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 2012. With this 2016 publication, VfL now comprehensive ly 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 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.

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; special content covering the topic of sustainability can be found at www.vfl-wolfsburg.de/soziales.
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 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 the 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 striving 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.

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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 charm. This also includes investing in 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.

Thomas Röttgermann
Managing Director of VfL Wolfsburg-Fußball GmbH

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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 1999. 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.

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 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 succeed ed 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 subsidiary of the Volkswagen Group. The shareholders were initially Volkswagen AG as well as the original club VfL Wolfs burg 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

The sensational championship win in 2009 was followed by more silverware in 2015 when the club won the DFB Cup for the first time.
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 located 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 Allerpark but lies near the Schillersteich south of the city centre. This is the centre and flag-ship 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 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 U19 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 sensationaly in national and international competitions in the last two years and added new silverware to the trophy cabinet. The professional men’s 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 out 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 Wolfe 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.

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

The VfL ladies crowned the 2015/2016 season by defending the DFB Cup as 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 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 2013/2014. In Europe, Nadine Kessler was joined on WOMEN’S POWER

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.

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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 worldwide, 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 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

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**STRATEGY AND MANAGEMENT**

**TARGET**

- Expansion and establishment of quality assurance in the merchandising division
- (Long-term) conversion of 10% of merchandising products to fair trade products
- Implementing data management for non-financials (paper, emissions, water, etc.)
- Boosting the popularity levels of the club
- Intensifying dialogue with partners on CSR topics

**STATE OF IMPLEMENTATION**

- Co-operation with VW AG enables suppliers to be audited by external service provider
- Participation at the practice day “Establishing responsible supply chain – reporting on sustainability”
- Quality management not fully implemented in terms of sustainability in the supply chain
- Launch of Oeko-Tex certified linen in the fan shop
- Launch of textiles made of GOTS certified cotton planned for autumn 2016
- No other sustainability certification for merchandising products apart from the above
- Implementation of CSR software for the data management of non-financials
- No future use of CSR software
- Boosted popularity along the brand values, also in terms of sustainability
- Raised media awareness with respect to the sustainability measures implemented by VfL Wolfsburg
- Award as the most sustainable Bundesliga club in a study undertaken by imug Beratungsgesellschaft
- Organising a sustainability day with partners (B & U M) on-site meeting on the topic of sustainability in Wolfsburg on 27 November 2016
- First dialogue event with external stakeholders on corporate social responsibility of VfL Wolfsburg in April 2016

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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.
In May 2015, Virtual Bundesliga (VfL) has been engaged in electronic sports and supports the two e-sportsmen “SalZOr” and “DaveBtw”. With Benedikt “SalZOr” Saltz, the first Bundesliga football club to become involved in the electronic sports sector. Under the slogan “Football is more”, VfL Wolfsburg became the driver of corporate professionalism. The findings of the survey reveal that VfL not only has a clear strategic objective but also a high degree of 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” Saltz, the wolves have been supporting an e-sportsman involved 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. 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.

**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 rate was 19 percentage points. People surveyed increasingly see the club as “successful”, “team-oriented”, and “international”. It also enjoyed an above average increase in its reputation in the areas labelled “sustainable” and “innovative”.

**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.
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: implementingness to be assessed on the basis of its successes. The programme also defines incentives for internal controlling: implementingness to be assessed on the basis of its successes.

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 on 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.

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 mbH and experts from DEKRA.

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 Bayern Munich 52.00
6 1. FC Köln 45.00
7 FC Bayern München 42.50
8 Hertha BSC 42.00
9 FC Augsburg 39.00
10 Bayer Leverkusen 37.75
11 FC Ingolstadt 34.25
12 Eintracht Frankfurt 33.50
13 1. FSV Mainz 32.75
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

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 the future 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.

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 comprehensible 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 therefore 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.
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.

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

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, 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 accepting the acceptance and handing over of presents, invitations and donations. VfL had already stipulated at an earlier stage that

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?

I think it is well organised. I mean, we test very rigorously. 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.

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.

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’s 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-
environmentally-compatible and non-harmful strip printing, and had the bed linen certified by Geko-Tex. From autumn 2016, VfL Wolfsburg also hopes to present a new Champions 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 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.

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**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-

**“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 for 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 Bristron, VfL Head of CSR, “the intense discussions can play a part in helping every football club find the right way forward.”

**“Credibility is as essential for football clubs as it is for sport in general. Transparency, good corporate governance and compliance are the foundations for this credibility in football clubs.”**

Sylvia Schenk, Transparency International Deutschland e.V.

“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
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.). 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 in May 2016 and featured representatives of nine Club Association (ECA) in Nyon, 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).

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 in May 2016 and featured representatives of nine Club Association (ECA) in Nyon, 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).

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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. [G6-18] [G6-27] 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.

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 January 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).
AMBITION 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 provides 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

<table>
<thead>
<tr>
<th>OBJECTIVES</th>
<th>DATE</th>
<th>COMMENTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Establishing a risk management system</td>
<td>End 2017</td>
<td>Establishing a draft for a risk management system within the organisational instructions (O) and informing employees via their line managers</td>
</tr>
<tr>
<td>Expanding and establishing the quality assurance in the Merchandising Division</td>
<td>Ongoing</td>
<td>Stronger incorporation of sustainability criteria within quality assurance in the long term</td>
</tr>
<tr>
<td>(Long-term) conversion of 10% of merchandising products to sustainable-certified products</td>
<td>Ongoing</td>
<td>Implementing a 2016 organic collection certified according to the Global Organic Textile Standard (GOTS), Dialogue with the new sportswear provider Nike on joint potential</td>
</tr>
<tr>
<td>Boosting the popularity of the club</td>
<td>Ongoing</td>
<td>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</td>
</tr>
<tr>
<td>Setting up and establishing a regular stakeholder dialogue at various levels</td>
<td>End of 2019/2020 season</td>
<td>Implementing and establishing fan dialogue on sustainability issues, Continuing the dialogue with stakeholders as part of additional dialogue events</td>
</tr>
</tbody>
</table>

ENVIRONMENT

<table>
<thead>
<tr>
<th>OBJECTIVES</th>
<th>DATE</th>
<th>COMMENTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Continuing the conversion to Green IT</td>
<td>End of 2017/2018 season</td>
<td>Energy-related conversion of the server rooms and more efficient cooling, Implementing a paperless document management system</td>
</tr>
<tr>
<td>25% reduction in the club’s CO₂ emissions (scope 1 and scope 2) compared to the 2011 calendar year</td>
<td>End of 2017/2018 season</td>
<td>Other savings measures to enable the targets to be reached despite the construction of the new AOK Stadium and the VfL Center</td>
</tr>
<tr>
<td>Promoting sustainable mobility</td>
<td>Ongoing</td>
<td>Promoting the e-mobility of fans and employees</td>
</tr>
<tr>
<td>Saving natural resources</td>
<td>Ongoing</td>
<td>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</td>
</tr>
<tr>
<td>Taking into consideration the latest energy efficiency standards and biodiversity in new buildings</td>
<td>Ongoing</td>
<td>Construction of the new VfL Youth Academy taking into consideration energy efficiency measures and additional environmental criteria, Investment in the plans of the city administration to re-naturalise the Aller river between Vorsfelde and Allersee, in an area where numerous VfL facilities are located</td>
</tr>
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EMPLOYEES

<table>
<thead>
<tr>
<th>OBJECTIVES</th>
<th>DATE</th>
<th>COMMENTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Developing and implementation of regular training for all players in how to manage (social) media</td>
<td>End 2016</td>
<td>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</td>
</tr>
<tr>
<td>Implementing a standardised VfL-dedicated working software for sports personnel</td>
<td>End 2017</td>
<td>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</td>
</tr>
<tr>
<td>Promoting offers for employees to improve their health and take part in sporting activities</td>
<td>Ongoing</td>
<td>Establishing the VW health check-up as a preventative health measure, and increasing the numbers of participants compared to the 2015/2016 season</td>
</tr>
<tr>
<td>Expanding the vocational training for players</td>
<td>Ongoing</td>
<td>Establishing an annual educational event for apprentices, U23 and U19 players, as well as the players in the women’s teams, on the courses available at the VfL Campus</td>
</tr>
<tr>
<td>Expanding the further education measures for employees – in particular on the issue of sustainability</td>
<td>End of 2017/2018 season</td>
<td>Elaborating a human resource development concept</td>
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SOCIETY

<table>
<thead>
<tr>
<th>OBJECTIVES</th>
<th>DATE</th>
<th>COMMENTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Implementing additional measures covering integration, diversity and anti-discrimination</td>
<td>End of 2016/2017 season</td>
<td>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</td>
</tr>
<tr>
<td>Expanding and strengthening the partner network</td>
<td>Ongoing</td>
<td>Strengthening the “VfL Wolvesburg Sport Integrates” network to further improve the integration of people with different cultural backgrounds by way of the sport medium</td>
</tr>
<tr>
<td>Further developing the VfL Wiki</td>
<td>End of 2017/2018 season</td>
<td>Implementing more school’s writing competitions in co-operation with the Dudenverlag publishing house, and doubling the number of participants compared to 2016</td>
</tr>
<tr>
<td>Further developing the extra-curricular learning location</td>
<td>End 2017</td>
<td>Establishing VfL Wolfsburg as a teaching facility</td>
</tr>
<tr>
<td>Developing further measures to create barrier-free facilities in all divisions</td>
<td>Ongoing</td>
<td>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</td>
</tr>
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</table>

FANS AND MEMBERS

<table>
<thead>
<tr>
<th>OBJECTIVES</th>
<th>DATE</th>
<th>COMMENTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Setting up a service centre and implementing a service concept</td>
<td>End 2016</td>
<td>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</td>
</tr>
<tr>
<td>Establishing sports offers for older members</td>
<td>End 2017</td>
<td>Establishing the sport of “walking football” as a central sporting option for older members</td>
</tr>
<tr>
<td>Expanding the safety measures at the VfL premises (on non-match days)</td>
<td>End 2018</td>
<td>Expanding the video surveillance for the (whole) arena site.</td>
</tr>
<tr>
<td>Expanding the activities of the VfL Football School</td>
<td>End 2017</td>
<td>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</td>
</tr>
<tr>
<td>Institutionalising the fan communication</td>
<td>End of 2016/2017 season</td>
<td>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</td>
</tr>
</tbody>
</table>

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.

Establishment of the VfL Football.Academy and implementing its integrated approach to player care.

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.

Implementing more school’s writing competitions in co-operation with the Dudenverlag publishing house, and doubling the number of participants compared to 2016.

Setting up the VfL Football.Academy and implementing its integrated approach to player care.

Implementing a human resource development concept.

Establishing VfL Wolfsburg as a teaching facility.
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 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 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 36 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-

<table>
<thead>
<tr>
<th>TARGET</th>
<th>STATUS</th>
<th>STATE OF IMPLEMENTATION</th>
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<tbody>
<tr>
<td>Organizing the second VfL Health Day for employees</td>
<td>+</td>
<td>-</td>
</tr>
<tr>
<td>Participation of all divisional and departmental managers at a workshop on “Mental health at the workplace”</td>
<td>+</td>
<td>-</td>
</tr>
<tr>
<td>Offer all employees to take part during working hours in the health-oriented Volkswagen Check-up</td>
<td>+</td>
<td>-</td>
</tr>
<tr>
<td>Opening of the VfL Campus for academic further education opportunities</td>
<td>+</td>
<td>-</td>
</tr>
<tr>
<td>Raising the ratio of successfully completed vocational training/ starting vocational training amongst young players</td>
<td>+</td>
<td>-</td>
</tr>
<tr>
<td>Reducing the trainee ratio for young players starting vocational training at Autovision and VfL Wolfsburg-Fußball GmbH compared to the 2013/2014 and 2014/2015 seasons (eight)</td>
<td>+</td>
<td>-</td>
</tr>
<tr>
<td>One employee of the CSR team successfully gained an additional CSR qualification</td>
<td>+</td>
<td>-</td>
</tr>
<tr>
<td>Seven employees participated in the basic management qualifications of VW AG</td>
<td>+</td>
<td>-</td>
</tr>
<tr>
<td>Continuing the partnership with VW AG involving the further education of employees</td>
<td>+</td>
<td>-</td>
</tr>
<tr>
<td>50 % of employees took part in further vocational training at Volkswagen, 27 % participated in an English course</td>
<td>+</td>
<td>-</td>
</tr>
<tr>
<td>Continuing the organisation of a corporate volunteering day every 2 years (“11 for 11” on 16 March 2016)</td>
<td>+</td>
<td>-</td>
</tr>
<tr>
<td>A corporate volunteering programme was not implemented</td>
<td>-</td>
<td>-</td>
</tr>
</tbody>
</table>

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 by themselves.
footballing careers are also given oppor-
tunity 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 partici-
pated in training courses as office man-
agement assistants at VfL Wolfsburg
headquarters. Luisa Wensing and Zsan-
ett Jakabfi who are in Wolfsburg’s wom-
en’s Bundesliga football team, work half
time for VfL Wolfsburg. Zsanett Jakabfi
has worked in the Service Provision De-
partment 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 re-
quired at a professional level. In gen-
eral, 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 train-
ing centre (NLZ) help young players with
their homework. The offers available are
rounded off by the NLZ’s various co-op-
eration 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 ca-
reer 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.

VfL utilises its partnership with the
Volkswagen Group for the further edu-
cation of the experts in its head office.
During the reporting period, 59 employ-
ees – 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 – correspond to around 30
per cent of the workforce. The FBQ begins
with a two-day examination for CSR
management at the IHK Academy in Nuremberg. Her further ed-
ucation was subsidised by the Bundesli-
gard 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-op-
eration with the Christliches Jugend-
dorfwerk Deutschland plays an impor-
tant part in its youth work for women’s
football. Three U16 players currently live
there, including the U17 European cham-
pion 2016 and European Championship
top goal scorer Anna-Lena Stolze. This
youth work in women’s football – for
which VfL regularly gains special spon-
sors – 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 “Marina
Müller elementary school tournament”
and “Girls’ football day”, VfL brings alive
captivating events to establish the neces-
sary amount of awareness in the region.
GIRLS’ FOOTBALL DAY 2015

51 enthusiastic football-playing girls happily accepted the invitation from ex-national team player Viola Ődebrecht 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 Goßling, Babett Peter, Anna Blässe and Michaela Brandenburg popped in to show off their dribbling skills and to sign lots of autographs. This was followed quickly by Nilla Fischer and Alex Popp turning up for autographs. This was followed quickly by 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.

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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, Anna Blässe and Michaela Brandenburg popped in to show off their dribbling skills and to sign lots of autographs. This was followed quickly by Nilla Fischer and Alex Popp turning up for autographs. After the exciting knock-out rounds, the Aller-Oker elementary school from Müden near Gifhorn came out on top in the final against the Rau- theim 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 car track. “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.”

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 orthopaedic treatments 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 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 injuries. 93knee 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...
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 risk, 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 responsibilities.

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.

During their working hours, all VfL employees 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 confident. 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 however:

“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

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 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.

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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” employers 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:

“11 FOR 11”

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“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 Alessandra 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 organisation 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 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.
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. Therefore, VfL has an obligation to coach its players in how to behave in public, and to protect them where necessary. Moreover, 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 visualize 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.

### 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.
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.

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 takes into account the 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 throughout the league. However, greenkeeping, floodlights 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 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.

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

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

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

WATER CONSUMPTION
Total Arena, AOK Stadium, Fan House and VfL Centre
2015/16: 60,471.90 m³
of which grey water from the canal used for irrigation
2015/16: 11,500 m³
Waste water volume:
2015/16: 17,997.90 m³

31 March 2016, catwalk in Wolfsburg. The new “Wölfe RE//designet” 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//designet”? 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 prac-
tise 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 “United” football group. This is a project undertaken in co-operation with the Spe-
cial 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.

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

Maik Rummel, Head of Facility Management

VfL Wolfsburg also acts responsibly when it comes to the environmental- ly-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 Volkswa-
gen Arena was also the role model for VfL Wolfsburg’s use of water-saving taps in

REDDUCING THE AMOUNT OF VALUABLE WATER IT USES

VfL Wolfsburg

Upcycling the “Wölfe RE//designeted” collection

“Wölfe RE//designeted” collection

ECOLOGY
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 300 per cent recycled paper and can be completely composted along with organic waste.

Organisation. VfL is deliberately sticking to this disposable cup solution. It does this to avoid injuries because hard or 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 for Advances in Climate Protection”.

Agreed upon is a shift to a new cycle of corporate standards. This is why VfL Wolfsburg is now amongst the top three companies 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**

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 CO2 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 CO2 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 CO2 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 CO2e. This is around five per cent lower than in the 2013/2014 season. However, if one adjusts for the aforementioned changes, this means...

**WASTE QUANTITY per match day**

<table>
<thead>
<tr>
<th>Year</th>
<th>Amount</th>
</tr>
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<tr>
<td>2015/16</td>
<td>approx. 4.92 t refuse waste approx. 1.25 t paper</td>
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At the end of the season, this totalled 1266 goals, and therefore 
together with the regional utility company LSW Energie.

For every goal scored by its teams in competitive com-

Trees soak up CO₂ and produce oxygen – VfL goals now do this 
also the same number of pedunculate oaks, beech trees, rowan 
trees, silver firs and yew trees. At the start of the planting cam-

the emissions have actually dropped by 34 per cent.

Emissions which can be directly or indi-

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 emis-
sions 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 emis-
sions in the 2015/2016 season as well was accounted for by spectator mobili-
ty during home matches. The emissions associated with these matches were ex-
trapolated by VfL on the basis of a fan sur-

The GOALS FOR CLIMATE PROTECTION

GOALS FOR CLIMATE PROTECTION

Trees soak up CO₂ and produce oxygen – VfL goals now do this as well. For every goal scored by its teams in competitive com-

The GOALS FOR CLIMATE PROTECTION

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 Driv-

efficient driving as a women’s domain

The CO₂ footprint again made it very clear: mobility is a major challenge for climate protection in the football-

The measures implemented by VfL are having an effect. Nevertheless, there is still plenty of potential to make even greater improvements.“

“The CO₂ 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 CO₂OL

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

APPROACHES FOR TARGETED CLIMATE PROTECTION PROGRAMMES

The CO₂ footprint again made it very clear: mobility is a major challenge for climate protection in the football-

When the green light is given for the start of the ECO Chal-

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.

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.

GOALS FOR CLIMATE PROTECTION

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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.

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 "CO2OL Tropical Mix Reforestation" climate protection project in Panama, for whose benefit a total of 35 tonnes of CO2 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 2016, 20.72 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.

"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 Fütterer, 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, whooping 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 language 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.

### MOBILITY ANALYSIS FINDINGS

| 60 per cent live 15 km away | 40 per cent live 10 km away | 18 per cent live 5 km away |

**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.**

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**ON THE TRACK OF THE WOLF**

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**MILESTONES**

- **Reassessing the CO2 footprint for the 2015/2016 season in co-operation with CO2OL** (5 August 2015)
- **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 “Tütle” instead (30 June 2015)
- **Undertaking a mobility analysis to further understand the mobility behaviour of spectators at home matches** (23 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)

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**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 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.
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 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 unburdensome way.

**SUCCESSFUL THANKS TO INCLUSION AND ANTI-DISCRIMINATION**

Professional football demonstrates time and again that national, religious 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 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 magnify 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.

VfL has also had an officer for the disabled for over 15 years: Mike Compagnore is a full-time employee in the municipal Fan Office. 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.

**TARGET | STATUS | STATE OF IMPLEMENTATION**

<table>
<thead>
<tr>
<th>TARGET</th>
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<th>STATE OF IMPLEMENTATION</th>
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<tbody>
<tr>
<td>Further development of the VfL Wiki</td>
<td>+</td>
<td>Representatives from other schools were trained in the use of the Wiki as part of the Duden writing competition</td>
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<tr>
<td>Expansion and strengthening of the partner network</td>
<td>+</td>
<td>Establishing a new partnership with the Dudenverlag publishing house</td>
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<tr>
<td>Opening an extra-curricular teaching location as part of the VfL FootballWorld</td>
<td>+</td>
<td>Co-founding the “Wolfsburg Sport Integrates” initiative</td>
</tr>
<tr>
<td>Development of additional measures to create barrier-free access in all areas</td>
<td>+</td>
<td>Expanding the partnership with NABU for environmental education in an extra-curricular teaching location</td>
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<td></td>
<td>+</td>
<td>Expanding the extra-curricular teaching location in the VfL FootballWorld</td>
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<td>+</td>
<td>Extra-curricular teaching location certified pursuant to BNE (Education for Sustainable Development) by the Lower Saxony Ministry of Education</td>
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<tr>
<td></td>
<td>+</td>
<td>Publication of a barrier-free app with important information for fans and spectators, as well as to communicate the “Moving Together” initiative</td>
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<tr>
<td></td>
<td>+</td>
<td>Wheelchair users surveyed to find out their needs when visiting the stadium</td>
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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 was used to raise fans’ awareness of this topic. Beyond these events, VfL also creates permanent opportunities for people with handicaps 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 largest sports movement for people with mental and multiple handicaps.

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-PDFF 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 Fußballverband 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 also aimed at integrating refugees: for instance, the “Supporters Wolfsburg wölfe” 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

“THERE IS ABSOLUTLEY 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 fans clubs (DFC) 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. 15 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 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 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 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 sportswomen 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 brings people together. 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-PDFF 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 in 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 also aimed at integrating refugees: for instance, the “Supporters Wolfsburg wölfe” 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.

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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.

**PROMOTING EDUCATION AND HEALTH**

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 200 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 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 Fries, 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.

**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.

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 two pitches. Language barriers were broken down, tactics became discernable, team spirit grew. Favours 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.
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 the Juconi employees had achieved with our financial support. They were actually also delighted that we had come to visit them: the employees had achieved with our financial support. They were actually also delighted that we had come to visit them.

What was your personal impression of the visit?
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Which memories did you bring back home with you?
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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 (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” rating. VfL uses the detailed examination report to systematically further optimise all of its measures.

Every 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.

IN Volving 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 counteracting 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.
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. However, during the away match at Hannover 96 on 1 March 2016. Several flares originating from the Wolfsburg fan block were fired slightly injured.

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 defending 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 mediating 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 (Kompetenzzgruppe Fankulturen [KoFaS GbR]). 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 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.

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"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

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.

GREATER INSIGHT THANKS TO OPEN DIALOGUE

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.
**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 aim it aims to improve communication between football and its fans.

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 is 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.

**SPORTS ENCOUNTERS OF A SPECIAL KIND**

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

Wolfsburg and Bühren are 160-kilometre 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 GUILAVOGUI VISITS GRENZENLOSE WOLFSBURGER**

When Josuha Guilavogui met the 60 fans waiting for him in Bündorf, 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 any problems.

**10TH ANNIVERSARY OF THE PARKPLATZWÖLFE: 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 EISCHOTTER WIPPERWÖLFE**

Eischat – even the name promises something very special: immediately upon arriving, Christian Träsch was invited to take a stroll by his hosts, the Eischatter Wipperwölfe. The walk ends in the merchandising collection of Winen Padniewski. The former steward 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.

**DIRECT CONTACTS FOR THE FANS**

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

THE FAN THIES, Fan Project Wolfsburg.

Four employees engaged by the Fan Project enjoy very good direct 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.

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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 WolfClub 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 7,250 members. Because many young members also attend the VfL Football School, the WolfClub also plays a part in pursuing the objective of promoting young footballers in the region, and binding them to VfL.

The WolfClub is open to all VfL fans above the age of 14. The WolfClub also includes the event initiatives WolfClub junior and WolfClub S5plus. The WolfClub junior team organises events appropriate to the age of the fans between 14 and 17, including supervised visits to home matches and joint trips to away matches. The WolfClub S5plus 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 WolfClub S5plus events the new trend sport of Walking Football.

THE LEGENDS RETURN HOME

15 WolfClub members aged 55 or more met in the SoccerFest Arena in Wolfsburg on 23rd & 24th June 2016 in order 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 the WolfClub is all about. Reports from the WolfClub members:

“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 Mohlen, 65 years-of-age

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 so-called black market from destroying the so-called black market from destroying the so-called black market from destroying the so-called black market from destroying the so-called black market from destroying the so-called black market from destroying the so-called black market.

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 cooperates 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. In 2014, 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 cooperates 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.

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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 cooperates 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.

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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. Thus, enthusiasm is more important than money. VfL Wolfsburg is very interested in binding them to the club. 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.

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 WolfeClub 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 WolfeClub. But simply being a member is not really his thing. He therefore plays a key role. He helps organise the events run by WolfeClub S5plus, takes part in handing over Christmas presents to children who attend the Wolfsburgers Tafel (food bank), and assists the full-time employees in preparing the VfL Kids Day. He also organises the WolfeClub stand in the Volkswagen Arena at many VfL Wolfsburg home matches.

When asked why he does it, he talks about his love of football and his enjoyment of being together with the other WolfeClub 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:

“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 team of volunteers in the WölfeClub 55plus are regularly asked for their advice when formulating offers for the WolfeClub S5plus.

The tasks undertaken by the volunteers include looking after the WolfeClub stand at home matches, as well as service and supervisory functions, such as during the summer barbecues of the WolfeClub S5plus. They take part in the organisation of spectator surveys, co-ordinate the registrations for the VfL Kids Day, and look after the WolfeClub modules at VfL Wolfsburg events.

The WolfeClub 55plus - Voluntary Team: The Facts

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<thead>
<tr>
<th>Statistics</th>
<th>Description</th>
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<tbody>
<tr>
<td>150</td>
<td>Children’s birthdays with a total of 1,500 guests in the Volkswagen Arena per season</td>
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<tr>
<td>400</td>
<td>Appearances of the Wolfi mascot per season</td>
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<td>200</td>
<td>Children as flag kids per season</td>
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<tr>
<td>3,000</td>
<td>Participants in the VfL Football School per season</td>
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<tr>
<td>1,500</td>
<td>Children and another 2,000 visitors to the annual VfL Kids Day</td>
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<tr>
<td>100</td>
<td>WolfeClub events per season</td>
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<td>800</td>
<td>Children on the WolfeClub members panel in the Volkswagen Arena</td>
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<td>500</td>
<td>Mascots at Bundesliga home matches per season</td>
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<td>Over 200</td>
<td>Kids events per season</td>
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<tr>
<td>300</td>
<td>Children on away match trips per season</td>
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<tr>
<td>1,000</td>
<td>Children and young people in the supervised home match adventure per season</td>
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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 (@ July 2016)
- Introducing Walking Football for the WolfeClub 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.
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 in information relating to G4-17 to G4-27 comply with the GRI Materiality Disclosures Service.

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