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Master's Degree Program in  
**Data-Driven Marketing**

## **CORPORATE SOCIAL RESPONSIBILITY OF THE PORTUGUESE BASKETBALL FEDERATION**

Designing a strategy for the Sustainable Development Goals

Mafalda Mascarenhas Paula Bastos Leitão

Master Thesis

presented as partial requirement for obtaining a Master's Degree in Data-Driven Marketing

**NOVA Information Management School**  
**Instituto Superior de Estatística e Gestão de Informação**

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**Supervised by**

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July, 2024

## **STATEMENT OF INTEGRITY**

I hereby declare having conducted this academic work with integrity. I confirm that I have not used plagiarism, any form of undue use of information or falsification of results along the process leading to its elaboration. I further declare that I have fully acknowledged the Rules of Conduct and Code of Honor from the NOVA Information Management School.

*Lisbon, July 7<sup>th</sup>, 2024*

## DEDICATION

As the end of my masters, this dissertation represents all the hard work and effort that it took for me to achieve it, and that I am really proud of. Writing this document was a fulfilling and rewardable experience that will hopefully guide me throughout my journey to the work life, since the topic really fits in who I am. However, the motivation to write a dissertation was not always at its best, with some moments of uncertainty and lots of ups and downs. Fortunately, I surrounded myself with the right people to keep up with positivity and optimism.

I would like to thank my family for all the support they gave me during these two years of the Master's degree. To my parents, I really appreciate all the caring, the advices and the resilience that you transmitted to me during all the stages of my studies, and the opportunities that you were able to provide me. To my brothers, thank you for all the words and for making me un-complicate in stressful moments.

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I am also grateful for the opportunity that was given to me to work directly with the Portuguese Basketball Federation on this dissertation, in parallel with my job in the organization. It was a pleasure to develop this document knowing that it can have an impact on the sport I love. To Cátia, I want to thank you for this experience and for all the support given since the beginning. To my work colleagues Margarida and Rafaela, I am grateful for all the kindness and the help that you gave me when I needed.

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## ABSTRACT

Corporate Social Responsibility is increasingly playing an important role in society, and sports organizations are not an exception. The expectations from the fans and the power that sports can have in sensibilizing social issues, represent an opportunity for the organizations to do better. This study analyses the current situation of the CSR of the Portuguese Basketball Federation (FPB) and provides a suggestion of an action plan to respond to this necessity. The data collection to the development of the strategy was made both qualitatively and quantitatively. The qualitative analysis consisted of the research from existing reports, FPB's internal data and social media. An interview was conducted with the Head of Marketing, Communication and Events to complete the available data and understand expectations. In the quantitative part, a survey was applied to basketball agents with the goal of understanding their perceptions on sustainability. The data was analyzed through SPSS by conducting a descriptive and correlation analysis. Combining all the information, the strategy was built, by joining on-going actions to new recommendations.

## KEYWORDS

Portuguese basketball; Corporate Social Responsibility; Sustainability; Sports sustainability

### Sustainable Development Goals (SDG):



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## LIST OF ABBREVIATIONS AND ACRONYMS

<b>CSR</b>	Corporate Social Responsibility
<b>SDGs</b>	Sustainable Development Goals
<b>NPO</b>	Non-profit Organization
<b>CRM</b>	Cause-related Marketing
<b>FPB</b>	Federação Portuguesa de Basquetebol (Portuguese Basketball Federation)
<b>FIBA</b>	International Basketball Federation
<b>IPDJ</b>	Instituto Português do Desporto e da Juventude (Portuguese Institute of Sports and Youth)

# 1. INTRODUCTION

Corporate Social Responsibility (CSR) plays an important role in companies' strategy nowadays (Yuan et al, 2018). Society's expectations on the topic increased exponentially in the last years (Agudelo et al, 2019), pressuring companies to engage in CSR. Companies can benefit from meeting society's expectations, as the outcomes are mostly positive: the investment in CSR attracts consumers and translates into increased profit, due to competitive advantage and enhanced reputation (Kurucz et al, 2008).

Sports organizations, namely sports non-profit organizations, have a slightly different goal towards society. Their existence is directly related to communities' welfare, since they can impulse a healthy lifestyle, physically and emotionally (Edwards et al., 2012). Beyond their main purpose, they are expected to engage in CSR in the same way for-profit companies are. The difference is that the outcomes for a sport organization when engaging in such initiatives are related with stakeholders – sponsors and fans. On one hand, showing concerns about societal issues and acting in a way that helps solve them can attract sponsors that are also moving towards a socially responsible path (Gomes, 2020). On the other hand, it can help to engage fans and create loyalty (Kim et al, 2010). It is also important to highlight that sports are good drivers of raising awareness for different problems and influence people to do better, being individuals or corporations (Beutler, 2008).

Building on this theme, this thesis analyses the Portuguese Basketball Federation' CSR and designs a strategy to meet the Sustainable Development Goals (SDGs).

## **2. LITERATURE REVIEW**

### **2.1 THE CONCEPT OF CORPORATE SOCIAL RESPONSIBILITY**

Over the years, different authors attempted to explain the concept of Corporate Social Responsibility, but the definition is not consensual between them. It is consensual, though, that the term refers to companies' implementation of good practices, meeting societal and environmental goals of society. But each society is different and responsible for its own values and making the concept vary around the globe, due to different cultures and beliefs (Navick et al, 2021).

Even though it is an old statement that companies should play an important role towards the community (Carroll, 2008), historical studies on Corporate Social Responsibility have shown that social expectations on companies had evolved (Agudelo et al, 2019), with a higher demand for corporate virtue at different levels, that has been positively responded by the companies. So, it is factual that most of the companies are indeed trying to implement good practices, but there was a shift on how CSR is seen, from being a bunch of voluntary activities to be integrated in the company and acknowledging a greater impact on the business' operations. This shift started to occur when the population became more aware of climate change and the businesses' implications on it (Allen & Craig, 2016).

Given this, an integrated CSR was characterized by Carroll's Pyramid of Corporate Social Responsibility (Carroll, 1991) in 4 dimensions, being them: philanthropic, ethics, legal and economic (see Figure 1).

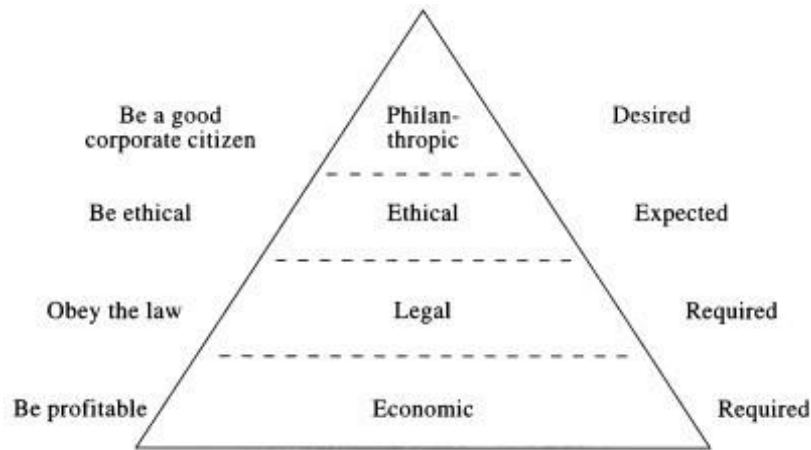


Figure 1 – The Pyramid of Corporate Social Responsibility (Carroll, 1991)

Other authors consider other dimensions, but always within the same ideas. Graafland et al. (2004) argues that the shared value creation is divided into the “Triple P bottom line” - Profit, People and Planet - and Schaltegger et al. (2012) argues that CSR succeeds with a strategic management of the social and environmental dimension linked with the economic dimension. All the referred authors develop the same idea but with different perspectives.

Focusing on Carroll’s dimensions of philanthropy, ethics, legal and economic, the author developed a deeper explanation of each dimension later (Carroll, 2016). Economic dimension refers to the social expectation that a firm complies with his financial duties, attracting investment, generating employment and, to fulfil society’ needs and desires with their products or services – the original reason why they were created. Legal dimension refers to the firms’ duty to comply with laws and regulations, articulated with fair business practices, being them variable between societies. Ethical responsibilities are subjective expectations of the society in which companies are expected to behave according to certain norms that are not demanded by law, nor written, and reflect what consumers, employees, owners, and the community support. Philanthropic responsibilities social activities companies engage in voluntarily, not required by law nor judged in an ethical sense. Carroll states that companies are expected to be good corporate citizens, as the individuals are. Therefore, these four dimensions linked together form the pyramid, being the first two – economic and legal

- described as required by the society, ethical expected by the society and philanthropic desired by the society.

## **2.2 MOTIVES TO BE SOCIALLY RESPONSIBLE**

Among different views of why companies should invest in CSR, Kurucz et al. (2008) highlighted four main arguments to support it: cost and risk reduction; competitive advantage; company legitimacy and reputation; creation of win-win situations for companies and society.

Cost and risk reduction - according to Carroll and Shabana (2010), engaging in CSR activities reduces operating costs and increases firm efficiencies, as well as avoiding the risk of future taxes on regulations, especially environmental. The risk of employee turnover also reduces with employment equality and environmental responsible commitments, due to increased morale; Competitive advantage- exploring CSR centered opportunities can lead to differentiation and unique socially responsible strategies, providing some advantage compared to competitors. Brand loyalty and relationship with customers is positively impacted, as well as the relationship with stakeholders; Company legitimacy and reputation – CSR transmits a positive brand image to all the different groups of stakeholders, influencing their perception and influencing their actions towards the company.

On one hand, Gomes (2020) explains that investors that care about being socially responsible are more likely to partner with companies that show the same values and concerns and can possibly boost their reputation. On other hand, CSR leads to an increase in investment efficiency, (Benlemlih & Bitar, 2018) which consequently results in higher financial performance.

## **2.3 THE VIEW FROM NON-PROFIT ORGANIZATIONS**

Even though literature mainly focuses on the financial gains of CSR, sports federations are non-profit organizations (NPOs) and they are not moved by profits. Therefore, this section analyses the perspective from this type of organizations.

Non-profit organizations are, defined by Salamon and Anheier (1992), organizations that share five characteristics – they are formal, private, non-profit-

distributing, self-governing and voluntary. Hence, NPOs missions are social instead of financial, as the social value creation and the impact caused in society is the main goal, instead of profit. Moreover, their organizational decisions depend strongly on stakeholders to whom they are linked through funding, local needs, partnerships, and other motivations. Managing and long-term planning of an organization that depends on donors, funders, sponsors and public investment can be a challenge, due to external factors and its unpredictability (Moura et al, 2019). Hence, the CSR is not only present in these organizations naturally by their original mission, but also needs to be addressed in other aspects to attract investment.

Nonetheless, partnerships between non-profit sector and for-profit businesses are emerging, as they share the same concerns for society welfare.

Although engagement with social responsibility projects is sometimes driven by corporate individual financial goals, non-profit organizations are highly encouraged to resort to this kind of partnerships with businesses to keep complying with their core social obligations (Labib & Sabella, 2014). Adding to this, and regarding a specific aspect of CSR – environmental sustainability - Asfaw et al. (2017) suggest that non-governmental organizations not only should prioritize in their agendas the creation of awareness to society as a whole, but also influence companies to play their role.

## **2.4 CSR IN SPORTS**

Literature over the years refers to sport federations and sport clubs as non-profit organizations, being sports one of the areas of contribution to communities' welfare, promoting physical, mental, and social health benefits (Edwards, 2015). Sports organizations face several challenges regarding human resources (such as volunteers), sponsorships, infrastructures, and financial stability (Wicker & Breuer, 2011).

According to Winand et al. (2016), boards should encourage application of new ideas within the organization, coming from its members, and take benefit from its partners to develop the innovation, even if it is non-sport related.

Linking with the main topic of this paper, research states that CSR is also an innovative process (MacGregor & Fontrodona, 2008) that is driven by value creation

most of the times. Therefore, CSR – states Ratten and Babiak (2010) - can help sports organizations become more attractive to sponsors, beyond the core sports-related activity. In other hand, it is important to underline that sports industry is highly attractive to potential partners who invest in it, due to the unique factors sports have to offer, such as mass media distribution, communication power, youth appeal, positive health impacts, social interaction and power of raising awareness.

Prior research has tried to find impacts of CSR on consumers (or fans), factors to explain behaviours, perceptions from different parties, among others.

In a study about the impact of cause-related marketing (CRM) – defined as a promotional activity of an organization in which a societal or charitable cause is endorsed (Beise-Zee, 2013) - in spectators' voluntary behaviour, Inoue and Kent (2012) found evidence that shows that spectators consider sports organizations credible on their environmental concerns when they are aware of their broad social involvement. However, this is mediated by the corporate credibility in general, meaning that when people trust the organization itself, pro-environmental efforts are capable of changing spectators' behaviour. The general credibility, in turn, is influenced by two factors: the quality of the event in terms of the quality of the game itself and the services provided on the event, such as stadium employees and stadium environment. Thus, sports organizations should make an extra effort to enhance these two factors, through a good and transparent communication on the topic, named Corporate Social Marketing.

Another research in Korea by Kim et al. (2010), during a baseball event, found that the spectators' attitude toward the team is enhanced by CRM. However, intention to re-attend the game is increased by CRM only when mediated with the attitude toward the team. The participants of the study were divided according to the perception they had on the motivation for CRM implementation – those who believe the team's efforts on the topic are profit-oriented, and those who believe the efforts are cause-oriented. Results have shown that there is no difference between the groups, as the attitude and the intention to re-attend is improved with CRM independently of the motive.

In other point of view, a case study on a charity sport event with FedEx as a sponsor, shows evidence regarding improved impression and purchase intentions from

spectators toward the event sponsor (Irwin et al, 2003). It is highlighted that sports-themed philanthropy programs and sports-themed social responsibility is worthy for businesses. Moreover, female respondents rated CRM higher than male respondents, which suggests an opportunity for companies to target this segment with meaningful causes.

## **2.5 EVENTS AND SUSTAINABILITY**

The next issues address the topic of environmental sustainability, as it is an important slice of Corporate Social Responsibility and sports events have a huge impact on the environment (Jones, 2008), that is not easy to be quantified (Collins & Jones, 2009). Also, sports depend a lot on the natural environment to survive, as sometimes is not possible to engage in physical activities, as a participant or a supporter, due to environmental conditions.

From the perspective of the regulations that are being imposed on big sports events aiming to reduce the carbon footprint, the example of the World Cup and the Olympics was explored by Fermeiglia (2017). A green policy is part of the event's host choice criteria, which includes reduced water and energy consumption, efficiency and reduced emissions on the transportation, construction and upgrading of infrastructures with respect to biodiversity, efficient waste management and responsible tourism. From the Olympics in Athens, 2004, all the host countries gave absolute priority to sustainability when planning the event. However, according to Boykoff & Mascarenhas (2016), the example of the event in Rio de Janeiro, 2016, shows that not always the promises are kept by organizers – the green commitments stated during the candidature were left behind and their enumerated initiatives on environmental issues were not accomplished, the so called “greenwashing” happened.

The United Nations (2021) exposed a *Sports for Climate Action Framework* to ensure that sport organizations are environmental responsible, encouraging all parties - corporate partners, vendors, and fans - to follow the organization's example (see table 1).

Table 1 - Principles of the United Nations for Climate Action (2021)

<b>Principle 1</b>	Undertake systematic efforts to promote greater environmental responsibility
<b>Principle 2</b>	Reduce overall climate impact
<b>Principle 3</b>	Educate for climate action
<b>Principle 4</b>	Promote sustainable and responsible consumption
<b>Principle 5</b>	Advocate for climate action through communication

Even though the green efforts are being made all over the world, organizations find it difficult to engage fans in such initiatives and to understand what can influence their behaviours toward the environment (McCullough & Cunningham, 2010). Going through many studies to find possible reasons, McCullough and Kellison (2016)'s conceptualization model joins an analysis from some of them and attempts to explain fans response. The authors designed a model with Sense of Place (joining Place Attachment, Place Identity and Place Dependence) as a predictor of Environmental Behaviours and Fan Identification as a mediator. The model was not empirically studied by the authors, suggesting further research on the model (see figure 2).

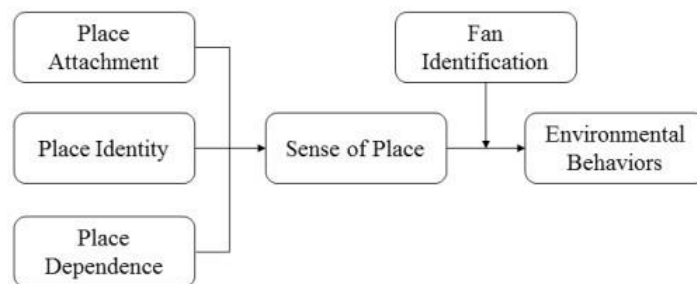


Figure 2 – Conceptual model using sense of place and fan identification to promote environmental behaviour (McCullough and Kellison, 2016)

However, the connection with the place and with the team is not the only perspective that tries to justify the environmental behaviour. Casper et al. (2014) studied the possibility of a person’s values, beliefs and norms impact their behaviour both in and outside the event. The model was confirmed through a survey and hypothesis testing, concluding that: environmental values predict ascription of responsibility for sport organizations, personal norms regarding sustainability, and every day and on event behavioural intentions – meaning that people with stronger environmental values expect the organization to address sustainability in their operations (social pressure), they are more likely to feel sustainable initiatives as a norm with influence of persistent educational moments, and more likely to be environmentally responsible during the event and in their daily routines. Moreover, behavioural intentions are also predicted by personal norms and by ascription of responsibility. Thus, values, beliefs and norms of a spectator explain why (or why not) they engage in sustainable initiatives (see figure 3).

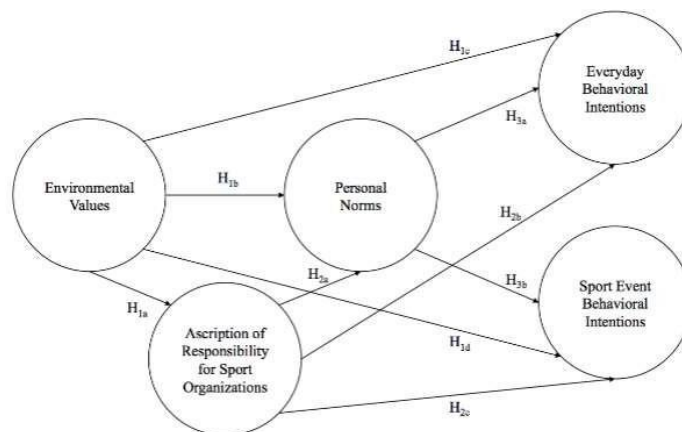


Figure 3 – Hypothesis testing model – factors predicting environmental behaviour (Casper et al, 2014)

Finally, McCullough et al. (2022) provide a clear explanation of how sports are linked to all the 17 Sustainable Development Goals (SDGs) and suggests how each SDG can be addressed by sports organizations and provides practical examples on the application of those initiatives.

### **3. THE CONTEXT OF THIS RESEARCH**

#### **3.1 THE ORGANIZATION FPB**

Portuguese Basketball Federation (FPB) is a non-profit organization that manages and regulates basketball competitions in Portugal. Founded in 1927 and based in Lisbon, FPB has now Manuel Fernandes as president. Despite being the main Portuguese basketball organization, its organizational structure is small, employing 48 people – 63% men and 37% women.

FPB's mission links three statements: affirm basketball as a reference sport in the Portuguese panorama, with ambition but in a reasonable and prudent way; projecting unequivocally Portuguese basketball as the first pavilion sport; dignify the sport, who made it and who currently belongs to it.

Hence, FPB's responsibility is to maintain and develop the basketball activity in Portugal, being one of the main duties the management of the National Teams. FPB is also responsible for organizing the national senior competitions – four male divisions and three female divisions - the national cups, the BCR competitions (Wheelchair Basketball) and the national youth competitions. Besides that, FPB organizes the annual events allocated to the youth district selections – *Festa do Basquetebol Juvenil* and *Festa do Minibasquetebol*. The federation is constantly recognized by its organizational capabilities, and FIBA (International Basketball Federation) - the association of 212 national federations which governs basketball worldwide - frequently assigns to Portugal the organization of international competitions, such as European Championships.

#### **3.2 THE PORTUGUESE BASKETBALL PANORAMA**

In Portugal, Basketball is a sport in constant growth in the last few years, with more people wanting to practice basketball, more people engaging with the sport and more basketball courts where the community can play. Looking at the data, in 2022/23 there were 277 clubs registered, 1492 referees, 1637 coaches, 1936 staff members and 30833 players (figure 4), which totals 36175, while in 2019/20 the total number of registrations was 28494. It represents an increase of 26,9% in the last four years

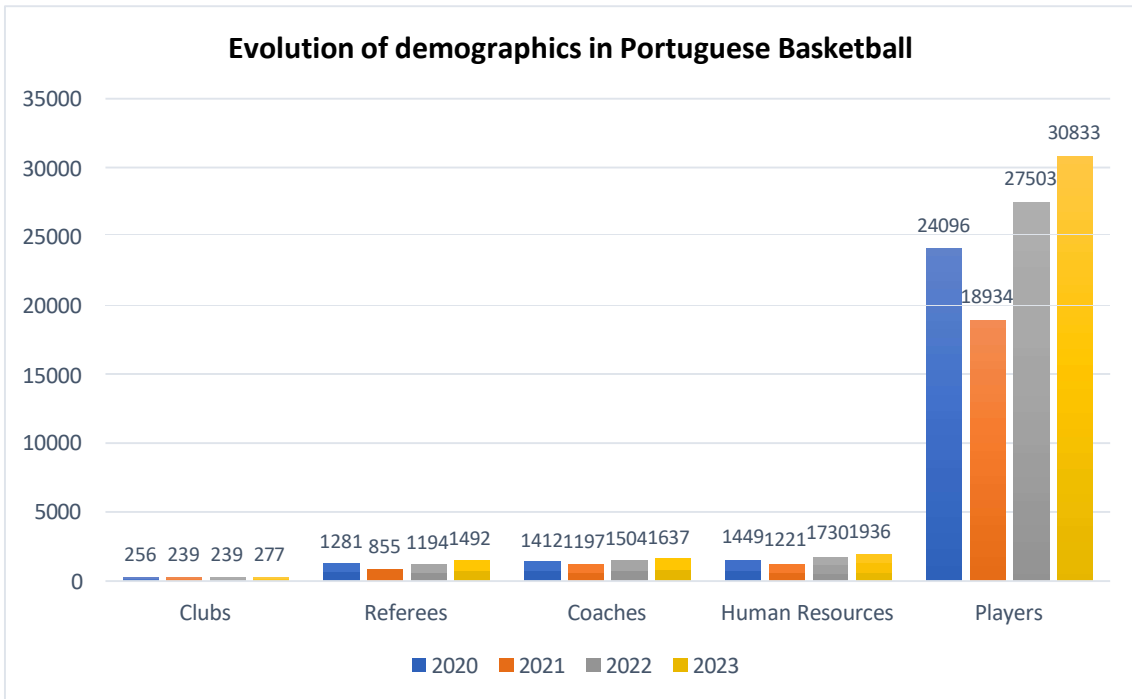


Figure 4 - Evolution of registrations in FPB since 2020  
(Portuguese Basketball Federation, 2024)

During this period, there were some achievements in Portuguese basketball that may explain this growth. First, in 2021 the betting company Betcllc invested in both professional leagues, sponsoring them with the goal of boosting Portugal’s basketball to higher levels in the European panorama. The investment was made equally to women’s league, Liga Betcllc Feminina, and men’s league, Liga Betcllc Masculina, promoting gender equality in sports and providing conditions to a better organization of the games and, consequently, more attendance by the fans. Secondly, the year of 2021 also marked the entrance of the first portuguese player, Neemias Queta, in NBA. This achievement gave notoriety to basketball in Portugal, resulting in more young people joining the sport.

When it concerns the national teams’ performance, FIBA rankings from 2023 show that Portugal is better classified in young girls, occupying the 15<sup>th</sup> position of Europe and 23<sup>rd</sup> position worldwide. The women’s senior team is the 22<sup>nd</sup> European team and 46<sup>th</sup> world team, while the men’s senior team is the 28<sup>th</sup> of Europe and 54<sup>th</sup> of

the world. Finally, boys' teams occupy the 25<sup>th</sup> position of Europe and 55<sup>th</sup> position worldwide (see table 2).

Table 2 - Portuguese national teams' ranking 2023 (FIBA, 2024)

<b>FIBA rankings</b>	<b>Europe</b>	<b>World</b>
Women	22	46
Girls	15	23
Men	28	54
Boys	25	55

### **3.3 THE FINANCIAL SITUATION**

The Portuguese Basketball Federation, as a non-profit organization, highly depends on subsidies, sponsors and revenues from betting companies. The net result of FPB in 2023 was a negative value of 369 thousand euros, even though with patrimonial funds of 1,8 million (see table 3). The total revenues in 2023 were 11,81 million euros, with great part of this amount coming from basketball bets and sponsors – mainly Betclic – of 5,54 million euros and 3,12 million euros from subsidies – being the most representative the 2,35 million euros from IPDJ and 383 million from FIBA. According to the financial report, the costs are mostly coming from the sports development (48%) and organization, as well as the national teams. The total amount of costs in 2023 were 12,18 million euros, thus resulting in a negative balance. Given the financial results from last year, FPB reduced the budget for 2024 in almost all activities.

Table 3 - Net result evolution (Portuguese Basketball Federation, 2024)

	<b>2023</b>	<b>2022</b>	<b>2021</b>	<b>2020</b>
<b>Net result</b>	(369 862)	(653 077)	62 322	416 280
<b>Patrimonial funds</b>	1 851 781	2 221 644	2 872 743	2 810 421

Table 4 – Costs in 2023 (Portuguese Basketball Federation, 2024)

<b>Costs in 2023 (in millions)</b>	
High performance	146
Sport development	5 849
Game travels	509
“Desporto para todos”	8
Technical team	399
International events	726
Education	297
Organization	1 230
National teams	1 604
Other costs	1 412
<b>TOTAL</b>	<b>12 179</b>

### **3.4 FPB’S SOCIAL RESPONSIBILITY**

FPB’s area of Ethics and Social Responsibility is inside the structure of the External Relations, which also includes Marketing and Events’ department and Communications’ department. Those departments are currently working together and aligned with the Marketing and Communication’s Strategy that was redesigned in the end of 2023 (see figure 5).

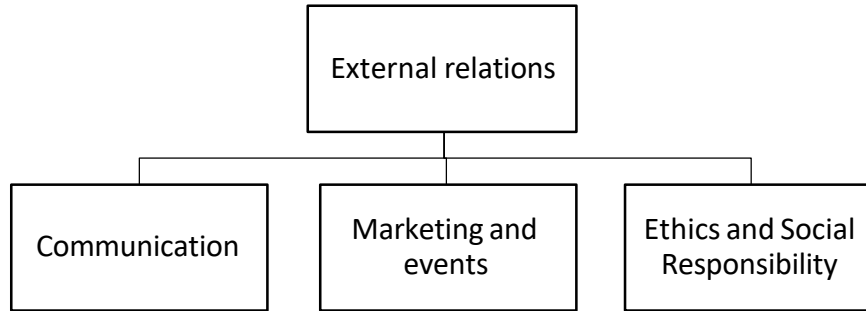


Figure 5 – Structure of the External Relations Department  
(Portuguese Basketball Federation, 2024)

According to the annual report of 2023, in the Ethics and Social Responsibility section, the focus was on the ethical part. The federation plays an important role in sports' ethics, with values of integrity, respect, and fair play, among others, and tries to influence basketball agents to follow the same mentality. Several campaigns were developed on different ethical problems, such as the campaign against harassment and the campaign against bullying. In the same direction, the official Planning and Budgeting document for 2024 includes the constitution of an Ethics committee which guarantees compliance with the norms.

In both documents, there is a lack of information about Social Responsibility. The 2023 report only refers to one lid collection during the Youth European Championship and the presence of the mascot under regional requests. On the plan for 2024, FPB refers to the support of human causes and institutions and the utilization of more sustainable materials. The section also highlights the mark of special days such as Women's Day and Children's Day.

On the other hand, FPB's institutional website, which brings together all the information about the institution, its projects, and competitions, is updated with news every day and does not have any section about the topic of Social Responsibility. Searching on the website news, it is possible to find some spread news about "Basquetebol solidário" (Charity Basketball) in which one institution is chosen to be

given monetary support. Regarding environmental sustainability, no news can be found about FPB's action.

We are in a time of investment in Social Responsibility and everything it evolves, for example with the FIBA Foundation - the area responsible for social action - developing Basketball For Good projects worldwide, and some national federations, such as Greece, following the trend and creating their own CSR strategies. Even if FPB may be acting on the topic, it is not being communicated on the federation's digital platforms and does not have a plan or orientation.

Considering this context, FPB was lacking a strategy for CSR. The department's director Cátia Mota identified the necessity for an orientation plan and the design of concrete actions to follow on each area of sustainability, and the aim of this project is to fulfil this need.

## 4. METHODOLOGY

The strategy's development includes both a qualitative and a quantitative research, divided and explored in three steps: an interview to do a diagnostic of what FPB is doing and the internal point of view; small surveys to basketball agents and fans to understand their perceptions of the institution's CSR image, being the sample chosen from a specific event; and finally, the design of the plan also by collecting insights from the employees of FPB in the different areas.

Since the goal of the interview was to understand the internal point of view on the topic and to understand FPB's main concerns, the chosen interviewed was the director of Marketing, Events and Communication, Cátia Mota, the person who identified the need for this project. The interview was made in person, by March 21<sup>st</sup>, 2024, and attempted to collect the main CSR activities, the barriers and the will of the Federation, being them the main aspects that were discussed. The guiding questions and full interview are in the appendix.

Then, a survey was conducted to understand basketball agents and fans' perceptions of FPB's image on the topic of CSR. Due to the urge to go deeper into the area of environmental sustainability, identified in the interview, the survey consisted mainly of the green image of the organization, as well as personal values and contributions. Likert scales were used to measure people's perception, with the first question being a scale of importance of the different components of CSR in sports, and the second one the level of agreement with some environmental sustainability sentences. Demographic information was collected in the end to identify any differences in terms of age and gender, as well as to characterize the sample. The survey was launched from April 3<sup>rd</sup> to April 7<sup>th</sup> at "Festa do Basquetebol Juvenil", an event for the top youth basketball players, through spreading papers with a QR code containing the link for the Qualtrics' questionnaire (see figure 6).



Figure 6 - QR code shared in Festa do Basquetebol Juvenil

In this event, it was possible to obtain 156 answers, but 45 of them were unfinished, therefore they were not included in the analysis. It counted 111 valid respondents, 70 players, 19 coaches, 22 fans, familiar members, and others. Most of the respondents were between 12 and 17 years old, the age range of the competition, with a percentage of 58. The remaining percentage was almost equally divided between the age groups until 54 years old, with only 3 responses coming from people older than 54. Regarding gender, it was almost equally divided between the two, with 51% men and 49% women.

Likert scales were used to collect the data, in the first question to evaluate from 1 to 5 according to the level of importance of each area of CSR (economic, social and environmental), being 1 “unimportant” and 5 “very important”. In the second question participants had to evaluate from 1 to 7 according to the level of agreement with the statements, regarding their behaviours and will in environmental sustainability. 1 represented “I do not agree” and 5 “I totally agree”.

To analyse the results, descriptive statistics were used to each variable, including the frequency, the absolute values, the average, and the standard deviation. Adding to it, a correlation analysis was performed using SPSS, to understand if demographics or personal habits impact the individual perception and the willingness to collaborate.

## 5. RESULTS

### 5.1 INTERVIEW: QUALITATIVE RESULTS

The interview aimed to better understand the goals and the main drivers of the plan, as well as the barriers that FPB may face when implementing it. Cátia confirmed that there is no dedicated team when it comes to Social Responsibility, but Marketing and Events team takes care of it when applicable, most of the time partnering with institutions aligned with FPB's objectives.

It was possible to identify all the initiatives that FPB is conducting in each SDG, some of which are still in progress, and some are punctual. Those initiatives are going to be included in the strategy and reinforced with new ones to fulfil the goals.

Cátia recognized the awareness of the social and environmental impact of sporting activities as the main driver of the desire to design a strategy, as well as corresponding to the sponsors, fans, and athletes' expectations. Contributing positively to society, improving the community's life quality, promoting environmental sustainability are the goals of the FPB's Social Responsibility.

Even if there is a strong will to do something impactful, there are some obstacles to be considered. The lack of financial resources, change aversion, and the difficulty to measure the impact, are the factors that may affect the implementation of the initiatives. To overcome these challenges, it is important to find partnerships and financial support, promote engagement of the target groups define well the KPIs of the projects, and adjust accordingly.

When it concerns the main priorities, in both short and long term, they consist in improving the environmental practices in overall FPB's activity and events, and reducing the carbon footprint, as well as educating the community and engage them in such practices. Promoting environmentally friendly basketball events in terms of recycling, transportation, materials, among others, is the long-term goal of the plan. Cátia finished the interview by stating "It evolves a different investment and requires a preparation of FPB's structure to advance to environmentally friendly decisions".

## 5.2 SURVEY: QUANTITATIVE AND QUALITATIVE RESULTS

### 5.2.1 DESCRIPTIVE STATISTICS

A descriptive analysis was performed and table 5 demonstrates the results for each variable. The variables “Economic\_component”, “Environmental\_component” and “Social\_component” were evaluated from 1 to 5, as written before, and represent the importance of each component of CSR for the respondents. The remaining variables were evaluated from 1 to 7 and were measured according to the level of agreement. “Personal\_sustainable\_habits” variable analyses how environmentally responsible the respondents are in their daily lives; “Value\_sustainable\_actions” stands for how much people value sustainable actions performed by companies; “SportsOrg\_awareness” measures to which extent people feel that companies are aware and sensibilized for sustainability; The variable “Sports\_influence” stands for the influence that sports can have on people behavior; “Sports\_events\_impact” pretends to analyze if the respondents are aware of the impact caused by sports events and “Willingness\_collaborate” if they are willing to collaborate in future initiatives on sustainability by the Federation; Finally, to understand the perception of the respondents on FPB’s responsibility to the environment, “FPB\_sustainably\_responsible” measures how responsible they consider the organization to be.

Table 5 - Descriptive statistics by variable

<b>Descriptive Statistics</b>						
	N	Minimum	Maximum	Mean	Std. Deviation	
Economic_component	111	1	5	3,95	,867	
Environmental_component	111	1	5	4,33	,810	
Social_component	111	2	5	4,64	,551	
Personal_sustainable_habits	111	1	7	5,63	1,017	
Value_sustainable_actions	111	1	7	5,74	1,142	
SportsOrg_awareness	111	1	7	5,02	1,452	
Sports_influence	111	1	7	6,27	1,095	
Sports_events_impact	111	1	7	5,50	1,432	
Willingness_colaborate	111	1	7	6,12	1,360	
FPB_sustainably_responsible	111	1	7	5,46	1,399	
Valid N (listwise)	111					

The results show that participants perceive sports as having a stronger importance on the social component ( $\mu=4,63$ ), followed by the environmental component ( $\mu=4,32$ ) and the economic by last ( $\mu=3,95$ ). That is in line with FPB's actions on Social Responsibility, which gives priority to donations to humanitarian causes.

Overall, most of the participants in the survey consider themselves environmentally sustainable in their daily lives ( $\mu=5,61$ ) and do value companies' sustainable actions ( $\mu=5,74$ ). These responses may be biased – the less someone cares about the topic, the less the probability of answering voluntarily to the survey, knowing beforehand what it refers to. Almost all respondents believe in the power of sports organizations to influence their communities, with 80% answering more than 4 out of 7, and they are also aware of the environmental impact of sports events. However, 32,6% of the respondents are not so positive regarding the awareness of the sports organizations on sustainability, even though the average is 5,02. This is the variable with a higher standard deviation, of 1,45, meaning that the responses were not so homogeneous.

When it concerns the perception of the participants on the environmental responsibility of FPB, it is higher than sports organizations in general, averaging 5,46. When asking them about their willingness to collaborate with the Federation on future sustainable initiatives, 89,1% of the respondents answered more than 4.

Finally, the participants were asked to provide some additional suggestions to improve basketball's sustainability in the country. From the responses, it was possible to take some interesting ideas and identify some key aspects to improve:

- Promote more sustainable venues (energy efficiency), materials used, transportation (bicycles, public transport, shared rides), and menus at the events;
- Obligation to have recycling bins at the events and games;
- Education of the basketball community through workshops;
- Less paper use - the digital transformation of the processes during the season;
- Water consumption control – baths, reusable water bottles;
- Donation and recycling of basketball equipment.

### 5.2.2 CORRELATION ANALYSIS

The correlation matrix (Table 6) shows that the studied variables are all positively correlated to each other, with the p-value being lower than 0,01, even though with different strengths. One of the relevant takeaways from the results is that the more people have sustainable habits in their daily lives and the more they believe in the power of sports to raise awareness, the more they are willing to collaborate ( $r=0,49$  and  $p<0,01$ ;  $r=0,46$  and  $p<0,01$ ).

Table 6 - Correlation matrix

		Correlations						
		Value_sustainable_actions	Personal_sustainable_habits	SportsOrg_awareness	Sports_influence	Sports_events_impact	FPB_sustainably_responsible	Willingness_collaborate
Value_sustainable_actions	Pearson Correlation	1	,558**	,403**	,494**	,476**	,338**	,366**
	Sig. (2-tailed)		<,001	<,001	<,001	<,001	<,001	<,001
	N	111	111	111	111	111	111	111
Personal_sustainable_habits	Pearson Correlation	,558**	1	,522**	,590**	,471**	,454**	,492**
	Sig. (2-tailed)	<,001		<,001	<,001	<,001	<,001	<,001
	N	111	111	111	111	111	111	111
SportsOrg_awareness	Pearson Correlation	,403**	,522**	1	,317**	,446**	,712**	,464**
	Sig. (2-tailed)	<,001	<,001		<,001	<,001	<,001	<,001
	N	111	111	111	111	111	111	111
Sports_influence	Pearson Correlation	,494**	,590**	,317**	1	,458**	,392**	,571**
	Sig. (2-tailed)	<,001	<,001	<,001		<,001	<,001	<,001
	N	111	111	111	111	111	111	111
Sports_events_impact	Pearson Correlation	,476**	,471**	,446**	,458**	1	,547**	,418**
	Sig. (2-tailed)	<,001	<,001	<,001	<,001		<,001	<,001
	N	111	111	111	111	111	111	111
FPB_sustainably_responsible	Pearson Correlation	,338**	,454**	,712**	,392**	,547**	1	,521**
	Sig. (2-tailed)	<,001	<,001	<,001	<,001	<,001		<,001
	N	111	111	111	111	111	111	111
Willingness_collaborate	Pearson Correlation	,366**	,492**	,464**	,571**	,418**	,521**	1
	Sig. (2-tailed)	<,001	<,001	<,001	<,001	<,001	<,001	
	N	111	111	111	111	111	111	111

\*\* Correlation is significant at the 0.01 level (2-tailed).

To understand if the willingness to collaborate with the Federation and the personal habits depend on the generations and gender, to better define the target groups and be more efficient in the strategy's communication, was performed a means comparison between groups. Table 7 shows no difference on the personal habits between female and male respondents, but it seems to exist a significant difference between genders on the willingness to collaborate.

Table 7 – Gender means comparison

		Willingness_c olaborate	Personal_sust ainable_habits
Gender	Mean	6,12	5,61
	N	1	1
	Std. Deviation	.	.
Female	Mean	6,25	5,62
	N	53	53
	Std. Deviation	,979	,882
Male	Mean	5,98	5,64
	N	56	56
	Std. Deviation	1,657	1,151
Other	Mean	7,00	5,00
	N	1	1
	Std. Deviation	.	.
Total	Mean	6,12	5,63
	N	111	111
	Std. Deviation	1,360	1,017

When performing a T-Test to confirm the difference's significance (table 8), the Levene's Test shows there is a difference in the variances of the groups ( $p < 0,05$ ), but there is no significance on the difference of the means, with equal variances not assumed ( $p > 0,05$ ).

Table 8 - T-test on gender and willingness to collaborate

		Levene's Test for Equality of Variances				t-test for Equality of Means					
		F	Sig.	t	df	Significance		Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
						One-Sided p	Two-Sided p			Lower	Upper
Willingness_colaborate	Equal variances assumed	4,017	,048	1,002	107	,159	,318	,263	,263	-,257	,784
	Equal variances not assumed			1,016	90,082	,156	,312	,263	,259	-,251	,778

Exploring further on the age groups, on one hand, table 9 shows that the age groups from 12 to 17 years old, from 35 to 44 years old, and from 55 to 64 years old are more likely to collaborate, averaging above 6,20, which can mean there is no pattern on

the generations. The group of “above 64 years old” has only one response, so it will not be considered. On the other hand, the table shows that the groups from 12 to 34 are the less worried on being sustainable on their daily lives, and the age group from 55 to 64 years old is the most committed.

Table 9 - Age means comparison

		Willingness_c	Personal_sust
		olaborate	ainable_habits
Age			
	Mean	6,12	5,61
	N	1	1
	Std. Deviation	.	.
> 64 years old	Mean	7,00	5,00
	N	1	1
	Std. Deviation	.	.
12 to 17 years old	Mean	6,21	5,75
	N	63	63
	Std. Deviation	1,152	,915
18 to 24 years old	Mean	5,33	5,11
	N	9	9
	Std. Deviation	1,414	,782
25 to 34 years old	Mean	5,80	5,10
	N	10	10
	Std. Deviation	1,814	,876
35 to 44 years old	Mean	6,40	5,70
	N	10	10
	Std. Deviation	1,897	,823
45 to 54 years old	Mean	6,15	5,46
	N	13	13
	Std. Deviation	1,625	1,613
55 to 64 years old	Mean	6,25	6,75
	N	4	4
	Std. Deviation	,957	,500
Total	Mean	6,12	5,63
	N	111	111
	Std. Deviation	1,360	1,017

### **5.3 RESULTS DISCUSSION**

From the interview and from the survey it was possible to gather some important insights to the development of the strategy, even though there are some barriers to the implementation.

Cátia identified the goals of the plan, with environment as the priority, and one of the main drivers was to meet the fans expectations. The survey confirmed that the respondents are worried about sustainability and are willing to engage in future initiatives – at least this sample. The results may be biased, as referred before, due to the knowledge of the topic by the respondents before they answered, meaning that maybe only those who are interested felt motivated to participate.

Even though the bias can affect the results, the sample shows high concerns by the basketball community and the perceptions are very positive. Although the previous analysis of the Federation's channels and the context description could lead to the perception that the organization does not care about sustainability, the results show the opposite. Most of the people from the event where the survey was launched believe that FPB is trying to act, as well as sports organizations. They also believe in the power of sports to raise awareness on the population, meaning that the respondents may be admitting they are influenced by sports companies. This is possible through a dedicated communication and green marketing initiatives that directly reach to the sports community, an investment that is being made by a lot of companies.

In terms of segmentation, it cannot be identified a pattern, as the whole sample was optimistic in the responses. That gives space for the strategy to be inclusive in terms of targeting, and it is positive in the way that the entire community must be evolved in sustainability to successfully reach the goals.

## 6. STRATEGY PROPOSAL

The structure of the strategy is inspired by the sustainability strategy from the Hellenic Basketball Federation, and also the strategy from the Football Portuguese Federation, both published on their website.

From the interview, it was possible to clarify all the initiatives and projects, as well as the mindset for the development of the strategy. It is important to define the goal, mission and vision as a starting point.

**VISION:** To inspire communities to social responsibility through basketball, both inside and outside the court.

**MISSION:** To raise awareness and involve the basketball community in both social and sustainable action.

**GOAL:** To gradually drive a positive change in societal and environmental issues, improving communities' welfare.

### INSTITUTIONAL INSPIRATION

The Social Responsibility plan is based on the 2030 Agenda for Sustainable Development Goals, adopted by the United Nations, that recalls for the necessity of a global partnership for the promotion of peace and prosperity for people and the planet. FPB commits to make part of this global movement as a sport organization influencing basketball community in Portugal, as FIBA is doing worldwide through FIBA Foundation and its social and environmental projects. FPB is also making part of a project from FIBA Foundation named "European Youth Leadership Program", aiming to educate the young generation on the SDGs, for them to bring the knowledge to Portugal and make the difference in the country.

IPDJ – Instituto Português do Desporto e da Juventude -, the institution that finances sports federations in Portugal, also keeps developing programs for the education of sports agents. Organized jointly with the national federations, there are lots of initiatives every month to promote and professionalize sports organizations, such

as clubs and associations, which by their turn provide expertise to managers, coaches, referees, athletes and other human resources. IPDJ is also implementing a certification to clubs that comply with certain criteria of sustainability and certain norms, named “Clube Top”.

## PLAN OF ACTION

From the batch of 17 SDGs, the strategy is divided into four big areas: Health and Wellbeing, Equality and Inclusion, Peace and Human Rights, Climate and Environment, also based on guidelines from FIBA and Sport4Development (see figure 7).



Figure 7 – Division of the SDGs in four areas

Being the key areas identified, the following sections correspond to each one of them and the respective action plan. Some of the initiatives are already taking place by the Federation, and some are suggestions. On “Health and Wellbeing”, “Equality and Inclusion” and “Peace and Human Rights”, the written initiatives are already being implemented. Therefore, this part only organizes them into the respective categories and defines the necessary key performance indicators, for the results to be measured frequently. “Climate and Environment” is the section with new initiatives to start an action plan as soon as possible, also with the respective indicators.

## 1. HEALTH AND WELLBEING

Basketball and sports in general are promoters of health and well-being. However, it is important to conserve the mental and physical health of the basketball community through some extra programs and awareness for good habits.

- Mental health program for high performance athletes and national teams: Developed by IPDJ and Cruz Vermelha Portuguesa, this program offers psychologic medical support to high performance players and coaches, belonging to CAR – Centro de Alto Rendimento – and CNT – Centro Nacional de Treino, and also to national teams. It also includes post-career situations.

KPI: # number of basketball players participating

- Project 3x3 BasketArt: The project consists in building and recovering basketball courts all over the country so that the community can play basketball in the streets. This project requires the evolvment and partnership of the municipalities. 3x3 BasketArt, as the name suggests, also promotes one artist per court, by contracting them to paint the floor.

KPI: # number of BasketArt courts in the country

## 2. EQUALITY AND INCLUSION

FPB values inclusion within the basketball community – the sport is for everyone, and everyone shall have access to basketball and be welcomed in each part of the country.

- Gender equality programs: “Promise”, “Her World Her Rules” and “Impulso Feminino” are the projects FPB is currently implementing to promote women in basketball. They empower basketball agents, such as athletes, coaches and referees, to defend gender equality.

KPI: # number of female athletes, coaches, and referees

# number of coaches and referees acting in the main leagues

- Campaigns against discrimination: Partnerships with IPDJ and the Secretary of State to develop campaigns against all types of discrimination. One example is the campaign named “#naosejabullydebancada” to educate the audience to good practices when watching a game.

KPI: # number of processes on audience’s behavior

- Charity: Donations to institutions in need, especially during festive occasions. Those include money, food, clothes and other materials.

KPI: # number of donation initiatives

# number of participants per donation

### **3. PEACE AND HUMAN RIGHTS**

Addressing the SDG “Peace, Justice and Strong Institutions”, it is important that the main basketball institution in Portugal defends justice, zero violence, and peace, both in internal and external contexts. Therefore, FPB tries to support as much as possible in the war context, through solidary punctual initiatives, involving the Portuguese basketball community. One example was the donation campaign through goods collection to send to Ukraine during war times.

When it concerns human rights, the SDGs “Decent work and economic growth” is addressed through the empowerment of the basketball community and job generation.

- Project “Carreira Dual”: The project from FIBA helps basketball athletes to be able to follow their basketball careers at the same time as they study or have another job.

KPI: # number of players participating in the project

- Education and job generation: FPB continuously promotes the education of basketball agents by providing courses to form more referees and coaches, and even clubs and associations' managers by supporting IPDJ programs.

KPI: # number of referees and coaches

# number of higher level coaches

% percentage of games with official referees

#### 4. CLIMATE AND ENVIRONMENT

Due to the urge to focus on the environmental impact, this section provides more concrete actions to be implemented and to which FPB must commit to have more responsible behaviour towards the environment. The actions are divided into 3 big objectives, even though they point in the same direction – reduction of the carbon footprint in the basketball events; education and awareness of the basketball community; and reduction of the environmental impact of the daily Federation's routine. The table 10 provides concrete actions to be taken on these three objectives, as well as the Key Performance Indicators.

Table 10 - Action plan for environmental sustainability

Objectives	Actions	KPI's
Reducing environmental impact of the events	Provision of reusable bottles and partnership with Fonte Viva to supply bottled water  Meet environmental standards when buying branding materials (reuse existing ones when possible)  Use of LEDs to publicity instead of printed materials  Avoid the use of paper, digitalization of the processes (ticketing, accreditations...)	# number of single-use materials produced  # number of reused materials  # number of reams of paper used

	<p>Obligation to have recycling bins on the venues and other facilities and dedicated people to make sure it is recycled</p> <p>Inform and incentive involved teams to recycle and be conscious on water and energy consumption</p> <p>Ensure variability on the meals provision and ensure the surplus is not wasted</p> <p>Reduce as much as possible the distance between facilities to avoid emissions on commuting</p>	<p>% of events' venues with a recycling system</p> <p># number of kilometres in transportation per team</p> <p>% of food waste</p> <p># amount of carbon footprint</p>
Educating and influencing the basketball community	<p>Incentive clubs to provide bottled water and have reusable bottles for the teams – elimination of the obligation to provide single-use plastic water bottles for both home and away teams in the national competitions</p> <p>Provide templates with warning signs for responsible consumption of water and energy, for clubs to spread in the venues</p> <p>Provide environmental guidelines to the events that are not organized by the Federation and attribute a certification of sustainability</p> <p>Promote moving by public transport, electric vehicles, or carpooling</p> <p>Teambuilding action – plant a tree to compensate for the emissions, starting with the Leagues</p> <p>Project “Extra-passe” allows the community to donate their basketball clothes to each other via FPB’s online store</p> <p>Promote mini-basketball educational activities by sharing coaching materials with the clubs’ coordinators</p>	<p># number of clubs using reusable bottles</p> <p># number of clubs using the warning signs</p> <p>% of basketball events with the certification of sustainability</p> <p>% of fans arriving events by sustainable ways</p> <p># number of clubs engaged in the planting tree action</p> <p># number of users in the donation page of the website</p> <p># number of clubs using the shared materials</p>
Reducing environmental impact internally	<p>Align the teams for the sustainable goals adding gradually the topic to the general meetings</p> <p>Guarantee the waste recycling in all departments</p> <p>Reduce the use of single-use materials, namely plastic cups by distributing reusable water bottles to the employees</p>	<p>% of employees recycling</p> <p>% of employees using the reusable bottles</p>

	<p>Reduce the paper consumption by printing only the necessary documents</p> <p>Promote commuting by public transport, electric vehicles or carpooling</p> <p>Allocate one employee per year for the Youth Leadership Program from FIBA, focusing on climate action</p>	<p># number of reams of paper used</p>
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**COMMUNICATION OF THE STRATEGY**

To create more impact on the communication of the strategy it is important to have strong marketing around it. Creating a green image is crucial to influencing the community to engage.

As a starting point, the development of a visually attractive document to be shared in the website with the strategy, named “Mais do que basquetebol – Sustentabilidade FPB” (“More than basketball – FPB’s sustainability”). A section on the website on the topic must be developed to be updated every time something is done in each area of the SDGs, both by the Federation and by the clubs and associations. Annual reports must be submitted so that the fans and the involved partners can access the progress of the plan, focusing on transparency in the information to avoid greenwashing. These annual reports are also important to evaluate and adjust the defined KPIs.

On social media, it is important to create a storyline for the communication of Social Responsibility. Even though the survey suggests no difference in the group ages, the engagement on the initiatives is expected to come from the players first so that it can reach fans too. Instagram and Tiktok are known to be the best platforms to reach the youth population and the platforms that generate more engagement, so every campaign targeting the younger generations must be focused on these two social media platforms. Nevertheless, the whole basketball community seems to be open to such initiatives and all the social media platforms are important to raise awareness. Facebook, Twitter, YouTube and LinkedIn accounts must be used as well to impact all group ages.

LinkedIn is crucial to connect with stakeholders that are aligned with the same values, being important to show a good image of FPB in this platform – not only to attract valuable employees to collaborate in the future, but also to attract sponsorships for the projects. Stakeholders play an important role in the credibility of the organization – networking with the right companies can change the way the public interact with the Federation. An example of that was the sponsorship of Betclíc and the brand activations during the games. Following the same line, FPB needs to partner with brands that are sensible to social causes and relate with sports, as well as suppliers of merchandise and marketing materials that are environmentally responsible. Fonte Viva and Sociedade Ponto Verde are the brands that are already supplying water containers and recycling bins.

On the posts, using hashtags such as #MaisDoQueBasquetebol or #ResponsabilidadeSocialFPB make it easier to identify them, both for the public and for internal analysis of the results. Moreover, mostly using a green color on the templates for sustainability helps to create a visual identity for better understanding of the posts.

The increasing need to be inclusive in the communication is also an important aspect to be considered. The special care for the words to be inclusive with all genders and beliefs, or the inclusion of subtitles in the videos so that deaf people can have access, are examples of simple things that can be done to improve the wellbeing of those who are following.

Also, in line with the communication plan of FPB, sports are made of references and examples, being one of the priorities the use of the national teams' players to reach the young players. Choosing at least one male and one female well-known player, making sure they are conscious and passionate for social concerns, to be ambassadors of the Social Responsibility projects. "Selling" the brands as official partners for sustainability and the players as ambassadors of these partnerships can connect both worlds. Then, create content for them to engage and raise awareness through strong messages, for example through school activations.

It is also recommended the use of social media to celebrate the most important international days for the SDGs and take benefit from them to inform about FPB's action on the referred topic.

- March 8<sup>th</sup> – International Women's Day – remember the women empowerment projects
- March 30<sup>th</sup> - International Day of Zero Waste – what is done with the waste on events
- April 6<sup>th</sup> - International Day of Sport for Development and Peace
- April 7<sup>th</sup> – World Health Day
- April 22<sup>nd</sup> – International Mother Earth Day – remember the planting tree activity
- June 5<sup>th</sup> – World Environment Day
- August 12<sup>th</sup> – International Youth Day
- August 19<sup>th</sup> – World Humanitarian Day
- September 21<sup>st</sup> – International Day of Peace
- October 16<sup>th</sup> – World Food Day
- November 20<sup>th</sup> – World Children's Day
- December 13<sup>th</sup> - International Day of Persons with Disabilities – divulgation of Wheelchair Basketball
- December 10<sup>th</sup> – Human Rights Day

FPB must engage the clubs in digital challenges, also taking benefit of remarkable days, and reward them for their involvement in such initiatives. The ongoing project "Valorizar", which recognizes the clubs and associations for their good behavior and returns with monetary support according to some criteria, could add a social responsibility parameter to reward those which are involved.

Also, share educational activities and guidelines via email to the mini-basketball sections to be included in the practices, and make clubs share their experiences and feedback, as well as photos and videos.

When it comes to on-site divulgation, events are a good moment for education on the SDGs. Besides the golf banners that FPB already uses on "Her World Her Rules" that could be expanded to other SDGs rather than just gender equality, there could be

used some LEDs dedicated to social and environmental aspects, as well as volunteers dedicated to educating on different matters through engaging initiatives.

### **FOLLOW UP ON THE PROGRESS**

It is crucial that FPB can keep track of the progress throughout the years and adapt when necessary. Key Performance Indicators need to be measured on time, analysed frequently, and then reported in an annual basis. The goal is to adapt if some of the KPIs are not measurable and find other ways of tracking a certain objective because some actions are more subjective to be tracked.

When it comes to the evaluation of awareness raised, whenever some initiative is implemented, it would be important that in the end some questionnaire is done to the audience, in a simple and quick way. Analysing results before and after and comparing the knowledge and the perception of the target group on a certain topic.

Some tools can also help the Federation in the measurement of the total social impact and environmental impact. The SROI – Social Return on Investment – is an indicator of the social value generated by the projects, but in social and environmental gains instead of monetary gains. This indicator is calculated by dividing the social benefits by the social investment and, even though it can be quite subjective, it can help to attract sponsors both for the social projects and for the Federation's competitions. Also, the carbon footprint of all the Federation can be measured every year so that it is possible to evaluate the evolution of the results on a bigger scale and more environmentally focused. Even if these two metrics can provide clear vision of the investment in CSR, they are difficult to be measured, so the recommendation would be to outsource this type of service to specialized companies.

## 7. CONCLUSIONS AND FUTURE RESEARCH

From the beginning of the strategy planning process, it was well identified the importance of creating one due to the role that a sports federation plays in society. Stakeholders and fans are constantly expecting proactivity from the federation in terms of ethics, justice and social responsibility. The marketing and communication department tries to align those values and share it as fast as possible in both digital and presential channels, most of the time in a more reactive rather than proactive way. The Corporate Social Responsibility strategy is trying to prevent the necessity to react and trying to educate the basketball community to the importance of behaving inside the basketball world while caring for the surrounding community. By doing so, FPB shows its motivation to diminish social problems and contribute to the Sustainable Development Goals, at the same time as influencing the ones who follow basketball.

Nevertheless, in a more realistic approach, there are some barriers to the implementation of the strategy that need to be addressed. It is necessary to gradually change mentalities, as said by the Marketing Director, and know how to “sell” the projects to decision makers, justifying the investment that sometimes will be requested. The support of the internal team is an important factor for the success of the plan, mainly because there is no department dedicated to this area and everything needs to be addressed by the marketing department, aligned with the communication department on the divulgation of sustainable actions. Also, some regulation on the competitions can impact the implementation of some actions and that department must be also aligned to allow some flexibility and adaptation.

Given this, the will to implement the strategy is not enough to make it successful and doable. If it is possible to implement a small percentage of it in the first year, and gradually complete more actions throughout the years and keep them running as the seasons go by, then the Social Responsibility of the Federation is successfully playing its role. If it is possible to improve the quality of life of a smaller part of the community through sports on the first year, and then make it improve in the following years, it is successful. The same for sustainable behaviors – If it possible to influence the Federation to be slightly more efficient on the operations by reducing the environmental impact,

and to influence gradually basketball agents so that their day-to-day life is also more conscious, then all the work is worth it.

To conclude, from the literature it is lacking studies specialized on basketball on the topic of social responsibility – most of the scientific articles found consist in football studies, which can mean less investment from basketball on this field. Also, Federations have few studies in general and it is a gap that needs to be addressed, since they are the main drivers of sports and sometimes the management can lack specialized knowledge on how to innovate and be effective.

Even though this document studies basketball community to the development of the strategy, the sample is not strong enough to represent the global community. A small amount of people contributed to the study, and it lacks diversity in terms of demographics. Future research could help understanding the perceptions of Portuguese basketball community by including clubs, basketball stores, and institutions, to go deeper into the topic and do a more complete analysis.

Also in future research, it could be interesting to connect the evolution of fans' engagement in basketball to the initiatives of Social Responsibility from the Federation. As it was seen by previous research those aspects can be linked and engagement is one of the priorities for FPB.

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## **APPENDIX A – INTERVIEW**

### **How does the Social Responsibility area fit into the department and how are the Federation's Social Responsibility actions managed (so far)?**

The Social Responsibility area at the Portuguese Basketball Federation is part of the Marketing, Communication and Events department. Social Responsibility actions are managed by a non-dedicated team that tries to manage them. These actions are planned based on partnerships with local and national institutions, according to internally defined objectives.

### **What initiatives has the Federation taken in this area?**

The FPB has implemented several initiatives in line with the SDGs:

- No Poverty (SDG 1): Donations to institutions in need, especially during festive periods and emergencies. These donations include food, clothing and school supplies, and are directed to institutions such as the Red Cross and local associations.
- Zero Hunger (SDG 2): Donation of leftover food from the Basketball Festival to ReFood, helping to combat food waste and support people experiencing food insecurity.
- Good Health and Well-being (SDG 3): 3x3 BasketArt project, which promotes sports in communities by rehabilitating courts in partnership with municipalities so that residents can play in the street.
- Gender Equality (SDG 5): Programs such as “Promise”, “Her World Her Rules”, and “Female Impulse”, focused on gender equality and the promotion of women's basketball.
- Clean Water and Sanitation (SDG 6): Promoting the responsible use of water at FPB events and facilities.
- Decent Work and Economic Growth (SDG 8): “Dual Career” project, which helps athletes reconcile their sporting careers with education and employment in partnership with FIBA.

- Industry, Innovation and Infrastructure (SDG 9): Attempts to reduce the use of paper and adopt digital solutions for document management and communications.
- Reduced Inequalities / Discrimination (SDG 10): Partnerships with the Portuguese Institute of Sport and Youth (IPDJ) and the Secretary of State for anti-discrimination campaigns.
- Climate Action (SDG 13): Collection of bottle caps, use of Green Dot recycling bins and “Fonte Viva” bottles to promote recycling and waste reduction.
- Peace, Justice, and Strong Institutions (SDG 16): Support for Ukraine through solidarity campaigns and donations.

**How did the need to develop a Social Responsibility strategy arise? For what reasons?**

The need to develop a Social Responsibility strategy arises from the growing awareness of the social and environmental impact of sporting activities. The FPB recognizes its responsibility to contribute to society in a positive way, improve the quality of life of the communities involved and promote environmental sustainability. In addition, it aligns itself with the expectations of stakeholders, including sponsors, athletes and fans.

**Do you think it's also a marketing strategy that enhances the Federation's image?**

Yes, Social Responsibility also serves as a marketing strategy, strengthening the FPB's image as an entity that is aware of and committed to social and environmental causes. This commitment not only improves the Federation's reputation, but also attracts sponsors and partners who value corporate responsibility, as well as involving the community.

What are the main barriers to implementing a plan? How can these barriers be overcome?

The main barriers may include a lack of financial resources, resistance to change, and the difficulty of measuring the impact of initiatives. To overcome these barriers, the FPB can:

- Seek external partnerships and funding;
- Promote awareness and involvement of all target audiences;

- Implement monitoring and evaluation systems to track progress and adjust actions as necessary.

**What are the short and long-term planning priorities?**

In the short term, priorities include implementing recycling practices at events, reducing the environmental footprint and promoting environmental education and citizenship initiatives. In the long term, the FPB aims to reduce the carbon footprint of its activities, promote solidarity among the basketball community and continue to integrate sustainability principles into all operations and events.

**Do you think the organization of events can be more efficient / environmentally friendly? Is that one of the focuses?**

Yes, the organization of events can be more efficient and environmentally friendly, and this should be one of the focuses. Measures such as reducing the use of single-use plastics, proper waste management, using sustainable transportation for participants and choosing suppliers with ecological practices can be important steps towards making FPB events more sustainable. Of course, these issues also involve a different kind of investment on the part of the FPB and we need to prepare the structure so that we can move forward with more environmentally friendly decisions.

# APPENDIX B – SURVEY

**Figure 8**

*Printscreen of the survey*



Q1. An organization's social responsibility includes three aspects: social, economic and environmental. Rate the importance of each one in sport from 1 (not important at all) to 5 (very important).

	1	2	3	4	5
Social	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Economic	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Environmental	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q2. Focusing on environmental sustainability, read the following statements and rate according to your level of agreement (1 - strongly disagree and 7 - strongly agree)

	1	2	3	4	5	6	7
I consider myself to have environmentally sustainable habits.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I truly value a company's environmental sustainability actions.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I believe that sports organizations are aware of sustainability.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I believe that sports organizations can influence communities to be more responsible.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I'm aware of the environmental impact caused by sporting events.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I consider FPB to be an environmentally responsible organization.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I'm willing to collaborate with FPB's future sustainable initiatives.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Question	Statement	Answer	n	f	$\mu$	
An organization's social responsibility includes three aspects: social, economic and environmental. Rate the importance of each one in sport from 1 (not important at all) to 5 (very important).	Social				4,63	
		1	0	0,0%		
		2	1	0,9%		
		3	1	0,9%		
		4	36	32,4%		
	5	73	65,8%			
						3,95
	Economic	1	1	0,9%		
		2	3	2,7%		
		3	30	27,0%		
		4	44	39,6%		
		5	33	29,7%		
						4,32
	Ambiental	1	1	0,9%		
		2	2	1,8%		
3		13	11,7%			
4		40	36,0%			
5		55	49,5%			
Focusing on environmental sustainability, read the following statements and rate according to your level of agreement (1 - strongly disagree and 7 - strongly agree)	I consider myself to have environmentally sustainable habits.				5,61	
		1	1	0,9%		
		2	1	0,9%		
		3	0	0,0%		
		4	10	9,0%		
		5	33	29,7%		
		6	47	42,3%		
	7	19	17,1%			
						5,74
	I truly value a company's environmental sustainability actions.	1	1	0,9%		
		2	1	0,9%		
		3	2	1,8%		
		4	8	7,3%		
		5	29	26,4%		
		6	38	34,5%		
		7	31	28,2%		
						5,02
	I believe that sports organizations are aware of sustainability.	1	3	2,7%		
		2	3	2,7%		
		3	9	8,2%		
		4	22	20,0%		
		5	28	25,5%		
		6	27	24,5%		
		7	18	16,4%		
						6,27
	I believe that sports organizations can influence communities to be more responsible.	1	2	1,8%		
		2	0	0,0%		
		3	0	0,0%		
4		5	4,5%			
5		10	9,1%			
6		33	30,0%			
7		60	54,5%			
					5,50	
I'm aware of the environmental impact caused by sporting events.	1	1	0,9%			
	2	5	4,6%			
	3	5	4,6%			

		4	11	10,1%	
		5	25	22,9%	
		6	29	26,6%	
		7	33	30,3%	
					5,46
I consider FPB to be an environmentally responsible organization.		1	2	1,8%	
		2	2	1,8%	
		3	5	4,5%	
		4	16	14,5%	
		5	25	22,7%	
		6	29	26,4%	
		7	31	28,2%	
I'm willing to collaborate with FPB's future sustainable initiatives.		1	4	3,6%	
		2	0	0,0%	
		3	1	0,9%	
		4	7	6,4%	
		5	9	8,2%	
		6	30	27,3%	
		7	59	53,6%	