



TOMORROW TOGETHER

2024 SUSTAINABILITY REPORT OF
VFL WOLFSBURG





TOMORROW
TOGETHER

KNOWING MORE FOR TOMORROW

ABOUT THIS REPORT

VfL Wolfsburg accepts responsibility for the impact of its actions on society and the environment while also progressing with its own sustainable transformation. In pursuing these aims, the club intends to play a leading role in professional football, both nationally and internationally. Sustainability reporting is a key instrument for communications about this strategy and addresses the club's most important stakeholders, which include first and foremost its fans, employees, sponsor and partner companies, start-ups and Volkswagen AG. Other club stakeholders include non-governmental organisations and advocacy groups, as well as representatives from politics, science and research.

Every two years, VfL Wolfsburg publishes a sustainability report that provides its stakeholders with a comprehensive summary of the material topics that the club is required to address. This report is the seventh sustainability report published by VfL Wolfsburg.

As with previous reports, the current publication concentrates on the most important activities pursued by VfL Wolfsburg, while also addressing deficiencies arising during the last two years, and stating the goals and plans for the next reporting period. Content has been primarily selected based on the updated materiality analysis completed in 2024. This analysis applies the 'double materiality' concept to analyse the impacts of VfL on people and the environment as well as the resulting financial risks and opportunities for VfL itself.

For the most part, the reporting period covers the 2022/2023 and 2023/2024 seasons (financial year in each case 1 July to 30 June). Where possible before the editorial deadline, later developments have

been accounted for and planned activities announced on a case-by-case basis. The key figures in the report generally reference the financial year, with deviations from this being noted in the text. In terms of scope, the report covers VfL Wolfsburg-Fußball GmbH in its entirety. The report is published in German and English.

The structure of the present report is oriented towards previous sustainability and progress reports. This structural similarity is intended to create transparency and make it easier for readers to follow the developmental progress made by the club. This is also helped by the Global Reporting Initiative (GRI) standards that have been used to structure the accountability sections.

After an introductory section by the Lord Mayor of Wolfsburg and the management team, we first introduce our 'Tomorrow together' initiative. The following pages are dedicated to our receipt of the German Sustainability Award. The next five sections address the club's material action areas in relation to sustainability: 'Strategy and management', 'Employees', 'Ecology', 'Fans and members' and 'Society'. Each is prefaced by an introduction that presents the section's material topics and their relevance for football.

Within the individual sections, the report explains VfL's strategy in tackling the material topics, the targets and action that the club has taken, and the indicators (KPIs) that are being used to monitor progress. VfL Wolfsburg collects targeted data on these KPIs to help the club improve the actions it takes as part of its football business. Accordingly, some of these KPIs may differ to the indicators used in a conventional commercial enterprise.

An updated Sustainability Programme lists the targets for the next reporting period as well as the actions planned to achieve these goals, organised by action area/section.

This report has been prepared with reference to the GRI standards. The report concludes with an overview of information about the GRI indicators covered and links to the relevant places in the text of the GRI standards.

The report also includes a TCFD index, which details the progress made by VfL Wolfsburg in implementing the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD).

This report is also the first to include an index for the DFL Sustainability Guideline, which was introduced in 2023. This index references text passages from the report that highlight VfL's efforts to fulfil the criteria from the guideline.

Further information and news can be found on the VfL Wolfsburg website at www.vfl-wolfsburg.de/en. For content specifically related to the topic of sustainability, please visit www.vfl-wolfsburg.de/en/vfl/corporate-responsibility.

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WORKING TOGETHER FOR SUSTAINABILITY

**DENNIS WEILMANN, LORD MAYOR OF THE CITY OF WOLFSBURG,
ON THE LEADING ROLE PLAYED BY VfL AND THE TEAM EFFORT
TO ACHIEVE A CITY FIT FOR THE FUTURE**



Dear Readers,

Wolfsburg is a city that has been focused on movement and progress ever since its foundation. As we face global challenges like climate change and social injustice, however, it is our duty – now more than ever before – to ensure that this progress is also sustainable. Sustainability has therefore become a core principle that informs all of our urban policymaking. With the aim of continuing to develop Wolfsburg as a liveable and forward-looking city, we engage at all levels with the topics of environmental protection and climate action, the conservation of resources and social justice.

In this context, VfL Wolfsburg is taking on an exemplary leadership role. The club was quick to adopt a comprehensive sustainability strategy, and its impressive achievements in implementing that strategy have shown how action on the environment and climate can be anchored in elite sport. This is demonstrated not only

by the club's promotion of junior sport and engagement in social projects. VfL Wolfsburg has also worked to reduce its ecological footprint and ensure resources are handled responsibly – from the energy-efficient infrastructure utilised at Volkswagen Arena to its sustainable fan and mobility culture.

The partnership between the City of Wolfsburg and VfL forms an important part of this role. Together, we work on projects whose impact is felt beyond the world of sport. One example of this is the City of Wolfsburg's 'Master Plan 100% Climate Protection', which pursues ambitious goals for reducing carbon emissions and also counts VfL Wolfsburg among its members. This has also highlighted the synergies between urban initiatives and club strategy that establish a strong foundation for our shared goal: preserving our environment for future generations.

I'm very proud to be able to say that, with the publication of its 2024 Sustainability Report, VfL Wolfsburg has once again demonstrated how a modern football club can act to fulfil its social responsibilities. As an industry, sport – and football in particular – has this incredible appeal that lets it engage with people in a way that few other institutions are capable of. Utilising this appeal meaningfully, to raise awareness about topics such as environmental protection, social justice and community engagement, is of utmost importance here.

This report provides an impressive account of how the club has continued to develop in these areas and taken targeted action to achieve progress. At the same time, it offers inspiration for other organisations and businesses as well as the

citizens of Wolfsburg to become more active themselves. It is high time that we take collective responsibility for our environment, our society and future generations, and face up to the challenges of this modern age. Wolfsburg and the VfL are showing how this can be done.

In the name of the city council and administration as well as all citizens of Wolfsburg, I thank VfL Wolfsburg for its exemplary engagement and remain convinced that the club will continue to be a leading source of inspiration for sustainable development, both in our city and in the wider world. Together, we are working to make Wolfsburg a sustainable and forward-looking city, where sport, society and the environment form part of a harmonious whole.

Sincerely,

A handwritten signature in black ink, reading 'Dennis Weilmann'.

Dennis Weilmann

Lord Mayor of the City of Wolfsburg

FAIR PLAY AND SOLIDARITY – VALUES FOR LIFE

MICHAEL MEESKE, MANAGING DIRECTOR OF VfL WOLFSBURG-FUSSBALL GMBH, ON THE CHALLENGES FACING SOCIETY, AND FOOTBALL AS A PLACE OF LEARNING AND EXPERIENCE FOR SOCIAL INCLUSION AND FAIRNESS



Dear Readers,

Our society faces major challenges: we are already feeling the impacts of climate change and threats to biodiversity are becoming increasingly visible. Digitalisation is changing our careers and industries, the skills shortage is ever-present, inflation continues to impact our day-to-day economic reality, and our social fabric is wearing very thin in more and more places.

For us at VfL Wolfsburg, one particularly concerning development is the shift to the right in Germany, and its accompanying intolerance, tribalism and antisocial behaviour. In our opinion, these callous attitudes and behaviour – increasingly informed by populism and the politics of the far right – have no place in football or our society. At VfL Wolfsburg, we therefore denounce right-wing extremism in any shape or form, and stand up for a free, open and tolerant society. Both on and off the pitch, we celebrate diversity and social inclusion, and work to develop football into a place

of learning and experience for fairness, democracy and peaceful coexistence.

One word is particularly special for me: 'we'. 'We' means standing shoulder to shoulder, working to shape a life worth living, today and tomorrow. This is also why we have kept our original slogan and title for this sustainability report: 'Tomorrow together'. The report presents our 360° view of relevant developments, with a focus on our activities during the last two years. Please allow me to touch on a few highlights of our engagement here.

Those who want to push for a more sustainable future must start with themselves. This is why sustainability is an integral part of our overall corporate strategy. First and foremost, we champion integrity and compliance with the law. We are organising our supply chains to be more sustainable – also with partners wherever possible, because we can get more done together. Since 2022, for example, VfL has participated in the multi-stakeholder project 'From the Field to the Fan Shop', which is helping 450 smallholder farmers in India make the transition to organic cotton.

Getting more done together also applies to the work inside our club. Our enthusiastic employees – who make a successful football business possible in the first place – are the lifeblood of VfL Wolfsburg. We want to offer them fair working conditions, equal opportunities and plenty of options for career development – with our coaching and mentoring programmes, for example, or our 'Lebens.Wert' initiative for junior staff.

Alongside our people, we are also focusing on the environment. In 2024, we developed a 360° Environmental Strategy, with implementation measures ranging from

energy usage to catering and fan mobility. Our pioneering approach here is shown by the microplastic filters in the Volkswagen Arena, and the infill material for the new artificial pitch in the Elsterweg stadium is now completely free of microplastics.

It's the fans that make football what it is. To make sure they don't just cheer on their teams but also champion a spirit of fair play, we raise awareness for compassion and social inclusion. Fan dialogue is an important forum here. As a football family, we also stress the importance of family-friendly facilities and organised the first Family Match Day in 2024.

We also use the broad appeal of football to all parts of society to promote education and inclusion, and thereby strengthen social cohesion. As part of the 'Sport Networks' initiative, we visit schools and nursery schools to offer exercise programmes. For the 2022/2023 season, we made reporting for the visually impaired available across all terraces with the 'Raydio' app, organised a Diversity Match Day and helped promote learning for democracy in our Green/White Classroom.

As you turn the pages of this report, we hope that you will not just find out more about our agenda and our actions but also become inspired yourselves to help build a sustainable future.

I look forward to that.
Sincerely,

Michael Meeske
Managing Director
of VfL Wolfsburg-Fußball GmbH



TOMORROW TOGETHER

Why 'together'?

Because 'together' is more than just a word at VfL Wolfsburg. It's together that we take a stand against puffed-up egos, a sense of entitlement and attempts to divide our society. And our togetherness is also a strong emotion that helps us to look to the future with confidence – for it is a future that we must face together. How else are we going to turn our vision into a reality?

Why this emotive appeal?

Because our future needs more than a lukewarm response. Temperatures are rising around the planet, species loss is accelerating, and the global consumption of all available natural resources reaches its limit earlier and earlier each year. This is why we are taking corporate responsibility for the impacts of our business. In the same place where these impacts can be felt, and where we can make a lasting and positive effect – namely in our immediate

surroundings. This is why VfL Wolfsburg focuses its efforts on helping people in our region. The club also clearly expresses its opinion on key social issues and is keen to address questions about the future of our planet: authentically, honestly and effectively.

How does this benefit football?

This long-term engagement strengthens the identification of employees, players and fans with the club – the feeling of togetherness. With focus topics and flagship projects, it also delivers exciting content for sponsors, secures partnerships with start-ups (and others), and contributes business value not only to Volkswagen but also to the economy in and around Wolfsburg. With all of these positive effects, sustainability is also a decisive factor for the sporting future of VfL as a club with its sights set on the title. VfL's 'Tomorrow together' slogan encapsulates all of these related ideas.

What's the main message?

We want to encourage people to come together, because together we can make a change for the better in many of the challenges we face. This report provides examples of how this works: because we listen, seek common ground, agree strategic objectives and work shoulder to shoulder with our peers – for the people around us today and for future generations. 'Tomorrow' can mean many things. In our 2024 Sustainability Report, it stands for the following:

TOGETHER FOR OUR VISION –

sustainable development and successful partnerships

TOGETHER FOR GOOD JOBS –

for equal opportunities, and the recognition of talent and personal qualities

TOGETHER FOR THE ENVIRONMENT –

Race to Zero and 360° Environmental Strategy

TOGETHER FOR PASSION –

the best that football has to offer

TOGETHER FOR SOLIDARITY –

diversity and inclusion, education and movement

So, do we have the data to back it up?

Alongside motivation and encouragement, we also need clear targets and measurable progress towards them. We have to keep this information transparent, to ensure the club earns the long-term trust of the people it is closest to – its stakeholders. This is why VfL Wolfsburg has applied Global Reporting Initiative (GRI) standards to its reporting activities since 2012 – the only Bundesliga club to do so. Measured by these GRI standards, the club's sustainability performance can then be compared with its international peers. VfL is demonstrably a pioneer: in many fields of sustainability practice, VfL Wolfsburg has clearly adopted the position of first mover. These standards are summarised by the GRI index in the Appendix.



A SUSTAINABILITY CHAMPION IN SPORTS BUSINESS

VfL Wolfsburg is a winner of the 16th German Sustainability Prize (DNP) and therefore is now among the top 100 pioneers of the transformation of the German economy. The German Bundesliga club was awarded the top spot in 'Sports business' thanks to its comprehensive and exemplary activities and products in the field of sustainability. "This award makes us particularly proud because it's not just about an aspect of sustainability but honours our holistic engagement with the topic, which has been a key part of our approach for a long time," comments VfL Managing Director Michael Meeske.

In awarding the DNP, independent expert juries examine the sustainability performance of leaders in 100 industries. Thanks to its tireless engagement, VfL Wolfsburg scored across the board in the key areas of health, community, education, environment and climate. A number of examples are presented below.

Health

Physical activity is an inseparable part of our identity as a football club. Yet even outside our football grounds, VfL Wolfsburg is a tireless ambassador for football

and more physical movement in society at large, and offers a wide range of activities to promote good health at any age. These include weekly School Workgroups in 45 partner primary schools that aim to help children from the region develop their sporting skills and stay healthy. The club also works with the schools to organise VfL Ballgame Festivals, which have the goal of getting everyone at a school enjoying physical activities to the full at every event. In the 2023/2024 season, around 2,200 children played an active part in these festivals.

Community

VfL Wolfsburg believes that taking social responsibility is a necessary part of its core business. For many years, the club has regularly used projects to promote a sense of community and the benefits of positive coexistence. Open to all, these include the Neighbourhood Kick, projects in various urban spaces, activities with the club's own street workers, and together with the City of Wolfsburg. On the 'We're Here for You Day', our employees – from players to office staff and the company management team – visit social service organisations to lend a hand.

Education

VfL Wolfsburg is also keen to promote the education of young people in the region. Since 2015, the club has offered workshops on socially relevant topics, held on its extramural Green/White Classroom premises. The political education programme 'Wolfsburg School for Diversity' has been completed every school year by around 2,000 pupils since it was launched in 2019. Specially developed workshop programmes on topics such as 'Prejudice at play' or 'Stand your ground for civil courage!' aim to raise awareness among young people.

Environment and climate

VfL Wolfsburg shows that football, environmental protection and climate action can go together: for over a decade, the club has published details of its own carbon footprint and procures all of its electricity from renewable sources. Taking a systematic approach to improving environmental performance and action on climate, the club's Environment Team introduced an Environmental Compliance Management System in 2021. VfL has also been motivating its workforce to cut carbon emissions with several internal initiatives, such as bike leasing.

"WE HAVE ACHIEVED A GREAT DEAL BUT ARE NOT YET AT THE END OF OUR JOURNEY. TOGETHER WITH PARTNERS, FANS AND EMPLOYEES, WE WANT TO CONTINUE TO MAKE SUSTAINABILITY AN ACTIVE PART OF OUR CLUB'S FUTURE AND CREATE SOLUTIONS TO MEET THE CHALLENGES OF OUR TIME. HIGHLIGHT ACTIONS THAT COULD ALSO BE TAKEN BY OTHER SPORTS ORGANISATIONS, DELIVER CREATIVE IDEAS FOR THE INDUSTRY AND MAKE FOOTBALL'S POTENTIAL FOR SUSTAINABILITY VISIBLE,"

Nico Briskorn, Head of Corporate Social Responsibility at VfL Wolfsburg

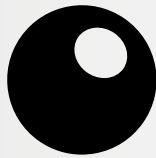
Shaping the transformation: 2023 German Sustainability Day

The 2023 German Sustainability Day was also held on 23 and 24 November to accompany the DNP prize-giving ceremony. Stakeholders from business, politics, research and civil society met in Düsseldorf to address contemporary challenges such as the climate crisis and social division, and discussed potential solutions to these problems. The aim was to work with the roughly 2,000 delegates and 150 experts to broaden the reach of the transformation and accelerate the process.

The role of sport in the current change process was also investigated. An interesting panel discussion was held on the topic 'Transformation of Sport Business –

change is coming to a billion euro market'. Joining the panel was Nico Briskorn, Head of Corporate Social Responsibility at VfL Wolfsburg-Fußball GmbH. Questions tackled by the panellists included: how is sustainability changing the sports scene? What has been successful and what still needs to be done? Which stakeholders are responsible? Are the strong players showing sportsmanship and supporting the smaller ones? Nico Briskorn and the other panel participants – which included Stefan Seidel, Senior Head of Corporate Sustainability at PUMA and Stefan Wagner, Chairman of Sports for Future e.V. – shared their insights and exchanged opinions on the future role of sport during this time of social change.

WINNER



**German
Sustainability Award
Company 2024**



Managing Director Michael Meeske receives the German Sustainability Award 2024.



Panel discussion 'Transformation of the Sports Business' as part of the German Sustainability Day 2023.





TOGETHER FOR OUR VISION

TWO, ELEVEN, 240+, 30,000, MILLIONS... OUR SENSE OF TOGETHERNESS IS GROWING.

While our 'elevens' attract most of the attention, we mustn't forget the 240+ VfL employees nor the 30,000 spectators who pack our football grounds. Our vision is global togetherness: taking responsibility for people and the environment, diverse and living in peace. Which is why VfL Wolfsburg is pursuing 'Tomorrow together'.

First and foremost, it's two teams together on one pitch, who show mutual respect while making the other side work hard for a win. With luck and judgement, either team could triumph – but not without the other. So, properly understood, football is both inclusive and sustainable. At its core and in all of its various guises.

Our understanding of this makes VfL Wolfsburg stand out: a responsibility to sustainability shown by management, in our corporate culture and in our willingness to face future challenges as a team.

Here together. More than ever.

Material topics at VfL Wolfsburg in the action area of Strategy and Management are:

- // Integrity and compliance
- // Sustainable supply chains
- // Sustainable partnerships
- // Dialogue with and participation of stakeholder groups



Responsibility for more sustainability

VfL Wolfsburg takes a consistent approach to sustainable development – both in football and its local community. This basic principle applies to its relationships with its own employees, to its fans and members, to businesses in the region and to the people who work along its complex, branching supply chains – to name but a few of the club's many stakeholders.

For VfL Wolfsburg, corporate social responsibility means taking action on behalf of a more sustainable future and standing up for our vision of a more inclusive

togetherness. In this way, sustainability sets the stage for lasting success – on the pitch, in our economy and society, and for the environment. Accordingly, the club has adopted the principles of responsible governance and is making the most of its potential to promote positive social development.

VfL's corporate strategy therefore targets all of the factors that are relevant for sustainable development. Apart from the club's operational business and squad training, this also extends to fan liaison work, environmental protection, and the

handling of relationships with the many active participants in the region and beyond. Strategic targets are reviewed and refined continuously based on key indicators, as well as dialogue with stakeholders and experts.

As a primary objective, VfL Wolfsburg is seeking to maintain its leading role in professional football as a responsible actor at national and international level. To turn this ambitious vision into reality, the club has established a capable, modern structure at all levels within its own organisation, where corporate social responsibility, with its own department and wide-ranging powers, is enshrined at the level of top management.

Alongside its systematic approach to meeting the more demanding sustainability requirements required for the sport, the club is active in helping to make football more sustainable. As a member of the 'Sustainability' working group set up by the DFL Steering Committee, Nico Briskorn, Head of CSR at VfL Wolfsburg, played a part in developing the DFL Sustainability Guideline. Since the 2023/2024 season, the DFL's sustainability criteria are now an integral part of the licensing procedure for the Bundesliga and the men's Second Bundesliga, and their development continues with the involvement of the Sustainability Commission as the successor to the Sustainability Working Group. As a member of the Commission appointed by the DFL Steering Committee, Nico Briskorn continues to play an active part here. As a VfL representative, Nico Briskorn has also helped to draft the DFB's Sustainability Guideline for all clubs and corporate entities in the 3rd league, as well as the women's Google Pixel Frauen-Bundesliga. This guideline will be introduced for the 2024/2025 season, on a voluntary basis for the first year but with its criteria becoming mandatory from the 2025/2026 season onwards. Alongside the German guidelines, VfL Wolfsburg is also subject to the UEFA requirements that apply to

the women's Champions League. The club is required to submit figures in a variety of sustainability reports.

Sustainability at the heart of our organisation

The VfL Wolfsburg Management Team was made up of Jörg Schmadtke, Tim Schumacher and Michael Meeske, whose roles and responsibilities include managing the club's sustainability strategy. After Jörg Schmadtke departed the club at the end of January 2023, Marcel Schäfer took over his duties in the management team. However, Schäfer left the team by mid-May 2024, and so Tim Schumacher and Michael Meeske continued to manage the club together from then on. Since July 2024, our new Managing Director Sport at VfL Wolfsburg is Peter Christiansen, and our management team is once again complete. Two of our managing directors are over 50 years old, one between 30 and 50.

The club's managing directors are appointed, monitored, advised and dismissed by a Supervisory Board and headed by a Committee. The Supervisory Board of VfL Wolfsburg-Fußball GmbH is composed of representatives of the Volkswagen AG, the Lord Mayor of the City of Wolfsburg, Dennis Weilmann, and other leading figures from the social and economic life

of the City of Wolfsburg. The previous Chairman of the Supervisory Board of VfL Wolfsburg e.V., Peter Haase, was also a member of the Supervisory Board of the GmbH before resigning from this role on 30 June 2024.

Members of the Supervisory Board Committee include Daniela Cavallo, the Chair of the General and Group Works Councils, Hans Dieter Pötsch, Chairman of the Supervisory Board of Volkswagen AG and Bernd Osterloh, the long-serving Chair of the General and Group Works Councils. The Supervisory Board was chaired by Frank Witter, the former CFO of Volkswagen AG, until the end of July 2024. After Frank Witter resigned from this role, Sebastian Rudolph then took over as Chair of the Committee from 1 August 2024. Rudolph, who is Head of Group Communications as well as Vice President Communications, Sustainability and Politics at Porsche AG, has been a member of the Supervisory Board Committee since 2023. The Supervisory Board of VfL Wolfsburg-Fußball GmbH consists of nine people: eight men and one woman. Four of the members are between 30 and 50 years old, five are over 50.



The management of VfL Wolfsburg is shared by Dr. Tim Schumacher, Peter Christiansen, and Michael Meeske.



TOMORROW TOGETHER

VfL established a CSR Department as an internal service provider 14 years ago and has continuously expanded the team since then. The CSR Department is part of Michael Meeske's portfolio as a board member, and is managed by Nico Briskorn. In this role as Sustainability Manager, Briskorn reports directly to the board as a whole or board member Michael Meeske without the involvement of any other company bodies. Reports are submitted at regular intervals and address the particulars set out in the Sustainability Strategy (goals, actions, evaluation, etc.) as well as their development. The CSR Department is staffed by six full-time positions. The members of the interdisciplinary CSR team are each responsible for their own priority topics, and, as internal consultants for sustainability issues, are involved in close and frequent contact with other departments.

Strategic principles and priority topics

The Sustainability Strategy of VfL Wolfsburg is based on the principles of effectiveness, honesty and sustainability. All of the club's activities are organised around these principles. Sustainability is also an important part of the overall 2020+ Corporate Strategy. Following the club's decision to address sustainability as a core action area in 2010, the topic has become anchored ever more strongly within the organisation's various processes. Sustainability also plays an important part in VfL's values, with 'Sustainable/Successful', 'Passionate/Team-oriented' and 'Integrated/Innovative' being part of the club's DNA. Most recently, the shareholder agreement was amended to include a section on sustainability in 2024.

VfL Wolfsburg has consolidated its commitment to sustainability in the form of the 'Tomorrow together' initiative. Priority topics in this initiative include the action areas of climate, diversity, youth and regional support. As part of its internal and

external communications, the club stresses its proactive role by highlighting specific aspects: together for climate, together for diversity, together for youth, together for you. In choosing these action areas, VfL was guided by the question of where the club can have the most enduring impact. The initiative itself is driven by the many and varied opportunities for participation created by VfL Wolfsburg and its partners. Targets and measures for individual action areas are defined in the Sustainability Programme and communicated in the Sustainability Report every two years.

Re-evaluation of material topics

In 2024, VfL Wolfsburg conducted a materiality analysis, applying the principle of double materiality, for the first time. This is oriented towards the requirements of the EU's new Corporate Sustainability Reporting Directive (CSRD), which will apply

to Volkswagen Group from 2025. On the one hand, the double materiality analysis investigates the economic, ecological and social impacts of the club's business. In addition, VfL Wolfsburg also assessed the potential financial risks and opportunities for the club that result from sustainability topics.

The results of the analysis show that the impacts identified as well as the risks and opportunities generally correspond to the material topics addressed since 2022 and can be largely allocated to these. However, as a result of the double materiality analysis methodology according to CSRD, the list of material topics has seen some slight changes. As one example, the topic of water has become more relevant and is therefore now itself a material topic.

BRAND VALUES



VfL Wolfsburg has also addressed topics that have significant strategic relevance for the club, even if these are not viewed as material according to the new methodology.

The resulting material and strategically relevant topics for VfL Wolfsburg and the 2024 Sustainability Report are therefore as follows:

- // Integrity and compliance
- // Sustainable supply chains
- // Sustainable partnerships
- // Dialogue with and participation of stakeholder groups
- // Fair working conditions
- // Diversity and equity
- // Occupational safety and health
- // Training and education
- // Youth development on and off the pitch
- // Biodiversity and ecosystems
- // Climate-compatible business
- // Climate-compatible mobility
- // Resource efficiency and material cycles
- // Responsible use of water
- // Safe stadium experience
- // Social inclusion and community
- // Corporate citizenship

Fair play

The club's close links to the Volkswagen Group have often been the subject of public criticism in relation to the idea of financial sustainability (formerly: financial fair play, FFP). VfL has therefore declared its commitment to financial fairness and has complied with UEFA's regulations since their introduction. Although VfL is a wholly owned Group company, the club is keen to emphasise that it is not merely a sponsoring tool for the carmaker but makes an important contribution to employer branding and the overall appeal of the Group's home city.

A culture of ethics and integrity

Alongside the principles of good corporate governance, the charismatic appeal and credibility of VfL Wolfsburg are strongly rooted in its sustainable corporate culture. Indeed, a sustainable corporate culture must first be (visibly) put into practice before employees and players can successfully achieve the company's sustainability targets. The club therefore consciously promotes a feeling of togetherness in the workforce with community-focused activities like the 'Together for You' Day (see the 'Society' section). VfL also motivates its staff to get involved in sustainability topics like diversity and climate action. The motivation to deliver quality and performance at the highest level is an integral part of football business while also applying to ethical and social issues, and the conservation of the natural world. To encourage this kind of motivation and provide company employees with a role model in taking responsibilities for one's actions, VfL makes every effort to prioritise the topics of integrity and compliance. As a Volkswagen Group company, the club has adopted many precautions with the aim of preventing rule violations, promoting democratic value, and working hard to further strengthen stakeholder confidence. This applies not only to VfL's direct sphere of influence but also to its supply chain, especially as regards its merchandising products. The club is also taking steps to build long-lasting relationships in other areas, such as with partners in educational projects or the security agencies who make football a safe and worry-free experience, and engages in stakeholder dialogue on a regular basis.

A regional and international focus

At VfL Wolfsburg, sustainable development is based on many kinds of partnerships, dialogues and processes. Within the region itself, the football club, carmaker and city are a seasoned team that works together to support social, cultural and sporting projects. The club in particular enjoys immense local popularity: as researchers from the University of Bremen discovered in 2020, local citizens see VfL Wolfsburg as the most important symbol of their city. This makes it all the more important to fill this symbolic role with meaning and to anchor the values that VfL embodies in the public consciousness. Accordingly, VfL has published a handbook with key messages for the sport, and also created a training programme on the topic that is specifically aimed at employees and players. These values are also communicated via the intranet, the club website and VfL Wolfsburg's social media channels. Since 2021, a new regional actor has entered onto the scene, who aims to strengthen this value-based feeling of togetherness: the Identity Working Group, formed by leading figures from the club and its fan club, the city, Volkswagen Group, and the media. This 16-strong working group liaises with VfL in regular advisory sessions, with members seeking to put the VfL values handbook into practice and further strengthen the club's ties with the community.

In addition, VfL Wolfsburg has spent many years pursuing its global strategy of being a partner for the sustainable transition of its industry, with the aim of winning support for German football around the world, thrilling fans, and establishing itself as a successful, popular and socially involved football club. One important factor in this work is the strong international prominence of VfL Wolfsburg as a brand. In the reporting period, VfL was able to raise its profile in Brazil, China, Mexico and the USA. The club was especially active in China, not only starting the Wolfsburg United Cup in Beijing but also inaugurating a Football Summer Tour, with VfL coaches organising youth camps and train-the-trainer seminars in various cities in China over a period of several weeks. In addition, the company plays an active part in Chinese football with the Beijing-based VfL Wolfsburg (Beijing) Football Club Co., Ltd, and also organised a sponsoring event for Chinese partners in which various corporate teams competed.



Successful participants in the context of the Football Summer Tour in China.



Coaches and staff of VfL Wolfsburg are also regularly active internationally.

In the USA, the established StrongHER programme in Chattanooga is still very active, using football and mentoring to provide girls and young women with opportunities, and integrate them into educational, sporting and community spaces. The StrongHER programme has also been launched in Mexico, with the aim of supporting 80 girls and young women in Puebla with football coaching and mentoring, and strengthening their social skills (for more on this project, see the 'Society' chapter).

VfL Wolfsburg also organised many events in Southeast Asia and opened a representative office in Malaysia in 2024. This office is an important part of the club's strategy for internationalisation and will further strengthen the presence of VfL Wolfsburg in the region.

Internationally, VfL Wolfsburg is also one of the five most popular German clubs on social media, which underlines the reach and influence of the club.

AWARDS AND NOMINATIONS

VfL receives regular accolades as a regional and international partner for socially important issues. During 2023 and 2024, the club picked up the following awards and nominations:

- // German Sustainability Prize 2023: winner in the 'Sports business' industry
- // German Award for Sustainability Projects 2024: award for the 'From the Field to the Fan Shop' initiative, in which VfL Wolfsburg took part
- // ESSMA Stadium Industry Award: third place in the 'Sustainability' category, for the use of microplastic filters on artificial pitches
- // Award for Sustainability in Sports: second place in the 'Athletes' category for Maximilian Arnold and the 'Maximilian Arnold Wolves Camp', and second place in the 'Club and Community' category, with the 'From the Field to the Fan Shop' initiative
- // Sport positive 2022: First place among all Bundesliga clubs for engagement in environmental protection and climate action
- // Global Sustainability Benchmark in Sports: Best Corporate Performance Award for the club's sustainability performance
- // German Sustainability Prize 2023: nominated for the 'From the Field to the Fan Shop' initiative
- // Lichtblick des Jahres ('Ray of Hope') 2023: nominated with the 'Long Ball' community project in the 'Diversity and Equal Opportunities' category



Managing Director Michael Meeske with the ESSMA Stadium Industry Award and the Global Sustainability Benchmark in Sports Award.



There's nothing else like it in league football worldwide: the DFL's Sustainability Guideline, which came into force for the 2023/2024 season. At the end of May 2022, the DFL's General Assembly decided to include a mandatory Sustainability Guideline in their licensing rules for clubs from the First and Second Bundesliga. The Guideline covers all aspects of sustainability and has a twofold purpose: first, it guarantees a minimum uniform standard for clubs in these two leagues; second, it sets up a framework for relevant activities and provides orientation for sustainable business development.

The Guideline contains two categories of sustainability criteria. For Minimum Criteria I, licence applicants must submit evidence that they meet these in full. This category consists of B criteria, where an infringement can be sanctioned, and C criteria, where an infringement is not sanctioned.

Minimum Criteria II is made up only of C criteria, for which a full set of responses and data must be provided. There are plans to increase the number of B criteria step by step in the future.

Thematically, the Guideline is split into three subject areas: (1) Club management and organisation; (2) Climate, environment and resources; and (3) Stakeholder groups and social responsibility. The particulars and evidence submitted by licence applicants are reviewed by external auditors, who are commissioned by the DFL.

In its first audit for Guideline compliance in March 2024, VfL Wolfsburg had already fulfilled 96 percent of the minimum criteria: a total of 100 percent for the Minimum Criteria I and 93 percent for the Minimum Criteria II. With this result, the club achieved an above-average score for both sets of criteria.

INTEGRITY AND COMPLIANCE

VfL has always taken stakeholder confidence very seriously. This is why the club's strategy is built on integrity, which drives its sustainable development and is always prioritised within VfL's business dealings.

Inappropriate conduct and legal violations can have serious consequences for both VfL and its workforce. Avoiding and countering criminality while raising awareness of high-risk situations therefore constitute key tasks for management at VfL Wolfsburg. Accordingly, the club participated in the integrity programme Together4Integrity (T4I), which ran at Volkswagen Group level until the end of 2022. In so doing, VfL created the preconditions for completing these tasks to the full satisfaction of its stakeholders. T4I was initiated to improve knowledge of integrity and compliance throughout the Group workforce, to encourage a positive error culture, and to raise awareness among all employees about the potential challenges they might face. One point of focus here, for example, was learning to identify conflicts of interest and resolve these in a responsible manner. When responsibility for T4I was transferred from Group to company level in 2023, VfL Wolfsburg decided to continue implementing the T4I measures independently.

VfL has introduced a compliance management system to ensure that the company not only adheres to its own rules and commitments but also complies with legal requirements and external standards. All club contracts and agreements are also audited for compliance by the management accounting, finance, legal and tax teams before they are forwarded for approval to company management. The compliance management system is based on the Code of Conduct in its revised 2024 edition, which includes all of the material rules of conduct for the entire VfL workforce as well as its partner companies, and also offers guidance on legal and ethical issues. The Code also includes a clear commitment to human rights as well as a zero-tolerance approach to discrimination.

The compliance requirements set out by Volkswagen Group also apply to its subsidiaries. Depending on the action area in question, the rules from the Code of Conduct are further specified by additional guidance. As one example, the company policy on anti-money laundering and countering the financing of terrorism establishes clarity for all of VfL's financial transactions. The company whistleblowing policy also offers club employees a system of reliable and anonymous channels for providing information about wrongdoing. This encourages employees to stay alert to potential problems, helps to ensure prompt and objective investigation and, where necessary, sets appropriate sanctions. In 2022, the whistleblower system was updated to make sure that the necessary processes are available. Since then, reporting duties have been tightened and audit procedures have been implemented. The whistleblower system also provides whistleblowers with contact persons such as external legal counsel (ombudspersons) as well as members of the Compliance Department at Volkswagen Group. For detailed information about these reporting channels, please see www.vfl-wolfsburg.de/en/vfl/club/compliance. Reports can be submitted online or phoned in.

All reports are handled with due care and attention by the Group's Compliance team.

At the end of 2019, VfL appointed its own Compliance Officer, who offers internal counsel on all questions of compliance while also conducting appropriate training. Participation in these training courses is mandatory for all members of the workforce, including company management. Employees must complete the training course at least once every two years. During the reporting period, a training programme was completed with four on-site training days as well as a web-based training course. In 2023, 89 percent of the employees mentioned above had successfully completed either their initial training or a refresher course. Additional courses are being prepared for 2024.

During their first HR meeting, new employees are also provided with a copy and an explanation of the Code of Conduct. Articles on the intranet also provide information to help employees refresh their knowledge and inform them of new developments.

Members of the management team who received a briefing about the organisation's anti-corruption policies and procedures during 2023

100%

Members of the workforce who received a briefing about the organisation's anti-corruption policies and procedures during 2023

89%

Members of the management team who received training on combating corruption during 2023

100%

Members of the workforce who received training on combating corruption during 2023

89%

Management transformation is moving ahead

During the reporting period, VfL Wolfsburg updated its internal compliance risk assessment (ICRA Measure Set). The club is currently implementing the new and extended criteria in the checklist of measures. A Group-wide business partner due diligence tool for running background checks on potential business partners was introduced back in 2022. Steps have also been taken to ensure that integrity and compliance are accounted for in all decisions taken by VfL company management. Overall responsibility for this process is assigned to VfL's In-house Counsel and Compliance Officer Christopher Wendisch.

Two compliance workshops, each attended by 35 people, were held in April and May 2022. These formed the starting-point for regular dialogue between management staff and employees as part of the Together4Integrity campaign. Communication activities such as informational posts on the intranet continued in the reporting period, and the 'tone at the top' was also communicated as part of staff meetings.

As in the previous reporting period, there were no cases of corruption and no sanctions were applied during the current reporting period as a result of a failure to comply with standards, laws or procedures on anti-competitive practices. Company management is therefore satisfied

that the club's compliance measures are indeed effective, although it continues to emphasise the need to maintain efforts here to address the ever-changing risk landscape.

Identifying risks and analysing opportunities

At VfL Wolfsburg, risk management pursues the objective of facilitating a culture of tolerating mistakes, in which risks are understood and communicated transparently up the company chain of command. All of the club's material risks are identified and evaluated, and managed with effective countermeasures whose implementation is monitored on a systematic basis. Material risks are included in an annual report to company management and analysed to determine their root causes.

VfL company management makes every effort to ensure that business practice complies with applicable laws at all times. This is done by setting out the necessary internal rules, policies, processes and measures, and issuing appropriate instructions. Management is also responsible for monitoring compliance and organising regular audits to check the effectiveness of measures. In the case of existential risks affecting VfL Wolfsburg-Fußball GmbH, the responsible executive at Volkswagen AG is also informed.

The risk management system at VfL Wolfsburg-Fußball GmbH follows the

'Three Lines' approach used by its parent Volkswagen Group. The individual business departments in the organisational units form the first line of defence for the efficient and effective management of risks. These departments identify and assess risks, and determine the corresponding countermeasures. The Risk Management Department forms the second line of defence and coordinates the risk management process among other duties. The third and last line is formed by Volkswagen Corporate Audit.

Respecting human rights

All business enterprises are obliged to respect, protect and uphold human rights. With its Code of Conduct, VfL Wolfsburg has enshrined this basic principle within its management processes and monitors implementation closely – both internally and at its business partners. To do so, the club uses the Business Partner Due Diligence Tool.

Volkswagen Group has integrated the topic of 'Business and Human Rights' into the Group's existing compliance management system, and thereby fulfils its duty of care for human rights as required by the United Nations. The Centre of Competence for Business and Human Rights, established at the level of the Volkswagen Group, advises other business units on human rights issues, on responses to ad hoc cases and with regard to the implementation of legal requirements.





360° protection for children

In football, where children and young people are coached by adults and dependent relationships are created, there is a risk of children being subjected to abuse, the misuse of power or even sexualised violence. As a football provider, VfL Wolfsburg sees it as its duty to protect children from these dangers.

At VfL, a two-pronged approach is applied to child protection: first, in the club itself and second, as a strong commitment to preventing the abuse of children, for which the club is held in high regard throughout Germany and beyond. In this work, VfL Wolfsburg has applied a holistic model of child protection since 2020, which was developed with the participation of all departments and the German non-profit Kindernothilfe. Children from VfL's youth teams also participated in this work. In this project, partners sought to ensure an integrated approach to supporting children entrusted to the care of VfL Wolfsburg while offering them the best possible protection. On the one hand, employees, parents and children are made aware of the need for protection as part of a continuous process. On the other hand, guidelines have been developed that provide clear guidance to all employees who work with children.

In accordance with this model, VfL Wolfsburg has appointed Conny Pohlers and Roland Wolff as its two child protection officers. The child protection officers are supported by an interdisciplinary Child Protection Team. While forming this team,

care was taken to cover all of the relevant fields of expertise in relation to child protection (such as psychology, pedagogy, HR, etc.).

Another integral part of this model is mandatory basic training as well as a biennial refresher course in child protection issues. The basic training course presents facts and figures from research carried out by Kindernothilfe. The child protection model is also introduced by the child protection officers and discussed at length. All employees who work with children – including temporary staff and interns – must complete this training programme. During the reporting period, training was organised for around 400 employees and nine junior football teams. In the future, e-learning courses will replace classroom training sessions. All of the members of staff from the above-mentioned groups also had to submit an 'extended certificate of good conduct'.

Apart from Kindernothilfe, VfL also cooperates with VfL Wolfsburg e.V. as well as external partners and experts, with the aim of strengthening child protection.

Code of Conduct for Child Protection

A special code of conduct has also been developed for employees specifically on the topic of child protection, which all employees who have closer contact with children must pledge to follow and uphold. This organises the rules to follow into three interrelated categories and also envisages a set of graded measures to apply to the violations of rules in each category.

- // For example, the rules in the 'blue' category require compliance with the VfL Code of Conduct and compliance rules, as well as maintaining a respectful attitude to working with children at all times.
- // Criteria in the 'yellow' category forbid the exploitation of the dependency relationship of kids and adolescents, and the misuse of the (support) role in question vis-à-vis these young people. Disciplinary action taken, such as excluding young players from training, must be transparent and coordinated with senior management.
- // The 'red' category includes rules on conduct aimed at countering a direct threat to the child. Individuals are prohibited from remaining alone with a child in an enclosed space or vehicle, for example. Derogatory behaviour, discrimination, harassment and sexual abuse are also covered by this category.

Exceptional situations are also defined in which physical contact is allowed, however, such as in the case of healthcare provision. By signing this Code of Conduct for Child Protection, employees are duty-bound to report all violations in any category to the designated authority. Violations in the 'blue' category are discussed at the team or line management level, for example. Child protection officers do not necessarily need to be consulted here. After three violations in the 'blue' category, the incident is escalated to 'yellow'. 'Yellow' means that the respective supervisor, child protection officer and company management must all be informed.

DATA PROTECTION ORGANISATION STRUCTURE



If speculation about the person in question is substantiated after a suspected incident is investigated, a task force is then formed. This task force is made up of the child protection officers, members of the Child Protection Team, the respective supervisor, the Compliance Officer and Corporate Communications. The Works Council and Head of HR are also informed. They prepare a recommended course of action for company management, who may then opt to apply disciplinary sanctions and may also decide to inform the Volkswagen whistleblowing system.

If a violation in the 'red' category is discovered, then the child protection officers are informed immediately. An emergency plan is also activated simultaneously. If necessary, the case is then passed to the police and the youth welfare authorities for further investigation. The Volkswagen whistleblowing system is informed and VfL also introduces disciplinary sanctions in parallel.

Protection against interpersonal and sexualised violence

VfL Wolfsburg has adopted a zero-tolerance policy towards all forms of sexual harassment, discrimination and interpersonal violence. The club works to achieve an atmosphere of respect, appreciation and harmonious cohesion, and to be a safe and nonviolent space at all times. To support this atmosphere of togetherness, the club appointed Jelka Modlich as its Prevention Officer and Melanie Krüger as its AGG Adviser (adviser for the German General Equal Treatment Act) in the reporting period. Suspected incidents relating to discrimination, racism, workplace bullying or similar misconduct can be reported to these officers.

There are also plans to consolidate these topics into an updated version of the child protection model. The Child Protection Team works continuously on the currency and effectiveness of this model, while also involving children, coaches, support staff and other groups. The Volkswagen

whistleblowing system also functions as an external point of contact for children, parents, VfL employees and anyone working with children. The Code of Conduct is also being developed further.

On the safe side with data protection

The protection of personal data – whether belonging to customers, fans, partner companies, employees or members – is very tightly regulated and VfL takes its responsibilities here very seriously.

Since reorganising its data protection system in 2018, VfL has used new insights gained to further develop its measures and structures. As a result, the club is now able to maintain very high standards for personal data protection and security. VfL has also fine-tuned its technical and organisational measures with the aim of minimising the risk of potential data breaches. The club and Group also remain in constant communication, with each benefitting from insights gained by the other.

VfL takes a proactive approach to new developments in data protection, being careful to adjust its measures to stay up-to-date with legislation. Working together with Volkswagen AG, the club analyses the data protection standards that courts now require companies (and football clubs in particular) to uphold. VfL also consults regularly with colleagues in other clubs in the German Bundesliga.

VfL maintains a set of robust processes not only for reporting to the State Data Protection Commissioner for Lower Saxony as the competent supervisory authority but also internally at the club and within the Group. The processes are regularly updated in consultation with Group Data Protection. As a result, proper protection for data subjects and prompt action on the part of VfL in accordance with legal requirements are both assured.

The IT team at VfL Wolfsburg makes every effort to have the services and systems used hosted on EU territory. As one example, the US-hosted Google Analytics service used previously was replaced by a German provider in 2024. The rollout of new software and systems is governed by the IT approval process, which is restricted to software and systems hosted in the EU. The club's IT team also uses monitoring systems that are capable of detecting 'shadow IT' and therefore preventing unlawful data leaks.

Zero tolerance for match fixing

Doping and match fixing spoil the fun of competitive sports. Globally, both represent a serious challenge to the integrity of the football industry.

VfL Wolfsburg has taken comprehensive steps to prevent match-fixing practices. All players in all teams at VfL Wolfsburg – including the men's, women's and junior elevens – have corresponding clauses in their employment contracts. These clauses are based on the applicable anti-gambling and anti-match fixing rules issued by the German DFB, as well as the associated duties to provide information. Provisions are also included to cover the DFB's anti-doping policy and the National Anti-Doping Code (NADC). By signing their employment contract, players acknowledge these rules and agree to uphold them. VfL employment contracts also prohibit players from owning any shares or interests in other football clubs.

The club also helps its teams to follow these rules at all times, with steps taken in this context including the appointment of a Prevention Officer. The Prevention Officer runs compulsory training courses on the topics of betting and match fixing for all active players and support staff at the VfL Wolfsburg Academy, and also brings in external experts to hold talks on anti-doping (for further details, see the 'Employees' section).

To fulfil these expectations, especially in relation to merchandising and the outfits provided to its players, VfL is working together with Volkswagen Group to implement established standards and processes. These create the prerequisites for fair working conditions in the internal value chain, supported by the Sustainability Rating as well as obligations to pay minimum wage or wages as agreed from collective bargaining. Together with other clubs, VfL also conducts regular on-site audits of supplier businesses. These audits have greater leverage as a result of many clubs using the same suppliers.

Even so, there are challenges: checking for compliance with labour law across the value chain can only be done by random sampling (spot checks). Accordingly, there remains a potential risk that fair working conditions are being abused, especially as screening for working conditions is often only possible after giving advance notice. If cases of wrongdoing are uncovered despite these audits, this can, in turn, damage the club's reputation.

As part of its holistic approach to sustainability, VfL is therefore expanding the measures it implements to audit its suppliers for integrity and sustainability, and is working with a wide range of partners to develop new ideas and models for utilising environmentally friendly materials.

SUSTAINABLE SUPPLY CHAINS

VfL works with a wide range of external suppliers, whose value chains often extend significant distances around the world. The more complex these chains, the greater their susceptibility to unethical and environmentally unfriendly practices. Consumers find these practices increasingly unacceptable, however. As public surveys and those organised by VfL (via the VfL Wolfsburg Fan Lab) on the subject of football as a product and its merchandising have shown, even in football, there is an ever-growing expectation among spectators and the interested public that the products and services offered will be produced under socially and ecologically acceptable conditions.

German Supply Chain Due Diligence Act

The German Supply Chain Due Diligence Act (LkSG) has applied to the Volkswagen Group and its subsidiaries since January 1, 2023. This law governs corporate responsibility for upholding human rights within global supply chains. These responsibilities include preventing child labour, the right to fair pay and environmental protection. For the 2024 UEFA European Football Championship, the DFB also announced its intention to voluntarily comply with the LkSG.

For the Volkswagen Group and VfL Wolfsburg as its subsidiary, this legislation mandates an extended responsibility for the upstream portions of their value chains. To meet this responsibility, Volkswagen has revised its procurement policies and its reporting, and created new control instruments. VfL Wolfsburg implements the applicable policies from its parent company, and duly creates suitable roles and responsibilities for this purpose at company level. VfL has also updated its information regarding the whistleblowing system, so as to comply with the provisions of the LkSG. This means that reports from the supply chain can now be processed. In contrast, all risk analyses relating to suppliers are performed by the core Group function itself. The Code of Conduct for business partners of Volkswagen Group forms the basis for all partnerships with suppliers.

Sustainability Rating for supplier companies

Before VfL places an order in selected product groups within A-part management and B-part management (order value EUR 50,000 or higher), the Volkswagen Sustainability Rating (S-Rating) must be applied. As a first step, the supplier submits a self-assessment of their own sustainability conduct. These particulars and documents are then audited by a qualified third party, and additional checks are carried out at the supplier in case of doubt. If any transgressions are discovered, or if requirements in relation to the environment, society or corruption are not fulfilled to the required degree, then the provider is excluded from the ensuing award procedure.

As a result of an expansion of product categories until the end of 2023, VfL Wolfsburg now applies the Sustainability Rating to a larger number of partners. The S-Rating is applicable to all partners who operate a production facility and/or machinery, or who supply tools. In addition, the rating is also applied to partners in service industries. Examples here include logistics, hospitality, construction, waste management, software development, occupational safety and scrap metals. An exemption to this rule is granted to partners with fewer than ten employees, although this exemption is not valid for the Business Partner Due Diligence (BPDD) process.

Products from sustainable materials

Supply chains that are particularly relevant for VfL are those related to merchandising and player outfitting. VfL Wolfsburg has

launched several initiatives that try to ensure the use of products from sustainable sources which are as resource-efficient as possible, both for internal use and for sale in the fan shop.

From the Field to the Fan Shop

Since 2022, the club has participated in the multi-stakeholder project 'From the Field to the Fan Shop', which is helping 450 smallholder farmers in India make the transition to organic cotton over the next three years. Alongside VfL Wolfsburg, the initiative is being supported by eight other 1st and 2nd Bundesliga clubs. The project itself is being run by Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH on behalf of the German Federal Ministry for Economic Cooperation and Development (BMZ).

To mark the launch of the project, the participants in the initiative, including VfL's Head of Merchandising Dirk Zelonczewski, travelled to the project region in India. Here, they visited the cotton fields and met with the producers. These smallholder farmers produce around two tonnes of organic cotton per hectare, with the harvest for the 2023/24 season amounting to more than 1,400 tonnes. Since the start of the project, more than 480,000 merchandising products have been made from this organic cotton (as of June 2024). The project provides farmers with help in the form of guaranteed purchase volumes,

training or access to higher quality seed. After the transition phase, the project partners are planning to expand activities from 2025: partnerships will be strengthened and long-term sustainability – also in a financial sense – will be secured. The next trip to India in connection with this already multiple award-winning project is now planned for January 2025.

Expansion of sustainable product lines

Alongside textile products that have been certified to the exacting Global Organic Textile Standard (GOTS) or the OEKO-Tex® Made in Green Label, the organic cotton items form part of the 'Green Track' product line. The title for this range refers to the path VfL Wolfsburg intends to follow with the aim of reducing its ecological footprint, step by step. This starts with the use of sustainable materials, and continues via compliance with ecological and social accountability standards to the use of resource-friendly packaging. Most 'Green Track' products are textiles, such as T-shirts and pullovers, but the range also features bags – made from recycled polyester, for example – bed linen, flags and towels, plus water bottles made from sugar cane. This sustainable product line now makes up around 30 percent of all merchandising that is not sourced from VfL's outfitter. Fans can easily identify 'Green Track' products, as these have an extra label featuring the word 'sustainable'.



Visit to the cotton fields as part of the project 'From the Field to the Fan Shop'.



Students from Leuphana University Lüneburg presented their results in Wolfsburg as part of the course 'Impact Measurement'.

VfL is also taking a more sustainable approach with its outfitter. One example is the more environmentally friendly collection from Nike that was purchased for the home and away jerseys worn by the Wolves and She-Wolves. Football tops for the 2024/2025 season, along with many other Nike products (such as the training collection), are made from at least 75 percent recycled PET water bottles.

And there are plenty of ideas for the future: in the fourth quarter of 2024, the Merchandising team plans to launch a small upcycled collection with a start-up from Kassel. This will feature past-season jerseys, which can no longer be used because of wear and tear, that have been turned into new products for fans. In early 2025, VfL will also be unveiling its first Fairtrade collection.

SUSTAINABLE PARTNERSHIPS

VfL Wolfsburg is firmly convinced that major sustainability targets can be achieved only by a concerted effort from a very wide range of stakeholders. Depending on the topic area, VfL therefore works closely together with relevant internal and external stakeholder groups.

As one example, VfL has been a member of the German Federal Working Group for Environmentally-Aware Management (B.A.U.M) since 2011 and is represented on the B.A.U.M. Company Advisory Council by CSR Head Nico Briskorn.

In 2021, the club also became a member of the Berlin-based Foundation Development and Climate Alliance. The club regularly partners with the German Nature and Biodiversity Conservation Union (NABU) and actively networks with state institutions, including the City of Wolfsburg, where Nico Briskorn is a member of the Climate Council. The club has also signed a youth support collaboration agreement with the city. VfL also works closely with the Lower Saxony Ministry of Culture. The club is also a member of the national Joint Action for Sustainable Development project, which is coordinated by the Council for Sustainable Development (RNE).

VfL Wolfsburg also partners with a growing number of other clubs, and continues to be an active member of national and international association activities on the topic of sustainability, including the European Football for Development Network (EFDN). Nico Briskorn is a member of the Sustainability Commission at DFL. In 2023, he also advised the DFB on sustainability criteria for the 3rd Bundesliga and for women's football in three half-day workshops. Also in 2023, Anja Melo, the former Climate Officer at VfL Wolfsburg, participated in a UEFA working group focused on the development of an ecological footprint calculator for use in football.

Last but not least, VfL also maintains a wide range of other partnerships with commercial enterprises. These include working with Trilux on environmentally friendly LED lighting and partnering with Cubos to promote e-mobility. The club also works with a number of start-ups. VfL is working on solutions to tackle

microplastics with start-up Guppyfriend, for example. Aiming to make fan mobility more climate-friendly, VfL is also cooperating with Austrian start-up ummadum and recently introduced the ummadum app. Starting in the 2023/2024 season, VfL Wolfsburg has also worked with Klimato to improve carbon transparency in catering (see the 'Ecology' section for more details of these partnerships). The club is also implementing joint sustainability projects with sponsors and suppliers. The club continues to expand the proportion of its sponsors from the sustainability spectrum. At project level, VfL cooperates with various institutions, including universities, foundations, associations and unions, as well as many local schools, nursery schools and educational establishments.

In 2023 and 2024, the club joined forces with Leuphana University in Lüneburg to support its 'Impact measurement' course, for example. Groups of students examined the effectiveness of the VfL projects 'School Workgroups', 'Climate Match Day' and 'StrongHER', and drew up recommendations for future impact measurement.

A helping hand for entrepreneurs

Alongside finance, start-ups also need intangible capital to thrive. A football club like VfL has plenty of this – like its ability to draw a crowd, for example. A well-placed perimeter ad for a ground-breaking idea is worth its weight in gold. This is why VfL also finances advertising formats for promising start-ups, letting these businesses then pay back this funding later in the form of virtual company shares (a type of ownership right) or in-kind payments.

The start-up programme at VfL covers the following areas:

- // Sustainability and smart facilities
- // Fan experience and entertainment
- // Sports science, healthcare and well-being
- // Start-ups (before or after formation) with VfL-specific solutions.

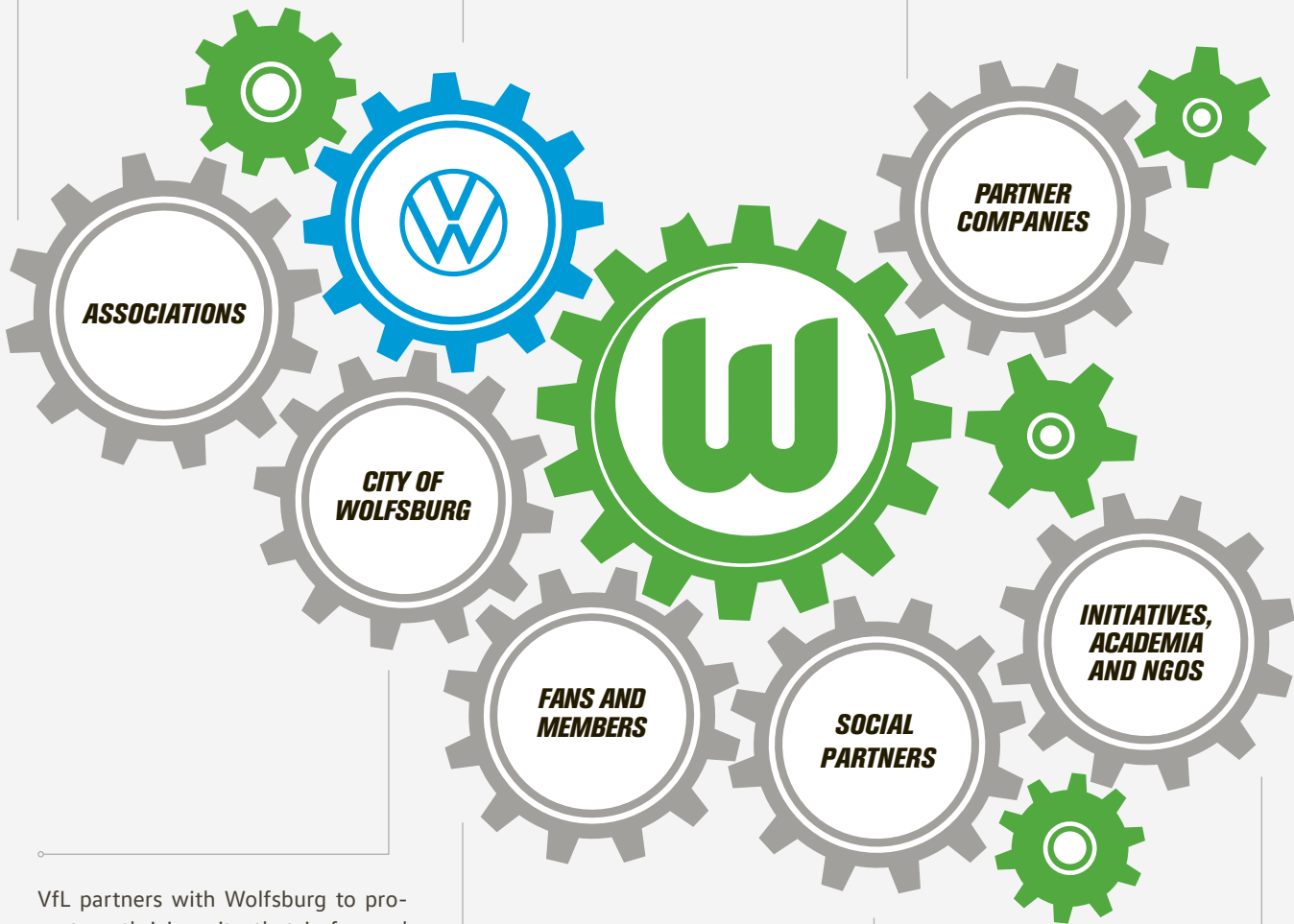
With another start-up brought on board in the reporting period, there are now four start-ups participating in the programme.

DIALOGUE AS A RECIPE FOR SUCCESS

VfL discusses sustainability measures and shared issues with associations inside and outside the world of football, and also participates in audits and training courses (DFB, DFL, UEFA, ECA, NFV).

VfL stays in close contact with its sponsor Volkswagen on the topics of business and employee development, which allows the club to benefit from the latter's high standards and expertise.

Partners support VfL as sponsors, start-ups, outfitters or suppliers. The club works with its 'Tomorrow together' partners on specific sustainability projects (Cubos, LSW Energie, Kieback&Peter, Audi BKK).



VfL partners with Wolfsburg to promote a thriving city that is focused on the future – in local projects, in its open-minded approach to fan liaison work, and in its organisation of security in and around the stadium.

The success of the Wolves depends on the support of their fans and members. This is why VfL encourages self-managed spaces and offers integrative sports programmes (WölfeClub, Fan Council, WölfiClub, volunteers).

VfL works with its social partners in the region to develop joint projects in the fields of climate, diversity, youth and regional support (200 clubs, 77 workgroups in 45 schools, 50 nursery schools).

VfL participates actively in civil society initiatives, and combines its own engagement with targeted expertise drawn from non-governmental organisations and research institutes (LBZH, NABU, Krzysztof Nowak Foundation).

DIALOGUE WITH AND PARTICIPATION OF STAKEHOLDER GROUPS

At VfL, sporting and business success is achieved only in cooperation with its stakeholders: groups of individuals that may have very different sets of expectations about the club. The above diagram illustrates the interrelationships between these stakeholders. For VfL, ensuring successful teamwork with these stakeholder groups while balancing out their interests is an integral part of the club's business model. Dialogue with and between stakeholders creates understanding on various issues, drives knowledge transfer and also allows all of those involved to identify more strongly with the football club. Thanks to its presence in schools and partner clubs, VfL strengthens its social role within the community, and uses clear statements on social policy to raise public awareness of diversity and environmental protection. For VfL itself, frank and transparent dialogue is also important, so as to better understand the social, ecological and economic demands placed on the club, as well as what sustainability is taken to mean, both on and off the pitch, and where common progress can be achieved.

At VfL Wolfsburg, this dialogue takes place continuously wherever people work together: on the pitch, at the training centre, during ticket sales and ad placements, and as part of match day preparations. And much more besides: VfL also actively seeks out dialogue partners so as to find answers, promote topics or motivate like-minded peers – towards climate action, for example. The club talks to many of these partners at regional and association level, and regularly hosts dialogue events with a focus on sustainability. One of these is the 'Culture Cafe'. This innovative format allows employees to discuss issues and exchange views with one another during working hours. During the reporting period, Culture Cafes were held on topics that included diversity, nutrition and (systematic) coaching. Each of these meetings was held on the first Tuesday of the month in the Fan Room (for more details, see the 'Employees' section).



Networking together to learn from one another: in June 2024, VfL Wolfsburg partnered with Cubos to organise a regular 'Tomorrow together' meeting. Cubos plans and installs photovoltaic and charging solutions for business customers, and is one of VfL's Climate Team partners. The two team players issued a joint invitation to a meet-up with all VfL partners in the Sustainability Programme. With each partner committed to sustainability, together they form a strong network of champions for a sustainable future. At the meeting, Nico Briskorn, Head of CSR at the Green-and-Whites, presented an overview of the 'Together for Climate', 'Together for Diversity', 'Together for Youth' and 'Together for You' initiatives, and their achievements in recent months. This was followed by a tour of the Cubos premises. CEO Marc Wille talked about the business impact of the energy transition, and presented a range of projects that he and his team had completed. The meeting takeaway was very clear: everyone in the partner network benefits from face-to-face dialogue.

Broad-based project participation

VfL's fans actively participate in many of the club's activities. During the reporting period, for example, fan representatives were involved in the double materiality analysis and in workshops for drawing up the mobility policy. The club also commissions regular surveys on a variety of topics from the VfL Wolfsburg Fan Lab.

The most important format for fan participation is the Club-Fan Dialogue (for more details, see the 'Fans and members' section). Issues discussed here in the reporting period included ticket and beer prices, catering, the stadium show and several other topics.





EMPLOYEES

EMPLOYEES

TOGETHER FOR GOOD WORK

EVEN STEVENS

But is that all? On the pitch, we want more than that.

But in the club, this means, above all, walking the talk: fair working conditions, a daily routine free of discrimination and equal opportunities for everyone. This is how we create both the motivation and the right environment for top performance – in sport and in many other areas. And always with fresh ideas – because you never stand still in football.

For our personnel management activities, it means we work to make sure everyone feels at home at VfL. Standing strong.

Here together. More than ever.

At VfL Wolfsburg, the material topics with a strategic focus in the action area of Employees are:

- // Fair working conditions
- // Diversity and equity
- // Occupational safety and health
- // Training and education
- // Youth development on and off the pitch



Driven by fairness and respect

Everyone at VfL Wolfsburg, whether players, management or our commercial, sporting and medical staff, works together to support and achieve the best level of performance possible. VfL creates an optimum environment to make this happen. Our personnel work focuses not only on skills training and occupational safety and health, but also ensures fair working conditions, good prospects and opportunities for development, and plenty of respect for the individual personality of its employees. In this way, the club seeks to measurably improve the satisfaction of its employees with the aim of enabling them to fully embrace their role as ambassadors

for a responsible football industry. VfL does not rest on its laurels but seeks to continuously improve on past sustainability achievements, whether for its administrative staff, for its employees at training or match venues, or for its players.

Data from VfL Wolfsburg's personnel structure says a lot about the success and effectiveness of its personnel management work. Diversity is clearly encouraged, for example, and VfL also provides its workforce with many part-time opportunities that allow them to balance the needs of their professional and personal lives. Staff working in administrative positions are typically offered permanent

employment contracts, because VfL seeks to retain well-qualified workers. This also improves job satisfaction. Team players and coaches, however, tend to be on the seasonal contracts typical for the industry. Also evident is the fact that VfL has promoted women's football for many years – one example being the outfits provided for the two women's teams. VfL is also keen to encourage its players to engage with CPD programmes and to make the most of opportunities for establishing a second career option. Alongside attractive skills training programmes, the club gives players the chance to pursue occupations outside football on a part-time basis.

A systematic approach to responsible HR

VfL has introduced a comprehensive set of guidance for its human resources work. Examples include its Code of Conduct, Working Rules and a wide range of works agreements, which cover everything from working conditions to specialised or management roles, as well as payroll groups and the remuneration paid to apprentices. Responsibility for personnel work at VfL Wolfsburg is centred within the club's own HR Department. This department is supported by the Collective Bargaining Division as well as the Works Council, and Health and Occupational Safety departments at Volkswagen AG. To facilitate co-operation between employees in the various departments, VfL Wolfsburg has used SAP Sports One since the 2018/2019 season. This is a professional software suite for managing the men's and women's teams and, since 2022, its youth activities. The tool offers access to a wide range of relevant data from areas such as training, scouting and performance diagnostics. The software is also used by the VfL Wolfsburg Academy and the Professional Player Department, not only making collaboration between the various coaches and the Support Team more efficient but also enabling more personalised, integrated management for all teams.

FAIR WORKING CONDITIONS

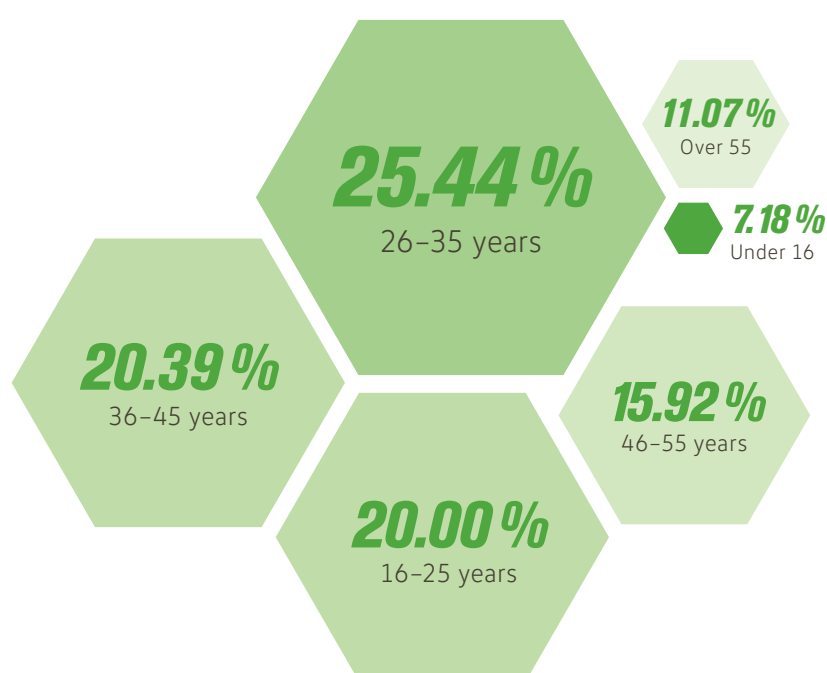
As a responsible employer, VfL Wolfsburg wants to offer fair working conditions to its workforce of more than 250 employees. After all, these are the people who boost the club's appeal to potential applicants and help it retain its high potentials. Good working conditions also include a fair compensation structure, for example, as well as overtime pay. The match fixtures that are part and parcel of football club operations can also prove challenging for employees in their professional and personal lives, however, and especially in relation to working hours and the work-life balance. VfL Wolfsburg therefore works hard to ensure that these issues are compensated for by an attractive working environment plus benefits. Employees in the Sport department therefore receive a number of extras such as free meals or medical care.

Company culture at VfL is centred on the ideal of a diverse community, supported by a familial feeling of togetherness, both at the club and in its immediate surroundings. The club's culture and its working conditions are ultimately derived from and informed by the VfL values: 'Sustainably successful', 'Passionately team-oriented' and 'Integrated and innovative'.

Transformational ideas from dialogue and participation

As with society itself, football needs dedication to make the transformation towards a more responsible treatment of the planet and its inhabitants. Innovation is essential to make progress in this context. This is why VfL employees are explicitly encouraged to participate in specific processes at VfL Wolfsburg as a footballing company, so as to promote and accelerate change. After environmental training was completed in 2022/23, the club then encouraged employees to get involved, and posted up

AGE STRUCTURE 2023/2024 SEASON



an ideas competition for environmental-ly friendly improvements on the intranet. With great success: VfL Wolfsburg had already implemented the best idea – digital visiting cards – by the 2023/2024 season.

Dialogue formats like the Culture Cafe also help to drive employee participation. The Culture Cafe provides club employees with an opportunity to interact, share knowl- edge and engage in dialogue with one an- other during working hours. The Cafe was originally thought up by the 'Ideas Fac- tory' project group, which was formed in 2019 with the aim of involving employees

in the development of the organisation while improving staff retention and mak- ing the most of good ideas suggested by the workforce. Eight Culture Cafe events were held during the reporting period. Around 70 employees used the opportu- nity to talk things over and get a look be- hind the scenes at the world of VfL. These insights included the work of our senior physiotherapist and VfL chef, as well as the club's Web 3.0 strategy. One particu- larly important topic was addressed at a Culture Cafe Special in April 2024 with the agenda item 'We see you! Far-right codes and fashion' (see the 'Diversity' section).

This kind of open-minded dialogue is also encouraged in regular staff meetings and in the personal development interview that forms part of annual employee ap- praisals.

This personal development interview is attended once a year by all employees covered by the works agreements on bo- nuses and works agreements for employ- ees with specialist or management roles. During the 2022/2023 season, 90.34 per- cent of the workforce took part in an an- nual employee appraisal.



WORKFORCE STRUCTURE

	Administrative staff		Coaches and staff		Players	
	2023/24	2022/23	2023/24	2022/23	2023/24	2022/23
Total	247	238	124	118	144	140
Fixed contract	22	37	102	99	144	140
Percent	8.91	15.55	82.26	83.90	100	100
Permanent contract	225	201	22	19	0	0
Percent	91.09	84.45	17.74	16.10	0.00	0
Male	161	150	113	107	111	115
Percent	65.18	63.03	91.13	90.68	77.08	82.14
Female	86	88	11	11	33	25
Percent	34.82	36.97	8.87	9.32	22.92	17.86
Full-time	200	189	107	101	33	29
Percent	80.97	79.41	86.29	85.59	22.92	20.71
Part-time	47	49	17	17	111	111
Percent	19.03	20.59	13.71	14.41	77.08	79.29

Fair pay and the work-life balance

VfL Wolfsburg has signed a number of works agreements covering the introduction of pay grades and rules on bonuses, overtime, flexitime and pensions. These pay grades were introduced in 2009 in consultation with the Volkswagen Group Works Council. All employees – a full 100 percent – earn more than the minimum wage. In addition, there is also a supplementary compensation component that any employee can convert into six additional days of holiday without any further conditions being applicable. For staff returning from parental leave, pay grades are organised to ensure that employees do not suffer any financial or substantive disadvantages as a result of their absence from the club.

	2023/24	2022/23
Total number of employees eligible for parental leave	515	496
Total number of employees who made use of parental leave, by gender		
Male	9	7
Female	2	6

Since 2017, a works agreement for mobile working has also been in place at VfL Wolfsburg. Approval requires only the submission of an informal application. The works agreement was also extended to include a new rule that extends flexitime to accommodate a larger timeframe and the concept of 'core working hours' was also abolished. In addition, VfL has also launched a 'MyTimeOut' programme, whereby all employees are entitled to a career break in the form of a sabbatical.

Apart from this, there are several standard services that are offered to all full-time employees. These services include a health check for all employees aged 45 and under every five years or every three years for employees aged 45 and over, as well as a disability insurance policy. Employees with a permanent employment contract also have the opportunity to take out a company pension policy with the VfL and/or invest in 'time asset bonds'. These time asset bonds make it possible for an

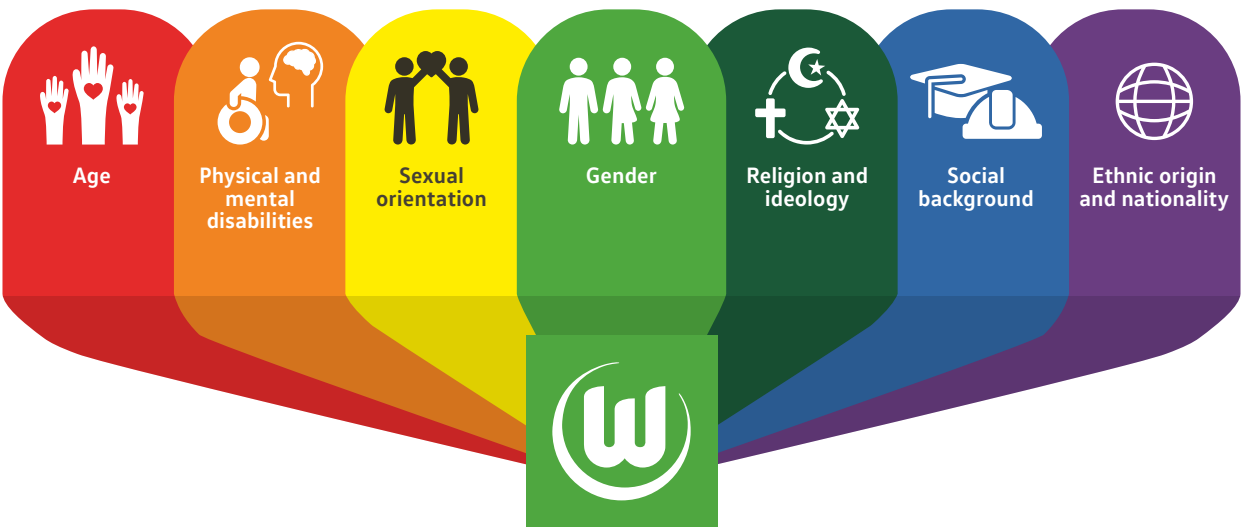
employee to retire earlier. The balance of time assets saved can be converted into a paid release from duties before reaching statutory retirement age or can reduce the workload during the semi-retirement phase. Staff on a permanent employment contract are also entitled to claim benefits from the support fund.

An attractive employer

VfL Wolfsburg measures job satisfaction in its workforce with an anonymous Mood Barometer that it has adopted from the Volkswagen Group. In 2023, the Mood Barometer satisfaction level reached 77.80 percent, compared with 78.10 percent in 2022. This represents a slight downtick year-on-year for the Mood Barometer satisfaction level. VfL takes a systematic approach to further improving this figure.

During the two-year reporting period, VfL hired 46 new employees. A total of 44 employees – 16 women and 28 men – left the club in the same period. Staff turnover during the 2022/23 financial year was 7.56 percent and therefore lower than the rate for 2023/2024, which was 10.53 percent. Of the new employees, 38 were aged 45 and under, with 8 aged over 45.

Head office	2022/23	2023/24
Starters	25	21
Age structure (at start)		
Under 16	0	0
16–25	5	4
26–35	10	11
36–45	3	5
46–55	4	1
Over 55	3	
Leavers	18	26
Age structure (on leaving)		
Under 16	0	0
16–25	3	9
26–35	6	5
36–45	4	6
46–55	3	4
Over 55	2	2
Male leavers	12	16
Female leavers	6	10
Turnover rate	7.56%	10.53%



**DIVERSITY
AND EQUITY**

Time and again, professional football demonstrates that attributes like ethnic origin, religion, sexual orientation or skin colour are irrelevant for team performance, and that teams with diverse backgrounds can achieve more than those where everyone is the same. And this is a generally valid experience beyond sport itself. This is why VfL Wolfsburg makes a targeted effort to support diversity in its teams and in its workforce. The promotion of women in the workplace is also particularly important beyond women’s football. People with disabilities are also employed wherever and whenever possible. VfL has set out the rules for a responsible approach to diversity and equity in its Code of Conduct. In addition, VfL Wolfsburg also signed the Diversity Charter in 2014, which means the club is duty-bound to promote diversity and respect in its working practice.

Diversity and equity in the workforce

The Code of Conduct in place at VfL Wolfsburg requires all employees of the football club to uphold the basic principles of equity and equal treatment, and to require the very same from the people in their day-to-day lives. Modelled on Gardenswartz and Rowe, and also based on the Diversity Charta, VfL distinguishes a total of seven core dimensions for diversity:

- // Age
- // Physical and mental abilities
- // Sexual orientation
- // Gender
- // Religion and worldview
- // Social background
- // Ethnic origin and nationality

The CSR Team at VfL Wolfsburg works to improve diversity along all seven of these diversity dimensions as a continuous process. This work involves close consultation with company management, the business departments and the club’s Diversity Working Group. This working group consists of seven employees from several departments at the club, who have taken the initiative to work together on this topic. At the group’s monthly meetings, they contribute diversity-relevant subjects and ideas to the CSR Team, and to the Steering Committee that VfL established in the company in 2021. The Steering Committee helps to ensure that the measures devised for promoting diversity are implemented in a systematic, goal-oriented manner. In January 2023, the ‘Panama Principle’ – designed as a response to conflict – was just one of the projects successfully launched by the Diversity Working Group (for more details, see the ‘Fans and members’ section).

VfL is also a member of the Volkswagen’s LGBTIQ+ network #WEDRIVEPROUD, which it uses to raise awareness inside and outside the club about people’s right

to live authentically according to their sexual orientation without fear of discrimination. The company workforce is also welcome to use the multi-faith prayer room at the stadium, which gives employees a space to perform their personal rites. During the 2022/2023 and 2023/2024 seasons, the average figure for female employees as a proportion of the overall workforce was 28 percent. Of these employees, 5 percent held management positions. The average figure for people with severe disabilities as a proportion of the overall workforce was 4 percent.

Training and awareness-raising

With training conducted as part of the ‘Diversity Wins’ workshop and regular awareness activities from the Diversity working group, the club also aims to create a diverse working environment that ensures no-one is excluded on account of reasons such as social background, skin colour or nationality. VfL Wolfsburg also participated in the Group-wide DIVERSITY WINS @VOLKSWAGEN programme with its own series of training sessions. This programme ran until the end of 2023. All members of management with responsibilities for personnel had completed this training by the end of the 2021/2022 season. Although initially aimed only at management staff, the programme was then expanded to the entire workforce in summer 2022. As one example, all employees from the Administration team attended ‘Factory settings for diversity’ during the



A 'LONG BALL' FOR INCLUSION AND DIVERSITY

The long pass doesn't just create a chance for a goal on the pitch. The eponymous project from KickIn!, supported by the DFL and Aktion Mensch, is now looking to create opportunities away from the stadium: for more diversity and inclusion in football as a profession. VfL Wolfsburg is teaming up with FC St. Pauli and SC Freiburg, and participating in the Long Ball project as a model club. Modules in this project include the development of a model tool for designing workplaces to be more inclusive. To discover what may still be necessary here at VfL Wolfsburg, the club conducted an employee survey in 2023 and used the results to generate some initial suggestions for improvement.

In June 2024, VfL Wolfsburg also implemented another module from the project: an inclusive professional development and mentoring programme. After applying to take part in the programme, interested parties were then able to gain insights into the various fields of activity at the Bundesliga club. Offering this programme is part of the club's wider approach to opening its doors as an employer for people from other fields. As HR Director Tobias Weigt has emphasised: "One of our most important activities is to make VfL Wolfsburg accessible to anyone. We're not only thinking about our fans in the stadium or at home here, but we also want to create a truly diverse employee structure. The Long Ball project has helped us start our journey towards this ambitious goal. We look forward to using our further training programmes to get to know plenty more interesting and diverse people, and inspire them to join our team."

The third module is still in the planning stage. Before the end of the project, the aim is to set up local and trans-regional support and cooperation networks around the clubs, focused on inclusion and diversity. The Long Ball project will run until June 2026.

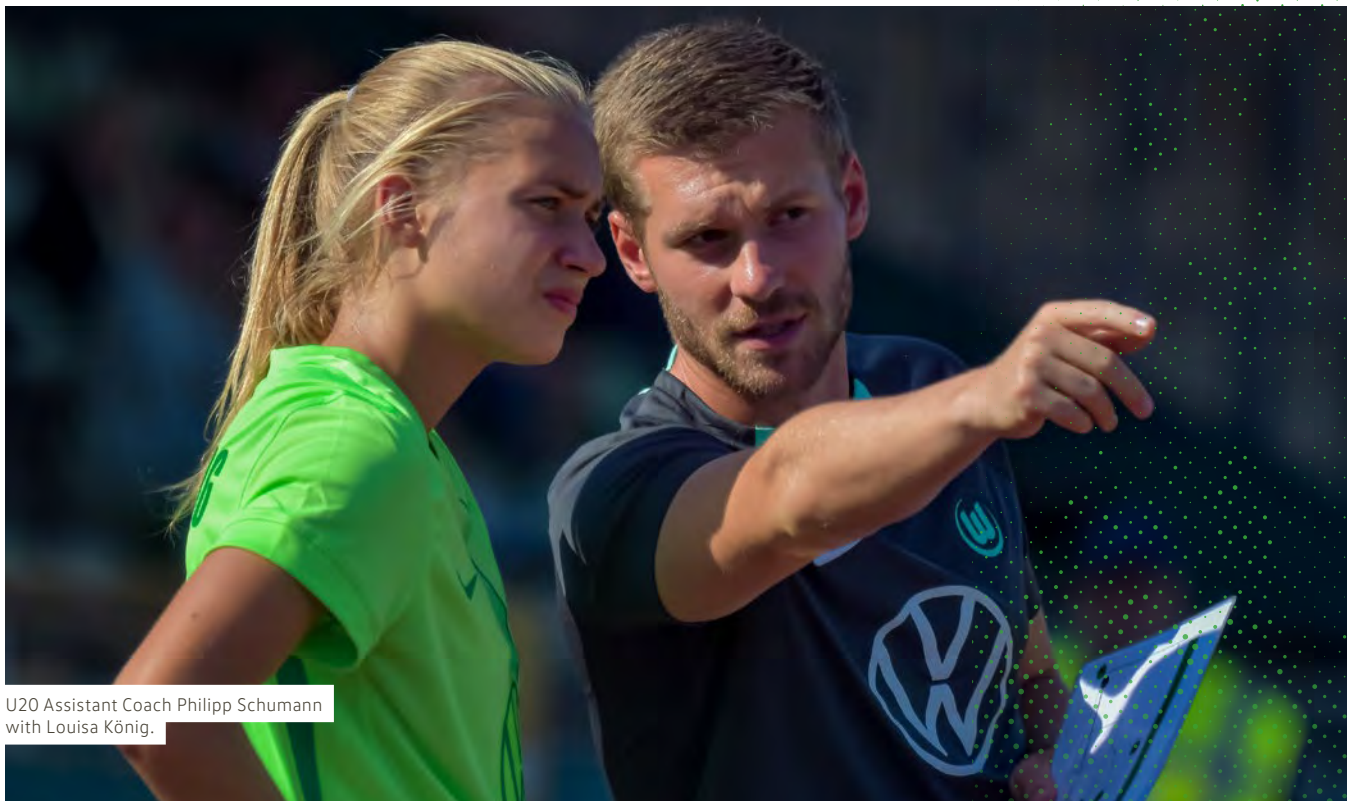
2022/2023 season. This course is also a mandatory part of the onboarding process for all new employees. Players also attended training on diversity and social inclusion during the 2023/2024 season. There are plans to offer this course to teams at the VfL Wolfsburg Academy in the future. Refresher courses are also planned for the 2024/2025 season.

Employees who work as stewards have direct contact with our fans. For this reason, VfL Wolfsburg prioritises awareness-raising about potential discrimination for all temporary staff in the steward service and also provides diversity training. During

the 2022/2023 and 2023/2024 seasons, training courses were held for auxiliary staff working in both the steward service and other departments at VfL. The club has also focused on racism in particular, so as to raise awareness among everyone involved in football and ensure this problem is tackled head on. In a Culture Cafe Special, participants were introduced to far-right symbols, codes and signs, with the aim of ensuring they can identify and call these out more easily, and therefore leave no room for antisocial attitudes in fan culture in the future. The event received very positive feedback not only from stadium staff but also from our Administration

team. As a follow-up to the event, the club worked with the Fan Project to publish a brochure that depicted and explained the symbols, codes and signs.

Intolerance can also impact mental health. For this reason, workshops on the topic of diversity were also organised as part of the programme for Health Day, which was held on 16 November 2023. 'How to handle discrimination in the workplace', 'Burnout – and no way out?' and 'Mental health in the football workplace' were just some of the topics addressed at this event. The workshops received a lot of positive feedback.



U20 Assistant Coach Philipp Schumann
with Louisa König.

Promoting women's football

VfL has been committed to the promotion of women's football for many years now. And this engagement has borne fruit. In May 2024, the women's football team won the DFB Cup for the eleventh time and has now chalked up a 50-match unbeaten run in this championship.

To ensure that progress continues to be made here, VfL Wolfsburg is also supporting young players in girls' football. A mental performance coach has been assigned to all teams – from the Talent Team (U11) to the Second Team (U20) – since the start of the 2022/2023 season. This person has organised workshops and team-building exercises with the teams and coaches, and she also gives players one-on-one coaching where necessary. An administrative assistant has also been hired. Her work will ensure that administrative operations continue to be professionalised for all of the five teams.

Apart from this, the VfL talent teams also organise semi-annual recruitment training. These events recorded a steady rise in participant numbers during the reporting period. With 94 applications, the publicly advertised recruitment training in the first half of 2024 was the best-attended to date. The number of applications has therefore more than doubled since 2022. In 2024, 72 girls were invited to the re-

cruitment training event. For capacity reasons, the remaining 22 were individually invited to attend try-outs in their age class. The successes of our youth development work speak for themselves. During the 2022/2023 season, one goalkeeper was promoted to the women's first squad, and other players have been regularly integrated into training, exhibition matches and training camps. In the 2023/2024 season, another two up-and-coming VfL female players were accepted into the club's first Bundesliga squad.

OCCUPATIONAL SAFETY AND HEALTH

Keeping the workforce and our players healthy and safe is an essential part of achieving sporting and economic success at VfL Wolfsburg. The strain of competing in sports at an elite level can result in both physical injury and psychological stress. Indeed, one is often caused by the other. Accordingly, VfL considers both factors in the integrated approach that it takes to occupational safety and health management.

Occupational safety and health in sport

To reduce the risk of injury in competitive sport, VfL Wolfsburg ensures that its

players receive all-round support for their healthcare needs. Staff at the club's VfL Med Department handle all of the relevant medical subject areas for professional players and the Academy's junior teams alike. Alongside a full set of healthcare services for all VfL teams, the department also handles administrative and insurance-related processes, rehabilitation and treatment options, as well as performance diagnostics, prevention and nutrition. A supplementary set of services provided by medical specialists, physiotherapists and sports psychologists helps to ensure players stay fighting fit over the long term. The network also includes a number of private psychological counselling practices. A mental performance coach is also provided for the junior women's teams. VfL is also focusing in particular on the topic of doping (for more information, see the 'A new direction for youth work' subsection here, as well as the 'Strategy and management' section).

Occupational safety and health for employees

VfL Wolfsburg makes every effort to comply with its legal duties regarding occupational safety and health (OSH). The club has taken the necessary organisational precautions and created the required structures by setting up an Occupational Safety Committee and establishing a number of OSH roles. Since 2011, the

club has been using a management system for health and safety in the workplace, modelled on existing systems for occupational safety from the Volkswagen Group. This system was developed by the Occupational Safety Coordinator, the Occupational Safety Specialist and the company doctor, and was approved by the Occupational Safety Committee. As it is based on job roles, the management system covers most of the employees working at VfL Wolfsburg. For our players, however, there is an additional set of processes that differ from the standard system. At our company offices, the competent safety officers also play their part in ensuring compliance with occupational safety standards.

The Occupational Safety Committee is the club's highest instance for occupational safety. The Committee meets once a quarter and is made up of six company representatives, presided over by the Chair of the Management Board. These six members are the Occupational Safety Specialist, the company doctor, the Works Council, the HR Director, the Fire Safety Officer and the safety officers or Occupational Safety Coordinator acting as their deputy. The Committee ensures that OSH guidelines are being implemented properly, and not only guides the club's strategic approach towards OSH but also manages operational issues. Management staff who are assigned to handle employer-level obligations for OSH receive further training as part of internal workshops or external courses (e.g. from professional associations), to ensure they are competent to handle the corresponding tasks.

These individuals conduct regular hazard assessments with the aim of ensuring early detection of work-related hazards, and to carry out risk analysis and mitigation. Standardised checklists are used here to investigate work equipment and the working environment for physical hazards. Attention is also paid to the extent to which individual activities could result in mental stress for the employee. Alongside hazard assessments, regular tours to inspect the safety systems in place are also conducted in all departments. If the analysis of working conditions reveals potential threats, action is taken. The workplace or the job role is optimised in consultation with the occupational safety experts, so that the threat can be eliminated or at least mitigated. If a work-related incident does in fact occur, this is then investigated by the Occupational Safety Specialist and the company doctor. Together, the responsible

company officers identify corrective measures and specify the improvements to be made to the management system.

Reports of 'near misses' also help to further improve occupational safety and health. Employees can use a reporting channel to notify these kinds of incidents. The intranet is also used as a tool to raise awareness in the workforce about taking a responsible approach to health risks. Employees can also use the intranet to find out about the various occupational safety topics.

In 2023, two work-related accidents were recorded, with no work-related accidents recorded in 2024 by the reporting date. These statistics include figures from administrative, sporting (excepting players) and temporary staff.

In the interests of ensuring an integrated approach to health, VfL has instructed management staff to be alert to potential signs of psychological illness in their employees, and to handle affected individuals with due care and attention. During working hours, all VfL employees can also arrange a free, comprehensive and strictly confidential health check-up, which is offered by Volkswagen Group. With the support of the Volkswagen Healthcare Team, the Occupational Safety Committee at VfL also organises a Health Day, which includes flu vaccinations, every year during the November international break. Alongside yoga courses, all employees are also offered social coaching. Staff can also request a set of monitor glasses to prevent stress and strain on the eyes.

VfL Wolfsburg also provides basic and refresher training courses in first aid for administrative employees as well as for paramedics and stewards. In relation to fire safety, an e-learning module was introduced during the reporting period as an alternative to the annual classroom-based training events.

TRAINING
AND EDUCATION

Alongside their sporting endeavours, professionals and upcoming players must always keep other career options open. After all: not every talented young player will be able to turn professional, let alone maintain a pro career over many years. A similar situation applies to administrative staff at VfL, who are also entitled to a job with attractive and long-term career prospects. This is why VfL Wolfsburg offers its employees and players a range of vocational and further training programmes, both in-house and in association with external educational establishments.

From the 2018/2019 season onwards, VfL Wolfsburg has been actively applying a modern personnel development model based on the club's core competencies. This model is organised and run by the HR Department and respective management staff. In addition, the club developed the VfL leadership model 'Champions of Leadership' in the 2023/2024 season. In preparation for this, the existing vision statement for management staff was revised and embedded in the new model.

As part of the new leadership model, all management staff must attend certain mandatory training sessions at regular intervals. The model also envisages management staff completing a non-specialist continuing education course once per year. This could involve participation in a suitable seminar or attending a coaching session, for example. As part of a new, semi-annual programme entitled 'Management now', divisional and departmental heads meet up to discuss general and specific management topics, enriched by interesting perspectives on professional development.

VfL assesses the effectiveness of the measures thereby introduced with an annual Mood Barometer, which also asks respondents for their opinion on their development opportunities. Among other things, survey results have been used to raise awareness among the executive and management staff of the importance of open, transparent communication with the workforce.

THE VfL LEADERSHIP MODEL CONSISTS OF
FOUR CORE MODULES:



Continuing education
for management staff

As part of developing new management staff, VfL works closely with the Volkswagen Group. In December 2023, VfL introduced a new process for internal management talent. The process for external candidates interested in a management position at VfL was also further refined. Internal management talent is now identified and provided with a development path locally within their own department, supported by a leadership development programme and mandatory leadership seminars. In addition, the VfL-internal coaching programme supports both the talent and their responsible supervisors within this process. In the 2022/2023 and 2023/2024 seasons, three employees successfully acquired a leadership licence. As new members of management, they are being supported by a mentoring programme. As part of the personal development programmes, VfL also offers new managers 1-to-1 coaching sessions. These sessions are also open to non-management staff.

Education for specialist staff

Retaining and developing motivated employees within the company is an important priority for VfL Wolfsburg – especially in these times of skills shortages. Supervisors in our departments therefore have the chance to work with personnel management to provide their employees with personalised development plans: these provide a boost to both their careers and their salary, without a requirement to take on a leadership role.

In 2023, employees spent an average of 3.4 hours participating in further education programmes; from January to July 2024, the average time spent was 2.2 hours. In 2024, an occupational integration management programme was also introduced: this helps employees get back into work after a prolonged illness and so preserve their employability. Our semi-retirement options also work to retain specialists at the company.



Where am I in my career – and where do I want to be? How can I handle conflict better? And how can I become more resilient? To provide support to management staff and employees regarding these and other questions about professional and personal development, VfL Wolfsburg has operated a coaching programme since May 2023. In 1-to-1 sessions, the coach and coachee work together on the targeted development of the coachee's individual resources and potential. These coaching sessions can help budding management staff to grow into their new role, develop leadership skills and strengthen their personal resilience.

Coaching takes an approach that is systemic as well as being focused on the individual. First, coaching looks at the overall social system within which the coachees operate. Second, coaching looks at personal development – based on the person's identified potential and resources, and the support offered.

Between May 2023 and May 2024, 41 employees from 12 of 13 departments – management staff as well as employees – made use of the coaching programme. Most of these individuals did so on a very regular basis. The proportion of women among coachees was 24 percent, and 54 percent among management staff. Overall, more than 200 coaching sessions were held, with an average duration of 1.5 hours. Feedback to date from coachees has been unanimous: in a survey, participants gave the coaching programme top marks. Coachees find the support given by the coaches very helpful and would also recommend the programme to others.



Providing support and encouragement to female management staff and female employees with management potential is a key priority at VfL Wolfsburg. In light of this, the club invited applications for two slots on the EQUALATE Female Mentorship Programme in August 2024. Initiated by the Hamburg start-up EQUALATE, the programme is oriented towards women who are active in any position within professional sports – such as in clubs, marketing agencies or associations.

In the course of the programme, each participant (mentee) is paired up with an experienced mentor, identified by using a matching procedure. The mentee can then work with this mentor on their personal topics. The programme also focuses on leadership. Thanks to the targeted networking with other participants, who face similar challenges in their day-to-day working lives, the programme adds value at both a career and interpersonal level, while fostering friendships for the future. Applications are invited from women working at VfL Wolfsburg who have several years of career experience and are either already active in a leadership role or thinking about taking on such a role in the near future.

Lavinia Coscione from VfL Wolfsburg completed the programme back in 2023. In 2024, Conny Stein-Gericke participated in the programme and is very enthusiastic about her experience: "My work with my mentor, plus the inspiring workshops and regular networking with other participants, have really made a lasting and positive influence on my personal and professional development. I also gained a lot of insights as a result of self-reflection and the chance to consider many different perspectives."

YOUTH DEVELOPMENT
ON AND OFF
THE PITCH

VfL Wolfsburg has consolidated all of its youth activities for junior teams within the VfL Wolfsburg Academy. Here, the club bundles together all of its activities for scouting and signing talented players, and uses a nuanced and personalised approach to talent promotion for building up the men's professional squads. The VfL Wolfsburg Academy must abide by a set of binding criteria that guarantee effective talent promotion: training needs to be systematic and account for the factors of age, stress, rules and competition. Young and upcoming players receive all-round support and encouragement during their careers. Care is taken to ensure that they can attend school or vocational training in addition to their training and match commitments. The players also receive education on topics outside the world of sport – such as finance or taxes – and can also get help for everyday problems. With its youth work, VfL Wolfsburg is also keen to serve as a role model for communicating values to young people.

Fostering character
and self-confidence

As a modern football club, VfL Wolfsburg consciously orients its youth development

work at the VfL Wolfsburg Academy towards promoting not just footballing excellence but also the self-development of its players, while also strengthening their self-confidence. To this end, the club has developed its 'Skills for Life' youth programme. This programme covers a range of key everyday topics for its players. Among other things, the 'Skills for Life' team teaches players about finance, nutritional science and how to handle social media. At the same time, the values of community, communication, respect, creativity and mindfulness are also taught. Last but not least, VfL also works closely with schools and parents to ensure its young potentials receive a good education – to ensure quality of life after their footballing careers. This also includes extra tuition where needed, provided by the teaching staff of Eichendorff School Wolfsburg; this is an 'elite football school' and VfL Wolfsburg business partner. The VfL Wolfsburg Academy also works with external VfL educational partners on the topics of extra tuition and language tuition.

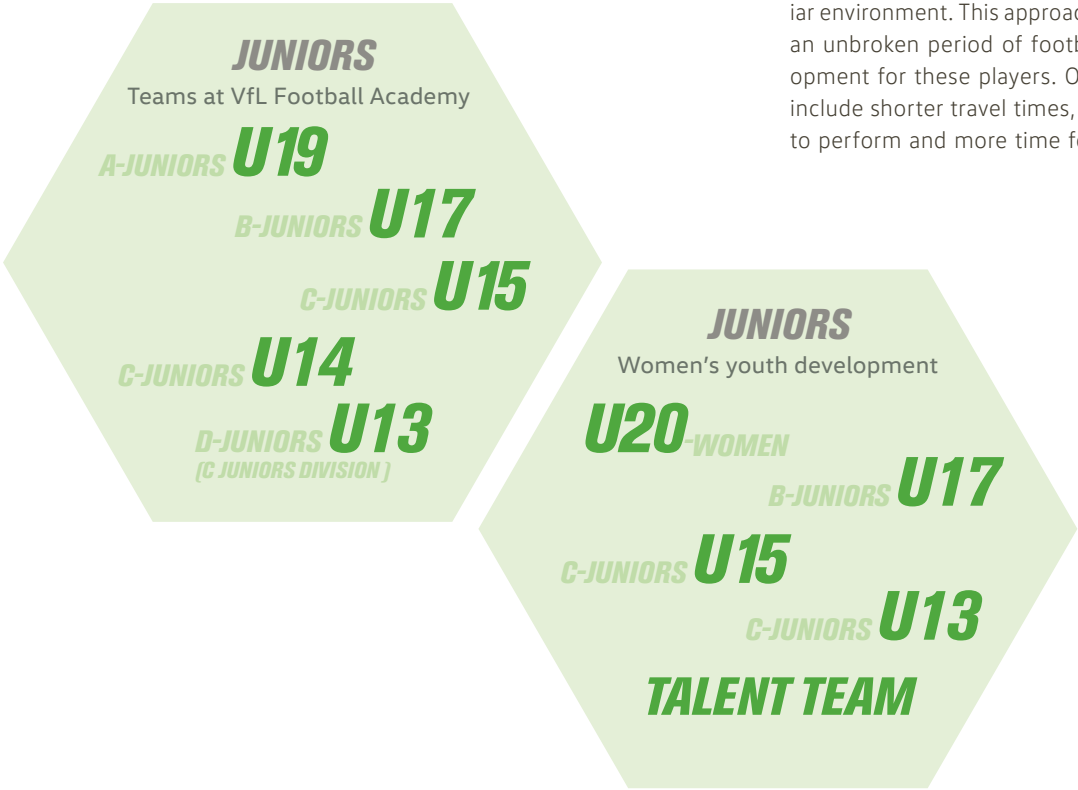
At the start of the 2023/2024 season, a new position of Parent Manager was created at the VfL Wolfsburg Academy, in line with the licensing requirements from the DFL. The Parent Manager acts as a bridge between academia and the parent body, ensuring parents are properly informed on key topics while being available to them as their designated contact.

Contact point for discrimination
incidents in youth work

In July 2024, a reporting system was launched as an anonymous contact point for discrimination incidents for youth teams. Players can use a QR code to access a digital form, which they then fill out and submit. There is also an external contact, the non-profit Verein Safe Sport e.V. (ansprechstelle-safe-sport.de), which is a point of contact for those affected by sexualised, psychological and physical violence. Both ways of reporting to the system are advertised in team changing rooms, the corresponding WC facilities and the Academy building itself. Players have also been informed directly about the introduction of the system. Each report of a potential discrimination incident is reviewed to determine its relevance. If the case has relevance for child safety, it is forwarded directly to the Child Safety Officer.

A new direction for youth work

In 2021, VfL Wolfsburg restructured its youth work in order to optimise its talent promotion activities and more effectively address the requirements for the professional development of players in the modern football industry. For the under-10 to under-13 age groups, partnerships have been in place with four regional clubs since summer 2021, and are now being managed by BSC Acosta, VfB Fallersleben, MTV Gifhorn and SSV Vorsfelde. At these clubs, the young potentials will get the chance to play for an extended period in a familiar environment. This approach guarantees an unbroken period of footballing development for these players. Other benefits include shorter travel times, less pressure to perform and more time for self-devel-



opment. In this way, the club is careful to avoid making premature decisions by skimming off the supposedly best players. The club is also looking to put partnerships with regional clubs on a sounder footing. Each of these clubs is supported by a designated, full-time VfL coach. Since this changeover, the VfL Wolfsburg Academy has been focusing on its work with the under-12 to under-19 age groups. This work is very much appreciated by young players. As a result, VfL has expanded its accommodation capacities at the Academy, as announced in the 2020 Sustainability Report. During the reporting period, a total of 33 boarding places plus 14 rooms in shared accommodation were available.

Every four years, this accommodation is audited and accredited on behalf of the DFL and the DFB by Deutsche Gesellschaft zur Zertifizierung von Managementsystemen (DQS). VfL received an outstanding overall grade in the years 2016, 2020 and 2024.

Apart from the teams of coaches and other employees at the VfL Wolfsburg Academy, up-and-coming players are also looked after by seven educational specialists and two sports psychologists, who not only help them out with schoolwork but also provide psychological and social counselling.

This team of support staff can also be consulted by young players if they have questions about alternatives to football when planning their later careers. VfL's Prevention Officer also organised mandatory training courses on the topics of gambling/match-fixing and anti-doping – with the last of these also featuring external experts. Workshops addressing anti-racism are also provided for young footballers.

For the junior women's teams, hourly sessions with an external mental performance coach are also provided, in cooperation with Eichendorff School – the Elite Football School. The club has also created a second physiotherapist position for up-and-coming female players. As yet, however, the range of support services here is by no means equal to those offered to male junior players. Conditions for further professionalisation in this context are highly dependent on general infrastructural and economic conditions.

To give more targeted support to girls and young women in football, the DFB introduced Centres of Development and

FOUR PILLARS OF THE VfL FOOTBALL ACADEMY



The pedagogy team of VfL Wolfsburg.

Excellence for Women (FLZW) for the first time in the 2024/2025 season. With this decision, the DFB has taken a decisive step towards the professionalisation of talent development for young female players and has created quality standards for formal football training. The DFB is also looking to establish new standards in stakeholder management, infrastructure and human resources. During the 2024/2025 season, VfL Wolfsburg will apply to be recognised as a DFB Female Talent Development Centre.

Responsibility beyond the world of football

With the VfL Wolfsburg Academy and development work for the junior wom-

en's teams, VfL provides a wide range of options to help players prepare for a second career. Every year, up to six up-and-coming players are offered the option of completing training or a dual-study degree alongside their sporting activities at Volkswagen Group Services and VfL Wolfsburg-Fußball GmbH. In the 2023/24 season, one young player completed a one-year internship at the business premises of VfL Wolfsburg Academy, as part of obtaining his university entrance qualification. The programme will also be continued in the seasons to come.





TOGETHER FOR THE ENVIRONMENT

1.5° — 360° — 180°

The target, the scope and the challenge

The window of time available to us in which we can keep global heating to a tolerable level is closing fast. We need to take action now and bring everyone on board. Reversing the climate trend requires a team effort.

How we are helping: we reduce emissions – and we invest. In carbon sinks, for example. We optimise the use of materials and are working to further reduce our consumption of potable water. With professional support, we're also tackling the conservation of biodiversity. The ecosystems that are crucial for life on this planet must be preserved. These insights drive us on – and we're not letting up.

Here together. More than ever.

Material topics at VfL Wolfsburg in the action area of Ecology are:

- // Biodiversity
- // Climate-compatible business
- // Climate-compatible mobility
- // Resource efficiency and material cycles
- // Responsible use of water



Setting a green example

"Green – More than just our colour" is the tagline VfL Wolfsburg is using to put football into the service of a future worth living. The environment is one of the core topics given priority attention at VfL, both in the past and now more than ever before.

VfL has been a first mover here, switching to green electricity and publishing its first carbon footprint in 2011. But the club didn't stop there. After all, with one team in each of the Bundesliga and Women's Bundesliga, VfL Wolfsburg is a role model for many. The club uses this role to encourage people – in the media, in sport

and face-to-face – to protect our natural environment. So, setting environmental protection standards in its own operations is therefore an absolute must for the club. In addition, this kind of engagement is driven by a very rational set of principles. After all, acting to protect the environment and resources also offers financial advantages – especially from the perspective of a life cycle assessment.

So VfL takes this 360° approach to assuming responsibility for the environment in its stadiums, training centres and administrative buildings as well as in relation to mobility for its teams, employees and fans. The club is also charting a new

course in catering and merchandising,

For VfL, 360° also means addressing all of the areas within environmental protection and climate action while keeping an eye on interactions – such as between climate change and biodiversity, or between climate change and water scarcity.

VfL Wolfsburg has already received two awards from the UK-based Sport Positive organisation, on account of its engagement on behalf of the environment. Among other activities, this organisation works with representatives of the industry worldwide to promote networking and the sharing of best practice examples.

In the second Bundesliga assessment, VfL Wolfsburg scored the highest number of points in all categories assessed – such as energy efficiency, waste management and biodiversity – and is once again the frontrunner.

Responsibilities, instruments and partnerships

VfL Wolfsburg has taken an effective approach to environmental management. First and foremost here is the club's own Environment Team. This team was previously composed of Head of Facility Management Maik Rummel, Head of Corporate Social Responsibility Nico Briskorn, Karsten Steinweger, Energy Officer Benjamin Gerchel, Environment Officer (from Facility Management) Holger Bartsch and Climate Officer Anja Melo. As Holger Bartsch and Anja Melo have left the club, candidates for their positions are being identified and two new faces will soon be joining the Environment Team. Together with other specialists at VfL's head office, this team assesses the various areas regularly to identify potential for improving action on climate and environmental protection.

VfL manages its environmental protection activities using a set of guidelines that are publicly accessible and binding on all em-

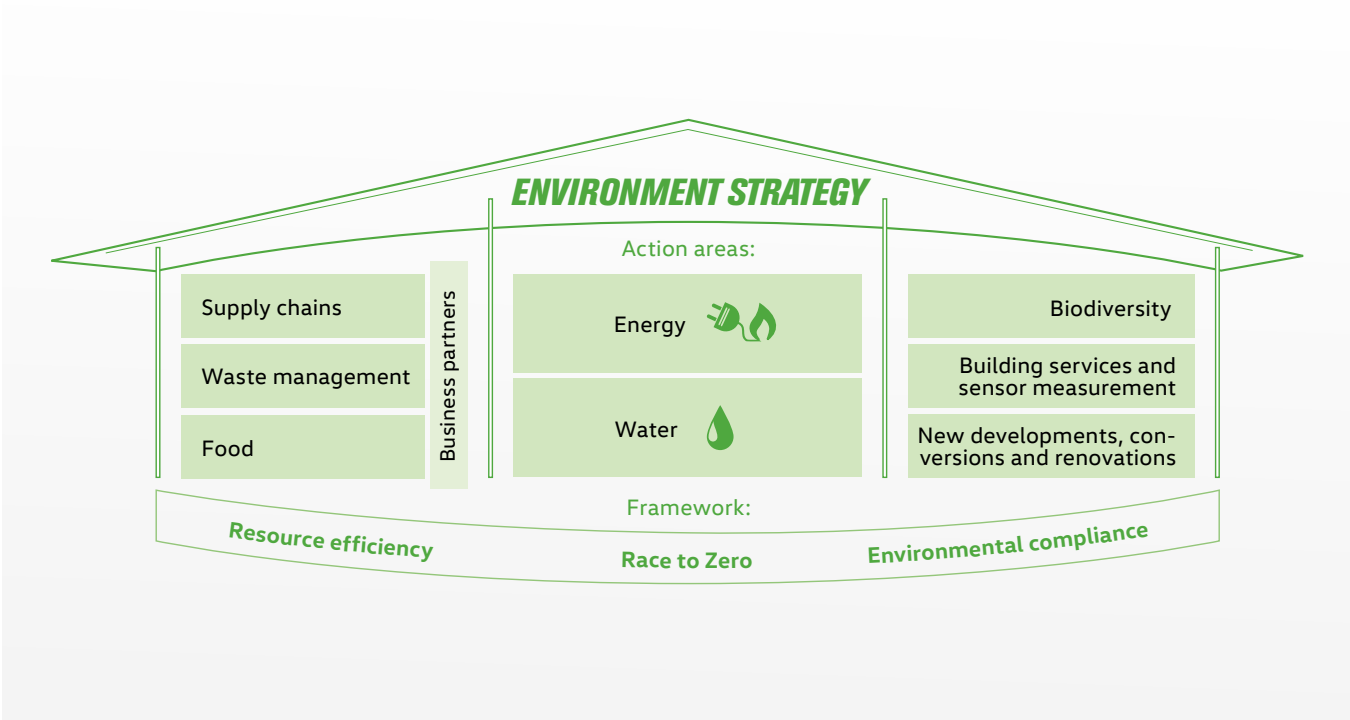
ployees, as well as with regular mandatory training. The club also raises awareness among employees for environmental protection and climate action, by organising events and interactive activities – such as a digital memory game or an ideas competition, for example. The digital memory game was an idea thought up as part of Project1Hour, a project initiated by the Volkswagen Group. On Earth Day, all of our employees stop work for an hour, to find out more about climate change, calculate their own carbon footprint and put their heads together to develop ideas for climate action. At VfL Wolfsburg, Project1Hour was held for a second time in 2023.

Since February 2021, VfL Wolfsburg has operated an Environmental Compliance Management System (ECMS) in accordance with its 'Environmental Compliance Management System' company policy (policy 17, also based on Volkswagen Group Policy 17). Modelled on ISO 14001, the system helps to identify and manage environmental risks and opportunities, and therefore works to effectively reduce environmental impacts along the club's value chain. These include the areas of energy, water, waste and the emission of harmful substances.

As part of a continuous improvement process based on the Plan-Do-Check-Act method, the club performs an internal risk assessment once a year. This assessment was last completed in autumn 2023. On the basis of the internal risk assessment, VfL Wolfsburg is considered an 'ECMS lite', which means a company with a low environmental risk. At the same time, however, VfL does have moderate environmental relevance, because its activities involve considerable environmental impacts in the categories of energy and water consumption, as well as waste. The club submits an annual report on its environmental performance to the Volkswagen Group. In autumn 2023, Volkswagen Group Service GmbH conducted an audit, namely an LkSG (German Supply Chain Due Diligence Act) Spot Check, together with the Environment Team. With reference to the LkSG requirements, the auditors offered recommendations for the continued expansion of the environmental management system. VfL Wolfsburg also works with a legislation checklist, which the club uses to evaluate compliance with legal requirements, and other environmental and energy management standards.

In the 2021/2022 season, VfL Wolfsburg also published its own environmental policy, based on the Volkswagen Group environmental guidelines. This consists of the five core principles below:





New environment strategy

In 2024, VfL Wolfsburg developed a new environment strategy, thereby fulfilling the requirements from the Sustainability Guideline issued by the German Football League (DFL). Entering into force on 1 January 2024, this Guideline requires all clubs in the 1st and 2nd Bundesliga to submit an environment strategy. Aided by an external consulting firm, the Environment Team developed a new environment strategy, based on activities, models and strategy modules previously made use of by VfL Wolfsburg for environmental protection. The new environmental strategy forms part of the club's overarching sustainability strategy, and includes additional strategy modules covering topics such as mobility, food and waste.

In the course of developing this environment strategy, the club has formulated a core vision with which its overall environmental engagement is now aligned. Namely: VfL takes responsibility for a sustainable future by encouraging environmentally friendly practices throughout the club's activities. By following this approach, the club is not only creating a recipe for success on the playing field but is also an ecologically committed player off the pitch.

To make this vision a reality, eight action areas have been identified, derived from the focus topics at VfL and the standards

prescribed by the DFL. By defining targets in these action areas and taking appropriate action, the club is further reducing the negative environmental impacts of its business activities.

The eight action areas are embedded within the topics of resource efficiency, Race to Zero and environmental compliance. The club makes efforts to ensure the efficient use of resources such as energy, water and materials, and to minimise both waste and environmental impacts. An ongoing analysis is also identifying resources that have the potential for management in the loop. Race to Zero is a global initiative that is focusing on the reduction of greenhouse gas emissions. Environmental compliance relates to compliance with environmental laws and regulations, so as to minimise environmental impacts and improve the quality of our environment. The figure below shows the structure of the environment strategy and its action areas.

The environment strategy has been informed by perspectives, experiences and ideas from various departments within the club. Representatives from Infrastructure, Marketing Organisation, Greenkeeping, Sport, Executive Support Office, Cost Accounting and Procurement, Events and Merchandising were invited by the Environment Team to offer their opinions in a workshop. Following extensive preparation by the Environment Team, the se-

lected internal stakeholders then worked together to develop at least one specific and measurable target for each action area. The stakeholders developed strategy modules and models, and assigned some initial responsibilities. These targets, strategy modules and models are based on a detailed analysis of various sets of relevant company and sustainability data. In the following subsections, the targets for these action areas are presented and explained, together with the action VfL Wolfsburg is taking to achieve these targets.

BIODIVERSITY

From experts to everyone else, we now know that species loss is as much of a threat to the future of humanity as climate change itself. Ecosystem services, such as the automatic regeneration of bodies of water and soils, the filtration of water and air or the pollination of fruit trees is being increasingly endangered by the excessive exploitation of natural resources. With their wealth of plant and animal species, however, ecosystems are hugely important to human health and nutrition, and for clean drinking water, fertile soils, clean air to breathe, mitigating climate change and as a basis for our economies.

VfL Wolfsburg agrees with this assessment, and applies comprehensive measures to conserve biodiversity both in its business operations and in its role as an ambassador in the community. As defined by the United Nations Convention on Biological Diversity, the club also understands diversity as the variation exhibited by the totality of all living organisms, habitats and ecosystems.

Of course, the club's direct impact on natural habitats is not particularly high when compared with that of companies working in the manufacturing, mining or agricultural sectors. However, the club still intends to do its part in helping to protect species and conserve biodiversity as a whole, so as to fulfil its role as a first mover for responsibility. To this end, the club has systemat-

ically analysed the potential for improvement in its own sphere of influence, and taken action to protect and improve biodiversity at the hotspots thereby identified.

First biodiversity study in the Bundesliga

In January 2022, biodiversity researcher Dr Frauke Fischer and her consulting company Agentur auf! conducted a scientific study for VfL Wolfsburg on the topic of football and biodiversity. The study, entitled 'Fair play – naturally!', investigates the impact of business operations at VfL on biodiversity and vice versa.

The results of the study show that biodiversity loss typically has an indirect impact on VfL's sporting business: as peatlands dry up, forests are cleared and other natural habitats are destroyed, this drives carbon emissions while harming the effectiveness of natural carbon sinks. Accordingly, damage to natural ecosystems has an impact as a driver of climate change. For VfL, this can most clearly be seen in the worsening of weather conditions for its training and match operations. As extreme weather events become more common, this also starts to impact public safety measures for events.

Conversely, business operations at VfL Wolfsburg affect the local natural environment most directly in terms of the sealing of natural landscapes to construct buildings, car parks, paths and sporting facilities. These areas are obviously no longer available for use by natural ecosystems. Negative impacts also result from the operation of match venues, especially in rela-

tion to facility maintenance, light pollution and noise emissions.

Other impacts result from the quantity and type of waste produced, as well as potential leaks of fuels and other fluids. Littering presents another problem, as do issues with rubbish being swept out of catering waste bins by strong winds. Plastic packaging in particular represents a direct threat to animals, as they can swallow these materials. These problems are supplemented by indirect threats like the production of microplastics, which can accumulate in the food chain. As a carbon emitter, the football club also indirectly affects the overall biodiversity footprint, since shifts in climatic zones can have dramatic consequences for many species. The primary driver of climate change here is the club's own use of fossil fuels, as well as upstream and downstream activities such as fan mobility (Scope 3).

Action plan for conserving biodiversity

'Fair play – naturally!' also once again confirms VfL's pioneering role as a green club. This study – unique in the German Bundesliga – provides a comprehensive list of measures to adopt for football companies who are looking to conserve biodiversity. After discussing the measures proposed in the study at length with the City of Wolfsburg and NABU, VfL then proceeded to draw up an action plan. The action plan contains a wide range of measures for protecting the environment, avoiding damage to natural habitats and species, and restoring and regenerating the natural environment. After the club had started implementing several of these measures, a measurable target was then formulated as part of the new environment strategy: by 2030, implementation must be complete for at least 25 percent of the measures listed in the biodiversity study.

Measures for conserving biodiversity

As a first milestone towards this goal, VfL Wolfsburg is installing a planted roof on the VfL Centre, together with a photovoltaic system. Completion is planned for 2025.





GREEN, SQUARED: THE NEW ARTIFICIAL TURF ON ELSTERWEG

When it was time to renovate the artificial turf on Elsterweg, one thing was clear for VfL Wolfsburg: replace – yes, but sustainably. Which is why the club ‘rolled out the green carpet’ for its women’s teams on the training pitch in the form of a climate-friendly artificial turf. The new pitch covering is green in several senses. First, the infill material uses no rubber granulates and so contains no more microplastics. Instead, the renewable natural material cork is used, in combination with a layer of quartz sand. The top layer of turf is manufactured from primarily sustainable, bio-based PE (polyethylene) raw materials obtained from sugar cane. Apart from ensuring its products are made from bio-based raw materials, turf maker polytan only uses green electricity for the production of its LigaTurf Cross GT zero. This means the turf is the first climate-friendly artificial grass. Last but not least, the turf is 100 percent recyclable.

After a service life of up to 15 years, it is simply taken off and separated into its component parts. The cork and sand can be reused for artificial pitches, while the grass layer can enjoy a second life as a park bench or edging strip for pitches.

„WITH THE NEW ARTIFICIAL TURF, WE ARE NOT ONLY CREATING THE PERFECT PLAYING FIELD FOR OUR ATHLETES, BUT ARE ALSO HELPING TO KEEP OUR ECOSYSTEM AS CLEAN AS POSSIBLE“

Jan Naumann, Head of Greenkeeping at VfL Wolfsburg

Microplastic filter at the artificial turf field at the VfL Wolfsburg Academy.



Protecting the environment with microplastic filters

In 2021, the club had already taken the decisive step of reducing adverse effects from its match and training activities on the environment: VfL decided to install microplastic filters on the artificial grass pitches. This is because the microplastics contained in the granulate from conventional artificial turf can endanger biodiversity and human health if these small particles enter into the environment. VfL Wolfsburg has taken targeted action to prevent this: working with the start-up Guppyfriend, the club has equipped its artificial pitches with filters that are designed to prevent microplastics from polluting the environment. These systems make it possible to retain the performance infill material and any plastic stalks that have broken off the turf. In the 2023/2024 season alone, this has resulted in more than 2,000 kg of granulate being retained. Tumble dryers in the VfL Centre have also been fitted with commercially available filters.

Committed to the region

VfL Wolfsburg worked with NABU to select eight nesting boxes for starlings, and put these up on the fence around the training ground next to the AOK Stadium in November 2022. Together with the Wolfsburg utility LSW, the City of Wolfsburg and the Lower Saxony State Forest (NLF), the club also started a tree-planting initiative. Pro kickers Yannick Gerhardt and Pia Wolter worked with 50 helpers to plant around 200 trees in the city forest. The club also participated in the 2023 and 2024 Wolfsburg Environment Day, with a wooden goal wall and sitting football games for kids, complementing the wealth of information on environmental topics.

And VfL Wolfsburg also plans to go further than just the list of measures from the biodiversity study: the club intends to develop these solutions further and to professionalise them. This will involve new cooperative ventures with other experts in the field.



In August 2023, VfL Wolfsburg became the first German football club to join the 'Sports for Nature' initiative. This is a global sports alliance whose members have joined forces to work towards environmental protection. Sports for Nature was started in 2022 with the participation of the International Union for Conservation of Nature (IUCN), the United Nations Environment Programme (UNEP), the International Olympic Committee (IOC), the 'Sails of Change' foundation, and around 30 clubs, associations and organisations. Alongside the IOC, its members include various international associations from sports such as table tennis, canoeing, rugby and water skiing, as well as national organisations like England Squash.

All members of the initiative have agreed to promote positive developments within their own environments. In so doing, they follow four basic principles: protecting the environment and avoiding damage to natural habitats and species; restoring and regenerating nature; understanding and reducing risks to nature in their supply chains; and using sporting achievements as a role model to provide information to the public and encourage others to take positive action. As one example, VfL wants to use this initiative to showcase its innovative microplastic filters for artificial pitches to other sporting organisations. "We are very happy to welcome VfL Wolfsburg as a new Sports for Nature member," says Stewart Maginnis, Deputy Director General at IUCN. "The club's engagement with protecting species diversity and sustainable business is extremely praiseworthy, and is very likely to inspire other clubs to take action in favour of conserving nature. We hope that others will follow the example of VfL Wolfsburg and join our initiative, so that sport as a global phenomenon can help to achieve positive change for our planet." Sports for Nature has therefore explicitly positioned itself as supplementing existing initiatives such as the UN's Sports for Climate Action Initiative, which VfL is using as the basis for its support for Race to Zero.



Together with fans, Yannick Gerhardt plants trees in the VfL Wolfsburg Forest.

CLIMATE-COMPATIBLE BUSINESS

Limiting climate change to a tolerable level is the biggest challenge we face in this decade. This also applies to VfL Wolfsburg: operating our training and sporting facilities and organising our match days results in the consumption of a lot of energy – such as from turf heating, floodlights and catering. Some of this is still provided from fossil sources and therefore contributes to greenhouse gas emissions. For more than a decade, VfL Wolfsburg has measured these emissions every two years – and annually since the 2019/20 season – and has pursued ambitious targets to reduce them, which it updates on a regular basis. With its energy software, CMS and well-qualified team, the club is systematically implementing all of the measures needed to meet these targets.

Partners for climate action

VfL Wolfsburg is a member of the Sports for Climate Action Group and was the very first Bundesliga club to sign the Sports for Climate Action Initiative from the United Nations (UN). In 2021, VfL also joined the UN's 'Race to Zero': as a campaign partner, VfL has agreed to reduce its absolute greenhouse gas emissions to zero by 2040 and to publicly disclose progress towards

this goal as part of its annual emissions inventory. This involves an annual mandatory report as well as an audit conducted by the UN. Alongside the direct and indirect emissions produced by the club's business activities (scopes 1 and 2), football-relevant emissions relating to Scope 3, such as from merchandising and employee mobility, are also calculated. VfL has also committed itself to using awareness-raising activities to encourage its stakeholders to join it on its Race to Zero journey. In this way, the club is also getting involved beyond its own association activities. As one example, the Climate Manager at VfL Wolfsburg has worked on the development of an ecological footprint calculator for European football. With this online tool, released in March 2024, stakeholders within the European football industry can calculate, assess and respond appropriately to their carbon emissions from mobility, the procurement of goods and services, facilities and logistics. The tool aims to function as a uniform, recognised instrument for measuring carbon emissions in football, and to ensure greater consistency, transparency and comparability for the collected data. VfL has also been a member of the Foundation Development and Climate Alliance since 2021.

Climate strategy:
a transparent adjustment

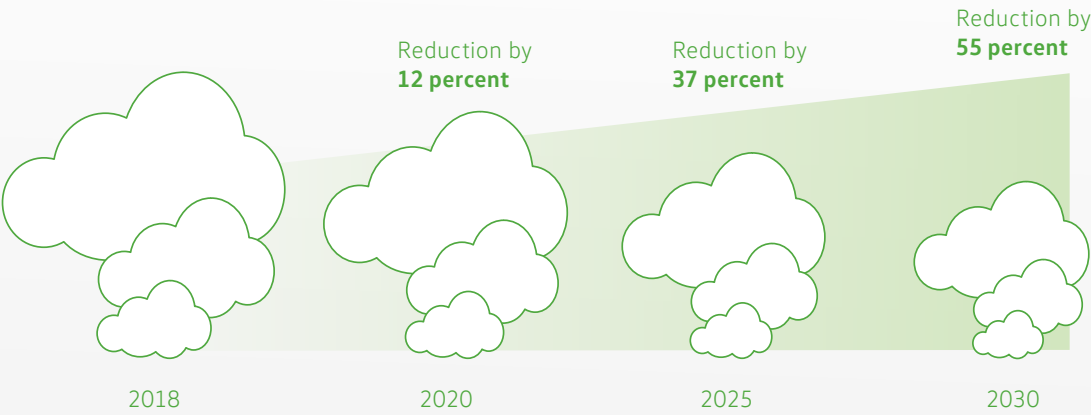
In 2020, VfL Wolfsburg was one of the first sports organisations in the world to present a comprehensive climate strate-

gy. The goal formulated in this strategy states that the emissions inventory of the club by the end of 2025 should be 'net zero' on balance – based on a scientifically sound carbon accounting standard. The reduction pathway, based on the standard used by the Science Based Targets Initiative (SBTi), is 6.45 percent fewer emissions per year.

In 2024, however, the club decided to revisit this target of net zero by 2025. One of the reasons for this was that climate standards and terminology have seen further developments in recent years. When VfL formulated this target in 2020, the term 'net zero' had not yet been definitively agreed on. Unlike today, when SBTi's Corporate Net-Zero Standard (for example) requires an emissions reduction of at least 90 percent before 'net zero' can be said to have been achieved. To ensure it can meet these new requirements, VfL will no longer be using the term 'net zero'. The club will also be abandoning the idea of compensating for carbon emissions that are impossible to reduce further.

Instead, VfL will make every effort to reduce its carbon emissions where it can. To this end, the club is ramping up its reduction measures and making targeted investments in selected climate projects. Notwithstanding its net zero decision, VfL Wolfsburg still aims to meet its target of achieving a reduction in emissions of roughly 37 percent in the Race to Zero

CO₂-REDUCTION PATH
OUR WAY TO THE 1.5° TARGET





The countdown in the Volkswagen Arena makes the climate protection goals visible as part of the 'Race to Zero'.

by 2025. As a member of Sports for Climate, VfL has also set itself the new target of using reduction measures to shrink its carbon footprint by 55 percent by 2030.

Alongside the systematic collection of carbon footprint data, this reduction strategy is based on a careful evaluation of potential reductions at the club. In 2021, the club's internal experts therefore worked with an external consulting company to analyse emission hotspots at VfL. Key points of focus here included fan and employee mobility, as well as energy use. This evaluation was used as input to VfL's 2021 Sustainability Roadmap, which has since been used every year to define and budget a package of measures. In the 2023/2024 season, this package of measures also included a penalty system for company car users and an audit of the business travel policy.



VfL Wolfsburg is expanding its support for the NABU charity: from 2025, the club will be investing in the NABU Climate Fund. The Fund finances the restoration of peatlands and peatland areas used by the agricultural sector. In this way, it helps mitigate climate change and protect species – regionally, in Germany and across Europe. In Lower Saxony, the NABU Climate Fund is helping the Ahlen-Falkenberger Moor near to Cuxhaven. With an area covering around 200 hectares, this is the largest peatland rewetting project ever carried out in Germany on land formerly used for agriculture. Nico Briskorn, Head of Corporate Social Responsibility at VfL, visited the project, together with NABU President Jörg-Andreas Krüger, in September on NABU's Entrepreneurship Day. "This project really sets an example for species protection. From next year, we'll also be encouraging our fans to make voluntary donations and raising awareness about the importance of re-naturing projects with events like a Moor Open Day," Briskorn explains.

Renewable energy

The cornerstone of any climate strategy is the avoidance of greenhouse gas emissions. For VfL Wolfsburg, this means, firstly, purchasing energy from renewable sources. Since 2011, the club has procured all of its electricity from renewable sources, while also expanding its own power generation. In the 2022/2023 season, the club started planning its own rooftop photovoltaic systems on the VfL Centre, the future strength training room and the AOK Stadium. The installations, which will cover around ten percent of the club's electricity demand, will be implemented with a project partner.

Energy savings and energy efficiency

Together with the DFL and other clubs, VfL Wolfsburg wants to create a more sustainable Bundesliga that not only saves energy but also uses energy efficiently. In light of this goal, the club developed an energy plan based on the DFL criteria in 2024. This plan is based on earlier activities that the club had been using to save energy. As one example, the club has taken out the 'revitalising tubs' used to soothe tired muscles in guest player changing rooms. Turf heating temperatures have also been turned down for all pitches and floodlight use has been curtailed on match days. Outside sporting venues, the club has also minimised night-time lighting.

VfL Wolfsburg has also been making adjustments across the board to improve its energy efficiency. During the 2021/2022 season, new smart meters for measuring heat energy flows were installed, to provide more precise control and targeted optimisation in relation to district heating. Measurement points were also set up, which can be used to collect separate data on energy consumption for static heating and for air-conditioning systems. In 2023, four additional measurement points were installed: for district heating, the building and turf heating in the AOK Stadium, and a meter for district heating in the Youth Training Centre.

Another key pathway to reducing consumption is the club's continued progress in migrating its lighting to LED systems. In 2021/2022, two additional training pitches were equipped with LED floodlights. During the reporting period, the club then worked with partner Trilux to install LED lighting along public footpaths around the Volkswagen Arena. The Arena's security lighting was also switched over to LED systems. More lighting is now being

switched over in the VfL Centre. By making the switch in its offices as well as to the lighting in and around the Arena, VfL Wolfsburg cut its consumption of electricity for lighting by around 35 percent, compared with the 2018/19 season. Energy can also be saved by the optimised air conditioning systems in the Stadium's VIP and Business areas.

Carbon footprint for 2023/24 season

VfL Wolfsburg has determined and analysed its carbon footprint using the methodology set out in the GHG Protocol Corporate Accounting and Reporting Standard (GHG Protocol). Following the market-based approach of the GHG Protocol, this footprint was 11,030.34 tonnes of CO₂ equivalent in the 2023/24 season. This is 15.71 percent less than in the baseline 2017/18 season¹. According to the Kyoto Protocol, CO₂ equivalents include the greenhouse gases carbon dioxide, methane, disulphur monoxide, perfluorocarbons, chlorofluorocarbons, sulphur hexafluoride and nitrogen trifluoride.

The results of calculating the Corporate Carbon Footprint for VfL Wolfsburg-Fußball GmbH are shown based on

scopes, as can be seen by consulting the following table.

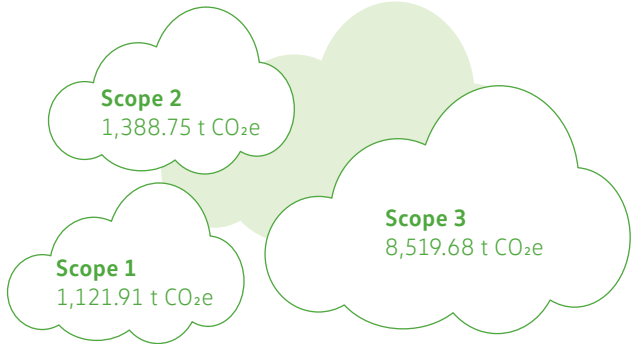
Compared with the 2022/2023 season, the carbon footprint rose by three percent in the 2023/2024 season. During the 2022/2023 season, a higher reduction of Scope 2 emissions was achieved by switching district heating procurement from an energy mix to natural gas. However, in the 2023/2024 season, emissions from the procurement of district heating rose slightly again. One contributory factor here is that consumption from a new functional building was included in the calculation for the first time. Over all, the VfL Wolfsburg footprint has remained stable since the 2021/2022 season, at roughly 11,000 tonnes of CO₂ equivalent.

Environmental measures that help the climate

Alongside the efficiency measures mentioned above, the assessment of potential areas for reduction highlighted several other activities that also help to reduce the carbon footprint of the club's own business activities. Examples here include menu options, the use of hardware and software, and merchandising.

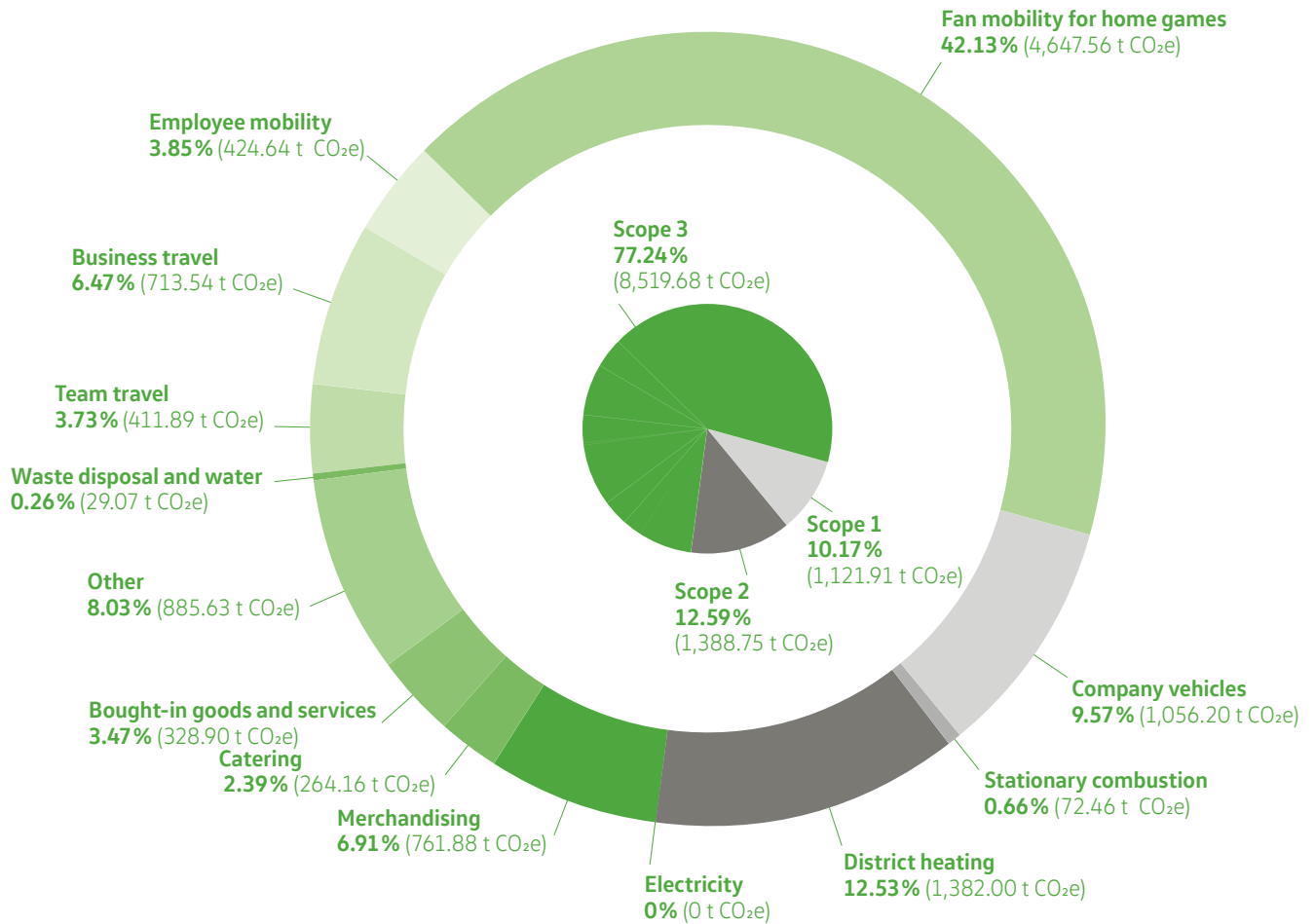


Total for Volkswagen Arena, AOK Stadion, Fanhaus, VfL-Fußball.Akademie, VfL-Center and Kraftwerk
· District heating 2023: 9,664.319 kWh (Scope 2)
· Heating oil 2023: 278,957 kWh (Scope 1)
· Electricity 2023: 6,477.551 kWh (Scope 2)



¹In 2022, the scope for carbon accounting boundaries was extended to include additional primary data. This extension resulted in a new, market-based starting figure for the 2017/2018 baseline period. Instead of 10,049.095 tonnes, this figure is now equal to 13,086 tonnes CO₂ equivalent. This adjustment also improves the comparability of figures for the coming years.

CARBON FOOTPRINT 2023/24



Green catering

Involving regional partners, providing vegetarian and vegan options, and ensuring that less food goes to waste: these are the pillars of the new food policy at VfL Wolfsburg. In this strategy, the club has set out the following targets: we procure large food items regionally and sell these at prices acceptable to our fans, reducing food waste by 30 percent by 2027.

This new food policy was developed in March 2023, using criteria from the DFL Sustainability Guideline. The strategy has been implemented since summer 2023 in the public catering area as well as the Business and VIP areas at the Volkswagen Arena and AOK Stadium. Since most food items and beverages are consumed in the Volkswagen Arena, the focus is on catering services at this venue.

Sourcing locally

Since the start of the 2023/2024 season, VfL Wolfsburg venues have provided culinary products from local businesses. Our regional partner for meat is focused on

fresh produce with a short time in transit. Animal products are sourced solely from more sustainable sources and products from factory farming are avoided. Accordingly, our stadium sausages are sourced from butchers Erwin Ramme and Tolle & Kroll, while the freshly baked bread rolls are supplied by Heide-Bäckerei Meyer. The figure for regional products as a proportion of all food sold was 56 percent for the 2023/2024 season. VfL Wolfsburg aims to increase this share and is also planning to source its French fries from regional suppliers.

Vegetarian and vegan products

Our range of vegetarian and vegan products has also been expanded. All kiosks at the Volkswagen Arena now offer alternatives to meat, with products including vegan schnitzel, vegan sausage and vegan curried sausage. Cheese noodles or falafel are also available at selected stands. A special vegetarian counter prominently placed in the Business area also helps to ensure that guests can choose from a

wide range of meatless meals, and further underlines VfL's commitment to environmental protection and sustainability. The consumption of vegetarian and vegan foods was around 43 percent in the 2023/2024 season. The club aims to gradually increase this proportion, with one approach being point-of-sale promotions.

Raising awareness with the carbon label

Whichever the product that the visitors to our stadium end up choosing, they can easily identify the level of emissions caused by the product before buying it. Carbon labels on the product reveal whether the meal has a low, medium or high climate impact. These values are calculated from a wide range of metrics, such as the energy used during production and the product logistics. The club wants these labels to raise awareness among fans about how they can also help to reduce the VfL Wolfsburg carbon footprint.

Cutting food waste

VfL Wolfsburg has taken several steps to ensure that less food ends up being thrown away at the end of a match day. The Public Caterer FKP/Team 412 has been working with Food-Sharing Wolfsburg since the 2023/2024 season. This food-saving initiative picks up leftovers and distributes everything still fit for consumption – to associations, food banks, soup kitchens, etc. and via the food-sharing network. According to the Caterer team, this approach means that 90 percent of unwanted food can be 'rescued'. To dispose of the remaining roughly ten percent of food waste – most of which is frying oil – the club works closely with the ReFood organisation. This company collects and recycles food waste, leftovers and frying oil, and then uses these organic residues to produce sustainable electricity, heat, biomethane, organic fertilisers and biodiesel.

In addition, VfL Wolfsburg is working to obtain even more precise forecasts that will allow it to further reduce food waste and ensure the efficient use of its resources. The VIP and Business areas are a key point of focus here, because these produce the bulk of the food leftovers. In the spectator boxes, for example, finger food is no longer served on tables but is integrated into the buffets.

Plans for the future

In the long term, the club will also be working on processes and analysis, and on improvements to KPI data collection. There are also plans to review the possibility of employees taking food leftovers home with them.

Green IT

Thanks to the use of modern IT services, VfL has managed to achieve optimisation effects in many areas. These include the digitalisation of documents or the use of digital platforms for mapping out workflows and for collaboration. Energy consumption in the workplace has also been reduced by replacing desktop PCs with more efficient laptops. VfL Wolfsburg's own (sustainability) management processes have also been made more efficient and climate-compatible with the use of modern IT systems. The digital visualisation of key performance indicators using business intelligence dashboards has made it unnecessary to print out and mail the reports, as previously. Potential reductions in IT itself have also been fully investigated. Wherever possible and where

ever better in terms of climate accounting, faulty equipment has been repaired rather than repurchased. Targeted procurement, where necessary, has also cut electricity use. Monitors are a good example here.

When new hardware is procured in the data centres, VfL Wolfsburg-Fußball GmbH bases its supplier selection on the S-Rating from the Volkswagen Group. This Sustainability Rating evaluates suppliers in terms of their ecological performance as well as their social sustainability and integrity (for further information, see 'Sustainable supply chains' in the 'Strategy and management' section).

VfL Wolfsburg has the second-greenest website in the Bundesliga, according to a study from Sportwettentest: this information portal has compared all websites from Bundesliga clubs in terms of their emissions inventory. Each visit to the VfL Wolfsburg website causes 0.28 g of CO₂ emissions.

All groups of spectators can now manage their admission tickets digitally, using an app or a wallet. This means that the fan journey can be completed entirely digitally – from the ticket purchase to admission to the Volkswagen Arena.

Green merchandising

Merchandising articles strengthen identification with the club and are an important part of life in the football world. The ecological and social conditions under which the products offered are manufactured now plays an increasingly important role – both for the fans and for the club itself. VfL Wolfsburg has launched several initiatives that target the use of products from sustainable sources that are as resource-efficient as possible. To further increase the efficiency of its engagement here, the club is also contributing to multi-stakeholder projects, such as the 'From the Field to the Fan Shop' project. More information can be found under 'Sustainable supply chains', in the 'Strategy and management' section.

Carbon transparency

Till receipts for face-to-face sales in the club shop are printed on pollutant-free thermal paper from Ökobon. Ökobon also offsets all of the carbon emissions created by every online order. 'Tütle'-branded shopping bags are also sold in the fan shop. These bags are manufactured in Germany using a carbon-neutral process from 100 percent unbleached, recycled paper that is also compostable.

Software from the start-up yook calculates the individual carbon footprint for every purchase made in the online shop. With just one click at checkout, fans can directly offset the carbon emissions displayed for their basket. To compensate for these emissions, VfL Wolfsburg uses a combination of international forest protection and regional reforestation schemes. Although the tool is currently offline due to an IT changeover, its reintegration in the VfL Online Shop is planned for early 2025.

CLIMATE-COMPATIBLE MOBILITY

Football moves people – and lots of people get moving when it comes to a football game. Around 60 percent of the carbon emissions generated directly or indirectly by VfL Wolfsburg are created by mobility: by the teams, club members, representatives of the media and – above all – the fans. Fan mobility is responsible for 56 percent of carbon emissions. Many travel by car to the stadium, because they can't rely on good connections from public transport to rural areas in the region. This causes traffic jams on match days and long waiting times, despite the good parking facilities. While VfL Wolfsburg cannot directly influence how fans travel to games, the club can create incentives for climate-conscious (travel) habits.

Repeat of the mobility and residential location analysis

What do we need to create incentives for more climate-friendly mobility? As a first step, we need to understand fan mobility behaviour as comprehensively as possible. This is why VfL Wolfsburg regularly conducts mobility and residential location analyses via the Fan Lab. The results of the survey from the 2023/2024 season show that 28.3 percent of respondents currently reside within the county of Wolfsburg. This marks a slight uptick in comparison with the last survey. As before, the preferred form of transport is the passenger car, with 55.2 percent of fans using a mid-range vehicle to travel to home games. However, many fans make use of car-sharing, with the proportion here being 42.3 percent. Of the fans who do not travel by car, 29.5 percent use public transport, with another 13.5 percent cycling to the game. Electric vehicles make up a small but growing proportion of the forms of transport used: 8.4% of the mid-range vehicles used are EVs.

VfL Wolfsburg used the results of the transport and mobility analysis to develop a new climate- and environment-focused mobility policy in early 2024. Various stakeholders participated in this work. A key point of focus for this plan is to build on measures already established, and therefore reduce the number of fossil fuel cars and promote alternative forms of transport.



Climate-friendly travel and the chance of a prize: VfL Wolfsburg has teamed up with Austrian start-up ummadum to motivate its fans to travel by bike, on foot, with car-sharing or by using public transport to home games held at the Volkswagen Arena or the AOK Stadium. This is because fan travel to and from home games is especially responsible for rising emissions. The ummadum app has been creating incentives for sustainable fan mobility since September 2023. Anyone can download the app, join the VfL community and take part. Whether they're traveling by bike, on foot, in a car pool or with public transport, the app automatically logs this activity to or from the stadium. At the same time, these app users are also entered into a draw, where they can win some exciting prizes like VIP tickets or exclusive stadium tours. In the first half of the current season alone, ummadum has helped VfL to cut carbon emissions by around 1.5 tonnes. VfL Wolfsburg is sure that this figure can be beaten in the future. The ummadum app was launched to coincide with the VfL Climate Match Day on 16 September 2023. This was the second time the event had been held, which aims to encourage fans, employees and partners to switch to sustainable mobility in the long term.

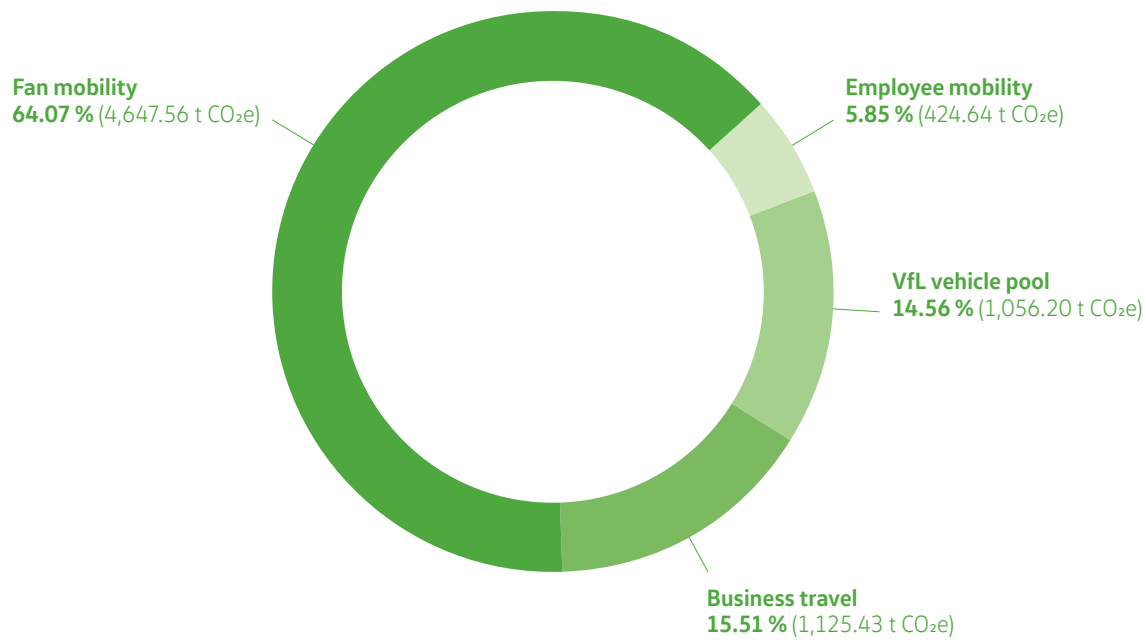
Fan mobility

VfL Wolfsburg has already created some incentives for fans looking to switch from cars to alternative forms of transport. Holders of a season ticket can use regional public transport (Verkehrsverbund Region Braunschweig) free of charge on Bundesliga match days. Since the 2022/2023 season, the club has organised the 'Sam-ba Train' – an entire special train provided by Deutsche Bahn – not only once but now twice a year.

In addition, 650 bike rack places are available for people who cycle to the game. Since September 2022, a publicly accessible repairs and maintenance workshop for bikes and e-bikes has also been made available outside the Fan Shop.

A range of steps have been taken to encourage fans to come to the stadium earlier and to stay for longer, so as to relieve the traffic situation around the stadium. A denser network of public transport routes

DISTRIBUTION OF MOBILITY EMISSIONS



and more frequent services are also important. While VfL Wolfsburg can only influence these indirectly, it is attempting to do so by working closely with the City of Wolfsburg and the transport companies.

Club mobility

VfL Wolfsburg is also aiming to use incentive systems to increase the use of public transport – as well as active mobility and micromobility – by its employees. The club is also expanding the use of EVs in its own vehicle pool and prioritising climate-friendly options for business travel wherever possible.

Bike use

Since March 2022, employees at VfL Wolfsburg have also been able to rent bikes and e-bikes at attractive rates from VfL’s business partner Lease a Bike. More than 70 employees have registered for bike leasing and around 50 currently make active use of the service. The club is also motivating its employees to ‘get on their bike’ and participate in the Wolfsburg City Cycling competition. A challenge cup is up for grabs for the person who racks up the most kilometres during the competition period.

Electromobility

A total of 24 charging points for alternating current (AC) and 1 for direct current (DC) are available at the VfL Centre. Further expansion of this charging infrastructure is now planned. From 2025, VfL Wolfsburg aims to set up another

26 charging points in the underground car park at Volkswagen Arena, at the VfL Stadium on Elsterweg and at the Central Warehouse.

With the penalty system recently introduced in February 2024, VfL Wolfsburg aims to accelerate the electrification of its vehicle pool. As a result of this penalty system, employees who are entitled to use a company car have to pay a monthly surcharge to VfL if they choose to drive a combustion engine vehicle or hybrid rather than an EV. This surcharge is deducted as part of payroll accounting.

More sustainable business trips

With its switch to the Cytric Travel and Expense platform, VfL has now comprehensively digitalised its travel booking and billing system for employees. Staff can now use the platform to book the trips themselves. Where available, the system also informs users about the carbon emissions generated by their trip and flags sustainable hotels with a green label. As a result, users become more aware of options for climate-friendly travel. The platform also significantly reduces administrative overheads while ensuring travel expense billing is transparently documented and complies with regulations.

To ensure business travel is organised as sustainably as possible, VfL Wolfsburg has also signed up to the CO₂meet project from B.A.U.M. As part of this project, the

club receives support for designing and implementing sustainable business travel practices. This support includes a quick review of the travel policy for sustainability aspects and an analysis of business travel patterns. This is then used to develop options for avoiding business trips or designing them to be more climate-compatible.

Plans for the future

Starting in the 2024/2025 season, the targets and measures included in the mobility policy have been worked on by a project group consisting of the Fan Service, Infrastructure (including Security), the CSR Team and the Executive Support Office. To ensure these measures can be successfully implemented, VfL Wolfsburg will rely on close cooperation with internal and external stakeholders – such as fans, transport companies and the City of Wolfsburg.

RESOURCE EFFICIENCY AND MATERIAL CYCLES

A lot of waste is generated in the Volkswagen Arena and AOK Stadium – especially on match days. Levels of resource consumption and waste production are also high in the shop and our administrative teams. Most of this waste consists of paper, plastics, general waste and glass. If this waste is not separated properly – especially on match days – then valuable recyclable raw materials are lost. For these reasons, VfL is very keen to achieve targeted reductions to its waste quantities and increase the rate of recycling. Building on the measures implemented to date, the club drew up a new waste policy mid-year 2023, as part of its environment strategy.

New waste policy

The aim of this policy is to reduce waste volumes, optimise the use of resources and promote approaches to managing materials in the loop. The document was developed within the Volkswagen Group's Environmental Compliance Management Systems (ECMS) and is also intended to further improve the club's emissions inventory.

As one specific target, VfL Wolfsburg has set itself the goal of reducing general waste by 15 percent by 2030. This volume includes waste from spectators and fans at major events and on match days, as well as waste generated by caterers, members of the club's administration team and general sports business ac-

tivities. VfL Wolfsburg is also working to improve process transparency for waste streams and allocate responsibilities.

Waste analysis, waste separation and waste disposal

To design its measures for waste reduction to be increasingly effective, VfL Wolfsburg used a comprehensive waste analysis to determine the quantity and type of waste. This analysis included waste created during day-to-day operations on company premises, as well as waste that results from match days at the Volkswagen Arena and AOK Stadium.



**TURNING OLD INTO NEW:
SUSTAINABLE TRAINING MATERIALS**

Training materials are essential in football – from training cones to vests and mini goals. These materials are typically made from plastic, so the club has been searching for more sustainable alternatives. During the reporting period, the club entered into partnerships with organisations capable of supporting VfL during this transition – such as the Dutch company CIRCULR. The vision of this sports label is to make the sporting world climate-neutral and completely 'circular'. What's needed to do this is really quite simple: old sports materials and apparel become the raw materials for new products. Used clothing and materials are collected via the ClubHub platform. Recycling partners then process these into the raw materials for new, circular products. This approach makes it possible to limit carbon emissions, reduce energy consumption and save millions of litres of water. The recycled training materials are made available to clubs, retailers and the wider economy, and are also accompanied by a digital product pass. Players from VfL Wolfsburg will be training with training cones from CIRCULR in the future and other changeovers are planned.

From this starting-point, data on the type and quantity of waste are collected systematically, so as to assess the effectiveness of the waste management measures. Regular reports and analyses ensure that the waste targets are achieved. The material flow analysis and surveys conducted at caterers are examples of the methods applied to continuously improve the available data. Steps are taken to ensure that all waste is disposed of properly, without polluting the environment. Care is taken to ensure that waste streams are not mixed. Compliance is also assured when disposing of certain kinds of waste – such as batteries or electronic devices – for which special regulations apply. In these cases, VfL Wolfsburg works closely with local waste management firms who provide these kinds of disposal services.

Measures for company premises

VfL Wolfsburg raises awareness among its employees about the topic of waste separation. The club holds mandatory environmental training every two years and also communicates regularly on this topic. Alongside information on the intranet, notices posted up at tea points also remind employees about proper waste disposal. At these tea points, and in the offices and WCs, VfL Wolfsburg also introduced a system for waste separation in the 2022/2023 season. Colour-coded bins ensure that waste can be easily disposed of properly. General waste bins have also been removed from the offices in favour of waste paper baskets. The club has not used printed materials for several years. As one example, the merchandising catalogue is now only offered in a digital format.

In April 2023, VfL Wolfsburg started a trash walk campaign around the Volkswagen Arena with its partner Coca-Cola Europacific Partners. Although waste discarded after match days is collected by a service provider, small quantities of rubbish – like beer mats, bits of plastic and cigarette stubs – are left in the environment and could (in the worst case) enter the rivers and therefore the sea. On Corporate Volunteering Day, employees of both companies therefore met up outside Volkswagen Arena to team up and complete the trash walk together. They were also supported by players Nicolas Cozza and Maxence Lacroix, with the aim of raising public awareness about the problem of littering outside the stadium.

Measures for match days

In the public catering areas as well as the VIP and Business areas at Volkswagen Arena, most waste is disposed of sorted into fractions. Organic waste is collected by specialised service providers such as ReFood. For the fans, waste separation has not been possible for organisational reasons, but the club is working on optimised processes to avoid waste. In the public catering area, reusable cups have been introduced and corresponding collection points set up. Reusable crockery is also available – for French fries, for example. For the 2024/2025 season, this returnable system is also starting in the VIP area. The club has also expanded its no-smoking zones to reduce cigarette waste. Paper towels from the sanitary facilities as well as the club's business premises are recycled. More can be done if we work together. Accordingly, VfL Wolfsburg is raising awareness among fans for

separating waste, and avoiding waste in the stadium and outside the Volkswagen Arena.

VfL Wolfsburg continues to think outside the box – as has been shown by a joint project with Trilux, a maker of professional lighting solutions. As the club's climate partner, Trilux is recycling the panes of acrylic glass that were used as hygiene screens during the COVID pandemic in many places within the Volkswagen Arena and the AOK Stadium. Trilux has used these screens to produce new covers for its luminaires.

Plans for the future

The implementation and effectiveness of the waste policy is regularly reviewed and optimised by monitoring and feedback from caterers and employees. Within the Plan-Do-Check-Act cycle, new measures are implemented on an annual basis, so as to achieve the specified targets.



WASTE BY TYPE AND VOLUME

General waste:
85,820 kg at Volkswagen Arena
37,630 l at the Academy
Waste paper:
17,060 kg at Volkswagen Arena
35,200 l at the Academy
Recyclable materials:
228,800 l at Volkswagen Arena
57,200 l at the Academy



WATER AND WASTEWATER

Total for Volkswagen Arena, AOK Stadion, Fanhaus, VfL-Fußball.Akademie, VfL-Center and Kraftwerk 2023/2024: **89,296 m³** Of which **grey water** from the Mittelland Canal for **irrigation** 2023/2024: **29,893 m³**
Waste water volume 2023/2024: **26,613 m³**



With so-called TurfPods, the greenkeeping team monitors the condition of the different playing fields.

RESPONSIBLE USE OF WATER

Bundesliga matches consume significant quantities of water as a result of green keeping, cleaning, sanitary equipment and catering. Water is also consumed in the preparation of food and beverages. At VfL, most of this water is consumed by pitch sprinklers, sanitary facilities and catering operations. During the 2023/2024 season, water consumption at VfL, including the Volkswagen Arena, the AOK Stadium, the Fan House, the Academy and the VfL Centre, amounted to roughly 89,000 cubic metres. This corresponds to roughly one percent of the total water consumption of the City of Wolfsburg. In light of the increasing periods of drought as a result of climate change, VfL Wolfsburg is working to further minimise its water consumption.

In its environment strategy, the club has set itself the target of reducing its consumption of potable water by five percent (compared with the 2023/2024 season) by 2030. To achieve this goal, the club continues to expand the measures introduced to date. The club is looking to use more grey water, and to install modern, water-saving systems for both renovations

and new developments. Progress in these areas is measured and documented by the future proportion of grey water, and savings made on potable water consumption.

Saving water on football pitches

In its planning, VfL Wolfsburg continues to follow the path it has set out on to save water. Since 2011, training pitches have been irrigated with grey water from the Mittelland Canal. This has now exhausted the maximum volume of grey water available, which is 30,000 m³. By 2025, the club is now assessing whether grey water usage can be increased. To improve water storage capacity beyond these limits and therefore reduce water consumption, the club is using specialised wetting agents for its turf.

The targeted monitoring of water consumption during pitch irrigation also permits water savings to be made. For this monitoring work, VfL Wolfsburg uses the greenkeeping software Turfcoach. Day-to-day greenkeeping work can be oriented towards current conditions by measuring a variety of parameters, such as soil moisture, soil and air temperature, and the salt content in the soil. There are twelve digital measuring points in total: six measuring points were installed in the Volkswagen Arena in 2022, with six more installed on the pro team's training

pitches in 2023. All other areas are measured using handheld instruments. Monitoring covers both potable water and grey water from the Mittelland Canal as well as rain water.

Saving water in the sanitary facilities

Water-saving fittings have been in place for many years in the Volkswagen Arena, AOK Stadium and VfL Centre. Both sporting venues are also equipped with waterless urinals for our male spectators. The WCs in the VIP area are equipped with automatic flushing mechanisms. As in the area for the general public, the sink taps in the toilets are also sensor-controlled. These measures save around 800 cubic metres of potable water every year.

Plans for the future

In summer 2025, the pitch in the Volkswagen Arena will be renovated. As part of this work, preparations will also be made for the later installation of an SWC (sub-surface watering and cooling) system. This system should be able to cut water and energy use by about ten percent each – not least because pump output will be more efficient. There are also plans to install additional measuring points for water consumption in 2024/2025.



FANS AND MEMBERS

***FANS AND
MEMBERS***



TOGETHER FOR PASSION

37,0°C ... 38,5°C ... 39,9°C ... 41,0°C ...

These temperature records are not caused by climate change but the buzz from the crowds in the stadium. The fans come here because they can show their passion, and cheer on and celebrate their teams together.

But just as with body temperature, there also has to be an upper limit on emotions, too: violence and harassment have absolutely no place in sporting venues and their surroundings. After all, a great footballing experience must mean that people of any age, whatever their ethnicity and personal history, both with and without disabilities, must feel at home and safe as our guests. Football is diversity. Both on and off the pitch. This is what we stand for – together with our partners on the terraces, in the fan clubs, in the city, the region and the international football community.

Here together. More than ever.

Material topics at VfL Wolfsburg in the action area of Fans and Members are:

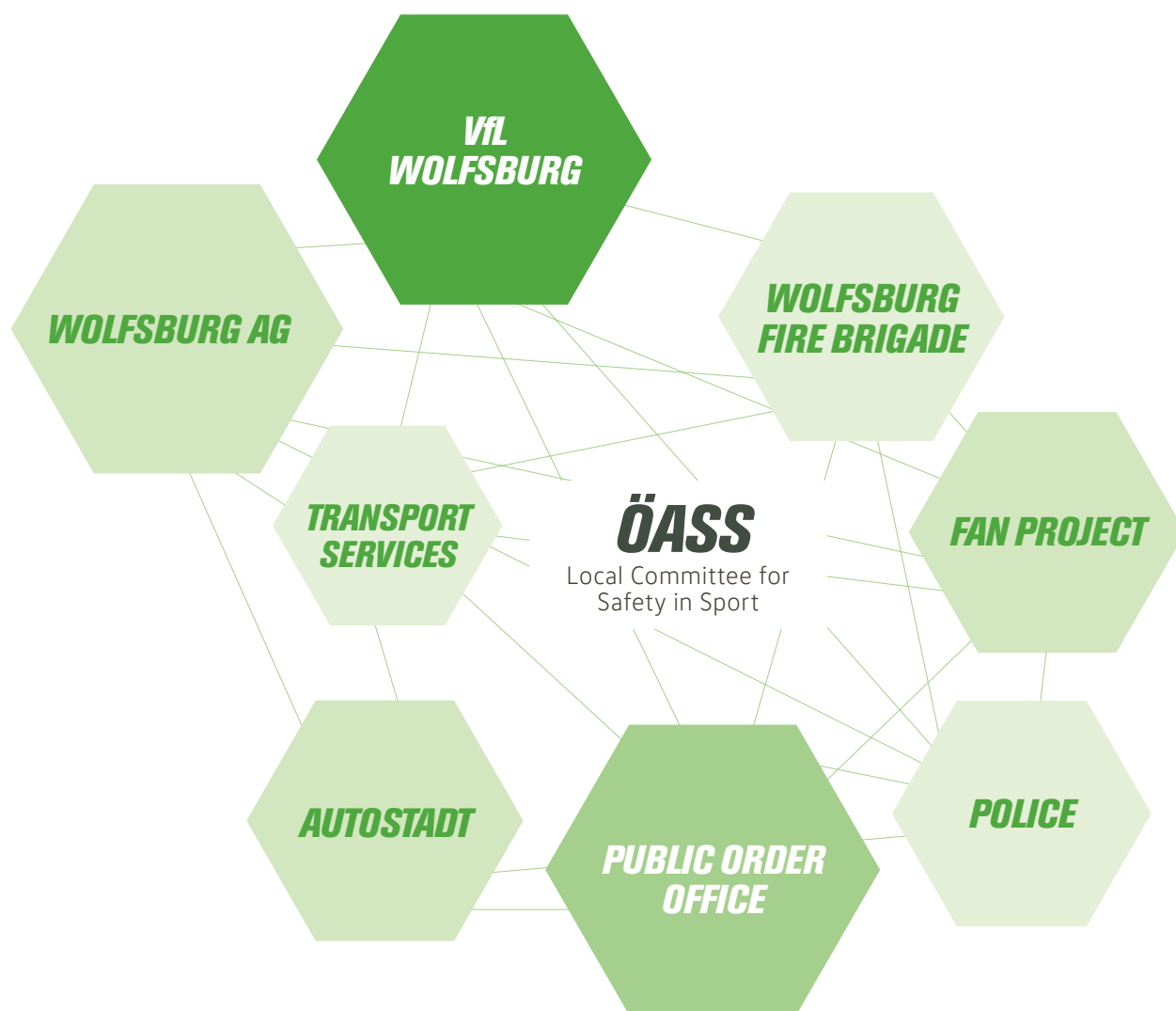
- // Safe stadium experience
- // Social inclusion and community

SAFE STADIUM EXPERIENCE

Football Made in Wolfsburg creates a community and makes connections. Time and again, the strong feeling of belonging to their club and to the people that cheer them on brings thousands of spectators into the VfL Wolfsburg stadiums. Everyone can share in this feeling. At the same time, the football experience must be safe for everyone involved at all times. VfL Wolfsburg is well aware that the general arrangements it makes for its stadiums have implications for the safety and security of its patrons. The club takes its responsibility for providing a safe environment at its venues very seriously, and takes steps to prevent accidents, violence and health risks. Infection control and preventing criminal behaviour or breaches of



The security service is trained annually on various safety and service topics.



our house rules are important. So too are the interests of the various groups of visitors in expressing themselves as freely as possible. A middle ground has to be found here. Alongside local security precautions, the club therefore calls for mutual understanding within our football 'family', actively encouraging fans and members to get involved. The club creates a space for dialogue before sanctions are imposed against individual fans or even whole groups of supporters. Having an honest discussion with its fans is important to VfL. After all: the best solution for everyone concerned can only be identified together. The well-established communications structures in place between the club, fans and key partner organisations – such as the city and the public safety authorities – provide a strong foundation here and are actively supported by club management.

Networks create safety

The Local Committee for Safety in Sport (ÖASS) set up by the City of Wolfsburg is responsible for coordinating safety activities in relation to Wolfsburg as a Bundesliga city. At its match venues, however, VfL is itself responsible for ensuring high safety standards are met, with its integrated safety model. This model is regularly assessed by internal and external audits. In March 2024, DEKRA and the DFB conducted a joint surveillance audit with the aim of reviewing the safety measures specifically put in place for match days. VfL was once again awarded a very good rating here.

Within the context of the DFL Stadium Alliance, VfL closely coordinates its activities before each match day with all of the individuals and institutions relevant for safety. One of the key goals here is to reduce the resulting workload for police as well as potential match-day conflicts. VfL works with stakeholders to create a risk forecast that the police can use to optimise operations planning.

“THE PANAMA PRINCIPLE MEANS WE DON’T IGNORE FLASHPOINTS BUT TAKE A CLOSER LOOK AT ANYONE NEEDING HELP IN AND AROUND THE VOLKSWAGEN ARENA.”

Michael Schrader, Fan representative



**HELP IS AT HAND:
THE ‘PANAMA PRINCIPLE’**

From festivals to football matches: conflict is always a possibility wherever crowds of people come together. To provide an effective solution to this ever-present problem, VfL Wolfsburg expanded its security policy for its first home game in 2023. If visitors ever feel discriminated against, threatened, overwhelmed or in any way uncomfortable, they can get help quickly by using the code phrase ‘Which way is Panama?’. Those affected can approach any stadium employee with this code phrase, if they feel they are being subjected to verbal or physical violence, racism, sexism, homophobia – or even if they feel they are having a panic attack. “It takes courage to ask for help in a threatening situation,” says Michael Schrader, explaining the Panama Principle, which has been used successfully at festivals. “The code ‘Which way is Panama?’ aims to lower this emotional threshold and make asking for help easier.”

From the stewards and security personnel to the sales staff in kiosks, at stands and in the VfL Shop – all of the employees in and around the stadium know about ‘Panama’ and are always in radio contact. If anyone approaches them and uses the code phrase, those seeking help are immediately extricated from the threatening situation and the Panama Team is contacted. This awareness team is made up of internal and external employees who have received special training. Apart from being called in by any employee in the stadium, the team can also be reached directly via a help hotline or emergency chat. The team also operates a permanent contact point in the stadium – the Panama Room. For those in need of help, this room is a safe space where they can take a moment to recover. The team will then organise further help if required. The club’s project partner is FKP Scorpio Konzertproduktionen GmbH.

Awareness-raising and training

For the 2022/2023 season, a revised training policy was also introduced in relation to steward services that meets and exceeds the requirements set by the DFB guidelines. Among other things, this policy includes annual refresher courses and supplementary training on a wide range of safety and service topics. The topic of diversity is also addressed. During the reporting period, special training sessions were also held for steward service management staff. These self-defence courses aimed to give greater confidence to employees who can face critical situations due to their role in the steward service.

Smoke-free seating in the AOK Stadium

The AOK Stadium is the sports ground for the women’s Bundesliga team and the junior teams at VfL Wolfsburg. As such, it is a venue that is visited by families and young people in particular. For this reason, the club has further tightened its health measures here: from the 2024/2025 season, smoking will no longer be allowed in the stadium’s seated areas.

Club-Fan Dialogue (CFD)

VfL Wolfsburg set up the Club-Fan Dialogue to create a structured communications format in which any topic with relevance to fan policy and the club can be discussed with the fans themselves. Supplementing the talks held with fans on an ad hoc and informal basis, this format is designed to ensure a continuous process of neutral and transparent dialogue between the club and its fans. In this way, the club promotes participation and co-determination on the part of its fans. The format also meets a need expressed by the Wolfsburg Fan Council: to receive official notice of decision-making relevant for fans and the rationale for these processes.

Another framework for fan liaison aimed at preventing violence is formed by a collaboration agreement with the City of Wolfsburg and the Wolfsburg-Helmstedt Police Inspectorate.

Together with the Fan Project, VfL fan liaison officers and the Stadium Ban Officer, they also operate a Stadium Ban Commission. This Commission meets to discuss any necessary sanctions while offering the fans involved their legal right to a hearing. A regular 'Fan Meeting' is held every month, providing a safe space where stakeholders can meet to discuss developments in the fan community, and to hold match debriefings and briefings on upcoming fixtures.



SOCIAL INCLUSION AND COMMUNITY

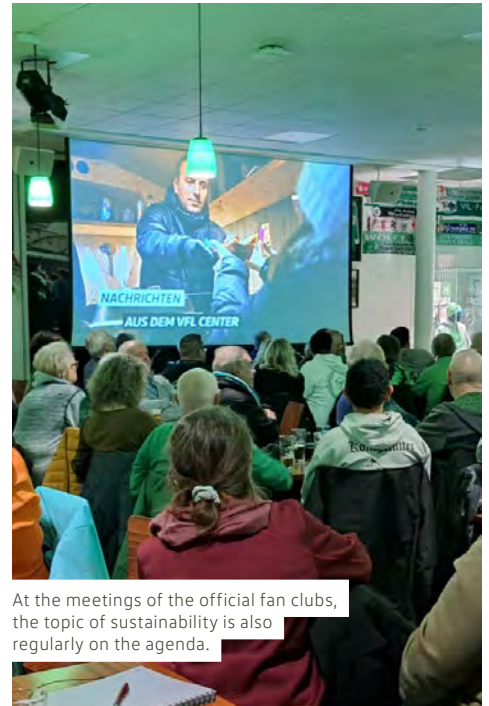
Football games stimulate emotions, promote a feeling of community and help to further integration. Away from the pitch, football can also be an important force for good in society – and not merely in the region, but also at national and international level. By championing values such as mutual consideration and inclusion, VfL Wolfsburg raises awareness among partners, fans and the general public about this subject while also promoting social cohesion. However, for the club to fully achieve its potential impact here (see the 'Society' section), it is also important to strengthen identification with VfL Wolfsburg and its values, while also involving the fans. In the reporting period, this was once again achieved by VfL, thanks to its strong fan dialogue, and specific services for fans and their families.

The Club-Fan Council consists of members of the official fan clubs (OFCs), representatives of the Ultras Wolfsburg and Supporters Wolfsburg e.V. Fans with physical and intellectual disabilities also have representatives in the Club-Fan Council. All representatives, in their role as official contact persons and representatives of fan community interests, engage in regular dialogue with VfL Wolfsburg. Independently of the respective individuals involved, this ensures that close collaboration is always possible between the various fan groups. The Club-Fan Council meets on a quarterly basis, although it may also be convened at short notice on special occasions. Once in a season, sustainability is also on the agenda at the official OFC meetings. This is a chance to obtain feedback from fans about measures and to work together to note down any other suggestions. As an example, VfL's Head of CSR Nico Briskorn gave a talk on sustainability at an OFC event in January 2023 and discussed the topics with fans. At the end of the reporting period, VfL Wolfsburg had 124 OFCs with around 10,519 members. Three of these OFCs specifically target women's football.

In July 2022, the Diversity Fan Club was founded, which now has 53 members and is actively developing as an organisation. The Articles of Association of the Diversity Fan Club enshrine the objectives of highlighting the dimensions of diversity within the fan community itself and the general public, creating touchpoints in the club, and breaking down prejudice and barriers by ensuring a range of perspectives can flourish. During the reporting period, this group implemented the 'Memory Suitcase' project, for example (for further details, see the 'Society' section).

Making football affordable

Ticket prices for VfL Wolfsburg games are some of the lowest in the Bundesliga. And the club wants to ensure that its tickets stay affordable for all fans in the future. This is one reason why VfL is systematically tackling online ticket tout practices, to ensure that this doesn't distort the pricing structure. Discounts on home game tickets are offered to people with disabilities, jobseekers, pensioners, apprentices, school pupils and students. In this way, VfL Wolfsburg fulfils (and in some cases exceeds) the criteria for discounted tickets set out in the DFL Sustainability Guideline. The club also reserves a quota of free tickets for social institutions like the Wolfsburg Family Foundation, so as to ensure that the people that they support also get the chance to attend a match.



At the meetings of the official fan clubs, the topic of sustainability is also regularly on the agenda.





VfL professional Sebastiaan Bornauw seeks closeness to the fans in the family section.

A family-friendly club – activities for all ages

From child-safe sanitary installations in the Arena to all-weather match and training facilities in Allerpark: VfL continues to improve the package of services it offers fans and amateur footballers, while paying special attention to the needs of families. Indeed, the club has set itself the target of becoming the most family-friendly association in the Bundesliga.

With a wide variety of activities on offer for families, the club is already showing that it means business. In May 2024, for example, VfL Wolfsburg organised its first Family Match Day, accompanied by special offers on ticket prices. The club offered an appealing programme of events and highlights – like a signing session with player Sebastiaan Bornauw – to accompany the home game against SV Darmstadt.



A GOLDEN ACHIEVEMENT FOR FAMILY-FRIENDLINESS

Discounted admission tickets, a safe stadium experience, child-friendly employees and exciting hands-on activities – family-friendliness has many faces at VfL Wolfsburg. But don't take our word for it: our customers and fans also rate family-friendliness positively at VfL Wolfsburg, securing it a Gold Award in the 2023 rankings from Service Value.

This analysis and consulting firm worked with Welt am Sonntag and the Goethe University in Frankfurt to conduct a nationwide customer survey on family-friendliness in German businesses. A total of 686 companies from 66 industries were represented, including 9 football clubs.

Based on the 'Family Experience Score' (FES), a representative group of customers or fans living in households with one or more children was formed. Eight statements were then presented for their assessment. Examples of these statements include "The portfolio of products and services is aimed at families and children," "I feel well looked-after there with my child," "Additional services are offered for families and children," and "The business caters to the needs of families and children."

The respondents used a five-point scale to rate these statements. This scale ranged from 'Strongly agree' to 'Strongly disagree'. The average score calculated from all of the survey responses created the final ranking – and one that VfL Wolfsburg can truly be proud of. "We are very happy to see how our engagement for families is making a difference," says Roland Wolff, Team Lead VfL Clubs, VfL World of Events. "As a club that believes so strongly in inclusion and integration, it is very important to us that all generations of football fans can view VfL Wolfsburg as their home. This is why family-friendliness is such a high priority topic for us. We see this Gold Certificate from Service Value as confirmation that we are on the right track and should make every effort to continue along the path we have taken."

A child-friendly stadium

To create a stadium experience for children and young people where they feel both safe and welcome, VfL Wolfsburg has implemented the 'Child-Friendly Stadium' guideline from the DFB. This guideline presents a wide range of ideas and activities that children and young people developed themselves in an accompanying project. This PFiFF project was initiated in early 2022 by the Kindernothilfe children's rights organisation, the non-profit 'In safe hands' and the counselling service for inclusion in football, KickIn!.



At the VfL Kids Day 2024, young VfL fans got very close to their idols.

Service quality working group

Since early 2022, VfL has been working intensively to improve its service quality. One approach here is the use of the 'Qualitize' feedback tool for measuring fan satisfaction. At regular intervals, selected employees are also asked to suggest ways in which the club could continue to improve its service quality. Together, these employees in the working group assess fan satisfaction in various sectors – such as catering, admission or the stadium atmosphere – and work on potential optimisations. This working group aims to improve the stadium experience for young and old with the active participation of the fans who provide the group with their feedback.



Young VfL fans in the North Stand.





TOGETHER FOR SOLIDARITY

PUTTY, SUPERGLUE AND CEMENT

Good for sticking things together but not for a really strong bond – and certainly not between people. So what's a better way? A voluntary decision to do something for a sustainable and peaceful world in the future. Both in our region and beyond our national boundaries. At VfL Wolfsburg, we want to show people how that's done. By encouraging children and young people to lead an active and self-determined life, for example: with education and the teaching of values.

We play our part in helping to create an open and democratic society, and championing football as a respectful, accepting and diverse community. That makes us strong. And we also want to make children, young people and adults strong by getting them moving in the truest sense of the word, and motivating them to follow a healthy lifestyle.

Here together. More than ever.

In our Sustainability Report, we want to draw attention to the things that are most important to us. For this reason, we have restructured the section 'Society – Together for solidarity', and subdivided it into these four material and strategically important topics:

- // Respect and acceptance
- // Young people and education
- // Movement and health
- // Engagement in the region

Civilisation in miniature

Even though things can get pretty rough on the pitch, football in general brings us together. Time and again, within our teams and within the footballing community in general, we learn that the 'beautiful game' is only enjoyable if everyone gets a sporting chance. When everyone – on and off the pitch – accepts each other and treats one another with respect.

This is why football can break down prejudices, create communities and act as a role model within our societies. As the most popular national sport, it also has an enormous potential to make a differ-

ence, especially when this involves bringing society together and communicating important values. This is why football in particular needs to bring its charisma to bear and motivate people to live together on the basis of a peaceful and respectful coexistence.

VfL Wolfsburg makes the most of this potential to do good in many social projects in the region, as well as at a national and international level. The club engages in promoting education, stands up for inclusion and diversity, and has publicly declared its commitment to antidiscrimination and antiracism. As a sports club,



VfL Wolfsburg can get people – especially children and adolescents – moving and motivate them to enjoy a healthy lifestyle.

As a regional partner and networker, the football club is also involved in many other issues of social importance. This involvement clearly shows that social responsibility can also benefit the benefactor. To ensure that its efforts are well-targeted over the long term on areas with the greatest need and opportunity to make a difference, VfL Wolfsburg has consolidated its community engagement work within the 'Tomorrow together' initiative. The 'Tomorrow together' programmes range from the promotion of voluntary activities to offering in-kind and financial donations to support various social institutions. In putting these programmes together, VfL Wolfsburg always takes a partner-based approach, and maintains working relationships with companies, clubs, educational establishments and local councils, both in the region and much further afield.

RESPECT AND ACCEPTANCE

Fair play means more than simply obeying the rules of the game. Fair play means team spirit, respect, acceptance and inclusion – both on and off the pitch.

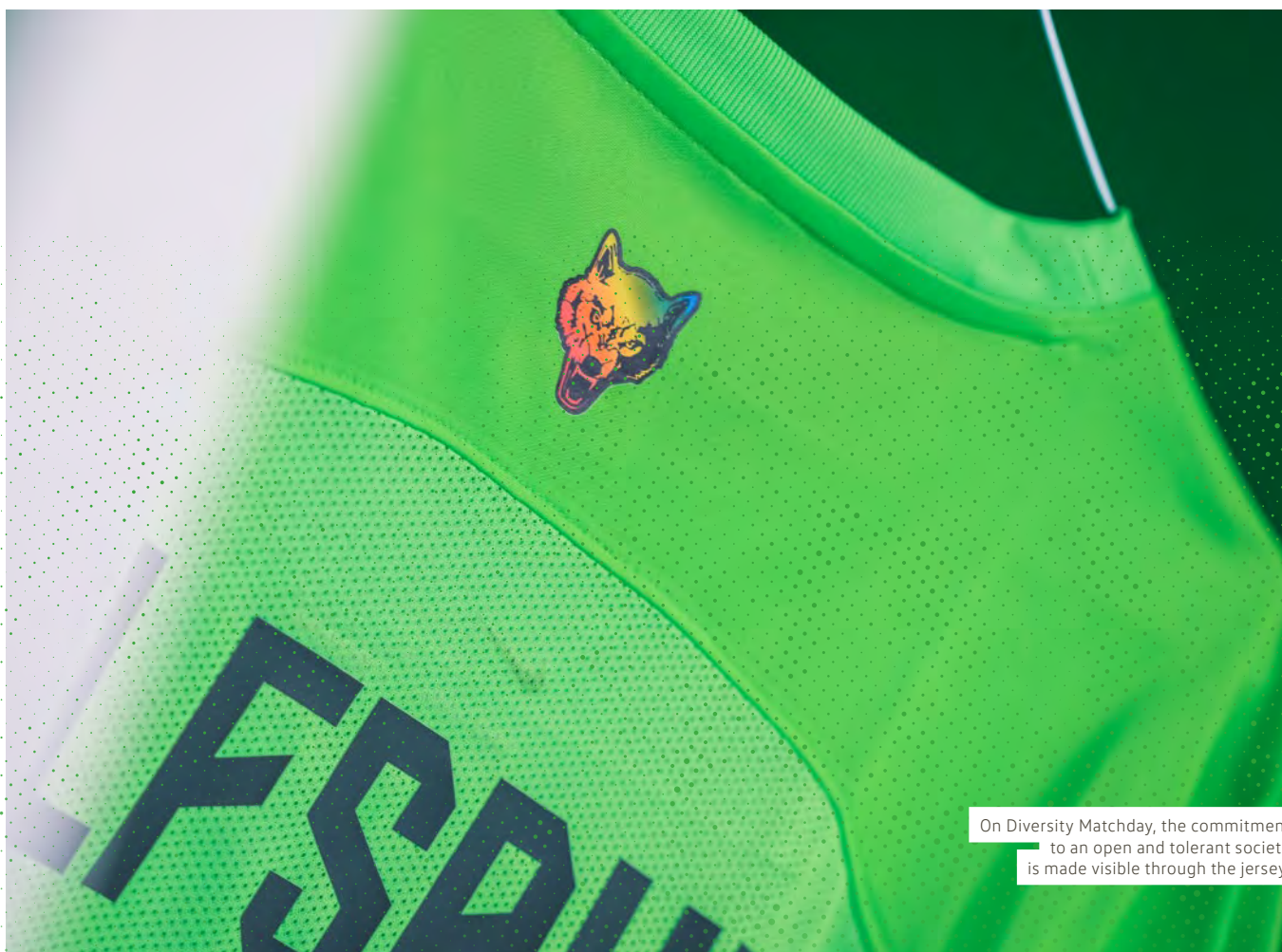
Yet, as with many other areas of our social lives, football can also be marred by discrimination. So, professional football must take a stand here. To show how religion or skin colour is irrelevant for team performance. And how different people who accept one another and treat each other with respect can work together to achieve great things. This is a generally valid experience beyond sport itself – and therefore also shapes the work of VfL Wolfsburg. The club actively addresses racism and antisemitism, homophobia and sexism, and all other forms of group-related antisocial behaviour. As a champion of diversity and inclusion, the club wants to break down the mental barriers in peo-

ple's minds and those at its venues, making them accessible to anyone wanting to experience a live match.

While high-visibility commitments to acceptance and diversity – such as team captains wearing rainbow armbands – are a good start, VfL Wolfsburg wants to do more: the club lives and breathes respect and tolerance, and takes a holistic approach to the idea of diversity. Activities and projects at the club are structured according to the seven dimensions in the Diversity Charta (see also the 'Employees' section). The following examples show what this means for the club's community engagement.

Setting standards

In both its stadium house rules and its code of conduct for official fan clubs (OFCs), VfL Wolfsburg clearly underlines the importance of treating other people with respect. Corresponding standards are also enshrined in the code of conduct for VfL's Youth Training Centre.



On Diversity Matchday, the commitment to an open and tolerant society is made visible through the jersey.



At the VfL Diversity Cup, mixed teams compete against each other.

“THE RAINBOW-COLOURED VOLKSWAGEN LOGO ON THE VfL JERSEYS IS MORE THAN A SIMPLE OVERPRINT, IT IS AN UNMISTAKABLE SYMBOL. ALONGSIDE THE CLUB, WE LIVE AND BREATHE DIVERSITY – IT IS OUR STRENGTH. TOGETHER, WE WANT TO NAIL OUR COLOURS TO THE MAST: WE STAND FOR DEMOCRACY, FREEDOM, OPEN-MINDEDNESS AND SOLIDARITY.”

Oliver Blume, CEO of Porsche AG and Volkswagen AG

Taking a clear stand on diversity and inclusion

VfL's 'Together for diversity' campaign publicly communicates its support for an open and tolerant society, with its core message of promoting diversity and showing solidarity with others despite our many differences. VfL naturally takes a lead in promoting a welcoming culture, and clearly renounces all forms of racism and discrimination.

VfL Wolfsburg has declared its commitment to UEFA's ten-point plan on racism and signed the 'Against Discrimination in Football' declaration issued by the European Gay & Lesbian Sport Federation (EGLSF) in 2011. On Diversity Match Day, 2 May 2022, VfL's Managing Director Michael Meeske signed the working definitions of antisemitism and antigypsyism drafted by the International Holocaust Remembrance Alliance (IHRA), thereby

once again highlighting the commitment shown by VfL Wolfsburg to diversity, humanity and openness, and against discrimination. These values are also firmly held by the club's workforce. This was clearly demonstrated by a visit to the Bergen-Belsen memorial site on 27 January 2024, as part of the 'Never again! A Day of Remembrance for German Football' initiative.

The project 'Diversity in the stadium – access, safety and participation' also kicked off a series of activities for LSBTIQA+ fans. Launched by the not-for-profit 'Fan Cultures & Sport-Related Social Work Competence Group' (KoFaS), the project was completed in August 2024. Since then, the partners have continued their successful working relationship independently of the project. By partnering with this project, VfL is clearly showing its commitment to gender diversity, as with

its introduction of gender-neutral toilets during the 2022 Diversity Match Day, for example. At the start of the 2024/2025 season, gender-neutral toilets will also be available in the Business area, in the mixed zone for journalists, and in the Sky Lounge event space.

VfL Wolfsburg has also been supporting the 'Sports Free' initiative from Marcus Urban since spring 2024. This initiative campaigns for the visibility and acceptance of queer athletes in professional sports. Its originator is Diversero, a global community for diversity and against workplace bullying. To commemorate the International Day Against Homophobia, Biphobia and Transphobia (IDAHOBIT) on 17 May, the club auctioned off diversity jerseys for the 2023/2024 season and donated the proceeds to Sports Free.



Since 2017, VfL Wolfsburg has used its annual Diversity Match Day to take a stand against discrimination and for diversity. On this day, all of the players wear the club's diversity jersey as a symbol of the diverse range of activities that VfL Wolfsburg engages with in society. On these jerseys, a rainbow of colours illuminates the Volkswagen logo on the chest and the wording 'Together for diversity' between the shoulder blades

The home game on this day is accompanied every year by a colourful supporting programme that celebrates diversity on and off the pitch. In 2023, for example, the match day for the Bundesliga for Visually Impaired Players was held on Hollerplatz in Wolfsburg city centre. In the Volkswagen Arena, teams with an eclectic pick of players competed for the VfL Diversity Cup. In the boxes and the Business area, guests were able to experience a change of perspective: wheelchairs and blindfolds were provided to the spectators to raise awareness about the barriers that people with disabilities face on a daily basis.

In 2024, the seventh Diversity Day was held under the current campaign slogan for VfL Wolfsburg: 'We are Team Diversity – because it doesn't matter where you come from'. To kick off the 2024 Diversity Days, the VfL Football School teamed up with the City of Wolfsburg to host a girls-only try-out session, held at VfL's Kicker Factory. The session was deliberately targeted at girls with a migration background or from low-income families, with the aim of giving them a chance to play football. A total of 48 girls accepted the invitation and clearly had a lot of fun kicking the ball about together. As a parting gift, each girl was presented with three tickets for the headline event in women's football: VfL Wolfsburg versus Bayern München. Before the match started between the men's Bundesliga teams, an inclusion tournament was held, with the Lebenshilfe Helmstedt-Wolfenbüttel, Altmark-West and Wolfsburg charities, the VfL Walking Football Team and CJD Salzgitter all competing for the prize.



Visit to the Bergen-Belsen Memorial.



SHOULDER-TO-SHOULDER AGAINST FAR-RIGHT EXTREMISM

In light of current political developments, VfL Wolfsburg has made its unambiguous position on far-right extremism very clear on multiple occasions in 2024, and clearly expressed its position on anti-democratic, populist and extreme political parties. This has been communicated in interviews and via other channels, at its own venues and during demonstrations. On the occasion of the VfL Diversity Match Day in March, for example, the club issued a public statement, stating: "We are truly concerned to see this alarming increase in antisocial, racist, antisemitic and ostracising opinions, statements and behaviour in our contemporary society. These are in direct opposition to the values that we cherish and champion at VfL Wolfsburg. In our opinion, these callous attitudes and behaviour – increasingly informed in particular by populism and the politics of the far right – have no place in football or our society. (...) It's time to make a stand."

In February of the same year, the club had followed the call of the 'Wolfsburg Democrats Alliance' – to which the Green-and-Whites also belong – and taken part in a major demo. Alongside VfL Managing Director Dr Tim Schumacher, this was also attended by Yannick Gerhardt and Marina Hegering, who used the opportunity to address the demonstrators in the spirit of the event slogan: 'For democracy and solidarity'.

Player interviews also show how everyone at VfL Wolfsburg speaks with one, strong voice against far-right extremism: 'We are Team Diversity – because it doesn't matter where you come from'. Players from VfL Wolfsburg also refer to this slogan in videos as part of the current campaign to take a clear stand against racism and discrimination, and stand up for diversity and tolerance.

Breaking down barriers, creating access

As a general principle, VfL Wolfsburg wants to give everyone, whatever their abilities, the chance to experience professional football live at the venue itself. To make this happen, the club has implemented a range of measures at its venues over the last few years while also maintaining its long partnership with KickIn!, the counselling service for inclusion.

Since the 2022-2023 season, VfL Wolfsburg has offered a regular audio live stream with 'Wolves Radio Arena Live'. On any match day, fans of the Green-and-Whites can follow the professional games by tuning into VfL Radio with the myrocast app. The broadcast is accompanied by a lively commentary, interesting tidbits of background and authentic fan opinions. Visually-impaired spectators in the Volkswagen Arena can have

the live commentary sent directly to their headphones. On all terraces, the Raydio app can receive this special audio service and let them experience all the action on the pitch at first hand. Receivers and Bluetooth headphones can also be loaned out in the area reserved for visually impaired spectators in block A3.

In December 2024, VfL Wolfsburg organised the inclusive tournament series

'FootballFriendsCup' as the host club, with support from the DFB Sepp Herberger Foundation and DFL Foundation. In VfL's Kicker Factory, children with and without disabilities competed with one another. Apart from the action on the turf, a visit from VfL professional Sebastiaan Bornauw also resulted in many happy little faces. The Cup event was rounded off by a communal lunch at the AOK Stadium, to which all of the ten participating teams – from Lower Saxony, North Rhine-Westphalia, Hamburg and Schleswig-Holstein – were invited.

As part of the 'Host Town Program' for the Special Olympic World Games in Berlin, VfL Wolfsburg jointly received the Tunisian delegation with the City of Wolfsburg in June 2023. The Tunisian athletes were also guests at the VfL Wolfsburg home

game venues. So, the club took the opportunity to train its VfL stadium guides in Simple German – also something useful for future events.

VfL Wolfsburg is currently preparing extensively for the German Accessibility Improvement Act, which will enter into force on 28 June 2025. This new law will have an impact on the digital channels operated by the Green-and-Whites (e.g. website, Wolves Shop, app). While VfL has already implemented accessibility in its digital media in the past, this law introduces new requirements, which the club is looking to implement well in advance and as completely as possible. As one example, VfL employees from several departments received training from KickIn! in the creation of simple, accessible PDFs at the end of February 2024.



In the venues of VfL Wolfsburg, barriers are not only broken down on Diversity Matchday, but access to unforgettable experiences is also created.



At the Diversity Cup of the 'Wolfsburg School for Diversity,' young people compete against each other in the Volkswagen Arena.

Inclusive offers during Arena Week

At the start of the summer break, the pitch doesn't always have to be at its best for premier league football. So this is a good time to use it for other purposes. During this time, VfL opens up its stadium for Arena Week, offering a broad programme of events for young and old with many inclusive activities. In 2023 and 2024, the Walking Football Tournament was again one of the highlights. In this foot-

ball variant, players aren't allowed to run, which makes it especially suitable for older people or people with limited mobility. In 2023 and 2024, young people tested their mettle in the Diversity Cup from the 'Wolfsburg Schools for Diversity'. The squad from Lebenshilfe Wolfsburg, which had competed at the Special Olympics World Games in June 2023, also got the chance to train at the stadium.

YOUNG PEOPLE AND EDUCATION

Football is a great motivator – not only for the achievement of sporting excellence but also to acquire valuable skills for life. Nor does VfL Wolfsburg only use this football 'superpower' in its own Youth Training Centre. Outside the sport itself, the club also supports young people in their development, and teaches them important values, such as respect, tolerance and team spirit. The club sets up extracurricular classrooms and encounters, and encourages young people to actively shape their environment. One example is the Green/White Classroom, where the club offers workshops on socially relevant topics. For pedagogical institutions in Wolfsburg and the region, VfL Wolfsburg is a popular and important educational partner.

Setting the bar for diversity

The 'Wolfsburg School for Diversity' is aimed at all secondary schools in Wolfsburg from the eighth grade onwards, and brings a hands-on approach to topics like diversity and humanity into the classroom. During the first six months of the school year, selected classes complete



The VfL Walking Football Team regularly participates in tournaments.



Pupils as part of the exchange project 'Rudelbildung – Memory Work on National Socialism'.

various workshops on diversity topics like 'Prejudice at play', 'Football is lame' or 'Stand your ground for civil courage!'. The workshops give pupils the opportunity to tackle a wide range of aspects relating to diversity. In the second half of the year, pupils then plan and complete actual projects. After successfully completing the programme, the school then receives the Wolfsburg School for Diversity quality mark.

In this programme, VfL Wolfsburg is supported by many educational and project partners, which include the Amadeu Antonio Foundation, Kickfair e.V., Meet a Jew, Fan Project Wolfsburg and Stadtjugendring Wolfsburg. The programme itself has proved very popular, with 15 schools taking part in 84 events during the 2022/23 school year, and 14 schools taking part in 65 events during 2023/24. VfL maintains contacts with more than 50 teachers through the Wolfsburg School for Diversity.

On 22 May 2024, the club and its partner schools brought the fourth project year to an end with a fun-filled Diversity Cup. A total of 300 participants, split into 29 mixed teams from 9 project schools, took

part in this football tournament. Top of the table at the end of the day was Heinrich-Nordhoff-Gesamtschule.

VfL as an award-winning learning environment

Alongside the Wolfsburg School for Diversity, VfL uses its Green/White Classroom to offer a flexible learning environment for various secondary-school age groups from eighth grade onwards. VfL's approach here is unusual due to its educational model, which meets modern requirements for extracurricular learning and has received the corresponding Education for Sustainable Development (ESD) certification. The Green/White Classroom is funded by the DFL Foundation and advised by Lernort Stadion e.V., a national umbrella organisation in Germany for learning centres in football stadiums. In March 2022, the Green/White Classroom received the 'Place of Learning for Democracy' award from the Lower Saxony Ministry of Culture.

During the reporting period, the Green/White Classroom offered the following projects:

On the trail of wolves and lions

What role did football play under the National Socialists? These and other questions from contemporary history were addressed by 18 pupils from Braunschweig and Wolfsburg in the exchange project "Forming a squad – Memory work on National Socialism". Together, the pupils visited the Green/White Classroom at VfL Wolfsburg, the 'Stadium Classroom' from the Braunschweig 'FanHochSchule' and the memorial site Bergen-Belsen. This allowed them to gain lasting impressions and important insights about the topic of sport and football under the National Socialists.

The pupils worked together in workshops on socio-political topics in the context of memory work. The main point of focus here illuminated the function of sport and football for the National Socialists and concentration camp inmates, and (later) for displaced persons, i.e. those deported individuals who returned home after being freed outside the borders of their native countries. The project also centred on the history of the cities of Braunschweig and Wolfsburg. Personal family histories were selected and investigated to determine their potential impact on our modern lives, even today.

StrongHER – on the ball for equality

Group parent company Volkswagen operates a car plant in Chattanooga. As a result, VfL Wolfsburg is also active in the community here. The club selected Chattanooga as the pilot location for the club's own international project, entitled StrongHER, because young women and girls here don't always find it easy to get a good education or make the most of their career opportunities – or have any kind of access to organised sports.

With the StrongHER project, VfL is aiming to counter discrimination against girls and women in the fields of sports and education, and to empower them to become more active in their day-to-day lives. The project was officially launched in March 2022. The local project partner is the 'Operation Get Active' initiative (also funded by Volkswagen) from the Chattanooga FC Foundation (CFCF).

More than 165 young women aged 8 to 17 have completed the project since it began. During the project, they received the chance to regularly participate in football training sessions. They were also able to take part in values-based mentoring provided by the local project partner. VfL Wolfsburg provides support for the development of programme content, while also funding and training the local coaches. These individuals then function as coaches for the StrongHER girls, providing them with assistance in both their sporting and personal lives. Interested participants from the StrongHER project can also

receive training as team leads. In this case, they can then handle the training units for the younger generation themselves and pass on their experience. These individuals are compensated financially for their work as coaches, and also receive education and advice from the local CFCF project partner about managing money responsibly.

Recently, the StrongHER activities here have been further developed: in June 2023, the project partners launched the 'StrongHER Scholarship' together with the Chattanooga State Community Col-

lege. This scholarship is aimed at participants in the StrongHER programme, and provides a full grant for each academic year for two programme participants. This gives the young women an opportunity to pursue an academic career that would otherwise be unavailable to them on account of tuition fees.

Insights gained from the programme in Chattanooga have inspired the expansion of the StrongHER Project to Mexico – more precisely, Volkswagen's site in Puebla – which is being run by Volkswagen and a local project partner (Juconi). Starting in April 2024, 54 young girls from socially disadvantaged communities have become part of the pilot project in Puebla. The support being provided is modelled on the Chattanooga project but adjusted to local conditions and circumstances.

Plans for the future

Together with KICKFAIR, VfL Wolfsburg is planning a youth forum in the Volkswagen Arena at the end of 2024. Here, the educational partners want to develop ideas about how football-related approaches can get young people involved in truly participative processes of self-determination – also over the long term.



**KICK FOR EUROPE 2023:
YOUTH EXCHANGE**

In 2018, Lernort Stadion e.V. launched the international youth exchange project 'Kick for Europe', with support from the German Federal Foreign Office. Several times a year, this exchange programme brings young people from Germany and Europe together to work on European policy topics – which can include solidarity, diversity, tolerance or European (football) history. With workshops, kickabouts, football matches, language communication games, topical city rallies and – above all – just getting to know one another, the young people find out what it means to live in a united Europe.

In 2022, the first exchange took place in Wolfsburg with teenagers from Oviedo in Spain. In 2023, ten participants from the region then travelled to Spain, where they worked with the young people from Oviedo to develop their own ideas and projects on the topics of equal pay, support and prejudice in women's football. During the group kickabouts, players with intellectual disabilities also joined them on the pitch. The young people from Wolfsburg learned about the challenges and opportunities, and what it means to use football to help and support people with disabilities.



Promotion of young girls in Mexico as part of the StrongHER project.



The ball sport workgroups are an important component of child-friendly football offerings by the Team Kinderfußball.

MOVEMENT AND HEALTH

VfL Wolfsburg gets people moving. As a popular and prestigious football club, VfL has multi-generational appeal when it comes to inspiring people for the sport. During fan events, for example, the club gets children, adolescents and adults into direct contact with football, and promotes associations and match opportunities. The club is particularly keen to get kids and youths involved in football and physical activities. Accordingly, there are various programmes that VfL uses to support this – whether for ambitious, up-and-coming junior players or passionate 5-a-siders. Thanks to its wide-ranging promotion of movement and health, VfL Wolfsburg can maintain a loyal fanbase of sports enthusiasts while also polishing its reputation.

Team Kids' Football

We develop the best-possible kids football in the region. That's the nationally recog-

nised slogan of Team Kids' Football, which is based in our very own VfL World of Experience department. Team Kids' Football is an umbrella organisation for all projects and activities designed to promote kids' sports. This includes the VfL Football School, and collaboration with the VfL partner clubs and schools. The Team also provides support for the development of kids' football in the training centres and talent teams at VfL Wolfsburg, promotes regional coach development, and cooperates with committees in the Lower Saxony Football Association (NFV).

In the 2023/2024 season, over 7,300 children and young people took part in the programme run by the VfL Football School, which included camps, training courses and match day events at the home games of the Wolves and She-Wolves. In June 2023 and August 2024, VfL Wolfsburg also hosted its Kids' Football Congress (KFK) with 250 (2023) and 700 (2024) participants. The Team Kids' Football also partners with ADVANCE.FOOTBALL, a provider of digi-

tal solutions based on sports science. This gives the coaches from Team Kids' Football access to a digital study platform (known internally as 'Netflix for Youth Coaches') so they can easily pursue their training strategies and the VfL philosophy wherever they happen to be.

Team Kids' Football is pursuing a twofold strategy here. First, it is looking to promote the individual sporting development and health of children in the Wolfsburg region. Second, it also wants to strengthen grassroots participation in organised football. The VfL Wolfsburg executive therefore sees Team Kids' Football as making an important contribution to the overall development of kids' football in the region. For the 2024/2025 season, the executive has therefore decided to share its experience with 200 partner clubs and other partners, and provide them with help in designing the substantive content of their competitions and training courses. This work has involved expanding the close cooperation with four regional training centres, which

are made up of the clubs VfB Fallersleben, SSV Vorsfelde, MTV Gifhorn and BSC Acosta Braunschweig. Within these training centres, regular training courses are organised and run by professional 'Children's Football Developers'. These courses give the coaches from the respective club in-depth assistance in relation to designing their own coaching and development of the young talent at their club. During the reporting period, eight regional training courses were held in the VfL training centres, with a total of 240 coaches receiving instruction. At the same time, VfL has also talked to the Lower Saxony Football Association, and agreed to provide detailed support for organising referee examinations and children's football days. In this context, Team Kids' Football also assumes the role of a training centre for C-licence coaches and DFB children's coach certificates. During the reporting period, three C-licence instruction courses, completed by a total of 75 coaches, were conducted in cooperation with NFV Kreis Wolfsburg, and successfully contributed to the qualification of coaches in the region.

Child-friendly football in the Arena and at primary schools

During its Arena Week in May 2024 (held for the third occasion following 2022 and 2023) VfL once again organised several tournaments in the Volkswagen Arena. These used the child-friendly match formats 3-versus-3 and 4-versus-4, with four mini goals plus youth goals in the middle with goal height reduction. Partners were primary schools from Braunschweig, Gifhorn, Helmstedt and Wolfsburg. More than 400 pupils from grades one to four participated in the event, organised into roughly 50 teams, and accompanied by their teachers, parents and grandparents. As a special treat, mascot 'Wölfi' helped out at the prize-giving ceremony.

With these tournaments, VfL Wolfsburg aims to get kids keen on football into the long term and encourage them to follow a healthy lifestyle with plenty of sport. In autumn 2023, the club then hosted another primary school tournament for all-girl teams at its premises on Elsterweg. This event now takes place every year and is a permanent fixture in the annual VfL youth programme.

Alongside these tournaments, VfL also offers weekly activity modules with coaches from Team Kids' Football. Currently, these are held at a total of 45 schools in Braunschweig, Gifhorn, Helmstedt and Wolfsburg.



Once a week, the Neighbourhood Kick gets underway in various Wolfsburg city districts. The project started in 2022, in the districts of Detmerode and Westhagen. In 2023, the project expanded to Laagberg and to Hellwinkel in 2024. Around 25 kids and adolescents attend the event in each district, and have fun with a relaxed kickabout. The Neighbourhood Kick is organised as a joint project with the City of Wolfsburg by VfL coach Mohsen Makoo. In the future, there are plans to have pro players take part – as role models up close and personal.

The Neighbourhood Kick is part of the 'Bundesliga moves' programme from the DFL Foundation. Together with clubs from the 1st and 2nd Bundesliga, the DFL Foundation is using this programme to network stakeholders in social spaces, so as to get kids moving and keep them moving. Currently, 20 clubs are taking part in the programme.

burg. During the 2023/2024 school year, 70 ball sport workgroups attended by around 1,000 children were held as part of the project sponsored by long-standing partner Audi BKK. To ensure the project can continue to flourish, the club appointed a dedicated Workgroup Coordinator in September 2022. Another module was added to the project in the form of the 'VfL Ballgame Festivals'. These VfL Ballgame Festivals are organised as a joint activity with the partner schools, and then managed and run by Team Kids' Football. The aim is to get all of the pupils at a particular school involved in child-friendly ball game activities for a particular event, and so raise awareness about the importance of regular sport. In the 2023/24 season, around 2,200 children played an active part in these festivals.

Sport connects

Reliable, easily accessible programmes for all sport types and all children: this is what the SPORT CONNECTS initiative from Alba Berlin is seeking to achieve. VfL Wolfsburg-Fußball GmbH and VfL Wolfsburg e.V. are part of this initiative, and are getting physical activities to where the children are: in nursery schools and schools.

In the district of Hellwinkel, a pilot project from VfL Wolfsburg has been running since early 2024. Exercise units and workgroups are being organised here, in the district's day care centre and primary school. An initial networking meeting with the cooperation partners in the district has already taken place. Following a successful pilot run in Hellwinkel, there are plans to expand the project to other districts.



Support for the Krzysztof Nowak Foundation

As a midfielder with the number 10 on his chest, Krzysztof Nowak was a legend in his own lifetime. Shortly after, he was diagnosed with motor neurone disease (MND) and died 17 years ago as a result of

muscle paralysis caused by MND. To support other people with MND, an as-yet incurable illness, a foundation was formed with the help of VfL in May 2002, while his disease was still in its early stages, and was named in his honour. The Krzysztof Nowak Foundation provides financial help, such as for purchasing voice synthesisers, special beds and wheelchairs. The Foundation also helps out with the conversions to living facilities needed for people living with MND. Since July 2024, the Foundation has also been providing the ALS Wolvesmobile with the help of VfL. The ALS Wolvesmobile is a Volkswagen Caddy converted to meet the needs of ALS patients, and equipped with an all-terrain-style, outdoor electric wheelchair. With the ALS Wolvesmobile, the initiators want to give patients and their families the chance to go on holiday and experience a new quality of life – even if only temporarily. Since its formation, the Foundation has approved more than 100 applications with a total volume of EUR 670,000.

ENGAGEMENT IN THE REGION

VfL Wolfsburg forms an integral part of the social life of its city and its region, and its actions have a major impact on its surroundings. Accordingly, VfL Wolfsburg sees it as its abiding duty to take responsibility as a good citizen. Above all, this means doing more than is merely demanded or legally required to foster the well-being of its fellow citizens. The club sees this as its mission and makes every effort to become a leading light for regional development. This is why VfL aims to make a difference where people need help. From kids to seniors – VfL Wolfsburg provides local assistance in the form of social projects, donations and pro bono engagement.

Working to further enhance the Wolfsburg region forms a key part of the club's overall strategy. The measures that VfL has selected to achieve this objective

are co-managed by a high-level working group. This working group is composed of management staff and specialists working in the fields of events, sports communication, sales, fan service, brand management, digitalisation and CSR, as well as the executive support office. The group is advised in its work by external stakeholders, such as from the Identity Working Group, where there are also some overlaps in terms of responsibilities.

Overall, community engagement work focuses on local activities organised together with the city, civil-society actors and fans. Alongside this CSR work, the working group also organises friendlies and events for the many amateur football clubs in the region. With these activities, VfL is aiming to reverse the trend towards a lack of interest in voluntary work and the declining membership numbers that are a real threat to amateur sports.

VfL conducts its own dialogues, participates in negotiations initiated by the city

with a range of stakeholders and also works with partners to develop a wide range of projects. The club also uses these encounters to attract sponsorships for projects such as the Neighbourhood Kick it organises with VfL Wolfsburg e.V.

'Together for You' Day

In autumn 2023, 'Together for You' was the signal for more than 200 employees from all levels of the VfL Wolfsburg hierarchy – from players and coaches to office staff and stadium employees, right up to the company executive – to don their green-white overalls and set out on a total of eleven missions. One team, for example, turned up at Campus Hellwinkel to complete a spot of landscape gardening and helped the nursery school to create a barefoot pathway. Gardening was also the order of the day at the Christinenstift nursing home in Gifhorn and the home managed by the AWO on Goethestraße in Wolfsburg. Here, the pro kickers helped dig a pond and also found time for a kickabout with the residents. In 2023,

VfL Wolfsburg held Corporate Volunteering Day for the fifth time and broke all previous records with its number of participants.

Maximilian Arnold Wolves Camp for children with cancer

With a case of cancer and the associated treatment, life soon becomes very regimented. This makes it all the more important to offer support to those affected. The annual Maximilian Arnold Wolves Camp was started in 2018 by the VfL captain himself – the name of the camp reflects his role as its sponsor. In a recreation centre located next to Lake Bernstein, participants from all over Germany can relax and simultaneously enjoy a 'green-white' programme that provides a welcome distraction and a few happy hours – in times where nothing is like it used to be for the families. As a result of high demand, two dates were organised in 2023.

Ten families were welcomed to the camp in mid-August, with another eleven visiting at the end of September.

During their four-day stay, the families had the chance to exercise, relax and play – as part of a communal group. Maximilian Arnold welcomed everybody in person, answered many questions about his career and signed a lot of autographs. One of the highlights of the camp for the families was the day trip to the Volkswagen Arena. Alongside an exclusive tour of the stadium, they met our little mascot Wölfi and then experienced all the fun of a live Bundesliga game. The stay in the house on Lake Bernstein gave all of the participants encouragement, courage, hope and self-confidence. The club took second place with the SPOBIS Award for this project. Another two camps will be held in 2024.



Merle Frohms and Pavao Pervan at the "Together for You" Day 2023.



The Maximilian Arnold Wölfe Camp is a matter close to the heart for the VfL professional.

Blood donation campaign

In July 2024, the VfL joined forces with the German Red Cross blood donation service NSTOB to organise the annual blood donation campaign in the Volkswagen Arena. A total of 140 donors, including many VfL fans and employees, used this opportunity to give blood. One highlight this year was the location, with donors giving blood in the Wolves' changing room.

Helping Christmas wishes come true

Since 2012, VfL Wolfsburg has used the advent season for its VfL Christmas tree campaign, which helps children in need and makes their personal Christmas wishes come true. During the run-up to Christmas, VfL hangs up cards with Christmas wishes from children on a total of six large fir trees dotted around the City of Wolfsburg. Since 2022, this has been organised together with Wolfsburg's refugee centres: the cards are wishes from children forced to flee their homeland. The wishes

are fulfilled – every year around 200 – by VfL employees, players, fans and citizens of the City of Wolfsburg. The gifts are handed over in person, with the players from VfL Wolfsburg magicking a smile onto the faces of the children as they do so.



Jule Brand, Patrick Wimmer and Maximilian Arnold are handing out gifts as part of the VfL Christmas Tree Campaign.



Objects, photos, music – all of these things can help people with dementia remember past experiences, and especially if they are looked at and listened to together with another person. This is why the VfL 'Diversity' fan club launched its 'Memory suitcase' project at the start of August 2023, with the support of former professional footballer Roy Präger. Together with the VfL, the City of Wolfsburg and the local Institute for Urban History and Chronology, the project worked to put together a range of mementos from the Wolves and She-Wolves. To help people with dementia remember their halcyon days and have conversations about them, Roy Präger took the suitcase on a tour of ten residential and nursing homes together with Bianca Friedrich from the 'Diversity' fan club from August 2023 onwards.




Alongside physical mementos that could be handled, the suitcase included a CD with the VfL Wolfsburg anthem to listen to or sing along to, a map of the City of Wolfsburg, to mark out 'flashbacks', as well as many interesting anecdotes and photos from VfL and the City of Wolfsburg.

The club is also planning to include a memory game, to give all of the participants from the region the option of actively contributing to the campaign and sharing their memories. The story-and-memory suitcase aims to support care work during daily visits to provide day care or day nursing, as well as residential care.

SUSTAINABILITY PROGRAMME

TARGETED SUSTAINABILITY MANAGEMENT

The Sustainability Programme provides an overview of VfL Wolfsburg's multifaceted engagement, and provides details of the respective targets and progress made in their implementation. The programme serves as an internal control mechanism for measures while providing transparent reporting about the club's achievements.

Strategy and management			
Targets	Planned completion date	Implementation stage	Status
Further development of the existing holistic child protection model in the company	Continuous	<ul style="list-style-type: none"> Training for around 400 employees and nine junior teams in the reporting period Workshop for further development of the child protection model in relation to currency and effectiveness by the Child Protection Team 	
Expansion of sustainability assessment for partner organisations and suppliers	Continuous	<ul style="list-style-type: none"> Implementation of an ESG check (completion by end of 2024) Increase in number of partners to whom VfL Wolfsburg applies the Sustainability Rating 	
Increase in proportion of sustainable merchandising items not sourced from outfitter to 50%	2025	<ul style="list-style-type: none"> Participation in phase II of the multi-stakeholder project 'From the Field to the Fan Shop' planned from 2025 Use of product certifications GOTS, OEKO-Tex® Made in Green Label and Fairtrade Introduction of the 'Green Track' product series: this sustainable product line now makes up around 30% of all merchandising that is not sourced from the outfitter. Football tops for the 2024/2025 season are made from at least 75% recycled PET water bottles 	
Boosting popularity rating as a sustainable club	Continuous	<ul style="list-style-type: none"> Winner of the German Sustainability Prize 2023 in the 'Sports business' industry Award from Sport positive 2022: First place among all Bundesliga clubs for engagement in environmental protection and climate action Best Corporate Performance Award for the club's sustainability performance in the Global Sustainability Benchmark in Sports Engagement with social and cultural projects in the region Continuous promotion of women's and youth football 	
Continuation of regular stakeholder dialogue at various levels	Continuous	<ul style="list-style-type: none"> 'Tomorrow together' meetings Regular stakeholder workshops and forums, e.g. involvement of fan representatives in the creation of the mobility policy Participation in regional and national networks 	
Employees			
Targets	Planned completion date	Implementation stage	Status
Promotion of sports and health-related programmes for employees	Continuous	<ul style="list-style-type: none"> Training and awareness-raising for psychological health, e.g. on diversity-conscious communication and mental health in the workplace Health Days 2022 and 2023, including flu vaccine and other programmes such as yoga courses or social coaching 	
Promotion of youth work	Continuous	<ul style="list-style-type: none"> In the 2023/24 season, one young player completed a one-year internship on the business premises of VfL Wolfsburg Academy Appointment of a Parent Manager Introduction of an anonymous reporting system for discrimination incidents 	
Expansion of awareness-raising measures for employees – particularly in relation to climate action/environmental protection and diversity	Continuous	<ul style="list-style-type: none"> 'Culture Cafe Special' on the topic of 'Far-right codes and fashion' Expansion of Health Day to include diversity topics Continuation of topic-specific workshops and training by diversity managers and the Environment Team for all employees, including management staff, and the men's and women's teams 	
Strengthening of relationship with the workforce and modern company culture	Continuous	<ul style="list-style-type: none"> Slight rise in staff turnover: 10.53% in the 2023/2024 season (compared with 2021/2022 season: 6.43%) Slight decline in proportion of women: 28%. (Compared with 2021/2022 season: 35.2%) No change in employee satisfaction according to Mood Barometer: 77.80% in 2023, (compared with 2022: 77.7%) Participation in women's excellence programme EQUALATE 2023 and 2024 Establishment of an internal coaching programme Introduction of the VfL leadership model 'Champions of Leadership' 	
Ecology			
Targets	Planned completion date	Implementation stage	Status
Implementation of at least 25% of the measures listed in the biodiversity study	2030	<ul style="list-style-type: none"> Completion of 'Fair play – naturally!' study on the impact of biodiversity in January 2022 Continual implementation of the package of measures developed to protect biodiversity Partnership with Guppyfriend start-up to reduce microplastics, etc. Filter solution for the artificial turf pitches 2022 Renovation of artificial turf on Elsterweg with a more climate-/environmentally friendly solution, e.g. infill material without microplastics Joining of initiative 'Sports for Nature' in August 2023 Installation of nesting boxes for starlings to protect a breeding colony in autumn 2022 Tree planting campaign with pro players Yannik Gerhardt and Pia Wolter 	

Targets	Planned completion date	Implementation stage	Status
Carbon reduction by 37 %	2025	<ul style="list-style-type: none"> Reduction of Scope 1 and Scope 2 emissions by 43.7% in comparison to the 2017/2018 season year Reduction of all emissions (scopes 1, 2 and 3) by 15.71% in comparison to the 2017/2018 season year 	
Reduction of food waste by 30%	2027	<ul style="list-style-type: none"> Creation of a food policy in 2024 Cooperation of Public Caterer FKP/Team 412 with Food-Sharing Wolfsburg since the 2023/24 season Cooperation with ReFood for the disposal of remaining food waste 	
Promotion of sustainable mobility in the workforce, in the sport and for fans	Continuous	<ul style="list-style-type: none"> Mobility survey repeated in autumn 2023 Creation of a mobility policy 2024 Bike leasing scheme for all employees (see text for KPIs) Step-by-step expansion of charging infrastructure for electromobility Electrification of vehicle pool, e.g. by introducing a penalty system Climate Match Days 2022 and 2023 with calls for sustainable mobility (campaign with involvement of players and fans) Launch of the mobility app 'ummadum' 	
Reduction of general waste by 15%	2030	<ul style="list-style-type: none"> Creation of a waste policy in 2023 Implementation of measures for waste separation on business premises Introduction of a reusable system in VIP catering, from 2024/2025 season Purchase of sustainable training materials from CIRCULR 	
Reduction of potable water consumption by 5% compared with 2023/24 season	2030	<ul style="list-style-type: none"> Review of rising grey water usage by 2025 Use of special wetting agents for the turf grasses to improve water storage capacity Expansion of measuring points in the Volkswagen Arena and other training pitches for the professional team, for targeted monitoring of water consumption 	
Fans and Members			
Targets	Planned completion date	Implementation stage	Status
Development of an integrated approach to creating diversity in all areas	Continuous	<ul style="list-style-type: none"> Continual implementation of measures based on the 2020 stadium assessment on accessibility, in cooperation with inclusion counselling unit KickIn! (e.g. introduction of match reporting for the visually impaired using audio live stream 'Wolves Radio Arena Live' in the 2022/23 season) Installation of additional gender-neutral toilets Introduction of the 'Panama Principle' for the first home game day 2023 (contact point for people in dangerous situations in the stadium) Preparation for the German Accessibility Improvement Act, looking in particular at accessible digital services, e.g. some training has been completed 	
Improvement of quality of services for fans	Continuous	<ul style="list-style-type: none"> Regular meetings of the 'Service quality working group' to check current progress Implementation of the 'Qualitize' tool for measuring fan satisfaction For the 2022/2023 season, a revised training policy was introduced for steward services. Among other things, this policy includes annual refresher courses and supplementary training on a wide range of safety and service topics. 	
Transformation of VfL Wolfsburg to the most family-friendly club in the Bundesliga	Continuous	<ul style="list-style-type: none"> Organisation of a Family Match Day in May 2024 Gold Award received in ranking from Service Value for family-friendliness Closer collaboration with Kindernothilfe on the topic of a child-friendly stadium and implementation of DFL 'Child-friendly stadium' guideline 	
Society			
Targets	Planned completion date	Implementation stage	Status
Completion of measures in relation to diversity and antidiscrimination	Continuous	<ul style="list-style-type: none"> Unterstützung der Initiative „Sports Free“ zur Sichtbarkeit von queeren Athlet*innen Besuch der Gedenkstätte Bergen-Belsen im Rahmen der Initiative „Nie wieder – Erinnerungstag im deutschen Fußball“ Vielfaltsspieltage 2023 und 2024 inklusive Sondertrikot „Vielfalt“ Kooperation mit dem „Host Town Program“ zu den Special Olympic World Games Inklusive Angebote in der Arenawoche wie Walking-Football-Turnier und der Vielfaltscup Teilnahme an Demonstrationen für Demokratie und Zusammenhalt in Zusammenarbeit mit dem „Schulterschluss der Wolfsburger Demokraten“ 	
Promotion of the development of young people, teaching of democratic values and expansion of educational partnerships	Continuous	<ul style="list-style-type: none"> Wolfsburger School for Diversity continued: for the school year 2022/23, participation of 15 schools in 84 events; 2023/24: 14 schools in 65 events Completion of various projects in extracurricular Green/White Classroom with Education for Sustainable Development (ESD) certification Expansion of StrongHER activities in the USA by launch of StrongHER scholarship in Chattanooga Introduction of StrongHER project in Mexico at Volkswagen site in Puebla 	
Completion of measures for the promotion of football and physical activity for children and adolescents	Continuous	<ul style="list-style-type: none"> Expansion of the ball sport workgroups to include the VfL Ballgame Festivals project module: around 2,200 children were active here in the 2023/24 season Continuation of Neighbourhood Kick in the Wolfsburg city districts Detmerode, Hellwinkel, Laagberg and Westhagen Start of a pilot project within the SPORT NETWORKS initiative 	
Promotion of corporate volunteering among employees, together with social institutions in the region	Continuous (1x per Saison)	<ul style="list-style-type: none"> Completion of an annual 'Together for You' Day based on corporate volunteering in a wide range of Wolfsburg organisations (last held in October 2023) Corporate volunteering as part of the Christmas tree campaign 	

GRI CONTENT INDEX

VfL Wolfsburg has reported on the information stated in this GRI index for the period August 2022 to July 2024, with reference to the GRI standards.

GRI item	Reference	Commentary and additional information
Applied GRI 1: GRI 1: Foundation 2021		
GRI 2: General Disclosures 2021	Reference	Commentary and additional information
2-1 Organizational details	Page 4	VfL Wolfsburg-Fußball GmbH, Head Office: Wolfsburg
2-2 Entities included in the organization's sustainability reporting		VfL Wolfsburg-Fußball GmbH
2-3 Reporting period, frequency and contact point	Page 4, Page 95	
2-4 Restatements of information		No restatements made in the reporting period
2-5 External assurance		This report has not been submitted to an external assurance provider.
2-6 Activities, value chain and other business relationships	Page 25	There were no significant changes in the organisation or the supply chain.
2-7 Employees	Page 34	
2-9 Governance structure and composition	Page 15	
2-12 Role of the highest governance body in overseeing the management of impacts	Page 15	
2-13 Delegation of responsibility for managing impacts	Page 15	
2-22 Statement on sustainable development strategy	Page 7	
2-23 Policy commitments	Page 22, Page 23, Page 25	
2-24 Embedding policy commitments	Page 20, Page 22, Page 23, Page 25	
2-25 Processes to remediate negative impacts	Page 20, Page 22, Page 25	
2-26 Mechanisms for seeking advice and raising concerns	Page 20	
2-27 Compliance with laws and regulations	Page 22	
2-28 Membership associations	Page 27	
2-29 Approach to stakeholder engagement	Page 29 Page 67	
2-30 Collective bargaining agreements	Page 35	
GRI 3: Material Topics 2021	Reference	Commentary and additional information
3-1 Process to determine material topics	Page 16	
3-2 List of material topics	Page 16	
3-3 Management of material topics	Page 20, Page 25, Page 27, Page 29, Page 33, Page 36, Page 38, Page 40, Page 42, Page 49, Page 52, Page 57, Page 59, Page 61, Page 75, Page 80, Page 83, Page 85, Page 88	
GRI 101: Biodiversity 2024	Reference	Commentary and additional information
101-2 Management of biodiversity impacts	Page 49	
101-4 Identification of biodiversity impacts	Page 49	
GRI 205: Anti-corruption 2016	Reference	Commentary and additional information
205-2 Communication and training about anti-corruption policies and procedures	Page 21	

GRI 206: Anti-competitive Behavior 2016	Reference	Commentary and additional information
206-1 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	Page 22	
GRI 302: Energy 2016	Reference	Commentary and additional information
302-1 Energy consumption within the organization	Page 54	VfL reports energy consumption using the kilowatt hour (kWh) unit. A kilowatt hour is equivalent to 3.6 megajoules (MJ).
GRI 303: Water and Effluents 2018	Reference	Commentary and additional information
303-1 Interactions with water as a shared resource	Page 61	
303-5 Water consumption	Page 60	
GRI 305: Emissions 2016	Reference	Commentary and additional information
305-1 Direct (Scope 1) GHG emissions	Page 54	
305-2 Energy indirect (Scope 2) GHG emissions	Page 54	
305-3 Other indirect (Scope 3) GHG emissions	Page 54	
305-5 Reduction of GHG emissions	Page 54	
GRI 306: Waste 2020	Reference	Commentary and additional information
306-1 Waste generation and significant waste-related impacts	Page 59	
306-2 Management of significant waste-related impacts	Page 59	
306-3 Waste generated	Page 59	
GRI 401: Employment 2016	Reference	Commentary and additional information
401-1 New employee hires and employee turnover	Page 35	
401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	Page 35	
401-3 Parental leave	Page 35	
GRI 403: Occupational Health and Safety 2018	Reference	Commentary and additional information
403-1 Occupational health and safety management system	Page 38	
403-2 Hazard identification, risk assessment, and incident investigation	Page 38	
403-4 Worker participation, consultation, and communication on occupational health and safety	Page 38	
403-5 Worker training on occupational health and safety	Page 38	
403-6 Promotion of worker health	Page 38	
403-9 Work-related injuries	Page 38	
GRI 404: Training and Education 2016	Reference	Commentary and additional information
404-1 Average hours of training per year per employee	Page 40	
404-2 Programs for upgrading employee skills and transition assistance programs	Page 40	
404-3 Percentage of employees receiving regular performance and career development reviews	Page 33	
GRI 405: Diversity and Equal Opportunity 2016	Reference	Commentary and additional information
405-1 Diversity of governance bodies and employees	Page 33	VfL Wolfsburg collects age structure data in age groups other than those required by GRI 405-1. According to the GRI standards, the age structure is as follows: Age group under 30: Employees on business premises (12.55%), trainers and staff (17.74%), players (92.36%) Age group 30–50: Employees on business premises (59.92%), trainers and staff (56.45%), players (7.64%) Age group over 50: Employees on business premises (27.53%), trainers and staff (25.81%), players (0%)
GRI 406: Non-discrimination 2016	Reference	Commentary and additional information
406-1 Incidents of discrimination and corrective actions taken		No cases of discrimination occurred during the reporting period.
GRI 410: Security Practices 2016	Reference	Commentary and additional information
410-1 Security personnel trained in human rights policies or procedures	Page 36	

TCFD INDEX

Implementation of the recommendations made by the Task Force on Climate-Related Financial Disclosure (TCFD)

TCFD-Index		
TCFD core elements	Implementation at VfL Wolfsburg	Additional information
Governance		
Disclosure of company governance in relation to climate-related risks and opportunities	<ul style="list-style-type: none">Company management bears responsibility for sustainability and climate protection as well as climate-related risks.A dedicated Environment Team develops strategies and targets, and monitors progress towards them. This team consists of the Head of Corporate Social Responsibility, the Climate Officer, Facility Management and the Energy Officer.The CSR Department works together with the Environment Team to steer the measures and their implementation, and reports to Member of the Management Board Michael Meeske.	<div>Page 15</div> <div>Page 47</div>
Strategy		
Disclosure of current and potential future impacts from climate-related risks and opportunities on business operations, as well as the company's strategic and financial planning insofar as this information is of material importance	<ul style="list-style-type: none">A worsening of climatic conditions and the resulting extreme weather events will endanger the organisation and completion of match day and training operations.As drivers for long-term business success, climate change mitigation and carbon reduction form an elementary part of company strategy.Comprehensive programme for improving energy efficiency and reducing energy consumption, as well as the use of renewable energy.	<div>Page 54</div>
Risk management		
Disclose how the company identifies, assesses and manages climate-related risks	An Environment Compliance Management System (ECMS) helps to identify risks and opportunities. An annual report is submitted to company management. The system currently helps to identify and manage environmental risks and opportunities, and therefore works to effectively reduce environmental impacts along the club's value chain. However, climate-related risks are not specifically assessed by company management as of this writing.	<div>Page 47</div>
Key indicators and targets		
Disclose KPIs and targets with which relevant climate-related risks and opportunities can be assessed and managed, insofar as this information is of material importance	<ul style="list-style-type: none">Comprehensive and full emissions inventory according to the Greenhouse Gas Protocol Corporate Accounting and Reporting StandardCO₂e season 2023/2024: 11,030.34 tonnes (Scope 1, 2, 3)Targets: reduction in emissions by approx. 37% by 2025 and by 55% by 2030	<div>Page 52</div> <div>Page 54</div>

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(valid from 1 January 2024)

Dimension 1: Club management and organisation			
Category	Minimum criterion I	Minimum criterion II	Reference
1.1. Strategy	<ul style="list-style-type: none"> • Anchoring of sustainability • Sustainability strategy 		Page 16 Page 16
1.2. Organisation	<ul style="list-style-type: none"> • Sustainability Officer 	<ul style="list-style-type: none"> • Organisational structure and processes • Budget for Sustainability Officer • Participation in dialogue formats 	Page 15 Page 15 Confidential Page 29
1.3. Finances and partnerships		<ul style="list-style-type: none"> • ESG check (status quo) 	Page 88
1.4. Digitalisation		<ul style="list-style-type: none"> • IT security • Data management and data protection 	Page 24 Page 24
1.5. Leadership culture		<ul style="list-style-type: none"> • Development interviews • Employee survey • Work-life balance 	Page 33 Page 35 Page 35
1.6. Communications and reporting	<ul style="list-style-type: none"> • Sustainability Report • Permanent public declaration • External measures for communications 		Overall report Page 7, Page 16 Page 29

Dimension 2: Climate, environment and resources			
Category	Minimum criterion I	Minimum criterion II	Reference
2.1. Climate, environmental and resource management	<ul style="list-style-type: none"> • Disclosures about conservation of resources • Environment strategy 	<ul style="list-style-type: none"> • Sustainable resource management 	Page 60 Page 48 Page 59
2.2. Building and infrastructure	<ul style="list-style-type: none"> • Contact person for sustainable use of buildings and infrastructure 	<ul style="list-style-type: none"> • Sustainable pitch management 	Page 47 Page 54, Page 61
2.3. Mobility	<ul style="list-style-type: none"> • Environmentally friendly mobility policy • Sustainable fan mobility • Mobility and transport analysis 		Page 57 Page 57 Page 57
2.4. Energy	<ul style="list-style-type: none"> • Measurement of energy consumption 	<ul style="list-style-type: none"> • Energy management • Energy consumption and renewable energy sources 	Page 54 Page 54 Page 54
2.5. Food		<ul style="list-style-type: none"> • Food at home games • Food policy for home games 	Page 55 Page 54
2.6. Water	<ul style="list-style-type: none"> • Measurement of water consumption 	<ul style="list-style-type: none"> • Target for reduction of water consumption • Reduction of potable water consumption, and increasing proportion of grey water and rain water 	Page 60, Page 61 Page 61 Page 61
2.7. Waste	<ul style="list-style-type: none"> • Policy for the sustainable handling of waste 	<ul style="list-style-type: none"> • Avoidance of pollution from waste 	Page 59 Page 60
2.8. Greenhouse gas emissions	<ul style="list-style-type: none"> • Collection of greenhouse gas emissions data 	<ul style="list-style-type: none"> • Target for reducing greenhouse gas emissions • Measures for reducing greenhouse gas emissions 	Page 54 Page 52 Page 52

Dimension 3: Stakeholder groups and social responsibility			
Category	Minimum criterion I	Minimum criterion II	Reference
3.1. Participation and communications	<ul style="list-style-type: none">Stakeholder group analysis		Page 29
3.2. Diversity, inclusion and combating discrimination	<ul style="list-style-type: none">Zero-tolerance attitudeAwareness-raising for employees		Page 76 Page 36
3.3. Personnel	<ul style="list-style-type: none">KPIs on the workforceTraining and education	<ul style="list-style-type: none">Minimum wage	Page 34 Page 40 Page 35
3.4. Health and safety	<ul style="list-style-type: none">Occupational safetyHealth promotion and prevention		Page 38 Page 38
3.5. Sport		<ul style="list-style-type: none">Activation of players	Page 77 Page 85 Page 87
3.6. Fans	<ul style="list-style-type: none">Discounted tickets	<ul style="list-style-type: none">Awareness-raising and dialogue	Page 68 Page 68
3.7. Engagement for sustainability: having an effect on society	<ul style="list-style-type: none">Promotion of social or ecological sustainability		Page 85
3.8. Due diligence in supply chains		<ul style="list-style-type: none">Internal awareness-raisingSupplier codex for partners/industry suppliers	Page 26 Page 25

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