



VfL WOLFSBURG
Gemeinsam bewegen

MOVING TOGETHER

VfL WOLFSBURG · CSR PROGRESS REPORT 2018



VfL WOLFSBURG



2

SPORTING DEVELOPMENT

4

STRATEGY AND MANAGEMENT

Rolling out sustainable success

12

HUMAN RESOURCES

Team spirit and responsibility

18

ENVIRONMENT

Using opportunities

24

SOCIETY

Charisma for diversity and team spirit

30

FANS AND MEMBERS

Community experience

36

CSR PROGRAMME

Managed sustainability

COMMITMENT WITH IMPACT

ABOUT THIS REPORT

VfL Wolfsburg is very well aware of its corporate social responsibility (CSR) for people and the environment. CSR is therefore firmly anchored in its corporate philosophy. This is the way in which the club wishes to be seen as a responsible player on the national and international stage, and occupy a leading position in professional football. For this purpose, it publishes a comprehensive CSR report every four years, most recently in 2016. But to also enable it to take stock of its dedicated CSR activities during this period, VfL also publishes a "half-time" condensed report on the progress achieved by the middle of this period, as well as its challenges and plans. This progress report provides this information for the 2016/2017 and the 2017/2018 seasons. And more recent developments have also been incorporated where possible before the editing deadline.

The CSR Progress Report 2018 follows the same layout as VfL's previous sustainability reports. This not only creates transparency, but also makes the club's development steps easier to follow. It is also assisted by presenting the contents of the report in line with the standards of the Global Reporting Initiative (GRI). The stories from the VfL World highlighted in colour in the report also present concrete examples of the impact of the club's CSR commitment – also with respect to the sustainable development goals (SDGs) of the United Nations.

The CSR programme which rounds off this report provides an overview of the club's CSR goals and measures. The text also includes references to additional information which can be found at the VfL Wolfsburg website (www.vfl-wolfsburg.de). Additional content on sustainability can also be seen for instance at www.vfl-wolfsburg.de/soziales.



“SUSTAINABILITY REQUIRES GOOD EXAMPLES”

Klaus Mohrs, Lord Mayor of Wolfsburg on the club’s social significance

“Social commitment is a big priority in our city. Businesses in Wolfsburg, as well as clubs and citizens, and naturally as well of course the city administration, shoulder responsibility for people and the environment, and thus simultaneously also underpin the economic success of the area.

A key role is also played here in this respect by VfL Wolfsburg as a large football club with many fans in the region and the rest of Germany, not to mention internationally. With its charisma and its reliable commitment under its “Moving Together” slogan, it is a powerful force for not only inspiring its many partners, but also for mobilising people for sustainable development. On behalf of the city of Wolfsburg, I am proud to join the club as we pursue this goal together.”



“COMBINING OUR FORCES FOR A PERMANENT IMPACT”

Dr. Tim Schumacher, Managing Director of VfL Wolfsburg-Fußball GmbH on its sustainability strategy

“Games are frequently decided by having a forward-looking strategic line-up. Not only on the pitch, but also with regard to our employees and the people which associate with the club – to help them bundle their forces and achieve a permanent positive impact.

By taking on board sustainable economics and setting up the management structures accordingly, we have established the conditions in recent years to help us achieve these goals. With this line-up, we have repeatedly succeeded in charting new courses and in playing a pioneering role – such as with respect to integration and inclusion, in education, or in environmental and climate protection. We do this by deliberately harnessing the social kudos of the Green-White team from Wolfsburg, to win over new partners for these important topics. This report highlights how we have jointly made progress here – and what we plan to achieve in future.”



SPORTING DEVELOPMENT

THE MEN STAVED OFF RELEGATION – THE WOMEN CONTINUE THEIR WINNING WAYS

Commercial success is one of the three pillars of sustainability. The conditions for this are good at VfL Wolfsburg as a limited company (GmbH) and a one hundred per cent subsidiary of the Volkswagen Group: training, coaching and competition facilities are all state-of-the-art. In economic terms, VfL can be compared to a medium-sized enterprise. It also profits simultaneously from group standards such as workers' rights, co-determination and equal opportunities. But as a sustainably oriented football company, the basis of VfL Wolfsburg as a business will always be sporting success. In the last two seasons, things did not go according to plan for the men's team, the club's flagship. In a similar way to when the team won the championship in 2008/2009, the successful international performance in the 2014/2015 season was followed by a rude awakening from the ensuing highflying dreams.

MEN: SURVIVED THE TURBULENCE

After the bad start in the 2016/2017 season, the team parted ways with Dieter Hecking, the successful coach of the preceding years. And when this move failed to bring about the hoped for reversal of fortunes, Klaus Allofs, the Managing Director Sports, also parted company with the club. His position then remained unfilled for over two years. Coaches also came and went: Andries Jonker and Martin Schmidt both only put in brief appearances for VfL. Nevertheless, the Green-Whites just managed to survive and avoid relegation in the 2016/2017 and 2017/2018 seasons – on the first occasion, only just against local rivals Eintracht Braunschweig, and on the second occasion, easily against Holstein Kiel. The outlook is now considered good again after installing a new line-up at **sporting management level**.

WOMEN: CONTINUING TO WIN TITLES

The VfL women's team continues to write football history with their triumph in the DFB Cup and the German Championship in 2017 and 2018. They have now won nine major titles in just five years. And they very nearly completed the triple in 2018 just as they did five years ago: however, the women's team "only" made it into the final of the UEFA Women's Champions League. There was also a change at the top for the women's team: coach Ralf Kellermann handed over the reins to Stephan Lerch at the end of the 2017/2018 season. But he is still involved with the women's team: as the new Sports Manager.

JUNIORS: U23 WITH CONSTANT PERFORMANCE

Wolfsburg's U23 team also plays on the international stage. After the debut in the Premier League International Cup 2016/2017, it was invited to take part again in 2017/2018. In the most recent tournament, twelve English teams had the opportunity to play against twelve leading international teams. The U23 in Germany plays in the Regionalliga Nord, where it has constantly produced good performances for many years in a row, coming in third place in the last two seasons. They are still waiting to be promoted though.



A close-up photograph of a dark green football jersey. The jersey features a white VfL Wolfsburg logo on the right chest, which includes a stylized wolf and a building. The background is a blurred green and black striped pattern.

STRATEGY AND MANAGEMENT: ROLLING OUT SUSTAINABLE SUCCESS

VfL Wolfsburg is rigorously committed to sustainable success, as set out in its corporate strategy. It acts passionately and with team spirit, is flexible and reliable, and involves its social environment in its activities. In this sense, the club hopes that the new sports management team will generate continuity, innovation and strong leadership – regional, national and international.

DIE NEUEN UND WOFÜR SIE STEHEN



Frank Witter,
Chairman of the Supervisory
Board Steering Committee of
VfL Wolfsburg-Fußball GmbH

The steady hand

Frank Witter has occupied management positions in the Volkswagen Group for more than 25 years, most recently as Chief Financial and IT Officer of Volkswagen AG. He stands for continuity and reliability – also in the VfL Supervisory Board since April 2018.

Born in Hannover in 1959, Frank Witter started his career in Volkswagen in 1992 as head of the capital market division. He is not just an expert in investment and investment income – he also boasts more than just a little understanding of football and the world at large:

In the early 1980s, he played in the defence for OSV Hannover when they were in the second division. In the 2000s, he was CEO and CFO at Volkswagen in America. He returned to Germany in 2008 to take charge of global financial services. He has put down his roots in the region again ever since.



Jörg Schmadtke,
Managing Director Sports

The pragmatist

Jörg Schmadtke, born in 1964, has been actively involved in the world of football for 35 years. He knows the high points and low points of working in the league like almost no other. He took over as Managing Director Sports on 1 June 2018.

Schmadtke was promoted to the Bundesliga with 1. FC Köln as Managing Director Sports and qualified for the Europa League with the club in 2016/2017. Previously he had also managed Hannover 96 and Alemannia Aachen as they advanced to play internationally.

Born in Düsseldorf, he played a total of 266 Bundesliga games between the posts for Fortuna Düsseldorf, and then SC Freiburg. Schmadtke is a pragmatist. He stands for a direct way of saying things, getting things done, and clear communication, and will strengthen the club with his sense of values.



Marcel Schäfer,
Sports Director

The role model

Marcel Schäfer was appointed as VfL Wolfsburg's new Sports Director on 1 July 2018. The day before, the former captain of the Green-Whites, who was born in Aschaffenburg in 1984, prematurely ended his involvement with the Tampa Bay Rowdies, and thus also his active footballing career.

Schäfer achieved his greatest successes to date with the Wolves, for him personally, as well as for the club: the German Championship 2009 and the DFB Cup in 2015.

Schäfer took advantage of the club's further education opportunities and gained a Bachelor in „Football management“ in 2015. He is therefore not only a role model on the pitch, but also superbly qualified to take over his new position.

MOVING THE REGION AND INTERNATIONALLY FOCUSED

Sustainable success in football depends on integrated thinking, reliable partnerships and stable conditions. VfL Wolfsburg therefore takes into consideration all of the factors relevant for success: ranging all the way from forming the squad, to looking after the fans, and environmental protection, as well as nurturing relationships to numerous players throughout the region and beyond. It also pursues the principles of responsible management, and uses its potential to help society develop positively.



VfL Wolfsburg's corporate philosophy is based on three principles: „integrated innovation“, „passionate team-orientation“ and „sustainable success“, as well as the maxims spelled out in the „Brand manual“. According to the manual, the club is not focused on short-term success and partnerships, but always strives to achieve healthy growth. It does this by building on solid financial management and strong regional integration.

As the driver and prestige flagship for the Wolfsburg region, VfL Wolfsburg bears a very special societal responsibility. And to a growing degree, it is also involved in global topics, not only involving sport, but also social and environmental aspects. Regional and international activities are increasingly integrated with one another, and the successful links between the city, the club and the company in the region provide an excellent platform for pursuing these goals.

VfL has the ambition to be a role model, to get people thinking, and especially to encourage people to become involved – locally, regionally as well as globally. Digitisation opens up numerous opportunities to further this ambition. Together with Volkswagen AG and the city of Wolfsburg, the club is therefore participating in the establishment of a digital hub in the old Wolfsburg covered market. As a centre for digital culture, it opens its doors to all interested parties to try out new forms of working, learning and education. To this end, the old covered market will include co-working spaces and a youth centre, and a football pitch on the outside.

The international involvement in football from Wolfsburg is also often digital, as exemplified by the fact that around 75 per cent of its Facebook fans and Twitter followers at the end of the 2017/2018 season came from outside Germany – this does not even include the over 500,000 fans in the Chinese social media channels! One thing has become very clear: Brazil, China, Mexico and the USA are becoming increasingly important markets for VfL.



WOLFSBURG TO BE BEIJING'S NO. 1 FOOTBALL PARTNER: NEW BRANCH OFFICE AND PARTNERSHIPS IN CHINA

Beijing, 22 March 2017. VfL Wolfsburg is the first club in the league to open up its own office in this global metropolis. This establishes an important milestone in pursuing its internationalisation strategy because China is a key internationalisation market.

In its new branch office in Beijing, VfL co-ordinates its numerous activities in China, and provides a focal point for sponsors and training institutions. Important partners for setting up the football infrastructure in China have been acquired since the office was opened:

In June, VfL closed a strategic sports partnership with the Mentougou Education Committee and the Beijing-based company Wisdom Sports, which provide support for local implementation and co-ordination. The aim of the co-operation is to improve the footballing activities available at schools in the Mentougou district of Beijing. Plans include establishing a training system for school sports, training football coaches, and holding joint football camps in Wolfsburg.

In November 2017, VfL also negotiated a co-operation with Beijing Sport University (BSU). The aim is to promote elite football in China. A programme for talented players from youth to the men's and women's squads has already been started in an academy near Beijing.

The main contribution from VfL Wolfsburg here is the provision of human resources: a technical director responsible for structural issues, and the head coach for the men's and women's team were provided by VfL. In addition, VfL Wolfsburg also provides assistance in the implementation of a successful training system, and in the further education of Chinese coaches at BSU.

VfL Managing Director Dr. Tim Schumacher describes the importance of the partnership: „Through its co-operation with Beijing Sport University, VfL's activities in China now also include sport at the highest level. This is a logical step for the long-term work of our club in this up and coming footballing nation.“

Together with the China National Football Academy, BSU plans to establish its own club located in Qinhuangdao, with the aim of also participating in the Chinese Super League in future. Country-wide scouting of around 300 players has now already begun.



FOOTBALL MADE IN WOLFSBURG

With its global strategy, VfL has the objective of winning friends world-wide for German football, to thrill fans, and to establish itself as a successful, popular and socially-involved football club. The VfL Wolfsburg brand is an important vehicle in pursuit of these aims. An analysis by the Gesellschaft für Finanzkommunikation mbH, revealed that of all the Bundesliga clubs in the period covering 2016/2017, VfL was in second place in the media in terms of being associated with the topic of sustainability. Social commitment is an important issue in this context. In its annual brand tracking, the club analyses its external awareness itself. For 2017, this showed that the brand benefits positively primarily from its involvement in women's football and electronic sports (e-sports).

VfL has been involved in e-sports since as far back as 2015. In addition to Benedikt „SalzOr“ Saltzer, Timo „Timox“ Siep has been playing in the FIFA football simulation for VfL since September 2016. VfL has also now started its Wolves E-Academy in March 2018. Via several competitions, VfL plans to initially scout for up-and-coming talents for FIFA e-sport and then support selected talents in the long term. The three youth talents that have already come through the final event in May are Riad Fazlija, Julius Kühle and Benedikt Bauer. They are now in the Wolves E-Academy team.

An important element of the global strategy is the international „Wolfsburg United“ programme in connection with the VfL Football School. With this vehicle, VfL supports projects for deprived children in Mexico and India. During the reporting period, the VfL Football School also organised several training camps in China, England, Mexico and Spain, as well as training programmes for Chinese and Mexican football coaches.

MANAGEMENT AGAIN AT FULL STRENGTH

Jörg Schmadtke joined VfL Wolfsburg as the new Managing Director Sports in June 2018. This position had previously remained vacant ever since Klaus Allofs left the club at the end of 2016. Thomas Röttgermann also stepped down at the end of the 2016/2017 season. Wolfgang Hotze has been responsible ever since for media and communications, management accounting, finances, infrastructure and organisation, sponsoring and events. Dr. Tim Schumacher is in charge of purchasing, human resources, legal and compliance, business development, B2C, service delivery and women's football.

The managing directors are appointed, supervised, advised and recalled by a supervisory board with up to twelve members, and a supervisory board steering committee. Frank Witter took over from Dr. Garcia Sanz as chairman of the supervisory board steering committee in April 2018.

AWARD WINNING: SOCIAL RESPONSIBILITY AT VfL

Corporate social responsibility (CSR) for people and the environment is a fixed element in VfL Wolfsburg's corporate



VfL Wolfsburg on a joint project visit with Terre des Hommes in Pune, India.

philosophy. All CSR activities are guided by the principles of efficacy, sustainability and honesty, and the firm conviction that sustainability and commercial success have to go hand-in-hand. In compliance with this corporate philosophy, VfL Wolfsburg has merged all of the activities concerning education, integration, health and the environment under the overall umbrella of the "Moving Together" initiative. This strategic focus enables VfL to bundle its forces where they can have the most sustainable impact. VfL, its fans, sponsors and partners all pull together, achieving three things simultaneously as they do so: moving themselves, getting things moving, and moving people.

The CSR department is run by Dr. Tim Schumacher. The department has four and a half full-time positions. The members of the interdisciplinary team all have their own focus topics, and act as in-house consultants on sustainability issues, and are consulted in various ways by other departments.

VfL Wolfsburg aims to achieve continuous progress in all of its CSR activities. A CSR programme (see page 36/37) provides information on each objective and the implementation status. It uses target agreements to establish incentives for the management and the employees for the in-house control of the CSR work. And since March 2018, the CSR department has also been providing information on its own Facebook page, looking at the projects and activities carried out as part of the "Moving Together" initiative.

VfL Wolfsburg won numerous prizes for its CSR commitment during the reporting period: in 2017, it won the "International Sports Award" in the category: "Sports CSR Campaign of the Year". It was amongst the finalists twice in the "The Stadium Business Awards 2017" – in the "Environmental Award" category – and with Nico Briskorn, head of the CSR department, in the "Unsung Hero Award". It also gained another nomination for installing LED floodlights in the stadium: in the "Green TecAwards 2018", the club was amongst the top 10 in the "Sports" category.

GOOD CORPORATE GOVERNANCE

VfL Wolfsburg is managed on the basis of defined corporate values and in-house regulations and management systems. These ensure that VfL acts responsibly and lawfully, and ensures a fair, trusting and transparent relationship within the club and with business partners. Priorities include the prevention of game manipulation and anti-doping.

VfL Wolfsburg works closely together with Volkswagen AG on compliance issues, as well as risk and quality management. For instance, the internal control system is based on Volkswagen AG's risk management system. Additional standards for more efficient process management were also defined in 2018. The stipulation of clear processes is intended to reduce the duplication of effort for instance, and to improve communication at the interfaces. VfL also uses process standards when it comes to environmental management, or safety concepts for match days.

In 2016, VfL became the first Bundesliga club to systematically implement its own ideas management with

the aim of improving processes, workflows and the working environments of its employees. It specifically invites its workforce to become involved, also with respect to concrete sustainability aspects. And since August 2018, the club has analysed the efficacy of its innovation culture with a scientifically-based analysis method.



Benedikt „SalzOr“ Saltzer and Timo „Timox“ Siep are the VfL eSport team.

CLEAR RULES FOR EVERYONE

Violations of the law can not only have serious consequences for VfL itself, but also for its employees and partners. To ensure compliance – lawful and moral behaviour – VfL works with a code of conduct which was revised and further developed in 2017, as well as other mandatory regulations and guidelines stipulated by the Volkswagen Group: such as the avoidance of conflicts of interest, or with respect to cartel and competition law.

The code of conduct formulates the main rules of behaviour for all employees and partners, and provides orientation on legal and ethical questions. It also includes a clear declaration on human rights and against discrimination of all kinds. For instance, all contracts are inspected by the management accounting, finance, legal and tax departments to verify compliance before they can be authorised by the management. Employees are trained in relevant compliance aspects, and the club's legal department also offers regular advice on a case-by-case basis.

The Volkswagen Group's anti-corruption officer is available at all times to answer questions from employees, management and third parties. The Volkswagen Group also established a new whistle-blower system in 2018 with a single point of contact for people inside and outside the organisation, and VfL is also integrated within this system. Moreover, information on violations can also be submitted to two ombudsmen (external lawyers) – confidentially upon request.

There were no sanctions during the reporting period arising from non-compliance with regulations and laws, or any legal proceedings arising from conduct violating competition law. As part of the Volkswagen Group, VfL also published a statement on its website in summer 2018 with respect to the British "UK Modern Slavery Act". Just as with the whistle-blower system, VfL was also the first Bundesliga club to actively issue a statement with respect to the "UK Modern Slavery Act", and therefore plays a pioneering role in the Bundesliga when it comes to compliance issues.

VfL Wolfsburg implements comprehensive measures to prevent match manipulation by doping or match fixing for instance. All of the club's men's, women's and youth teams sign a "Confirmation on awareness and acceptance of the valid regulations stipulated by the German Football Association (DFB) concerning the prohibition of gambling, match manipulation, and all of the associated information obligations" as well as the DFB anti-doping regulations, and the national anti-doping code (NADC). This is backed up by education and information events on anti-doping and match fixing. The players' employment contracts also stipulate that they are not allowed to hold any shares in other clubs.

NEW DATA PROTECTION REGULATIONS IMPLEMENTED

Legislation comprehensively regulates the protection of personal data applying to clients, fans, partners, employees and members, and these regulations are taken very seriously by VfL. Every employee is expressively informed about their confidentiality obligations, and receives data protection training with respect to the law and in-house regulations.

Before the General Data Protection Regulations (GDPR) came into force on 25 May 2018, VfL Wolfsburg set up a project team to elaborate the additional measures required in the light of these rules. The team implemented this task in close co-operation with various departments, lawyers specialising in data protection, as well as the Volkswagen Group's data protection department and legal department.

SUSTAINABLE SUPPLY CHAIN MANAGEMENT

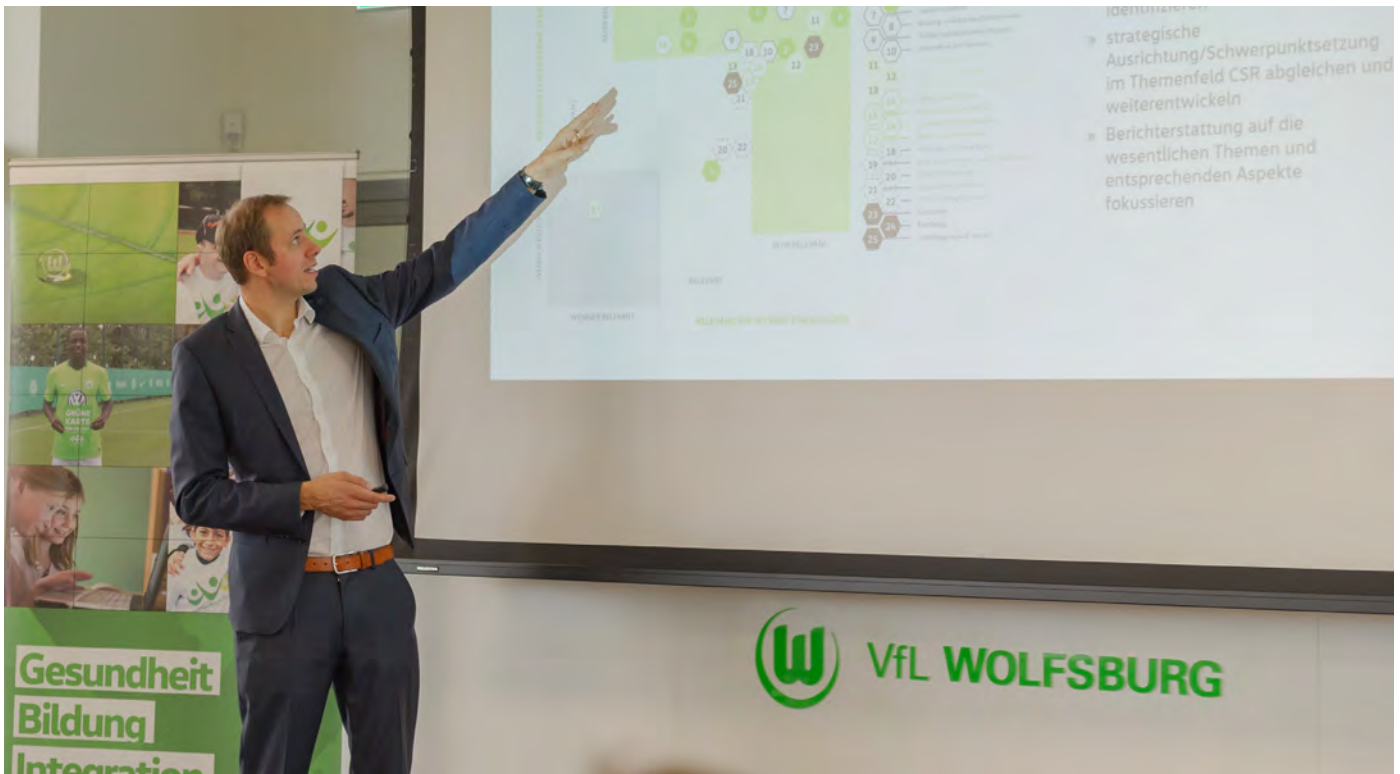
VfL Wolfsburg also demands that its suppliers have responsible business practises, and implements the standards established in the Volkswagen Group for this purpose. A new sustainability rating is to be implemented from 2019 with the intention of rating business partners in terms of "environment/social" and "compliance". VfL's suppliers were written to accordingly in advance. And before closing any agreements, they are also referred to the club's sustainability stipulations defined in the general purchasing conditions. They can be audited by an external service provider in terms of their sustainability as part of a co-operation with Volkswagen AG. Furthermore, VfL strives to establish long-term supplier partnerships on the basis of general agreements. The club also ensures that the order volumes are rigorously controlled by a means-oriented system in close co-operation with the various departments. memo AG is VfL's new environmental partner for the 2018/2019 season. In addition to joint CSR projects, the club also intends to purchase the majority of its office materials and advertising articles from the sustainable mail order company.

Because of the diversity of the merchandising products, VfL works together with numerous suppliers. Sustainability also plays an important role here as well: from autumn 2018, VfL Wolfsburg will be selling a hooded sweater certified according to the high environmental standards of the Global Organic Textile Standard (GOTS). In addition, the VfL shop will provide fans with a reusable bamboo coffee mug from late summer 2018. And thanks to the co-operation with memo AG, fair-trade-certified footballs with the VfL co-branding will also be available in the fan shop in future.

As the in-house consultants, the CSR team also supervises co-operation with partners and sponsors. The latest strip from Nike for the 2018/2019 season consists of recycled polyester and is also rated highly by fashion experts: the Media Design University in Düsseldorf rated the home strip as the "Best Strip 2018/2019". This is an annual competition in which the university ranks the strips of all of the Bundesliga clubs according to design and sustainability aspects. Moreover, VfL also requires that its sales employees assess the sustainability risks of other sponsors. The sales staff do this by working closely together with the CSR team and the VfL Wolfsburg management.

TRANSPARENT STAKEHOLDER DIALOGUE

VfL Wolfsburg's success depends on its spectators, fans and employees. Its business partners and the people living in the region also have high expectations of the



Nico Briskorn at the information event with the Bundesdeutschen Arbeitskreis für Umweltbewusstes Management (B.A.U.M.) e.V. in Wolfsburg.

Bundesliga club. These and many other interested groups are all covered by the general label "stakeholders". VfL undertakes regular open and transparent dialogues with the stakeholders. Examples include the Fan Forum, the CSR task force meeting of the European Club Association (ECA), as well as the European Football for Development Network (EFDN). Another platform for the exchange of ideas is the "social commitment" working group of the German Football League (DFL), in which VfL has been active ever since it was founded.

Other opportunities for dialogue were also possible at a presentation by Nico Briskorn at the "2nd World Summit on Ethics and Leadership in Sports" at the FIFA headquarters in Zurich in September 2016, and an information event with the Bundedeutscher Arbeitskreis für Umweltbewusstes Management (B.A.U.M.) e.V. (German working group for environmentally-aware management) in Wolfsburg in October 2017. VfL is a member of B.A.U.M., as well as of the Didacta Verband der Bildungswirtschaft (Didacta education sector association) since the end of 2017. It also participates in the Plattform Ernährung und Bewegung e.V. (peb) (Platform for nutrition and exercise), and co-operates with the nature protection society Naturschutzbund Deutschland e.V. (NABU), the city of Wolfsburg, and the Ministry of Education in Niedersachsen.

CSR partners such as Duden and memo AG are also active at the same time as sponsors or suppliers, and implement CSR projects jointly with the club. At a project level, VfL co-operates with other partners, including various universities, as well as numerous schools, clubs and kindergartens.

MILESTONES

- Start of a separate Facebook page for "Moving Together"
- Opening a VfL Wolfsburg representative office in Beijing
- Implementing the European General Data Protection Regulations (GDPR) on 25 May 2018
- Winning the International Sports Award 2017 in the category "Sports CSR Campaign of the Year"

A woman with long brown hair and a man with glasses and a dark suit are smiling and holding a framed sign. The sign is white with a green background and contains the text 'GRÜNE KARTE FÜR VIELEALT' in white capital letters. Below the text is a logo consisting of three stylized human figures in green and white. The woman is on the left, and the man is on the right. They are both looking towards the camera. The background is a blurred office setting with a soccer ball visible on the left.

EMPLOYEES: TEAM SPIRIT AND RESPONSIBILITY

VfL Wolfsburg's sporting and commercial success is due to the high qualifications and personal dedication and hard work of its sporting and commercial teams, and each and every employee. Former professional footballers are also a firm part of the workforce. They strengthen the sense of togetherness and hold especially responsible positions. One example is Pablo Thiam: in addition to his job as the Sports Director of the VfL-Football.Academy, he was also appointed as integration officer at VfL in February 2018. His first official showing in this role was at the Berlin Evening of the DFL Foundation in March – the kick-off event for the VfL Action Match Day „Banish prejudice“.

PROMOTING INTEGRATION IS PART OF CLUB CULTURE

What exactly does an integration officer do?

I want to get things moving in terms of raising intercultural awareness. Specifically this means: talking to players, employees and external partners, searching for solutions, providing advice on projects for integrating refugees, and mentoring players in the integration phase.

How do you combine your job as integration officer with your position as director of the VfL-Football.Academy?

Integration work is also naturally a part of my job at the Academy, because all sorts of different boys come together there. When one or other of them want to pray after training for instance, I can help to arrange this. If a player with a migration background joins VfL, I have a good idea of what it feels like because of my own experience, and help him feel at home. The most important thing for me is that the players learn the German language as quickly as possible – this is the only way for them to integrate with the other members of the team. This is where integration starts in my opinion. As a former professional player, and thanks to the support of VfL, I can provide advice on many issues and give tips as well.

What are the challenges and what are the opportunities ahead for the club in terms of integration?

There are different expectations of what the club should do in terms of integration. Integration does not mean “adjustment” in my opinion. I see it as being primarily about providing assistance to be able to take on a responsible role within society. Gaining language skills, and getting across basic codes of conduct and values, are just as important here as the opportunity to be one’s self and make use of the opportunities. There are still many things hindering integration. We get rid of these in football if we make sure that the game is what it should be: a level playing field, and a role model for society. That is our objective for VfL.

Which recent project did you particularly enjoy, and what plans do you have for yourself in the near future?

There are a lot of things on my list: one of the things I remember is the “Learn and Kick – promoting German through sport” project, initiated by the VfL CSR department. This provided an opportunity for young refugees to receive individual language training and take part in a football training course organised by VfL. I visited the youngsters, and really enjoyed my conversation with the people responsible for the project. Projects such as these help people when they arrive, and therefore make an important contribution to integration. In addition, the VfL Diversity Weeks will soon be here again. I support these enthusiastically because every year they send out a firm message from the club for more tolerance.



Meeting at the Federal Chancellery: Pablo Thiam talks to Aydan Özügüç, the former German Minister for Migration, Refugees and Integration, on the commitment to integration in football.

MOVING BY THRILLING AND HELPING

A key task for the VfL Wolfsburg workforce is to thrill fans and talented youngsters through passionate teamwork, and to get across to the club's partners a strong sense of trust in football from Wolfsburg. VfL therefore assists employees and players, as well as talented youngsters from the region, with comprehensive training and further education opportunities, and provides fair working conditions for the whole of the workforce. These include health services, equal opportunities, and respect for each and everyone. The club's human resources activities are strongly supported by Volkswagen.

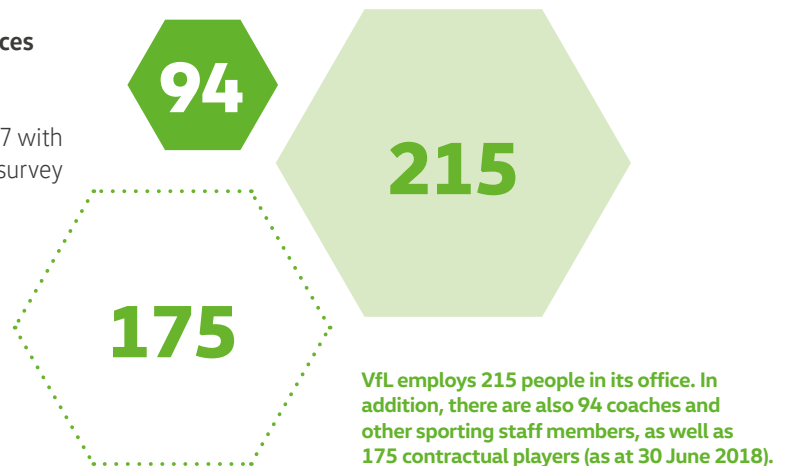
VfL has measured the satisfaction of its employees since 2017 with a mood barometer adopted from Volkswagen. The first survey provided a total result of 69.1 out of a possible 100 points. VfL now has the aim of continuously improving this value.

VfL Wolfsburg implemented SAP Sports One at the beginning of the 2018/2019 season. This is professional software for managing all of the teams. It provides access to a wide range of data, including data from training, scouting and performance diagnostics. This helps improve the efficiency of co-operation between the various coaches and mentors, and enables a more individual, integrated management of the teams and individual players.

FURTHER EDUCATION OPPORTUNITIES FOR ALL EMPLOYEE GROUPS

A key element of VfL Wolfsburg's training courses has been the VfL Campus since the winter semester 2015: in co-operation with SPORTBUSINESS CAMPUS GmbH, employees with university entrance qualifications can take part in university courses in Wolfsburg for the officially recognised „Bachelor of Business Administration“ (B.A.), and a „Master of General Management“ (M.A.). Certified further education courses in football management and sports business management are also available, and are also open to people without university entrance qualifications. In addition to courses in economics, the VfL Campus also provides direct insights into the professional football business. 62 students and further education participants were registered at the VfL Campus in 2018. 75 people have qualified since the VfL Campus opened its doors.

Beyond the VfL Campus, VfL also supports its players in a wide range of ways to establish a second livelihood. Up to five youth players every year are given the opportunity of doing an apprenticeship or a sandwich course with Volkswagen Group Services (formerly



AutoVision) in addition to their footballing activities. The training courses are tailored directly to the needs of the footballers, and were attended by six players during the reporting period. Two more players will be starting apprenticeships in summer 2018. Active and former professional players also work in the VfL head office, the VfL Football School or at partner institutions.

INTEGRATED YOUTH WORK

Youth work from the U10 to the U23 teams was bundled together within the VfL-Football.Academy at an organisational level in 2016. This integration also gained the associated buildings and facilities since the beginning of 2018. The new Function Building next to the old academy main office building now also houses the U23 players, all academy coaches, special coaches and the medical staff of VfL.Med. In addition to professional football training, non-sport aspects are also provided here as part of an integrated approach. VfL directly supports the academic and personal skills of its players in close co-operation with schools and parents. In addition to the coaches and other staff at the VfL.Football.Academy, there are also seven teachers on the staff who can assist the talented youngsters when it comes to schooling or any psychological or social problems they might have. If necessary, the mentors and mental coaches will

also highlight alternatives for the future planning of the youngsters. From the end of 2018, VfL also intends to open a "Life School" to prepare young players in an even more targeted way for the practical challenges of life outside the sporting environment. To ensure the professionalism and quality of the assistance provided, the academy is certified every three years by Foot PASS Germany. The next audit is scheduled for 2019.



The new intake at the VfL Campus started in spring 2018. Three of this year's rookies even enjoy financial support in the form of a scholarship: Lucas Fritz, Stefan Golze and Janine Meyer applied via various projects and were accepted.

The women are just as sportingly and socially professional as the men. All of the teams from U11 up to U23 pursue a uniform playing philosophy. Players in the Bundesliga women's team act as mentors for the children's teams. In addition to footballing skills, the intention is also to strengthen the self-confidence of the girls and women. As part of its youth support work, VfL also organises football courses for girls at seven schools. In addition, around 300 children take part every year at the Martina-Müller elementary school tournament. As part of a co-operation with the Christliches Jugenddorfwerk Deutschland, VfL also makes shared accommodation available for eight young female players. This commitment pays off: in the 2016/2017 and 2017/2018 seasons, three of the club's youth players moved up into the Bundesliga team.

SPECIAL SKILLS AND MANAGEMENT QUALITIES ENHANCED

VfL Wolfsburg elaborated a new human resources development concept during the reporting period. It was signed off by the management, and will be implemented in the 2018/2019 season. The management guidelines were also published. The aim is to establish a common management philosophy. VfL relies on partnership with the Volkswagen Group for the further training of specialist staff in the VfL office. During the reporting period, employees took part in further training courses offered by VW for a total of 268 days. 90 employees took part in special further training courses directly at VfL. Three started basic management qualification courses at VW, which end with a "management licence" when successfully completed. Two employees began the certification course for CSR managers in 2018 at the IHK Academy (Chamber of industry and commerce) in Nuremberg.

INTEGRATED APPROACH TO HEALTH

VfL Wolfsburg works intensely to ensure the physical and mental health of its players and employees. It deliberately pursues an integrated approach here which takes into consideration people as a whole as individuals and their environments.

The new VfL.Med department was established in 2017 to bring together under one umbrella all of the medical and therapeutic services for the men's, women's and youth teams in the academy, with the aim of ensuring intense support. This includes the complete medical support for all of the VfL teams, all of the administrative and insurance formalities, all of the rehabilitation and therapy measures, as well as performance diagnostics, prevention and nutrition. VfL provides its teams with support from specialist doctors and physiotherapists to ensure the long-term health of its players and their ability to play football. The



YOUTH GOALIE TRAINER MILLER USES PERSONAL EXPERIENCE WITH PSYCHOLOGICAL PROBLEMS FOR HIS JOB

Continuous extreme performance on the pitch, and feeling mentally exhausted at the same time. This is what cost Robert Enke his life in 2009. Markus Miller experienced similar pressures during his professional career: as the second goalkeeper, he was one of Enke's successors in Hannover. When he noticed that he was experiencing similar symptoms, he informed his club, the fans and the media about his illness, and sought help in a psychotherapeutic clinic.

After three months of intense therapy, he found the self-confidence again that he needed in his position as keeper, and shortly afterwards even played in the Europa League. Miller joined the VfL-Football.Academy in November 2016 to strengthen the coaching staff. Instead of the pressure that burdens the keeper, he primarily wants to get across the enjoyment of the job between the posts: "I emphasise performance-enhancing coolness. Most young goalkeepers experience enough pressure, and I try to dispel this with clear analysis and new ideas." Miller is also aware of the social dimension of the topic. He therefore plays his part alongside VfL Managing Director Dr. Tim Schumacher as a member of the Supervisory Board of the Robert Enke Foundation, which has the goal of educating people about depression.

players are also given sports psychology support. The team looking after the youth players works very closely here with the legal guardians. VfL Wolfsburg also runs an age-orientated addiction prevention course for the youth players.

Physical fitness is also necessary for e-sports players to be able to withstand the high level of stress during major tournaments. VfL's e-sportsmen and women are therefore also provided with health services. They take part in the regular performance examinations. At the Wolves E-Academy tournament in May 2018, the programme also included nutrition and exercise as additional "challenges".

Monitoring and promoting health and occupational safety at the workplace is the job of VfL's Occupational Safety Committee. In this function, it ensured in September 2016 that all employees have ergonomic office furnishings and equipment as required to

enable them to adapt their personal workplace to their individual needs. Moreover, it also raises the awareness of employees for handling health risks in a responsible way. All VfL employees can undergo the comprehensive and strictly confidential free health check run by the VW Group during working hours. This option was taken up by 26 employees during the reporting period. In addition, VfL's Occupational Safety Committee runs a health day every year with the assistance of the VW Health and Safety department. In 2017, VfL employees used this opportunity to become informed about issues such as vaccinations, nutrition in the office, or traffic safety. Moreover, they were also able to take part in an evacuation drill. VfL also runs special training courses for managers, where they learn how to identify signs of psychological illness amongst their employees early on – such as burn-out – and how to deal with these situations sensitively.

FAIR PLAY FOR WORKING CONDITIONS

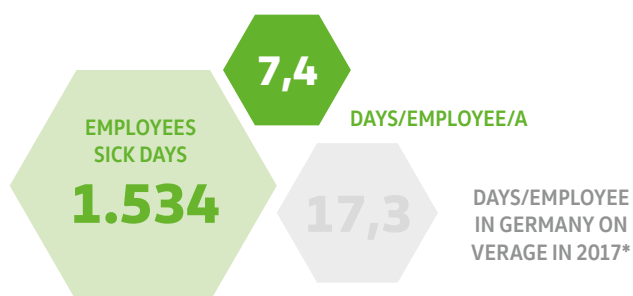
All of the employment contracts at VfL Wolfsburg are based on clear, generally valid conditions. VfL also offers its employees the opportunity for co-determination and the collective representation of their interests. The club has been assigned to a works council from the Volkswagen Group since 2009. This makes VfL Wolfsburg the first Bundesliga club to have organised workers representation. Company agreements are closed instead of a collective wage agreement. An arrangement of this kind has also existed since October 2017 for employees in mobile work, such as in a home office. Moreover on the basis of the "Time-value" company agreement, employees can also retire early before the statutory pension age. In

terms of wages, VfL has adopted the Volkswagen AG wage settlement. The club offers all permanent employees an occupational pension scheme. VfL also set up a hardship fund in 2013 for VfL employees who have financial problems through no fault of their own, or who require subsidies to pay their own share of medical treatment costs. Around 30 per cent of the workforce now participate in this scheme. Employee loyalty is high: the fluctuation ratio in the first half of 2018 was only 4.62 per cent, with 15 new appointments and 10 leavers.

VfL officially adopted the "Fair Company" principles in 2012. This means for instance that it does not replace any permanent job positions by internees or temporary employees. When filling vacancies, the only things that count are the applicant's personal qualifications and their prior experience. Reference to the regulations against discrimination in the General Equal Opportunities Act is a fixed part in the appointment procedure. VfL currently has 82 female employees (as at 30 June 2018). The ratio of female to male employees in 2017 and 2018 was 38 per cent. It has therefore dropped by two percentage points compared to 2016.



The players in the junior teams identify with the club's values.



ROLE MODEL POSITION CLEARLY HIGHLIGHTED

Because of their fame, players can support sustainability issues such as inclusion. On the other hand, they can harm themselves, their team and the club if they behave incorrectly. To avoid this, a code of conduct was developed for the youth training centre which clearly communicates the expectations VfL stipulates for its players and its training philosophy. The club's values are printed for all to see on posters in the changing rooms of the men's, women's and U23 teams. Youth players receive training early on about cyber bullying. Preparation for the up and coming seasons for the men's and women's teams since 2015 have also included a workshop covering "social media".

MILESTONES

- Pablo Thiam appointed as VfL Integration Officer
- Elaboration of a new human resources development concept for implementation in the 2018/2019 season, and publication of management guidelines
- Establishment of the new VfL.Med department for the medical care of all VfL teams
- Closure of the first company agreement covering mobile working, such as in home offices
- Realisation of the first survey on employee satisfaction

ECOLOGY: UTILISING OPPORTUNITIES

Everything at VfL Wolfsburg is focused on efficiency: on the pitch, for minimising the use of resources, and for avoiding emissions. The club's ambition is to provide its fans with a fascinating stadium experience, optimal conditions for its players, and at the same time to keep the environmental impact of its activities to the absolute minimum. The conversion to LED lighting shows how this functions.



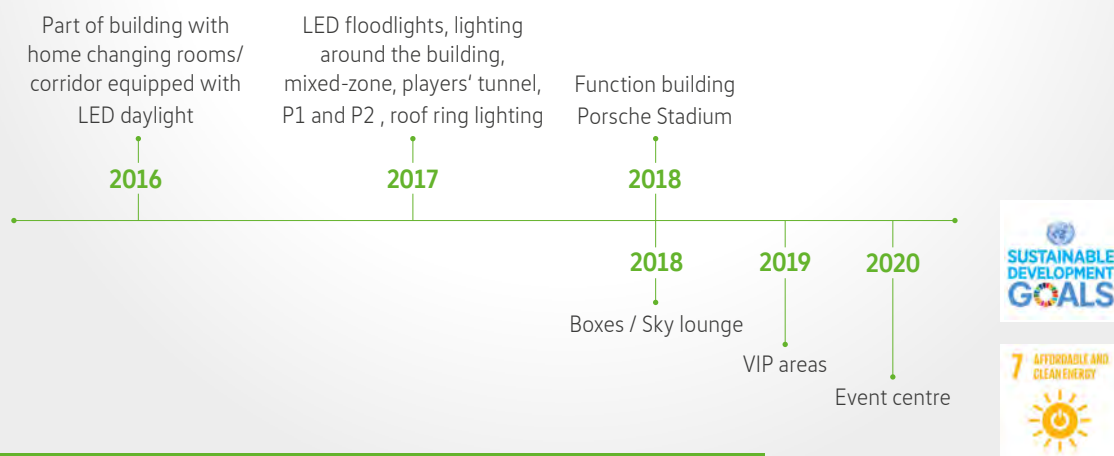
GREEN-WHITE SHINING LIGHT

Matches played under floodlights are the nonplus ultra of football. Almost every fan has a vivid recollection of a specific evening match or a legendary cup match played under floodlights. With the further fragmentation of the game plan in the Bundesliga, more and more games are now being played in the evening. Good news for the club because the Wolfsburg Arena has been a shining example since 2016: the lighting for the pitch was completely converted to LED floodlights in January. The advantages: more light for more detailed television pictures, longer service lives, reduced power consumption, and early compliance with the DFL specifications which come into force in 2019.

LED FLOODLIGHTS AT VFL – THE FACTS

- Service life: 50,000 h instead of 3,000 h (for conventional lamps), and thus less waste
- 216 LED spotlights instead of 172 lamps (2,200 Lux from end to end)
- Twelve per cent less power consumption at the same time
- Low-UV, warm-white illumination is better for insects

MILESTONES IN THE LED CONVERSION



SEE MORE – PLAY MORE ATTRACTIVELY

“Floodlit matches always have a very special atmosphere in the stadium, for fans as well as players. The new LED lighting technology strengthens this effect for everyone in the stadium. Good lighting is also an additional benefit.”

Maximilian Arnold,
VfL Wolfsburg midfield all-rounder

MOVING TOGETHER ENVIRONMENTALLY

Operating sporting facilities consumes resources, releases greenhouse gases, and costs money. The same applies to the mobility of the teams, their supporting staff, and the fans. Reducing this negative impact is a strong priority. VfL Wolfsburg defined five environmental guidelines to achieve this. They require all of its employees and managers to work in an efficient way to protect the environment, cut the use of resources and save costs, and to continually further develop the operating processes to achieve this end.

VfL Wolfsburg collects the most important environmental metrics on its facilities and processes, and started the systematic management of its environmental impact in 2011 based on the Eco-profit programme. It was the first Bundesliga club to receive the "Sustainclub" label in gold in 2016 for its environmental measures. These are co-ordinated by Maik Rummel (Facility Management Volkswagen Arena), Nico Briskorn and Anja Melo (both CSR department). VfL also endeavours to not only make its own processes more efficient, but also to win over others to play a part in environmental protection: Maik Rummel talks here personally to the technical managers of the clubs in the first and second Bundesliga. Fans are involved via campaigns and merchandising.

CONTROLLING RESOURCE CONSUMPTION

The pitch in the Volkswagen Arena is considered to be one of the best in the Bundesliga. However, green keeping, floodlights and stadium operations, require the use of a lot of water and energy. A considerable amount of waste is also generated on match days and in conjunction with merchandising. The club measures its consumption data for water, energy and waste, in order to make its processes more efficient. It also uses modern software solutions to control efficiency measures, and also takes into consideration the findings of external audits.



DISTRICT HEATING

total Arena, AOK Stadium, Fan House and VfL Centre

2017/18: 4.788,6 MWh

VfL has had efficient building control technology since 2002 which is controlled by software. Software monitors and controls ventilation, heating, lighting and watering, all from a central position. An example is the pitch heating in the Volkswagen Arena which uses residual heat recovered from the building heating system, and which is flexibly adapted to the outdoor temperature at all times by sensors. The fire alarm control room and the access controls are also incorporated within the system. The software was updated in 2018. New aspects included more transparent visualisation. And it is now also possible for the doormen to use the software so that they can for instance shut off the building control technology independently at the end of a major event. VfL has also used new software for facility management since 2018. This simplifies the organisation, planning and time scheduling of technical audits, maintenance and repairs. It also enables the digital documentation of all facilities and systems.

VfL Wolfsburg has extracted water from the nearby canal (Mittellandkanal) since 2011 to water its pitches. With a total of 16.5 million litres, this accounts for around one quarter of the total consumption. In addition, the club has also used water-saving taps in parts of the VfL Arena, and also in the business zone for instance, since 2018.

In addition to the technical service equipment in the existing buildings,

VfL also takes environmental criteria into consideration when planning new buildings. After the construction of the AOK Stadium and VfL Centre, this now also applies to the Function Building of the VfL-Football.Academy opened in 2018. It is based on a sustainable construction concept, and its implementation in Wolfsburg involved over 40 companies. Thanks to the innovative outer skin of the building, heating requires only 55 per cent of the heat energy compared to a conventional building. The outer walls and the roof are covered with mineral wool insulation, the toilets are flushed with rainwater, and solar thermal and photovoltaic systems supply warm water and electricity. In addition, the whole building is illuminated by LED lighting.

REDUCING WASTE VOLUMES AND MATERIAL CONSUMPTION

VfL Wolfsburg continually works on reducing the total volume of the waste it generates, and to use all of the waste as sensibly as possible. This is why there have been no plastic bags in the fan shop since 2015, but instead, a so-called Tütte. These are made of 100 per cent recycling paper and are completely compostable. Drinks in the Volkswagen Arena are served in thin-walled bio-plastic (PLA) mugs because harder reusable mugs have been used as projectiles by some spectators. Special containers are provided so that the PLA mugs can be collected in a separate waste stream. In addition, the caterers in the stadium can also dispose of their waste separately.

Moreover, VfL has participated in the new reusable mug system of the reCup start-up from Munich since August 2018. An increasing number of cafés and restaurants in Wolfsburg are also participating in the system, such as in the Autostadt. The aim is to reduce the number of disposable coffee cups and thus to protect the environment. Fans can pay a deposit to hire the cups in the “Cups & Coffee” café in the AOK Stadium, and hand them back in return for the deposit in the same café or in any other of the participating cafés.

VfL is also continuously reducing the amount of material consumed by its own operations. The club’s management has supported the “Initiative Pro Recycling Paper” since 2012. Recycling paper now accounts for approximately 95 per cent of VfL’s total paper consumption. The current print tender invitation stipulates the exclusive use of recycling paper in future with the FSC label from the Forest Stewardship Council (FSC) for stadium magazines, fan article catalogues, annuals and autograph cards. VfL Wolfsburg won the sustainability competition of the office material supplier Lyreco in September 2016 for this commitment.

PROMOTING ENVIRONMENTAL PROTECTION

VfL Wolfsburg works intensely on improving its climate balance. It has created sustainable mobility offers for employees and spectators, and has purchased its electricity from renewable sources since 2011. Compared with conventional power generation sources, this means that its annual CO₂ emissions are 3,600 tonnes lower per year than

they would otherwise be. The regional “Moving Together” partner LSW Energie also offers the fans VfL-eco power. As a social component, it transfers one Euro per month per client to the “Moving Together” initiative.

VfL set itself the target of reducing its direct and indirect CO₂ emissions (scope 1 and 2 pursuant to the Greenhouse Gas Protocol, GHG Protocol) by 25 per cent at the end of the 2017/2018 season compared to the 2011 calendar year.

VfL has its CO₂ footprint calculated every two years in order to measure its progress and to control its measures – most recently in July 2018. Please note that new buildings in the form of the Oebisfelde compound, the AOK Stadium and the VfL Centre have been constructed since the 2011 reference year. The operation of these buildings is associated with additional CO₂ emissions. The emissions in terms of fan and team mobility, however, have declined amongst other



WATER CONSUMPTION

2017/18: 65.484,81 m³

of which grey water from the Mittellandkanal for watering

2017/18: 16.518 m³

Sewage volume

2017/18: 16.873,78 m³



WASTE VOLUME

per match day

2017/18: approx. 5,81 t

residual waste

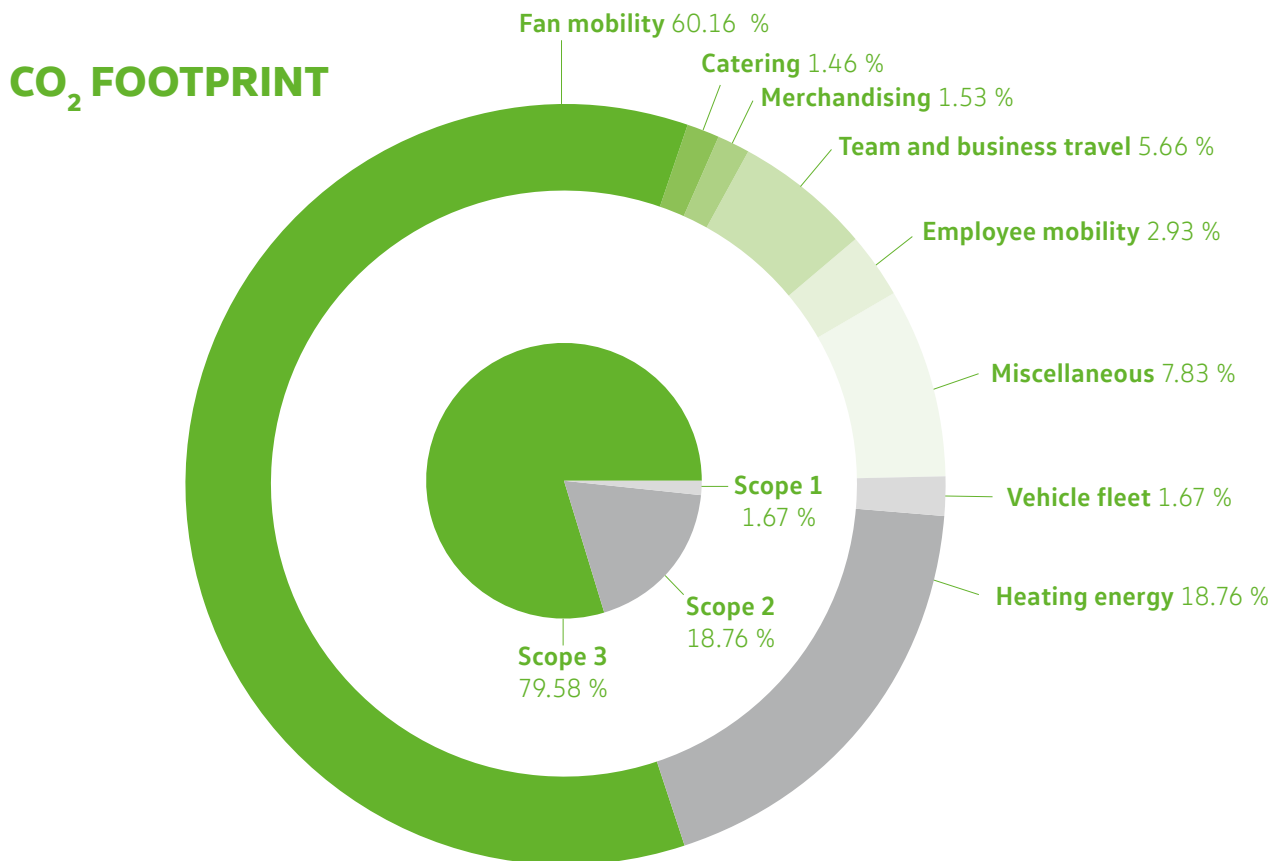
approx. 1,0 t paper



PAPER CONSUMPTION

Office supplies - printer and copier paper in A4 format and with a grammage of 80 g/m²

2017/18: approx. 825.000 sheets of paper



things because of the absence of international matches played by the men's team. The results therefore need to be looked at in detail to properly assess the development since the 2015/2016 season: The total volume of greenhouse gases (scope 1, 2 and 3) including the described changes, released by the activities of VfL Wolfsburg-Fußball GmbH in the 2017/2018 season was 10,049.095 tonnes

CO₂e. This is around 30 per cent less than in the 2015/2016 season. The emissions which can be directly or indirectly influenced by VfL Wolfsburg (scope 1 and 2) have declined by almost 10 per cent – even though a new facility in the form of the Oebisfelde compound has been added since the 2015/2016 season. This also highlights that the new buildings have been constructed according to ultra-modern energy efficiency standards. The footprint also reveals that the energy consumption in the new buildings has lowered the emission reductions in recent years. The CO₂ emissions (scope 1 and 2) of the locations used since the 2011 reference year have been reduced by around 48 per cent, whilst VfL's total scope 1 and scope 2 emissions have reduced by around 14 per cent compared to 2011. As a result, the ambitious target of 25 per cent for 2017/2018 was not achieved.

However, the scope 1 and 2 emissions only account for 20.42 per cent of VfL Wolfsburg's total emissions. The remaining 79.58 per cent are classified as scope 3. There was a reduction in this category of approx. 34 per cent compared to 2015/2016. The largest proportion of the

scope 3 emissions in the 2017/2018 season as well was accounted for by spectator mobility to and from home matches. The associated emissions were calculated by VfL on the basis of a fan survey. The calculations revealed a decline of around 40 per cent compared to the 2015/2016 season, attributable amongst other things to the smaller number of spectators attending the men's team matches. There was also a significant decline in

emissions associated with the absence of the men's team in international competitions, and the associated business travel and fan mobility to away matches.

The new footprint calculations revealed the effectivity of many of VfL's emission reduction measures – despite the enlargement of the club's sporting facilities. It also highlights that mobility continues to be the largest variable in the overall footprint. This again reveals the clash between sporting success and environmental sustainability.

A major challenge for climate protection in football continues to be the mobility of the teams, club employees, fans and media representatives. VfL hopes to reduce the associated CO₂ emissions primarily by providing incentives for climate-friendly (travel) behaviour. A mobility analysis carried out in 2016, revealed that bicycles, e-bikes and local public transport for visitors within a radius of 15 kilometres are not only an environmentally-friendly alternative to cars, but also cut journey times. The season tickets and admission tickets for home games played by the women's and U23



POWER CONSUMPTION

total Arena, AOK Stadium,
Fan House and VfL Centre
2017/18: 6.801,7 MWh



SPORTING ENVIRONMENTAL EVENT FOR KIDS

VfL demonstrates that a passion for football and environmental protection can be a good fit. As part of the VfL Kids-Club Match Day on 22 September, the WölfiClub – the official VfL Kids Club – therefore organised a cycle tour to the VfL forest in Haselbachtal. Together with fans and environmental protectionists, they planted one tree in the forest for each goal scored by its teams, to soak up additional CO2. It also hung up nesting boxes and did biotope maintenance. This initiative led to the planting of 1,015 trees in the 2016/2017 season. Accompanied by the active members of the Wolfsburg section of the German Cycle Club (ADFC), 23 children cycled the 26 kilometres, at the end of which they were able to take part in a night-time stadium tour of the Volkswagen Arena.

“WOLF TRACKING”

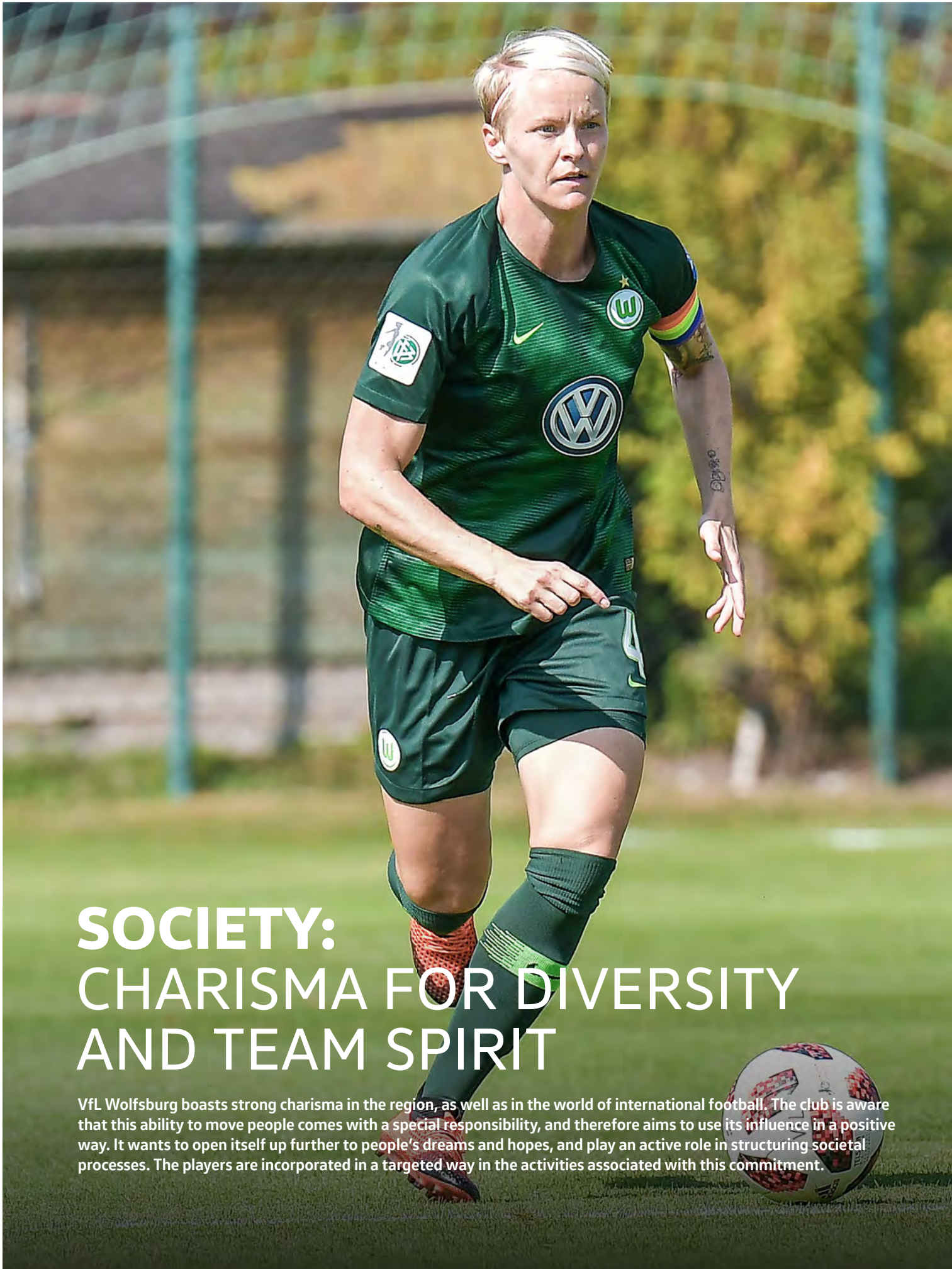
Fourth form school children travel to find out more about wolves: because they won the “LSW and VfL” prize game, the school children from a junior school in the Gifhorn area, were able to take part in a workshop on the domestic carnivore in May 2018. The workshop particularly benefited the school children and teachers by putting into context the experience already gained with the wolves living in the Gifhorn district. At the campaign day in the Sprakensehl junior school, the children also got to know the former VfL women’s midfield player Vanessa Bernauer, and the former German national team player and today’s VfL brand ambassador Pierre Littbarski. The prize game is part of the environmental partnership between LSW Energie and VfL Wolfsburg. The partnership began back in 2011.

teams in the AOK Stadium also include a local public transport ticket for free travel to and from all matches. Stewards and volunteers also travel free of charge with the buses run by Wolfsburger Verkehrs-GmbH. Fans can organise car pools themselves for journeys to home and away games via the online forum. VfL Wolfsburg compensates for all the emissions of all the events held in the Volkswagen Arena by buying certificates. For the 2017/18 season, a total of 65 tonnes of CO₂e were compensated for to the benefit of the climate protection project “CO₂OL Tropical Mix Reforestation” in Panama.

VfL also wants to make it easier for its own employees to use climate-friendly mobility. All those working for VfL Wolfsburg have been able to acquire the Deutsche Bahn job ticket at concessionary prices since 2016. Departmental bicycles can be used on the VfL premises since 2016. Two double charging posts for electric vehicles have been made available since autumn 2018 at the new Function Building and the VfL Centre. Two of VfL’s four function vehicles are electric or hybrid cars. The club therefore participates in the municipal project for digitisation and electromobility: “#WolfsburgDigital”. It invited other participants in June 2018 to a meeting of the project partners in the VfL Arena.

MILE-STONES

- **Converting the pitch lighting to LED floodlights**
- **New Function Building at the VfL-Football.Academy built according to ecological criteria**
- **Calculating the CO2 footprint for the 2017/2018 season in co-operation with CO2OL**
- **Participation in „Cups & Coffee” in the AOK Stadium involving the returnable mug system from the reCup start-up**



SOCIETY: CHARISMA FOR DIVERSITY AND TEAM SPIRIT

VfL Wolfsburg boasts strong charisma in the region, as well as in the world of international football. The club is aware that this ability to move people comes with a special responsibility, and therefore aims to use its influence in a positive way. It wants to open itself up further to people's dreams and hopes, and play an active role in structuring societal processes. The players are incorporated in a targeted way in the activities associated with this commitment.

OPEN DECLARATION

VfL regularly captures the headlines with its anti-discrimination campaigns: on 19 March 2017, Nilla Fischer from the women's team sent out an unambiguous message in the match against Bayern München. With the support of the VfL management, the inside defender became the first captain in the Bundesliga to wear a rainbow captain's armband – the international symbol for the LGBT movement – and has done this regularly ever since. She not only enjoyed the full support of VfL, she was also showered with numerous „hearts“ in the social media.

As part of the Campaign Match Day Against Discrimination across the whole league, and for togetherness with no prejudices, the Green-Whites presented the message "Diversity" on their strip at the match against FC Schalke 04 on 17 March 2017. Numerous fans supported the campaign by holding up the "Green card for diversity" as the teams ran on to the pitch – VfL had placed 20,000 cards on the seats in the stadium. And on other VfL pitches, inclusion, integration, blind football, and walking football teams also demonstrated a whole range of ways in which football can be played.

As part of the Campaign Match Day, the DFL Foundation invited representatives from the political sphere to VfL Wolfsburg. VfL Managing Director Dr. Tim Schumacher and

DFL Executive Board Chairman Stefan Kiefer thus welcomed the German government's Integration Officer, Annette Widmann-Mauz, and the Minister President of Niedersachsen, Stephan Weil, to the AOK Stadium. All around the AOK Stadium and the Volkswagen Arena, VfL demonstrated to its guests the very diverse range of ways it gets involved in the region: in addition to the walking football team, there were also matches with VfL's integration and inclusion teams. The guests could also try their hand at blind football, and get to know the counselling – a well-rounded event.

Parallel to the Campaign Match Day, VfL also published a brochure "Moving Together, bringing diversity alive!" presenting all of VfL's activities for more diversity.

"The rainbow symbolises pride, diversity and respect for one another. We often come out strongly against racism in football, and that is a fantastic thing. But we also have to do something to fight against homophobia and sexism. I am very thankful for VfL's support. In this way, it shows that everyone can take an active stand for human rights. I am also particularly delighted that all of the VfL teams will be going onto the pitch with rainbow captain's armbands in the 2018/2019 season. That sends out a very strong message."

Nilla Fischer,
Kapitänin des VfL Wolfsburg



MOVING TOGETHER AND ACHIEVING GREATER PARTNERSHIP

VfL Wolfsburg harnesses its popularity to make a positive impact on societal developments at a regional and an international level. It is actively involved on behalf of inclusion and integration, anti-discrimination and anti-racism, as well as education and health projects. With its „Moving Together“ initiative, it bundles together all of these activities within an overall strategic concept.

At the heart of the “Moving Together” initiative lie long-term societal programmes concerning integration, education and health. VfL ensures their success via strategic partnerships, such as with the Duden Verlag publishing house, the NABU environmental organisation, or with the “Wolfsburg sport integrates” initiatives co-founded by VfL. When needed, “Moving Together” also kicks off projects quickly, such as for better integration of refugees during the reporting period. As part of “Moving Together”, VfL Wolfsburg invests around Euro 1.3 million annually, and in doing so reaches out to around 100,000 people. In addition, it supports social institutions with additional non-cash and cash donations.



The Volkswagen Arena illuminated in rainbow colours.

Professional football repeatedly demonstrates that neither origin, religion nor skin colour are of any importance at all for team performance, and people with different talents and mentalities can achieve great things when they work together. Professional football helps break down prejudices and to nurture a feeling of togetherness, it is therefore a role model for a viable society. VfL Wolfsburg aims to further enhance the potential that football has in this regard. It also actively brings alive its “Culture of welcome”, and deliberately fosters inclusion and integration – such as with its annual VfL Diversity Weeks, which took place for the third time in September 2017.

TARGET 2020: FOOTBALL FOR EVERYONE

A lot has already been achieved in the Arena in terms of barrier-free access: the entrances are suitable for wheelchair users, and there are

80 specially equipped wheelchair places opposite the main stand, of which 8 for visiting team fans. There are also 7 VIP places on the main stand suitable for wheelchairs, and 20 places in block A for people with visual handicaps. These measures won an award in May 2018: the Ministry for Economic Affairs, Labour, Transport and Digitisation in Niedersachsen, and TourismusMarketing Niedersachsen GmbH, awarded the Volkswagen Arena and the VfL-FootballWorld the “Travel for all” certificate.

VfL plans to extend the barrier-free capacity in all areas by 2020. The main beneficiaries of this plan will be wheelchair users, blind and deaf people, as well as people with cognitive disabilities. VfL intends to hold discussions in this context with representatives of the various target groups, and incorporate their ideas in the new plan of measures for the Volkswagen Arena. Several working groups with the people in question are to be set up for this purpose. Co-operation with the State Training Centre for People with Hearing Disabilities (LBZH) in Braunschweig is planned for instance to take into consideration the needs of people with hearing problems. To gain further input from the people directly affected, VfL also holds discussions amongst others with the hearing-disabled VfL fan and season-ticket holder Heiko Lessmann, and the wheelchair user and disabled officer Mike Compagnone. VfL plans to undergo certification for “Travel for all” again at the end of 2020, and to document the progress it has made.

The names of the professional players will be translated into sign language every year in co-operation with LBZH starting from the 2018/2019 season. In addition, the club plans to set up its own deaf-fan club for people with poor hearing. VfL is also increasingly barrier-free at a digital level: visitors to the website can have their content read out, or can adjust the size of the typeface. VfL has also had its own barrier-free VfL app since 2015.

VfL has a long tradition of active involvement to establish a barrier-free environment at its facilities. It has had a disabled officer for 15 years now: Mike Compagnone, a full-time employee in the Municipal Fan Project (see page 33), looks after the interests of fans with disabilities. In this way, VfL has fostered dialogue with the affected fan groups for a very long time already.

VfL helps people with disabilities who want to play football themselves, and supports the international Special Olympics sports movement. It regularly invites disabled groups to train in the Youth Training Centre

or in the VfL Football School. In addition, in the Diversity Weeks in September 2017, it held a training session for 45 handicapped people, organised by VfL-idol Roy Präger and four coaches from the VfL Football School. VfL Wolfsburg also organised an inclusion tournament together with the Niedersächsischer Fußballverband e.V. (NFV, Niedersachsen Football Association) and the Sepp Herberger DFB Foundation. The tournament was attended by the team of JSG Gifhorn Nord which is regularly active at VfL as its inclusion team. The team won the tournament against the other four teams and therefore qualified again after 2016 for the German national inclusion tournament.

RED CARD FOR DISCRIMINATORY BEHAVIOUR

VfL Wolfsburg supports the UEFA's ten point plan against racism, and signed the declaration "Against discrimination in football" of the European Gay & Lesbian Sport Federation (EGLSF) in 2011. Its stadium regulations and the code of conduct of the official fan club (OFC) unequivocally stipulate respect for others. The code of conduct of the VfL Youth Training Centre also stipulates the relevant standards (see page 23).



The VfL inclusion team at the nationwide inclusion tournament



Refugees at the „Kick & Cook“ event series



Inhabitants of the AWO Senior Citizens Centre walking onto the pitch with the VfL women's team

In line with the motto "We don't look away" VfL Wolfsburg, together with the Fan Project, the city youth circle (Stadtjugendring) and the public children's and youth work of the city of Wolfsburg Youth department operate a prevention programme. The aim is to raise people's awareness of the risks of xenophobia and racism, and to teach pupils competences for tolerance of diversity. Against this background, VfL has offered its free workshop, "We don't look away! – Racism in football" in its "Green-White Classroom", in its FootballWorld since September 2016. It also publishes a brochure with the same name. The "We don't look away" initiative also tackles the issues of violence, and alcohol and nicotine abuse. In addition, as part of its Diversity Weeks in 2017, VfL presented the touring exhibition "Together against right-wing extremism" instigated by the Office for the Protection of the Constitution in Niedersachsen in the "Nordkurvensaal" room of the Volkswagen Arena.

As part of its social commitment, VfL fosters an unbiased approach to the subject of homosexuality. It intends to implement various measures in the 2018/2019 season to strengthen its stance against homophobia. VfL has already focused on this topic several times in the last season – whether with the rainbow captain's armband worn by Nilla Fischer, the diversity strip of the men's teams, or the illumination of the Volkswagen Arena in rainbow colours on the 6th German Diversity Day in June 2018.

Together with the Fan Project, VfL jointly organised a street kick against homophobia on 1 September 2018 under the hashtag #Vielfalt. This represents the kick-off for the season topic whose patron is Nilla Fischer, a player in the VfL women's football team, and ambassador of the Lesbian and Gay Association (LSVD) Niedersachsen-Bremen. The event in the city centre of Wolfsburg invited amateur teams from fan clubs, football teams and queer organisations. Further measures are planned for 2018: these include an image and educational film with Nilla Fischer, and handing out advertising materials with the hashtag #Vielfalt. VfL hopes to follow up on its dedicated fight against homophobia by making it one of the main topics of the Diversity Weeks in 2019, and to publicise it more in the two to three week programme of events.

Awareness of this topic is also to be strengthened further amongst the VfL workforce. For this purpose, the club has arranged participation in a basic training session for the coaches at the VfL-Football.Academy and the women's teams, as well as for the administration staff. The Bundesliga Foundation and the Federal Markus Hirschfeld Foundation offered the training course as part of the "Football for diversity – Football against homophobia" educational and research initiative.

FOOTBALL FOR REFUGEES: WELCOME TO THE CLUB

Together with co-operation partners from the city of Wolfsburg, VfL initiated the "Wolfsburg sport integrates" network at the end of 2015. This is not just about football, but also other sports which help integrate people with a migration background. The first integrational event took place in February 2016, and was followed in September of the same year by the "1st Wolfsburg integration tournament" organised by the network. In addition, VfL Wolfsburg is also part of the "Welcome to football" German-wide integration programme – a programme organised by the German Children's and Youth Foundation which is funded by the DFL Foundation and the German Government Officer for Migration, Refugees and Integration. As part of this programme, VfL together with Bündnis Wolfsburg sent out invitations to attend the networking event in Wolfsburg on 19 September 2017: "New migrants – an opportunity for voluntary work!" Around 80 guests,

including representatives of the city of Wolfsburg, and the "Kick-off VfL" partner associations, held discussions on ways of integrating refugees, and migration as an opportunity for voluntary work. VfL will run an additional integration event on 28 October 2018. The focus this time is on the subject of "Integration in sport of girls and women with a migration background". The event will be funded by the DFB Foundation Egidius Braun.

COMMITMENT TO EDUCATION AND HEALTH

With "Moving Together", VfL pursues the strategy of using the popularity of football in interactive and innovative forms of learning to get across education and healthy lifestyles. As part of the "Kick-off VfL" partner projects, and in collaboration with other institutions, it gives its 225 social partners targeted incentives to pursue these aims, and is also in close contact with regional and international players in this context.



„US AGAINST THE OTHERS“

This is the name of the production which VfL staged in September 2017 together with the Kulturzentrum Hallenbad and the Scharoun Theatre Wolfsburg. Four heroes looking for support in the fictitious ultra group „Green Madness“. It is all about codes of honour, secrecy, racism, group belonging and drugs – perfect material for a drama, and the good follow-up discussion between the audience and the directors Jana Köckeritz and Michaela Uhlemann-Lantow.

“School enrichment” pilot project

Taking part in workshops on topics such as nutrition and anti-discrimination, or getting right up close during player interviews: that is part of the everyday schooling of 15 pupils at the Albert-Schweitzer grammar school and the Wolfsburg secondary school. They are part of an afternoon enrichment project supervised by a VfL teacher. The school enrichment project takes place once a week and involves various workshops looking at special topics and events involving every aspect of VfL. The successful pilot project will be continued and further expanded in 2018 with other schools.

Football language magazine

Young fans see the football world from a special angle. VfL together with the Duden Verlag publishing house therefore published a reading and learning magazine in February 2018 with texts written by pupils. The magazine primarily deals with the topic of football and language. The 20,000 printed copies were sent to around 3,500 schools in Niedersachsen and Sachsen-Anhalt. The magazine was created as part of a school enrichment project. The pupils interviewed Mario Gomez for this purpose, and independently wrote a report on the VfL-Football.Academy.

LEARNING FOR SUSTAINABLE DEVELOPMENT

One of the pillars of its educational commitment is its close relationship to 100 partner schools in the region – another part of the VfL-FootballWorld with the "Green-White Classroom".

With its multi-functional equipment and media workshops, the classroom supports interactive, action-oriented and independent learning for up to 30 participants. The learning facility, which is open to all schools, was certified by the Ministry of Education in Niedersachsen as an "Education for sustainable development" institution. Ever since, VfL has made available workshops with the support of external



„CLASH“

This was the slogan for the poetry slam in the Fan House to which VfL invited six witty football poets from all over Germany on 18 September 2017. The hosts were the neighbourhood poets Berlin and Jessy James LaFleur, and the jury, as usual, was the audience.

partners, and currently offers four: "The football professional is, what he or she eats", "My life as a football star", "We don't look away" and "Wolf tracking". The range on offer is continuously expanded. The "Green-White Classroom" has been funded by the Bundesliga Foundation since May 2017. In addition, the extra-curricular learning centre has belonged to the "Lernort Stadion e.V." (Learning centre stadium) ever since – a nation-wide network of football-centric teaching centres.

VfL has run an e-learning platform for children and young people since 2011 – the VfL-Wiki. The contents include football topics as well as German, mathematics and general knowledge – including teamwork



„11MM GOES WOB“

Volkswagen, VfL Wolfsburg, the 11mm Film Festival, and the Kulturzentrum Hallenbad, organised the first world championships for football short films on 8 June 2018. Eight short films from eight countries were shown. Each one told a story of a kind that only football makes possible. The highly qualified jury – which included Pierre Littbarski and Pablo Thiam – chose the film „Domingo“ by Raúl López Echeverría from Mexico as the winner by a big majority.

and fun learning. VfL and the Duden Verlag publishing house have run an annual writing competition since 2016. 1,112 pupils from 82 third to ninth form classes took part in the competition in 2018. 384 pupils were invited to the Volkswagen Arena in June for the awards ceremony. The writing competition struck a chord with the pupils, as shown by the rising number of participants (previous year: 600). After the competition, the stories were also incorporated in the VfL-Wiki to make it even more attractive for the young target group. The VfL-Wiki is to be upgraded ready for the new 2018 school year, and also gains a new look as part of the revamp.

VfL Wolfsburg also wants to play a big part at an international level, and therefore established Wolfsburg United in 2012. The children's charity terre des hommes has been the most important co-operation partner since the 2015/2016 season, and the Volkswagen Group also participates. Together with its partners, VfL funds projects which provide sports, learning and educational opportunities for boys and girls in deprived areas. In addition to a project in Puebla, Mexico, which VfL has been involved in since 2015, support will also be given in future to another project in Pune, India.

HEALTHY THROUGH A LOVE OF EXERCISE

VfL uses customised projects in an attempt to playfully swing children on to a healthy path at an early age, for an active and healthy lifestyle. The Muuvit Adventure – VfL Wolfsburg's nationwide partner on the subject of sport since 2014 – playfully motivates children to enjoy learning and to see exercise as fun. It is aimed at classes one to six. The contents of the project are closely linked to events at VfL, and therefore very interesting for many children. Five of the participating schools can win a health day with an attractive exercise and information programme at VfL and its partner, Audi BKK.

In addition, the VfL bus tours the region with multimedia learning offers for exercise and healthy nutrition. The bus made 110 tours in the 2017/18 season – and was therefore on the road nearly every week. The school sports enrichment project joined the programme in the 2017/18 season, and is a VfL initiative to promote school sports at ten schools in Wolfsburg and Gifhorn. Almost 150 pupils already take part in the enrichment courses.

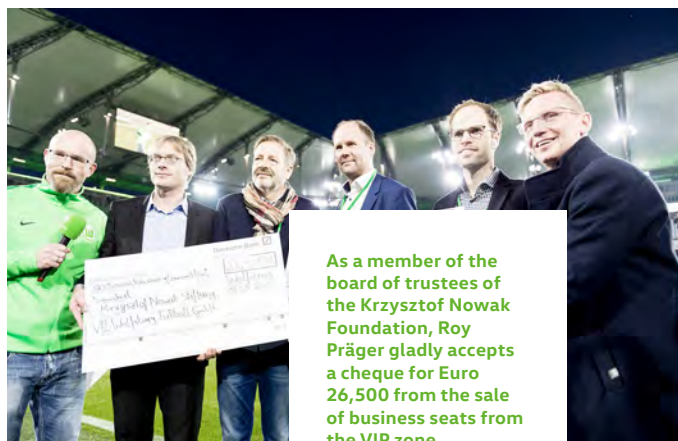
SUPPORT FOR ALS PATIENTS

VfL regularly supports the foundation of the former professional footballer Krzysztof Nowak, who suffered from amyotrophic lateral sclerosis (ALS) and died in 2005. VfL was one of the co-initiators of the foundation, and has supported people suffering from the same illness since 2002.



OFF THE SCHOOL BENCH – ONTO THE PITCH

Experienced football coaches assist talented youths directly at their schools: this is the principle of the school sports enrichment project. And that's just the start. When wolf professional footballer Robin Knoche visited the primary school in Calberlah together with Dr. Tim Schumacher for a joint training unit in November 2017, the sustainable effect of such a meeting was clearly demonstrated: wide-eyed, and more eager to learn than usual, children joined the professional footballer to kick the ball around and copy some of his tricks. Calberlah primary school has been a partner school of the „Kick-off VfL“ project for eleven years now: the headmaster Peter Kleinschmidt is very pleased with the additional motivation to learn gained by his pupils through the enrichment programme: „They naturally know Robin Knoche very well, also because he comes from the region himself. He is a role model for the children. The enrichment programme is a fantastic solution to bring together school topics and the interests of the children.“



As a member of the board of trustees of the Krzysztof Nowak Foundation, Roy Präger gladly accepts a cheque for Euro 26,500 from the sale of business seats from the VIP zone.

MILE-STONES

- VfL women's player Nilla Fischer is the first captain in the Bundesliga to go out on the pitch with a rainbow captain's armband
- The Wolfsburger Bündnis hosts a networking event as part of the country-wide integration programme „Welcome to football“.
- VfL supports the league-wide Campaign Match Day Against Discrimination.
- The Volkswagen Arena and the VfL-FootballWorld awarded the „Travel for all“ certificate for barrier-free access.



FANS AND MEMBERS: COMMUNITY SPIRIT

Football by and with VfL Wolfsburg is a community experience for fans, members and the region. Everyone can take part who follows a few basic rules and is open to others. Both are given a high priority by VfL Wolfsburg and are brought alive with commitment and dedication in many ways – from a visit to the stadium to joint activities for young and old.

ALWAYS ONE FOOT ON THE GROUND

25 men and women players regularly get out on the pitch in Wolfsburg to play walking football. And when the new league with four German and four Dutch teams starts, the only one who is allowed to run is the referee. Why? Because the rule is always to have one foot on the ground on the pitch. As a result, this new type of football is associated with an extremely small number of injuries. The background:

Back in January 2018, the eight clubs discussed the establishment of a German-Dutch walking football league. Participants include SV Werder Bremen and PSV Eindhoven. The aim of the league is to raise awareness of the sport in the region, and also to motivate amateur clubs to provide walking football. Since VfL made walking football available, the VfL team has become much more professionalised: they have a new coach and now train twice a week. There is also a team committee with four people. After numerous national and international tournaments, the VfL team is now expecting to take part in two more tournaments per year from September 2018.

Representatives of the club's Corporate Social Responsibility department (CSR) elaborate a previously defined season topic in parallel to the tournaments (for instance, racism or homophobia), and therefore make it possible to initiate a joint campaign. The project is supported by the Pool for Promoting Innovative Fan and Football Culture (PFiFF) of the League Association, who donate the maximum amount of Euro 50,000.00.



JOINTLY ENABLING FREEDOM OF ACTION AND CREATING OPPORTUNITIES

VfL Wolfsburg profits from its active fan scene and the collective enthusiasm of its supporters. It is essential though that the football experience is safe and secure for everyone involved. And it is only possible to achieve both if the various members of the VfL family engage in open discussions with one another. VfL promotes this dialogue at all levels, and does so by actively involving its supporters and members.

VfL Wolfsburg combines respect, fairness, diversity and tolerance with an attractive stadium experience. As an event organiser, it is responsible for safety and security, and the freedom of expression of the people in the stadium – from ultras to families and business partners. Open fan dialogue and preventative measures are always given a chance here ahead of (collective) punishment.

Co-ordinating the security measures in the area around the Bundesliga venue Wolfsburg is the job of the Local Committee for Security in Sport (ÖASS) of the city of Wolfsburg. VfL Wolfsburg operates the integrated security concept to guarantee the stadium safety. It was developed jointly with Volkswagen's Group Security department, and was awarded the "Outstanding security award" (OSPA) in 2016 by companies and people involved in the security sector for its outstanding performance. Measures in the concept developed for match days were already certified for three years in 2016 by the DEKRA testing organisation and the German Football Association (DFB). This measure is stipulated for all Bundesliga clubs since the 2017/2018 season. Additional annual monitoring audits also took place during the reporting period. In addition, 250 stewards qualified according to the new DFB-QuaSOD standard (Qualification of Safety and Security Services), and certified as event stewards by the DFB. Another 150 are to follow by the end of 2018. The police also run emergency drills: approx. 400 police officers, stewards and actors took part in an exercise around the Volkswagen Arena.

VfL Wolfsburg will set up a security ring around the Volkswagen Arena for the 2018/2019 season. The aim is to enhance the

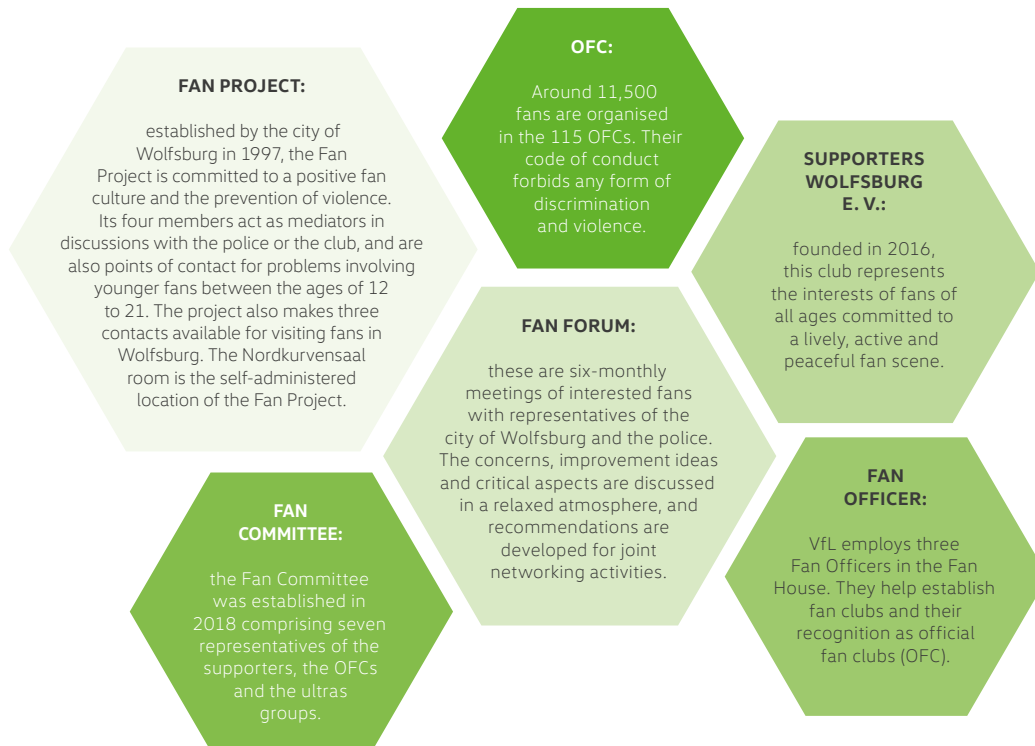
security and the feeling of safety of the more than 500,000 spectators that come to the Arena every year. At nine spectator control points and two car control points, visitors will be checked before entering the outer part of the site on foot or by car. This makes it impossible to go directly to one of the entrances without being controlled, or to drive to the stadium without being controlled.

VfL intends to prevent violent altercations, racist incidents and criminal activity, in dialogue with the fan scene, without unnecessarily restricting the freedom of the fans. The framework for the preventative work is a co-operation agreement closed in 2013 with the city of Wolfsburg and the Wolfsburg-Helmstedt police department as the network partners. Important instruments for the work of the network partners are the stadium regulations and a catalogue of measures developed in summer 2016. This clearly defines sanctions such as bans on entering the VfL facilities, and bans on entering parts of the city of Wolfsburg. The co-operation agreement was officially upgraded with the inclusion of the catalogue of measures in January 2017 after being signed by the co-operation partners. 20 country-wide stadium bans were handed out to VfL Wolfsburg fans during the reporting period. Two fans that had set off pyrotechnics in December 2014 at an away match in Hannover had to shoulder some of the fine handed down by the DFB after a settlement was reached in summer 2018, and had to make partial payments. VfL sees it as important that those held responsible are also liable for their bad behaviour. In doing so the club always assesses matters on a case-by-case basis and ensures the proportionality of the penalty.

OPEN DISCUSSIONS WITH THE FANS

VfL places a high priority on systematic and open fan communications. In agreement with its overall network and the active participation of the fans, an integrated concept for fan communications has been developed since 2016, and scientifically monitored by the Kompetenzgruppe Fankulturen & Sport bezogene Soziale Arbeit (KoFaS gGmbH) (Fan Culture and Sport-related Social Work Competence Group). The concept is scheduled to be approved by the management in 2018.

IN PRACTISE, VfL'S FAN COMMUNICATIONS CONCENTRATES ON THE FOLLOWING SIX ASPECTS:



The Stadium Ban Commission is run by the network partners together with the Fan Project and the Fan Officers. The commission consults on necessary sanctions and provides the fans in question with the legally required opportunity of a hearing. In a monthly „regular meeting with fans“, the stakeholders openly discuss fan scene developments, and previous and up and coming games. As at 1 July 2018, 20 VfL fans had been handed down German-wide stadium bans because of acts of violence, setting off pyrotechnics, or theft.



Niedersachsen's Interior and Sports Minister Boris Pistorius discussing security and the commercialisation of football with around 120 VfL fans in August 2018.

CLOSE TO THE FANS

VfL Wolfsburg works across departments and hierarchy levels to continuously improve the services it provides for fans and interested parties. The newly opened Service Centre makes these available at a central location. Instead of the previous 80 VfL contacts, it accepts inquiries via only one contact address, and forwards these inquiries to the relevant contact within the club. Employees receive special training for this purpose: 31 permanent employees



Which fan wouldn't want to meet their favourite player eye-to-eye? It is part of VfL Wolfsburg's philosophy to arrange such meetings. The sense of community is what counts most when VfL fan clubs host players and coaches. The clubs can nominate up to three special guests when they submit an application for the approximately two-hour visit, run under the slogan „18th away game“.

POPULAR SUCCESS: 18TH AWAY GAME IN HILDESHEIM

Sunday afternoon on 10 September 2017 at the U11 regional tournament: the tournament is over but before the winners are crowned, the 800 children and parents first want to welcome their stars. The members of the Hildesheimer Wölfe are getting a little nervous, but as Malli, Ntep and goalkeeper coach Formann finally arrive, everybody relaxes quickly. The three don't need to be asked twice to carry out the award-presenting ceremony themselves. Lord Mayor Dr. Ingo Meyer is delighted: "The '18th away game' has now become an established event which attracts many children and young people – a campaign which we are very happy to support as the city administration." Although time is short, the guests linger for a question & answer session with the hosting fan club and sign autographs.

and 13 temporary employees in total took part in a basic seminar on behaviour and fan communication. 18 permanent employees and 6 temporary employees also attended specialisation seminars. This enabled the employees to successfully handle the 42,000 calls a year.

VfL Wolfsburg is one of the Bundesliga clubs with the lowest ticket prices. Wolfsburg had the cheapest season ticket again in Germany in the 2017/2018 season. VfL makes this possible because one of its declared goals is to have a full stadium with satisfied VfL fans.

This is also why the club has now converted the family block into a home fan zone. In areas such as these, no fan utensils of the host club are allowed for instance. VfL tickets are also scheduled to be affordable for all fans in future as well. The club therefore combats the illegal internet trade in tickets, and regularly issues free tickets to social institutions.

FOOTBALL OPPORTUNITIES FOR ALL AGE GROUPS

VfL is a limited company (GmbH). This means that it is not a club made out of members in the classic sense. Nevertheless, members still play a very important role in the youth work and in anchoring VfL in the region. Children, young people and adults receive various options of participating in the life of the club, covering all aspects of the football experience:



WÖLFECLUB FOR VfL FANS FROM 14 YEARS OF AGE, WITH THE INITIATIVES:

- "WölfeClub Junior Team" with teaching offers for fans between 14 and 17 years of age, including supervised visits to home matches and the opportunity of supporting the club behind the scenes on match days.
- "WölfeClub 55plus" with offers for older VfL supporters, such as the new trend sport: walking football.



WÖLFICLUB FOR CHILDREN UNDER THE AGE OF 14:

- Official kids club of VfL Wolfsburg
- Boasting 5,500 members, which make it one of the biggest kids club in the league
- Objective: supporting talented young footballers from the region and binding them to VfL
- Organiser of the annual VfL-Kids-Day

Together with other clubs in the first and second Bundesliga, VfL contributed to the elaboration of guidelines for children's and youth clubs in 2018. The guidelines are intended to help the development and emotional bonding of younger fans.

For VfL to be successful, it is very important that young fans with promising footballing skills are given an opportunity to actively play football. Together with Volkswagen, it therefore established the VfL Football School in April 2011, initially mainly as a service for



"20 – THE STRESS IS WORTH IT"

This is the heading under which the VfL fans presented a professionally-produced two-hour-long film on VfL Bundesliga history at the premiere on 6 August 2017 in the Sharoun Theatre in Wolfsburg. From a fan's point of view, this highlighted the journey taken by the wolves from being promoted to the first division in 1997 all the way to the present day, and thus formed a unique document of the Green-White football world. At the end of the film, the three producers – David Bebnowski, Chris Krüger and Lars M. Vollmering – received an enthusiastic ovation. "20 – the stress is worth it" is available as a blue-ray disc in the official VfL fan shop.

the children of the Group's employees during the factory holidays. This offer has proven very popular with around 3,000 participants per season at the various factory locations. This enables girls and boys between the ages of 6 and 13 to take part in football training under professional conditions. The coaches not only take care here to raise awareness of the pleasure of playing football and exercise in general, but also to get across values, such as team spirit and fair play. The VfL Football School is now also open to other children in the regions.

The VfL Football School is not only active in the region: 240 children in both Querétaro and Puebla in Mexico were coached at the beginning of 2017 and 2018. VfL also plans to regularly train coaches as well in Puebla, the site of a VW factory. In both years, the VfL Football School also toured through China. This enabled 630 children in total to take part in football training at six different locations. VfL even turned up twice in Beijing and Dalian. VfL was also a guest in Saragossa in Spain for the first time in 2016. It carried out a three-day training camp there with the sponsor Grupo Sesé, with the participation of 65 children. Because this camp proved so popular, VfL repeated the event in 2017.

VfL has plans to improve the training conditions for young footballers on a broad basis in China. To do so, it co-operates amongst others with the Chinese Football Association (CFA) and Volkswagen China, in running the Coach-the-Coach programme. By the end of 2017, around 500 Chinese football coaches had received professional further training at VW's Foshan site in Guangdong. The programme was designed and run by the football coaches of VfL Wolfsburg (see page 7).

VOLUNTARY PERSONAL INVOLVEMENT

Whether it is washing strip, mowing the grass pitches or refereeing games – many important tasks rest on the shoulders of volunteers, as is often the case in football – and VfL Wolfsburg is no exception.

25 contracts in the 2016/2017 season and 36 contracts in the 2017/2018 season were closed with volunteers. The older VfL supporters also contribute their knowledge and experience in undertaking important duties covering many aspects of the game. When volunteers were sought from the WölfeClub members above the age of 55, 16 older members came forward to help the club, and for instance support the WölfeClub's campaigns. Commentators for the visually handicapped are also volunteers.

MILESTONES






- **Implementation of a safety ring around the Volkswagen Arena**
- **First realisation of VfL Football School units in Spain in 2016**
- **Official upgrading of the co-operation agreement with the city of Wolfsburg and the Wolfsburg-Helmstedt police department with a catalogue of measures**
- **Co-founding of the German-Dutch walking football league**

CSR-PROGRAMME:

MANAGED SUSTAINABILITY

The CSR programme provides an overview of the many ways in which VfL Wolfsburg gets involved in CSR projects, and provides information on each of the objectives and the implementation status. It is used for the internal control of the measures, as well as to provide transparent reporting on the progress made by the club.



STRATEGY AND MANAGEMENT

Objective	Planned completion date	Implementation status	Status
Expansion and establishment of the sustainability evaluation of partners	Ongoing	<ul style="list-style-type: none"> Suppliers can be audited via an external service provider as part of a co-operation agreement with VW AG. Quality management not completely implemented with respect to sustainability in the supply chain. Evaluation of business partners with a sustainability rating covering „Environment / social“ and „Compliance“ from 2019 	
(Long-term) conversion of 10 % of the merchandising products to sustainably-certified products	Ongoing	<ul style="list-style-type: none"> Offer of a GOTS-certified hooded sweatshirt and a reusable coffee mug made of bamboo from 2018 The strip for the 2018/2019 season consists of recycled polyester. 	
Boosting the popularity of the club	Ongoing	<ul style="list-style-type: none"> Boosted popularity along the brand value because of women's football and e-sports According to a GfK study, VfL is in second place amongst all Bundesliga clubs in terms of association with the topic of sustainability. 	
Implementation and establishment of regular stakeholder dialogue at various levels	End of 2019/2020 season	<ul style="list-style-type: none"> Information event with B.A.U.M. e.V. at VfL in Wolfsburg in October 2017 Dialogue event with external stakeholders on the social commitment of VfL Wolfsburg planned in November 2018 	
Establishing a risk management system	By end 2017	<ul style="list-style-type: none"> A template for employees was set up in the intranet as part of the risk management system. The first risk survey has been carried out. This is scheduled to be carried out regularly in future. 	






HUMAN RESOURCES

Objective	Planned completion date	Implementation status	Status
Promoting sporting and health-supporting offers for employees	Ongoing	<ul style="list-style-type: none"> Establishing the new VfL.Med department for the medical support of all VfL teams Implementing a regular performance check of the e-sportsmen and women at VfL Training courses available for managers for the early identification of psychological illnesses Offer to all employees to participate in the VW Group's health check-ups. 26 	
Promoting youth work	Ongoing	<ul style="list-style-type: none"> Promoting the school and personal skills of the youth players via mentors and mental trainers Start of the „Life school“ at the end of 2018 to provide assistance in handling daily challenges 	
Expanding the vocational training opportunities for players	Ongoing	<ul style="list-style-type: none"> 62 students and participants in further training made use of the further education offers available at the VfL Campus. Increasing the number of people starting training at Volkswagen Group Services to six (2014/2015 and 2015/2016 seasons: five) 	
Broadening the further training opportunities for employees – in particular in the sustainability sector	End of 2017/2018 season	<ul style="list-style-type: none"> Elaborating a new HR development concept to be introduced in the 2018/2019 season Publication of new management guidelines 90 employees took part in special further training courses Two employees took part in a certification course for CSR managers (IHK Nuremberg) 	
Promoting corporate volunteering amongst employees	Ongoing	<ul style="list-style-type: none"> Continuing the implementation of a corporate volunteering day every two years („11 for 11“ on 19.09.2018) 	
Boosting employee loyalty	Ongoing	<ul style="list-style-type: none"> Low fluctuation ratio: 4.6 % (first half year 2018) Slight decline in female ratio: 38 % (compared to 2016: 40 %) Completion of the first works agreement for mobile working, such as in home offices Implementing the first employee survey with a total result of 69.1 out of 100 points 	

ECOLOGY

Objective	Planned completion date	Implementation status	Status
Reduction of club's CO2 emissions (Scope 1 and 2) by 25 % compared to 2011	End of 2017/2018 season	<ul style="list-style-type: none"> · Reduction of Scope 1 and Scope 2 emissions by almost 14 % compared to 2011 · Reduction of all emissions (Scope 1, 2 and 3) by 30 % compared to the 2015/2016 season. · Raised CO2 emissions because of new buildings since 2011. · Compensation for emissions in the 2017/18 season (65 tonnes CO2e) in favour of the „CO2OL CiiMates - Germany meets Indonesia“ climate protection project. 	
Promoting sustainable mobility amongst the workforce	Ongoing	<ul style="list-style-type: none"> · Discussion on digitisation and electromobility as part of the „#WolfsburgDigital“ project · Providing four double charging posts for electric vehicles from autumn 2018 	
Saving natural resources	Ongoing	<ul style="list-style-type: none"> · Saving electricity by converting pitch lighting to LED floodlights; planned conversion of boxes, VIP zones and event centres from 2018/2019 · Participation in AOK stadium in the „Cups & Coffee“ reusable mug system of the reCup start-up · Implementing the specification to only produce print products with recycling paper bearing the FSC label 	
Taking into consideration the latest energy efficiency standards and biodiversity in new buildings	Ongoing	<ul style="list-style-type: none"> · Construction of the new Function Building at the VfL-Football.Academy according to the latest energy efficiency standards. 	

SOCIETY

Objective	Planned completion date	Implementation status	Status
Implementing measures concerning integration, diversity and anti-discrimination	Ongoing	<ul style="list-style-type: none"> · Supporting the league-wide Campaign Match Day Against Discrimination · VfL player Nilla Fischer the first captain in the Bundesliga to run on to the pitch with a rainbow captain's armband · Pablo Thiam as the first Integration Officer at VfL · Planned implementation of the fourth VfL Diversity Weeks in spring 2019 focusing on homophobia 	
Further development of the VfL-Wiki	Ongoing	<ul style="list-style-type: none"> · Planned upgrading of the VfL-Wiki at the beginning of the 2018 school year 	
Expansion and strengthening of the partner network	Ongoing	<ul style="list-style-type: none"> · Establishing a new partnership with memo AG · First integration event in the „Wolfsburg sport integrates“ initiative · Participation in the nation-wide integration programme „Welcome to football“ and implementation of an integration event „New migrants - an opportunity for voluntary work!“ · Further integration events planned in October 2018 	
Commitment to education and health	Ongoing	<ul style="list-style-type: none"> · Duden writing competition 2018 with continuously growing numbers of participants: 1,112 pupils (previous year: 600) · Successful implementation of the „School enrichment“ pilot project and planned expansion · Publishing the first football language magazine as part of the school enrichment programme together with the Duden Verlag publishing house · Planned expansion of the school sports enrichment programmes 	
Development of further measures to establish barrier-free accessibility in all areas	Ongoing	<ul style="list-style-type: none"> · Award of the „Travel for All“ certificate for barrier-free accessibility in the Volkswagen Arena and the VfL-FootballWorld · Project 2020: planned expansion of further measures to improve barrier-free accessibility 	

FANS

Objective	Planned completion date	Implementation status	Status
Institutionalising fan communications	Ongoing	<ul style="list-style-type: none"> · The concept developed for fan communications to be authorised by the management before the end of 2018 · Establishing a fan committee comprising representatives of supporters, the OFCs and the ultra groups 	
Establishing a sports offer for older members	End 2017	<ul style="list-style-type: none"> · Establishing walking football via regular training, matches and tournament participation · Co-founding a German-Dutch walking football league 	
Expanding the VfL-Football School activities	End 2017	<ul style="list-style-type: none"> · International: implementing training camps in China, Mexico and Spain · Implementing „Train the Trainer“ training courses in China. These are also planned for Mexico from the 2018/2019 season. · Regional: implementing camps for a VfL-Football School for girls. 	

IMPRINT

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