around environmental protection for amateur clubs, together with the Lower Saxony Football Association, the Lower Saxony Sports Association, the DFL and VfL Wolfsburg. The event did not take place due to lack of interest. The DFB continues to endeavour to find formats which accommodate the interests and needs of amateur clubs in a more targeted fashion.

REPRESENTATION OF INTERESTS ON THE POLITICAL LEVEL

On a political level, the DFB is campaigning for regulations which make it possible for people to play football now and in the future. After all, engaging in sports keeps people fit. Sports activities are part and parcel of a healthy lifestyle. This can reduce traffic congestion and also prove environmentally-friendly when sports facilities and football pitches are within short distances and can be reached without a car – in other words, on foot or by bicycle. Conversely, increased mobility is associated with traffic congestion and environmental pollution (such as greenhouse gases). The DFB is therefore backing the preservation of sports facilities located close to neighbourhoods.

DISCLOSING OF CONFLICTS OF INTEREST

Conflicts of interest are certain to arise however when looking at the geographical location of sports facilities. Noise protection regulations and high pressure from new housing developments for example can prompt local authorities to relocate sports facilities to the outskirts of towns. Reaction to potential noise protection conflicts is possible early on when new sports facilities are built. It is more difficult for existing facilities where housing developments only move closer to football pitches at a later stage. Therefore, especially

in growing settlement areas, conflicts between residents and those taking part in sports arise more often. To find viable resolutions to such complex problematic situations, the DFB is cooperating with other strong partners such as the DOSB and DFL, thereby contributing to the political debate. Political discourse has been stimulated, based on a joint statement on the diametrically opposed issues of noise protection and sport. Approaches adopted to tackle these problems are to be developed by the end of 2016.

ROLE MODEL IN ENVIRONMENTAL PROTECTION

The DFB is committed to acting as a role model in environmental and climate protection, and leading by example in its events and day-to-day business at Head Office. As the host of the 2006 FIFA World Cup, the DFB contributed significantly to the development and successful implementation of the first environmental programme at a World Cup, Green Goal 2006. Building upon this, the organising committee of the 2011 FIFA Women's World Cup, with support from the German Federal Environmental Foundation, FIFA and Öko-Institut e. V., has extended the programme by adding, for example, an environmental management system for the World Cup stadiums. In Green Goal 2006 and 2011, key international benchmarks have been set in terms of sustainable, large-scale sporting events. Within the reporting period, the DFB participated voluntarily in the environment programme of UEFA EURO 2016 in France. As part of its commitment, the DFB offset emissions due to team travel (128 tons of CO₂) with climate protection certificates. Environmental and climate protection are also planned to be an integral part of the German bid to stage UEFA EURO 2024.

SUSTAINABLE BUILDING BY THE DFB

For the DFB Head Office, environmental protection regulations will feature large in the planned construction of the new DFB Academy. The energy standards laid down by the Federal Government for new buildings (Germany Energy Saving Ordinance – EnEV) should be exceeded in the process. The energy model for the new building is currently in development. One of the stipulations is that the academy is connected to the district heating grid of the city of Frankfurt am Main. This will enable environmentally-friendly district heat to be supplied to the building. Many green spaces in the outer area of the new DFB site and in the newly developed public park in the north are being preserved. A contribution towards groundwater protection is being made in the form of the sustainable use of rainwater and the existing well.

In its function as a training company, the DFB also raises trainees' awareness of environmental issues. For example, their task is to regularly collate environmentally relevant information pertaining to DFB Head Office, and to distribute it to the workforce quarterly by means of the digital DFB Environment newsletter. In the future, trainees are to be involved more intensively in issues such as environmental protection and social responsibility.



FURTHER INFORMATION
IS AVAILABLE ONLINE FROM

DFB INFORMATION
www.dfb.de/sportstaettenumwelt

DOSB (GERMAN OLYMPIC
SPORTS ASSOCIATION) CLIMATE
PROTECTION AND SPORT
www.klimaschutz-im-sport.de

ENVIRONMENT AND SPORT EVENTS
www.green-champions.de

ENVIRONMENT IN SHORT

107

is the number of times a single multi-use beaker is reused on average in the Bundesliga.

4

tons of CO₂

are saved on average every year by upgrading an old heating system at a football club.

Approx.

30

percent of all away fans in the Bundesliga, 2nd Bundesliga and 3rd Division used environmentally-friendly transport (bus and rail, and especially scheduled trains) to travel to away games in the 2015/2016 season.

41

tons of CO₂

are generated every game by fans of an average Bundesliga club travelling to a home or away match.

Around

553,000
fans

on average make the pilgrimage every match day to the stadiums in the Bundesliga and 2nd Bundesliga. In general, a match ticket also entitles the holder to travel to and from games by public transport, free of additional charge.

An average of

110,000
kilowatt hours

of electricity are required for every Bundesliga match in a mid-sized football stadium

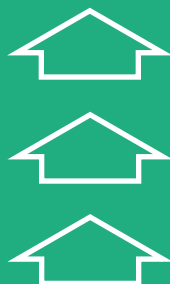
BACKGROUND

OVERVIEW MATRIX OF ENVIRONMENTAL STRATEGY AND ACTIONS:
CONCEPTUAL WORKING BASIS OF DFB COMMISSION SPORTS
FACILITIES & ENVIRONMENT

	REPRESENTA- TION OF INTERESTS	SERVICE FUNCTION	EXAMPLE FUNCTION
SPORTS FACILITIES	<ul style="list-style-type: none"> Noise protection regulations for sports facilities 	<ul style="list-style-type: none"> Compendium Fact checker Integrated plant protection Info on funding programmes 	<ul style="list-style-type: none"> Construction of the new DFB with its academy
EVENTS		<ul style="list-style-type: none"> Attendance at sportinfra 87 environment ideas Web portal Green Champions 2.0 	<ul style="list-style-type: none"> Bid to host UEFA EURO 2024 Environmentally-friendly procurement
MOBILITY		<ul style="list-style-type: none"> Incentives for environmentally-friendly sport transportation 	<ul style="list-style-type: none"> CO₂ compensation for UEFA EURO 2016 flights

COMMUNICATION
DFB MEDIA (DFB.DE)
ECOLOGY GUIDE
ENVIRONMENT AMBASSADOR
ENVIRONMENT BROCHURE

FUTURE MEASURES



- Implementation of measures for resource-efficient running of the new DFB academy
- Continuation of activities on the political level to retain football pitches close to residential neighbourhoods
- Realisation of the "Climate protection through sport" projects in cooperation with the DOSB
- Broadening of the fact checker format to more product areas relevant to football (such as playing surfaces and floodlights)
- Stricter alignment of DFB's own merchandising articles to environment and social standards
- Addressing of environmental and sustainability issues as integral part of the bid for UEFA EURO 2024

6

SOLIDARITY



In the small Brazilian fishing village of Santo André where national coach Jogi Löw and his team moved into their accommodation for the 2014 World Cup 12 June was a very special day. Just before the start of the World Cup, six German “World Champions to be” including Lukas Podolski, Bastian Schweinsteiger and Mesut Özil, visited the village school. The Brazilian children serenade the stars. The afternoon turns into one of the most emotion-filled moments of a great tournament. It ends with a hilarious game with 50 taking on 6. But the visit is more than a colourful afternoon. At the 2014 World Cup, the DFB Egidius Braun foundation, together with the Bundesliga foundation and the carol singers, supports a total of 15 aid projects for children and youngsters in the tournament venues to the tune of more than Euro 500,000.

The DFB tradition of championing needy children and youngsters in the respective host countries was started at the 1986 World Cup. “Mexico Aid” originated from what was rather a spontaneous idea by Delegation Head Egidius Braun and the national players, and was themed “Football – more than 1:0!”. This guiding principle from today’s DFB Honorary President Egidius Braun has lost nothing of its meaning over the decades.

The DFB, the DFL, regional and sub-regional associations and many clubs are committed to helping people in need. The DFB and DFL foundations undertake a key part of the work. In conjunction with strong partners, such as the carol singers, Deutsche Sporthilfe (German Sports Aid foundation) and the Commissioner for Immigration, Refugees, and Integration, they draw up targeted actions and render help directly at grassroots level. Football is played in every country in the world. No other sport enjoys such popularity. It stimulates interaction between people of different cultural groups. And it has unique potential to influence the shaping of social and cultural development processes. The social commitment of German football therefore extends beyond national borders.

FOOTBALL FOR DEVELOPMENT

The prominent ability of sport to bring the most diverse people together forms the basis of DFB commitment towards development collaboration.

The DFB makes its technical sports expertise available in cooperation with the BMZ (Federal Ministry for Economic Cooperation and Development). Male and female trainers and sports teachers are trained in seven countries in the cooperation scheme. They then act as local multipliers by passing on their knowledge to the grassroots. Focal points in the football projects are issues such as violence prevention, conflict resolution and peace-keeping (Columbia and Jordan), education and nurturing of youngsters (Brazil), HIV prevention and organisational development (Mozambique), vocational training and conflict prevention (Palestinian regions), social participation, emancipation of girls and women, and sports teacher training (Afghanistan and Namibia).

The DFB and BMZ held the first “International Instructors Course” in Kamen-Kaiserau (Germany) from 25 May to 3 June 2016. Male and female employees from the sport projects of German development collaboration were invited. Furthermore, the DFB has since 1977 been training instructors from developing and emerging nations in English and French-language courses. More than 1,500 trainers have attended the 3-week “International Coaching Course”, the content of which is based around the DFB “A” and “B” licences. Within the context of the DFB development collaboration, the “International promotion of sport” of the DFB’s foreign experts represents a key area of engagement. In cooperation with the Foreign Office and German Olympic Sports Association, the DFB has been dispatching its foreign experts to developing and emerging countries to develop performance sport structures as part of short and long-term projects.



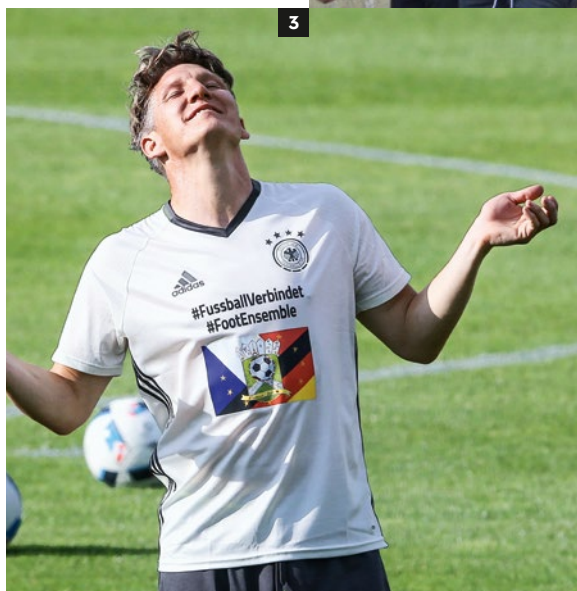
“I am firmly convinced that sport opens up hearts as well as perspectives. It is precisely this potential which I would like to use with the “Sport for development” aid policy partnership with the DFB to get something moving – in our partner countries and throughout the German public.”

DR GERD MÜLLER

Federal Minister for Economic Cooperation and Development

OUR GOALS

- We continue to develop the tradition of social engagement.
- We leverage the opportunities offered by football to open up opportunities for the disadvantaged.
- We tap the potential of football for social and societal development processes worldwide.



1_ In the summer of 2016 during the Olympic football tournament, DFB Vice President Hannelore Ratzeburg, accompanied by four of the female internationals, paid a visit to a social project in a favela in Rio de Janeiro.

2_ Federal minister for Economic Cooperation and Development Dr Gerd Müller, DFB President Reinhard Grindel and DFB General Secretary Dr Friedrich Curtius agree the "Sport for development" partnership.

3_ National players wear shirts bearing the winning motive from the "Football unites" competition.

4_ Madre Adela, 84-year-old sister in Querétaro, with the children of Casa de Cuna.



FOOTBALL UNITES – COMMITMENT TOWARDS UEFA EURO 2016

For UEFA EURO 2016, the German team was involved in projects to promote Franco-German friendship. Together with the DFB Cultural Foundation, the Franco-German Youth Organisation, the Goethe Institute and other partners, the national team made an appeal for a creative competition to be held - to come up with an original Franco-German flag for fans. Almost 10,000 youngsters between the ages of 12 and 20 took part. The 36 winners, including 19 from France and 17 from Germany, were invited to meet the team at their base in Évian on the banks of Lake Geneva.

FOUNDATIONS – COMMITMENT BORNE FROM CONVICTION

On 29 May 2016, the DFB squad returned to Augsburg, where German football staged a benefit match for the first time 23 years previously. The players have regularly played for a good cause since 1993, and have waived their match fees. This form of commitment is unique across Europe. The DFB Egidius Braun foundation has been organising the matches since 2001. More than Euro 30m has been raised since the first benefit match in 1993. About half of the sum secures most of the foundation's engagement for two fiscal years. With voluntary donations from match receipts, the DFB Egidius Braun foundation also involves the DFB Sepp Herberger foundation, the DFB Cultural foundation and the Bundesliga foundation.

The DFB sees it as an obligation to also support diverse social projects with this money. For the DFB, social responsible and the core business go hand in hand. For example, the DFB foundations also make a contribution towards work with juniors at the DFB when organising summer football camps for clubs, and champion improved cooperation between schools and clubs.

DFB EGIDIUS BRAUN FOUNDATION

Basic assets
Euro 530,000
Annual budget
Approx. Euro 3m
Presidents
Dr Egidius Braun,
Eugen Gehlenborg (managing)
Chair of board of trustees
Reinhard Grindel
Managing Director
Wolfgang Watzke

www.egidius-braun.de

FOCUSES OF ENGAGEMENT

- Mexico aid
- Summer football camps
- 1:0 for a Welcome – Commitment to immigrants
- Aid for Eastern Europe and Africa
- CHILDREN'S DREAMS social campaign

During his time in office as DFB President, Egidius Braun manifested social commitment in the DFB statutes. He established it as the "third pillar" in addition to amateur and professional football. He also gave his name to the DFB foundation established in 2001. It is characterised by charitable support inside and outside football in Germany, Europe and the world. Since being set up, the foundation has invested around Euro 25m in projects.

The Mexico aid is an initiative with a special tradition. Egidius Braun launched it during the World Cup summer of 1986 - with Rudi Völler as the first to donate. Establishing of a relief organisation was prompted by the then DFB Treasurer Egidius Braun under the impression of distress and hardship there. Eight education projects and facilities, such as those in Mexico City, Querétaro and Guadalajara, are being financed on a continual basis by donations and sponsorships only. Orphans and other children from particularly poor urban districts who otherwise would have virtually no education opportunities or career prospects are being looked after and supported intensively. On its 30-year anniversary, spring 2016 saw a foundation delegation headed by DFB President Reinhard Grindel visit the local projects. The "Carol singers" (Pontifical Association of the Holy Childhood) is a long-standing partner to the Mexico aid project which each time doubles the donation contributions generated by the DFB. Around Euro 5.5m was donated to the aid action fund by 2016. Another Euro 1.2m is already budgeted for in the period to 2020.

DFB SEPP HERBERGER FOUNDATION

Basic assets
Euro 530,000
Annual budget
Approx. Euro 1m
President
Eugen Gehlenborg
Chair of board of trustees
Hermann Korfmacher
Managing Director
Wolfgang Watzke

www.sepp-herberger.de

FOCUSES OF ENGAGEMENT

- Social reintegration of prison inmates
- Football for those with disabilities
- Cooperation between schools and clubs
- DFB charitable organisation for footballers who have fallen on hard times

In 1977, the German Football Association established the DFB Sepp Herberger foundation on Sepp Herberger's 80th birthday. The oldest German football foundation is involved in four main areas - supporting football for those with disabilities, promoting football juniors in schools and at clubs, the DFB charitable organisation, and social reintegration of prison inmates. The latter was particularly close to the heart of former national coach Sepp Herberger, and it continues to be a key focus of the foundation's work to this day. The foundation has spent more than Euro 20m on social projects and activities.

Across the country, 17 prisons and young offenders institutions from nine federal states are currently participating in the "Kick-off for a new life" social reintegration initiative. In this cooperation project with the Federal Employment Agency and the justice ministries of states taking part, young inmates prepare themselves for time after prison through football. They gain a school leaving certificate or training qualification, train as referees and trainers with support from the relevant sub-regional associations, or attend anti-violence training. And they play football together.

The intention is that they find their way back into society and football this way after imprisonment. Prominent figures are involved in the initiative - Nadine Keßler, Horst Eckel, Otto Rehhagel, Uwe Seeler, Wolfgang Dremmler and many others. A number of professional clubs have also taken sponsorships.

▼
**DFB CULTURAL
FOUNDATION****Basic assets**

Euro 250,000

Annual budget

About Euro 350,000

President

Dr Göttrik Wewer

Chair of board of trustees

Walter Desch

Managing Director

Olliver Tietz

www.dfb.de/dfb-kulturstiftung**FOCUSES OF ENGAGEMENT**

- Artistic, cultural and scientific programmes in and throughout football
- Projects with a footballing history
- Initiatives on international understanding, integration and anti-racism

Football as part of everyday and popular culture is at the heart of the DFB Cultural foundation established in 2007. It is the only one of its kind in the world. It uses football for cultural, artistic and scientific projects and education initiatives to communicate values, to promote democracy, and for integration and international understanding for young people in particular. About Euro 3.1m has been used so far for in-house and aid projects, about Euro 0.7m of which since the start of 2014 for around 60 local and nationwide projects. Partners and co-sponsors of the foundation initiatives include the Goethe institute and the Federal Government Commissioner for Culture and the Media.

Initiatives on commemorative culture have been some of the high points in the diversity of projects over the last three years. In 2014 in the joint 11FREUNDE special edition "Verlorene Helden" (lost heroes), many with an interest in football got to know for the first time by way of example the lives of 192 Jewish football pioneers before and after 1933. The exhibition "Between success and persecution – Jewish stars in German sport to 1933 and thereafter" began in summer 2015 on squares in Berlin and Tel Aviv. Since 2009, the foundation has also been organising an annual education programme for the U-18 national team at a tournament in Israel, which includes a visit to the Yad Vashem holocaust memorial. The free "Football culture travel guide" published for EURO 2016 was also a project attracting great interest. The annual foundation programme also includes the annual KULTURSTADION event platform at the Frankfurt Book Fair, and the international football film festival "11mm".

▼
**BUNDESLIGA
FOUNDATION****Basic assets**

Euro 1m

Annual budget

Approx. Euro 3.5m

President

Stefan Kiefer

Chair of the foundation board

Dr Reinhard Rauball

Chair of board of trustees

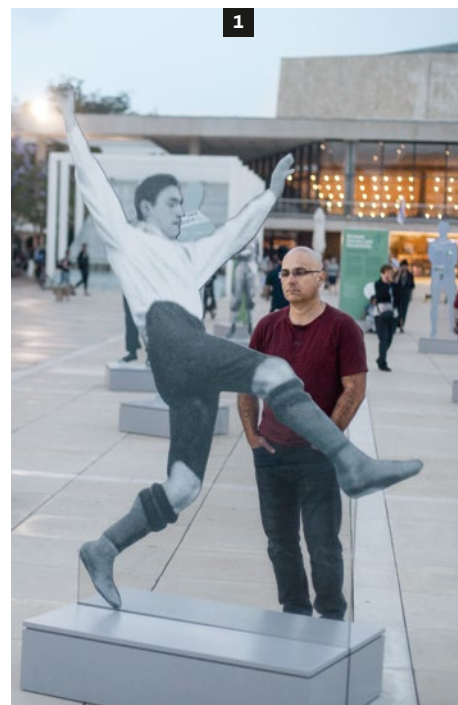
Dr Fritz Pleitgen

www.bundesliga-stiftung.de**FOCUSES OF ENGAGEMENT**

- Children
- People with disabilities
- Integration
- Sportsmen and women in other sports

Since being founded in 2008, the Bundesliga foundation has been determinedly assuming its social responsibility in professional football through a diversity of commitments. It develops and supports projects which help beneficiaries to improve prospects by means of simplified access to sport and knowledge. In this way, the Bundesliga foundation compliments the diverse, usually regionally aligned social engagement of professional clubs and players. This becomes tangible in "Welcome to football" for example, an initiative to integrate young immigrants. Across the country, more than 20 Welcome alliances, comprising professional clubs, amateur clubs and local and communal partners, are offering immigrants opportunities to integrate and develop personally by providing sports, language and leisure programmes.

One of the central intentions of the Bundesliga foundation is to enable social participation. The "Barrierefrei ins Stadion" (barrier-free stadiums) travel guide, for example, supports those with and without disabilities by providing uncomplicated access to all stadiums in the Bundesliga, 2nd Bundesliga and 3rd Division. The Bundesliga foundation lends its solidarity to sportsmen and sportswomen in other sports through the partnership with Deutsche Sporthilfe (German Sports Aid), in existence since 2009. It supports over 200 talented athletes in Olympic and Paralympic disciplines, which in effect benefits Sports Aid as an important stakeholder, both financially and in terms of raising media awareness. Male and female athletes who have been supported since the start of the cooperation have already won 12 medals at Olympic Games and achieved numerous successes at World and European Championships. Also, many projects such as "Fußball trifft Kultur" (Football meets culture), "Lernort Stadion" (Stadium as place of learning) and "Klasse in Sport" (Class in sport) help improve the chances of children and young people.



1 _ Exhibition "Between success and persecution – Jewish stars in German sport up to 1933 and thereafter" in Tel Aviv.



DFB FOUNDATIONS
www.dfb.de/stiftungen

BUNDESLIGA FOUNDATION
www.bundesliga-stiftung.de

DFB INTERNATIONAL RELATIONS
www.dfb.de/intern-beziehungen

ENGAGEMENT BY THE TEAM
www.dfb.de/kindertraeume

SOLIDARITY IN SHORT

More than Euro
5m
is invested
by the DFB every year in
foundation work.

About Euro
4.5m
was generated
by the last benefit match played
by the national team.

About Euro
5.5m
has been
channelled
into the "Mexico aid" project
over the last 30 years.

More than
Euro 500,000
was made available at
the time of the 2014 World Cup
for CHILDREN'S DREAMS
projects in Brazil.

More than
200
talented
sportsmen and women
are receiving support from the
Bundesliga foundation in
the "junior elite promotion"
programme of Deutsche Sporthilfe.

18
is the number
of countries

in which the DFB is active as part of its development collaboration and international understanding work.

About
6,000

young people take part every year in
the action days and programmes in the
"Stadium as place of learning" project
run by the Bundesliga foundation.

About
1,200

young people take part every year
in the "summer football camps"
programme runs by the DFB Egidius
Braun foundation.

FUTURE MEASURES



- DFB Cultural foundation: Development and evaluation of a model project for integrating young immigrants into clubs through trainer coaching and language courses
- DFB Egidius Braun foundation: Continuation of commitment for football clubs campaigning for immigrants
- DFB Sepp Herberger foundation: Continued development of different activities as part of handicap football
- Bundesliga foundation: Broadening of the partnership with Deutsche Sporthilfe through additional transfer of "Paralympic junior elite promotion"
- Fighting the causes of migration and support in integrating immigrants in selected countries as part of the "Sport for development" sector plan with the BMZ (Federal Ministry for Economic Cooperation and Development)
- Broadening of international sport promotion to more countries (Palestinian regions, Kosovo, India)



04

APPENDIX

BASIC REPORT INFORMATION

MAIN POINTS FOR COMPILATION OF THE SUSTAINABILITY REPORT

Regularly (every three years) when the association holds its Congress, the DFB reports on assuming its social responsibility. The sustainability report published for the 42nd Congress meeting held in Erfurt on 3 and 4 November 2016 follows on from the “Football is future” sustainability report from 2013 and the report before that, “On the way to sustainability” from 2010. The reporting period is from October 2013 to September 2016. The editorial deadline for selection of the report’s content was 30 September, 2016.

THE REPORT’S TARGET GROUPS

The main target groups of the report are the regional and sub-regional associations, clubs on all levels (from the district league to the Bundesliga), the DFL and all other protagonists involved in football. Furthermore, the report is also intended to address representatives from politics, communities and science, and partners and sponsors of the DFB.

SELECTION OF KEY REPORT TOPICS

Report topics are selected in line with the findings from the materiality analysis. Decisions on priority setting have been made by the committees responsible. They are made up of representatives from the regional and sub-regional associations, the DFB Head Office and outside experts (from politics and science for example).

DELINEATIONS OF THE REPORT

The report pertains first and foremost to the DFB, and in part to its subsidiaries and the foundations supported by the association. The DFB is the umbrella organisation of DFL e.V., and the five regional and 21 sub-regional associations with around 25,000 football clubs. The social potential of football develops mainly at clubs on local level. This is illustrated by many of the activities and figures shown in this report. The DFB supply chain extends mainly to merchandising, office supplies, sports equipment and catering for example. These are not within the report delineations currently defined. The DFB is planning to continually extend monitoring of its supply chain.

CONSIDERATION OF INTERNATIONAL STANDARDS

The 2013 sustainability report was already geared to the globally recognised guidelines of the Global Reporting Initiative (GRI). The current report takes into account for the first time the requirements of the current GRI G4 guidelines. In the GRI Content Index, readers will find references to text passages which reference corresponding GRI indicators.

EXTERNAL AUDITING OF THE SUSTAINABILITY REPORT

Auditing firm Deloitte oversaw the entire report compilation process, the goal of which was to guarantee auditability of the report in accordance with international sustainability standards. The report was audited for the first time in its entirety. The recognised ISAE 3000 (Revised) auditing standard was applied as the basis for this.

A NOTE ON GENDER

To explicitly include female football players in this report, both the male and female personal pronouns are generally used. In lists however, only the male form is used so as not to impede the reading flow. In such cases, the male form expressly includes women.

AUDIT CERTIFICATION

CERTIFICATION OF AN INDEPENDENT COMMERCIAL AUDIT FOR OBTAINING LIMITED ASSURANCE

TO
**DEUTSCHE FUSSBALL-BUND E.V.,
FRANKFURT AM MAIN, GERMANY**

As requested, we have conducted an independent commercial audit to obtain limited assurance with regard to the 2016 sustainability report (hereafter called "Report") for reporting period 1 October 2013 to 30 September 2016 for Deutsche Fußball-Bund e.V. (hereafter called "DFB"). Neither information from the DFB financial report and on DFB foundation assets, nor content from online links, constitutes a part of our independent commercial audit.

RESPONSIBILITIES OF THE LEGAL REPRESENTATIVES FOR THE REPORT

The legal representatives at the DFB are responsible for compilation of the report. The report is based upon the G4 guidelines for sustainability reporting in the Global Reporting Initiative (hereafter called "GRI criteria") and the principles stated therein.

On the one hand, the responsibilities of the legal representatives of the association comprise the selection and application of appropriate methods for sustainability reporting, as well as the making of assumptions and performing of estimations for individual sustainability information which is appropriate under the circumstances given. On the other, the responsibilities comprise the design, implementation and maintenance of systems and processes to enable the compilation of a sustainability report which is free of significant, intentionally or unintentionally incorrect information.

INDEPENDENCE AND QUALITY ASSURANCE OF THE AUDITING COMPANY

In fulfilling the assignment, we observed the requirements made of independence, and other profession-related regulations in the IESBA Code of Ethics for Professional Accountants, based upon the fundamental principles of integrity, objectivity, professional competence and due diligence, discretion and practises worthy of the profession.

The quality assurance system of Deloitte GmbH is based upon the International Standard on Quality Control 1 "Quality Control for Audit, Assurance and Related Service Practices" (ISQC 1) published by the International Auditing and Assurance Standards Board (IAASB), and additionally upon the national legal regulations and professional statements, in particular the code of ethics for auditor companies and sworn accountants, and the joint statement from the WPK (Chamber of Public Accountants) and IDW (Institute of Public Auditors): Requirements of quality assurance in auditing practises (VO 1/2006).

RESPONSIBILITIES OF THE AUDITOR

Our remit is to submit an assessment of the sustainability report on the basis of activities carried out by ourselves.

NATURE AND SCOPE OF THE COMMERCIAL AUDIT

We conducted our remit in due consideration of the International Standard on Assurance Engagements ISAE 3000 (Revised): "Assurance Engagements other than Audits or Reviews of Historical Financial Information". Accordingly we need to plan and conduct the remit such that, under critical appraisal, the sustainability report not having been compiled in compliance with the GRI criteria as regards major issues can be precluded with limited certainty. The selection of auditing procedures is at the sole discretion of the auditor. It comprises the assessment of risks of incorrect key information in the report in consideration of the GRI criteria.

We conducted the following activities as part of our remit (not exhaustive):

- Participation in Steering committee meetings
- Gaining of an understanding of the structure of the sustainability organisation and of the involvement of stakeholders
- Questioning of employees involved in preparation of the report about the preparation process, the internal control system related to this process and selected information in the sustainability report
- Analytical appraisal of selected information in the report
- Assessment of internal and external documents to determine whether adequate verification is available for qualitative and quantitative information

FINDINGS

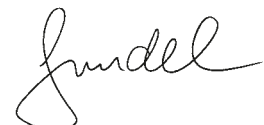
On the basis of our independent commercial audit to obtain limited assurance, we have not become aware of any circumstances giving us grounds to assume that the 2016 sustainability report for reporting period 1 October 2013 to 30 September 2016 from Deutsche Fußball-Bund e.V. has not been compiled in compliance with the GRI criteria as regards major issues.

We issue this statement on the basis of the remit concluded with the DFB. The commercial audit for obtaining limited assurance was conducted for the purposes of the DFB, and the statement is intended solely for the DFB for information on the findings of the commercial audit for arriving at limited certainty. The statement is not intended to be used as a basis for (asset) decisions by third parties. Our responsibility is solely to the DFB. In contrast, we assume no responsibility towards third parties.



ANDREAS HERZIG

Partner
Deloitte GmbH
Stuttgart, 5 October 2016



VINZENZ FUNDEL
Manager Sustainability
Deloitte GmbH
Stuttgart, 5 October 2016

GRI CONTENT INDEX

The 2016 sustainability report from the German Football Association was compiled in line with the globally recognised guidelines of the Global Reporting Initiative (GRI). The report satisfies the core requirements ("Core" option) of the current GRI G4 guidelines.

General Standard Disclosures

GRI (CORE) INDICATORS AS PER G4 GUIDELINE		REFERENCE	COMMENT
STRATEGY AND ANALYSIS			
G4-1	Declaration from management	• 2016 sustainability report: Page 8f	
ORGANIZATIONAL PROFILE			
G4-3	Name of organisation	• 2016 sustainability report: Page 89	
G4-4	Most important brands, products and services	• 2016 sustainability report: Pages 12ff, 30, 32, 34, 36 • 2015 financial report: Page 6, Pages 14–30 • www.dfb.de: "Leagues and competitions"	
G4-5	Organisation Head Office	• 2016 sustainability report: Page 89	
G4-6	Countries where association is active	• 2016 sustainability report: Pages 12–14, 84 • www.dfb.de: "Association structure – DFB Head Office – Offices"	
G4-7	Ownership structure and legal form	• 2016 sustainability report: Pages 12–14, 89 • 2015 financial report: Page 10	
G4-8	Markets serviced	• 2016 sustainability report: Pages 12–14, 77, 79, 80, 84	The primary market is for the DFB in Germany.
G4-9	Size of the organisation	• 2016 sustainability report: Pages 14f, 31, 33, 35, 37 • www.dfb.de: "Association structure – DFB Head Office – Offices"	
G4-10	Total staff	• 2016 sustainability report: Page 14 • www.dfb.de: "Association structure – management"	The percentage of fixed-term work contracts amongst the workforce at DFB Central Administration stands at 27%.
G4-11	Employees under collective contracts	• 2016 sustainability report: Page 25	Employees at the DFB are not under a collective agreement. A workplace representative committee is selected every two years to represent employees in dealings with DFB management.
G4-12	Supply chain of organisation	• 2016 sustainability report: Page 84	
G4-13	Major changes to the size, structure or ownership structure of the organisation or its supply chain within the reporting period		There were no major changes
G4-14	Inclusion of the precautionary principle	• 2016 sustainability report: Pages 71–75	
G4-15	External agreements, principles or initiatives	• 2016 sustainability report: Pages 12–14, 18–21, 46f, 49f, 54, 59f, 62, 65f, 67, 72, 74, 77, 79f • www.dfb.de: "Foundation work" • www.dfb.de: "Partners"	The DFB has signed the charter of diversity.
G4-16	Memberships of associations and lobby groups	• 2016 sustainability report: Pages 12–14, 18–21, 46f, 49f, 54, 59f, 62, 65f, 67, 72, 74, 77, 79f	
IDENTIFIED MATERIAL ASPECTS AND BOUNDARIES			
G4-17	Basis of consolidation year-end accounts	• 2016 sustainability report: Page 84 • 2015 financial report: Page 10	
G4-18	Procedure for determination of the report's content	• 2016 sustainability report: 18–21, 84	
G4-19	Key aspects	• 2016 sustainability report: 18–21	
G4-20	Key aspects within the organisation	• 2016 sustainability report: 18–21, 68, 74, 84	
G4-21	Key aspects outside the organisation	• 2016 sustainability report: 18–21, 45–50, 53–56, 59–62, 65–68, 71–74, 77–80, 84	
G4-22	New presentation of information from old reports		There were no major changes resulting in new presentations of information from old reports.
G4-23	Changes to the scope and report delineations	• 2016 sustainability report: Page 84	
STAKEHOLDER ENGAGEMENT			
G4-24	Stakeholder groups involved	• 2016 sustainability report: Pages 8f, 12–14, 18–21, 23–25, 46–50, 54, 56, 59f, 62, 65–68, 72, 74, 77, 79f, 84	

GRI (CORE) INDICATORS AS PER G4 GUIDELINE		REFERENCE	COMMENT
G4-25	Determination of the stakeholder groups	• 2016 sustainability report: 18–21, 84	
G4-26	Methods for involving stakeholders	• 2016 sustainability report: 18–21, 84	
G4-27	Topics and issues of stakeholders, and reaction of the organisation	• 2016 sustainability report: Pages 8f, 18–21, 23–25, 46–50, 54, 56, 59f, 62, 65–68, 72, 74, 77, 79f, 84	

REPORT PROFILE

G4-28	Reporting period	• 2016 sustainability report: Page 84	
G4-29	Publication of the last report	• 2016 sustainability report: Page 84	
G4-30	Report cycle	• 2016 sustainability report: Page 84	
G4-31	Contact(s) for questions about the report	• 2016 sustainability report: Page 89 • www.dfb.de: "Service" contacts	
G4-32	Selected "Matching" option, GRI Content Index, reference to the external audit report	• 2016 sustainability report: Pages 84, 86	
G4-33	External verification/confirmation of the report	• 2016 sustainability report: Page 85	

GOVERNANCE

G4-34	Management structure of the organisation	• 2016 sustainability report: Pages 12–14, 18–21, 84	
-------	--	--	--

ETHICS AND INTEGRITY

G4-56	Internal mission statements, Codes of Conduct and principles	• 2016 sustainability report: Page 25	Since 2012, a Code of Conduct has applied for full-time DFB employees. This code regulates aspects such as basic conduct requirements, working with business partners and third parties, data protection and the environment, preventing conflicts of interest, and safety and health issues. In addition, adoption of a Code of Ethics is planned for the DFB Congress in 2016.
-------	--	---------------------------------------	--

Specific Standard Disclosures

GRI (CORE) INDICATORS AS PER G4 GUIDELINE		REFERENCE	COMMENT
ECONOMIC			
Management approach		• 2016 sustainability report: Page 15 • 2015 financial report: Page 14ff	
Aspect: Economic Performance			
G4-EC1	Value generated directly, and distributed commercial value	• 2016 sustainability report: Page 15 • 2015 financial report: Page 14ff	
Aspect: Indirect Economic Impacts			
G4-EC7	Development and effect of infrastructure investments	• 2016 sustainability report: Pages 31, 33, 35, 37 • 2015 financial report: Page 25f	
ENVIRONMENTAL			
Management approach		• 2016 sustainability report: Pages 18–21, 71f, 74f	
Aspect: Energy			
G4-EN3	Energy consumption within the organisation	• 2016 sustainability report: Page 84	The energy consumption for DFB Central Administration was 919,268 kWh in 2015.
Aspect: Water			
G4-EN8	Total water abstraction by source	• 2016 sustainability report: Pages 71f, 74f, 84	The water consumption for DFB Central Administration was 3,500 m³ in 2015.
Aspect: Emissions			
G4-EN19	Reduction of greenhouse gases	• 2016 sustainability report: Page 74	
Aspect: Overall			
G4-EN31	Total expenditure and investment for environmental protection	• 2015 financial report: Page 25f	
Aspect: Supplier Environmental Assessment			
G4-EN32	Percentage of new suppliers screened on the basis of ecological criteria.	• 2016 sustainability report: Pages 74, 84	

LABOR PRACTICES AND DECENT WORK

Management approach		• 2016 sustainability report: Pages 14, 68	Since 2012, a Code of Conduct has applied for full-time DFB employees. This code regulates aspects such as basic conduct requirements, working with business partners and third parties, data protection and the environment, preventing conflicts of interest, and safety and health issues. In addition, adoption of a Code of Ethics is planned for the DFB Congress in 2016.
---------------------	--	--	--

GRI (CORE) INDICATORS AS PER G4 GUIDELINE		REFERENCE	COMMENT
Aspect: Employment			
G4-LA1	Total number and rate of newly hired employees, and turnover of personnel by age group, gender and region	• 2016 sustainability report: Page 14	
Aspect: Further education			
G4-LA10	Programmes for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings	• 2016 sustainability report: Pages 14, 68	
Aspect: Diversity and equal opportunity			
G4-LA12	Composition of governance bodies and breakdown of employees by employee category in regard to gender, age group, affiliation to a minority group and other diversity indicators	• 2016 sustainability report: Page 14 • 2015 financial report: Page 45f	
Aspect: Supplier Assessment for Labor Practices			
G4-LA14	Percentage of new suppliers screened for working practises on the basis of criteria.	• 2016 sustainability report: Page 84	
HUMAN RIGHTS			
Management approach			The DFB Employee Code includes a clear-cut anti-discrimination stance.
Aspect: Non-discrimination			
G4-HR3	Total number of discrimination incidents and remedial actions taken	• 2016 sustainability report: Page 51	No incidents within the DFB are known.
Aspect: Child labour			
G4-HR5	Operations and suppliers determined at which there is a considerable risk of child labour, and actions taken as contributions towards the abolition of child labour		No operations or suppliers with considerable risks are known.
Aspect: Forced and compulsory labour			
G4-HR6	Operations and suppliers determined at which there is a considerable risk of forced or compulsory labour, and actions taken as contributions towards the elimination of all forms of forced and compulsory labour		No operations or suppliers with considerable risks are known.
Aspect: Supplier Human Rights Assessment			
G4-HR10	Percentage of new suppliers screened on the basis of human rights criteria.	• 2016 sustainability report: Pages 74, 84	
SOCIETY			
Management approach		• 2016 sustainability report: Pages 17–21, 29f, 32, 36, 77, 79f • www.dfb.de: "Foundations"	
Aspect: Local communities			
G4-SO1	Percentage of operations at which measures for integrating local communities, impact assessments and development programmes have been implemented	• www.dfb.de: "DFB academy – Dialogue"	In the run-up to the public decision which took place in June 2015, over 100 Frankfurt football clubs, as well as residents and interested members of the public, were involved as part of information and dialogue events.
Aspect: Anti-corruption			
G4-SO3	Total number and percentage of operations screened for corruption risks, and major risks ascertained	• 2016 sustainability report: Pages 9, 23–25 • www.dfb.de: "Freshfields report"	As part of the clarification process for the corruption accusations surrounding the award of the 2006 World Cup, the DFB had a comprehensive investigation compiled by law firm Freshfields Bruckhaus Deringer.
G4-SO4	Information and training on actions and procedures to fight corruption	• 2016 sustainability report: Pages 9, 23–25	Adoption of a Code of Ethics is planned for the DFB Congress meeting in 2016. Training is provided for its application.
Aspect: Public Policy			
G4-SO6	Overall value of political donations, shown by country and recipient	• 2015 financial report: Page 12f	There were no donations.
Aspect: Anti-competitive Behavior			
G4-SO7	Total number of legal actions for anticompetitive behaviour, and monopoly practises, and their outcomes		In 2016, there was a Federal Cartel Office case pertaining to the allocation of tickets to members of the national team fan club at EURO 2016.
Aspect: Compliance			
G4-SO8	Monetary value of significant fines and total number of non-monetary sanctions due to failures to observe laws and regulations	• www.dfb.de: "Freshfields report"	No corresponding (monetary) fines within the reporting period became known.
Aspect: Supplier Assessment for Impacts on Society			
G4-SO9	Percentage of new suppliers screened for effects on society on the basis of criteria.	• 2016 sustainability report: Page 84	

CONTACT/ LEGAL NOTICE

YOUR CONTACT AT THE DFB

Stefanie Schulte
Head of Social Responsibility
Otto-Fleck-Schneise 6
60528 Frankfurt am Main
Germany
Phone: +49 (0) 69/67 88-0
Email: nachhaltigkeit@dfb.de



MORE INFORMATION ON THE
SUSTAINABILITY COMMITMENT
BY THE DFB (INCLUDING DOWN-
LOADING OF THE SUSTAINABILITY
REPORT) IS ON

www.dfb.de/nb2016

PUBLISHED BY

German Football Association
Otto-Fleck-Schneise 6
60528 Frankfurt am Main
Germany
www.dfb.de
www.fussball.de

THOSE RESPONSIBLE

Eugen Gehlenborg, Willi Hink and Ralf Köttker

PROJECT MANAGEMENT

Stefanie Schulte

DESIGN

Social responsibility Commission
(headed by Dr Stephan Osnabrügge)
Stephan Brause, Valentina Fürg,
Thomas Hackbarth, Michael Herz,
Dr Lothar Rieth

CONTENT DESIGN AND COMPILATION OVERSEEN BY

Stakeholder Reporting GmbH

EDITORIAL COLLABORATION

Felix Agostini, Jan Baßler,
Daniel Bleher, Matthias Eiles,
Nico Kempf, Steffen Lüdecke,
Christin May, Wolfgang Möbius,
Prof Dr Gunter A. Pilz, Silke Pump,
Sebastian Schmidt, Jennifer Schröder,
Karin Steinrücke, Olliver Tietz,
Maximilian Türck, Tobias Wrzesinski, and
support from numerous employees at the DFB,
sub-regional associations and partners

VISUAL DESIGN/ LAYOUT/PRODUCTION

Strichpunkt Design Stuttgart/Berlin

REPORT AUDITING

Deloitte GmbH

PICTURES PROVIDED BY

Carsten Kobow/BZgA,
German Football Museum, DFB, dpa,
Getty Images, kadawittfeldarchitektur,
Stefan Zwing, werderbremen/massstab

EDITORIAL DEADLINE

30 September 2016



ClimatePartner^o
climate neutral

Print | ID 53203-1703-1002



WWW.DFB.DE
WWW.FUSSBALL.DE