



VfL WOLFSBURG

GEMEINSAM BEWEGEN



**THE VfL WOLFSBURG  
SUSTAINABILITY REPORT  
2016**



[WWW.VFL-WOLFSBURG.DE](http://WWW.VFL-WOLFSBURG.DE)

A close-up, shallow depth-of-field photograph of a green lawn. The central path of grass is slightly taller and more detailed, while the surrounding areas are blurred. The overall color is a vibrant green.

**MOVING  
TOGETHER**

# CONCENTRATING ON WHAT IS CRUCIAL

## ABOUT THIS REPORT

VfL Wolfsburg is traditionally very closely connected with society, and in the same way as classic industrial companies, is also responsible with respect to society (Corporate Social Responsibility, CSR). The club is very aware of its responsibility for the consequences of its actions on people and the environment, and has therefore strongly anchored its commitment to CSR in its corporate philosophy. It wants to be seen as a responsible player nationally and internationally, and to therefore occupy a leading position in professional football. The central communication instrument for this purpose is its sustainability or CSR report. This is addressed in particular at fans, employees, partners and VfL sponsors, as well as Volkswagen AG. Moreover, it is also aimed at non-governmental organisations and associations representing specific interests, as well as representatives of politics, science and research.

VfL therefore publishes a very comprehensive CSR report every four years. The previous updated progress report was published in 2014. With this 2016 publication, VfL now comprehensively discloses for the second time since 2012 how it handles the most important topics for which it is responsible. The report concentrates here on the most important activities, but also on the shortcomings of the last two years, and defines the targets and plans for the next reporting period. The choice of the content was largely determined by the results of a stakeholder dialogue in which the most significant topics for VfL Wolfsburg were systematically determined for the first time.

The reporting period basically covers the 2014/2015 and 2015/2016 seasons; in individual cases, later developments were also taken into consideration where this was possible before the editorial deadline, and announcements were also included on already planned measures. All of the content refers to VfL Wolfsburg-Fußball GmbH as a whole. The report is published in German and English.

The layout of the report is oriented to the first published sustainability report in 2012, and the CSR progress report 2014. Maintaining a similar structure is aimed at creating transparency and helping readers to understand the development steps achieved by the club. Introductory words from the manage-

ment and the Lord Mayor of Wolfsburg are then followed by a portrait of VfL Wolfsburg. The subsequent chapters in the report focus on the club's main CSR spheres of action: "Strategy and Management", "Employees", "Environment" and "Society", as well as "Fans and Members".

Within each chapter, the report presents how VfL strategically tackles the main topics, the measures it implements to achieve its targets, and the metrics it uses to control progress. VfL Wolfsburg collects those metrics which help improve its measures in the football business. These are therefore different in some cases to the metrics presented by classic businesses. Each chapter also includes an overview of the special milestones achieved during the reporting period; and an outlook announces activities planned for the future. The information required for this purpose was gathered during discussions with the employees responsible in each case.

The introduction to each chapter contains an overview of the targets published in 2014, and the current status of their implementation. At the end of the "Strategy and Management" chapter, the updated CSR programme specifies objectives for the subsequent reporting periods, and the measures selected to realise them. The report was prepared "in conformity" with the G4 guidelines of the Global Reporting Initiative (GRI) and therefore corresponds to the so-called core option. The last pages contain an overview with information on the relevant indicators in the GRI-G4 standard, and refer to the relevant positions in the text.

The GRI-G4 standard stipulates systematic determination of the reporting topics on the basis of the materiality criterion and the involvement of stakeholders. With the Materiality Disclosure Service, GRI examined and verified the correct positioning of the details with respect to the materiality process in the text, as well as in the GRI content index.

To improve legibility, this report dispenses with the use of gender-based double naming. More detailed information and news is available at the VfL Wolfsburg website at [www.vfl-wolfsburg.de](http://www.vfl-wolfsburg.de); special content covering the topic of sustainability can be found at [www.vfl-wolfsburg.de/soziale](http://www.vfl-wolfsburg.de/soziale).



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# WORKING TOGETHER TO ACHIEVE MORE

WOLFSBURG'S LORD MAYOR KLAUS MOHRS ON THE INFLUENCE OF FOOTBALL, AND THE CO-OPERATION BETWEEN THE CLUB AND THE CITY

## Dear Readers,

The 2016 European Championships again showed how much enthusiasm football creates, and the thrill it gives to a very large number of people. Football's special magic was shown in very many ways in France: in particular, the fans of supposedly smaller footballing nations clearly demonstrated the power football has to bring people together. The sportsmen and sportswomen regularly use up their last reserves of energy, and the public and fans are totally captivated whether a team wins or loses. Wolfsburg is also football crazy. In the last two years, we enjoyed successes – in particular the joint DFB cup victories in 2015 – of the men's and women's football teams of VfL Wolfsburg, but we were also frustrated on occasions by missed opportunities. I am sure that VfL will keep its eyes on its targets, and will again be able to bring us back into the international arena again.

The club also pursues ambitious objectives away from the football pitch. I am delighted that VfL demonstrates its corporate social responsibility in many areas of activity. For instance, it is involved in numerous innovative projects with a

social and environmental facet. With its campaign slogan "Moving Together" it works alongside its partners in the fields of education, integration and health, for instance in the VfL Diversity Weeks. In addition, VfL has set itself the target of reducing its CO<sub>2</sub> emissions by 25 per cent by the end of the 2017/2018 season. Last year, VfL was an important partner in the integration of refugees, and I know it will continue to support us here. This is another area where we work together harnessing the strong potential of football to bring people together.

The club acts as a role model. We all could and should pick up the ball and play our part in treating the environment with more respect, as well as acting fairly in our dealings with our fellow human beings. Find out more in this report about what VfL is doing for you and your environment, and how you as well can participate in sustainable development!

On behalf of the council and administration of the city of Wolfsburg, as well as all of the citizens of Wolfsburg, I warmly thank VfL Wolfsburg for their good teamwork in helping to promote

a forward-looking and lively Wolfsburg. I look forward to a lot of future success in the sporting, social and environmental arenas, and cross my fingers for the men's and women's teams, as well as the whole club, as they tackle the challenges they face in future.

**Yours, Klaus Mohrs**  
Lord Mayor of Wolfsburg



# ONE STEP AHEAD AND MANY STEPS TOWARDS EACH OTHER

THOMAS RÖTTGERMANN, MANAGING DIRECTOR OF VfL WOLFSBURG-FUSSBALL GMBH, ON DIALOGUE WITH SOCIETY AND THE FURTHER DEVELOPMENT OF FOOTBALL IN WOLFSBURG

## Dear Readers,

VfL Wolfsburg is striding ahead on its chosen course, and this journey remains the objective: we want to work together with others to achieve things, and to move forward in a resolute way – always at least one step ahead of the others. Going the extra step, whether in training, in coaching young players, or when it comes to corporate social responsibility, is the secret of our success and our charisma. This also includes investing the crucial Euro more in sustainable innovations.

Our success justifies our approach – and makes us a role model. This also increases the expectations on VfL's corporate social responsibility (CSR). To learn more in detail about these expectations, we enter open dialogue with our stakeholders, and discuss the opportunities and limits of our commitment and involvement. Examples of this dialogue are the fan forums and the working groups in which we take part, as well as our extremely interesting dialogue events with external stakeholders.

Dialogue is also a key aspect of our partnerships, including the "Wolfsburg Sports Integrates" initiative. It also helps us identify where, how and with whom we can achieve even more jointly in future, and which decisions concerning our corporate orientation are required to do this successfully. Our aim is not to go the extra step in sustainability alone, but to also encourage others to join us: our partners, suppliers and sponsors,

not to mention our fans in the region and everywhere around the world.

The objectives derived from this are now documented for everyone to see in the VfL Wolfsburg CSR programme. They are also an integral part of our internal target agreements. These are implemented with the aim of giving our employees incentives to go the extra step for sustainability. Important areas of activity here are education, integration, the environment and health. These four aspects continue to form the platform for our "Moving Together" initiative, with which we support our social environment.

Today, we link up all four areas of activity even more closely together, such as in innovative integrated education offers, including the extra-curricular teaching location in the VfL FootballWorld. The same also applies to our international activities: such as supporting relevant projects in Mexico, Brazil and China together with terre des hommes under the "Wolfsburg United" slogan.

Corporate social responsibility is also a topic for our employees and our players. This is additionally underlined by our corporate volunteering day where we get together to help others under the slogan "11 for 11". We are also interested in promoting the personal development of our players as well, and therefore offer them various further education opportunities at the VfL Campus directly within the Allerpark.

Those like VfL Wolfsburg that are interested in dialogue, must also ensure that this is accompanied by transparency. This CSR report is one means of achieving this. We warmly invite you to read this independently and let us know what you think, and thus to enter dialogue with us as well. I very much look forward to receiving your feedback.

**Yours, Thomas Röttgermann**  
Managing Director of  
VfL Wolfsburg-Fußball GmbH



# PORTRAIT AND HIGHLIGHTS

VfL Wolfsburg started its **20th Bundesliga season** in summer 2016. On its way to achieving this milestone, the club has regularly evolved at the same time as **maintaining continuity** as a partner of the city of Wolfsburg and a subsidiary of Volkswagen AG. In recent years in particular, today's VfL Wolfsburg-Fußball GmbH, has regularly enjoyed **successes** in men's, women's and youth football. And it also continuously sets benchmarks away from the pitch, for instance, in its commitment to integration and education. This has helped VfL progress to become one of the **most important football** clubs in northern Germany. In the season 2016/2017, it is the only representative of the state of Lower Saxony in the Bundesliga.

## THE CLUB MAKES HISTORY

Founded on 12 September 1945 – when it was called the Verein für Leibesübungen Wolfsburg e.V. (Club for physical exercise) – VfL celebrated its promotion to the Oberliga Nord back in 1954, which was the highest league in north Germany at the time. Although it was initially relegated after five seasons, by winning the Lower Saxony Championships in 1963, the team again made waves. In the 1973/1974 season, the club qualified for the brand new Zweite Bundesliga Nord. After many years of bouncing around between the second and third divisions, the team again won promotion to the now united Zweite Liga (second division) in 1992. The club established itself here surprisingly quickly in the subsequent years and was second in the championship as early as 1997. It was therefore then promoted to the elite league of German football, and was so successful that only one year later it took part in the European Cup for the first time.



The sensational championship win in 2009 was followed by more silverware in 2015 when the club won the DFB cup for the first time.

Rapid promotion of this kind had to be reflected in an equally impressive stadium. The Volkswagen Arena opened in 2002 and is still a prestigious sporting location. With a capacity of 30,000 spectators – of which 22,000 seats and 8,000 variable standing places – as well as facilities for VIP and business clients, the arena today remains the home of the Bundesliga team.

Since 1 July 2003, VfL has also had a women's Bundesliga team, which it acquired by incorporating WSV Wendschott into its organisation. The team

Quarterfinalist in the Europa League, second in the championship, and cup winner: there were many reasons to celebrate in the 2014/2015 season.



The VfL Wolfsburg women's team were championship runners up in the Bundesliga in 2015 and 2016.

developed well and enjoyed its greatest successes in the 2010s. The men's team moved around in the middle of the Bundesliga table for a few years, and on one or two occasions only just managed to avoid relegation. However, after the almost complete restructuring of the team, they were fifth in the league in the 2007/2008 season, which gained them access to international competition again after a long absence, and then succeeded for the first time in the club's history in winning the German Championship in the 2008/2009 season. It was then the turn of the women to bring home the silverware. The team finally established themselves as one of the best in Europe with the triple in 2012/2013 by winning the championship, cup and UEFA women's Champions League (UWCL), and successfully defending the championship and UWCL in the 2013/2014 season.

## VFL TODAY

VfL Wolfsburg-Fußball GmbH established in 2001 is now a 100 per cent sub-

siary of the Volkswagen Group. The shareholders were initially Volkswagen AG as well as the original club VfL Wolfsburg e.V., but they also transferred their ten per cent in the GmbH to Volkswagen AG on 12 December 2007. [G4-7] As the owner, Volkswagen AG has a long-term interest in the success of the club, which not only concerns the financial aspects, but also boosting the attractiveness of the city of Wolfsburg. The club's sporting ambitions are to permanently establish itself in the upper third of the Bundesliga. Although it is only a medium-sized enterprise from an economic point of view, it profits from its close association with Volkswagen AG, and thus from its professional structures and numerous regulations. These structures regulate day-to-day working activities, and guarantee workers' rights and equal opportunities. The key component of VfL Wolfsburg is the professional team in the Bundesliga whose games attract the largest amount of public attention. At the same time, they are responsible for the largest share of the club's income by way of sponsor-

**"VFL WOLFSBURG WILL AND CAN PERMANENTLY BE ONE OF THE TOP FOUR TEAMS IN THE BUNDESLIGA."**

Klaus Allofs, Managing Director VfL Wolfsburg-Fußball GmbH

ing money, income from spectators at home and away matches, TV revenues, as well as bonuses from taking part in the DFB cup and international competitions.

The home of VfL Wolfsburg is the Allerpark in the immediate vicinity of the main Volkswagen Group factory and the Autostadt. The Volkswagen Arena stands next to the AOK Stadium which was built in 2015 and is the home of the U23 men's team and the women's Bundesliga team. From the current season onwards, this is also where the U19 youth team will play its matches: the stadium has 1,700 seats



Before the 2015/2016 season started, VfL Wolfsburg won the Supercup when the team beat Bayern Munich 5:4 in the penalty shoot out.

and 3,500 standing places. All 5,200 spectator positions are completely roofed over, and provide spectators with an exhilarating close-up football experience. The stadium also includes the 800 m2 interactive VfL FootballWorld, the rooms used by the stewards and the police, as well as changing rooms and sanitary facilities. The new VfL Centre is lo-

park but lies near the Schillerteich south of the city centre. This is the centre and flagship of VfL Wolfsburg's youth activities, and combines football training with school education and personal mentoring. With its VfL Football Academy, the club launched a new concept for its youth work in summer 2016 to ensure that its work with young players is still

team continued to establish itself in the upper half of the Bundesliga table, and with their wins against Sporting Lisbon and Inter Milan in the 2014/2015 season, made waves for the first time in the UEFA Europa League. Although they were knocked out in the quarter final against SSC Naples, the team crowned its consistent strength during the season with the number two position in the table. The real highlight though was still to come: by beating Borussia Dortmund 3:1 in the final in Berlin, VfL won the DFB cup for the first time in its history. It therefore came as no surprise that Dieter Hecking

was voted Germany's coach of the year, and that Kevin De Bruyne was voted player of the year in Germany.

At the beginning of the 2015/2016 season, VfL followed up on this success with a break by beating Bayern Munich on penalties and taking the Supercup. The Bundesliga season that followed produced only modest results with the team finishing in eighth place. The highlights, however, were the matches in the UEFA Champions League. After topping the table at the end of the group stage ahead of Saint Petersburg and Manchester United, and two wins in the last sixteen matches against KAA Gent, the Wölfe came up against Real Madrid in the quarter finals. After an outstanding 2:0 win at home, VfL was unfortunately knocked out by Madrid in the away match, allowing Real Madrid to continue its progress and lift the cup as UEFA Champions League winners.

### WOMEN'S POWER

The women's team established itself as one of the top teams in Europe after its successes in the previous years. In the 2014/2015 and 2015/2016 seasons, the only team ahead of them in each case was FC Bayern Munich. However, the women's team again won the DFB cup in 2014/2015, and were able to defend it again in the subsequent season. Its progress in the UWCL, however, was stopped on both occasions by a French team. In the semi final against Paris St. Germain in 2014/2015, and one year later after penalties in the final against Olympique Lyon. The team's international class is also highlighted by the awards won by head coach Ralf Kellermann as World Coach of the Year, and Nadine Keßler as the World and European Women's Footballer of the Year 2014/2015. In Europe, Nadine Keßler was joined on

the women's podium by another two VfL players in the form of Martina Müller and Nilla Fischer. In addition, VfL striker Alexandra Popp was voted Germany's Women's Footballer of the Year 2015/2016.

### YOUNG TROPHY WINNERS ON THE WAY

The U23 team has produced continuously good performances for many years, and is one of the best second teams in the Regionalliga Nord. Inspired by the new AOK Stadium, the youth team followed up on their second place in the 2014/2015 championship by distancing themselves from the competitors in 2015/2016 by winning the Regionalliga with 79 points. Their promotion was blocked in the play-offs however by SSV Jahn Regensburg, who came back from losing 1:0 against VfL in the away match, to beat them 2:0 in their home match in Regensburg.

The VfL junior teams are also regularly amongst the best teams in their leagues. All of the teams were in position five at least in their tables in the 2014/2015 and 2015/2016 seasons. The U19 not only impressed in the Bundesliga, but also in the UEFA Youth League, even though they were knocked out in the preliminary round. The performance of the U17 team is worth mentioning because after coming top in the Bundesliga Nord/Nordost in 2015/2016, they were only knocked out in the semi final of the German Championship by Bayer Leverkusen. They also brought back silverware, however, by winning the Lower Saxony Cup. The C-youth team did even better by coming top in the Regionalliga and bringing home the 2015/2016 cup as well, to complete an impressive double.

## "WE PLAN TO MAINTAIN THE SUCCESSFUL RUN IN WOMEN'S FOOTBALL, AND IMPROVE CONTINUOUSLY."

Thomas Röttgermann, Managing Director VfL Wolfsburg-Fußball GmbH

cated directly next to the stadium. After a construction period of slightly more than one year, this functional building was ready for use in November 2014. The complex on the almost 9,000 m2 plot contains changing rooms, physiotherapy and fitness rooms, as well as therapy and regeneration rooms and offices. The VfL Centre not only contains space for the team and its staff of coaches and helpers, but also the offices of the VfL managing directors, as well as other departments helping to run VfL.

The Youth Training Centre (NLZ) which was opened in 2007 is not in the Aller-

at the highest national and international level in the long term as well. Another part of this strategy is the phased structural and infrastructural merger of the U23 and the NLZ at its new shared location in the Porsche Stadium.

### SUCCESSFUL NATIONALLY – TAKING PART INTERNATIONALLY

The men's and women's teams have played sensationally in national and international competitions in the last two years and added new silverware to the trophy cabinet. The professional men's

VfL's women's team has also enjoyed success for many years on the international football stage.



The VfL ladies crowned the 2015/2016 season by defending the DFB Cup.

# FOOTBALL IS MORE THAN JUST A MATCH PLAN

In addition to **goals and silverware**, VfL Wolfsburg is always looking for **sustainable success** as a company, and is passionately **team-oriented** in its endeavours to achieve its targets. This philosophy makes it possible for VfL to act **flexibly as well as reliably**, and incorporates all players in its **business environment**.

# STRATEGY AND MANAGEMENT

**Successful football** needs sustainability and innovation. Only those that understand the integrated nature of football, and can act in a forward-looking way to secure its foundations, can be **successful in the long run**. This is a vital principle for the objective of becoming established amongst the international elite in the long term. As a regional employer with a huge amount of **charisma and economic strength**, VfL carefully nurtures close relationships with numerous partners in the region and beyond. It acts according to the principles of **responsible governance**, and uses its strength and its expertise for the benefit of society as a whole.

Sustainable thinking is an integral part of VfL Wolfsburg's philosophy. The principles behind its actions are "holistic innovation", "passionate team-approach", and "sustainable success". In the "Brand manual", VfL has committed itself explicitly to sustainable economics since 2014: "We are not oriented to short-term successes and partnerships. We believe that they should develop from healthy growth". To act in conformity with this commitment, VfL strives for solid financial management and strong regional integration. VfL actively ties in partner companies in its corporate social responsibility.

## REGIONAL LOYALTY AND INTERNATIONAL ORIENTATION

As a Bundesliga club and an important player in the city of Wolfsburg, VfL Wolfsburg knows that it has a clear social responsibility. This traditionally involves the region, but also increasingly the global development of the sport, as well as in the social and environmental spheres of influence. This means that regional and international endeavours need to be more strongly integrated with one another in future. The links between the city, the club and other companies, which have grown over a period of many decades, therefore provide a safe platform from

which to achieve this aim. The Bundesliga club plays a special role as a prestige vehicle driving forward the development of the region, and is a source of a high level of employer attractiveness and more quality of life – also at an international level. It wants to act as a role model in terms of social responsibility, to raise awareness, and especially, motivate people to join in – locally, regionally, and globally.

The interest in the football being played in Wolfsburg now goes well beyond the region and the state of Lower Saxony. In addition to Germany, VfL's important markets now also increasingly include the USA, China, Mexico and Brazil. By June 2016, around 75 per cent of its Facebook fans and Twitter followers came from outside Germany. VfL Wolfsburg is responding to this development by strengthening its international orientation.

## FOOTBALL MADE IN WOLFSBURG

With its global strategy, VfL wants to attract more friends to German football world-wide, as well as to thrill the fans, and to establish itself as a successful, likable and socially-involved football club. The VfL Wolfsburg brand is an important vehicle to achieve these aims. To make it even better known, the

Kids' eyes lit up at the VfL Football School in Beijing



The Wolfsburg United programme is an important element in VfL Wolfsburg's international strategy – this included a trip to Mexico to gain a firsthand impression of the "Juconi" project.

professional football team set out on a six-day friendly game tour of China in May 2016. The Wolfsburg United international programme is also another important element in its global strategy. This is the vehicle with which VfL supports projects for disadvantaged children in Brazil and Mexico – the partner since July 2015 has been the children's charity terre des hommes. In doing so, VfL regularly falls back on existing strategic partnership, such as that with the VW Group. During the reporting period, the VfL Football School also organised several training camps in Mexico and China, as well as a training programme for Chinese football coaches.

From a strategic and organisational point of view, VfL Wolfsburg is now one of the top performers in the Bundesliga according to a survey conducted by the University for Technology and Economics in Berlin. The survey assessed all 20 Bundesliga clubs in the 2015/2016 and 2016/2017 seasons, on the basis of

STRATEGY AND MANAGEMENT		
TARGET	STATUS	STATE OF IMPLEMENTATION
Expansion and establishment of quality assurance in the merchandising division	👉	<ul style="list-style-type: none"> <li>+ Co-operation with VW AG enables suppliers to be audited by external service provider</li> <li>+ Participation at the practise day "Establishing responsible supply chains – reporting on sustainability"</li> <li>- Quality management not fully implemented in terms of sustainability in the supply chain</li> </ul>
(Long-term) conversion of 10 % of merchandising products to fair trade products	👉	<ul style="list-style-type: none"> <li>+ Launch of Oeko-Tex certified bed linen in the fan shop</li> <li>+ Launch of textiles made of GOTS certified cotton planned for autumn 2016</li> <li>- No other sustainability certification for merchandising products apart from the above</li> </ul>
Implementing data management for non-financials (paper, emissions, water, etc.)	👉	<ul style="list-style-type: none"> <li>+ Implementation of CSR software for the data management of non-financials</li> <li>- No future use of CSR software</li> </ul>
Boosting the popularity levels of the club	👍	<ul style="list-style-type: none"> <li>+ Boosted popularity along the brand values, also in terms of sustainability</li> <li>+ Raised media awareness with respect to the sustainability measures implemented by VfL Wolfsburg</li> <li>+ Award as the most sustainable Bundesliga club in a study undertaken by imug Beratungsgesellschaft</li> </ul>
Intensifying dialogue with partners on CSR topics	👍	<ul style="list-style-type: none"> <li>+ Organising a sustainability day with partners: B.A.U.M. on-site meeting on the topic of sustainability in Wolfsburg on 27 November 2014</li> <li>+ First dialogue event with external stakeholders on corporate social responsibility of VfL Wolfsburg in April 2016</li> </ul>



## KLAUS ALLOFS

*“Forward-looking planning is of great importance for sustainable sporting and economic success in football. Sustainability is one of our key values, and one which we rigorously communicate, and firmly anchor in our club culture, to also get this message across to our fans and partners, and involve them as well.”*

their corporate performance. The findings of the survey reveal that VfL not only has a clear strategic objective but also a high degree of corporate professionalism.

Under the slogan “Football is more”, VfL Wolfsburg became the first Bundesliga football club to become involved in the electronic sports sector in May 2015. With Benedikt “SalzOr” Saltzer, the wolves have been supporting an e-sportsman involved



Virtual Bundesliga: VfL has been engaged in electronic sports since 2015, and supports the two e-sportsmen “SalzOr” and “DaveBtw”.

in the FIFA football simulation for almost a year. Another gamer joined the team in January 2016 in the form of David “DaveBtw” Bytheway. Both players took part in the TAG Heuer virtual Bundesliga (VBA).

### SOCIAL RESPONSIBILITY IS FIRMLY ANCHORED

Corporate Social Responsibility (CSR) for people and the environment is firmly anchored within VfL Wolfsburg, and is an integral part of its corporate philosophy. This includes the conviction that responsibility for sustainable development and economic prosperity go hand-in-hand. VfL charts this course with the ambition of playing a leading role in professional football as a responsible player at a national and international level.

To realise this ambition, VfL Wolfsburg-Fußball GmbH has set up an efficient, modern organisational structure at all levels.



In the eyes of the public, VfL Wolfsburg has long been a “green club” – the media contact the club regularly for its expert views on sustainability and CSR. This is how the report on the project “Wölfe RE//designed” came about in the KIKa-TV-Magazine “Earth of the Future”.

CSR is anchored here at the highest governance level, and the department has been equipped with a great deal of competence. With this set-up, VfL pursues its own strategic approach under the umbrella of the “Moving Together” initiative.

### REGULATED TRANSFER OF RESPONSIBILITIES SAFEGUARDS CONTINUITY

Since 23 March 2016, the management team of VfL Wolfsburg-Fußball GmbH encompassing Klaus Allofs, Wolfgang Hotze and Thomas Röttgermann, was joined by Dr. Tim Schumacher. The 42-year-old lawyer joined VfL in 2013 as corporate counsel and authorised officer. In addition to his previous

responsibilities of Legal Affairs and Compliance, from summer 2016, he will also take over additional departments from Wolfgang Hotze, the previous VfL Managing Director for Purchasing, Controlling, Finances and Personnel. He wishes to restrict his activities for VfL Wolfsburg in line with his own wishes. The transfer of responsibilities will be supervised by Klaus Allofs, Managing Director Sports and Communications; Thomas Röttgermann, Managing Director Corporate Development, Sponsoring and Events, Infrastructure and Organisation, Service Delivery and Women’s Football. In this context, Klaus Allofs takes over from Wolfgang Hotze the role of executive spokesman from 1 July 2016. The segments have been assigned to various departments, the staff positions existing since 2014 will be wound up, and transferred to departments within the divisions.

The managing directors are appointed, monitored, advised and dismissed by a supervisory board consisting of up to twelve members which reports to a supervisory board committee. The supervisory board consists of representatives of the sole shareholder, Volkswagen AG, the Lord Mayor of the city of Wolfsburg, Klaus Mohrs, as well as business and social personalities from the city of Wolfsburg. Hans-Gerd Bode, head of the Group Communications and Investor Relations Division of Volkswagen AG was appointed to the supervisory board as a new member in January 2016.

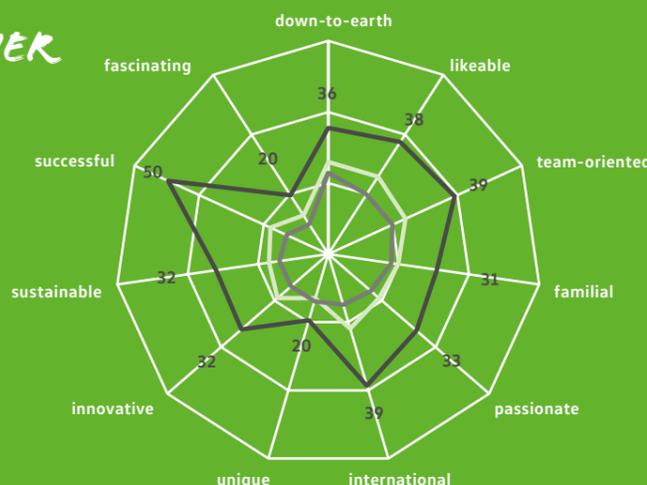
### CSR IN ORGANISATION AND STRATEGY

The CSR department reports to the co-managing director of VfL Wolfsburg, Thomas Röttgermann. During the reporting period, it was strengthened so that it now has four and a half full-time employees, whereby half a position is assigned to the Communications Division. The staffing of the department confirms the high priority given by VfL to the CSR topic. The members of the interdisciplinary CSR team are each responsible for a particular aspect of the work, and are in contact with other departments in numerous ways as internal advisors on sustainability issues.

## AWARENESS IMPROVED FURTHER

VfL Wolfsburg is convinced that its global and regional commitment plays a crucial part in the positive awareness of the club amongst the general public. This assumption has been confirmed by the third survey on the effect of the VfL brand which was conducted in August 2015:

In all eleven of the investigated dimensions – including the value of the VfL brand – there was a rise, sometimes significantly, in the awareness of the image. The average growth was 13 percentage points. People surveyed increasingly see the club as “successful”, “team-oriented”, and “international”. It also enjoyed an above average increase in its representation



in the areas labelled “sustainable” and “innovative”.

The findings also match the subjective impression that VfL is being seen in an increasingly positive light by the media. For instance, when journalists are investigating CSR in football, they increasingly turn to VfL Wolfsburg as the “most sustainable football club in the Bundesliga”. This gave rise amongst other things to the report on the KiKa-TV magazine “Earth of the Future” broadcast on 4 June 2016.

Basis: People interested in football and aged between 14 and 59, who know the club in question.



VfL Managing Directors Thomas Röttgermann, Wolfgang Hotze and Klaus Allofs with the "sustainclub" award.

**WAY AHEAD IN TERMS OF SUSTAINABILITY**  
The football Bundesliga has a clear winner when it comes to sustainability. This was the result of a new study by the consulting company imug Beratungsgesellschaft.



POSITION	CLUB	INDEX VALUE
1	VfL Wolfsburg	93.50
2	Werder Bremen	66.75
3	Borussia M'gladbach	59.00
4	SC Freiburg	58.50
5	Mainz 05	52.00
6	1. FC Köln	45.00
7	FC Bayern München	42.50
8	Hertha BSC	42.50
9	FC Augsburg	37.00
10	Bayer Leverkusen	35.75
11	FC Ingolstadt	34.25
12	Eintracht Frankfurt	33.50
13	1899 Hoffenheim	30.75
14	FC Schalke 04	29.75
15	Hamburger SV	27.00
16	Borussia Dortmund	23.25
17	SV Darmstadt	20.00
18	RB Leipzig	10.00

VfL Wolfsburg's activities involving CSR are based on the principles of effectiveness, sustainability and honesty. The areas it deals with are focused on education, integration, health and the environment, because this is where VfL can achieve the most sustainable impact. These areas form the four pillars of the "Moving Together" initiative which is VfL's umbrella for its wide ranging social commitment. The motor of the initiative is participation: VfL, its fans, sponsors and partners, work together in harmony to achieve three things simultaneously: movement, getting things moving, and moving people.

VfL Wolfsburg aims to achieve continuous progress in all of the areas involving its CSR activities. This is why it set up an ambitious CSR programme in 2012. It contains the most important CSR objectives and measures, and is renewed every two years as part of the CSR reporting. With its open communications, the club underlines its commitment to sustainability, and its willingness to be assessed on the basis of its successes. The programme also defines incentives for internal controlling: implementation of the objectives is part of the targets agreed with management and employees.

**AWARDS: RECOGNITION AND INCENTIVE**

VfL Wolfsburg's commitment has been recognised by numerous awards including the German Award for Excellence 2015 in the "Social commitment national" category. With this award, the German Society for the Certification of Management Systems (DQS) rewards the specific activities undertaken by companies every year. VfL was also the first sports club ever to receive the sustainclub label in gold, which it was awarded in February 2016. The criteria catalogue of the label

was jointly developed by the sustainable///sports organisation and experts from DEKRA.

"VfL Wolfsburg dominates the Bundesliga", stated imug für sozial-ökologische Innovationen mbH, a consulting company based in Hannover, in its latest study "Sustainability in professional football". In this study, the consulting company assessed the extent to which Bundesliga clubs satisfied their corporate social responsibility, and how they dealt with sustainability issues. VfL came out top in almost all categories, scoring 93.5 out of a possible 100 points, making it the clear leader at the top of the table.

**THOMAS RÖTTGERMANN**

"Achieving innovation leadership is only possible when one breaks the ground and stirs things up occasionally. Our ideas management is therefore a channel, as well as an invitation and an opportunity for all employees to play a part beyond their own specific areas of responsibility. A good feel for sustainability is just as important here as creativity."



**GOOD CORPORATE GOVERNANCE**

Responsible corporate governance requires shared values and regulations to guide everyday business activities. These include statutory provisions as well as internal guidelines, not to mention defined corporate values. These enable VfL to act in conformity with the law, and establish a fair, trusting climate for

mutual interactions within the club as well as with business partners. The responsibilities for a football club include "preventing match manipulation", and "anti-doping". VfL has also defined clear rules for these special issues as well.

As process standards, various management systems help VfL Wolfsburg to satisfy its social requirements, and to ensure

**FINANCIAL FAIR PLAY**

The VfL Wolfsburg management team unanimously agrees that the existence of the club in the long term can only be safeguarded on the basis of solid financing. This is one reason why financial fair play is explicitly welcomed, also in the sense of a fair competition. Certain special features need to be taken into consideration in this context because of the relationship between Volkswagen AG and VfL Wolfsburg.

VfL Wolfsburg is more than just a classic sponsoring vehicle for its owner Volkswagen AG. The club is a major strategic partner of the VW Group. In addition to classic types of marketing,

sponsoring, advertising and communication, VfL Wolfsburg is the starting point for the VW Group's international strategy for football. In addition, the partnership is used in a comprehensive way for promoting numerous corporate objectives. Volkswagen AG has strong roots in the city, and does not see the club purely in terms of an investment object. The long-term goals pursued by the partners within this framework bring lasting benefits to the whole region. The club serves the VW Group and the city of Wolfsburg as an international flagship, which improves the attractiveness of the city thanks to the strong regional integration of the club. VfL Wolfsburg is there-

fore of the opinion that the meaningfulness of sponsoring should not be measured by metrics, but that the individual benefits for the sponsor are always the most crucial aspect. And the long-term impact plays the most important role here in a way which cannot be achieved by sponsoring in the classic sense. Volkswagen AG's commitment to VfL Wolfsburg can be clearly seen in many aspects, including the fact that the awareness of the parent company as VfL's sponsor is the highest across the whole of the Bundesliga. The connection between the city, the club and the company has grown over many decades, and forms a globally unique symbiosis.



VfL launched its Ideas Management scheme in summer 2016 with the aim of motivating employees to forward suggestions on how to make improvements to the club.

integrated safety concept introduced in 2016 assures the safety and security at VfL facilities on match days and at other VfL facilities (see page 66). Clearly structured processes and solutions also characterise the work of the Service Centre for private clients first established in 2016 (see page 70). In addition, VfL also tested a data management system for non-financial data during the reporting period. However, this has already revealed that the costs and benefits of the data management system are completely misaligned. VfL is therefore now looking for a more streamlined solution.

### INVITATION TO PARTICIPATE IN THE INNOVATION CULTURE

Attentive employees can make a significant contribution to improving the processes, workflows and working environment within a company, and thus to achieve its goals. With its ideas management system launched in summer 2016, VfL now invites its employees to take part in a structured way. VfL is therefore the first Bundesliga club to systematically harness its own innovation culture. It deliberately asks its employees in this way for improvements, as well in terms of specific sustainability aspects.

transparency inside and outside of its own organisation. VfL Wolfsburg works closely together with Volkswagen AG on compliance issues, as well as in terms of risk and quality management – benefiting from its enormous experience. In this context for instance it uses an internal control system based on the Group's risk management system.

VfL also uses process standards in the context of social and environmental issues. For instance, it took part in an Eco Profit Programme in 2011: and since then, the management has improved its environmental impact in a targeted way (see page 44). An

Integrity and compliance also play an important role at VfL Wolfsburg – the associated guidelines are largely provided by the Volkswagen Group.



### DR. TIM SCHUMACHER

*"It is totally necessary and absolutely essential to play by the valid rules to prevent any long-term damage being inflicted. This applies to companies as well as private persons. We therefore make it clear to the VfL employees, right from the start, that they bear a great deal of responsibility for their actions. We also provide them with all the help they need if any uncertainties arise."*

### INTEGRITY ON THE BASIS OF POSITIVE GUIDELINES AND CLEAR REGULATIONS

VfL Wolfsburg places a very high priority on the integrity and transparency of its corporate actions, because infringing these regulations would not only have serious consequences for it as a company, but also for its employees and partners. To guarantee that its conduct is always marked by integrity and conformity with the law, VfL works with the code of conduct and other compliance rules and regulations of the Volkswagen Group. The code of conduct formulates, for instance, the main principles of conduct for all employees and partners, and provides orientation for legal and ethical matters involving its day-to-day activities. The code of conduct also includes the clear commitment to human rights and against discrimination of all kinds.

Conflicts of interest can occur everywhere. To ensure that employees recognise illegal attempts to influence them, and to make the right decisions when faced by incidents of this kind, they need clear regulations. VfL therefore issued an organisational instruction in December 2014 which clearly regulates the acceptance and handing over of presents, invitations and donations. VfL had already stipulated at an earlier stage that

the Controlling Department must check and approve all contracts before they can go to management for authorisation. The anti-corruption officer of the VW Group is available at all times to answer questions from the employees, the management and the parties. In addition, confidential information on infringements or suspected violations concerning corruption, business criminality, or other irregularities – such as violating human rights and ethical misconduct – can be reported to two ombudsmen (external lawyers) – also guaranteeing the anonymity of the whistleblower when requested. All reports are investigated, and the need to implement sanctions is analysed and implemented where necessary for all infringements of the law and misconduct.

It doesn't only apply to football: in addition to clear rules of the game, it also needs a great deal of practise. Integrity, equal opportunities, and mutual respect have to be applied in practise every day. Employees have access to all of the compliance documents, which not only include the code of conduct, but also regulations and guidelines to avoid conflicts of interest, as well as cartel and competition law. The associated organisational instructions are also in the documents. The employees are trained, and the legal department of the club offers regular case-by-case consultation. On the occasion of the Anti-Corruption Day on 9 December 2014, the VfL employees were also shown a compliance film. Measures which have been implemented have been very effective so far. There were therefore no sanctions during the reporting period for violating the regulations and laws, or any legal proceedings taken out because of non-competitive conduct.

### FIGHTING MATCH MANIPULATION

Other challenges for the integrity of competitive sport are illegal manipulation of the unforeseeable results by doping or match fixing. This applies to football in particular. It is possible today to place an anonymous bet on almost every supra-regional sporting event. Gamblers bet with high stakes on the final results of a match, as well as factors such as goal difference, or the number of cards or standard situations. Criminal energy is used to attempt to influence the course of a game or the betting odds. This can seriously damage football because one of its attractions is that the results can be open right up to the last minute, and many events are impossible to predict.

VfL Wolfsburg implements comprehensive measures to prevent match fixing. All of the men's, women's and youth squads of the club sign a "Confirmed declaration on understanding and recognising the valid provisions of the German Football Association (DFB) concerning the ban on betting, the ban on match fixing, and all of the information obligations concerning these aspects". This usually takes place in the training camps at the beginning of each season. There are also additional educational events on match fixing at which the players are provided with

## "I DO NOT CONSIDER THE CONTROLS THAT TAKE PLACE TO BE AN IMPOSITION"

*Marcel Schäfer, you are now enjoying your tenth Bundesliga season with VfL. How has the topic of anti-doping developed over this time period? Football has changed very significantly overall, and one could say in many cases, become more professionalised. I think this also applies to the topic of anti-doping. The topic is much more in the public eye than in former times, also in the media, and is constantly being dealt with by the club.*

**Is anti-doping also the subject of discussions within the team?**

*Yes, of course. As a professional sportsman you are naturally also very aware of the discussions such as currently in the news concerning the Olympic Games, even though it luckily usually only affects other types of sport. Playing in competitions where there is a suspicion of doping is not very enjoyable – neither for the athletes nor for the spectators. We naturally discuss this amongst each other, just as we do other topics involving sport.*

**What is your opinion: How well is German professional football organised to cope with the topic of anti-doping?**

*The measures implemented by VfL and the associations have increased significantly. I consider myself to be much better informed today than in the past. We have a meeting dealing with anti-doping at the beginning of each season. We are shown and explained the anti-doping regulations*

*of the German Football Association and the NADA code (National Anti-Doping Agency, editor). We then have to confirm with our signatures that we have understood the rules. I think it is a good idea that every player has to take personal responsibility in this way.*

**Is one really able as a player to take on this responsibility?**

*I think so. In just the same way as the club and team doctors bear their share of responsibility, it is also necessary for the players to become aware of this topic. After all, there are over-the-counter medicines which can be very relevant from an anti-doping point of view. One has to pay a great deal of attention here. When I am given a prescription, I trust that our team doctors comply with all of the NADA regulations. But when I am uncertain about something, I can also talk to them personally. In addition, there is also a list of permitted medicines. If one therefore plays an active role as a player, it is definitely possible to shoulder the responsibility required.*

**How has the testing changed?**

*Testing is much more frequent and much more rigorous today. In the last few years, urine samples have been joined by blood sampling. The inspectors are relatively confident where we are at any given time – whether in a training camp or an away match. It is not that uncommon for them to suddenly knock on the door and ask for a sample.*

*But I do not consider this testing to be a real imposition. Although one can never exclude anything, I still like to believe in clean football, and would therefore rather give a sample several times per season than the other way round.*



VfL Wolfsburg left back Marcel Schäfer with a controlled clearance.



## WOLFGANG HOTZE

*"We work together with many service providers and suppliers for our products and our daily operations. We want to be a model for integrated sustainability, and still see a great deal of unused potential concerning responsible procurement. We therefore want to involve our business partners much more strongly in our efforts to improve sustainability in future."*

information material. And as a matter of course, the working contracts of the players stipulate that none of them are allowed to own shares in other clubs.

### DATA PROTECTION OBLIGATIONS TAKEN VERY SERIOUSLY

In addition to the integrity of its football business, VfL Wolfsburg is also responsible for protecting the personal data of customers, fans, partners and members. Every employee is expressly instructed in the obligations regarding the confidentiality of personal data pursuant to Section 5 Federal Data Protection Act, and informed about their responsibilities by the VfL Data Protection Officer, Bodo Carl. In addition, VfL raises the awareness of its employees for generally treating all confidential information very discreetly.

### SUSTAINABLE SUPPLY CHAIN MANAGEMENT

As part of its integrated sustainability approach, VfL Wolfsburg also demands that its suppliers implement responsible business practises. It therefore conforms with the expectations of external stakeholders, makes use of its ability to influence others, and by working together with Volkswagen AG, ensures that the processes established by the Group concerning sustainability in supplier relationships are also put into effect by its own suppliers. In March 2016, representatives of VfL and VW AG held joint consultations on the specific requirements for VfL's sustainable supply chain. Furthermore,

VfL's suppliers are instructed about the club's sustainability requirements as defined in the general sales terms and conditions, before they close an agreement, and can also be audited on the subject of sustainability by an external service company as part of a co-operation agreement with VW AG. To bind suppliers in the long term, and therefore to improve the implementation of the sustainability aspects, VfL also prioritises long-term collaboration on the basis of framework agreements.

An important control mechanism on the procurement side is rigorous needs-oriented controlling. By communicating closely with the technical departments, VfL is better able to match the ordered quantities to the demand in each case. Another instrument is the phased move to responsible sources. In a tender invitation for "printing products" sent out in the first half of 2016, VfL stipulated that its key publications must be printed in future on 100 per cent recycled FSC recycling paper.

### MERCHANDISING IN THE SPOTLIGHT

Textiles are an important component of the club's merchandising activities. But the diversity of the collection is also enhanced by pins, key rings, cups and many other kinds of articles. Because of the wide range of these products, VfL works together with numerous suppliers.

VfL is currently setting up a quality management system for its Merchandising Division. Alongside quality and safety, the inten-

tion in the long term is also to incorporate sustainability criteria even more strongly into its merchandising activities. The textile supply chain alone involves numerous production and processing stages from cotton production, to dyeing and printing, all the way to tailoring. VfL exchanges experience with VW and other practise partners with the aim of establishing more sustainable processes at each of the different production stages of its own products. For instance, VfL participated in the application day "Structuring responsible supply chains – Reporting on sustainability" of the UPJ and econsense corporate networks, which took place on 21 April 2016.

VfL is therefore searching for softener-free (phthalate-free), environmentally-compatible and non-harmful strip printing,

and had the bed linen certified by Oeko-Tex. From autumn 2016, VfL Wolfsburg also hopes to present a merchandising collection whose materials are all certified pursuant to the stringent organic Global Organic Textile Standard (GOTS). In collaboration with its suppliers, VfL is striving to have the products themselves certified in future as well.

The CSR team also provides in-house advice to VfL regarding its co-operation with partners and sponsors. For instance, it provided assistance to the management by way of a comparative analysis of the sustainability performance of various sports article suppliers before the club reached agreement with the equipment supplier Nike in May 2015. In addition, VfL also demands that its sales and marketing employees always assess



## "CONTROVERSIAL – EXCITING – INFORMATIVE"

[G4-25] [G4-26] [G4-27] High ranking guests travelled again to the Allerpark on 21 April 2016 two weeks before the Champions League home match against Real Madrid. This time the group included 20 experts on

CSR and sustainability. Amongst other things, they represent the most important stakeholders in VfL. Their destination is the dialogue event in the AOK Stadium on "CSR commitment of VfL Wolfsburg – the club in the conflict area

spanning internal ambitions and external expectations".

The group of participants was very varied: in addition to representatives of NGOs, sponsors, authorities, fans,

(football) associations and the media, it also included scientists. Together they hoped to clarify which social topics are particularly important for VfL, and how far the football club's responsibilities go. A short introduction by VfL Managing Director Thomas Röttgermann, was followed by key note presentations by individual participants on specific topics. The, in some cases, controversial topics were then discussed by all sides in a lively debate. "It was a very informative day," sums up Nico Briskorn, VfL Head of CSR, "the intense discussions can play a part in helping every football club find the right way forward."

*"Thanks to the enormous potential of football, Bundesliga clubs can make an active contribution to promoting social diversity."*

Stefanie Schulte, Deutscher Fußball-Bund e.V.

*"Every home match should be seen as a major event with wide-ranging sources of environmental impact. Football clubs should therefore attempt to harness the existing possibilities to reduce this environmental pollution."*

Fabian Putzing, sustainable///sport

*"Football clubs can improve their brand image and their market position in the long term by having sustainable supply chains and products."*

Dr. Meike Gebhard, Utopia GmbH

the sustainability risks of new sponsors. This is done by way of close co-operation between the sales and marketing people, the CSR team, and the VfL Wolfsburg management.

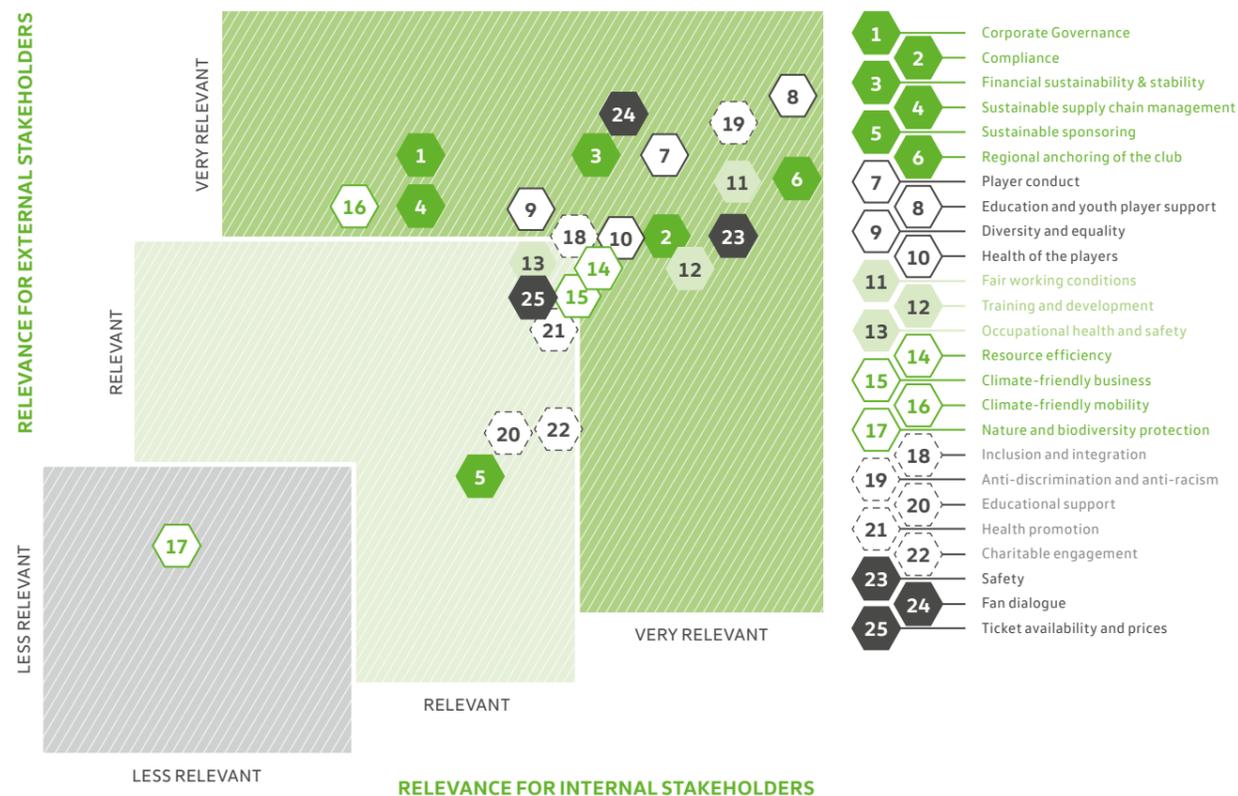
### TRANSPARENT STAKEHOLDER DIALOGUE

[G4-24] VfL Wolfsburg's success depends on a large number of different groups of people, and primarily on its spectators, fans and employees. Its business partners and society in the region, including many children and young people, also expect a great deal from the Bundesliga club. There are also many other groups who are also involved in the development of VfL. They can all be summarised under the term "stakeholders".

[G4-24] VfL has to know its stakeholders very well to be able to respond to the aspects which interest them. In the same way as the CSR leaders in industry as a whole, it therefore regularly carries out open and transparent stakeholder dialogues. An example of this is the Fanforum (see also page 69), or the meeting of the CSR task force of the European Club Association (ECA) first established in 2016. VfL also carried out its own dialogue event in April 2016 on what society expects from VfL Wolfsburg.

### DISCUSSION ABOUT MEMBERSHIP AND CO-OPERATION

[G4-26] Another form of dialogue with stakeholders includes memberships and co-operations. This also provides VfL with an opportunity to call on the expertise of many specialists. One opportunity for this was the Sustainability Day on 27 November 2014 in Wolfsburg. This event was organised jointly by VfL and the Federal German Working Group for Environmentally-Aware Management (Bundesdeutscher Arbeitskreis für Umweltbewusstes Management e.V. (B.A.U.M.), of which VfL is a mem-



Representatives of nine European football clubs came together at the first CSR Task Force Meeting of the European Club Association (ECA) in Nyon in Switzerland in January 2016. Their work included planning for an international CSR conference which took place in May 2016 with the involvement of the Task Force members (see above).



ber. VfL is also involved in the association "Companies for the Region" (Unternehmen für die Region e.V.), and participates in the Platform for Nutrition and Movement (Plattform Ernährung und Bewegung e.V. (peb)). Moreover, it also co-operates with the Nature Protection Society of Germany (Naturschutzbund Deutschland e.V. (NABU)), the city of Wolfsburg, and the Lower Saxony Ministry of Education.

At a project level, VfL co-operates with other partners including various universities. As part of the project "Kick-off VfL - 100 schools & 100 clubs", it also works together with numerous schools, clubs and kindergartens, and supports them with numerous offers such as the Muuvit project and the VfL Wiki. VfL is also active as a founding member of the European Football for Development Network (EFDN) to specifically promote dialogue between football clubs. The fifth EFDN conference took place at VfL in Wolfsburg in October 2015. The network has set itself the target of exchanging expertise and jointly implementing CSR projects.

The most important association activities in football include co-founding the ECA CSR Task Force in January 2016. CSR Manager Nico Briskorn regularly takes part in the meetings. He has also represented the clubs in the first and second Bundesliga since November 2013 in the "Social responsibility" working

group of the German Football League (Deutsche Fußball Liga (DFL)), and was re-elected for two years in October 2015. The working group works together with the Bundesliga Foundation to jointly develop CSR measures and campaigns, and aims to advance the professionalisation of CSR in football further. To this end, it held discussions on the CSR certification course at IHK Nuremberg for instance (see page 35).

### SYSTEMATIC SELECTION OF TOPICS

VfL Wolfsburg places a high priority on informing its stakeholders comprehensively and informatively on relevant topics, while also understanding their specific needs. It therefore adopted a very strict systematic approach when selecting the contents of this report. In addition to its CSR programme, it was also based on the findings of a multi-phase materiality process.

**[G4-18] [G4-27]** A stakeholder analysis was first conducted to identify VfL's stakeholders and to examine their level of influence. External consultants looked in this context at aspects such as sporting performance, financial stability, sales, reputation, and legislation, such as association law. They then determined the most significant impact VfL Wolfsburg has on the environment, society and its stakeholders, and then did a media analysis to preselect the 25 most important topics. To weight

the selected topics with respect to VfL, the club had a survey done on its behalf of representatives of the previously identified stakeholders and internal experts. A final discussion on the topics and results of the survey then took place at the dialogue event in April 2016. The detailed results are depicted in the materiality matrix shown below.

**[G4-19] [G4-20] [G4-21] [G4-23]** 17 of the 25 topics in all were classified as very relevant from either an internal or an external stakeholder point of view. This means that they are also important for VfL Wolfsburg. All of these topics are dealt with in this report, and distributed in a balanced way via all five spheres of action and/or reporting chapters. The materiality matrix also shows their weighting from an internal and external point of view. The highest relevance in both of these perspectives are "education and supporting youth players" and "commitment to anti-discrimination and racism". Four topics produced mixed results: the internal stakeholders considered the "regional integration of the club" relatively higher than the external stakeholders, whilst the latter considered "corporate governance", "sustainable supply chain management", and "climate-friendly mobility" to be very relevant topics. With respect to the other significant topics such as "player behaviour", "fair working conditions" and "fan dialogue", the internal and external valuations were largely in agreement.

### MILESTONES



First club ever to win the sustainclub label in gold (26 February 2016)



Organising a dialogue event on what society expects from VfL Wolfsburg (21 April 2016)



Organising a sustainability day together with B.A.U.M. e.V. (27 November 2014)



Implementing an ideas management scheme as an incentive for improving the running of the company, but also within the context of specific sustainability aspects (26 July 2016)



Issuing organisational instructions on the acceptance and giving of presents, invitations and donations (9 December 2014)



Co-founding the ECA CSR Task Force (25 Januar 2016)

### OUTLOOK

Starting in autumn 2016, VfL Wolfsburg plans to present a merchandising collection whose materials are certified according to the high environmental standards of the Global Organic Textile Standard (GOTS).

# AMBITIOUS AND DEFINITE

## VFL WOLFBURG'S SUSTAINABILITY GOALS

It is VfL Wolfsburg's ambition to continuously further develop its sustainability activities, and successfully strive to achieve progress in all areas. The goals defined in its CSR programme highlight the club's commitment to sustainability, and emphasise that sustainability is an important and "fundamental pillar" of its corporate philosophy. The comprehensive spectrum of objectives pro-

vides an overview of the club's very wide-ranging activities. VfL also intends to continue to ambitiously tackle ongoing or previously unattained objectives. They have therefore again been incorporated in its latest CSR programme, in addition to newly defined objectives. VfL will openly communicate the future progress which the club has achieved in reaching the objectives

in this new CSR programme, in order to continue to set benchmarks. The next report will include a critical analysis of the degree to which the objectives have been achieved with the aim of measuring itself against its own benchmarks on the one hand, and also to externally communicate the efforts it is making on behalf of sustainability, with the greatest level of transparency.

### STRATEGY AND MANAGEMENT

OBJECTIVES	DATE	COMMENTS
Establishing a risk management system	End 2017	Establishing a draft for a risk management system within the organisational instructions (OI) and informing employees via their line managers
Expanding and establishing the quality assurance in the Merchandising Division	Ongoing	Stronger incorporation of sustainability criteria within quality assurance in the long term
(Long-term) conversion of 10 % of merchandising products to sustainable-certified products	Ongoing	Implementing a 2016 organic collection certified according to the Global Organic Textile Standard (GOTS) Dialogue with the new sportswear provider Nike on joint potential
Boosting the popularity of the club	Ongoing	Identifying VfL Wolfsburg as the most sustainable football club in the league within the leading German media by the end of 2017 Expanding social media communication to five languages
Setting up and establishing a regular stakeholder dialogue at various levels	End of 2019/2020 season	Implementing and establishing fan dialogue on sustainability issues Continuing the dialogue with stakeholders as part of additional dialogue events

### ENVIRONMENT

OBJECTIVES	DATE	COMMENTS
Continuing the conversion to Green IT	End of 2017/2018 season	Energy-related conversion of the server rooms and more efficient cooling Implementing a paperless document management system
25 % reduction in the club's CO <sub>2</sub> emissions (scope 1 and scope 2) compared to the 2011 calendar year	End of 2017/2018 season	Other savings measures to enable the targets to be reached despite the construction of the new AOK Stadium and the VfL Center
Promoting sustainable mobility	Ongoing	Promoting the e-mobility of fans and employees
Saving natural resources	Ongoing	Implementing additional efficiency measures in the regulation technology equipment as well as the flood lighting and pitch lighting systems Further expanding the use of LED lighting in the buildings and sporting facilities used by VfL
Taking into consideration the latest energy efficiency standards and biodiversity in new buildings	Ongoing	Construction of the new VfL Youth Academy taking into consideration energy efficiency measures and additional environmental criteria Involvement in the plans of the city administration to renaturise the Aller river between Vorsfelde and Allersee, in an area where numerous VfL facilities are located

### EMPLOYEES

OBJECTIVES	DATE	COMMENTS
Development and implementation of regular training for all players in how to manage (social) media	End 2016	Finalising the already begun series of media training courses for all competitive teams (professionals, U23, women, U19, U17, VfL II women, B-junior women) as well as the social media workshops
Implementing a standardised VfL-dedicated working software for sports personnel	End 2017	Implementation for all professional teams by end 2016, as well as all of the other teams at the VfL Football.Academy and the women by the end of 2017
Promoting offers for employees to improve their health and take part in sporting activities	Ongoing	Establishing the VW health check-up as a preventative health measure, and increasing the numbers of participants compared to the 2015/2016 season Including the topic of healthy nutrition amongst the information measures directed at employees
Expanding the vocational training for players	Ongoing	Establishing an annual information event for licence, U23 and U19 players, as well as the players in the women's teams, on the courses available at the VfL Campus Setting up the VfL Football.Academy and implementing its integrated approach to player care
Expanding the further education measures for employees – in particular on the issue of sustainability	End of 2017/2018 season	Elaborating a human resource development concept Participation of at least one more employee in the "CSR manager" course run by the IHK

### SOCIETY

OBJECTIVES	DATE	COMMENTS
Implementing additional measures covering integration, diversity and anti-discrimination	End of 2016/2017 season	Expanding the 2017 VfL Diversity Weeks in co-operation with the Fan Service and Fan Project, and increasing the amount of participation from the fans Implementing an integrative football tournament within the "Wolfsburg Sport Integrates" initiative in September 2016 Implementing a homophobia education course in co-operation with the DFL in the 2016/2017 season
Further developing the VfL Wiki	End of 2017/2018 season	Implementing more school's writing competitions in co-operation with the Dudenverlag publishing house, and doubling the number of participants compared to 2016
Expanding and strengthening the partner network	Ongoing	Strengthening the "Wolfsburg Sport Integrates" network to further improve the integration of people with different cultural backgrounds by way of the sport medium Expanding the teaching network with the Lernort Stadion e.V. society to further develop the teaching options available in the extra-curricular learning location
Further developing the extra-curricular learning location	End 2017	Establishing VfL Wolfsburg as a teaching facility Implementing new workshops and additional teaching content
Developing further measures to create barrier-free facilities in all divisions	Ongoing	Implementing a round of discussions with wheelchair users to follow up on the survey on the needs of wheelchair users when they visit the stadium

### FANS AND MEMBERS

OBJECTIVES	DATE	COMMENTS
Setting up a service centre and implementing a service concept	End 2016	Setting up an information management system for customer care Training employees who come into contact with customers, and establishing a fan-oriented and integrated service concept
Establishing sports offers for older members	End 2017	Establishing the sport of "walking football" as a central sporting option for older members
Expanding the safety measures at the VfL premises (on non-match days)	End 2016	Expanding the video surveillance for the (whole) arena site.
Expanding the activities of the VfL Football School	End 2017	International: implementing another "Train the Trainer" course and more training camps of the Football School in countries outside of Europe, as well as know-how transfer Regional: developing a concept for the VfL Football School for girls
Institutionalising the fan communication	End of 2016/2017 season	Developing a concept to communicate with the fans as part of the "Co-operation agreement for the joint management of fan groups in the city of Wolfsburg" Elaborating the conflict management system and setting up a fan committee



# FOOTBALL IS MORE

# THAN 11 VERSUS 11

Every **successful team of eleven** is backed up by a very large number of enthusiastic and **committed people**. Players can only achieve something on the pitch with their mutual support. This is why VfL relies on the **high personal commitment** and **qualifications** of its sporting and commercial **teams**, as well as of each individual employee.

# EMPLOYEES

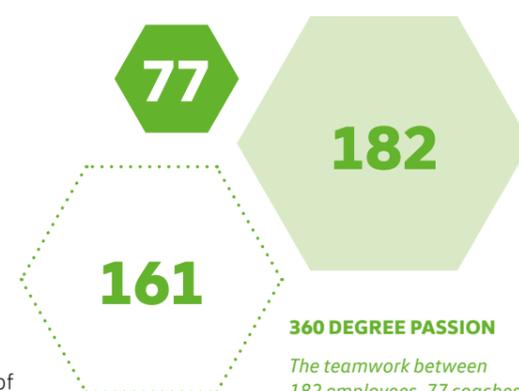
**VfL Wolfsburg** is a force which gets a great deal done – in football, as well as in society as a whole. This is primarily attributable to its **employees**. VfL employs 182 employees overall in its head office. These work alongside 77 coaches and other experts on the sporting side, as well as 161 contract players (as at 30 June 2016). Their job is to thrill the fans and promising young football players with their **passionate teamwork**, and to get across to VfL's partners, a feeling of real trust in the football from Wolfsburg. VfL therefore supports employees and players, as well as young talent from the region, by offering **attractive training and further training opportunities**, in addition to providing all employees with fair working conditions. These include **health services** and equal opportunities, as well as respect for each individual person.

## PASSIONATE FOOTBALL AND GOOD WORKING CONDITIONS

The success of VfL Wolfsburg largely depends on the physical and mental capacities of all of its players. Their health and fitness is therefore promoted by VfL in a systematic way according to the 360-degree management principle. Volkswagen provides support to VfL Wolfsburg for all of the rest of its human resources work. VfL employees benefit from the services and mature structures of the car maker in many ways, such as the health service and the worker's representation. Just like the car maker, VfL also promotes

the voluntary commitment of employees and players. This includes arranging a corporate volunteering day every two years. In addition, it encourages management and employees by way of the personalised targets which it sets, to become involved in making football more sustainable.

As a football club, VfL also bears responsibility for ensuring that professionals and young players in the youth squads not only make progress in a sporting



### 360 DEGREE PASSION

*The teamwork between 182 employees, 77 coaches and 161 contract players ensures the success of VfL Wolfsburg. They are also well looked after themselves.*

sense, but also in terms of vocational qualifications. It is all too clear that not every young talented player can eventually become a professional footballer, or even manage to play at a professional level for a significant number of years. As a modern employer, VfL also wants to provide its other employees with attractive and long standing career opportunities. It therefore provides training and further education opportunities for employees as well as players within its own organisation, as well as at training providers and partner businesses.

### UNIVERSITY COVERING ALL ASPECTS OF PROFESSIONAL FOOTBALL

Since the winter semester 2015/2016, the VfL Campus has been a key element in the training offers provided by VfL

## "THE VFL FOOTBALL.ACADEMY MAKES VFL WOLFSBURG EVEN MORE INTERESTING FOR TALENTED YOUNG PLAYERS."

**Fabian Wohlgenuth, Head of Youth Division VfL Football.Academy**

Wolfsburg. This makes it the first Bundesliga club to supplement its education offers with university-level further education. The offer started with a Bachelor of Arts in business administration (B.A.) course lasting for six semesters for a maximum of 25 students. On successfully completing the course, the students can acquire a state-certified qualification from Steinbeis University Berlin. This offer has also been initially supplemented by further training in football

management and sport business management, each earning 37 credit points (ECTS). These courses are also open for participants without a university entrance qualification. At the end of the one-year course and successfully passing the examinations, the participants also gain a state-certified university certificate. The twelve B.A. students and 55 further education participants started the first semester of the VfL Campus. The range of courses available was ex-

EMPLOYEES		
TARGET	STATUS	STATE OF IMPLEMENTATION
Promoting sporting and health-promotional Offers for employees	👍	<ul style="list-style-type: none"> <li>+ Organising the second VfL Health Day for employees</li> <li>+ Participation of all divisional and departmental managers at a workshop on "Mental health at the workplace"</li> <li>+ Offer to all employees to take part during working hours in the health-oriented Volkswagen Check-up</li> </ul>
Expanding the vocational education for players	👍	<ul style="list-style-type: none"> <li>+ Opening of the VfL Campus for academic further education opportunities</li> <li>+ Raising the ratio of successfully completed vocational training / starting vocational training amongst young players</li> <li>- Reduction to five youth players starting vocational training at AutoVision and VfL Wolfsburg-Fußball GmbH compared to the 2013/2014 and 2014/2015 seasons (eight)</li> </ul>
Expanding further education measures for employees – in particular in the field of sustainability	👍	<ul style="list-style-type: none"> <li>+ One employee of the CSR team successfully gained an additional CSR qualification</li> <li>+ Seven employees participated in the basic management qualifications of VW AG</li> <li>+ Continuing the partnership with VW AG involving the further education of employees</li> <li>+ 30 % of employees took part in further vocational training via Volkswagen, 17 % participated in an English course</li> </ul>
Implementing a corporate volunteering programme	👍	<ul style="list-style-type: none"> <li>+ Continuing the organisation of a corporate volunteering day every 2 years ("11 for 11" on 16 March 2016)</li> <li>- A corporate volunteering programme was not implemented</li> </ul>

100

**PARTICIPANTS IN THE VfL CAMPUS**

*The courses for a Bachelor of Arts Business Administration, the Masters in General Management, and the other further education courses at the VfL Campus have so far attracted 100 participants.*



panded in February 2016 with an M.A. in general management, which attracted ten students, as well additional further education courses which attracted 20 students. This meant that the total number of students and further education participants in the VfL Campus was around 100.

Students include well-known faces from the footballing world, such as Marcel Schäfer and Christian Träsch. Malcolm Badu also sits in the auditorium. This youth player enjoys a special scholarship created specifically for this purpose for the young players. The contents of the courses provided by the Campus are closely connected to day-to-day operations at VfL Wolfsburg, and the dissertations are written on VfL-relevant topics. This means that in addition to acquiring knowledge about economics, the participants also gain direct insights into the business side of professional football. The start of an additional Bachelor and Masters course is planned for September 2016.

**ESTABLISHING INTEGRATED COMPETENCE**

VfL provides its players with a wide range of support to help them develop a second career option. Up to five youth players are given an opportunity each year to take part in training or a sandwich course at AutoVision – subsidiary of the Volkswagen Group – alongside their sporting activities. This training offer, which is specially customised for the needs of the footballers, was taken up by three players during the reporting period. The players at the end of their active footballing careers are also given oppor-

tunities by VfL to find a job or a training course in the club's head office, in the VfL Football School, or amongst its partner companies. In 2016, five players participated in training courses as office management assistants at VfL Wolfsburg headquarters. Luisa Wensing and Zsanett Jakabfi who are in Wolfsburg's women's Bundesliga football team, work half time for VfL Wolfsburg. Zsanett Jakabfi has worked in the Service Provision Department since 17 July 2014, and Luisa Wensing in Controlling since 1 July 2015. Babett Peter completed an internship in the CSR Department in 2015/2016.

In summer 2016, VfL Wolfsburg merged the youth players' activities for the U15 to U23 teams within the VfL Football Acad-

emy. The aim here is to get across even more effectively to the youth squads the core content and competences required at a professional level. In general, extra-sporting content is also got across during the work to develop and promote the talented players, as part of an integrated approach. In this context, VfL works closely together with schools and parents to deliberately promote the scholastic and personal abilities of its players long before the potential start of a professional career. Two qualified teachers are at the disposal of the youth players free of charge to provide them with any extra help they require in doing their school work. In addition, trainers and other employees at the youth training centre (NLZ) help young players with their homework. The offers available are rounded off by the NLZ's various co-operation partners. The objective is to help the pupils cope with any psychological or social problems such as performance pressure or self-doubt. The support

helps them gain a sense of their worth, strengthens them mentally, and gives them social competence. If required, the mentors and mental trainers can also help them with seeking alternative career choices. To ensure that the support it offers always maintains the highest level of professionalism, VfL Wolfsburg engages FootPASS Deutschland every three years to certify the work of the NLZ. Expert knowledge and management know-how for employees

VfL utilises its partnership with the Volkswagen Group for the further education of the experts in its head office. During the reporting period, 59 employees – corresponding to around 30 per cent of the workforce – took part in a further education course made available by VW. 31 employees – or 17 per cent of the workforce – took part in an English course. Seven started a basic management qualification course (FBQ) at VW in 2014/2015. The FBQ begins with basic

training, contains a programme on practical application, as well as seminars in team management, and ends with the elaboration of a personal management profile. The FBQ ends with a two-day examination for all of the participants. All those who pass receive a management license. One of the employees in the CSR Department also passed the certification course for CSR management at the IHK Academy in Nuremberg. Her further education was subsidised by the Bundesliga Foundation.

**YOUTH WORK IN WOMEN'S FOOTBALL**

Women's football is now one of VfL Wolfsburg's flagships. As a modern football club, VfL works to ensure that its youth activities not only strengthen the footballing skills of its players, but also the self-confidence of women and girls. VfL has run four extra-curricular football courses for girls since 2014/2015. It has

also run a U11 girls team since the start of the 2015/2016 season. The co-operation with the Christliches Jugenddorfwerk Deutschland plays an important part in its youth work for women's football. Three U16 players currently live there, including the U17 European champion 2016 and European Championship top goal scorer Anna-Lena Stolze. This youth work in women's football – for which VfL regularly gains special sponsors – is already bearing fruit. Three of its own youth players were promoted to the Bundesliga team in the 2015/2016 and 2016/2017 seasons.

The enthusiasm never goes away: there is a huge demand nowadays for active girls' football in all age groups – as long as the right offers are also available. With promotional campaigns such as "Martina Müller elementary school tournament" and "Girls' football day", VfL brings alive captivating events to establish the necessary amount of awareness in the region.

*The courses on offer at the VfL Campus are also used by players in the professional and youth teams, as well as the U23 team.*



*The lectures take place in various rooms in VfL Wolfsburg's offices.*

**"IT IS IMPORTANT DURING ONE'S ACTIVE PLAYING CAREER TO MAKE PLANS FOR WHAT HAPPENS AFTERWARDS, AND TO GAIN THE RELEVANT QUALIFICATIONS."**

Marcel Schäfer, VfL professional and Campus participant



## GIRLS' FOOTBALL DAY 2015

51 enthusiastic football-playing girls happily accepted the invitation from ex-national team player Viola Odebrecht to take part in the annual "Girls' Football Day" which took place on 29 October 2015 in the Neue Schule sports hall in Wolfsburg. After a professional warm-up with Omar Rüppel, the head physiotherapist and rehabilitation trainer of the VfL women, they were divided into four age groups before participating in

the training circuit. The exercises were aimed at improving co-ordination, goal kicking, flying headers, bicycle kicks, and naturally also playing together and against the others.

At "half time", Lena Goeßling, Babett Peter, Anna Blässe and Michaela Brandenburg popped in to show off their dribbling skills and to sign lots of autographs. This was followed quick-

ly in the second half of the day with Sascha Glass, the coach of the second women's team, and some of the youth players. As the ten-year-old D-youth team player Matilda Querfurth verified afterwards, there was not only a lot of fun to be had, but also a great deal of intensive work involved: "I registered because I wanted to learn more, and that's exactly what happened."



## MARTINA MÜLLER ELEMENTARY SCHOOL TOURNAMENT

Elementary schools in the Wolfsburg area sent along 22 teams with 250 extremely motivated young players to VfL, with the aim of winning the prestigious challenge cup. They already showed their tremendous enthusiasm during the group round in the morning on 10 May 2016. Already by the end of the preliminary round, every player had won a prize because Almuth Schult, Babett Peter, Nilla Fischer and Alex Popp turned up for an hour to sign autographs. After the exciting knock-out rounds, the Aller-Oker school from Müden near Gifhorn came out on top in the final against the Rautheim elementary school. By this time, the patron of the tournament, Martina Müller was also in the stadium to see how things were going in "her" tournament. During the awards ceremony, the world and European champion summed up the outlook for the young

female players, taking into consideration the colourful supplementary programme with a bouncy castle and speed control: "The most important thing about an event of this kind is naturally to ensure that everyone has a great deal of fun. This ensures that the tournament is a fantastic day away from normal school activities."



Not only the VfL Wolfsburg players are looked after well: the employees in the club head office also benefit from integrated health management.



**977 DAYS OFF SICK**  
in 2015 – with and without continued payment of wages

This corresponds to 5.8 days per employee. The nationwide average is 19.5 days.\*

## 178 DAYS EDUCATION AND FURTHER EDUCATION

Total duration of further education measures in 2015



## INTEGRATED APPROACH TO HEALTH

The robust health of its players and employees is fundamental to the economic and sporting success of VfL Wolfsburg. VfL therefore works intensively to ensure their physical and psychological wellbeing, as well as deliberately pursuing an integrated approach to achieve this objective.

To maintain the health and match availability of its players, VfL makes a team doctor available to each of its teams. In addition, each of the men's teams has three physiotherapists, and the women's teams each have two physiotherapists at their disposal. The responsibilities of the health teams include the intensive monitoring of the overall health of each player, as well as numerous supporting measures. In addition to osteopathic treat-

ments and therapies, an annual eye test and regular visits to the dentist, each of the players is also offered individual nutrition advice. On top of this, the players also receive psychological support. The team looking after the youth players remains in close contact with the legal guardians of each player for this purpose.

Nevertheless, it is not always possible to completely avoid injuries in football. 80 injuries were recorded in total amongst the women in the U23 team during the 2015/2016 season. These were not all serious and range from minor bruising all the way to fractures. Detailed injury statistics have been collected in the last three years for the VfL youth teams in the U14 to U19 squads. These statistics reveal 389 injuries in total. The most frequent, accounting for 101 injuries in each case, were injuries to the upper ankle joint, as well as muscular in-

juries. 93 knee injuries were also recorded: and with around 108 days in each case, the average recovery period was much longer than that required for upper ankle joint or muscular injuries. Another notable statistic was that injuries occurred much more frequently during the winter months than during the summer months.

VfL uses its statistical findings to further improve its warming up and stretching exercise programmes. Proprioceptive and/or sensomotoric training was used primarily to prevent injuries to the ankle joint because this reduces the risk of injury by improving awareness of the way the body moves.

Tackling psychological problems arising from competitive sports is a challenge, however, which concerns society as a whole. VfL Managing Director Thomas

Source: Wissenschaftliches Institut der AOK (WIdO), Absenteeism Report 2016



The male and female players at VfL are also provided with nutritional advice.

Röttgermann is therefore on the board of trustees of the Robert Enke Foundation whose prime objective is to raise more awareness about depression as an illness. VfL Wolfsburg also runs age-specific addiction prevention courses in its work with the young players. The youth players here are educated in the various types of addiction and their consequences. The people looking after the young players demonstrate in a focused way how they can tackle situations such as stress or disappointment, which could potentially lead to the development of an addiction. They are also shown how they

### HEALTH MANAGEMENT: KEEPING THE EMPLOYEES FIT AND HEALTHY

The Health Protection Committee of VfL Wolfsburg is the key organisation for ensuring the health of its employees. Its responsibilities are aimed at monitoring and promoting occupational health and safety. The committee evaluates potential sources of risks, buys the necessary materials needed, and organises the occupational health service. On top of this, it also raises the awareness of employees for their own responsible

gonomic materials. Since then, VfL has, for instance, only bought desks which are height-adjustable.

During their working hours, all VfL employees can undergo a comprehensive health check-up free of charge carried out by the VW Group. The findings of these health check-ups are kept strictly confidential. They are only made available to the employee and their own personal doctor. The VfL occupational safety committee also organises a health day once a year with the involvement of the VW health service. This took place on 12 November 2015, and enabled all VfL employees to inform themselves about general health matters. In addition, a 45-minute circuit set up at the venue enabled them to undergo important preventative health tests and to receive a flu vaccination.

VfL also has the ambition to ensure that its managers are capable of identifying psychological illnesses, such as burn-out, at an early stage, and that they can respond in an appropriate and sensitive way. For this reason, all departmental and group managers at VfL Wolfsburg took part in a two-hour workshop in 2016 run by the VW Health Service on the topic of "Psychological health at the workplace".

It also goes without saying that VfL provides its employees with additional opportunities to exercise – such as the weekly head office kick around – with the objective of maintaining their health and fitness. The participants can howev-

## "11 FOR 11"

With its corporate volunteering programme, VfL helps to provide a stage for the voluntary activities of its employees and players. On 16 March 2016, the "Moving Together" employees day, the slogan was therefore "11 for 11". Around 150 green-whites took the message to heart: managers, players and employees divided up into eleven teams before travelling out to eleven locations, where they rolled up their sleeves as "volunteers" to help eleven projects. A few examples of the campaign are shown here:



### "CLEAN ROOMS" IN A DIFFERENT LIGHT

Football shirts are swapped for a white "Moving Together" T-shirt and green dungarees for one afternoon. Surprisingly, everything fitted perfectly, even the wooden panels, which Dieter Hecking, Luiz Gustavo and Alexandra Popp joined together to construct a hen house. "I usually think of myself as having two left

hands," joked the head coach. "But it is really fantastic to help in this sort of way, as well as having the nice side effect of boosting the in-house team spirit." The trainer and the players enjoyed swapping the football for a hammer and screwdrivers for the "Aufwind" home, a teaching facility of the Life Concept organisa-

tion in the Gifhorn area. The project helps young people going through a difficult phase of their lives, by getting them to take part, amongst other things, in activities associated with nature, so that they can stand squarely on their own feet again.



### "AS PRECISE AS PASSING"

This is the slogan when Thomas Röttgermann and a group including Julian Draxler and Diego Benaglio picked up painting brushes at the emergency accommodation for refugees in Ehra-Lessien. In tune with the integration philosophy, the inhabitants were also given the opportunity of taking part and getting to know the green-whites as they got on with their work. Röttgermann explained: "We have a special role as a club: this also means that we need to demonstrate and bring alive social responsibility. We want to do justice to this commitment by not only providing financial assistance, but also getting active ourselves and supporting voluntary work in particular."

### "FOOTBALL STARS TURN INTO COMIC HEROES"

Disabled children and young people receive special supporting courses in the Peter-Pan school in Wolfsburg.

The team including Bruno Henrique and Zsanett Jakabfi decided to liven up the colour scheme in the tea room

and leave behind a lasting memento. Their portraits now decorate the walls in the form of comic figures painted personally by the professional footballers. "I was not the only one who really enjoyed the day. We also brought a great deal of joy to many of the pupils, and made it an unforgettable event," says Hilke Pannier-Marx, teacher and co-chairman of the Peter-Pan school support organisation.



## "IN ADDITION TO THE FOOTBALL COACHING, WE ALSO FOCUS ON THE OTHER PERFORMANCE-RELATED ASPECTS, TO ENSURE THAT WE MAKE CONTINUOUS IMPROVEMENTS."

Ralf Kellermann, Head of Sports and Head Coach Women's Football

can properly assess their own resources and motivation. Youth players are also provided with advice on nutritional matters, and learn the connection between nutrition and health via a range of measures including cooking together.

handling of health risks. Amongst other things, the committee has developed a method which incorporates its safety and health aspects when approving occupational materials. Moreover, a concept was also introduced to procure er-

er expect to gain more than just improvements in their health, because the head office team has already achieved a certain amount of success in local football tournaments.

VfL also supports the annual blood donation campaign of the German Red Cross by inviting its employees to take part, as well as raising the awareness of external participants. The already large number of donors that came along in 2014 grew by another ten to a total of 146 participants in the following year – including 16 first-time donors. In 2016, the Bundesliga player Babett Peter, the public face of the “Courage – blood donation” campaign run by the German Red Cross – motivated other people to become blood donors amongst the general public. This is just one of the reasons for repeating the blood donation campaign again in September 2016.

### FAIR WORKING CONDITIONS

“Fair Play” with respect to employees as well is also an important priority at VfL. All employment contracts are based on clear agreements with overall validity, on which the employees can rely. VfL also provides its employees with the opportunities of co-determination and having their interests represented collectively.

After the complete take-over of the club by the Volkswagen Group in 2007, the club was assigned to one of the Group’s works councils in 2009. This makes VfL Wolfsburg the first Bundesliga club with organised employee representation. After subsequent negotiations with the IG Metall trade union and trusted representatives, a collective bargaining agreement was replaced with a works agreement to implement pay categories, as well as bonus payments, overtime, flexible working hours and a pension scheme. The club provides all permanent employees with a company pension scheme, which currently in-

volves 90 per cent of the employees in the administration departments. With 14 newly recruited employees, and only three resignations, the fluctuation ratio in 2016 was only 1.7 per cent. VfL set up a support fund in 2013 to help VfL employees who get into financial trouble for no fault of their own, or who require subsidies to help pay for extra medical treatment. Around 35 per cent of the employees are now participating in this fund.

## “CLEAR RULES CREATE SAFETY – FOR THE CLUB JUST AS MUCH AS FOR OUR EMPLOYEES!”

Tobias Weigt, Human Resources Manager

The head office team sponsored by VfL was established in 2003. The team trains regularly and has already been successful in local football tournaments.



3.8

MILLION FOLLOWERS

Mario Gomez reaches almost 3.8 million people via social media – and therefore also bears a great deal of responsibility as a VfL Wolfsburg ambassador.

VfL has publicly committed itself since 2012 to the principles of “Fair Company”, which means for instance that it does not replace any full-time jobs by interns or temporary staff. VfL’s hiring philosophy is primarily based on personal qualifications, as well as the experience already acquired by applicants. VfL has no rigid quota regulations, but actively avoids any form of discrimination. The reference to the relevant regulations in the General Equal Opportunities Act is a firm constituent of the recruitment procedure. VfL’s workforce currently includes 72 women (as at 30 June 2016). The ratio of women in the workforce remained at a constant level of 35 per cent in 2014 and 2015, but rose to 40 per cent in 2016.

### PROMOTING RESPONSIBLE BEHAVIOUR IN PUBLIC

The players of VfL Wolfsburg are permanently in the public spotlight. They not only have to face up to the high expectations of the fans, but also represent VfL at all times as well. Being a role model, however, is also associated with a high level of responsibility. Because they are well-known personalities, players can support sustainability issues such as inclusion. In the case of misconduct however, they not only

damage their own reputations, but also that of their team and the club. VfL therefore has an obligation to coach its players in how to behave in public, and to protect them where necessary. However, the players also have to bear responsibility themselves for the consequences of any misbehaviour they may become involved in.

To avoid any critical communicative situations in advance as far as possible, the Youth Training Centre developed a code of conduct and communicated it effectively. For instance, VfL has installed posters in the changing rooms of the men’s, women’s and U23 teams, to visualise the values of the club. In addition, all teams work together with the coaching team and the team council to develop their own catalogue of penalties and codes of conduct. These regulations cover aspects such as attendance prior to training sessions, as well as how they deal with the fans and employees. The integrated training philosophy also includes a media course. The players in the men’s and women’s teams also receive coaching at a very early age in how to handle cyber-mobbing. The “Social Media” topic has also been worked on very intensively by VfL Wolfsburg in workshops with its men’s and women’s teams since 2015.

### MILESTONES



**Opening of the VfL Campus** to expand the range of education offers with the addition of university education (4 September 2015)



**Merging the youth player training activities** of the U15 to U23 teams in the VfL Football Academy (7 July 2016)



**Participation of all VfL Wolfsburg divisional and departmental managers** in a two-hour workshop organised by the VW health service on the topic of “Mental health at the workplace” (22 April and 17 June 2016)



**Successful conclusion** of the CSR manager certificate course at the IHK Academy Nuremberg by a member of staff in the CSR department (5 July 2016)

### OUTLOOK

Because of the great interest of the general public in the players, VfL intends to upgrade the training courses its offers its professional and youth players in how to handle the media, and in particular, the social media.



# FOOTBALL IS MORE THAN JUST THE EFFICIENT UTILISATION OF OPPORTUNITIES ON THE PITCH

**Optimal conditions** for the players, a fascinating **stadium experience** for the fans, and the **lowest possible impact** on the environment – that is the **triangular target** of the modern football business. For VfL Wolfsburg this means that the **efficient use of resources**, and the avoidance of emissions, are just as important as **utilising opportunities** and heading for goal.

# ECOLOGY

Operating sporting facilities uses up **resources**, emits greenhouse gases, and gives rise to costs. The same applies to the **mobility** of the teams, their assistants, and their fans. **Efficiency** is the crucial factor for VfL in achieving **improvements** in all areas. VfL Wolfsburg has therefore anchored five **environmental guidelines** in its corporate concept. They commit all employees and the management of VfL to operate in an efficient way to **protect the environment, and save resources and costs**, and to continuously further develop operating processes with this objective in mind.

## ROLE MODEL FOR ENVIRONMENTAL AND CLIMATE PROTECTION LOOKING TO BE COPIED BY OTHERS

VfL Wolfsburg systematically collects the main environmental metrics on its facilities and processes. This enables it to precisely identify where the greatest opportunities for making improvements lie, and to implement specific measures to directly utilise them. Since participating in the Eco Profit Programme 2011, VfL and its management have been looking specifically at their environmental impact. The club also conforms with the environmental stipulations for the sustainclub label in gold. Thanks to the comprehensive auditing carried out by DEKRA, it was also the first Bundesliga club to acquire the nec-

essary certification, which it received at the beginning of 2016. The environmental measures are co-ordinated by an environmental team consisting of three employees: currently comprising Maik Rummel, Head of Facility Management of the Volkswagen Arena; Kristian Mallon, Assistant Infrastructure and Organisation; and Anja Melo, member of the CSR Department. In addition to its own internal processes, VfL also attempts to raise the enthusiasm for environmental protection of other players in-

involved in football. A networking event for amateur football on the subject of "Cost savings and climate protection" offered jointly together with the German Football Association (DFB) and the Lower Saxony Football Association, did not, however, get off the ground because of an inadequate number of participants. Nevertheless, VfL Wolfsburg wants to push ahead with its exchange of experience with amateur clubs. In the meantime it is currently exchanging experience with other professional

### POWER CONSUMPTION

*total Arena, AOK Stadium, Fan House and VfL Center*

**2015/16: 5,846,673 kWh**

### DISTRICT HEATING

*total Arena, AOK Stadium, Fan House and VfL Center*

**2015/16: 4,377.17 MWh**



The three people in the Environment Team are responsible amongst other things for energy savings measures and resource efficiency in the Volkswagen Arena.

also revealed, however, that there is still a great deal of potential for improvement. The club uses this data to design more efficient processes, and to achieve the highest possible level of efficiency in relation to the effort involved.

In addition to the metrics, the findings of external audits also help VfL steer its efficiency measures. At the end of 2015, DEKRA experts carried out an energy audit amongst other things, and showed the environmental team where there was additional potential for making further energy savings. The inspectors evaluated various aspects as exemplary, including the facilities in the Volkswagen Arena, such as the building control technology. This monitors and controls the ventilation and heating equipment, the lighting, as well as the irrigation system

clubs. For instance, Maik Rummel regularly discusses the effectiveness of environmental protection measures with the technical managers of clubs in the first and second Bundesliga.

### EFFICIENT TECHNOLOGY TO SAVE RESOURCES

The grass on the pitch of the Volkswagen Arena is considered exemplary through-

out the league. However, green keeping, flood lights and stadium operations require a great deal of water and energy – valuable resources which need to be used sparingly. A considerable amount of waste is also generated on match days, as well as by merchandising. VfL has achieved many advances already in improving its resource efficiency. Collecting data on water and energy consumption, and waste generation, have

ENVIRONMENT		
TARGET	STATUS	STATE OF IMPLEMENTATION
Reduction in CO <sub>2</sub> emissions (scope 1 and 2) of the club by 25 % compared to 2011		<ul style="list-style-type: none"> <li>+ Reduction in scope 1 and scope 2 emissions of almost 5 % compared to 2011 reference year</li> <li>+ Reduction of all emissions (scope 1, 2 and 3) by 4,60 % compared to 2013/2014 footprint</li> <li>- Higher CO<sub>2</sub> emissions because of new buildings compared to 2013/2014 footprint</li> </ul>
Promotion of sustainable mobility amongst the workforce		<ul style="list-style-type: none"> <li>+ Implementation of DB job tickets available at special conditions to employees</li> <li>+ Providing departmental bicycles to improve mobility on the VfL premises</li> <li>+ Carrying out environmental driver training with professional players and employees</li> </ul>
Reducing use of natural resources		<ul style="list-style-type: none"> <li>+ Implementation of a resource-saving and environmentally-friendly printing concept for all administration workplaces</li> <li>+ Complete ban of plastic bags in the fan shops, customers are given a "Tütle" (small paper bag) instead</li> <li>+ Power savings by further installation of LED lighting</li> </ul>
Taking into consideration the latest energy efficiency standards and biodiversity in new buildings		<ul style="list-style-type: none"> <li>+ Construction of the new AOK Stadium and the VfL Centre according to the latest energy efficiency standards</li> <li>+ Participation in the city administration's plans for renaturising the Aller river between Vorsfelde and the Allersee</li> </ul>



Numerous energy-efficient technologies are used in the AOK Stadium.



### WATER CONSUMPTION

Total Arena, AOK Stadium, Fan House and VfL Center

**2015/16: 60,471.90 m<sup>3</sup>**

of which grey water from the canal used for irrigation

**2015/16: 11,500 m<sup>3</sup>**

Waste water volume:

**2015/16: 17,997.90 m<sup>3</sup>**

The grass pitches used by VfL Wolfsburg naturally also need water – the grey water here is pumped from the nearby canal.



## “EVEN SMALL DETAILS WHEN RIGOROUSLY IMPLEMENTED CAN BRING ENORMOUS EFFICIENCY IMPROVEMENTS. WE AIM TO HARNESS THESE EFFECTS”

Maik Rummel, Head of Facility Management

– all from a central control. The fire alarm control panel and the access controls are also integrated within the system. The pitch heating at the Volkswagen Arena is supplied with energy from the residual heat of the building heating system, and is flexibly adjusted to the outdoor temperature at all times via sensors. VfL advocated the use of energy-efficient technologies in the buildings during the planning stages of the AOK Stadium, as well as the VfL Centre. The main aspects here are the use of LEDs, as well as various solutions to control the ventilation. As in the Volkswagen Arena, the residual heat is used amongst other things for the pitch heating system.

VfL is also improving the energy technology in its other buildings step-by-step: for instance it increased the area of its underground car park illuminated by LED lights from 25 per cent in 2012 to today's figure of 60 per cent. It therefore

uses around forty per cent less energy compared to the use of conventional lighting. The club is also in discussion with several specialist companies concerning additional efficiency measures for its regulation and control technology, as well as for the floodlights and pitch lights. However, the planning has not yet been concluded. In line with the principles of Green IT, VfL has also incorporated more energy and resource efficiency in its information and communications technology. For instance, it has reduced its power and toner consumption by implementing an environmentally-friendly printing concept in 2015.

### REDUCING THE AMOUNT OF VALUABLE WATER IT USES

VfL Wolfsburg also acts responsibly when it comes to the environmentally-compatible use of drinking water, by using alternative sources of water where possible. For instance, it first started to use canal water from the nearby Mittel-landkanal to irrigate its pitches back in 2011. By using grey water, it was able to save almost 11.5 million litres of drinking water in 2015 – this is almost a quarter of its total consumption. The Volkswagen Arena was also the role model for VfL Wolfsburg's use of water-saving taps in

## UPWARD SPIRAL

31 March 2016, catwalk in Wolfsburg. The new “Wölfe RE//designed” collection was presented by VfL Wolfsburg together with design students from the University of Hannover. From reversible bags, to blouses and tops, each piece of clothing is unique and hand-made by Lebenshilfe Wolfsburg. The production numbers were much higher than the previous collection with the aim of lifting the sustainable design out of its niche. And to attract an even broader circle of customers, the collection is also marketed via the fan article catalogue for the first time. Michaela Hornburg, group manager of the Lebenshilfe tailoring group, answers questions on the concept and the co-operation:

**What is the message behind “Wölfe RE//designed”? And what is the concept on which it is based?**

The concept is to throw away as little as possible, in other words, zero waste. It is possible to create new products from a large number of things. In this case, creative ideas and a great deal of enthusiasm have transformed old football strips into new clothes or rucksacks, jackets, and a great deal more. In this way, old things are turned into something completely new.

**How did the co-operation between VfL, the university and the Lebenshilfe tailoring group come about?**

We have very good contacts in general with VfL Wolfsburg. In a discussion with the CSR Depart-



ment of VfL, we reported that we can also process textiles, and would therefore like to manage this project. The VfL managers were immediately attracted by this idea.

**Wasn't the project a big challenge for you because of the special nature of the materials?**

True, it was not easy to put the design ideas which we received from the university into practise – also because of the materials. These are breathable high-tech products of a kind we do not normally use. They require special processing technologies. This makes the work a very challenging task.

**How do your employees at the Lebenshilfe tackle this challenge?**

The employees of ours which work on this project are in some cases people with mental disabilities. They therefore need help before they can start something new, particularly in how to handle the materials. The textiles are very slippery and like to slide beneath the machines. To familiarise our employees with these properties, we first gave them special training, and also allowed them to practise on sample pieces so that they could see how the processing functioned and how they needed to treat the textiles.

**Your organisation also benefits from the income from the sale of the products? What do you plan to do with the revenue?**

The profit generated by VfL from selling the collection will benefit our “Unified” football group. This is a project undertaken in co-operation with the Special Olympics, and is aimed at integrating people with multiple disabilities into the world of sport. This therefore gives our employees an opportunity to use football to further develop, build ambitions, and to make new contacts.

Upcycling the “Wölfe RE//designed” collection



the new VfL Centre and the AOK Stadium. And just like the Volkswagen Arena, the latter arena also has waterless urinals for the male spectators.

### COMMITMENT TO CLOSED CYCLES

VfL Wolfsburg endeavours to continuously reduce the total volume of its waste, and to recycle the accumulated waste as sensibly as possible. This is why plastic bags are no longer issued in its fan shop since June 2015. Instead, the fans are given a so-called "Tütle", or little paper bag. It is made of 100 per cent recycled paper and can be completely composted along with organic waste. In

organisation. VfL is deliberately sticking to this disposable cup solution. It does this to avoid injuries because harder recyclable mugs have been thrown at people by some of the spectators. Special containers for waste separation are available so that the PLA mugs can be recycled after use. The caterers in the stadium are also participants in the waste separation system: this enables them to separately dispose of their waste where appropriate.

VfL is also continually reducing the material consumption in its own operations. Managing Director Thomas Röttgermann commits himself officially in the name of VfL Wolfsburg to the "CEOs

inies in the "Companies with up to 500 employees" category in the B.A.U.M. – "Office & Environment" competition 2014. In the Lyreco sustainability competition for office articles, VfL was amongst the top two in 2016.

### RENEWABLE ENERGY AND INTELLIGENT MOBILITY TO PROTECT THE ENVIRONMENT

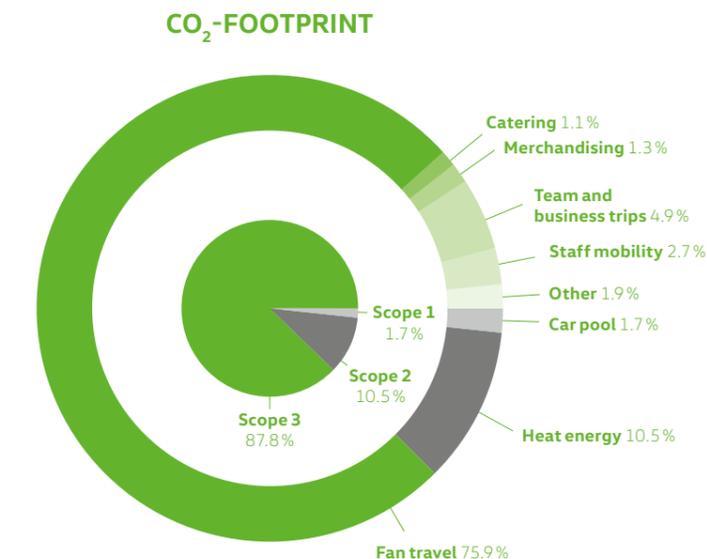
A great deal of shared effort by all sections of society is required to limit the negative consequences of climate change. VfL Wolfsburg has therefore converted its power supplies to eco-electricity, and created sustainable mobility offers for employees and spectators.

VfL has been supplied with electricity from renewable sources since 2011. According to the statistics from the current supplier, it therefore produces 3,600 tonnes of CO<sub>2</sub> emissions a year less than it would have done if it had been supplied with conventional electricity. The regional "Moving Together" partner, LSW Energie, can also supply VfL eco-electricity to fans. As a social component, LSW Energie transfers one Euro per month per client to the "Moving Together" initiative.

VfL is currently working on a concept for intelligent "non-interruptible power supplies". Instead of a classic diesel-powered emergency power generator, this uses electricity storages to achieve the same purpose. They can also be used during normal operations to compensate for fluctuating wind and photovoltaic power being fed into the grid.

### FOOTPRINT: BENCHMARK FOR ADVANCES IN CLIMATE PROTECTION

VfL has set itself the target of reducing its direct and indirect CO<sub>2</sub> emissions (scope 1 and 2 pursuant to the Greenhouse Gas Protocol) by 25 per cent at the end of the 2017/2018 season compared to the 2011 calendar year. It allows its CO<sub>2</sub>



footprint to be measured every two years to find out how it is progressing, and to manage its measures: the last footprint was calculated in July 2016. Consideration needs to be given here, however, to the fact that the AOK Stadium and the VfL Centre are two new facilities which have now been added to the calculation, and are also associated with additional CO<sub>2</sub> emissions. The additional mobility in association with the sporting success of the club, and particularly the participation in the UEFA Champions League, has

also increased the emissions figure. Other factors include a change in the calculation criteria, and new emission factors, which have all had an impact on calculating the footprint. The findings therefore need to be considered in a differentiated way to assess the true developments since the 2013/2014 season:

The total volume of greenhouse gases (scope 1, 2 and 3) generated by the activities of VfL Wolfsburg-Fußball GmbH in the 2015/2016 season, including the changes described earlier, comes to 18.679,569 tonnes CO<sub>2</sub>e. This is around five per cent lower than in the 2013/2014 season. However, if one adjusts for the aforementioned changes, this means

### "VFL IS AGAIN SETTING THE PACE WITH ITS BAN ON THE USE OF PLASTIC BAGS. WE HOPE THAT MANY OTHERS WILL FOLLOW THIS GOOD EXAMPLE"

Fritz Hempel, Head of the Cradle to Cradle regional group Wolfsburg

this way, VfL working together with the Wolfsburg regional group of the Cradle to Cradle non-profit organisation, helps raise the awareness in the region of environmental alternatives to plastic bags.

Fashion is ephemeral and therefore rarely sustainable. But it also has a certain amount of creative potential when it comes to material cycle aspects: attractive designs for instance can transform no longer used football shirts and shorts into high quality off-the-shelf garments. This upcycling saves resources and creates permanent values with a degree of cult status. This is why VfL Wolfsburg is now presenting its second upcycling collection under the "Wölfe RE//designed" label. The new collection was released again at the start of the 2016/2017 season.

In the Volkswagen Arena, drinks continue to be sold in thin-walled bio plastic (PLA) cups despite the criticism of the Deutsche Umwelthilfe environmental

Pro Recycling Paper" initiative. The recycling paper has so far accounted for approximately 95 per cent of the total paper consumption at VfL. According to the latest print tender covering a period of three years, VfL will exclusively use recycling paper with the FSC label for its stadium magazine, fan article catalogues, annuals, and autograph cards. Thanks to this commitment, VfL Wolfsburg was amongst the top three compa-

### WASTE QUANTITY

per match day

2015/16: approx. 4.92 t residual waste approx. 1.25 t paper



### PAPER CONSUMPTION

Office consumption – printer and copier paper in A4 format and with a weight of 80 g/m<sup>2</sup>

2015/16: approx. 750,000 sheets



The stadium magazine "Unter Wölfen" is exclusively printed on recycling paper with the FSC label.



Since summer 2015, the bags in the fan shops have been made completely out of compostable recycled paper.



Environmental protection that is fun to do: at the ECO Challenge, the employees had to achieve the highest possible energy savings driving a hybrid vehicle.



## EFFICIENT DRIVING AS A WOMEN'S DOMAIN

When the green light is given for the start of the ECO Challenge, it does not involve "putting your foot down hard on the gas pedal": instead, employees, and the male and female players of VfL, glide electrically around the track, because when it comes to sporty acceleration from a standing start, the winner is the electric motor. In the hybrid models, the combustion engine only kicks in along the drive train on longer journeys or at higher speeds. But the ECO Challenge on 11 May 2016 was not about speed, but about driving the hybrid vehicles in an energy-saving way. The winners are not the fastest drivers, but the most efficient drivers.

## VFL WOMEN WIN THE HYBRID "ECO TRAINING" RACE

The competition involved one women's team and one men's team. They were joined by another two teams from the VfL office employees who had qualified in an earlier round by beating their colleagues. A VW works team also took part in the competition on the eight kilometre long test track. And the car maker also made the vehicles available: five Volkswagen Passat GTE of the Volkswagen Driving Experience. All the cars were driven in "eco mode". The race is not that exciting for the spectators because the decision on who actually wins – because they had the lowest consumption – is decided by the on-board computer and not the chequered flag. The winners on the top of the podium were Almuth Schult and Merle Frohms, followed by Christian Träsch and Dante. Third place was won by Andrea Halle and Dawid Pierzchalski from the VfL staff. In addition to prestige and honours, the day's event was mainly focused on reducing emissions and costs, as well as raising awareness of how consumption is affected by one's own style of driving. But there was no reason for the losers to be disappointed because they could be happy about the runners-up prize: they probably gained the most about how their driving style affects consumption.



that the emissions have actually dropped by 34 per cent.

Emissions which can be directly or indirectly influenced by VfL Wolfsburg (scope 1 and 2), have, however, risen by almost 31 per cent. This is largely attributable to the new buildings, without whose energy consumption, the emissions would have been 7.3 per cent lower. Compared to the 2011 reference year, scope 1 and scope 2 emissions have so far been reduced by almost five per cent. Additional effec-

tive efficiency programmes are therefore required to enable the growing VfL to achieve its 25 per cent goal in 2017/2018.

However, the scope 1 and scope 2 emissions only account for around 12.20 per cent of the total emissions attributable to VfL Wolfsburg. The remaining 87.80 per cent are classified in the scope 3 category. In this category, reduction compared to 2013/2014 was around 7 per cent. The largest proportion of the scope 3 emissions in the 2015/2016 season as well

was accounted for by spectator mobility during home matches. The emissions associated with these matches were extrapolated by VfL on the basis of a fan survey. Despite the additional international games compared to the 2013/2014 season, the calculations revealed a decline of around 26 per cent.

There was, however, a significant increase involving business travel and fan mobility for away matches because the fans and the team had few alternatives

to flying for the trips to Moscow and Madrid, which meant that additional emissions could hardly be avoided. This also makes it clear that additional efforts are

## "THE CO<sub>2</sub> FOOTPRINT SHOWS THAT THE MEASURES IMPLEMENTED BY VFL ARE HAVING AN EFFECT. NEVERTHELESS, THERE IS STILL PLENTY OF POTENTIAL TO MAKE EVEN GREATER IMPROVEMENTS."

Dirk Walterspacher, Managing Director CO<sub>2</sub>OL

required to further reduce the emissions associated with the new and old buildings, as well as with the increasing amount of foreign travel.

## APPROACHES FOR TARGETED CLIMATE PROTECTION PROGRAMMES

The CO<sub>2</sub> footprint again made it very clear: mobility is a major challenge for climate protection in the footballing world. On match days, it is not only the teams and many employees of the guest clubs who are involved in travel: numerous fans and media representatives are also on the road and generate a great deal of CO<sub>2</sub> emissions as they do so. VfL would like to reduce this primar-

## GOALS FOR CLIMATE PROTECTION

Trees soak up CO<sub>2</sub> and produce oxygen – VfL goals now do this as well. For every goal scored by its teams in competitive competitions in the 2014/2015 season, VfL Wolfsburg planted a tree together with the regional utility company LSW Energie. At the end of the season, this totalled 1266 goals, and therefore

also the same number of pedunculate oaks, beech trees, rowan trees, silver firs and yew trees. At the start of the planting campaign on Sunday, 12 April 2015, Dieter Hecking, Jürgen Hüller (Managing Director LSW Energie), Bas Dost and Leandro Putaro, as well as 100 VfL fans, picked up spades to start digging:



1 VfL fans on the way to the planting campaign.



2 100 fans joined in.



3 Work is twice as much fun with the right tools.

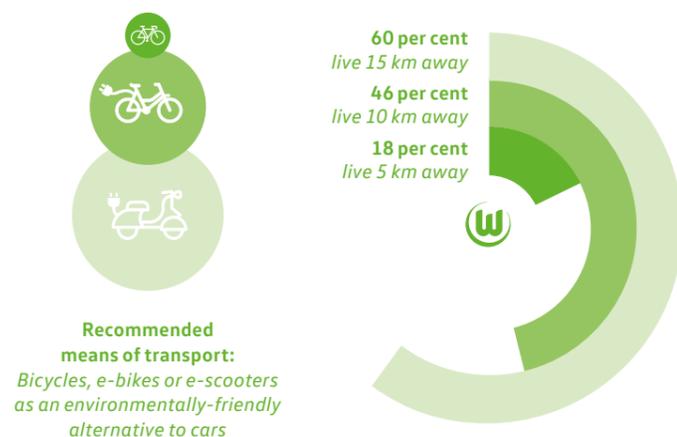


4 These two and another 1,264 tree saplings were planted in spring 2015.



5 Small man, small tree – but they still have time to grow.

## MOBILITY ANALYSIS FINDINGS



Using local public transport is a sensible option for many VfL fans to get to the home games quickly and cheaply with their combined tickets.



Green-white on two wheels: VfL Wolfsburg makes bicycles available for its employees to help them move around between the various buildings in the office complex.

ily by providing incentives for more climate-compatible (travel) behaviour. It therefore had a mobility analysis prepared on its behalf to gain a deeper understanding of the mobility behaviour of the spectators. This revealed that 60 per cent of the season ticket holders live within a radius of 15 kilometres of the arena. This means that most of these spectators would not require much time for their journey to the stadium even if they travelled by bike or e-bike (making the journey even shorter). The existing local public transport network is also a time-saving alternative to using private cars for around 50 per cent of the

spectators. The same also applies to the evening games played by VfL.

To motivate the spectators to use this potential for cutting emissions, VfL offers its season tickets as combined tickets for use on the local public transport network, enabling spectators to travel to and from the games free of charge. The admission tickets for the home matches of the women's team and the U23 team in the AOK Stadium are also valid as combined tickets. And for those fans who insist on using their cars, an online forum has been established which enables them to organise car sharing for home and away matches.

Financing projects for cutting emissions VfL Wolfsburg purchases certificates to compensate for the emissions at its own events in the Volkswagen Arena as well as those of third parties. These certificates benefit the "CO<sub>2</sub>OL Tropical Mix Reforestation" climate protection project in Panama, for whose benefit a total of 35 tonnes CO<sub>2</sub>e in total were compensated for by VfL in the 2015/2016 season. Another source of emissions is the dispatch of mail order fan articles. In this case, VfL compensates by using the GoGreen mail order service offered by DHL. The amount of CO<sub>2</sub>e compensated for by this measure in 2014 totalled 6.22

tonnes; and in 2015, the figure was 12.72 tonnes. These amounts were saved by DHL funding projects in nine countries in Asia, Africa and Central America.

VfL also wants to make it easier for its own employees to make use of more climate-compatible mobility, in addition to its spectators and customers. Since the beginning of 2016, all of the employees of VfL Wolfsburg have the opportunity to acquire the Deutsche Bahn job ticket of German Rail at a special price. Bicycles have been available for several months now for employees to travel between the various buildings on the VfL premises.

## ON THE TRACK OF THE WOLF

"The only howling that takes place today at VfL is done out of pure enjoyment," smiles Managing Director Thomas Röttgermann. The wolf is more than just a mascot for VfL. VfL has therefore been a sponsor for many years of the NABU campaign "Welcome wolf", and recently supported NABU in organising the international wolf conference in Wolfsburg in 2015. With the new workshop "On the track of the wolf", VfL now brings the wolf into the "Green-White Classroom", the extra-curricular seminar location in the VfL FootballWorld.

The wolf is back. "And that is a good thing," says Sven Futterer, voluntary NABU wolf ambassador from Lamspringe, who was involved at times in the workshop, "it's a big benefit for nature!" But what does the return of the wolf mean

for people? The answer is not always easy. Not easy for children, and certainly not easy for parents. How should one react when coming face to face with a wolf? How does a wolf behave? The new workshop focuses on these and many other questions.

To find out more in a direct way, a circuit was set up around the stadium. The eight to twelve year-old visitors can find out here how wolves communicate with one another, how they hunt, the animals which are on their menu, and what a wolf needs to survive and bring up its young. The absolute highlights are the joint howling, whining and moving like a wolf: including baring their teeth and pointing their ears. This all clearly demonstrates how well a wolf can use its body lan-



Children learn a lot of interesting facts in the "Green-white classroom".

guage to communicate within a wolf pack. The parallels to the players on the pitch are naturally also deliberate. Good body language is also essential here as well. This therefore creates a good link to the love of football during the two-hour workshop – an unforgettable experience for the young visitors without a doubt.

## MILESTONES



**Reassessing the CO<sub>2</sub> footprint**  
for the 2015/2016 season  
in co-operation with CO<sub>2</sub>OL  
(5 August 2016)



**Energetic potential**  
audited by DEKRA experts  
(23 September 2015)



**No more plastic bags handed out in the fan shop:** fans are given an ecological small paper bag known as a "Tütli" instead  
(30 June 2015)



**Undertaking a mobility analysis** to further understand the mobility behaviour of spectators at home matches  
(21 July 2015)



**Offering a DB job ticket to all employees** of VfL Wolfsburg at special conditions  
(1 March 2016), as well as making bicycles available on the VfL premises  
(15 May 2015)



**Implementing an environmentally-friendly printing concept**  
(1 June 2015)

## OUTLOOK

Despite the additional energy consumption of the new AOK Stadium and the new VfL Centre, VfL is still sticking to its climate targets for the end of the 2017/2018 season, and aims to achieve this by implementing additional measures.

# FOOTBALL IS MORE THAN JUST 90 MINUTES

Football as a **leading national sport** has an enormous **public impact** – and not only during the matches. It is therefore also dependent on **social developments**, but can also play an important part in influencing them. VfL Wolfsburg would like to harness this potential to **inspire** and influence **positive changes** in society.



# SOCIETY

The major **charismatic power** of VfL Wolfsburg goes hand-in-hand with responsibility to be open to the wishes of its fellow humans, and to play an active part in shaping **societal processes**. VfL is therefore committed to inclusion and integration, anti-discrimination and anti-racism. VfL Wolfsburg also considers **education and health projects** to have major potential to **positively influence societal development**. With its **“Moving Together”** initiative, it incorporates all socially-relevant measures within a strategic overall concept aimed at sustainable improvements. To achieve this, the club not only engages itself in regional projects, but also specifically within international projects as well.

## “MOVING TOGETHER” – WORKING IN PARTNERSHIP TO ACHIEVE MORE

In addition to its environmental commitment (see page 44), “Moving Together” is primarily also aimed at achieving permanent improvements in integration, education and health. The initiative focuses on joint, targeted programmes with a long-term perspective. Strategic partnerships with recognised experts such as the Dudenverlag publishing house, and local co-operations with the NABU environmental organisation, or the “Wolfsburg Sport Integrates” initiative co-founded by VfL, ensure that the programme continues to be effective in the long



As part of the VfL Diversity Weeks, VfL supports projects committed to an open-minded and tolerant society. Pablo Thiam is being interviewed here on the subject of racism as part of “Bringing fairness alive”.

term. When required, “Moving Together” can also implement effective short-term actions for topical social issues such as the arrival of refugees in Germany. As part of its “Moving Together” initiative, VfL invests around Euro 1.3 million annually and reaches out to around 100,000 people in doing so. In addition, VfL Wolfsburg also assists social institutions with additional cash and non-financial donations in an unbureaucratic way.

## SUCCESSFUL THANKS TO INCLUSION AND ANTI-DISCRIMINATION

Professional football demonstrates time and again that national origins, religion and skin colour are irrelevant for successful teamwork, and that more can be achieved when a range of people work together. It is therefore a role model for society as a whole. It helps break down prejudice, and strengthen community spirit. Nevertheless, cases of discrimination repeatedly occur in football and in the overall football setting.

VfL Wolfsburg promotes inclusion and integration with numerous measures, such as the annual VfL Diversity Weeks, and does all in its power to prevent any kind of exclusion. It actively brings alive its “welcome culture” every day, and sends out a strong signal against discrimination thanks to its clear positioning on this issue.

## WORKING TOGETHER TO REMOVE BARRIERS

VfL has set itself the task of creating a barrier-free environment across all of its divisions. This target has already been largely reached in the Volkswagen Arena: the entrances are suitable for wheelchair users, and there are 80 specially equipped places for



Everyday inclusion: the Volkswagen Arena is largely barrier-free, and provides seats for visually handicapped people who can enjoy the matches with their own live commentary.

nify or shrink the text in steps. The VfL website is also optimised for mobile use via smartphones or tablets, and again won an award from DFL as the Best-Practise example for barrier-free internet use. Its own barrier-free VfL app has also been available since the start of 2015. This was presented by a blind person at a DFL workshop on the topic of a barrier-free society.

wheelchairs on the back straight, of which 8 for visiting fans, as well as seven VIP places in the main stand. And the Volkswagen Arena is also one of the first Bundesliga stadiums to make available places for visually handicapped spectators as well, in this case with 20 places in block A in the south-west corner of the stadium. A new radio system was installed in 2016 for more comfortable transmission of the running match commentary. VfL also makes it easier for people with disabilities to join in the experience via the digital media: visitors to its website can also opt to have the content read out, as well as being able to mag-

VfL has also had an officer for the disabled for over 15 years: Mike Compagnore is a full-time employee in the municipal Fan Project (see page 70), and looks after the interests of the fans with handicaps. He deals with questions concerning tickets, and forwards wishes and ideas to the club. To find out more about the needs of the wheelchair users amongst its fans, VfL began a survey in May 2016. The findings from this survey will be used by VfL in future to make further improvements in this area. The club also wishes to establish continuous dialogue with the wheelchair users by setting up a dedicated meeting for this purpose.

SOCIETY		
TARGET	STATUS	STATE OF IMPLEMENTATION
Further development of the VfL Wiki	👍	<ul style="list-style-type: none"> <li>+ Representatives from other schools were trained in the use of the Wiki as part of the Duden writing competition</li> <li>+ Integration of the VfL Wiki in the extra-curricular teaching location in the form of a workshop</li> </ul>
Expansion and strengthening of the partner network	👍	<ul style="list-style-type: none"> <li>+ Establishing a new partnership with the Dudenverlag publishing house</li> <li>+ Co-founding the “Wolfsburg Sport Integrates” initiative</li> <li>+ Expanding the partnership with NABU for environmental education in an extra-curricular teaching location</li> </ul>
Opening an extra-curricular teaching location as part of the VfL FootballWorld	👍	<ul style="list-style-type: none"> <li>+ Opening the extra-curricular teaching location in the VfL FootballWorld</li> <li>+ Extra-curricular teaching location certified pursuant to BNE (Education for Sustainable Development) by the Lower Saxony Ministry of Education</li> </ul>
Development of additional measures to create barrier-free access in all areas	👍	<ul style="list-style-type: none"> <li>+ Publication of a barrier-free app with important information for fans and spectators, as well as to communicate the “Moving Together” initiative</li> <li>+ Wheelchair users surveyed to find out their needs when visiting the stadium</li> </ul>

## INCLUSION FOR ACTIVE PEOPLE WITH HANDICAPS

VfL wishes to make it possible for people with handicaps to play football themselves, and to raise the awareness of football fans for the topic of inclusion. At the end of the Diversity Weeks, the club therefore organised a "Moving Together" match day on 9 April 2016. 225 contacts from the partner schools, clubs and kindergartens, as well as all of the visitors to the home match, had the opportunity on that day to find out what blind football was like. Representatives of the Lower Saxony Handicapped Sports Association (BSN) informed visitors at their own stand about the sporting challenges and opportunities for the visually impaired and blind. Lena Mink, departmental head at BSN, emphasised: "Experiencing the additional value of a sport by including handicapped people can be got across and implemented in a special way by football. On behalf of BSN, we are therefore delighted to use the "Moving Together" match day at VfL to inform people about blind football, and therefore make them aware of how sport brings people together." The stage in front of the stadium is also used to raise fans' awareness of this topic. Beyond these events, VfL also creates permanent opportunities for people with handicaps, and supports the Special Olympics: the world's larg-

## "THERE IS ABSOLUTELY NO ROOM FOR RACISM AT VfL WOLFSBURG, WE REJECT RACISM OUTRIGHT."

**Pablo Thiam, Head of the U23 VfL Football Academy**

est sports movement for people with mental and multiple handicaps officially recognised by the International Olympic Committee. In this context, VfL regularly invites handicapped groups to train in the Youth Training Centre or in the VfL Football School.

## RED CARD FOR DISCRIMINATORY BEHAVIOUR

VfL Wolfsburg supports the UEFA ten-point plan against racism, and had already signed the "Against Discrimination in Football" declaration of the European Gay and Lesbian Sport Federation (EGLSF) back in 2011. In its stadium regulations, and the code of conduct of the official fan clubs (OFC) it makes a strong stand for mutual respect. The code of conduct concept for the VfL Youth Training Centre also stipulates that all employees, trainers and players should treat each other with tolerance and respect at all times, and show the same tolerance and respect to others. Pablo Thiam, former professional footballer and now sporting manager of the U23 team, emphasises: "Racism has absolutely no place at VfL Wolfsburg, and we reject this attitude clearly and strongly."

## "MOVING TOGETHER" - MATCH DAY ROUNDS OFF THE VfL DIVERSITY WEEKS

*9 April 2016: Today is the "Moving Together" match day organised annually by VfL Wolfsburg. Although the score at the end of the home match against FSV Mainz 05 was only 1:1, it was a very good day overall because of the message it got across: "Bring diversity alive".*

*The VfL Diversity Weeks began back on 16 March 2016. Since then, almost everything has been focused on integration, inclusion and participation. During these weeks, VfL invites children and young people from a range of societal groups to use the opportunities it makes available. The VfL FootballWorld could be taken over by small and large children, including the children's group from Diakonie Wolfsburg. 25 children from the state education centre for people with hearing problems also visited the VfL FootballWorld and the Volkswagen Arena. These visits are followed by friendly matches in mixed teams together with VfL employees. This also included world champion Pierre Littbarski.*

*On the Friday prior to the "Moving Together" match day, more than a dozen normally sighted and blind pupils from*

*Sighted and visually-impaired school children playing blind football.*



*26 children from 15 countries ran on to the pitch as mascots with the players of VfL Wolfsburg and FSV Mainz 05.*

*Instead of yellow or red, the colour at the VfL Diversity Weeks was green – for integration, inclusion and participation.*



*the Franz-Mersi school and the Theodor-Heuss grammar school came together in the SoccaFive Arena. They wanted to take part in the blind football with specialist instructors – with black goggles and head protectors to ensure that nobody gets injured.*

*Numerous fans at the "diversity stops" on the Plaza in front of the AOK Stadium also had the opportunity to experience this themselves on the Saturday. VfL also created additional visually handicapped places in the arena for a group of schoolchildren. Thanks to the match commentary for the blind, they could also follow the action on the pitch despite having closed eyes.*

*VfL dreamt up something very special for the match against Mainz: the 27,844 spectators were given a "green card for diversity" as they entered the stadium. Many of them then waved the green card when the teams ran on to the pitch after being instructed to do so by the players in a video shown on the stadium screens. The VfL stars, who were already noticeable during the warming-up session by their "Moving Together" T-shirts, walked out onto the field together with the team from Mainz with 26 children from 15 countries. Although the results of the subsequent football match were not very inspiring, the day did a great deal for diversity.*

In its sphere of influence, VfL Wolfsburg supports various campaigns to raise the awareness of people for the risks of xenophobia and racism. These include the "Taking Notice" and "Show Racism the Red Card" campaigns. In these campaigns, the sportsmen and women use their role model functions to get these important messages across to the children. For instance, the U16-Wölfe Florian Goutal and Jannis Heuer talked to children at the Vorsfelde Hauptschule about racism and discrimination as part of the "Show Racism the Red Card" campaign which was part of the VfL Diversity Weeks 2015. Under the slogan "Taking Notice", the Fan Project working together with VfL Wolfsburg, runs a prevention project. Other partners are the Stadtjugendring and the public children's and youth activities of Wolfsburg council's Youth Service. In addition to fighting xenophobia and racism, the prevention project also deals with topics including violence, and alcohol and nicotine abuse.

## FOOTBALL FOR REFUGEES: WELCOME TO THE CLUB

VfL Wolfsburg keeps a close eye on any new social challenges within its sphere of influence, and tackles them early on. It therefore offered a training unit for refugee children and young people at its Football School at the beginning of 2015. At the same time, it also enters strategic partnerships with the aim of improving conditions in the medium term. An example of this is the joint involvement of VfL Wolfsburg-Fußball GmbH and VfL Wolfsburg e.V., alongside the City Sports Association (StadtSportbund) in the "Wolfsburg Sport Integrates" network. Other partners are the Lower Saxony Football Association Wolfsburg district (Niedersächsischer Fußballverein Kreis Wolfsburg) as well as the Integration Department and the Sports Department of the Wolfsburg city council. The aim is to integrate refugees better via sporting opportunities. To expand the circle, the network organised an information event at VfL in February 2016 for interested sports clubs from Wolfsburg and the surrounding area. Many other individual measures implemented by VfL and its fans were all aimed at integrating refugees: for instance, the "Supporters Wolfsburg e.V." collected football boots and sports shoes; the "Meilenwölfe" organised a football weekend with a visit to a home match. And VfL itself enabled 1,200 refugees to visit the first UEFA Champions League group match, donated one Euro per ticket to the refugee support charity, and rewarded people helping the refugees with a visit to the UEFA Champions League quarter final against KAA Gent.

## HOMOPHOBIA: RAISING AWARENESS OF A TABOO TOPIC

Homosexuals are still subject to discrimination in football just as they are in society. As part of its social commitment, VfL has the objective of promoting a non-discriminatory approach to the topic. An important step in this direction is participation in

a voluntary basic seminar run by the Bundesliga Foundation and the Markus Hirschfeld German Foundation as part of the education and research initiative "Football for Diversity – Football against Homophobia". The workshop is to be planned before the end of 2016 with the coaches of the professional, women's and U23 teams, and the club administrative employees.

### PROMOTING EDUCATION AND HEALTH

VfL sees football as an important source of inspiration to get across playful education, and particularly to motivate young people to live a healthy lifestyle. Education and health are therefore key elements of its "Moving Together" initiative. As part of its "Kick-off VfL" partner project, and in co-operation with other institutions, VfL creates targeted incentives covering both aspects for its 225 social partners. Many of the offers are even open to all schools in principle.

"Moving Together" pursues the strategy of harnessing the enthusiasm for football in interactive and innovative types

of learning for children and young people. The initiative relies here on regional as well as international co-operation. VfL regularly discusses didactic and specialist aspects with experts such as the Didacta Association and the state schools directorate. In addition, it runs a very broad based events programme with numerous other partners. This also turns football into a vehicle for getting across other topics, such as diversity, environment and inclusion.

### ENTHUSIASM LEADS TO EDUCATION: VfL FOOTBALLWORLD AS A TEACHING LOCATION

VfL Wolfsburg wants to use its football expertise and its charisma to get across the joy of learning to children and young people, and to motivate them to continuously expand their knowledge base. Thanks to its close relationships with 100 partner schools in the region, it can also do this by satisfying the specific needs of the school children. However, in the past, there was no central location where it could bundle its educational efforts in the region. VfL therefore developed an extra-curricular

### INTEGRATION IN TOURNAMENT MODE

Wolfsburg, Thursday, 7 April 2016, SoccaFive Arena. With the overall heading "Football needs no language – Football brings together", VfL Wolfsburg organised an integration football tournament as part of the VfL Diversity Weeks. This was a winning event for everybody, but the "Sandsturm" team were the ones that finally made it to the top of the winner's podium after a close fought final. The best part was the open discussion at the end: VfL player Amara Conde answered the questions put by the pupils.

Around 50 children arrived at the Allerpark in the morning. Nearly half of them from refugee homes around Wolfsburg, the others are girls and boys from the ninth form of the Fallersleben Hauptschule. The two groups initially took part in separate events: the young refugees spent the morning in the VfL FootballWorld; whilst the pupils attended the "Green Card for Diversity" workshop. This was concerned with topics such as discrimination, racism and right-wing extremism, highlighted on the basis of everyday football events.



All together in green: class 9 of the Hauptschule Fallersleben secondary school,

The groups meet one another for the first time during lunch. This was immediately followed by the creation of six mixed teams. The first task was to think of a team name. And then they were off to the pitches for the best pastime in the world. The teams already grew together noticeable during the group phase played out on the two pitches. Language barriers were broken down, tactics became discernible, team spirit grew. Favourites soon became identifiable. In the end the matches were decided by luck and skill. And after the fifth match in a row, many were happy to have made new friends and to have taken part in a memorable day's activities.



The VfL Football World extra-curricular learning location brings variety into everyday school life.

teaching location – consisting of its new VfL FootballWorld and the "Green-White Classroom". With its multifunctional equipment and media workshops, the classroom is ideal for interactive, fun-oriented and independent learning for up to 30 participants. The teaching location, which is available to all schools, was certified by the Lower Saxony Education Ministry as an "Education for sustainable development" (Bildung für nachhaltige Entwicklung (BNE)) organisation, and opened by the Minister of Education Frauke Heiligenstadt on 16 March 2015.

Ever since, VfL with the assistance of external partners has offered workshops here such as "The football professional is what it eats", "My life as a football star", and "On the track of the wolf". The school children acquire important practical know-how at these workshops on aspects such as nutrition and environmental protection, and are taught about values and standards. Another workshop on the topic of racism headed "Taking Notice" was introduced during the 2016 summer holidays. In the meantime, the Green-White Classroom has been presented to external experts, including members of the "Extra-curricular learning" Committee of the Didacta Association. "The education landscape in Wolfsburg has been upgraded by the high quality teaching location in the form of the Green-White Classroom, where the fascination of football meets the school curriculum," praised Dr. Michael Pries, executive board member of the Didacta Association. Tobias Rau, an ex-VfL professional footballer, and now a sports and biology teacher, visited the teaching location along with his class. "This is a very special facility of a kind I have never experienced before," said the former left back enthusiastically. Feedback from the visitors helps VfL expand its offers for school classes. A survey revealed that over 90 per cent of the visitors considered the contents of the workshop to be comprehensible, and suitable for the age of the participants.

### MOTIVATION FACTORS PLUS MODERN TEACHING CONCEPTS

VfL has run an e-learning platform for children and young people since 2011: the VfL Wiki. The offers include football topics, but also German, mathematics and science – including teamwork and enjoyable learning. A Wiki must be continuously further developed to ensure that it remains attractive. With this in mind, VfL entered a co-operation agreement with the Dudenverlag publishing house at the beginning of 2016. They jointly



The multifunctional equipment and media workshops guarantee exciting teaching in the "Green-white classroom"

launched a writing competition for pupils in all of the schools in Lower Saxony and Saxony-Anhalt. 24 schools with 38 classes in total from throughout Lower Saxony and Saxony-Anhalt are now taking part. Many of the participants use the free offer of Wiki training to help them get started. Olaf Carstens, Managing Director of the Dudenverlag, considers the co-operation to be a great opportunity: "We are very proud to jointly inspire talented young people to do creative writing covering all aspects of football and sport." The VfL Wiki is very popular. Its website has been visited more than 438,000 times since 2011.

### WOLFSBURG UNITED: SPORT AND EDUCATION FOR ONE WORLD

VfL Wolfsburg can achieve a great deal by harnessing the fascination of football. It therefore established the international Wolfsburg United project in 2012. The most important co-operation partner here since the 2015/2016 Bundesliga season is terre des hommes. With its partner, VfL supports projects which provide sports, learning and educational offers to youngsters in poor districts. Frank Garbers, terre des hommes project co-ordinator for Mexico is delighted: "Together with Wolfsburg United, we ensure that children and young people in Puebla can look forward to a future without violence, as well as educational and job prospects."

## JUCONI-CENTRE WELCOMES THE VfL-TEAM

On behalf of Wolfsburg United, Stefan Kluwe from the international sponsoring service centre of VfL Wolfsburg visited a children's project run by the Juconi Foundation in the Mexican city of Puebla in May 2016:



Wolfsburg United in Mexico

### What are the main priorities of the project?

Stefan Kluwe: The project looks after children and their families, who live and work on the streets, and helps the girls and boys to break out of the vicious circle of violence and poverty, and to permanently integrate themselves into society. Football plays a key role in the project. Values such as fair play and commitment to the community are also of major importance to society in Mexico.

### What was the reaction to your visit in Puebla?

Stefan Kluwe: They welcomed me with open arms. We were first taken on a tour and shown how much the Juconi employees had achieved with our financial support. They were actually also delighted that we had come to visit them: the employees enjoyed the personal dialogue in particular, and the children naturally were really happy about the football shirts and footballs that we had brought along with us.

### What was your personal impression of the visit?

Stefan Kluwe: It was impressive to directly experience how the project employees (often in small groups) learned, played and ate together with the children and parents, and how much fun they all had in doing so. Our presence was used immediately for a football match held on the project's own football pitch. We played ten against ten for 20 minutes. The children who did not want to play football, gave us enthusiastic encouragement from the stands, and shouted: "Wolfsburgo! Wolfsburgo!" At the end, many of them wanted an autograph and even a photograph. We also showed some professional ball tricks. The language of football is luckily very international.

### Which memories did you bring back home with you?

Stefan Kluwe: It was simply nice to see how much enthusiasm we can generate there. With projects of this kind, football can have a positive influence on people. That is something we should never forget – because that is sometimes probably even more important than winning or losing.

## PROMOTING HEALTH: ENCOURAGING THE DESIRE TO EXERCISE

VfL uses specially designed projects with the aim of steering people to take up an active and healthy lifestyle at an early age. This is also the approach pursued by the Muuvit Adventure, so that VfL Wolfsburg became its German-wide partner in the field of sports in 2014. Muuvit is the most successful initiative of VfL Wolfsburg in the field of health. The adventure inspires children in a playful way to learn to enjoy exercise and learning, and does this by getting teachers and parents to join them in doing so. In addition to school classes four to six, Muuvit has also focused its attentions since 2016 on younger children in classes one to three. The content is closely associated with VfL's activities, and is therefore very interesting for many children. Five of the participating schools joined in by organising a health day with an attractive programme of exercise and information, to motivate the children further. This was organised by VfL and its partner, Audi BKK, as a full-day programme held at the schools themselves. Klaus Allofs, VfL's Managing Director of Sport, and the Muuvit patron,

is proud of the way the project has developed: "Parents and teachers confirm that Muuvit motivates children to get more exercise. Children need opportunities to become involved in sports at school and during their free time. We have to work together to ensure that this can be realised!"

After a complete overhaul, the VfL bus is also again touring the region. With up-to-date multimedia learning opportunities, it creates enthusiasm amongst children and young people to exercise and eat healthily. In addition to upgraded software and hardware, there is also new content on wolves, values and standards, as well as the history of VfL. The VfL bus was used 51 times during the 2015/2016 season. On average it was at partner schools, at parties in the region, at play days or other events on almost every week of the year.

## MORE THAN JUST A PRESENT: SUPPORTING THE NEEDY

VfL also regularly supports the foundation of the former professional footballer Krzysztof Nowak, who died in 2005 from the consequences of ALS (amyotrophic lateral sclerosis). VfL was involved in establishing the foundation, and has already been supporting people since 2002 who are also suffering from ALS. Even though they have a very tight training schedule, VfL employees and players still always find enough time for local charitable work, and make cash and non-cash donations on behalf of VfL. They know: those that give strength to others, are also given strength in return. This was also experienced by the three VfL national women's team players on their Wölfi Christmas tour 2015.

## CHRISTMAS TOUR TO "VILLA BUNTERKUND" AND "VfL-KIDS-ARENA"

During the annual Wölfi Christmas tour, the national women's team players and the VfL mascot Wölfi visit small patients in the children's wards in hospitals in the region.

The port of call in the clinic in Wolfsburg was the "Villa Bunterkund", where the children were already excited about the famous visitors. And when the time finally came, Babett Peter, Alexandra Popp and Wölfi got busy writing autographs, and handing out small presents. VfL mascot Wölfi also took on the kids at table football, to help them forget their hospital routines for a while at least. "When there is a chance to

bring joy to the children, or simply to surprise them, you can always count on me. It is wonderful to see how the children's eyes light up, and how we can make them happy by just coming along to visit them," says the forward Alexandra Popp happily.

The next stop, this time accompanied by Almuth Schult instead of Alexandra Popp, was the "VfL-Kids-Arena" in the clinic in Gifhorn. After handing over presents and autograph cards, the three joined the nursing staff and doctors for a spontaneous visit to the rooms on the ward – an opportunity for many selfies.



Almuth Schult handed out presents to the little patients in the "VfL Kids-Arena" at the clinic in Gifhorn.

## MILESTONES



Opening the extra-curricular teaching location, and having it certified by the Lower Saxony Ministry of Education as an "Education for sustainable development" facility (BNE) (16 March 2015)



Co-founding the "Wolfsburg Sport Integrates" initiative to integrate refugees (23 November 2015)



Start of a partnership with the Dudenverlag publishing house (1 January 2016) and joint organisation of a writing competition (10 June 2016)



Presentation of its own barrier-free VfL app (26 January 2015)



Carrying out a survey on the needs of wheelchair users in the stadium (14 May 2016)



Further development of the Muuvit Adventure 2016 by extending the offer to younger children in classes one to three (31 May 2016)

## OUTLOOK

VfL plans to participate in the voluntary basic training of the Bundesliga Foundation and the Magnus Hirschfeld German Foundation as part of the "Football for diversity – Football against homophobia" education and research initiative. The workshop is aimed at the coaches of the professional, women's and U23 teams, as well as staff in the administration office.

A young man in a green hoodie is cheering with his arm raised in a stadium crowd. He is wearing a black wristband and has a black and white scarf around his neck. The background is filled with other fans, some holding green and white flags.

# FOOTBALL IS MORE THAN JUST CHEERING IN THE STADIUM

The club, fans, members and the Wolfsburg region form one big **football family** which is held together by the shared VfL experience. Everyone has the right to enjoy this **experience** as long as they stick to the basic rules.

**Openness** is a very high priority at VfL Wolfsburg, and is **brought alive** by the club every day for very good reasons.

# FANS AND MEMBERS

Football thrives on **emotions** and **identification** with the club. VfL Wolfsburg therefore profits from its active fan scene, and the **collective enthusiasm** of its followers. This applies to a visit to the stadium, as well as the **joint activities** away from the pitch. It is also important at the same time that the **football experience** is safe and secure for all participants. This can only succeed when the various members of the VfL family are in open dialogue with one another. VfL promotes this dialogue at all levels, and does this by actively incorporating its fans and members. Their support is the basis for the **sporting** and **economic success** of the club.

## WORKING TOGETHER TO CREATE ROOM TO DEVELOP AND GUARANTEE SECURITY

VfL Wolfsburg has a great deal of experience in dealing with critical situations. To ensure respect, fairness, diversity and tolerance, as well as an attractive stadium experience, it has established, amongst other things, resilient communications structures between the most important co-operation partners. Together with them, it stands for the security and freedom to develop of the various groups of visitors, ranging from ultras, to families, all the way to business clients. Open fan dialogue and preventative measures are always given a priority here ahead of (collective) sanctions.

As a promoter, VfL is responsible for the safety of people in the stadium. It is required to prevent any outbreaks of violence, and other activities which are a safety risk, such as the uncontrolled lighting of fireworks. On the other hand, as major events, football matches could also be the target of terrorist attacks, as highlighted by the attacks in Paris, and the cancellation of a game in Hannover in November 2015. VfL has therefore strengthened its efforts further to ensure the safety of its visitors.

## HIGH SAFETY STANDARDS: ADAPTED TO THE CHANGED SECURITY SITUATION

Co-ordinating the safety and security measures around the Wolfsburg Bundesliga location is the job of the Local Committee for Safety in Sport (Örtlicher Ausschuss für Sicherheit im Sport (ÖASS)), of the city of Wolfsburg. The regular meetings of the ÖASS are attended by representatives of the police, the public order office, the Fan Project, Autostadt, the professional fire brigade, Wolfsburg AG, and the Service Factory, as well as all of VfL Wolfsburg's departments. In co-operation with VW, VfL has also adopted an integrated security concept which also includes the topic of stadium safety.

The stadium safety measures developed for match days were certified by DEKRA and the German Football Association (DFB) in April 2016, and are therefore valid for the next three years. Although voluntary in the past, this certification will be made obligatory for all Bundesliga clubs starting with the 2017/2018 season. The organisation as well as the procedures on match days were rated by the examiners with 64 out of a potential of 80 points in the first audit, and therefore achieved a "good" rat-



ing. VfL uses the detailed examination report to systematically further optimise all of its measures.

Ever since the events in Paris and Hannover, safety experts consider that there is an abstract risk of an attack at major events. Although no specific warnings of this kind applied directly to Wolfsburg, more stringent safety measures were implemented nevertheless. VfL has strengthened the checks on the access roads, and set up a new gatekeeper control room in the Volkswagen Arena. This is manned around the clock every day. All cameras, alarms and technical warnings are sent to the central control room. Visitors have to register and sign in. The gatekeepers go out on regular patrols of the premises on a daily basis. Additional measures incorporated in the certified safety concept come into force on match days and during other events.

## INVOLVING THE FANS IN THE PREVENTION OF VIOLENCE AND STADIUM SAFETY

Dialogue with the fans and joint activities to prevent violence are very important to ensure a safe football experience. VfL works together with the fan scene with the aim of counteract-

ing violence, racist incidents, and criminal activity, but without unnecessarily restricting the freedom of the fans. This involves intense dialogue between the fan officers and safety officers of VfL Wolfsburg. In August 2013, the club also closed a co-operation agreement with the city of Wolfsburg and the Wolfsburg-Helmstedt police department, as network partners, covering the football matches of the first and second teams, and where necessary, also other VfL teams. The co-operation agreement contains five regulations which act as guidelines for transparent and reliable actions, and form the basis for a trusting, intense and open dialogue with the fan scene.

If the fans nevertheless overstep or violate the limits, despite the dialogue and preventative measures, then the stadium rules of conduct will be invoked, as well as the catalogue of measures

FANS AND MEMBERS		
TARGET	STATUS	STATE OF IMPLEMENTATION
Elaborating a conflict management procedure		+ The concept elaboration started jointly with KOFAS gGmbH - Laying down the concept for the dialogue has begun and will probably be finished at end 2016



Security in the stadiums in Wolfsburg was also intensified in the 2015/2016 season.



VfL Wolfsburg relies on cooperation with its fans – including continuous dialogue.



Right in the centre and not just mere participation: Marcel Schäfer and his team mates go right up to the fan block after the final whistle.

developed in summer 2016, which also defines sanctions. The co-operation agreement here includes banning people from the VfL facilities, prohibiting people from entering parts of the city of Wolfsburg, and registration obligations for away matches. The measures can be implemented at any time when required. This was not necessary during the VfL home matches during the reporting period because none of its fans were involved here in any violent activities.

### INCIDENTS RIGOROUSLY PROSECUTED AND CLEARLY REGULATED

There were, however, serious incidents shortly before the kick-off of the away match at Hannover 96 on 1 March 2016. Several flares originating from the Wolfsburg fan block were fired right across the pitch, and one smashed directly into the roof of the visitors' substitutes bench. At the same time, VfL fans lit other fireworks within the block. VfL responded by implementing sanctions against six fan groups. At the same time, the club emphasised in a very strong way that it wished to continue the dialogue with them and the network partners. The "La Familia" group sought this dialogue independently and clearly

distanced itself from the incidents in Hannover. The sanctions against them were therefore lifted.

This incident was also a matter for the DFB sports jurisdiction: they fined VfL Wolfsburg a total of Euro 90,000, as well as stipulating the partial exclusion of VfL fans from a Bundesliga home match. VfL Wolfsburg accepted the sentence, especially because the partial exclusion was initially suspended. In addition, VfL was granted permission to spend Euro 40,000 of the fine on improving its security technology, the infrastructure, and measures to prevent violence in Wolfsburg. The club has been forced to pay fines totalling Euro 139,000.00 in the last two seasons because of the use of fireworks and other misconduct attributable to VfL fans. In addition, during the 2015 Cup final, a standard-bearer was also unfortunately slightly injured.

In addition to the measures just mentioned, the network partners working in partnership with the Fan Project and the fan officers also run the stadium ban commission. This meets to discuss any necessary sanctions, and enables the fans involved to attend a hearing to uphold their legal rights. A "reg-

## "SYSTEMATIC AND OPEN-MINDED FAN COMMUNICATION IS ONE OF OUR PRIORITIES. WE THEREFORE ENSURE THAT IT IS CONTINUOUSLY FURTHER DEVELOPED."

Carsten Ihle, Head of the Fan Service

ular fan meeting" which takes place once a month, also brings together the participants to openly discuss developments in the fan scene, and to discuss what happened at past matches, and also deal with concerns involving future matches. The regular meeting is welcomed by the participants as an important instrument for improving the security situation. On the reporting data, 1 July 2016, 14 VfL fans in total were banned from all stadiums in the country because of violence, fireworks or theft.

### GREATER INSIGHT THANKS TO OPEN DIALOGUE

Enthusiastic fans are just as important for football as scoring goals. However, various fan and spectator groups have developed different forms of expressing their enthusiasm. Some of these, such as the use of fireworks, are not compatible with stadium safety. VfL is responsible for preventing dangerous incidents of this kind, and to enable justified concerns to be expressed in an appropriate way. To achieve this, it runs its own organisational unit – the Fan Service – and is involved in continuous open dialogue with all fan groups.

VfL considers systematic and open fan communication to be of great value. It continuously develops this communication, and has currently appointed four fan officers who play a mediatory role as the contacts between the fans and the club.

In agreement with its complete network, and with the active involvement of the fans, VfL is currently elaborating an integrated concept for fan communication. The project is supported scientifically by the Competence Group for Fan Cultures (Kompetenzgruppe Fankulturen (KoFaSg GmbH)). This concept is to include a dialogue-based conflict management system. An internal kick-off and the first meeting with the network have already taken place. The concept is scheduled to be fully completed by the end of 2016, and is then due to be implemented.

### THE FAN FORUM: OPEN EARS FOR FAN CONCERNS

As part of the co-operation agreement, VfL, the city administration and the police have set up a Fan Forum. This meets

twice a year, or on other occasions where deemed necessary, and is open to all interested followers of VfL Wolfsburg, in addition to the representatives of the network. The fans are explicitly invited to raise their concerns, suggestions for improvements, and any critical points they may have, in the informal atmosphere of the Fan Forum.

This offer of a regulated exchange of opinions between the management and the fan representatives attracts a great deal of interest: around 150 people for instance took part in the discussion on the planned increase in the price of season tickets, and the many unused season ticket seats. At the end of the discussions, the fans expressed their willingness to accept the future increase in the prices of season tickets. In addition, VfL also considered the option of warning season ticket holders who attend less than 10 days per season, that their season tickets could be cancelled. The fans and VfL are of the opinion that the overall atmosphere will improve if more of the seats in the stadium are occupied. The Fan Forum was also successful in its discussions on the topic of "fan management during home matches", which constructively elaborated more freedom of movement for fans during home matches.

## "WE ARE COMMITTED TO ESTABLISHING A COLOURFUL, CREATIVE AND LOUD FAN CULTURE IN WOLFSBURG."

Anke Thies, Fan Project Wolfsburg

### THE FAN OFFICERS: DIRECT CONTACTS FOR THE FANS

VfL nurtures its relationship with the fans via its Fan Officers. These are familiar with the needs of many VfL fans, make it easier for them to make contact with the club, and support them in numerous situations, such as the establishment of a new fan club or having their group recognised as an official fan club (OFC). The VfL fans can meet their Fan Officers in the fan house. This was built especially for the Fan Service and for merchandising, and lies to the north-east of the stadium. The Fan Officers currently look after around 200 fan clubs with 11,500 members, of which 135 are classified as OFCs and therefore enjoy pre-purchase rights for match tickets in the north stand. The OFCs commit themselves to a special code of conduct, and have grown steadily in number from year to year. The code of conduct was elaborated by VfL Wolfsburg with the involvement of the fans, and prohibits any form of discrimination and violence.

Supporters Wolfsburg e.V. (a non-profit organisation) was established in the middle of 2006 as the umbrella organisation and representative association for the interests of the fans of all ages. Its members are dedicated to a lively, active and peaceful fan scene via their own communications platform, and explicitly condemn all forms of violence, racism and discrimination.

### THE WOLFSBURG FAN PROJECT: MEDIATOR AT THE HEART OF THE FAN SCENE

The main target groups of the Wolfsburg Fan Project are VfL fans aged between 12 and 21. The Fan Project established by the Youth Service of the city of Wolfsburg in 1997, which still runs the Fan Project today, is dedicated to establishing and maintaining a positive fan culture, and preventing any form of violence. To achieve this it aims to improve communication between football and its fans.

Four employees engaged by the Fan Project enjoy very good contacts with the active fan scene, and continually further develop their contacts to the fans. For instance, they offer target-group-specific, social-pedagogically supervised events such as trips to away matches for young people under the age of 18. They also accompany members of the active fan and ultras scene in discussions with the police and the club for instance, or at events, on topics which are of relevance to the fan scene. The employees of the Fan Project see themselves here primarily as mediators. In addition, the Fan Project staff can also be contacted by the young football fans to discuss any problems they may have such as in school, or concerning the subject of addiction.

The north stand room of the Fan Project has been under the self-management of one of the oldest fan clubs – the Green White Angels 1995 – since November 2015. In agreement with the employees of the Fan Project, young people can work here creatively and at their own responsibility on materials for their choreographies, as well as on banners, flags or double holders. The room is also available for film or group evenings.

Once every three months, the Fan Project also exchanges ideas with similar projects in other north German football clubs in a get together in the so-called Northern Committee. It is also in regular dialogue with the VfL fan service. A joint workshop took place in this respect in early 2016 on the topic of "Team and responsibility process".

Together with the police, VfL runs three dialogue teams as contacts for visiting fans. These meet the visitors at the railway station or when they get off their coaches, and help them to find their way around Wolfsburg. The teams consist of a police officer, a VfL steward, and a VfL fan. These people have a great deal of experience in dealing with our visiting fans, and can rapidly get help to deal with problems whether at a police or a club level.

### CENTRAL FUNCTION FOR MORE FAN AND CUSTOMER SATISFACTION

VfL Wolfsburg sees itself as a fan-friendly, service-oriented football club. It therefore continuously works on improving its services for fans and clients at both a divisional level as well as across all departments. It created a new division for this purpose in summer 2016 in the form of the Service Centre. The Service Centre is responsible for ensuring standardised and clear messages on the basis of a communications management system, and will provide continuous training for all employees with direct contacts with customers to improve their dialogue skills. It will also be responsible for running the complaints hotline and VfL's complaints management service. A second new division

## SPORTS ENCOUNTERS OF A SPECIAL KIND

### WITH A MARCHING BAND: BRAMWALDWÖLFE WELCOME SEBASTIAN JUNG

Wolfsburg and Bühren are 160 kilometres apart. When Sebastian Jung entered the village in the vicinity of Göttingen he knew that the journey was worthwhile. The BramwaldWölfe gave the player born in

Hessen a rousing welcome with a marching band. The event was attended by 200 guests. All of them wanted to compete against the centre-half in the goal shooting contest and football tennis. "It's fantastic,"



says Andreas Winkel, 16, "a star, near enough to touch! This is a historic day in our village's history."

### JOSUHA GUILAVOQUI VISITS GRENZENLOSE WOLFSBURGER

When Josuha Guilavogui met the 60 fans waiting for him in Bösdorf, he found barbequed meat, beer-garden tables and – of course – a football pitch. The fans and the player they had invited to join them were pleased to simply sit down and relax in the sun, or kick a ball around, and to just chill out with the defensive midfielder. Only one small challenge had to be mastered: language skills were required for more detailed conversations with the Frenchman with roots in Guinea. Language barriers were no hindrance, however, for twins – they broke the ice without without any problems.

### 10TH ANNIVERSARY OF THE PARK-PLATZWÖLFE: MAX GRÜN COMES ALONG TO CONGRATULATE THEM

When Max Grün turned up to meet the 30 fans in the Achillion restaurant in Vorsfelde, the excitement was enormous. A safe pair of hands as always, the keeper grabbed the microphone during the Karaoke competition to ratchet the happy mood even higher. He also donated Euro 250 to the donation campaign for the Krzysztof Nowak Foundation. Chairwoman Bettina Karic was delighted by the joint initiative: "We hope that our small contribution will help people suffering from ALS (amyotrophic lateral sclerosis). It can affect anyone, as was Krzysztof Nowak for example. It is also fantastic that Max Grün joined in. This provides a tremendous amount of motivation."

### PASSIONATE COLLECTOR EXHILARATED: CHRISTIAN TRÄSCH MEETS THE EISCHOTTERWIPPERWÖLFE

Eischott – even the name promises something very special: immediately

upon arriving, Christian Träsch was invited to take a stroll by his hosts, the Eischotter Wipperwölfe. The walk ends in the merchandising collection of Werner Padniewski. The former steward has been collecting VfL articles for 20 years. His passion has now been rewarded: the right-back was very impressed. He promised to give

Padniewski an original autographed football shirt, which will – naturally – get a place of honour on the wall. And the 30 Wipperwölfe also received a reward: each of them got the football shirt of the right back. "I think it is fantastic that VfL makes meetings of this kind with the players possible. This boosts the value of our commitment even further," says fan club member Sven Marlow.



was created in the form of the Service Provision team. Its job is to realise VfL's products and the services it offers.

### GOOD MOOD AND FAN-FRIENDLY PRICES

VfL Wolfsburg is one of the clubs in the Bundesliga with the lowest ticket prices. The cheapest season tickets for the 2015/2016 season anywhere in Germany were in Wolfsburg. This applies to the standing places as well as to the seats in the lowest and the highest price category – with the exception of VIP tickets. Even when compared to the second Bundesliga division, the ticket prices at VfL are still the lowest. This is neither a coincidence nor the result of a market process, because a full stadium with satisfied VfL fans is one of the objectives to which VfL is committed.

As a club which takes its corporate social responsibility in the region seriously, VfL has a declared objective of making sure its tickets are affordable to all fans. This is why VfL sticks to its pricing policy rigorously, and also hands out free tickets regularly to social organisations, to also enable their clients to visit the stadium. This is the same justification for VfL's efforts to fight the sale of tickets in the internet, where its actions are aimed at preventing the so-called black market from destroying the social fabric of its pricing strategy.

### FOOTBALL OFFERS FOR ALL AGE GROUPS

VfL is a football GmbH (limited company). This means that it is not a club with members in the classic sense. Nevertheless, members still play an important role in the youth work, and in solidifying VfL's regional roots. Children, young people and adults are given various opportunities of participating in the life of the club centred on the football experience.

The WölfiClub is aimed at children under the age of 14. It is the official VfL Wolfsburg kids club, and currently one of the strongest kids clubs in the Bundesliga with around 7250 members. Because many young members also attend the VfL Football School, the WölfiClub also plays a part in pursuing the objective of promoting young footballers in the region, and binding them to VfL.

The WölfeClub is open to all VfL fans above the age of 14. The WölfeClub also includes the event initiatives WölfeClub junior team and WölfeClub 55plus. The WölfeClub junior team organises offers appropriate to the age of the fans between 14 and 17, including supervised visits to home matches and joint trips to away matches. The WölfeClub 55plus makes special offers available to the older VfL fans: for instance, as the first and only Bundesliga club, VfL makes available to best agers as part of the WölfeClub 55plus events the new trend sport of Walking Football.



Around 1,500 children take part in the VfL Kids-Day every year.



In addition to basic footballing skills, the VfL Football School also teaches important values such as team spirit and fairness.

We get older, but our dreams remain the same. One way of making them come true is Walking Football: the football after football. English and Dutch clubs have pioneered Walking Football offers for the past five years, to show how football can still be attractive for players even as they get older. In June 2016, VfL Wolfsburg was the first German club in the Bundesliga to establish its own Walking Football programme.

### YOUTH AND COACH TRAINING USING PROFESSIONAL METHODS

The VfL Football School established in April 2011 is very popular and attracts around 3,000 participants per season. It enables girls and boys between the ages of 6 and 13 to take part in football coaching under professional conditions. The coaches involved here are not only interested in bringing alive the enjoyment of football and exercise in general, their aim is also to get across values such as team spirit and fair play in particular – as is the case with all of the football offers organised by VfL. And the VfL Football School is not only regionally active here: VfL makes use of its many and varied international contacts to open up the world of football to young active players. Another reason for the international commitment is the increasing number of international fans which follow VfL: more than 75 per cent of its Facebook fans come from outside Germany. The VfL Football School's international activities were mainly concentrated in China in 2014 and 2015. 500 Chinese children were trained in total during a 10-day tour at three locations in 2014. One year later, the VfL Football School coached 600 children at four locations over a period of 14 days. In addition to this, VfL is also interested in coaching young football players in China in the long term. To this end, it co-operates with the Chinese Football Association (CFA) and Volkswagen China in its so-called Coach-the-Coach programme. This enabled the professional further training of around 160 Chinese football coaches at Foshan in Guangdong by the end of 2015. This special programme is designed and managed by the football coaches at VfL Wolfsburg. After numerous visits to Mexico, a total of 122 participants in Querétaro and Puebla were trained in two sessions in April 2015.

## THE LEGENDS RETURN HOME

15 WölfeClub members aged 55 or more met in the SoccaFive Arena in Wolfsburg on 10 and 14 June 2016 to try out the new "walking" football. Trainer Yannik Joop explained how VfL had organised the trial: "We first explained the rules and techniques the players have to observe. They then immediately tested the game themselves. Many thought the experience was really good, and announced that they would participate in the project." There is now practically no age limit any more for participation. This means more than just exercise in an aging society: taking part, new objectives, motivation, recognition and fun are what keep the Walking Football players mentally active and physically fit.

The new sport is based on normal football, with the exception that running and sliding tackles are forbidden. Two players running fast and challenging for the ball are therefore not something you will see in Walking Football: the crucial factor is getting to the right position. The Walking Football Community is internationally or-

ganised: 13 European teams are organising seven parallel events for autumn 2016 and 2017 in co-operation with the European Football for Development Network (EFDN). Non-members can also take part in the test training which is part

of the offer. However, membership of a WölfeClub is required for those who wish to take part continuously.

"With Walking Football, we are creating an offer especially for our older members, and they are also becoming more numerous because of demographic change," explains Joop as he describes the motivation behind VfL's move in this direction. And he adds: "This enables us to again attract many back to the pitch who probably thought that their ability to play football was long gone. With Walking Football they do something for their fitness, and do so in a great community. With this form of football, we are also establishing a dialogue at a European level on a topic which concerns all clubs."



**"THE EXERCISE, THE TRAINERS AND THE COACHING ARE PERFECT."**  
Manfred Härtel, 64 years-of-age

**"WALKING FOOTBALL IS A SUPER SPORT. I RECOMMEND IT TO EVERYONE."**  
Gerd Pohlenz, 65 years-of-age

### VOLUNTARY PERSONAL COMMITMENT

Whether it involves washing football kit, mowing the grass or refereeing matches – many of the important duties at VfL Wolfsburg rest on the shoulders of voluntary helpers, as is so often the case in football. In the 2014/2015 and 2015/2016 seasons, 38 and 36 contracts respectively were closed with volunteers. Many of the volunteers are fans of the club whose enthusiasm is more important than money. VfL Wolfsburg is very interested in binding them to the club.

VfL Wolfsburg's Managing Director responsible for sport, Klaus Allofs, emphasises the importance of volunteers for VfL and

society as a whole: "Those who help their fellow humans in the long-term, who do voluntary work in return for a simple thank you, a shake of the hand or a child's smile, can always be certain of earning our heartfelt respect. This work helps ensure that nobody is left behind in our society, and that everybody gets an opportunity to be on the winning side of life."

The older members of the club carry out important responsibilities involving all aspects of running the club thanks to their experience and know-how. In response to an appeal made to WölfeClub members above the age of 55, 13 of the older members declared their willingness to become volunteers. One of them is Hartmut Goetsch.

### LOVE OF FOOTBALL AND CAMARADERIE

At the age of 67, Hartmut Goetsch is starting a new era as a pensioner. His convivial nature and his enthusiasm for football led him to VfL's WölfeClub. But simply being a member is not really his thing. He therefore plays a key role. He helps organise the events run by WölfeClub 55plus, takes part in handing over Christmas presents to children who attend the Wolfsburger Tafel (food bank), and assists the full-time employees in preparing the VfL Kids Day. He also organises the WölfeClub stand in the Volkswagen Arena at many VfL Wolfsburg home matches.



WölfeClub contact at the Volkswagen Arena: Hartmut Goetsch

When asked why he does it, he talks about his love of football and his enjoyment of being together with the other WölfeClub members. "I just love to join in!" He sees his role as being particularly involved in communication: "My job here is more than just passing on information. I see myself primarily as a mediator between club members and VfL." But he does not do it for purely altruistic reasons: "It is always a pleasure when hard work is praised from time to time by the VfL managers." This is also why it is worthwhile for others to get involved in voluntary work for VfL: "There are spaces everywhere where one can get involved. And there are always surprising experiences which give one something positive to take back home at the end of the day."

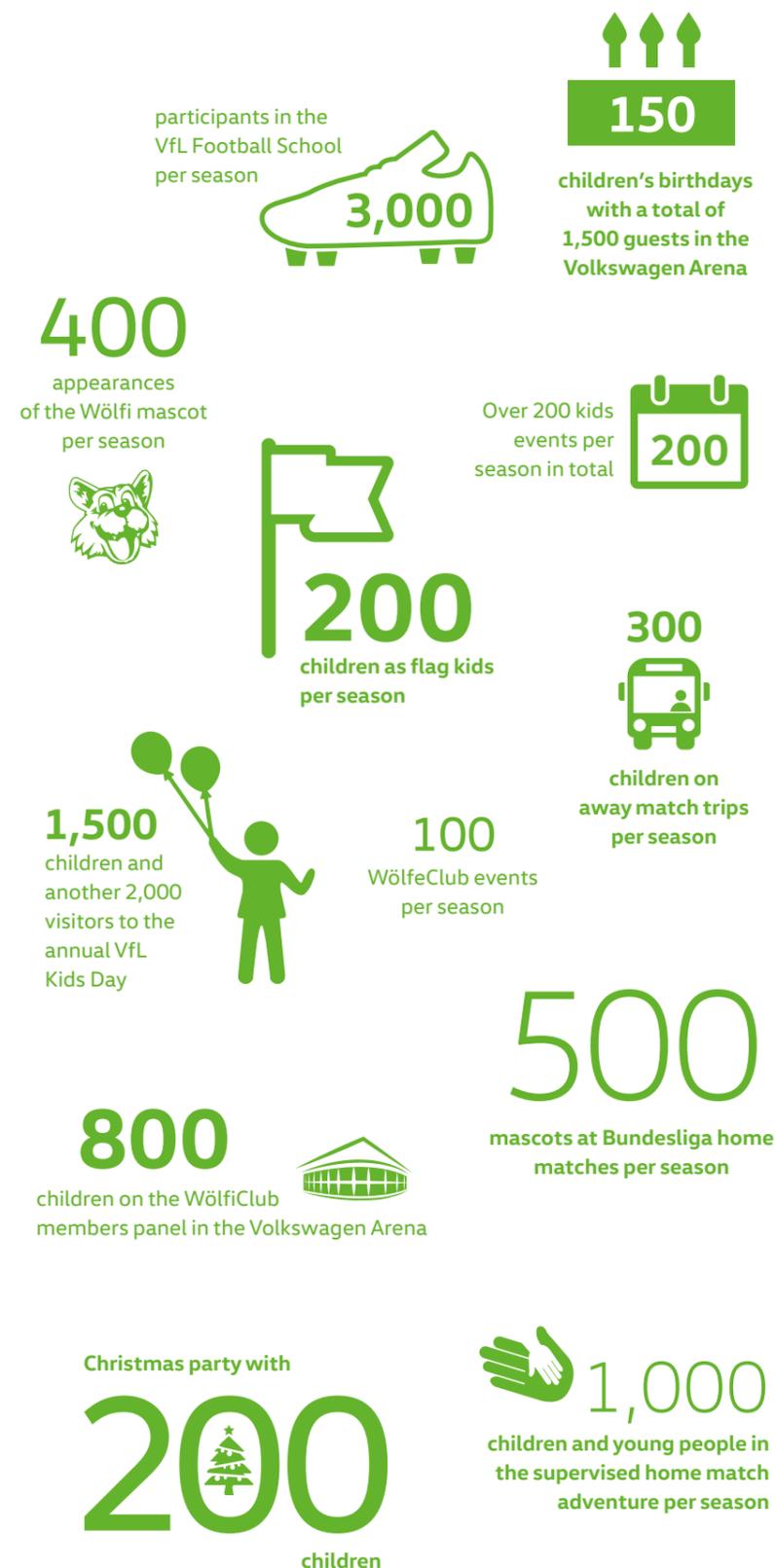
### THE WÖLFECLUB 55PLUS-VOLUNTARY TEAM: THE FACTS

The team of volunteers in the 2015/2016 season had 13 members with an average age of 67.2. They meet socially every three months to exchange ideas and suggestions for how to optimise things further and to express their wishes. The volunteer

teams are regularly asked for their advice when formulating offers for the WölfeClub 55plus.

The tasks undertaken by the volunteers include looking after the WölfeClub stand at home matches, as well

as service and supervisory functions, such as during the summer barbeques of the WölfeClub 55plus. They take part in the organisation of spectator surveys, co-ordinate the registrations for the VfL Kids Day, and look after the VfL modules at VfL Wolfsburg events.



### MILESTONES



Certification by DEKRA and DFB for the next three years of the stadium safety measures developed for match days (26 April 2016)



Creating a Service Centre to improve services for fans and clients (8 July 2016)



Introducing Walking Football for the WölfeClub members aged 55 and over (10 June 2016)



Organising two tours of China by the VfL Football School, as well as professional training for Chinese football coaches (summer 2014 and 2015)

### OUTLOOK

Together with KOFAS gGmbH, and in agreement with its whole network, VfL intends to elaborate an integrated concept for fan communication. The concept is to include a dialogue-based conflict management system.

# GRI CONTENT INDEX

The CSR Report 2016 of VfL Wolfsburg-Fußball GmbH follows the globally recognised guidelines of the Global Reporting Initiative (GRI). The report conforms to the core requirements (Option "Core") of the new GRI G4 Regulations, and takes into consideration the supplementary protocol for event organisers. GRI has confirmed that the general standard information relating to G4-17 to G4-27 comply with the GRI Materiality Disclosures Service.



## GENERAL STANDARD INFORMATION

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<b>G4-1</b> Management declaration	P. 7
STRATEGY AND ANALYSIS	REFERENCE
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<b>G4-12</b> Organisation's supply chain	P. 23 f.
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<b>G4-14</b> Consideration of the provider principle	P. 19
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<b>G4-18</b> Procedure for determining the contents of the report	P. 26 f.
<b>G4-19</b> Main aspects	P. 27
<b>G4-20</b> Main aspects within the organisation	P. 27 – An additional column in the GRI Content Index describes whether the aspects handled in each specific chapter are important for internal and/or external stakeholders
<b>G4-21</b> Main aspects outside of the organisation	P. 27 – In addition, an overview is contained in the following on the main categories, and the stakeholders affected by their consequences, outside of the VfL organisation:  <b>Aspects in the category "Economics":</b> suppliers, inhabitants of the region, governments <b>Aspects in the category "Environment":</b> suppliers, population in the region, fans and spectators <b>Aspects in the category "Working practises and decent employment":</b> suppliers <b>Aspects in the category "Human rights":</b> suppliers <b>Aspects in the category "Society":</b> population in the region, fans and spectators <b>Aspects in the category "Product responsibility":</b> fans and spectators, suppliers
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## SPECIFIC STANDARD INFORMATION

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<b>Management approach</b>	P. 23 f.	
<b>G4-EC9</b> Proportion of investments for local suppliers at main business locations	Giving preference to local suppliers is not part of the procurement guidelines with regard to products. Their proportion is therefore not calculated. However, VfL does work with a large number of local suppliers	
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<b>Management approach</b>	P. 44–46	
<b>G4-EN30</b> Considerable environmental consequences arising from the transport of products and other goods and materials which are required for the business activity of the organisation, as well as the transport of members of the workforce	P. 49–53	
<b>G4-E02</b> Means of transport used by spectators as a percentage of the total transport, as well as initiatives to promote the use of sustainable means of transport	P. 51–53	
<b>Aspect:</b> Evaluating supplies with respect to environmental aspects		Within and outside of the organisation
<b>Management approach</b>	P. 23 f.	
<b>G4-EN32</b> Percentage of new suppliers certified according to environmental criteria	P. 23 f. – Because suppliers must agree to the sustainability requirements of VfL before working together with the company, they are only examined additionally when specific violations are reported.	
WORKING PRACTISES AND DECENT EMPLOYMENT	REFERENCE	LIMITS
<b>Aspect:</b> Employment		Within the organisation
<b>Management approach</b>	P. 32 f., 40 f.	
<b>G4-LA1</b> Total number and rate of newly hired employees as well as personnel fluctuation according to age groups, sex and region	P. 40 f., 74 f.	
<b>Aspect:</b> Employee - employer ratio		Within the organisation
<b>Management approach</b>	P. 32 f., 40 f.	
<b>G4-LA4</b> Minimum reporting deadlines of business changes, including information on whether these are presented in collective agreements	The workers' representatives are incorporated in the process early on if any significant changes to the company are planned. There have so far not been any contractually defined minimum reporting deadlines in this context.	
<b>Aspect:</b> Occupational health and safety		Within the organisation
<b>Management approach</b>	P. 32 f., 37 f.	
<b>G4-LA6</b> Nature of injuries and rate of injuries, occupational illnesses, days off sick, absenteeism and total number of occupational fatalities according to region and sex	P. 37 f.	

WORKING PRACTISES AND DECENT EMPLOYMENT	REFERENCE	LIMITS
<b>Aspect:</b> Education and further education		Within the organisation
<b>Management approach</b>	P. 32-37	
<b>G4-LA10</b> Programmes for competence management and life-long learning, which contribute to the continuing ability of employees to work and to assist them when leaving employment	P. 33-35	
<b>Aspect:</b> Evaluation of suppliers with respect to working practises		Within and outside of the organisation
<b>Management approach</b>	P. 23 f.	
<b>G4-LA14</b> Percentage of new suppliers which are examined with respect to the criteria concerning working practises	P. 23 f. – ecause suppliers must agree to the sustainability requirements of VfL before working together with the company, they are only examined additionally when specific violations are reported.	
HUMAN RIGHTS	REFERENCE	LIMITS
<b>Aspect:</b> Equality		Within and outside of the organisation
<b>Management approach</b>	P. 35, 56-59	
<b>G4-HR3</b> Total number of cases of discrimination and number of supporting measures which were examined	There were no cases of discrimination	
<b>Aspect:</b> Evaluation of the suppliers with respect to human rights		Within and outside of the organisation
<b>Management approach</b>	P. 23 f.	
<b>G4-HR10</b> Percentage of new suppliers who are examined with respect to human rights criteria	P. 23 f. – Because suppliers must agree to the sustainability requirements of VfL before working together with the company, they are only examined additionally when specific violations are reported.	
SOCIETY	REFERENCE	LIMITS
<b>Aspect:</b> Fighting corruption		Within the organisation
<b>Management approach</b>	P. 20 f.	
<b>G4-SO4</b> Information and education on measures and procedures to fight corruption	P. 20-24	
<b>Aspect:</b> Anti-competitive conduct		Within the organisation
<b>Management approach</b>	P. 20-24	
<b>G4-SO7</b> Total number of proceedings due to anti-competitive conduct or cartel and monopoly formation, as well as the results	P. 21	
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<b>G4-SO8</b> Monetary value of significant fines and total number of non-monetary fines arising from failure to comply with laws and regulations	P. 21	
<b>Aspect:</b> Evaluation of suppliers with respect to social consequences		Within and outside of the organisation
<b>Management approach</b>	P. 23 f.	
<b>G4-SO9</b> Percentage of new suppliers examined with respect to criteria concerning the consequences for society	P. 23 f. – Because suppliers must agree to the sustainability requirements of VfL before working together with the company, they are only examined additionally when specific violations are reported.	
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<b>Management approach</b>	P. 56-59	
<b>G4-E06</b> Nature and influence of initiatives for easy access / barrier-free environment	P. 56 f.	
PRODUCT RESPONSIBILITY	REFERENCE	LIMITS
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<b>Management approach</b>	P. 66-71	
<b>G4-PR1</b> Effect of products on human health and safety	P. 67-69	
<b>G4-E07</b> Number and nature of injuries, fatalities and notable incidents concerning spectators and other stakeholders	P. 67-69	
<b>Aspect:</b> Labelling of products and services		Within and outside of the organisation
<b>Management approach</b>	P. 19, 66-70	
<b>G4-PR5</b> Results of surveys on customer satisfaction	P. 19, 56-58, 66-70	
<b>Aspect:</b> Compliance (product responsibility)		Within and outside of the organisation
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<b>G4-PR9</b> Monetary value of significant fines arising from non-compliance with laws and regulations with respect to the provision and use of products and services	P. 21 – There were no fines during the reporting period	

# IMPRINT

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