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# **Corporate social responsibility: the sports industry picks up the ball**

How do athletes and sport organizations use the media to fight social problems?

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## INTRODUCTION

With the world now facing many social problems, athletes and sports organizations are becoming increasingly active in promoting corporate social responsibility (CSR) projects. Over the years, sports have been recognized as having the ability to gather people and have a positive impact on society. Because of that, many sports organizations have been contributing to society through charities and CSR programs.

Throughout the years, the concept of CSR, together with that of societal and social problems, have grown. Over the past fifteen years, CSR has been more and more present in every area of business, including the sports industry. However, some researchers believe that the role of CSR in sports may be a little different than in other industries.<sup>1</sup> But why is that? Perhaps, it is because it offers a different product, one that is easily promoted by famous athletes of this industry thanks to a large media exposure.

What is certain is that the sports industry is “considered a significant driver of growth”<sup>2</sup> by the European Commission. It is defined as “a real industry, which can be seen as a growth engine for the wider economy as it generates value added and jobs across a range of sectors, in manufacturing as well as in services, stimulating development and innovation.” Sports not only benefit their own industry, but they also impact others such as tourism, advertising, and the media for example.

The sports industry has a major impact in Europe, but also in North America, which is one of the larger markets of this industry. In 2018, with 32.5 percent share of the global sports market<sup>3</sup> and 71 billion U.S. dollars in revenue<sup>4</sup>, the industry was, and is still flourishing in this part of the world. It is not surprising as the United States boasts some of the major sports organizations: the NFL, the MLB, the NBA, and the NHL.

The US and European markets are very attractive and most of their revenues come from gate receipts, media rights, sponsorships, and merchandising. Sports are high profile. Athletes and

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<sup>1</sup> BABIAK Kathy, WOLFE Richard, “More Than Just a Game? Corporate Social Responsibility and Super Bowl XL”, Sport Marketing Quarterly, West Virginia University, 2006, <https://www.researchgate.net/publication/265529787>

<sup>2</sup> European Commission, “Sport keeps not only you, but also industry fit”, Brussels, January 21, 2014, [https://ec.europa.eu/commission/presscorner/detail/de/MEMO\\_14\\_35](https://ec.europa.eu/commission/presscorner/detail/de/MEMO_14_35)

<sup>3</sup> Statista Research Department, “Market size of the global sports market from 2011 to 2018”, Statista, November 27, 2020, <https://www.statista.com/statistics/1087391/global-sports-market-size>

<sup>4</sup> GOUGH Christina, “North America sports market size from 2009 to 2023”, Statista, December 10, 2019, <https://www.statista.com/statistics/214960/revenue-of-the-north-american-sports-market>

organizations use this to their advantage to promote CSR programs. They utilize the large coverage on all the media to speak out about social problems and change society for the better.

Why is CSR so important to the sports industry? How do athletes and organizations use the media to make the world a better place?

My answers to these questions will be divided in three parts. First, I will deal with the concept of CSR in the sports industry. I will highlight that CSR not only benefits to communities but also to organizations, stakeholders, and business partners. I will then study the relationship between the media and the sports industry. I will also focus on how athletes use them as a tool to inspire the world. Finally, I will give some examples of successful CSR projects created by organizations, and social problems addressed by athletes.

My goal with this research is to show the positive impact that the sports industry has on the world. For many people, sports are just games, entertainment, but they are more than that. Sport is a key player in society. And like Nelson Mandela said: “Sport has the power to change the world. It has the power to inspire. It has the power to unite people in a way that little else does. It speaks to youth in a language they understand. Sport can create hope where once there was only despair.”<sup>5</sup> And it is the object of this paper to document how sport is engaging with CSR in ways that are concrete, efficient, and meaningful.

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<sup>5</sup> BUSBEE Jay, “Nelson Mandela: ‘Sport has the power to change the world’”, December 6, 2013, <https://sports.yahoo.com/blogs/the-turnstile/nelson-mandela-sport-power-change-world>

## PART 1: THE SPORTS INDUSTRY EMBRACES CORPORATE SOCIAL RESPONSIBILITY

### I. Origins of Corporate Social Responsibility in the sports industry

#### I.1. The concept of Corporate Social Responsibility

##### a) What is Corporate Social Responsibility?

In 2021, Corporate Social Responsibility (CSR) is a key concept in society. However, it was not always considered as important as it is today. Like many other ideas or concepts, it has evolved over time. In about 70 years, CSR has gone from being a nice thing to do, to being mandatory for a business to be successful.

In 1953, Howard Bowen, an American economist, published a book called *Social Responsibilities of the Businessman* in which he laid the first foundations of this concept. Bowen defined CSR as “the obligations of business to pursue those policies, to make those decisions or to follow those lines of action which are desirable in terms of the objectives and values of our society”<sup>6</sup>. His purpose was to improve social welfare. He believed that the biggest American companies were powerful and that their actions impacted people’s lives. He thought that businessmen had responsibilities towards society. Therefore, he urged them to create a team that would report on the practices and problems of companies likely to affect society. Nowadays, Bowen is considered as the pioneer of this notion who paved the way for other specialists who developed the CSR concept.

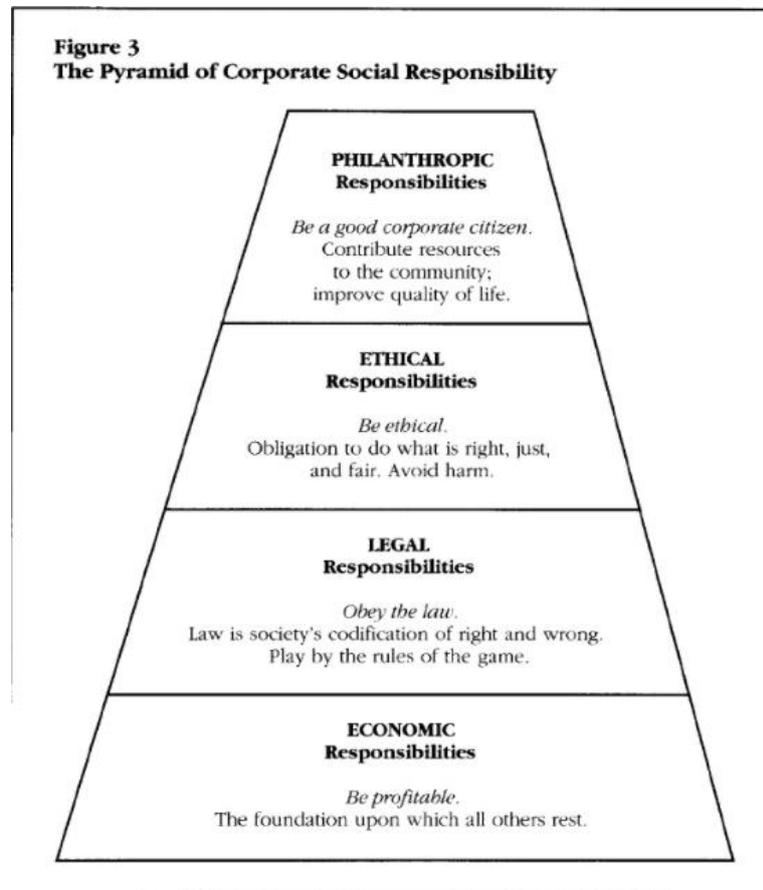
Archie Carroll is one of these specialists. First, in 1979, he associated the notions of economic, legal, ethical, and philanthropic responsibilities to CSR. They are key steps that must be taken by businesses in order to fulfil the expectations of society. Carroll places economic responsibility as the basis of each company. He considers that the business structure depends on its economic capacity which determines everything else. Companies are also expected to comply to the law. They are required to respect the codes established by, and for society. The third step is about ethic responsibilities. Companies must be beyond reproach. They have to obey the laws but also respect its spirit, meaning they cannot do harm.

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<sup>6</sup>BOWEN Howard R., *Social Responsibilities of the Businessman*, University of Iowa Press, 2013, p.6

Finally, according to Carroll, “business is expected to be a good corporate citizen”.<sup>7</sup> Society urges companies to take part in the communities and to participate in social activities. Even though, this last step is not compulsory according to the law, it is a key responsibility.

In 1991, Archie Carroll illustrated these notions in the “Pyramid of CSR”.



Source: CARROLL Archie B., “The Pyramid of Corporate Social Responsibility: Toward the Moral Management of Organizational Stakeholders”, *Business Horizons*, July 1991

This pyramid enabled people and companies to have a clear vision of what CSR should be. These four steps work as a whole. Society requires businesses to have a good economic and legal structure but also expects them to do right on an ethical and philanthropic basis. According to Carroll, a company must fulfill these four steps in order to be successful.

Bowen and Carroll’s visions of this concept inspired what CSR is today. They built the structure and encouraged businesses to do better. In 2021, even though there is no official definition of

<sup>7</sup> CARROLL Archie B., “The Pyramid of Corporate Social Responsibility: Toward the Moral Management of Organizational Stakeholders”, *Business Horizons*, , July 1991, p.42, [https://www.researchgate.net/publication/4883660\\_The\\_Pyramid\\_of\\_Corporate\\_Social\\_Responsibility\\_Toward\\_the\\_Moral\\_Management\\_of\\_Organizational\\_Stakeholders](https://www.researchgate.net/publication/4883660_The_Pyramid_of_Corporate_Social_Responsibility_Toward_the_Moral_Management_of_Organizational_Stakeholders)

the term, it can be defined as “the continuing commitment by business to behave ethically and contribute to economic development while improving the quality of life of the workforce and their families as well as of the local community and society at large”<sup>8</sup>. The most common CSR practices are reducing carbon footprints, charitable giving, volunteering in the community, improving labor policies, socially and environmentally conscious investments, etc.

CSR practices have been adopted by society and companies. They are a key element in the business world as most firms have integrated this concept in their processes. But why are they integrated now? Why were they not integrated as of the 1950s?

#### b) The impact of globalization and privatization on Corporate Social Responsibility

In the 1980s, two phenomena affected the CSR concept: globalization and privatization. Globalization is the increase of trades and interactions between people, companies, and governments in the world. It has existed for centuries, but it was in the late 20<sup>th</sup> century that it changed the market. At this time, the business world became more open than ever, and new challenges appeared with the free market. Globalization spread thanks to the development of neoliberal beliefs and capitalism. States implemented policies which led to reducing the government’s role in the public sector, giving the responsibilities to the private sector. This is privatization.

From the 1980s, globalization and privatization enabled companies to have more opportunities and more responsibilities. Governments gave more power to businesses. They could no longer only focus on making profits. They also had to deal with their impact on the world. Society expected them to act responsibly and care about the communities. Consequently, companies became more involved in CSR. A few years later, triple bottom line companies appeared, reinforcing CSR.

#### c) The Triple Bottom Line

In 1994, John Elkington<sup>9</sup>, proposed the phrase “Triple Bottom Line” to define the new goals of companies. As companies realized that they could do more than making money, the Triple

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<sup>8</sup> HOLME Richard, WATTS Philip, *World Business Council for Sustainable Development*, “Corporate social responsibility: making good business sense”, 2000.

<sup>9</sup> John Elkington is a British entrepreneur and author, specialized in corporate social responsibility and sustainability.

Bottom Line concept spread. It is divided into three bottom lines. The first one is about the people. It deals with establishing good working conditions for every employee and making sure that they benefit from a fair wage. It also focuses on being involved with the communities and taking initiatives to improve their quality of life. As for the second part, it is about the planet. Over the past few years, environmental problems have become increasingly important in the world. Companies have taken the matter in their own hands, trying to reduce as much as possible their carbon footprint or waste for example. Finally, the last bottom line is the profits. Making money has always been the major goal for companies. However, thanks to the Triple Bottom Line, profits can be increased because of the people and planet bottom lines. Indeed, improving workers conditions can boost their productivity. As well, recycling waste can create profits for a company.

Over the past few years more and more businesses have adopted these three bottom lines instead of only one before (profits). They realized that taking part in people's lives and doing what is right for the planet can also be valuable to their success. CSR benefits from this evolution, as companies understand that it is a good business strategy to do right by their three bottom lines. Nowadays, most companies and industries have adopted the CSR strategy, including the sports industry.

## I.2. Corporate Social Responsibility in sports

Like many other business sectors, the sports industry embraced the CSR concept. It is a strategy that is being more frequently adopted by organizations whether it is during sporting events or off the field. Today, almost all sports organizations, teams and athletes are involved in CSR. Unlike other business activities, the sports industry can make a real impact on society. What does the sports industry bring to CSR?

### a) The sports industry can change mentalities

Sports is one of the largest and most popular industries in the world. It is universal and much broadcast over the world. This enables organizations and athletes to be recognized as role models for communities. Athletes are usually referred to as "stars". They usually have a special bond with their communities and people all over the world.

Moreover, unlike other industries, sports have a valuable fan base. This is a key element because it enables organizations to have an audience that can help them in their CSR practices. Fans are reliable. They are usually willing to do anything to support their favorite team or athlete. They are also extremely faithful as they are not likely to switch their favorites. These fans are considered a “consuming public that is increasingly aware of the social aspects of corporate policy”.<sup>10</sup>

Therefore, when a CSR program is launched, it is delivered to a large audience. Hence, it is more likely to be successful. That is one of the reasons why the sports industry is so unique. It has the power to play a major role in CSR, because it can unite people and change mentalities. So far, it has been increasingly used to fight social problems, and this will certainly continue.

b) What type of CSR practices?

Within the sports industry, there are different types of CSR activities. In 2009, Matthew Walker and Aubrey Kent divided these practices into four main categories: “philanthropy, community involvement, and youth programs in both education and health”<sup>11</sup>. These CSR practices are all oriented towards helping communities which are important to sports organizations and athletes.

- Philanthropy

This first category concerns charitable initiatives and donations. It is the only one in which money is directly involved. Over the past few years, the NBA and its athletes have been very giving. They have organized contests and events to help communities. For example, since the 2012-13 season, Stephen Curry, one of the best players in the league, has been partnering with Nothing but Nets, a campaign created by the United Nations. This campaign’s goal is to protect African families against mosquitoes carrying malaria. In 2012, the American player accepted to participate in the Three for Three Challenge, sending three malaria-preventing mosquito nets to Africa for every 3-point shot that he would make during the season<sup>12</sup>. In his first four years taking part in the challenge, Stephen Curry enabled 3,663 families to have nets. In view of his

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<sup>10</sup> WALKER Matthew, KENT Aubrey, “Do Fans Care? Assessing the Influence of Corporate Social Responsibility on Consumer Attitudes in the Sport Industry”, *Journal of Sport Management*, 2009, <https://citeseerx.ist.psu.edu/viewdoc/download?doi=10.1.1.1056.3178&rep=rep1&type=pdf>

<sup>11</sup> Ibidem.

<sup>12</sup> BROWN Daniel, « How Stephen Curry’s 3-point shooting scores for kids in Africa », *The Mercury News*, April 14, 2016, <https://www.mercurynews.com/2016/04/14/how-stephen-currys-3-point-shooting-scores-for-kids-in-africa/>

success, his team has joined him, donating 1,783 more nets<sup>13</sup>. Today, the NBA player is still working with Nothing But Nets to fight this disease.

The NBA organization is very involved in helping communities. It is one of the leagues that donates most. In the next 10 years, 300 million dollars will be donated to the Black community. In order to do so, a new foundation has been created. It aims at “empowering Black communities, primarily through education and youth employment.”<sup>14</sup> To raise this money, all 30 NBA teams have agreed to give one million dollars each year during the next decade.

This first category is one of the most common CSR activities within the sports industry. Sports organizations and athletes are often willing to donate to charities and humanitarian causes.

- Community involvement

Sports organizations and athletes are also giving a lot of their time to get involved directly with their communities. In the United States, the NFL supports a very important community in the country: the military.

The NFL has created Salute to Service, a year-round program which aims at connecting and acknowledging the men and women who are serving or served to protect their nation. The league joined forces with organizations like the Bob Woodruff Foundation to support the military community. Since 2018, they have been partnering to create “healthy lifestyles programs for veterans and their families”<sup>15</sup>. On top of that, during games, the NFL broadcasts videos to recognize and thank the military for their work.

- Youth educational initiatives

In the sports industry, CSR practices for the younger generations are very common, especially in education. In England, the Premier League<sup>16</sup> created a program called Premier League

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<sup>13</sup> Nothing But Nets Team, Stephen Curry To Continue “Three For Three Challenge” Benefitting Nothing But Nets During 2016-17 Season, Nothing But Nets, May 25, 2017, <https://nothingbutnets.net/press-releases/stephen-curry-to-continue-three-for-three-challenge-benefitting-nothing-but-nets-during-2016-17-season/>

<sup>14</sup> TOGOH Isabel, “The NBA Is Donating \$300 Million Over The Next Decade To Black Empowerment”, Forbes, August 6, 2020, <https://www.forbes.com/sites/isabeltogoh/2020/08/06/the-nba-is-donating-300-million-over-the-next-decade-to-black-empowerment/?sh=48b561601af4>

<sup>15</sup> BOB WOODRUFF FOUNDATION, “NFL Partners with Bob Woodruff Foundation to Support Military and Veteran Nonprofits”, May 24, 2018, <https://bobwoodrufffoundation.org/news/nfl-partners-with-bob-woodruff-foundation-to-support-military-and-veteran-nonprofits/>

<sup>16</sup> The Premier League is the top-level English football league.

Primary Stars. It consists in free learning activities that are offered to English and Welsh kids in primary school. This resource includes activities in PE, PSHE, Maths and English<sup>17</sup>. The Premier League created a website on which they have access to packs, quizzes and contests such as the Premier League Writing Stars Poetry Competition. These contests enable children to have fun while learning. The winners have rewards, like tickets to see their local team and go to the stadium.

Football clubs' foundations have been partnering with this program to support children. For example, the Saints Foundation of Southampton has been helping the Weston Park Primary School, by sending one of its employees to give PE lessons and help kids with their social skills.

James Wiltshire, the Headteacher of Weston Park Primary School said that this program “had a huge impact on the children”<sup>18</sup>.

Sports organizations and athletes are very involved towards children education, but they also participate in health initiatives to make their lives better.

- Youth health initiatives

In this last category, CSR practices usually concern children with a critical illness. Sports organizations and athletes make time for them to allow them to meet their favorite athlete or attend events. For nearly 40 years, WWE has been partnering with the Make-A-Wish foundation. Their goal is to make the dreams of sick children come true by meeting their idol. Since the 1980s, WWE has granted more than 6,000 wishes<sup>19</sup>. John Cena, one of the most popular WWE Superstars, has granted more than 650 wishes<sup>20</sup>, a record for any celebrity. His commitment to the cause has no limit, as he granted a wish during the Covid-19 pandemic. This partnership enables children to smile. It gives them strength to fight their illness.

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<sup>17</sup> Premier League Primary Stars, “Transcript”, <https://plprimarystars.com/audio-transcription/film-intro%22>

<sup>18</sup> Saints Foundation, “Premier League Primary Stars make real impact at Weston Park”, September 25, 2020, <https://youtu.be/9xDd40Yb76I>

<sup>19</sup> HILL Libby, “After 500th Make-A-Wish request, WWE superstar John Cena says he’d ‘drop everything’ to do it again”, Los Angeles Times, August 15, 2015, <https://www.latimes.com/entertainment/tv/showtracker/la-et-st-john-cena-grants-500th-wish-20150821-htmlstory.html>

<sup>20</sup> TRAINA Jimmy, “Pandemic Can’t Stop John Cena From Continuing to Grant Wishes: TRAINA THOUGHTS”, SI Wrestling, May 4, 2020, <https://www.si.com/extra-mustard/2020/05/04/john-cena-make-a-wish-foundation-surprise>

- Labor policies

Matthew Walker and Aubrey Kent mentioned four categories, but I would like to add a fifth: labor policies. Employees enable businesses to operate. They are part of the community, but also part of the company. Therefore, some organizations like the NFL are implementing policies and programs to improve their work environment. Their main areas of action are diversity, inclusion and equal opportunities for males and females. Programs such as the Women's Interactive Network, NFL Pride Network and Black Engagement Network<sup>21</sup> allow workers to feel good in their work environment.

Over the past 15 years, sports organizations and athletes have become more involved in CSR. They are creating, partnering, and participating in programs to improve the lives of their communities. Their commitment is remarkable, but who benefits the most from these CSR practices?

## II. Corporate social responsibility: A growing strategy that benefits several players

### II.1. A corporate strategy that is good for business

Some industries take part in CSR programs because "it is the right thing to do". As for the sports industry, CSR is about giving back and helping the communities. However, if CSR practices are increasing, it is not only because sports are generous. There are benefits for the business that motivate organizations and athletes to be involved in CSR.

#### a) CSR: a strategy to improve brand image

CSR enables the whole industry to improve its brand image. Every single CSR practice benefits not only its author but also the industry. These practices are a tool for organizations to boost and strengthen their brand image and reputation. With successful CSR programs, they can enter the minds of their customer and benefit from good advertising to attract new ones. For example, for years the NBA has been trying to improve its brand image. The league has given a lot of money to charities and has been creating programs such as NBA Cares. It is "the league's global social responsibility program that builds on the NBA's mission of addressing important social

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<sup>21</sup> NFL Foundation, "2018 NFL Social Responsibility Annual Report", January 4, 2019, <https://www.nflfoundation.org/Blog/2018-nfl-social-responsibility-annual-report>

issues in the U.S. and around the world.”<sup>22</sup> This program has been having a real impact on communities by providing them with homes and teaching young people how to play basketball. By participating in events such as the Indiana Pacers’ 2019 “Come to our house” Thanksgiving dinner, both the team and players benefit from the positive image that this event conveys.

b) CSR: a strategy to create and improve relationships

For companies, having a positive image can open a lot of doors. It is very important because it enables them to attract sponsors and shareholders who pay attention to reputation. They have no interest in being involved with an organization that is frowned upon by the public. That is one of the reasons why sports are increasingly active in CSR. They know that each program can boost public relations. The more they help communities, the more the media and people talk about it. Hence, shareholders and sponsors are more inclined to invest and contract with those who have a good reputation.

Sponsorship contracts are key revenues for organizations, teams, and athletes. For instance, in 2020, the NFL has earned almost one billion dollars from its nine major sponsors (Verizon Wireless, Nike, Pepsi...).<sup>23</sup> To obtain these contracts, the league and the teams usually use the most popular players to promote their product like they do in CSR programs. Because of them, the projects have more impact, and they generate more revenue.

Shareholders’ investments are also decisive for the sports industry. Their assets allow organizations to be financially stable and fund CSR programs. Therefore, it is mandatory for organizations to have the best relationship possible with them. According to Ruth Breeze, companies use annual reports to improve “financial public relations”<sup>24</sup>. Businesses use the fact that they legally have to make a report about the financial situation of the company every year to inform shareholders, potential investors and the public. Breeze divides these reports into two parts. First, companies focus on public relations by using boasting strategies to draw people’s attention from the negative financial points that the report may contain. However, if the second part dealing with the financial situation is positive, then these strategies are used to show people

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<sup>22</sup> NBA Cares, <https://cares.nba.com/mission/>

<sup>23</sup> ZEEGERS Madilyn, “The NFL Gets \$300 Million From Its Biggest Sponsor”, Sportscasting, October 26, 2020, <https://www.sportscasting.com/the-nfl-gets-300-million-from-its-biggest-sponsor/>

<sup>24</sup> ORTS LLOPIS Maria Angeles, “Ruth Breeze. 2013. Corporate Discourse. London: Bloomsbury”, Revista de lenguas para fines específicos, November 1, 2014, <https://ojsspdic.ulpgc.es/ojs/index.php/LFE/article/view/6/5>

what the company is doing well. Either way, companies use these strategies to improve public and business relations.

Relationships are a vicious cycle. Every stakeholder is part of the equation. They all depend on each other. Sports need people, shareholders, sponsors, and people. On the other hand, they all need sports to make money or upgrade their quality of life. That is why, to make the equation work, relationships must be optimized.

## II.2. Communities: the main recipient of corporate social responsibility projects

Even though financial aspects are one of the reasons why sports are increasingly involved in CSR, the industry does care about improving people's lives. Like I mentioned previously, within the sports industry, CSR programs are created to help communities. Most of these programs are dedicated to people. All over the world, almost every sports organizations, teams, athletes, and companies are involved in CSR. They are committed towards communities, because they know that they have the power to make changes and to improve people's lives. It is the goal of the NFL: "The League embraces its role in unifying our communities and serving as a force for positive change. The NFL focuses its efforts and resources on social issues including character education, domestic violence, sexual assault and human trafficking prevention, as well as its ongoing work with teams and players on social justice"<sup>25</sup>. This objective is shared by other organizations and athletes. To achieve it, they give a lot of money to charities. They also create or partner with foundations to upgrade people's quality of life.

These CSR programs are a way for the sports industry to give back to people. Without the fans, the audience and people practicing sports, the industry would never be this popular.

*"The community is as much as a stakeholder as the other actors involved in CSR. [...]. Only when social trust and social exchange are well developed do communities engage in commerce and trade for the benefit of the community as a whole. In communities and countries that have a strong, well-developed third sector, capitalist markets thrive."*<sup>26</sup>

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<sup>25</sup> NFL Foundation, "2018 NFL Social Responsibility Annual Report", January 4, 2019, <https://www.nflfoundation.org/Blog/2018-nfl-social-responsibility-annual-report>

<sup>26</sup> Organization for Economic Co-Operation and Development, *Corporate Social Responsibility: Partners for Progress*, OECD Publishing, Paris, 2001

To be successful, sports depend on people. However, to consume, communities need to be financially stable. They need sport organizations, local teams and athletes, to create CSR projects to improve their daily life. Communities and sports depend on each other. Their social exchange is what is making the business work.

In the 21<sup>st</sup> century, Corporate Social Responsibility is having a major role in society. Every industry is creating programs to make the world a better place. Sports have been increasingly active, as the industry knows that it has the power to create positive changes. CSR practices benefit everyone. They are good for business and they help people. However, their success would not be possible without the media.

## PART 2: SPORTS AND THE MEDIA: A POWERFUL COMBO TO MAKE A STAND

### I. The bigger the coverage, the bigger the impact

#### I.1. Sports and the media: a relationship of co-dependence

##### a) History of the media

Nowadays we know the media as “the main ways that large numbers of people receive information and entertainment, that is television, radio, newspapers, and the Internet”.<sup>27</sup>

Each form of media has appeared at different times. The print is the oldest form of media. It was initiated in the 15<sup>th</sup> century by Johannes Gutenberg. He invented the printed press<sup>28</sup> which led to creating a means of communication and information commonly known as “the press”. It was only in the 19<sup>th</sup> century that newspapers started to write specific articles about sport events. It became increasingly popular as team sports like Baseball in the USA attracted people’s attention. Today, most newspapers have sports columns because society has a real interest in it.

In the 20<sup>th</sup> century, the radio enabled sports to be broadcast live. It was an immediate success as people were happy to follow live events. For the first time, they could feel the emotions and the excitement of live action. The station KDKA, in Pittsburgh, Pennsylvania, is considered a pioneer of live broadcasting. In 1921, two events enabled the radio to launch the Golden Age<sup>29</sup> that lasted until the 1950s. These two events were a “live radio commentary of a 10-round boxing match up” and a “baseball match between the Philadelphia Phillies and the Pittsburgh Pirates”<sup>30</sup>. For about 30 years, the radio was a very popular means of transmission of live events.

However, people drifted apart from the radio when the television became popular in the 50s<sup>31</sup>. Like the radio, it enabled people to follow live events, but they could watch them as well. Harry Coyle, a TV sports director said, “television got off the ground because of sports. Today, maybe,

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<sup>27</sup> “Oxfordlearnersdictionaries.com”,

[https://www.oxfordlearnersdictionaries.com/definition/american\\_english/media#:~:text=media-noun,fully%20reported%20in%20the%20media.](https://www.oxfordlearnersdictionaries.com/definition/american_english/media#:~:text=media-noun,fully%20reported%20in%20the%20media.)

<sup>28</sup> “Open.lib”, <https://open.lib.umn.edu/mediaandculture/chapter/4-2-history-of-newspapers/>

<sup>29</sup> Wikipedia, “Golden Age of Radio”, [https://en.wikipedia.org/wiki/Golden\\_Age\\_of\\_Radio](https://en.wikipedia.org/wiki/Golden_Age_of_Radio)

<sup>30</sup> GADIYA Monish, “How has the Media and Sports Relationship Changed Over the Years?”, January 24, 2020, <https://www.kreedon.com/media-sports-relationship/>

<sup>31</sup> STEPHENS Mitchell, “History of Television”, Grolier Encyclopedia, <https://stephens.hosting.nyu.edu/History%20of%20Television%20page.html#:~:text=Electronic%20television%20was%20first%20successfully,electricity%20until%20he%20was%2014>

sports need television to survive, but it was just the opposite when it first started.”<sup>32</sup> Sports helped make television what it is today. When it was created in 1925, it struggled to attract people’s attention. However, after World War II, major live events like the World Series were broadcast, piquing people’s interest. Today, the television is one of the most popular means of communication.

Finally, the latest form of media is the Internet and everything it includes. Ever since the web was created in the 90s<sup>33</sup>, the amount of sports content has considerably increased. Today, it is very easy to find sport articles, videos, and matches online. With the emergence of social media these past few years, people have been able to feel closer to their favourite teams and athletes.

In 2021, the media landscape is wider than ever. From the creation of the press in the 15<sup>th</sup> century to the Internet in the late 20<sup>th</sup> century, the relationship between the media and sports is strong. It has been growing over time as the media always included sports in their programs. There is a special relationship that is vital for both the sports and the media industry, and that is the one between sports and television.

#### b) The relationship between TV and sports

There is a special bond between television and sports. There is much history between the two industries as sports helped TV become popular<sup>34</sup>. It is on TV that “sport has had its greatest success”<sup>35</sup>. Today, they have switched roles as it is more the television industry that is allowing sports to survive. Why is that?

Sports and the television are financially linked. They depend on each other. Every year, in the United States, cable stations like ESPN, ABC, CBS, NBC, FOX, and others spend millions of dollars on TV rights. They give millions to the leagues to be able to televise the games. For example, the NFL receives 6 to 7 billion dollars each year from U.S channels. These contracts enable the leagues to pay the teams, which pay their players. The rights to broadcast sports are higher than ever as there are more channels willing to pay the price.

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<sup>32</sup> Encyclopedia.com, “Sports And The Media”, February 28, 2021, <https://www.encyclopedia.com/sports/news-wires-white-papers-and-books/sports-and-media>

<sup>33</sup> Webfoundation.org, “History of the media”, <https://webfoundation.org/about/vision/history-of-the-web/>

<sup>34</sup> Encyclopedia.com, “Sports And The Media”, February 28, 2021, <https://www.encyclopedia.com/sports/news-wires-white-papers-and-books/sports-and-media>

<sup>35</sup> BOLLE Grégory, DESBORDES Michel, *Marketing et football : une perspective internationale*, Presses Universitaires du Sport, Voiron, 2005, p 28.

The demand is high, but so is the reward. Indeed, even though they pay millions to televise games, the channels recoup their investments by selling advertising time at a high cost. According to Arthur A. Raney and Jennings Bryant in *Handbook of sports and media*:

*“Sports on television are also cost effective because they are better than most any other programming genre at attracting a consistent audience of hard-to-reach (primarily young male) viewers that many advertisers covet. This is why advertisers are willing to pay increasing amounts of money”<sup>36</sup>.*

For example, in 2019, during the NFL games, a 30-second commercial cost 712,274 dollars.<sup>37</sup> The price explodes on the night of the Superbowl, where companies have to pay 5,500,000 dollars<sup>38</sup> to reach people through advertisements.

TV channels also take advantage of the great attractiveness of sports to make profits. During the regular season, football matches attract in average 16 million people. During the Superbowl, there are about 100 million people watching the game each year. This makes this night one of the biggest televised events in the world.

To summarize the relationship between the television and the sport industries: “The more the station can charge for advertising, the more it can offer the league for broadcast rights. The more the league gets for broadcast rights, the more the teams can pay their players”<sup>39</sup>. In other words, their relationship is what is making the business work. Sports are not just games anymore they are part of business.

### c) The media and sports influence society

The media and sports have a strong relationship together, but also with society. They rely on people as they would not be able to exist without them. In 2021, this relationship goes both

<sup>36</sup> RANEY Arthur A., BRYANT Jennings, *Handbook of sports and media*, Lawrence Erlbaum Associates, London, 2006, p 69.

<sup>37</sup> GOUGH, Christina, , “Cost of a 30-second TV spot during Sunday Night Football in the United States from 2014/15 to 2019/20 TV season”, Statista, August 28, 2020, <https://www.statista.com/statistics/623350/sunday-night-football-ad-price-usa/#:~:text=The%20research%20shows%20that%20a,percent%20on%20the%20previous%20year>.

<sup>38</sup> HEYEN, Billy, “Super Bowl commercials 2021: How much does an ad cost for Super Bowl 55?”, Sportingnews.com, <https://www.sportingnews.com/us/nfl/news/super-bowl-commercials-cost-2021/o496m61j4lkn19kxoygv9690a>

<sup>39</sup> Encyclopedia.com, “Sports And The Media”, February 28, 2021, <https://www.encyclopedia.com/sports/news-wires-white-papers-and-books/sports-and-media>

ways because people consult these means of communications daily whether it is to be informed or to be entertained.

The media and sports are an important part of people's lives. Whether they know it or not, they are influenced by these two industries. Every day, they watch or listen to what the media transmits. They are inspired by what they see. For example, when kids watch sport, they want to do the same things as their favourite athletes. They are influenced by their actions in and outside the field, by the way they dress, the way they talk...

Sports are well covered by the media and they have the power to act on people's behaviour. They can encourage people to unite and show solidarity. This phenomenon of unity is visible during the major events. For instance, during the FIFA World Cup, in every country, people gather outside during games. They celebrate together and share moments. For a month, the world talks about the world cup. National teams are one of the few things that can influence people's behaviour.

## I.2. Coverage which opens a world of opportunities

### a) Coverage to promote CSR programs

Sports use media coverage to promote their CSR projects. Organizations like the NFL understood how important it is to be broadcast. They use it to their advantage to advertise their programs during the half-time period or during the numerous advertising breaks. For example, they often play videos about the NFL Foundation. They show what the organization does to support the communities. Sometimes, before games, they take a few minutes to honor people. In 2019, through the NFL Salute to Service, the Minnesota Vikings paid a tribute to the WWII veterans<sup>40</sup>. They welcomed some of them on the field and presented them to the audience. The NFL played videos to remind people of what happened. They collected the testimony of veterans. The ceremony lasted about 8 minutes. It ended with the military singing "God Bless America" (Appendix 1 – Images of the ceremony). These videos and events enable the NFL and sport organizations to include people in their actions. It is a way for them to present their work to the world. They show people that communities are important, and they are doing their best to help them.

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<sup>40</sup> The Greatest Generations Foundation, "(NFL Salute to Service) Minnesota Vikings honors WWII veterans", Youtube, December 4, 2019, <https://www.youtube.com/watch?v=K3W61J5QBOc>

### b) Coverage to support movements

The sports industry also uses the media coverage to support ongoing movements with which they share the same values. In 2020, during the NBA Playoffs, the Milwaukee Bucks surprised the world and the NBA by deciding not to play the game. They boycotted the game, forcing the NBA to postpone it, in order to support the Black Lives Matter movement. This event happened in response to the police shooting of Jacob Blake. The Bucks believed that standing tall against police brutality and racial injustice was more important than a basketball game. This event had a huge impact as it is extremely rare for a game to be cancelled for this reason. This statement has gone around the world and has been picked up by all the world's media. It also inspired other athletes like Naomi Osaka, one of the top women's tennis players. She boycotted her game as well saying: "Before I'm an athlete I am a black woman. And as a Black woman I feel as though there are much more important matters at hand that need immediate attention, rather than watching me play tennis."<sup>41</sup>

These statements are powerful and efficient because they are covered by the media. Their impact was reinforced by the fact that it happened during the pandemic. The only way for people to watch the games was on TV or online because there were no fans in the stands. The only thing that people could see was the players and their statement.

### c) Use of live TV

Ever since the television and the Internet were created, sports events have been broadcast live. The point of going live is for people to follow the event at the same time as it happens. It is very positive because it enables people to feel the emotions as if they were in the stadium. It can also make people feel that "men from all countries come together at the same show"<sup>42</sup>. When a sport or a game is live, the viewer does not know what is going to happen. That is why "sport fulfill the public's desire for unpredictable"<sup>43</sup>.

Live streaming also means that athletes can do anything, and no one will be censored. Therefore, being live is a good opportunity for an athlete or a team to send a message. That is

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<sup>41</sup> THOMPSON Nevin, "Japan reacts to tennis star Naomi Osaka's protest in support of Black Lives Matter", August 31, 2020, <https://globalvoices.org/2020/08/31/japan-reacts-to-tennis-star-naomi-osakas-protest-in-support-of-black-lives-matter/>

<sup>42</sup> DEMORGON Jacques, *Les sports dans les devenirs des sociétés*, L'Harmattan, Paris, 2005, p 72

<sup>43</sup> RANEY Arthur A., BRYANT Jennings, *Handbook of sports and media*, Lawrence Erlbaum Associates, London, 2006, p 68.

what Tommie Smith and John Carlos did during the 1968 Olympic Games. After winning the Gold and Bronze 200-meter medals, both sprinters promoted a message to support human rights. They “wore black gloves, Olympic Project for Human Rights badges on their clothing, and held their arm up in support of “Human Rights” when receiving their medals.”<sup>44</sup> This image went around the world (Appendix 2 - Tommie Smith and John Carlos: 1968 Olympic Games). The message was reinforced because it happened during the Olympics and because it was live. Live events are a huge opportunity for athletes and organizations to raise awareness on social problems. It also enables them to reach more people and therefore be efficient.

In 1968, these kinds of actions were reported in newspapers, on the radio and on television. Now with the Internet, messages can be spread more than ever. The impact is bigger because of the constant digital innovations like social media. In 2021, social media are omnipresent. They represent a new powerful tool that can be used at any time in favor of corporate social responsibility.

## II. Social media: a powerful new tool to step up to the plate

### II.1. A tool to speak out and inspire

In 2020, social media were used by about 3.96 billion<sup>45</sup> people in the world. Every year, this figure continues to rise, as there are more and more people who are using these platforms. Nowadays, social media are omnipresent in our society. They now have a key role to play in the business world. That is why, ever since social media became viral a few years ago, the sports industry and athletes have been using them to their advantage.

Social media have changed the relationship between organizations, athletes, and the fans. They are now closer than ever because fans can follow their favourite teams or athletes daily and somehow be a part of their lives. Today, every team and almost every athlete are active on these platforms, publishing content frequently, if not every day. These platforms represent a direct link for athletes to talk about social problems or their own experience. Being able to post

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<sup>44</sup> KUTZER Michael, “Professional Athletes Role In Society Via Social Media”, Loyola University, 2016, <https://www.loyola.edu/academics/emerging-media/blog/2016/professional-athletes-social-media>

<sup>45</sup> DEAN Bryan, “Social Network Usage & Growth Statistics: How Many People Use Social Media in 2021?”, Backlinko, April 2, 2021, <https://backlinko.com/social-media-users>

anything, at any time takes away the pressure that an athlete can feel while being in an interview on other types of media.

Because of that, athletes have been using social media to speak out. For example, the NBA player DeMar DeRozan confessed on social media that he had mental health problems. On February 17, 2018, at the time when he was playing for the Toronto Raptors, he tweeted “This depression get the best of me...”<sup>46</sup>. This kind of tweet from an athlete is rare as they are usually seen as role models and never as vulnerable people. His goal was to let people know that even a professional athlete can suffer from depression. He said: “*That was my whole intent of me speaking out. I understand it’s hard to step up and do a thing like that. So if I had to be the sacrificial lamb to open up that gate to make everybody else feel comfortable and share their story and help the next person, that’s what it’s all about*”.<sup>47</sup>

In a few days, DeMar DeRozan received huge support from the fans and other players. His tweet inspired Kevin Love, a player for the Cleveland Cavaliers, to speak out about his anxiety problems. Their statements on social media and in the newspapers helped raise awareness about the disease. The NBA reacted by making teams hire mental health specialists in their staff<sup>48</sup>. The league also created a program called “Mind Health”<sup>49</sup> to help anyone who is suffering from mental health problems.

By a simple tweet, DeMar DeRozan raised awareness about mental health and inspired others to speak out and act to help those in need.

## II.2. A tool to make a change

Social media have become a powerful tool. If used correctly, they can be more than a means of communication, they can be a tool to change the world for the better and improve people’s lives. In sports, athletes are considered as brands. They have the power to inspire people using their own accounts or to serve an organization.

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<sup>46</sup> LEE, Bruce.Y, “Kevin Love, DeMar DeRozan: Here’s What They Revealed About Mental Health”, Forbes, April 30, 2018, <https://www.forbes.com/sites/brucelee/2018/04/30/kevin-love-demar-derozan-heres-what-they-revealed-about-mental-health/?sh=39e1f49f1d70>

<sup>47</sup> LEWENBERG Josh, “DeRozan making a difference speaking out on mental health”, TSN, March 6, 2018, <https://www.tsn.ca/derozan-making-a-difference-speaking-out-on-mental-health-1.1019731>

<sup>48</sup> SHAMA Elijah, “NBA adopts new rules requiring teams to add full-time mental health staff for 2019-2020 season”, CNBC, September 19, 2019 <https://www.cnbc.com/2019/09/19/nba-now-requires-teams-to-add-full-time-mental-health-staff.html>

<sup>49</sup> NBA Cares, <https://cares.nba.com/mindhealth/>

In 2020, during the Covid-19 pandemic, Marcus Rashford, a 22-year-old English football player, used his Twitter account to fight child food poverty.

His mission started in March 2020 in the UK, during the lockdown. He partnered with FareShare, “the UK’s national network of charitable food redistributors”<sup>50</sup>, whose goal is to put an end to hunger and food waste. Within three months, they manage to raise over 20 million pounds<sup>51</sup>. During this period, the UK government announced that they would set up a voucher to help families in need to feed their children while the schools were closed. About one million children were eligible for these vouchers, but the government decided that this help would not last during the summer holidays<sup>52</sup>. As a response to this decision, Marcus Rashford wrote an open letter on Twitter to the Members of Parliament asking them to “reconsider (their) decision to cancel the food voucher scheme over the Summer holiday period and guarantee the extension” (Appendix 3 – Marcus Rashford’s letter to the MPs). The Prime Minister Boris Johnson called the English striker to congratulate him on his campaign and to announce that the vouchers would be maintained during the summer holidays<sup>53</sup>. Marcus Rashford later displayed his joy on Twitter (Appendix 4 – Marcus Rashford’s positive reaction to the government’s decision). Later, the Manchester United player was decorated by the Queen Elizabeth II, becoming a Member of the British Empire<sup>54</sup>.

Following this success, Marcus Rashford created the Child Food Poverty Task Force in September 2020. It is a “group of businesses and charities who, since September 1st, have dedicated their platforms to sharing real stories of those most affected by child food insecurity in the UK, supported by real-time statistics”<sup>55</sup>. Among them, there are renowned companies such as McDonald’s, Deliveroo, Marks&Spencer, and the Food Foundation.

In October, Marcus Rashford’s campaign took a turn when the Commons refused to extend the food voucher until Easter 2021. The football player reacted on Twitter saying: “*We must stop*

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<sup>50</sup> Fareshare.org.uk, <https://fareshare.org.uk/>

<sup>51</sup> BBC Website, “Marcus Rashford: Free meals for children should carry on”, June 15, 2020, <https://www.bbc.co.uk/newsround/53047235>

<sup>52</sup> *Ibidem*.

<sup>53</sup> SYAL Rajeev, STEWART Heather, PIDD Helen, “Johnson makes U-turn on free school meals after Rashford campaign”, The Guardian, June 16, 2020, <https://www.theguardian.com/politics/2020/jun/16/boris-johnson-faces-tory-rebellion-over-marcus-rashfords-school-meals-call>

<sup>54</sup> GITTINGS Paul, “Marcus Rashford awarded MBE in Queen's Birthday honors list”, CNN, October 10, 2020, <https://edition.cnn.com/2020/10/10/football/marcus-rashford-manchester-united-gbr-spt-intl-scli/index.html>

<sup>55</sup> The Food Foundation, “Marcus Rashford MBE and Child Food Poverty Task Force launch new website to support families over Christmas holiday”, December 2020, <https://foodfoundation.org.uk/marcus-rashford-mbe-and-child-food-poverty-task-force-launch-new-website-to-support-families-over-christmas-holiday/>

*stigmatising, judging and pointing fingers. Our views are being clouded by political affiliation. This is not politics, this is humanity... ”*<sup>56</sup>.

As a result of this decision, Marcus Rashford and some MPs started to argue on Twitter (Appendix 5 – Marcus Rashford and MP Kevin Hollinrake exchange on Twitter). The MPs stood by their decisions while the athlete kept on defending those in need.

Following these exchanges on Twitter, Marcus Rashford went further by launching a parliamentary petition and the *#EndChildFoodPoverty* on social media. The petition entitled “End child food poverty – no child should be going hungry”<sup>57</sup>, was signed by over 1.1 million people, making it the sixth in history to reach more than 1 million signatures. As a result of this petition, Boris Johnson called once again Marcus Rashford on November 7, announcing that the government would raise “£396 million of support to provide free school meals this Christmas, next Easter and summer holidays”<sup>58</sup>. Thanks to this petition, Marcus Rashford was able to help 1.7 million families.

The 22-year-old footballer acted again when in January, people started to share on Twitter the food packaging that they were receiving from the supplier Chartwells. Rashford shared on Twitter the images he received saying that it is “just not good enough” (Appendix 6 – Marcus Rashford’s tweet about the insufficient food packaging). Boris Johnson replied to his tweet, saying that it is “disgraceful” (Appendix 7 – Boris Johnson’s reaction on Twitter). He agreed with the football player and contacted the supplier to make it right.

Over the past year, Marcus Rashford has been very active on Twitter in order to fight child food poverty in the UK. He used this social media to put pressure on the government which gave in to each of his demands. He used his influence and Twitter to make a change and help millions of families.

### II.3. Social media to promote CSR programs

Sports organizations and athletes know that social media can influence people and have an impact on society. That is why they use them to promote CSR programs. For example, the FIFA often posts on its accounts its initiatives. In October 2020, the FIFA Foundation launched the “FIFA Foundation Community Talks”. It consists in interventions of professionals about social

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<sup>56</sup> Marcus Rashford, “Time we work together”, Twitter, October 21, 2020, <https://twitter.com/marcusrashford/status/1318980281999761408?lang=fr>

<sup>57</sup> UK Government and Parliament, “End child food poverty – no child should be going hungry”, [petition.parliament.uk, https://petition.parliament.uk/petitions/554276](https://petition.parliament.uk/petitions/554276)

<sup>58</sup> BBC Website, Marcus Rashford: Government changes decision on free school meals, November 8, 2020, <https://www.bbc.co.uk/newsround/54862230>

problems. So far, two episodes have been released. The first one dealt with how football can make the world a fairer place<sup>59</sup>. And the second episode was entitled “youth empowerment and football: Why young people are a key to community transformation”<sup>60</sup>. These talks are a way for FIFA to be committed in CSR, by helping society and especially the younger generations.

These posts have been addressed to the 14.2 million followers on Twitter but also on the Instagram account enabling people to be aware of FIFA’s new program. It was also shared by members of the FIFA foundation like its CEO Youri Djorkaeff, a former World Cup winner. Even though not everyone participated in this talk, now millions of people know about the foundation’s new program thanks to social media.

For centuries, the sports industry and the media have been using each other to the benefit of both parties. For the media, sports represent a profitable product able to attract people’s attention. As for the sports industry, the media are a source of revenue, but also a chance to be more visible to the public and therefore be able to influence it. The emergence of social media in the 21<sup>st</sup> century, has given even more opportunities to the sports industry to have an impact on society. This strong relationship allows sports to promote their CSR programs and reach a lot of people. This relationship is essential to the success of CSR programs.

## PART 3: SPORTS: A ROLE MODEL INDUSTRY

### I. Examples of successful corporate social responsibility practices

#### I.1. Education

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<sup>59</sup> FIFA Foundation, [Instagram, https://www.instagram.com/p/CGUcOcEJfTb/?igshid=11f2alokxr0w0](https://www.instagram.com/p/CGUcOcEJfTb/?igshid=11f2alokxr0w0)

<sup>60</sup> FIFA Foundation, [Instagram, https://www.instagram.com/p/CLUIVeJJq9F/?igshid=j439zbed2cwt](https://www.instagram.com/p/CLUIVeJJq9F/?igshid=j439zbed2cwt)

Within the sports industry, education programs are very common. They are important to the organizations and the athletes because children represent the future. They care about helping children from every community by creating and taking part in CSR programs.

One of the most successful CSR programs dedicated to education is the NBA's Read to Achieve Program. It is "the most extensive educational outreach initiative in the history of professional sports"<sup>61</sup>. It deals with encouraging young children to read and promoting "the value of reading and literacy"<sup>62</sup>. This program is "supported by supported by all 30 NBA teams, 13 WNBA teams, and 6 NBDL teams"<sup>63</sup>. The Read to Achieve programs target young children in 3<sup>rd</sup> grade. According to some research, this grade is extremely important for the child's future. It "marks the transition from "learning to read" to "reading to learn"<sup>64</sup>. This transition to 4<sup>th</sup> grade has an impact on whether the children will be able to graduate from high school. This programs also enables children to reduce the learning loss that they often face during the summer vacation<sup>65</sup>.

In order to make children read more, teams like the Memphis Grizzlies or the Golden State Warriors create events and challenges. For example, every year, Grizzlies challenge all elementary schools in the Memphis area to participate in the "Grizzlies Reading Challenge"<sup>66</sup>. It is a six-week program in which children have to read six books in six weeks outside of school<sup>67</sup>. After six weeks those who have completed the challenge can attend the Read to Achieve program celebration in the FedExForum, home of the Grizzlies. Every year, this initiative helps about 25, 000 children in the Memphis area<sup>68</sup>.

The Read to Achieve program is also about children being able to meet the NBA players when they visit schools to read with children. There are also over 200,000 books donated during book fairs<sup>69</sup>. This initiative is a success in the USA, as it is well promoted. Every time an event is planned, images of it end up on the *#ReadtoAchieve* on social media (Appendix 8 - *#Readtoachieve* on Instagram). Videos and articles are written on the teams' websites and

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<sup>61</sup>NBA.com, <https://www.nba.com/grizzlies/grizzcares/education/read-to-achieve#>

<sup>62</sup> Ibidem.

<sup>63</sup> WNBA.com, "WNBA Read to Achieve", [https://www.wnba.com/archive/wnba/community/readtoachieve\\_020508.html](https://www.wnba.com/archive/wnba/community/readtoachieve_020508.html)

<sup>64</sup> Readingpartners.org, NBA "Warriors Read to Achieve", July 1, 2017, <https://readingpartners.org/news-and-events/nba-warriors-read-achieve>

<sup>65</sup> NBA.com, <https://www.nba.com/warriors/community/readtoachieve>

<sup>66</sup> NBA.com, <https://www.nba.com/grizzlies/grizzcares/education/read-to-achieve#>

<sup>67</sup> NBA.com, <https://www.nba.com/grizzlies/video/read-to-achieve-2020-recap-190327#>

<sup>68</sup> NBA.com, <https://www.nba.com/grizzlies/grizzcares/education/read-to-achieve#>

<sup>69</sup> WNBA.com, "WNBA Read to Achieve", [https://www.wnba.com/archive/wnba/community/readtoachieve\\_020508.html](https://www.wnba.com/archive/wnba/community/readtoachieve_020508.html)

during games. This massive promotion raises awareness and makes people understand how important it is for children to read.

## I.2. Health

Sometimes, there are some causes and historical moments that make several sports organizations come together in common projects. In May 2020, when the Covid-19 pandemic hit the world, many initiatives were created to support healthcare workers. At this time, 14 organizations “including ATP, MLB, MLS, NASCAR, NBA, NFL, NHL, NWSL, USGA, WNBA, WTA, and WWE<sup>70</sup>”, partnered together in “The Real Heroes Project”. Many athletes like John Cena, Naomi Osaka, Drew Brees etc... participated in this project. The concept was simple. Each athlete had to take one of their jerseys and replace their name by their hero’s name. Then, they had to share it on social media using the *#TheRealHeroes* and explain why they chose this person. John Cena, almost 13 million followers on Twitter and 15 million on Instagram, paid a tribute to Dr. Shannon (Appendix 9 – John Cena’s tweet). He also urged people to participate in the project to support those on the front line.

Following the many tributes, a video was made to thank the health workers once again<sup>71</sup>. It gathers some of the tributes made by athletes. At the end of the video, a final message was sent to the health care workers and to people. "The world of sports thanks you for reminding us what it means to be great. "Thank a hero of your own. *#TheRealHeroes*"<sup>72</sup>. After the video was released, other athletes like Alex Morgan joined the project to support more healthcare workers (Appendix 10 – Alex Morgan’s tweet).

This CSR program went around the world thanks to the awareness of the athletes and the reach of the media which relayed the message. It was a success and people were able to feel closer to their communities. They showed solidarity during a challenging time.

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<sup>70</sup> ANAND Amar, “John Cena, Triple H & Charlotte Flair unite in support of frontline healthcare workers”, Sportskeeda, May 7, 2020, <https://www.sportskeeda.com/wwe/news-john-cena-triple-h-charlotte-flair-unite-in-support-of-frontline-healthcare-workers>

<sup>71</sup> Neworleanssaints.com, <https://www.neworleanssaints.com/video/drew-brees-real-heroes-project-honors-healthcare-workers-covid-19-pandemic>

<sup>72</sup> Ibidem.

### I.3. Gender inequality

Gender inequality is a major topic in the business world today. Women are demanding more opportunities. They want to be treated as equals to men. For years now, the International Olympic Committee (IOC) has been working towards making the world an equal place for both genders. To achieve this goal, the IOC created in March 2017 “the IOC Gender Equality Review Project”<sup>73</sup>. This CSR initiative consists in 25 recommendations made to erase the gender gap on and outside the field.

On the field, there has been progress, as during the 2016 Olympic Games in Rio, 45% of the athletes were women. In 2021, in Tokyo, there will be 48.8% of female athletes. The IOC’s goal is to reach gender balance in 2024 in Paris<sup>74</sup>.

In the meantime, the IOC changed the rule regarding the person who bears the flag during the opening ceremony. For the first time in Tokyo, all 206 nations and the IOC Refugee Olympic Team will be able to nominate one man and one woman to bear the flag (instead of only one person)<sup>75</sup>. This change within the rules represents one more step taken towards equality between men and women.

Outside the field, the IOC Gender Equality Review Project is aiming at making changes in key sectors: governance, portrayal, funding, and HR. They want male and females to be paid equally and benefit from the same platforms with the media. They also want to have gender equality in leadership positions, and fund programs specifically for women and young girls in the world<sup>76</sup>. This project is very important for the IOC president Thomas Bach, who believes “that sport is one of the most powerful platforms for promoting gender equality and empowering women and girls”<sup>77</sup>.

Other organizations like the WWE have been working on gender equality as well. For years, WWE has been taking part in this fight for gender equality. The wrestling company is trying to

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<sup>73</sup> Olympic.org, GENDER EQUALITY REVIEW PROJECT, <https://www.olympic.org/gender-equality/advocacy-and-support/gender-equality-review-project>

<sup>74</sup> International Olympic Committee, “IOC Gender Equality Review Project”, March 2018, <https://stillmed.olympic.org/media/Document%20Library/OlympicOrg/News/2018/03/IOC-Gender-Equality-Report-March-2018.pdf>

<sup>75</sup> Tokyo2020.org, “IOC sends extremely strong message that gender balance is a reality at the Olympic Games”, March 5, 2020, <https://tokyo2020.org/en/news/ioc-sends-extremely-strong-message-that-gender-balance-is-a-reality-at-the-olymp>

<sup>76</sup> International Olympic Committee, “IOC Gender Equality Review Project”, March 2018, <https://stillmed.olympic.org/media/Document%20Library/OlympicOrg/News/2018/03/IOC-Gender-Equality-Report-March-2018.pdf>

<sup>77</sup> Ibidem.

make sure that women get the spotlight that they deserve. Over the past few years, the company has made history all over the world. For example, in 2018, women in WWE broke down barriers when for the first time, two of them competed in the Middle East. This was a groundbreaking moment. Fans in the Arena understood how important it was as they chanted “This is hope”<sup>78</sup>. This match represented a huge platform for gender equality. Being able to have two women wrestling in front of the crowd was “like a women’s revolution in this area”<sup>79</sup>. This fight against gender inequality is very important to Stephanie McMahon (Chief Brand Officer of WWE) who has been working for years to give women more opportunities. According to her “Women belong in any room they want to be in”<sup>80</sup>. That is why WWE fought hard to have the approval to have a women’s match in Saudi Arabia in 2020.

Even though gender inequality is not over, these kinds of initiatives are allowing women to benefit from global platforms. The road is long for women because “Femininity always demands more. It must constantly reassure its audience by a willing demonstration of difference, even when one does not exist in nature...”<sup>81</sup>. But despite that, progress is being made and every day steps are taken towards a more equal world.

#### I.4. Discrimination

Discrimination and especially racism are a major problem in society nowadays. The sports industry is very active in putting an end to discriminations. Recently, football, the most popular sport in the world, has been taking another step forward to condemn every form of discrimination. Since the election of Gianni Infantino at the head of FIFA, the organization has been working hard on this matter. In the past 5 years, FIFA has implemented new policies and launched campaigns against any form of discrimination, and especially against racism.

In 2017, during the FIFA Confederations Cup 2017 in Russia, “a three-step procedure”<sup>82</sup> was set up. This procedure gives more power and responsibilities to referees. In the case of discrimination, the first step consists in stopping the match temporarily and making a public

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<sup>78</sup> WWE, “Alexa Bliss and Sasha Banks reflect on making history in Abu Dhabi: WWE Straight to the Source”, Youtube, December 16, 2017, <https://youtu.be/MwNPrANe9QU>

<sup>79</sup> *Ibidem*.

<sup>80</sup> PEPITONE Julianne, “WWE's Stephanie McMahon: 'Women belong in any room they want to be in'”, NBC News, April 8, 2021, <https://www.nbcnews.com/now-your-value/feature/wwe-s-stephanie-mcmahon-women-belong-any-room-they-want-ncna1263462>

<sup>81</sup> RANEY Arthur A., BRYANT Jennings, *Handbook of sports and media*, Lawrence Erlbaum Associates, London, 2006, p 231.

<sup>82</sup> FIFA, “Say No to Racism - My Game is Fair Play”, FIFA.com, June 14, 2017, <https://www.fifa.com/confederationscup/videos/fifa-say-no-to-racism-my-game-is-fair-play-2895097>

announcement to stop the bad behavior. If it persists, the referee has to suspend the match until the culprit stops. If the problem remains, the referee must stop the match permanently. This policy has also been implemented in every competition by other organizations like the UEFA and the national leagues. In addition to this procedure, FIFA updated its Disciplinary Code in 2019, reinforcing the zero-tolerance principle. It states that if anyone on the field commits a discrimination act, he “shall be sanctioned with a suspension lasting at least ten matches or a specific period, or any other appropriate”<sup>83</sup>. If the discrimination comes from the stands, the culprit could have to pay “a fine of at least CHF 20,000”<sup>84</sup> (about €18.000).

FIFA also launched campaigns using famous players to raise awareness. In 2017, FIFA made a commercial<sup>85</sup> in which famous players from different countries and speaking different languages, promote the new campaign entitled “Say no to racism”. Following this commercial, the UEFA made its own video, with the same message “No to racism”<sup>86</sup>. These commercials are reinforced by the *#stopracism #stopdiscrimination #stopviolence*<sup>87</sup>. In addition, the pre-game procedures such as photographs of players behind the banner “Say no to racism” raise awareness (Appendix 11 – pre-game photo). This emphasizes the message sent by Gianni Infantino who said: “Today, and every day, FIFA and football stand united against racism”<sup>88</sup>.

### I.5. Environmental problems

Protecting the environment is a priority for corporate social responsibility. Like many other industries, sports have a negative impact on the environment especially with all the traveling necessary for sports competitions. However, the industry has become aware of this. Some NFL teams like the Philadelphia Eagles have developed systems to be more environmentally responsible.

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<sup>83</sup> FIFA, “FIFA Disciplinary Code”, FIFA.com, 2019, <https://img.fifa.com/image/upload/i8zsik8xws0pyl8uay9i.pdf>

<sup>84</sup> Ibidem.

<sup>85</sup> FIFATV, “FIFA - SAY NO TO RACISM - MY GAME IS FAIR PLAY”, Youtube, June 14, 2017, [https://youtu.be/-q3n9\\_mkdhY](https://youtu.be/-q3n9_mkdhY)

<sup>86</sup> FC Wacker Innsbruck, “UEFA No to racism”, Youtube, <https://youtu.be/Dn6rjnms8VY>

<sup>87</sup> FIFA, “Stop racism. Stop violence.”, FIFA.com, June 2, 2020, <https://www.fifa.com/who-we-are/news/stop-racism-stop-violence>

<sup>88</sup> FIFA, “Infantino: FIFA embraces its responsibility to lead the fight against discrimination”, FIFA.com, March 21, 2021, <https://www.fifa.com/who-we-are/news/infantino-fifa-embraces-its-responsibility-to-lead-the-fight-against-discriminat>

In 2003, the Eagles created the “Go Green” program when they started to play in the Lincoln Financial Field<sup>89</sup>. This stadium “is one of the greenest in the world due to its commitment to renewable energies and robust recycling and waste management programs”<sup>90</sup>. It uses “100% green energy”<sup>91</sup> thanks to the solar panels and wind turbines that have been installed around the stadium.

In 2018, the Eagles partnered with a Brazilian company called Braksem. It is a petrochemical business that created a concept to recycle bottle caps in the stadium. Braksem recycles any plastic that is being thrown away to reuse them for “new applications for the stadium”<sup>92</sup>. For example, they recycled old seats that needed to be replaced. They transformed the material to create “an 8-foot-tall 3D Eagles head replica”<sup>93</sup> that is displayed outside the stadium. This kind of initiative enables the team to be more eco-friendly.

As the Eagles consider sustainability to be important, they have also developed “The Green Team Sorters”. This is a group of about 60 people working for the NFL team that sorts manually all the recycling waste after the games<sup>94</sup>. The Eagles also offer compostable straws to the fans<sup>95</sup> and refillable water bottles to the Eagles staff<sup>96</sup>. These initiatives allow the NFL team to lessen the number of plastic water bottles within the Lincoln Financial Field by 46,000 in only a year<sup>97</sup>.

As the NFL teams are caring more about sustainability, other stadiums<sup>98</sup> such as the CenturyLink Field in Seattle and the Met Life Stadium in New York City are following the path set by the Eagles. The team’s effort has been recognized by the country and by the Chief Executive of Braksem America, Mark Nikolish, who said: “The Philadelphia Eagles have been

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<sup>89</sup> Beyond Sport, “EAGLES GO GREEN INITIATIVE”, Beyondsport.com, <https://beyondsport.org/project/e/eagles-go-green-initiative-1/>

<sup>90</sup> SIMON Mollie, “Philadelphia Eagles Go Green with Renewable Energy”, Kleinman Center for Energy Policy, June 29, 2019, <https://kleinmanenergy.upenn.edu/news-insights/philadelphia-eagles-go-green-with-renewable-energy/>

<sup>91</sup> Ibidem.

<sup>92</sup> Philadelphia Eagles, “Eagles & Braskem Closed Loop Recycling Program”, Philadelphiaeagles.com, <https://www.philadelphiaeagles.com/video/eagles-braskem-closed-loop-recycling-program>

<sup>93</sup> Ibidem.

<sup>94</sup> SIMON Mollie, “Philadelphia Eagles Go Green with Renewable Energy”, Kleinman Center for Energy Policy, June 29, 2019, <https://kleinmanenergy.upenn.edu/news-insights/philadelphia-eagles-go-green-with-renewable-energy/>

<sup>95</sup> Philadelphia Eagles, “Go Green”, Philadelphiaeagles.com, <https://www.philadelphiaeagles.com/community/go-green>

<sup>96</sup> SZCZEPANSKI Mallory, “Philadelphia Eagles’ Sustainability Efforts Soar to New Heights”, Waste 360, <https://www.waste360.com/waste-reduction/philadelphia-eagles-sustainability-efforts-soar-new-heights>

<sup>97</sup> Ibidem.

<sup>98</sup> Sports Management Degree Guide, “Five “Green”-est NFL Stadiums”, Sports-management-degrees.com, <https://www.sports-management-degrees.com/lists/five-greenest-nfl-stadiums/>

a leader in sustainability, not only in Philadelphia, but throughout professional sports”<sup>99</sup>. The Eagles are a role model team when it comes to corporate social responsibility.

The examples displayed above show that sports are successful in corporate social responsibility. They play an active role in putting an end to society’s problems. These successes can inspire other industries to get involved like sports do. They can follow the example that sports set up.

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<sup>99</sup> FRIEND Nick, “Philadelphia Eagles go green with Braskem”, Sports Pro, September 5, 2018, <https://www.sportspromedia.com/news/philadelphia-eagles-news-braskem-recycling-deal>

## CONCLUSION

Since the concept of corporate social responsibility (CSR) was created in the 1950s, it has kept growing. It has been impacted by globalization and privatization which has given more responsibilities to companies. At first, “even if CSR was primarily in companies [...], it also developed at the organisational level”<sup>100</sup>. That is when sports organizations got involved in CSR. Today, a lot of companies and industries are active in CSR. However, not all of them encounter the same success as sports do. When the sports industry committed to CSR, it had two goals: to change people’s lives and to benefit from CSR strategies to improve business. Sports have achieved these two objectives by using all the resources they have at hand.

First, sports understand their role in society. They know that they have the power to influence people and to make positive changes in the world. Being able to have such an impact on people has enabled sports organizations to have the support of their stakeholders to create CSR programs. To promote their initiatives, organizations and athletes have been using the media. For centuries, the sports and the media industries have been working together. They both benefit from this relationship. As for sports organizations, they use coverage to increase their revenues, but also to promote every CSR program that organizations and athletes create or support.

The sports industry has identified the major problems in society and is literally acting to make the world a better place. Over the past two decades, sports have mostly been working to improve local communities’ lives. It is a way for them to give back because without the communities there would be no sports industry. That is why they have been mostly working in education and health, but also against gender inequality and discriminations. Through their CSR programs, sport’s values such as respect, equality and generosity are reflected.

All of these programs allow sports to raise awareness about social problems. So far, a lot of CSR initiatives have been successful in the sports industry. These successes enable sports to achieve their goal of making profits through CSR. Having such a positive impact on society allows sports organizations and athletes to improve their brand image. It also helps them to build customer loyalty and better sell the product to people. Indeed, because of globalization sports are now a product that is being sold to clients. “The fan is a consumer, the athlete a

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<sup>100</sup> CHANAVAT Nicolas, DESBORDES Michel, *Marketing du football*, Economie, Paris, 2015, p 340.

worker, the club a brand, and the sport a commodity”<sup>101</sup>. That is why sports cannot be involved in CSR only to do good for people, even though it is what is most important.

Sport organizations have proven that CSR can be a success on a social and corporate level. There are a lot of benefits for companies to be involved in CSR. Therefore, every company that wishes to develop its Three Bottom Lines should be inspired by the example of CSR in sports. Every company can have the same success as long as it uses the proper tools and strategies.

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<sup>101</sup> RANEY Arthur A., BRYANT Jennings, *Handbook of sports and media*, Lawrence Erlbaum Associates, London, 2006, p 445.

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FIFA, “Say No to Racism - My Game is Fair Play”, FIFA.com, June 14, 2017,  
<https://www.fifa.com/confederationscup/videos/fifa-say-no-to-racism-my-game-is-fair-play-2895097>

FIFATV, “FIFA - SAY NO TO RACISM - MY GAME IS FAIR PLAY”, Youtube, June 14, 2017, [https://youtu.be/-q3n9\\_mkdhY](https://youtu.be/-q3n9_mkdhY)

WWE, “Alexa Bliss and Sasha Banks reflect on making history in Abu Dhabi: WWE Straight to the Source”, Youtube, December 16, 2017, <https://youtu.be/MwNPrANe9QU>

The Greatest Generations Foundation, “(NFL Salute to Service) Minnesota Vikings honors WWII veterans.”, Youtube, <https://www.youtube.com/watch?v=K3W61J5QBOc>

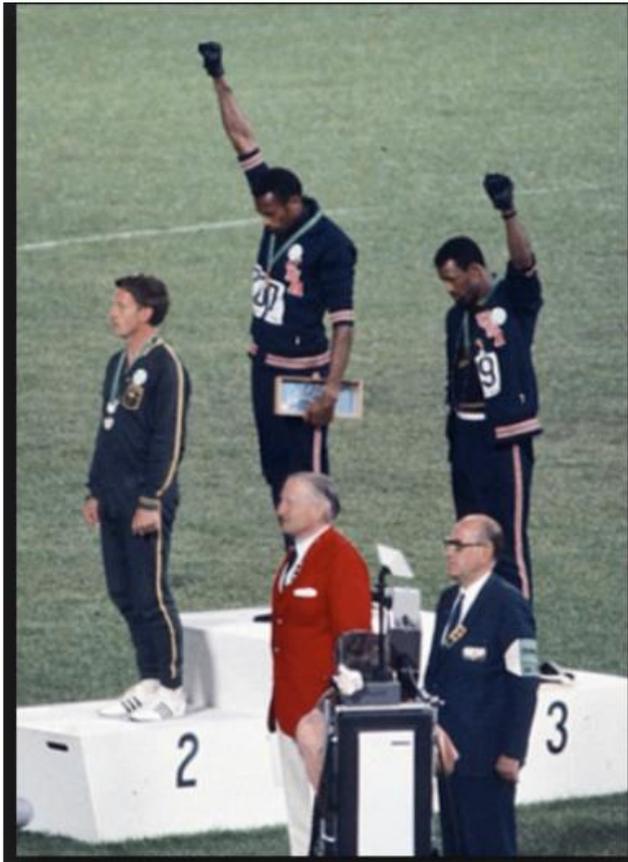
APPENDIX

Appendix 1 – Images of the ceremony:



<https://www.youtube.com/watch?v=K3W61J5QBOc>

Appendix 2 - Tommie Smith and John Carlos: 1968 Olympic Games



<https://www.loyola.edu/academics/emerging-media/blog/2016/professional-athletes-social-media>

## Appendix 3 – Marcus Rashford's letter to the MPs

15.06.20

To all MP's in Parliament,

On a week that would have opened UEFA EURO'20, I wanted to reflect back to May 27<sup>th</sup>, 2016, when I stood in the middle of the Stadium of Light in Sunderland having just broken the record for the youngest player to score in his first Senior International match. I watched the crowds waving their flags and fist-pumping the three lions on their shirts and I was overwhelmed with pride not only for myself, but for all of those who had helped me reach this moment and achieve my dream of playing for the England national team.

Understand: without the kindness and generosity of the community I had around me, there wouldn't be the Marcus Rashford you see today: a 22-year old Black man lucky enough to make a career playing a game I love.

My story to get here is all-too-familiar for families in England: my mum worked full-time, earning minimum wage to make sure we always had a good evening meal on the table. But it was not enough. The system was not built for families like mine to succeed, regardless of how hard my mum worked.

As a family, we relied on breakfast clubs, free school meals, and the kind actions of neighbours and coaches. Food banks and soup kitchens were not alien to us; I recall very clearly our visits to Northern Moor to collect our Christmas dinners every year. It's only now that I really understand the enormous sacrifice my mum made in sending me away to live in digs aged 11, a decision no mother would ever make lightly.

This Summer should have been filled with pride once more, parents and children waving their flags, but in reality, Wembley Stadium could be filled more than twice with children who have had to skip meals during lockdown due to their families not being able to access food. (200,000 children according to Food Foundation estimates).

As their stomachs grumble, I wonder if those 200,000 children will ever be proud enough of their country to pull on the England national team shirt one day and sing the national anthem from the stands.

Ten years ago, I would have been one of those children, and you would never have heard my voice and seen my determination to become part of the solution.

As many of you know, as lockdown hit and schools were temporarily closed, I partnered with food distribution charity FareShare to help cover some of the free school meal deficit. Whilst the campaign is currently distributing 3 million meals a week to those most vulnerable across the UK, I recognize it's just not enough.

This is not about politics; this is about humanity. Looking at ourselves in the mirror and feeling like we did everything we could to protect those who can't, for whatever reason or circumstance, protect themselves. Political affiliations aside, can we not all agree that no child should be going to bed hungry?

Food poverty in England is a pandemic that could span generations if we don't course correct now. Whilst 1.3 million children in England are registered for free school meals, one quarter of these children have not been given any support since the school closures were ordered.

We rely on parents, many of whom have seen their jobs evaporate due to Covid-19, to play substitute teacher during lockdown, hoping that their children are going to be focused enough to learn, with only a small percentage of their nutritional needs met during this period.

This is a system failure and without education, we're encouraging this cycle of hardship to continue. To put this pandemic in to perspective, from 2018-2019, 9 out of 30 children in any given classroom were living in poverty in the

UK. This figure is expected to rise by an additional 1 million by 2022. In England today, 45% of children in Black and minority ethnic groups are now in poverty. This is England in 2020...

I am asking you to listen to their parent's stories as I have received thousands of insights from people struggling. I have listened when fathers have told me they are struggling with depression, unable to sleep, worried sick about how they are going to support their families having lost their jobs unexpectedly, headteachers who are personally covering the cost of food packages for their vulnerable families after the school debit card has been maxed out; mothers who can't cover the cost of increased electricity and food bills during the lockdown, and parents who are sacrificing their own meals for their children. In 2020, it shouldn't be a case of one or the other.

I've read tweets over the last couple of weeks where some have placed blame on parents for having children they 'can't afford'. That same finger could have been pointed at my mum, yet I grew up in a loving and caring environment.

The man you see stood in front of you today is a product of her love and care. I have friends who are from middle-class backgrounds who have never experienced a small percentage of the love I have gotten from my mum: a single parent who would sacrifice everything she had for our happiness. THESE are the kind of parents we are talking about. Parents who work every hour of the day for minimum wage, most of them working in hospitality, a sector which has been locked down for months.

During this pandemic, people are existing on a knife's edge: one missed bill is having a spiral effect, the anxiety and stress of knowing that poverty is the main driver of children ending up in care, a system that is designed to fail low-income families. Do you know how much courage it takes for a grown man to say, 'I can't cope' or 'I can't support my family'? Men, women, caregivers, are calling out for our help and we aren't listening.

I also received a tweet from an MP who told me 'this is why there is a benefit system'. Rest assured, I am fully aware of the Universal Credit scheme and I am fully aware that the majority of families applying are experiencing 5-week delays. Universal Credit is simply not a short-term solution. I also know from talking to people that there is a 2-child-per-family limit, meaning someone like my mum would only have been able to cover the cost of 2 of her 5 children. In April 2020, 2.1 million people claimed unemployment-related benefits. This is an increase of 850,000 just since March 2020. As we approach the end of the furlough scheme and a period of mass unemployment, the problem of child poverty is only going to get worse.

Parents like mine would rely on kids' clubs over the Summer break, providing a safe space and at least one meal, whilst they work. Today, parents do not have this as an option. If faced with unemployment, parents like mine would have been down at the job center first thing Monday morning to find any work that enables them to support their families. Today, there are no jobs.

As a Black man from a low-income family in Wythenshawe, Manchester, I could have been just another statistic. Instead, due to the selfless actions of my mum, my family, my neighbours, and my coaches, the only stats I'm associated with are goals, appearances and caps. I would be doing myself, my family and my community an injustice if I didn't stand here today with my voice and my platform and ask you for help.

The Government has taken a 'whatever it takes' approach to the economy - I'm asking you today to extend that same thinking to protecting all vulnerable children across England. I encourage you to hear their pleas and find your humanity. Please reconsider your decision to cancel the food voucher scheme over the Summer holiday period and guarantee the extension.

This is England in 2020, and this is an issue that needs urgent assistance. Please, while the eyes of the nation are on you, make the U-turn and make protecting the lives of some of our most vulnerable a top priority.

Yours sincerely,



Marcus Rashford

<https://twitter.com/RobHarris/status/1272284973400236032/photo/2>

Appendix 4 – Marcus Rashford’s positive reaction to the government’s decision).



[https://twitter.com/MarcusRashford/status/1272863210207694848?ref\\_src=twsrc%5Etfw%7Ctwcamp%5Etweetembed%7Ctwterm%5E1272863210207694848%7Ctwgr%5E%7Ctwcon%5Es1\\_%ref\\_url=https%3A%2F%2Fwww.theguardian.com%2Fpolitics%2F2020%2Fjun%2F16%2Fboris-johnson-factory-rebellion-over-marcus-rashfords-school-meals-call](https://twitter.com/MarcusRashford/status/1272863210207694848?ref_src=twsrc%5Etfw%7Ctwcamp%5Etweetembed%7Ctwterm%5E1272863210207694848%7Ctwgr%5E%7Ctwcon%5Es1_%ref_url=https%3A%2F%2Fwww.theguardian.com%2Fpolitics%2F2020%2Fjun%2F16%2Fboris-johnson-factory-rebellion-over-marcus-rashfords-school-meals-call)

Appendix 5 – Marcus Rashford and MP Kevin Hollinrake exchange on Twitter



<https://twitter.com/marcusrashford/status/1302582856095596545?lang=fr>

Appendix 6 – Marcus Rashford’s tweet about the insufficient food packaging



[https://twitter.com/MarcusRashford/status/1348740116701970439?ref\\_src=twsrc%5Etfw%7Ctwcamp%5Etweetembed%7Ctwterm%5E1348740116701970439%7Ctwgr%5E%7Ctwcon%5Es1\\_%26ref\\_url=https%3A%2F%2F35020099903723971593.ampproject.net%2F2104022034000%2Fframe.html](https://twitter.com/MarcusRashford/status/1348740116701970439?ref_src=twsrc%5Etfw%7Ctwcamp%5Etweetembed%7Ctwterm%5E1348740116701970439%7Ctwgr%5E%7Ctwcon%5Es1_%26ref_url=https%3A%2F%2F35020099903723971593.ampproject.net%2F2104022034000%2Fframe.html)

## Appendix 7 – Boris Johnson’s reaction on Twitter



[https://twitter.com/BorisJohnson/status/1349341935199285248?ref\\_src=twsrc%5Etfw%7Ctwcamp%5Etweetembed%7Ctwterm%5E1349341935199285248%7Ctwgr%5E%7Ctwcon%5Es1\\_%ref\\_url=https%3A%2F%2Fwww.cbsnews.com%2Fnews%2Fmarcus-rashford-boris-johnson-free-school-meals%2F](https://twitter.com/BorisJohnson/status/1349341935199285248?ref_src=twsrc%5Etfw%7Ctwcamp%5Etweetembed%7Ctwterm%5E1349341935199285248%7Ctwgr%5E%7Ctwcon%5Es1_%ref_url=https%3A%2F%2Fwww.cbsnews.com%2Fnews%2Fmarcus-rashford-boris-johnson-free-school-meals%2F)

Appendix 8 - #Readtoachieve on Instagram



<https://www.instagram.com/explore/tags/readtoachieve/?hl=fr>

## Appendix 9 – John Cena’s tweet



**John Cena** ✓  
@JohnCena

Dr. Shannon, you are the real deal! Having men like you on the frontlines gives us all hope. On behalf of @WWE, thank you for your hard work and selflessness. Show your appreciation to the healthcare heroes in your community by making your own “jersey” for these #TheRealHeroes.

3:29 PM · May 6, 2020

22.9K 675 Share this Tweet

<https://www.sportskeeda.com/wwe/news-john-cena-triple-h-charlotte-flair-unite-in-support-of-frontline-healthcare-workers>

## Appendix 10 – Alex Morgan’s tweet



**Alex Morgan**   
@alexmorgan13

Join me and the world of sports this Wednesday, National Nurses Day, as we honor the frontline healthcare heroes who inspire us.

Make a jersey in their honor. Tag it with [#TheRealHeroes](#)

Let them feel the love!



7:00 PM · May 4, 2020 

 5.8K  37  Share this Tweet

<https://twitter.com/alexmorgan13/status/1257354418070192132>

Appendix 11 – pre-game photo



<https://www.fifa.com/who-we-are/news/infantino-fifa-embraces-its-responsibility-to-lead-the-fight-against-discriminat>