



VfL WOLFSBURG

FUSSBALL IST ALLES

MOVING TOGETHER

VFL WOLFSBURG PROGRESS REPORT

2014



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A GREAT DEAL HAS HAPPENED

ABOUT THIS REPORT

Corporate Social Responsibility (CSR) for people and the environment is firmly rooted in the philosophy of VfL Wolfsburg. VfL has the ambition of playing a leading role in professional football as a responsible participant, nationally and internationally. These endeavours are supported by the sustainability and CSR reporting which are key communication instruments. The most important stakeholders at which these reports are aimed include the fans, employees, partners and sponsors of VfL, as well as Volkswagen AG. In addition, it is also aimed at non-governmental organisations and lobbies, as well as representatives of politics, science and research.

In this CSR Progress Report, VfL makes public to its stakeholder groups the progress which was achieved up to July 2014 in implementing the sustainability programme it adopted in 2012. This report focuses on the most important activities, changes and further developments, as well as the weaknesses identified in VfL's handling of its social responsibility. Moreover, the report also provides information on VfL's objectives for the future reporting periods. This is followed by the CSR Report which will be published at the end of 2016 in the long detailed version.

The reporting period concentrates on the 2012/2013 and 2013/2014 seasons; later developments have also been taken into consideration in individual cases if this was feasible before the editorial closing date. All of the aspects dealt with refer to the whole VfL Wolfsburg-Fußball GmbH. The report is published in a German and an English version.

The structure of the report is influenced by the first publication of the VfL Sustainability Report in 2012. The structural similarities are a deliberate tool to enhance transparency and make it easier for readers to understand the development steps achieved by the club.

The report starts with an introduction by the management and the lord mayor of Wolfsburg, which is followed by the elabora-

tion of the core business of VfL Wolfsburg – and focuses on the impressive sporting success of its two Bundesliga teams. The following five main chapters concentrate on the main aspects of the primary CSR activities in which the club is engaged: “Strategy and management”, “Employees”, “Environment”, and “Society”, as well as “Fans and members”. Progress is described in these chapters on the basis of selected highlights. Each chapter is also accompanied by an overview highlighting the main milestones achieved during the reporting period: and an “Outlook” looks forward to planned activities. The information incorporated in these chapters was derived from discussions with the responsible employees in each case.

The introduction to each chapter includes an overview of the targets published in 2012, and the current status of the target implementation. The club has adapted its 2014 CSR objectives to the current developments. New objectives, and the measures implemented to achieve them are presented in an updated CSR programme which follows the main chapters. The report concludes with an overview of the most important metrics during the reporting period.

To ensure the report can be read more smoothly, groups of persons described in the report are always referred to in the masculine tense, but should always be seen as considering men and women equally in each case.

The progress report follows the first report in being oriented to the standards of the Global Reporting Initiative (GRI) version GRI 3.1, and IÖW/future e.v. Focusing on the progress does mean, however, that not all of the indicators could be discussed to the same extent. This is the reason why VfL dispensed with an examination of the contents by the GRI.

More detailed information and up-to-date news can be found at the VfL Wolfsburg website at www.vfl-wolfsburg.de; content dealing specifically with sustainability can be found at www.vfl-wolfsburg.de/soziales.



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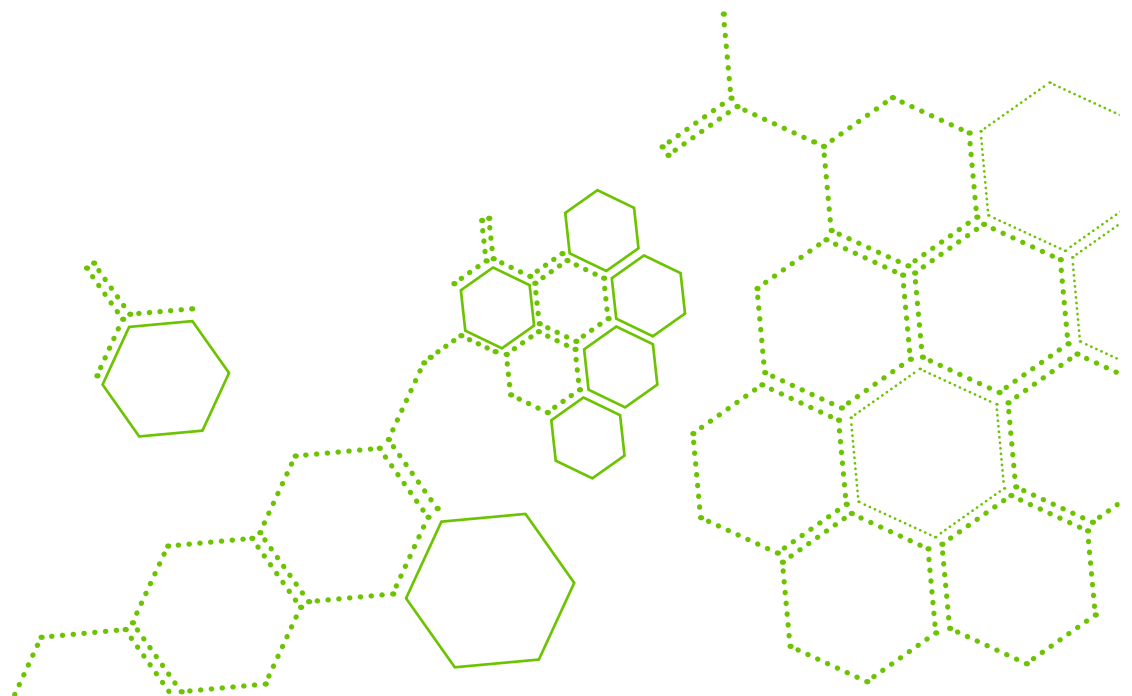
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VFL MOVES PEOPLE IN THE REGION

LORD MAYOR OF WOLFSBURG KLAUS MOHRS ON THE SOCIAL SIGNIFICANCE OF FOOTBALL

Football is thrilling. The World Cup in Brazil again very clearly underlined the enormous emotional power of this sport, and how it brings people together – on the winning and the losing side. Wolfsburg as well has always cheered on the footballers, and celebrated many wonderful moments and victories last season with the national team as well as with VfL Wolfsburg.

The clubs, professional players, coaches and managers are role models for young and old sports fans. I am therefore delighted that VfL Wolfsburg not only does the best it can to achieve sporting success, but also has a strong commitment to corporate responsibility in other areas. Even though the first teams often take pride of place, there are many other aspects in which VfL moves the people in the region. It does a great deal for society and the environment with its activities and many innovative projects. Under its “Moving Together” slogan, it joins together with partners to support education, integration and health. In addition, VfL has plans to slash its CO2 emissions by 25 per cent by the end of the 2017/2018 season. The progress report not only clearly highlights that VfL Wolfsburg has moved sig-

nificantly towards achieving these goals after the 2012/2013 and 2013/2014 seasons, but also that it must still do all it can to maintain its commitment.

The fans are part of the club and we should therefore all do our part to look after the environment as well as treat our fellow citizens fairly. Doing this can sometimes be uncomplicated: with the “Moving Together” campaign day for instance, we have shown how pleasant it is to cycle to the stadium. Read this report to find out what VfL is doing for you and your environment, and how you can also play a part in this 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 the excellent co-operation in creating a forward-looking lively Wolfsburg. I look forward to lots more success on the pitch, as well as in its social and environmental activities, and will keep my fingers crossed on behalf of the

sportsmen and women for their future matches and competitions.

Yours faithfully,



Ihr Klaus Mohrs,
Lord Mayor of the city of Wolfsburg



INTERNATIONAL SUCCESS AND REGIONAL ROOTS

THOMAS RÖTTGERMANN, MANAGING DIRECTOR OF VfL WOLFSBURG-FUSSBALL GMBH, ON THE SUCCESS AND RESPONSIBILITY OF THE CLUB

VfL makes permanent progress – in all possible fields: following in the footsteps of the VfL women, the Bundesliga team is now also playing at an international level. Qualifying for the Europa League gives us an opportunity to bring even more attractive matches to Wolfsburg, further strengthen our media presence and fan loyalty, and attract the attention of new partners and sponsors. At the same time, this brings us closer to our overriding ambition of running football in such an integrated way that we establish ourselves permanently as one of the top international clubs.

Success boosts our commercial strength and attractiveness, and makes us figures of admiration. This also enables us to satisfy our corporate social responsibility (CSR) even more intensely, and to do so with the incorporation of as many people as possible. On our first Volunteers Day for instance, we worked together with players and the club office employees to restore the grounds of TSG Calbe destroyed when the Saale river burst its banks. Moreover, we have incorporated CSR objectives in the annual targets agreed with our employees and managers, to work together to achieve more sustainability at VfL. As an event organiser as well, we always think in terms of society. This includes our continued commitment to inexpensive, affordable ticket prices for people from all sections of society.

We bundle our social commitment within the “Moving Together” initiative – which

attracts attention well beyond the region. One example being when the former German Minister for Families, Ursula von der Leyen, came along to see pupils working with the VfL-Wiki.

And under the umbrella of its “Wolfsburg United” slogan, VfL also does a great deal at an international level to promote co-operation and the exchange of cultures. These endeavours included organising a training camp for the VfL Football Academy in Mexico. In addition, we also had football academy players from China as our guests: an important enough occasion to attract the attention of the President of China Xi Jinping, who came along to the Berlin Olympics site to watch the young Chinese team playing our youth squad. We are also the only German club to become a founder member of the “European Football for Development Network” (EFDN).

Transparency and dialogue are also integral parts of our ambition to act as a role model on CSR matters. This progress report is intended to make a contribution to achieving this aim. We warmly welcome you to read it critically and to let us know what

you think of the report. I very much look forward to hearing from you.

Yours faithfully,



Ihr Thomas Röttgermann,
Managing Director
of VfL Wolfsburg-Fußball GmbH





A strong team in green and white: the Bundesliga team of VfL Wolfsburg enjoyed its second best season in 2013/14 since being promoted to the first division 17 years ago, enabling it to qualify for the Europa league.

SPORTING DEVELOPMENT

The key aspect of VfL Wolfsburg's CSR strategy is sporting success. This provides the club with the commercial basis for its social commitment. Success at the highest levels in sport also endows the club with the reputation it requires to act as a role model for positive social change. The Bundesliga team is and remains the nationwide poster child of the VfL and the whole region. With its return to the international football stage and a strong 2013/2014 Bundesliga season, VfL has gained even more in authority. But bringing thrills to the pitch is not solely in the hands of the male Bundesliga stars playing in green and white: the VfL women's team has been playing with the highest possible success at an international level since the 2012/2013 season, winning five of six possible titles – a very impressive overall performance. During the reporting period, the U19 and U23 teams also played very successfully in their leagues, each winning their championships.

WOLFSBURG AGAIN QUALIFIED FOR EUROPE

After the restructuring of the sporting level at the end of 2012 with Klaus Allofs as the new Managing Director Sport and Communication and Dieter Hecking as the new head coach, the Bundesliga team has been continually making progress towards the top, in the direction of international competition. The first milestone: a tolerable eleventh place position in the 2012/2013 season. In the second half of the season, VfL only left the pitch as a loser on three occasions, remaining unbeaten in the last ten games of the season.

VfL continued this upward trend in the 2013/2014 season. Rounded off with a home victory against Borussia Mönchengladbach on the last match of the season, Wolfsburg occupied position five in the table to make it its second-best

season in its 17 years in the Bundesliga, and rewarding it with qualification for the next Europa League competition. It is only the second time since winning the championships in 2012 that VfL Wolfsburg has taken part again in an international competition.

In addition, VfL got as far as the semi-finals of the DFB cup twice during the reporting period, during the course of which its strong performances won a great deal of friends and respect throughout Germany. Overall, VfL Wolfsburg is enjoying a clear upward trend. This is verified by the sales figures for season and day tickets, the excellent sales of merchandising products, and the acclaim of fans everywhere when the green-and-whites show up.

RECORD HAUL IN WOMEN'S FOOTBALL

The VfL women's team boasted an unprecedented run of success during the two preceding seasons. Although never having won a title before at this level, the women's team began with an impressive 2012/2013 Bundesliga season: the German championship was already firmly in their hands eleven days before the last

The VfL Wolfsburg women's team wrote itself into the history books during the last two seasons: they won the triple in 2013 by becoming German Champions, and winning the DFB Cup and the UEFA Women's Champions League; and in 2014 they defended their German championship title and successfully retained the Champions League trophy.



Successful youth work: the U19 team became German Champions in 2013, and reached the semi-final in 2014. This year, the U23 team won the league title in the restructured Regionalliga.

match. And nobody could foresee at this time that the team trained by Ralf Kellermann would also win the DFB cup and the UEFA Women's Champions League trophy, to become the first German football team ever to win the triple – and that at their first attempt.

One year later, it became impressively clear that the women's team could justifiably consider itself one of the best teams in Europe: the women's Bundesliga team in the VfL Wolfsburg colours succeeded in defending its Champions League title – another unprecedented triumph by a German football team. The women also won the championships for the sec-

ond season in a row. This time, however, things stayed exciting right up to the last minute: the crucial encounter with their direct competitor 1. FFC Frankfurt took place at the last match of the season. And the winning goal for the final 2:1 result only fell shortly before the final whistle. And another record: with 12,464 spectators in the completely full VfL stadium on the Elsterweg, the match boasted the largest number of spectators in the history of the women's Bundesliga.

U19 JUNIORS AND U23 NORTHERN CHAMPIONS

For the second time since 2011, the U19 team became German champions on 23 June 2013. The final match took place in the DKB Arena in Rostock in front of a record number of spectators totalling 18,500. In an exciting match, the VfL junior team beat FC Hansa Rostock 3:1 in extra time. They therefore qualified for the championships in 2013/2014 which they unfortunately lost in the semi-final. The VfL U23 team played in the North Division of the Regionalliga restructured by the German Football Association, enjoying a good 2012/2013 season by winning the championships in 2014.

MILESTONES

Bundesliga team returns to international competition 2014

Bundesliga team reached the DFB cup semi-finals in 2013 and 2014

Champions League title for the women's team 2013 and 2014

German Championships won by the women's team 2013 and 2014

DFB cup 2013 won by the VfL women's team

VfL U23 team win the North Regionalliga Championships

U19 becomes German champion for the second time (3 June 2013)



OUTLOOK

VfL's objective for its Bundesliga team is to establish itself in the international football business in the long term. To achieve this, VfL is not only planning investments in the first team, but also across the whole width of the squad. This strategy also includes the junior teams. The new VfL centre and the women's/U23 stadium, herald a new era in the promotion of junior and professional players.



STRATEGY AND MANAGEMENT

CSR OBJECTIVE	STATUS	IMPLEMENTATION STATUS
Expansion and establishment of quality assurance in the merchandising sector		<ul style="list-style-type: none"> + External inspection of critical products in the merchandising sector - The club has a less than complete record so far in upholding its responsibilities for the supply chain.
(Long-term) conversion of 10 % of the merchandising products to fair trade products		<ul style="list-style-type: none"> + Implementation of certified fair trade chocolate products - No "home-game shirt" made from sustainably produced materials could be procured for the 14/15 season.
Implementing data management for non-financials (paper, emissions, water, etc.)		<ul style="list-style-type: none"> + Implementation of a software solution for data management has been prepared + Contract negotiations were successfully closed with a provider for a non-financial data management system - Data management for the administration office, Volkswagen Arena, and Elsterweg stadium have not yet been merged.
Boosting the popularity of the club		<ul style="list-style-type: none"> + "Brand manual" published containing guidelines on the standardised handling of the "VfL Wolfsburg" brand. Sustainability is the highest priority of this manual. + Presentation and implementation of the club's brand values at a brand event. + Brand topics communicated via the VfL website

RESPONSIBLE GOVERNANCE

Responsible management is the key to sustainable success – in the sporting world as well as commercially. The Forsa survey in May 2014 verified the strong interest of society in strategic governance topics: 78 per cent of the surveyed people expect that football clubs enter co-operation agreements with partners. 74 per cent want football clubs to provide the public with information on the club and its activities. VfL Wolfsburg satisfies these expectations by publishing its CSR report to promote transparency. It also places co-operation and partnership with other organisations in the centre of its actions revolving around its commitment to the initiative “Moving Together”.

In February 2013, VfL Wolfsburg published its first CSR/sustainability report and enjoyed a world premiere in doing so: VfL is the first ever football club whose reporting satisfies the criteria defined by the Global Reporting Initiative (GRI). In the report, the club commits itself to a continuous improvement in its social, environmental and economic performance, and provides information on the key sustainability metrics to the public at large interested in football, and its employees.

CSR REPORT AS THE STIMULUS FOR SUSTAINABLE DEVELOPMENT

The report was presented by the managing directors Wolfgang Hotze, Thomas Röttgermann and Klaus Allofs at an employee meeting. The report was then handed out to the employees. The event became one of the highlights of the sustainability communications, which is extremely broad-based at VfL: sustainability aspects are a regular item on the agenda of the department and management meetings, and are also mentioned in the VfL's announcements and bulletins amongst others.



Michael Winter (Stakeholder Reporting) alongside Thomas Röttgermann, Dieter Hecking, Klaus Allofs and Wolfgang Hotze, presenting VfL Wolfsburg's first sustainability report in 2013.

But the report should not only be seen as a pure communications instrument: the process involved in preparing the report itself helped raise awareness further of the sustainability philosophy at VfL Wolfsburg. It became the stimulus for learning processes in various departments and for internal dialogue. This stimulus helps the club progress towards its objective of becoming even more sustainable and successful from the inside out. “Some Bundesliga clubs still consider sustainability to be a cost factor. We see it the other way

round,” explains Thomas Röttgermann, Managing Director VfL Wolfsburg. “It is well worthwhile investing in social and environmental responsibility, because responsibility is the foundation for trust, team spirit and success – in the sporting world as well as commercially.” The sustainability report captured a great deal of public interest. In October 2012, VfL's reporting was awarded the German Local Sustainability Prize “Zeitzeichen” in the “Business” category at the Netzwerk-21Kongress.

Nico Briskorn (2nd from left), Corporate Social Responsibility Manager at VfL Wolfsburg, accepting the “ZeitzeicheN” German Local Sustainability Prize in the Corporate category in autumn.



The Chinese President Xi Jinping and Martin Winterkorn, Volkswagen AG CEO, at the “Wolfsburg United” match in Berlin.

AWARDS FOR SUSTAINABLE ACTIVITY

VfL received several awards for its commitment to sustainability during the reporting period. Of special significance in this context is the CSR label awarded amongst others by the Pro Hannover Region Business Development Association. The prize is awarded for social and environmentally responsible activities by businesses. The award to VfL Wolfsburg honoured in particular its continuous and co-ordinated efforts to develop sustainably. These features are also characteristic of the “Moving Together” initiative. This is the umbrella under which the club supports a wide range of socially important projects involving selected issues which are closely related to the club’s core activities. A regional study by the EBS University for Economics and Law prepared in 2014 also verified that VfL’s commitment to sustainability is also acknowledged by its fans: 87.3 per cent consider their club to definitely be one of the top five in the Bundesliga when it comes to its social commitment.

“MOVING TOGETHER” FOR THE WELLBEING OF SOCIETY AS A WHOLE

As part of its “Moving Together” activities, VfL invested almost 1.3 million Eu-

ros in social and societal projects in the 2012/2013 season. This also includes the costs for free tickets, advertising space and rooms made available free of charge, and projects involving VfL partners. VfL has reached around 100,000 people so far with this initiative. Other CSR expenditures include its environmental commitments and measures to promote the health of children and young people by exercising, such as the “Muuvit” health adventure. VfL Wolfsburg enjoys the number one position in the league in this regard: according to a study by the Bundesliga Foundation in 2013, only three other clubs in the Bundesliga invested more than one million Euros per year in social and societal projects.

MANY CHANNELS USED FOR STAKEHOLDER DIALOGUE

In addition to the broad communication of the “Moving Together” claim, including on the shirt sleeves of the professional players, VfL makes use of a wide range of other instruments to maintain a targeted dialogue with stakeholders. During the reporting period, it participated in the scientific publication “CSR and sports management”. VfL managers have also given numerous talks at scientific conferences and the meetings of sustainability experts. The presence of VfL on its own stand at the CSR Forum 2014 in Stuttgart

was of nationwide significance. As part of the programme of talks, Nico Briskorn, Corporate Social Responsibility Manager, informed the visitors to the forum about CSR communications using VfL Wolfsburg as an example.

VFL’S SUSTAINABLE BRAND IMAGE

With the publication of the “Brand Manual” in April 2014, VfL Wolfsburg issued guidelines for the standardised use of its own brand for the first time. The Brand Manual forms the basis for internal as well as external communications, where it is intended to safeguard the identity and values of the club. The highest priority in this regard is the following commitment to sustainability: “Sustainably successful. We are not oriented to short-term successes and partnerships. Our intention is for these to develop on the basis of healthy growth. During our daily activities, we take care to conserve environmental resources.”

The values defined in the VfL Wolfsburg Brand Manual were presented to the employees during a brand event using the Wolf’s Up collection as an example (see P. XX). The fashion collection from the “Frau Wagner” Berlin fashion label is based on the principle of upcycling. The designs are based on the old foot-

ball shirts of the professional players of VfL Wolfsburg.

GROWING INTERNATIONAL COMMITMENT

With “Wolfsburg United”, VfL Wolfsburg has been running what is still a globally unique social sponsoring project within the football business since the beginning of the 2012/2013 season. “Wolfsburg United” is the way the club combines globally active sponsoring in a unique approach with the attractive Bundesliga football advertising platform and UNICEF, the international children’s charity of the United Nations. Since the beginning of the 2012/2013 season, VfL has marketed for this purpose a pitch advertising hoarding specially installed for this purpose at the edge of the pitch in front of the team boxes where the coaches sit. Part of the revenues – around Euro 250,000 within the first two years – is passed on to UNICEF. This has so far enabled various projects to be implemented, including a project to integrate disabled children and young peo-

“INVESTING IN SOCIAL AND ENVIRONMENTAL RESPONSIBILITY IS WORTHWHILE”.

Thomas Röttgermann,
Managing Director VfL Wolfsburg

ple in Brazil, as well as the sponsorship of the “Schools for Asia” campaign in China.

The biggest highlight so far of “Wolfsburg United” was a German-Chinese youth football match which took place in March 2014 at the Berlin Olympic Games site. The spectators included Xi Jinping, the Chinese President, the VW CEO Martin Winterkorn, and the President of Volkswagen Group China.

The “European Football for Development Network” (EFDN) also stands for internationalisation in the context of CSR.

VfL Wolfsburg is the only club from Germany to become a founder member of the network for football clubs in Europe committed to social responsibility. Other members include Arsenal FC, Fulham FC, Tottenham Hotspur and Feyenoord Rotterdam. The objective of the network is to exchange technical know-how and to jointly implement CSR projects. The main activities of the network also include joint applications for European funding, the establishment of an EFDN internet platform, and to establish a prize for the best CSR club projects. The first official EFDN meeting took place on 23 April 2014 in Rotterdam. The main focus of this meeting was the philosophy of the network and the societal activities of the clubs. The next meeting was scheduled for September 2014.

MEETINGS AND DIALOGUE WORLD-WIDE

The VfL Football Academy is also on the look-out for international co-operation. Roy Präger together with the VfL Football Academy team visited the Mexican club Balvenera V-fútbol in Santiago de Querétaro on 22 April 2014. They organised a training camp in Mexico together with the footballing managers of the club. In July 2014, Präger also organised a Football Academy course at the Swiss training camp of the VfL professional team in Bad Ragaz. Around 30 footballing children from the localities around the training camp took part in the event.

In addition, the head of CSR and the sporting manager of the Junior Players Training Centre welcomed a delegation from several partner organisations from South Africa in May 2014 as part of the “Popular Sports” exchange programme. The exchange programme included meetings with high ranking sports managers, politicians, and coaches, as well as representatives of NGOs and sports associations.

MILESTONES

Upcycling – fashion collection “Wolf’s Up”

Integration of sustainability objectives in job target appraisal discussions with employees from the beginning of the 2014/15 season

Instigating a Forsa survey on the social commitment of clubs in the football Bundesliga in Germany (March 2014)

Announcement and publication of codes of conduct and anti-corruption and cartel law regulations, as well as training courses and the distribution of training material by the compliance officer

2nd plenary meeting of CSR managers of the Bundesliga clubs in Wolfsburg. (November 2013)

Brand event to get across the brand values to all employees (02.04.2014)



OUTLOOK

By the end of 2014, VfL Wolfsburg plans to hold a Sustainability Day with partner companies and external experts with the aim of presenting its CSR commitment and to stimulate the mutual exchange of experience.



EMPLOYEES

CSR OBJECTIVE

STATUS

IMPLEMENTATION STATUS

Incorporation of the sustainability objectives in the target agreements defined for management and employees



+ Definition and integration of new sustainability objectives in the target agreements defined for management and employees

Expanding the vocational training for players



+ Active support for trainees by providing preparatory courses to help them with their examinations
+ Employing former professional players in the VfL administration department and in the Football Academy

Sponsoring sporting and health promoting offers for employees



+ Organising the first VfL Health Day
+ New organisational instructions for health and occupational safety, as well as the implementation of new occupational safety regulations

Expand further education measures for employees



+ Expansion of the range of offers for individual, personally arranged further education possibilities
- No further education measures focusing specifically on sustainability were made available.

Implementing a corporate volunteering programme



+ Implementation of the first, joint Volunteer Day
+ Elaboration/development of a concept for a corporate volunteering programme
- A corporate volunteering programme has not yet been implemented.

BRINGING TOGETHERNESS ALIVE

CSR not only means fair working conditions and secure long-term outlooks for the players, trainers and administrative staff of VfL Wolfsburg, it also enables them to make the club and the region for which it stands fitter for the future. As the only Bundesliga club with an officially organised employee representation, VfL Wolfsburg therefore places its employees at the heart of its social commitment. The club also highlights its pioneering CSR philosophy with its corporate volunteering commitment.

At the start of its future corporate volunteering programme, VfL Wolfsburg launched the first volunteers day on 18 September 2013. This was urgently organised in response to the June floods which affected the Elbe river and other rivers in Central Europe.

DOING VOLUNTARY WORK TO BOOST THE FEELING OF TOGETHERNESS

This flooding destroyed the livelihoods and homes of many people. In addition, the pitches and buildings of TSG Calbe south of Magdeburg were also destroyed. Players, trainers, managers and employees of the VfL administration office rolled up their sleeves to make the pitches of this small club playable again. Volunteers were joined by managing directors Klaus Allofs, Wolfgang Hotze and Thomas Röttgermann. The head coach and all of the VfL's licensed players also joined in to reinstate the TSG Calbe grounds. Head coach Dieter Hecking explained why the voluntary help was also a welcome diver-



“IT IS IMPORTANT THAT WE ALL GET TOGETHER AND DO SOMETHING JOINTLY FROM TIME TO TIME.”

Dieter Hecking, head coach of VfL Wolfsburg

sion for the professional footballers: “It is important that we all get together and do something jointly from time to time. As professional footballers we have a very privileged life. For some, doing work of this kind brings back memories of their own youth experiences when they had to join in and pull together to get something done. In my opinion, it does no harm to reflect on these beginnings from time to time. And it is ex-



cellent if one can achieve this in combination with such a splendid cause.”

The campaign carried out under the “Moving Together” initiative umbrella (see below) was enthusiastically received by all of the participants. It is and always will be a very special occasion when the administrative staff can work together with the players to get something worthwhile done.

“MOVING TOGETHER” ALSO GIVES LIFE A HEALTHY LIFT INSIDE THE ORGANISATION

VfL Wolfsburg also gets its employees moving – for their health, for the environment and for a good cause. The club boasts an exemplary status throughout the league in this aspect. On 27 April 2014, VfL organised a CSR “Moving Together” campaign day concerning many aspects of cycling at the home match against Borussia Dortmund. An appeal was sent out to fans and spectators to leave their cars at home and come to the stadium by bicycle instead. Members of the admin office as well as Sport Managing Director Klaus Allofs and the training team headed by head coach Dieter Hecking all took part in this bicycle campaign, which enjoyed a large amount of media publicity in advance.

In addition to skin protection and office ergonomics, the first VfL Health Day on 25 June 2014 also included healthy food on the agenda. The employee feedback on the Health Day was unanimously positive. This motivated the employees to agree on the joint implementation of some of the recommended health-promotion measures.

To help their employees gain more enjoyment from exercising, the club offers

training courses in swimming techniques, and supports the traditional office kick-about tournament on Wednesdays.

“Moving Together” also includes the mutual commitment of VfL employees to one another: one aspect in this context involved the members of the training team and 15 players having tests in February 2013 to register as bone marrow donors. To carry out the tests, the club permitted the German Bone Marrow Donor Register (Deutsche Knochenmarkspenderdatei gGmbH, DKMS) to use the visitors’ changing rooms. In addition, the first blood donation campaign with the German Red Cross (DRK) was also announced to take place on 4 September 2014.

REORGANISED OCCUPATIONAL HEALTH AND SAFETY

VfL Wolfsburg has been governed by new occupational safety regulations since November 2013. The management received the necessary training required to implement these new regulations. The organisational instructions and responsibilities covering occupational health and safety protection were also revised. Efforts made in this direction by the club were acknowledged by receipt of the bronze Occupational Safety Protection Prize 2014 in the

“Prevention Prize Sport” category by the Administrative Employer’s Liability Insurance Association (VBG). VfL sees this award as a sign that it is pursuing the right course, as well as seeing it as a milestone to motivate the club further to improve occupational safety even more.

LIFE IS NOT JUST ABOUT SPORT

VfL Wolfsburg also has the ambition to ensure that its players also have a professional future even after the end of their football playing careers. The school and vocational training provisions made by VfL on behalf of its junior players are therefore one of the club’s key priorities: 42 VfL junior players attended the open all-day school in spring 2014. This accounts for around 45 per cent of the junior players



1,298 DAYS OF SICK LEAVE



in 2013 – with and without continued payment of wages.

*This corresponds to 8.2 days per employee. The German average is 11.5 days**



138 DAYS TRAINING AND FURTHER TRAINING

in 2013 – total duration of the further training measures

The fan liaison officer Holger Ballwanz, and Fabian Wohlgemuth, head of the VfL Junior Players’ Training Centre (1st and 2nd from right) at the podium discussion on the play “End of a Dream” which uses football as an example of how big dreams are always at risk of turning sour.



* Source: AOK Scientific Institute (WIdO), Sick Leave Report 2013

from the U19 to U14 squads. Six players simultaneously attended the Ratsgymnasium grammar school, and six members of the junior and women's teams undertook apprenticeships at the VfL Wolfsburg administrative office. Other junior players are doing apprenticeships with other business enterprises in the region. VfL also provides focused preparatory courses to prepare players attending vocational colleges for their examinations.

other aspects, in order to hope to succeed in professional football. Our junior player concept therefore pursues an integrated training and support approach. Talented young players need comprehensive support and assistance – on and off the pitch.”

VfL Wolfsburg helps its players cope with the very high expectations made of them. They also receive psychological support, and the supervisors of the junior players

sation of trips to away games is one of the main aspects of the “internal fan work”. The biggest campaign undertaken by the employee fan club to date was a visit to the final training session of the VfL professional team ahead of the DFB cup semi-final match in 2013, to enable the employees to personally support their team.

“TALENTED YOUNG PLAYERS NEED COMPREHENSIVE SUPPORT AND ASSISTANCE – ON AND OFF THE PITCH.”

Fabian Wohlgemuth, head of the Junior Player Training Centre of VfL Wolfsburg

VfL professional players also have opportunities of gaining employment in the administrative office, the Football Academy or amongst the VfL partner organisations at the end of their playing careers. On 1 April 2013 for instance, the midfielder in the women's team, Viola Odebrecht, was hired by the VfL administrative office. In addition to her ongoing activities as a player, she has been working part-time doing administrative work for the Junior Player Management Department where she is involved in the planning of scouting and school tournaments. The Football Academy was also strengthened in 2014 by a former VfL professional footballer in the shape of Frank Greiner.

PSYCHOLOGICAL SUPPORT FOR PLAYERS

Football is everything. Players are exposed to an enormous amount of peer pressure. Not everyone can cope with this pressure, as sadly demonstrated by the cases of Robert Enke and Sebastian Deisler. “The path to becoming a professional footballer today is quite different to what it was 20 years ago,” explains Fabian Wohlgemuth, head of the VfL Junior Player Training Centre, “young players have to commit many hours to the sport even from the age of twelve, at the expense of many

are in intense contact with their parents. Providing assistance in solving psychological crises associated with an intense training regime is, however, a challenge which concerns society as a whole. VfL therefore sees it as one of its responsibilities to use the large amount of attention it attracts from the public at large to communicate this problem. VfL Managing Director Thomas Röttgermann is therefore a member of the board of trustees of the Robert-Enke Foundation whose activities include raising awareness of depression. At the beginning of 2014, VfL also sponsored a touring production at the theatre in Wolfsburg of the play “End of a dream”, performed by the Theater der Jungen Welt from Leipzig. At the end of the performance, VfL managers joined in discussions with the audience on the psychological stress to which professional footballers are exposed, and measures which can be implemented to provide possible relief.

THIS FAN CLUB GETS RIGHT UP CLOSE

The VfL Wolfsburg employee fan club established in 2012 has enviably good relationships to what goes on in football. VfL provides the 28 members of the fan club with organisational support to promote the close links between its employees and the sporting success of VfL. The organi-

MILESTONES

1st Corporate Volunteering Day (18.9.2013)

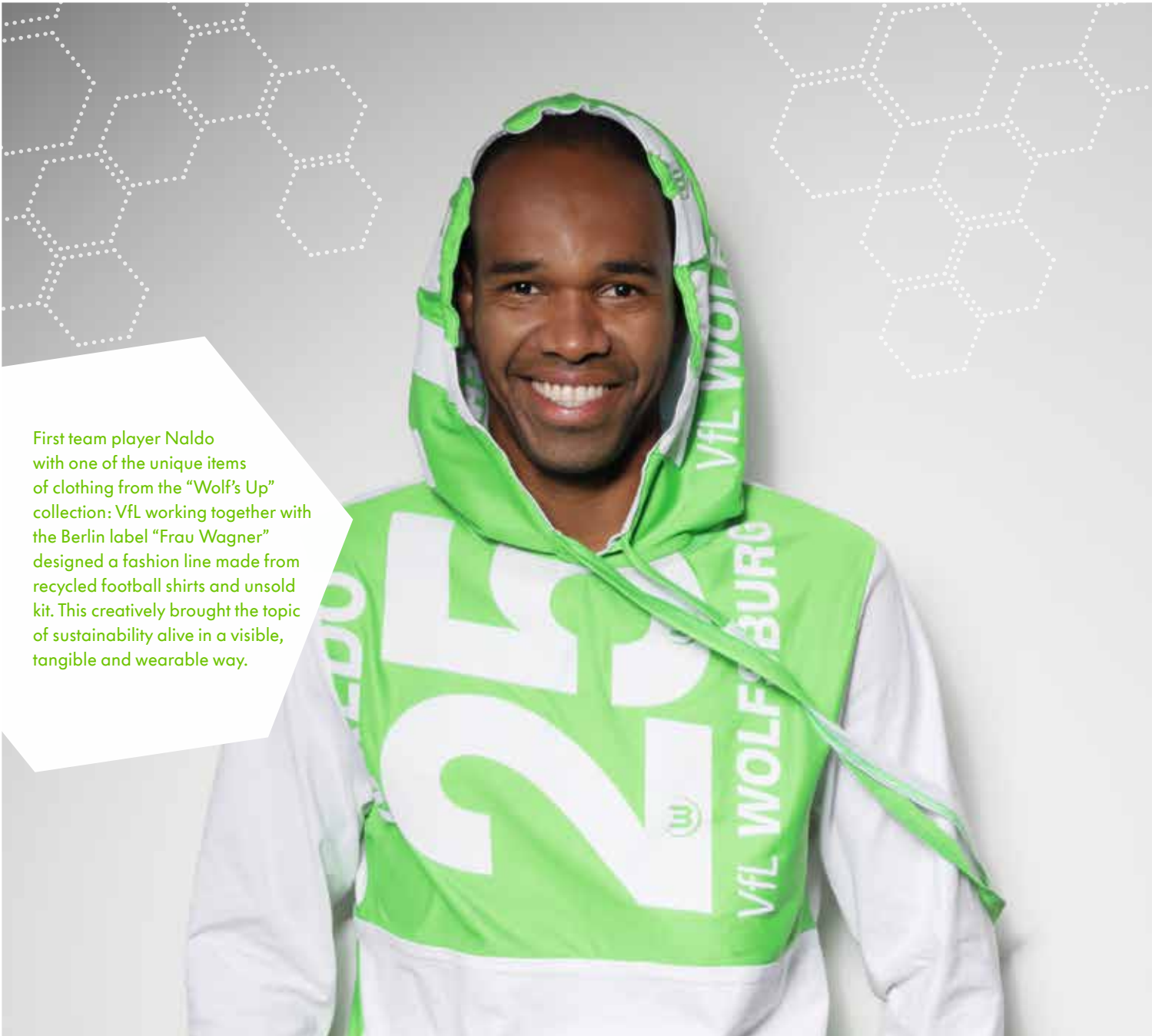
New organisational instructions for occupational health and safety protection (November 2013)

VBG Occupational Safety Protection Prize 2014, bronze award in the “Prevention Prize Sport” category

Signing of the “Charta of Diversity” (April 2014)

OUTLOOK

To round off the “360-degrees assistance” of its players, VfL Wolfsburg intends to enlarge its education and further education concept with the option of studying at a university. Discussions are being held on implementing a sports management certificate course in co-operation with the University of Ostfalia in Wolfenbüttel. The aim is to look at aspects of the course from a practical point of view, and make them available to employees and VfL players.



First team player Naldo with one of the unique items of clothing from the “Wolf’s Up” collection: VfL working together with the Berlin label “Frau Wagner” designed a fashion line made from recycled football shirts and unsold kit. This creatively brought the topic of sustainability alive in a visible, tangible and wearable way.

ENVIRONMENT

CSR OBJECTIVE

STATUS

IMPLEMENTATION STATUS

Reducing the club's direct CO₂ emissions by 25 % compared to calendar year 2011, and achieving this target by the end of the 17/18 season



- + Reduction of direct and indirect CO₂-emissions by more than 24 % in the 13/14 season (This takes into consideration all direct CO₂ emissions associated with combustion in the club's own facilities, as well as indirect CO₂ emissions associated with purchased energy (e.g. electricity and district heating).)
- + Improved metering of electricity consumption to enable more effective control of energy-saving measures.
- + Implementation of a bicycle promotion campaign as part of the Sports Action Day of the CSR initiative “Moving Together”, to motivate spectators to reduce their mobility-associated CO₂ emissions.

Expanding the waste separation activities in the Volkswagen Arena



- + Implementation of collecting containers for disposable mugs to simplify subsequent recycling.
- Caterers have not yet been integrated within the waste separation system in the VW-Arena.

Conserving natural resources



- + Electricity savings by using LED lights
- + Reducing paper consumption and lowering electricity consumption by implementing green IT measures
- + Analysis to develop a new resource-conserving printing concept

Supporting and taking into consideration the latest efficiency standards for new buildings in particular



- + Taking into consideration energy-efficiency standards when constructing the VfL U23/women's Bundesliga stadium, as well as the training centre.

GREENER FOOTBALL

According to a Forsa survey, 48 per cent of German inhabitants think that football clubs should support environmental protection. VfL Wolfsburg is convinced that rigorous environmental protection within its own organisation forms the basis for maintaining its credibility for environmental protection internally and externally. The club has therefore pushed forward rigorously with its environmental projects and thus achieved a significant amount of progress during the reporting period.

Two years after calculating its CO₂ footprint for the first time, VfL Wolfsburg hired CO2OL to undertake a new CO₂ balance for the 2013/2014 season.

RENEWED CO₂ FOOTPRINT

This revealed that the emissions caused directly or indirectly by VfL had declined by more than 24 per cent overall compared to the 2011 calendar year. This drop was largely achieved by the complete conversion to eco-electricity from the middle of 2011, as well as numerous separate measures to improve energy efficiency throughout the organisation. However, our CO₂ footprint also includes other CO₂ emissions which we can only influence to a limited degree. These include the CO₂ emitted by our spectators traveling to and from the matches. These emissions have been calculated to be much higher in 2013/2014 than in 2011. This had an impact on the total VfL footprint which rose from 8,305 to 19,581 tonnes of CO₂ equivalent. However, the difference is not due to real effects, but to the use of a different method of recording fan mobility at home matches: unlike in 2011 when a representative survey of spectators was carried out on location at one home match, it was only possible to carry out an online questionnaire in 2013/2014 because of the summer break. It is therefore not possible to directly compare the findings in 2011 and 2013/2014. However, it does highlight the urgency to implement additional measures to make fan mobility more climate-compatible.

In addition to a total footprint, VfL also calculated the CO₂ balance for its Stadium Festival in 2013. This led to the emission of 137 tonnes CO₂ for all aspects including travel to the festival (77 tonnes CO₂), catering for the visitors, exhibitors and service providers, not to mention waste disposal and printing paper documents. VfL compensated for these emissions by purchasing certificates for the "CO2OL Tropical Mix Reforestation" climate protection project in Panama. VfL also uses this procedure to make all of the events arranged in the Arena by third parties climate-neutral.

However, the costs involved in compensating for emissions are only justified when all of the other options for avoiding or reducing them at reasonable expense, have been completely exhausted. VfL's strategy is therefore to primarily use CO₂-saving measures, such as the use of energy-saving technologies in the arenas

and training centres. VfL also appeals to its fans to travel to the matches using low-CO₂ means of transport.

To acquire a better database to control the energy saving measures, VfL has im-



WATER CONSUMPTION

total Arena and fan house

2013: 53,465 m³

of which grey water

2013: 20,677 m³

*from the Mittellandkanal
for sprinkling*

Waste water volume

2013: 9,625 m³

proved the electricity metering infrastructure in the Arena and fan house since 2013: this involved the installation of five new metering points, for instance for the modules for floodlighting the pitch. In addition, options for generating renewable energy using solar thermal, photovoltaic or mini wind turbine technologies have also been examined. However, this analysis clearly showed that the installation of generators of this kind on the VfL centre

“A NEW PHILOSOPHY IS REQUIRED TO HARNESS TECHNOLOGICAL ADVANCES FOR MORE SUSTAINABLE FOOTBALL.”

Maik Rummel, Technical Director Volkswagen Arena

and in the mini stadiums cannot be realised because of the absence of financial support from sponsors. Moreover, the analysis also revealed that the roofs are too small for the economic operation of photovoltaic systems.



POWER CONSUMPTION

total Arena and fan house

2013: 4,314,003 kWh

NEW: DISTRICT HEATING

2013: 2,562,000 kWh



Martina Müller, Klaus Mohrs and Diego Benaglio were the patrons of the “On your bike to the match” campaign.

CO₂-SAVING OFFERS FOR STADIUM VISITORS

Even though the fan mobility data collected for 2011 and the 2013/2014 season cannot be compared directly because they were captured using different methods, they do highlight one thing very clearly: the main CO₂ emissions generated by spectators involve their journeys to and from the matches. It is therefore important to develop climate-compatible mobility solutions for the fans. One of the measures implemented by VfL to achieve this is to combine its season tickets with public transport passes for free use of bus and trains when travelling to and from all matches. A survey revealed that the free use of bus and trains was a very important or significant reason for 48 per cent of all holders to purchase the season tickets. 87.1 per cent of the spectators are aware that the season ticket holders also have these combined tickets. VfL Wolfsburg also has an offer on its mobility platform to compensate for the emis-

sions generated by travel to and from the stadiums at the matches in which it is involved. Although this offer has enjoyed wide publicity, it has only been used by very few spectators so far. VfL therefore terminated the contract with the provider for the 2014/2015 season. However, the club is still endeavouring to create alternative offers, and held many discussions during the reporting period for this purpose. Kristian Mallon, Infrastructure and Organisation Assistant comments: “Most of the visitors in the stadium are primarily interested in the success of their team and enjoying the football. Social responsibility takes second place. It is therefore important to make climate and resource saving as easy as possible for them.”

BICYCLE CAMPAIGN ON SPORTS CAMPAIGN DAY

To motivate the spectators to travel to matches using climate-compatible means of transport, the club appealed to all of its fans to come to the Volkswagen Arena by bicycle at its match against Borussia Mönchengladbach on 27 April 2013. VfL dedicates one match per season to the CSR initiative “Moving Together”. The focus this time included bicycles as environmentally-friendly and healthy means of transport. In the run-up, the broad-based campaign was publicised on posters featuring the VfL team captain Diago Benaglio alongside Martina Müller from the women’s Bundesliga team. As an additional incentive, cyclists had the opportunity of having their bicycles inspected free of charge by experts at the north side of the Arena.

Some of the fans took part in the campaign despite the bad weather. And even though the hoped for broad participation failed to come about, the overall public awareness of the campaign was positive.

VfL Managing Director Thomas Röttgermann and lord mayor Klaus Mohrs used the stadium show – the around 100-minute-entertainment programme before the match, at half-time, and after the final whis-

tle, to present the CSR initiative. The CSR initiative was also present on the pitch: the “Moving Together” logo featured on the warm-up shirts of the professional players and the T-shirts of the mascots.

GREEN IT

When purchasing hardware and software, and IT services, the club is committed to using the solutions which minimise energy consumption. It also began to streamline its own service infrastructure in October 2012 by virtualising most of its servers – in other words replacing the servers by special server software. This measure enabled the number of physical servers to be reduced from 20 to 12 – and save a great deal of energy at the same time.

New PCs or printers procured by VfL Wolfsburg have to display the “Green IT” label. Almost 100 per cent of such devices purchased by VfL during the reporting period bore the “Green IT” label. This quality label is only given to particularly energy-saving devices, including those which switch-off components such as hard disks or monitors when they go into stand-by mode. Moreover, VfL mainly uses resource-saving printers which have toner cartridges with no integrated printing head. This means that the printing heads do not have to be replaced every time a cartridge is changed. The toner cartridges are also recycled after use.

RESOURCE-EFFICIENT BUILDING MANAGEMENT

Heating, ventilation, lighting and toilet flushing all consume a great deal of energy and water. There is therefore major potential for making significant savings in stadiums and training centres. To achieve this, VfL has put together a comprehensive package of measures: these include replacing neon lighting in the underground car park with LED lights to save a considerable amount of electricity. Around 25 per cent of the lighting in the underground car park has now been replaced by LED lighting, leading to annual electricity savings of around 3.06 MWh. The previous lighting

has also been partially replaced by LED lights in the outdoor area around the new stadium and in the VfL club offices.

As the future leaseholder, VfL has also specified the use of energy-efficient technologies in the design for the new VfL stadium for the U23 and women's Bundesliga team, as well as their training centre. The main focus here is the use of LEDs, as well as a range of solutions for ventilation control, and the use of residual heat from the heating system for various purposes including pre-heating the pitch heating system. Maik Rummel, the Technical Manager of the Volkswagen Arena explains VfL's approach in this context: "A new philosophy is required to harness technological advances to make football

three years. In its opinion, the bio-plastic (PLA) mugs were no real alternative from an environmental point of view for the resource-saving returnable mug systems. However, VfL reached its decision on the basis of a crucial safety aspect: the harder returnable mugs were used as missiles by some of the spectators. To avoid this, and to reduce the chances of someone becoming injured, VfL therefore reached a decision in favour of the disposable mugs. VfL is intensely committed to minimising the environmental consequences of this measure until a more environmentally-friendly alternative can be found. And to ensure that as many of the disposable mugs are recycled, it has purchased special collecting bins and given the fans an incentive to place their disposable mugs

"WE WANT TO MAKE CLIMATE AND RESOURCE SAVING AS EASY AS POSSIBLE FOR OUR STADIUM VISITORS."

Kristian Mallon, Infrastructure and Organisation Assistant

more sustainable. I therefore talk regularly to my colleagues in the football leagues to find out which options are available at reasonable expense for reducing CO₂ emissions, resource consumption and costs, at the same time as enhancing the comfort for players and spectators."

DECISION IN FAVOUR OF DISPOSABLE BIO-PLASTIC MUGS

In early 2014, the Deutsche Umwelthilfe (DUH) (German environmental aid organisation) criticised the decision reached by VfL Wolfsburg to abandon the system for returnable mugs in the stadium after only

in these bins: our partner, Fels Recycling GmbH, will donate 25 Euros to the VfL's junior player assistance programme for every 1000 mugs placed in the bins.

RECYCLING: OLD FOOTBALL SHIRTS TURNED INTO HAUTE COUTURE

Fashion trends usually start in a small way. The exclusive "Wolf's up" shirts, caps and scarves made by the Berlin fashion designer Susanne Wagner do, however, have what it takes to capture people's imagination. Tailored from used football shirts of the VfL Wolfsburg professional team, and combined with certified organic cotton, the designs are a successful mixture of style and sports. And even though the direct reduction in environmental impact is still barely tangible because of the small numbers involved, VfL is sending out an important message with its support: enthusiasm only becomes really enjoyable when combined with responsibility.



VOLUME OF WASTE

per match day

2013: approx. 4.13 t

residual waste

Approx. 160 m³ paper



MILESTONES

Bicycle campaign for stadium visitors as part of the "Moving Together" match day (27.04.2013)

Calculating a CO₂ footprint for the VfL Stadium Festival 2013

Award of the acknowledgement certificate for above average commitment in the "Office and Environment" competition category at the Paperworld show (28.01.2014)





Publication of the "Sustainability in supplier relationships" brochure (April 2014)

OUTLOOK

Der VfL Wolfsburg beabsichtigt, sich an den Planungen der Stadt zur Renaturierung der Aller zwischen Vorsfelde und dem Allersee zu beteiligen. Er will hierbei seine Stellung in der Stadt nutzen, um das Projekt zu unterstützen und PR-technisch zu begleiten. Eine Beteiligung ist aus Sicht des VfL auch deshalb sinnvoll, da der Verein selbst „Allernutzer“ ist.



SOCIETY

CSR OBJECTIVE	STATUS	IMPLEMENTATION STATUS
Further development of the VfL-Wiki		<ul style="list-style-type: none"> + Integration of new partnership schools in the VfL-Wiki + Contracting out a nationwide learning motivation study, including an assessment of the success of the VfL-Wiki + Implementing a project for all schools on the subject of a virtual writing conference
Further development of Muuvit		<ul style="list-style-type: none"> + Development of an environmental route for teaching purposes where children and young people can follow the trail of the wolves + VfL Wolfsburg becomes a nationwide Muuvit partner in the sport segment
Expansion and strengthening of the partnership network		<ul style="list-style-type: none"> + Integration of 14 new partners – 2 kindergartens, 9 clubs and 3 schools – in the “Kick-off VfL” project + Issue of 14,200 free tickets to “Kick-off VfL” partners, and regular invitations to hospitals and institutions for the handicapped + New co-operation with the Centre for Democratic Education and the Wolfsburg police as part of the new project “Experiencing Fairness”
Creating barrier-free conditions in all departments and areas		<ul style="list-style-type: none"> + Implementing a mobile version of the website with an audio function for news and live ticker (“Ticker to go”) + Increasing the number of seats for the visually handicapped from 10 to 16, as well as wiring up to 2 wheelchair spectator positions for live audio broadcasts

WOLF

ACTING IN PARTNERSHIP

The focus of its activities places VfL Wolfsburg right in the centre of society as a whole. This is confirmed by the findings of a Forsa survey: 85 per cent of those questioned are of the opinion that football clubs should integrate disabled people, and 67 per cent in each case were of the opinion that clubs should put their weight behind health as well as education and upbringing. VfL Wolfsburg considers that these expectations verify its strategy to become involved across a very broad front.

Exercise is healthy and makes people feel better. Promoting exercise is therefore the focus of VfL Wolfsburg's CSR initiative "Moving Together". It is particularly important to promote exercise amongst children to cement the idea at an early age that active lifestyles are good for one's wellbeing.

VFL A NATIONWIDE "MUUVIT" PARTNER

And this is precisely the objective of the "Muuvit exercise adventure" that VfL Wolfsburg first made the focus of its "Moving Together" initiative in 2009. Muuvit promotes playful learning, team spirit and the enjoyment of exercise. Around 35,000 school children have already taken part in the adventure. VfL Wolfsburg has now expanded its commitment to the exercise programme to encompass the whole of Germany: in March 2014, the club became a nationwide Muuvit partner in the sports segment. Amongst other things, this now enables children everywhere in Germany to become motivated to exercise more on

the basis of "cool" professional tips from young VfL players.

SHOW WHAT YOU THINK – BE AN EXAMPLE

Klaus Allofs, Managing Director of Sport and Communication at VfL Wolfsburg became a patron of "Muuvit" in 2013 at the same time as the presentation of the VfL CSR report. He has been present ever since at Muuvit events to motivate children and young people to take part in the exercise programme. On the Muuvit Action Day on 8 May 2014, he visited the winners of the main prize, the school children from the Weyhausen junior school. Together with the co-trainer of the Bundesliga team, he carried out movement and dexterity exercises with more than 100 children. This was followed by an intense training session with school children from the school football club. Klaus Allofs justifies his commitment as follows: "Muuvit is fun and brings variety into the classroom. As the patron, I want to play a part in making children and young people enthusiastic about filling

their day actively with a great deal of exercise and healthy food."

BREAKING DOWN BARRIERS

Digital media open up numerous opportunities for improving inclusion. VfL has therefore rigorously expanded and further developed its internet services in accordance with its barrier-free strategy.

In addition to an audio function for people with reading difficulties and illiterate people, it is also possible for the typeface on the classic website to be enlarged or diminished using the "fontsize" application. The publication of the mobile version of the VfL website is another step towards the removal of barriers in the digital media. A special highlight is the mobile live ticker on match days. Up-to-date information on the match being played is made audible after activating an interface. This is particularly important for people who are not able to read texts on the mobile website because of a physical handicap or because of the activity they are engaged in at the time.



VfL assistant coach Dirk Bremser with children from the Weyhausen junior school taking part in the Muuvit exercise adventure.

VfL Wolfsburg is currently working with experts from the “barrier-free internet” department to develop an app that can be easily used by people with handicaps.

In addition to the digital solutions, VfL Wolfsburg continuously expands its services for handicapped people in the context of its other activities: the number of seats in

notes the social and economic integration of people with mental handicaps or learning or mental problems. Around 30 of the adults in a range of age groups looked after by the foundation therefore arrived at the training centre on 24 July. The young footballers and their guests formed mixed teams, tried out suitable training concepts, and a great deal of fun was had by all. The highlight at the end of the training was a question and answer session with goalkeeper Diego Benaglio and the goalkeeper trainer Andreas Hilfiker.

I WANT TO JOIN IN AND HELP MAKE CHILDREN AND YOUNG PEOPLE ENTHUSIASTIC ABOUT EXERCISE AND HEALTHY FOOD”.

Klaus Allofs, Managing Director of Sport and Communication at VfL Wolfsburg

This is scheduled for launch in 2015. The app will be used in future as an additional communications channel for the “Moving Together” activities.

Digital inclusion is also an important issue at club level: The German Football League (DFL) has therefore tested the barrier-free compliance of the websites of first and second division Bundesliga clubs. VfL Wolfsburg was ranked very highly in the findings of this test. Because of its exemplary achievements and experience in terms of barrier-free media communications, VfL Wolfsburg was invited to the DFL disabled-fan liaison officer plenary meeting on 28 April 2014 in Berlin. Oliver Glib, who is responsible at VfL Wolfsburg for managing and further developing the online services, took part in the workshop to explain to club representatives which aspects were most important for a barrier-free website.

the Arena for people with visual handicaps has been increased from 10 to 16, and two of the seven wheelchair sitting places now have audio cable connections. This means that it is now possible for 18 people with visual handicaps per match to follow all of the action live thanks to the direct transmission of the live broadcasts.

VFL FOOTBALL ACADEMY: INCLUSION AS AN INTEGRAL TRAINING ELEMENT

In July 2014, the VfL Football Academy organised a course for the first time at the training camp of the VfL Wolfsburg professional team. The training course was not only aimed at children living locally in the Swiss town of Bad Ragaz where the training camp was located: VfL Wolfsburg also arranged an inclusive training unit lasting several hours with the neighbouring “arwole” foundation. This foundation pro-

VFL-WIKI – SPORTING MOTIVATION TO MAKE LEARNING MORE FUN

VfL Wolfsburg is one of the greatest motivators in the region. To use this potential to promote the benefits of education, it created a unique interactive e-learning service in the form of the VfL-Wiki as part of its “Moving Together” campaign. The VfL-Wiki integrates motivation factors from the world of football into modern learning concepts, to raise the willingness of school children to do more teamwork, and to make learning even more fun.

15 partner schools representing various school types in Niedersachsen and Sachsen-Anhalt now make use of this free service. The VfL-Wiki has to be continuously adapted to current needs to ensure that it will continue to promote and motivate learning in the future. The club hired a company to carry out a nationwide

study to find out more about the level of motivation of school children in Germany to learn. A survey questioned over 1000 people in households with children aged between 6 and 18 years and asked them to estimate the level of learning motivation in their schools. Almost half of the people questioned considered their schools to be “inadequate” in this regard. The survey also sought answers from teachers, education experts and scientists. The opinion was unanimous: new teaching concepts are urgently required to increase the level of motivation of school children with regard to learning and their lessons. To determine to which degree the VfL-Wiki satisfies these demands, the teachers taking part in the VfL-Wiki were also included in the survey: 83.3 per cent reported that they had observed an increase in the willingness of their pupils to learn during the first weeks of using the Wiki. Two thirds also reported that this enthusiasm was maintained even after using the VfL-Wiki for several months.

As part of a course for children at the training camp in Bad Ragaz/ Switzerland, VfL Wolfsburg also included a training session for people with mental handicaps, learning or psychological disorders.

German Minister Ursula von der Leyen finding out more about the VfL-Wiki.

VFL-WIKI IS THE STAR IN THE ARENA

Ursula von der Leyen, who was still German Minister for Labour and Social Affairs at the time, and the patron of the German government’s CSR prize, visited VfL Wolfsburg to find out more about the “Moving Together” initiative, as well as to gain more information on the VfL-Wiki. The children of the Erich-Kästner-Grundschule in Weddel near Braunschweig therefore swapped their classrooms on 5 December 2013 for the Volkswagen Arena, and showed the minister how learning with the VfL-Wiki functions. Acknowledgement of its success also came from another direction: the VfL-Wiki was awarded the “Comenius-EduMedia” quality mark in the didactic multimedia product sector in 2013. And at the “German E-learning Innovation and Young Talent Award 2014” (d-elina), the VfL-Wiki was one of the top three in the “School” category.



MILESTONES

VfL-Wiki receives the Comenius-EduMedia quality mark 2013 (24.06.2013)

Christmas tree campaign: 170 presents forwarded to the Wolfsburg Tafel (December 2013)

142 appearances in total of the VfL bus at schools, clubs and social institutions (12/13 and 13/14 season)

VfL-Wiki nominated in the “School” category in the German E-learning Innovation and Young Talent Award (28.03.2014)

Lecture at the DFL disabled-fan liaison officer plenary meeting in Berlin on the subject of the “barrier-free internet” (28.04.2014)

OUTLOOK

Extra-curricula learning venue: An extra-curricula learning venue opens its doors on 1 January 2015 as part of the new VfL football world. VfL Wolfsburg intends to have this certified by the Ministry of Education in Niedersachsen pursuant to the Education for Sustainable Development Regulations (BNE).



FANS AND MEMBERS

CSR OBJECTIVE

Regular institutionalised meetings between fan representatives and management

STATUS



IMPLEMENTATION STATUS

- + Adoption of a "Co-operation agreement on fan relations" with the Wolfsburg city administration and the Wolfsburg-Helmstedt police directorate, to nurture closer dialogue with the fans.
- + Implementation of a Fan Forum.



SHARING ENTHUSIASM

The fans play a key role in the implementation of the CSR objectives. This aspect is also emphasised by the results of the Forsa survey: 87 per cent of the people questioned in the survey were of the opinion that fans should be motivated to take part in the achievement of the objectives which the club has set itself with regard to social responsibility. VfL therefore has a strategy focused on intense work with the fans which considerably exceeds the measures demanded by the competent authorities. The most important elements in this regard are the official acknowledgement and sponsoring of fan clubs, the fan project, and dialogue platforms such as the recently launched Fan Forum. The club's responsibility towards its members is also highlighted by the numerous opportunities it makes available: ranging from youth football, all the way to the involvement of senior citizens

Enthusiasm and safety in the stadium and the surrounding areas go hand-in-hand. Reaching both – in the sense of a large, open-minded football family – repeatedly sets new challenges, however, for the people responsible for managing the footballing activities.

AGREEMENT REACHED ON CO-ORDINATED FAN WORK

VfL Wolfsburg boasts a great deal of experience in handling critical situations. To achieve respect, fairness, diversity and tolerance, it takes various approaches including a good and durable communications structure between the most im-

portant co-operation partners. This included signing a co-operation agreement with the Wolfsburg city administration and the Wolfsburg-Helmstedt police directorate for the first and second team football matches, as well as other VfL teams where necessary: the co-operation agreement between VfL and the aforementioned authorities was signed in August 2013.

GUIDELINES HARMONISE SAFETY AND FAN FREEDOM

The aim of the co-operation is to work together with the fans to prevent and counteract violent conflicts, racist incidents, and criminal activities. Five of the jointly

agreed guidelines are intended amongst other things to help maintain security and safety without unnecessarily restricting the fans. They are intended to help establish transparent and reliable behaviour and assist the establishment of trustworthy, intense and open dialogue with the fan community.

The contents of the agreement also included setting up a Fan Forum which meets twice a year. The forum is open to all interested fans of VfL Wolfsburg. In addition to the fans, the forum is also attended by representatives of VfL Wolfsburg-Fußball GmbH, the fan project, the Gifhorn-Wolfsburg police directorate, the federal police

force, Wolfsburg city administration, as well as the fan liaison officers. In the deliberately relaxed atmosphere for discussions, the forum is intended to talk about the fans' concerns, improvement suggestions and any critical aspects. At the first two meetings, discussions mainly centred on presenting the changes and modifications to the stadium banning regulations. The discussions included controversial aspects such as the freedom to sit anywhere in the "Singing Area" of the Volkswagen Arena. The first meeting made it very clear that the opportunity to hold discussions

CLOSE CO-ORDINATION OF FAN WORK AND SAFETY AND SECURITY MEASURES

To improve safety and security in the stadium directly before and after matches, VfL Wolfsburg co-operates closely with a number of network partners. In addition to the aforementioned organisations, VfL also co-operates with the Streetlife intervention team of the Wolfsburg city administration. The network partners work together, running aspects including the

including the VfL fan liaison officers and the representatives of the fan project, discuss the latest developments in the fan community and hold discussions prior to and after matches. The regular meeting is welcomed by the participants as an important instrument for improving the safety and security situation.

FIRMLY IN FAVOUR OF AFFORDABLE TICKET PRICES

VfL Wolfsburg is one of the clubs in the Bundesliga with the lowest ticket prices. As a responsible social player in the region, the club has the ambition of ensuring that its tickets remain affordable for all its fans. It therefore has a clear position in the current discussion concerning higher prices and the plan to get rid of standing-only areas in stadiums: "Football must take care to ensure that every person interested in watching a football match can continue to do so in future," emphasises Klaus Allofs, Managing Director of Sport and Communication at VfL Wolfsburg. From this unequivocal position, VfL enthusiastically stands completely behind its pricing policy, and also regularly hands out free tickets to social institutions to help their clients attend matches at the stadium.

"FOOTBALL MUST TAKE CARE TO ENSURE THAT EVERY PERSON INTERESTED IN WATCHING A FOOTBALL MATCH CAN CONTINUE TO DO SO IN FUTURE,"

Klaus Allofs, Managing Director of Sport and Communication at VfL Wolfsburg

made possible by the forum had not yet reached the ears of many of VfL's fans. Things changed for the better at the second Fan Forum event in March 2014 when more fans participated and joined in the discussions to a greater degree thanks to the improved co-ordination of the agenda.

stadium banning commission, to jointly discuss any necessary sanctions which may have to be implemented. The fans involved are given the opportunity here to tell their side of the story with the aim of protecting their rights. At the monthly "regular fan meeting" the participants,



"Wolfsburg United" is VfL Wolfsburg's umbrella for taking responsibility at an international level, including organising a training camp for the VfL Football Academy in Mexico.

Attending a home match in the stadium should always be affordable – VfL Wolfsburg's ticket prices emphasise its commitment to this principle.



CLUB FOR YOUNG AND OLD

VfL does an enormous amount to help young footballing talents, for instance with its VfL Football Academy, as well as strengthening its own membership with offers such as the WölfeClub 55plus. The club makes use here of its international contacts to open up the world of football to young players, as well as providing attractive sports and leisure opportunities to more senior members of the club, as well as creating numerous options for voluntary work at the stadium or in the administration.

FOOTBALL ACADEMY IN AN EXCHANGE WITH MEXICO AND CHINA

Under the communicative umbrella name “Wolfsburg United”, the VfL Football Academy worked together with Balvenera V-fútbol Club in 2013 and 2014 to organise a training camp in the Mexican city of Santiago de Querétaro. In addition to the whole training squad, 45 members of the Football Academy also took part in the exchange in 2014. The perfect organisation, increasing number of participants, and the satisfaction expressed by all of those involved, all support the continuation of the project. The club has therefore already initiated planning activities to hold another event of this kind in 2015. In addition, Wolfsburg is expecting a reciprocal visit by eight talented young footballers from Querétaro who are expected to arrive in October. In July 2014, the Football Academy organised a course for the first time at the training camp of the licensed players of VfL Wolfsburg which took place in Bad Ragaz in Switzerland in 2014. This enabled enthusiastic football-playing children from the surrounding area to join in one training session à la Wolfsburg.

The biggest highlight to date of “Wolfsburg United” was a German-Chinese youth football match in March 2014 at the Olympic Games venue in Berlin. A junior selection of VfL Wolfsburg played against the youth team of the Rainbow Bridge Project which had earlier enjoyed a training

session at the VfL Football Academy. The Rainbow Bridge Project is an internationally active charitable organisation which focuses on sponsoring vocational training in combination with youth football. The regional focus of their work is on four economically weak Chinese provinces. The intercultural exchange of the young footballers is followed with great interest in these provinces.

VOLUNTARY WORK ENJOYS A GREAT DEAL OF RESPECT

Whatever the activity, from washing football kit, mowing lawns or refereeing matches – many important tasks at VfL Wolfsburg and other clubs depend on the help of volunteers. 38 contracts with volunteers were closed during the whole of the 2014/2015 season. When the members of the WölfeClub 55plus were asked if they could help, 13 of the older members also came forward to undertake voluntary duties. VfL is also the only club in the Bundesliga with its own first aid service organised and run by volunteer helpers.

Many of the volunteers are fans of the club whose enthusiasm weighs more strongly than being paid for their work. VfL Wolfsburg considers harnessing this commitment to be one of its more important tasks. Changes across society have also led to modifications in the ways people spend their leisure time. The regular volunteer surveys undertaken by the German government reveal that the willingness of Germans to do voluntary work has declined. VfL Wolfsburg, however, continues to report a strong demand for opportunities to do voluntary work. The thanks for the work that is done is one of the aspects which helps make the voluntary work at VfL Wolfsburg so attractive – with acknowledgement ranging from the VfL managing directors handing bunches of flowers to volunteers in the run-up to important matches, or the attractive recreational opportunities provided by the WölfeClub 55plus, such as public viewings or bus or raft outings – such as the one that took place recently on the Ocker river in Braunschweig on 11 June 2014.

MILESTONES

Football Academy participation in the first Bundesliga Cup together with Mainz 05 and Hannover 96 (26.10.2013)

Regional conference in Hamburg on “Travel management of football fans” (February 2014)

First Fan Forum (March 2014)

German-Chinese youth football match at the Berlin Olympics venue (29.03.2014)

Football Academy training camp in Santiago de Querétaro (Mexico) (April 2014)

OUTLOOK

As part of the “Fan cooperation agreement” a joint conflict management system is to be elaborated and implemented. This will include a de-escalation strategy, and highlight measures aimed at further improving communication between all of the parties involved at Bundesliga home matches. VfL fans and stewards are to be trained as conflict managers as part of this process, and made available to fans from the visiting teams as points of contact.

OBJECTIVES AND MILESTONES

TRANSPARENCY FOR SUSTAINABLE DEVELOPMENT

In this report, VfL Wolfsburg provides information on the state of implementation of the objectives defined in its 2012 CSR programme. VfL will continue to enthusiastically pursue the ongoing or previously unachieved objectives. They have therefore been re-incorporated in the current CSR programme. Because VfL has the ambi-

tion of maintaining its status as a pioneer in future as well, it has also developed new measurable targets resulting from a workshop attended by employees from a range of departments. The comprehensive spectrum of objectives elaborated in the workshop is presented in brief in the following list. From the point of view of VfL, this list in-

corporates the most important objectives, as well as providing an overview of the comprehensive and broad-based commitment of the club. VfL will also continue to publicly communicate the future progress it makes in achieving the goals of its new CSR programme, so that it will continue to set the benchmark for others to follow.

STRATEGY & MANAGEMENT

OBJECTIVE	DATE	COMMENT
Expansion and establishment of quality assurance in the merchandising sector	<i>ongoing</i>	In this way, the club bears its responsibility for the supply chain
(Long-term) conversion of 10 % of its merchandising products to fair trade products	<i>ongoing</i>	Continuing the dialogue with the kit supplier Kappa for the incorporation of fair trade.
Implementing data management for non-financials (paper, emissions, water, etc.)	<i>end 2015</i>	Implementing CSR software for sustainability management.
Boosting the popularity figures of the club	<i>ongoing</i>	Important milestone: identification in the German media of VfL Wolfsburg as the most sustainable Bundesliga football club by the end of 2017.
Intensifying the exchange with partners on CSR issues.	<i>end 2014</i>	Organising a Sustainability Day with partners.

ENVIRONMENT

OBJECTIVE	DATE	COMMENT
Reducing the club's CO ₂ emissions by 25 % compared to 2011	<i>end season 2017/18</i>	Important milestone: analysing spectator mobility and defining ways of reducing CO ₂ emissions by 2015.
Promoting the sustainable mobility of the employees	<i>end 2015</i>	Implementing environmental driver training with professional players and employees.
Protecting natural resources	<i>ongoing</i>	Important milestone: implementing and communicating a resource-saving and environmentally-friendly printing concept for all administration workplaces by the end of 2015.
Taking into consideration the latest energy efficiency standards and bio diversity in new buildings.	<i>ongoing</i>	Involvement in the planning activities of the Wolfsburg city administration for renaturising the Aller between Vorsfelde and Allersee.

EMPLOYEES

OBJECTIVE	DATE	COMMENT
Promoting sports and health-enhancing offers for employees	<i>ongoing</i>	Annual organisation of an internal Health Day from 2015.
Expanding the vocational training opportunities for players	<i>ongoing</i>	Increasing the number of trainees amongst the U19 and U23 players as part of an improved mentoring concept.
Expansion of further education measures for employees – in particular with respect to sustainability	<i>end 2016</i>	Important milestones: participation of at least 30 % of the employees in a personal development programme by the end of 2015. Completing an additional CSR qualification for all CSR employees by the end of 2016.
Implementing a corporate volunteering programme	<i>end season 2014/15</i>	The club supports the social involvement of its staff and intends to support them further in this context

SOCIETY

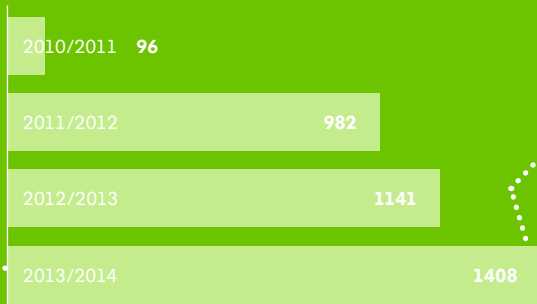
OBJECTIVE	DATE	COMMENT
Further development of the VfL-Wiki	<i>start of the 2014/15 school year</i>	Incorporation of additional schools and intensification of collaboration with all of the participating schools.
Expansion and strengthening of the partner network	<i>ongoing</i>	The club pursues the objective of continuously intensifying its social commitment. It considers co-operation with experts as a fundamental contribution to achieving this aim.
Opening an extra-curricular learning venue as part of the new VfL Football World	<i>beginning of 2015</i>	Certifying the extra-curricular learning venue pursuant to BNE (Education for Sustainable Development) by the Ministry of Education in Niedersachsen.
Development of further measures to establish barrier-free conditions in all departments and areas.	<i>ongoing</i>	The next step towards inclusion: publication of a barrier-free app with important information for fans and spectators, as well as to communicate the “Moving Together” initiative by mid 2015.

FANS AND MEMBERS

OBJECTIVE	DATE	COMMENT
Elaborating a conflict management system	<i>beginning of 2014/15 season</i>	A joint conflict management system is to be elaborated as part of the fan relations co-operation agreement.

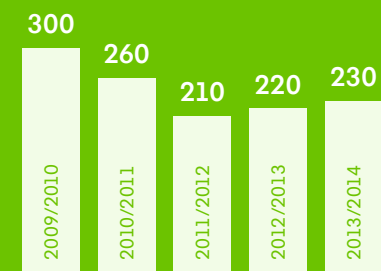
SUCCESS IN FIGURES

FOOTBALL ACADEMY PARTICIPANTS



FURTHER TRAINING PARTICIPANTS

Ball school + "Kick off VfL" trainer further education



27,886

spectators per match in the Volkswagen Arena in the 2013/2014 season – according to the stadium announcements

170

presents were forwarded to the Wolfsburger Tafel as part of the Christmas tree campaign

1,3 million

Euro investment in the "Moving Together" initiative in the 2012/2013 season

100,000

people have been reached so far by the "Moving Together" initiative

137 Tonnen

compensated CO₂ emissions for the Stadium Festival 2013

35,000

school children have taken part in the Muuvit adventure so far

Euro 250,000

donations for the "Wolfsburg United" project from marketing the pitch advertising hoarding since the start of the 2012/2013 season

72 VfL bus appearances

in the 2012/2013 season



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www.vfl-wolfsburg.de/soziales

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