



SUSTAINABILITY- REPORT 2022

DIE FOHLEN



DEAR READERS,



We are pleased to see that you are holding Borussia Mönchengladbach's Sustainability Report 2022 in your hands and are thus expressing your interest in our contribution to an ecologically, economically and socially sustainable world. Starting with the 2023/24 season, clubs in the Bundesliga and 2nd Bundesliga will be obliged for the first time to meet and document sustainability criteria. Borussia welcomes this step, to which all Bundesliga clubs and the DFL have jointly committed, because as a football club and company we are aware of the great social responsibility we have.

On the following almost 100 pages, we will provide you with comprehensive information on what we have achieved in the past few years in terms of sustainability, the latest steps we have taken, and the goals we have set ourselves for the future. We have divided this report into four categories: Corporate Governance, Environment, Economy and Social Affairs.

Beginning with enterprise management, you will find out what makes Borussia Mönchengladbach the team it is, which values we represent and how we communicate them to the outside world. We will begin with the

environment: What challenges does the football club face because of climate change and the energy crisis? What is the current carbon footprint of our club? And what are we doing to minimize water and energy consumption? To this end, we put the entire BORUSSIA PARK under review and identified the areas we have already succeeded in and where we can improve. Because one thing is clear: environmental protection is an ongoing process, and we too are constantly learning.

This also applies to the economic field, which is the subject of the third section of this sustainability report. We definitely can proudly look back on the things our club has already achieved.

The Borussia Foundation was established in 2010. Since then, we have supported numerous associations and projects in Mönchengladbach and the surrounding area with a focus on a regional connection, but have also helped those affected by the flood disaster in the Ahr Valley and people suffering from the war in Ukraine - with a total of 1,454,744 euros to date!

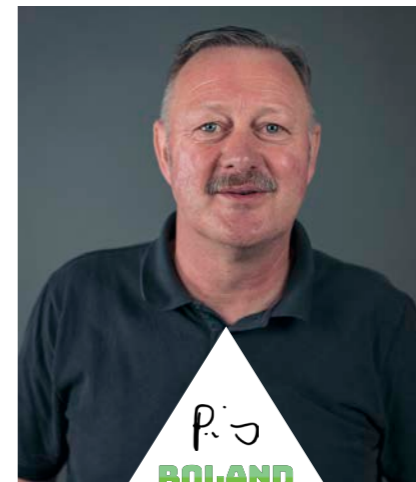
At the end of this report, we will also talk about social matters. Social responsibility is something we at Borus-

sia have been committed to for decades. It is permanently engrained in our DNA as a club. This is demonstrated, among other things, by our current special exhibition in our club museum, the FohlenWelt. The name of the exhibition translates into „Responsibility in Football Shoes“ and it shows how social responsibility for the VfL and the large Borussia family has grown out of the club's history. One of the main focuses is our very positive relationship with Israel, which began with a game playing the Israeli national team in 1970 and continues to this day. In addition to exciting insights into the special exhibition, you will also receive interesting information about our child protection concept, the health-promoting measures we offer our employees and much more.

Dear readers, we hope you enjoy reading our Sustainability Report 2022. Let's get to work together - then we can achieve a lot.



Stephan Schippers
STEPHAN SCHIPPERS
MANAGING DIRECTOR



Roland Virkus
ROLAND VIRKUS
SPORTS DIRECTOR/
MANAGING DIRECTOR



Markus Aretz
MARKUS ARETZ
MANAGING DIRECTOR

SUSTAINABILITY REPORT 2022

ENTERPRISE MANAGEMENT

Claims Groups Analysis	8
Borussia's Societal Responsibilities	10
The Borussia Brand	14
The „Tugendraute“	16
ZNU Certification	17
In-house Controlling	18
Dialog Culture	20
Working For the Fans	22
Youth Support Group De Kull	24

ENVIRONMENT

Challenges Climate Change and Energy Crisis	28
BORUSSIA PARK Green Space	30
CO ₂ -Footprint	32
The „Klimafohlen“	34
BORUSSIA PARK Energy Consumption	36
Cooperation with Local Partners	40
Waste Reduction Measures	42
Water Consumption and Turf Care	46
BORUSSIA PARK Home Games	48
Sustainable Mobility	50
Green Roof and Flower Meadows	52

ECONOMY

Smart Stadium	56
Digitization: Developments and Objectives	58
Sustainable Sponsoring	60
IT-Security	62
Diversity in Merchandising	64
Borussias NLZ Training	66
Compliance and Transparency	68
Borussia Foundation	69
Supraregional Assistance	72
Supply Chain Management	74

SOCIAL

E-Learning	78
Health Promoting Measures	80
Girls and Women's Department	82
Bildungspark MG (Education Park)	84
Diversity: Borussia is Colorful	86
FohlenWelt: Responsibility in Football Shoes	92
Borussia's Accessibility Program	94
Protecting Children	95
Social Advocacy at a Glance	96

ENTERPRISE MANAGEMENT

Claims Group Analysis

08

Borussia's Societal Responsibility

10

The Borussia Brand

14

The „Tugendraute“

16

ZNU Certification

17

In-house Controlling

18

Dialog Culture

20

Working for the Fans

22

Youth Assistance De Kull

24

BORUSSIA'S CLAIMS GROUPS

GIVE THEM SOMETHING TO TALK ABOUT – DEVELOPING A STRATEGY

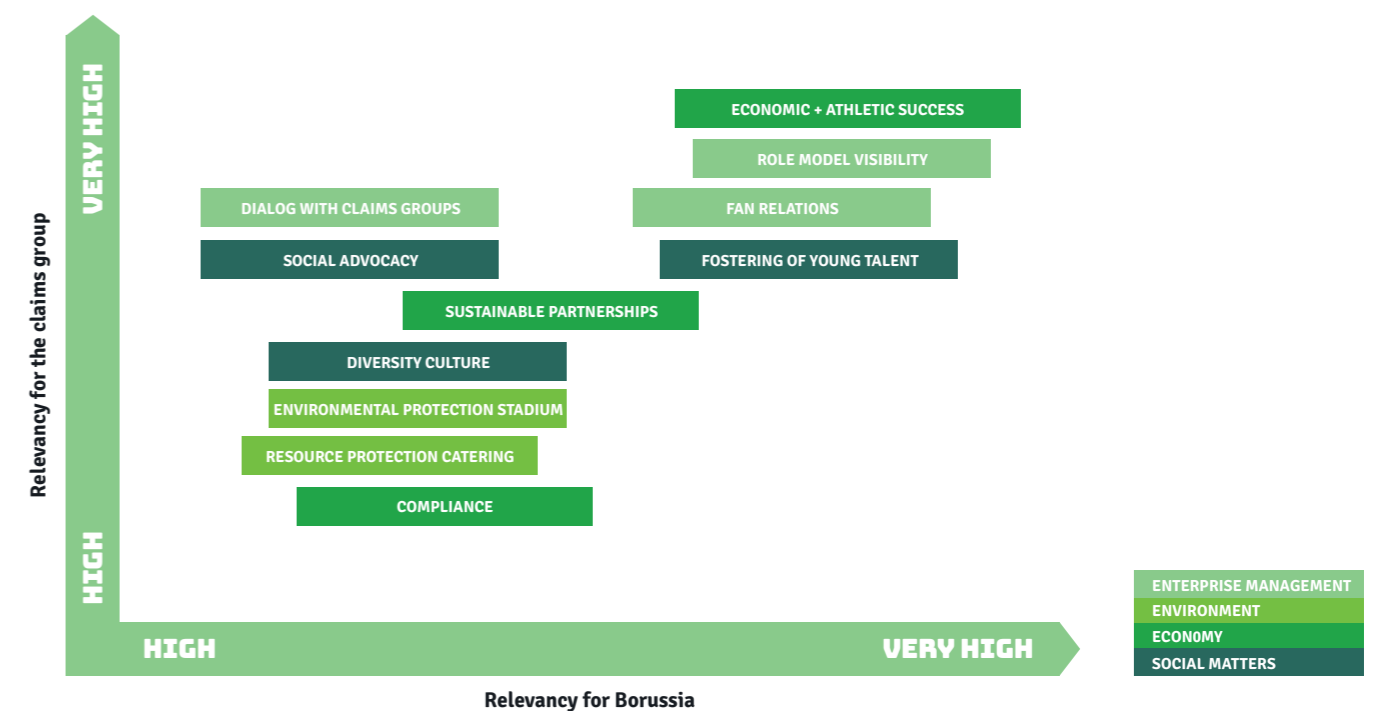
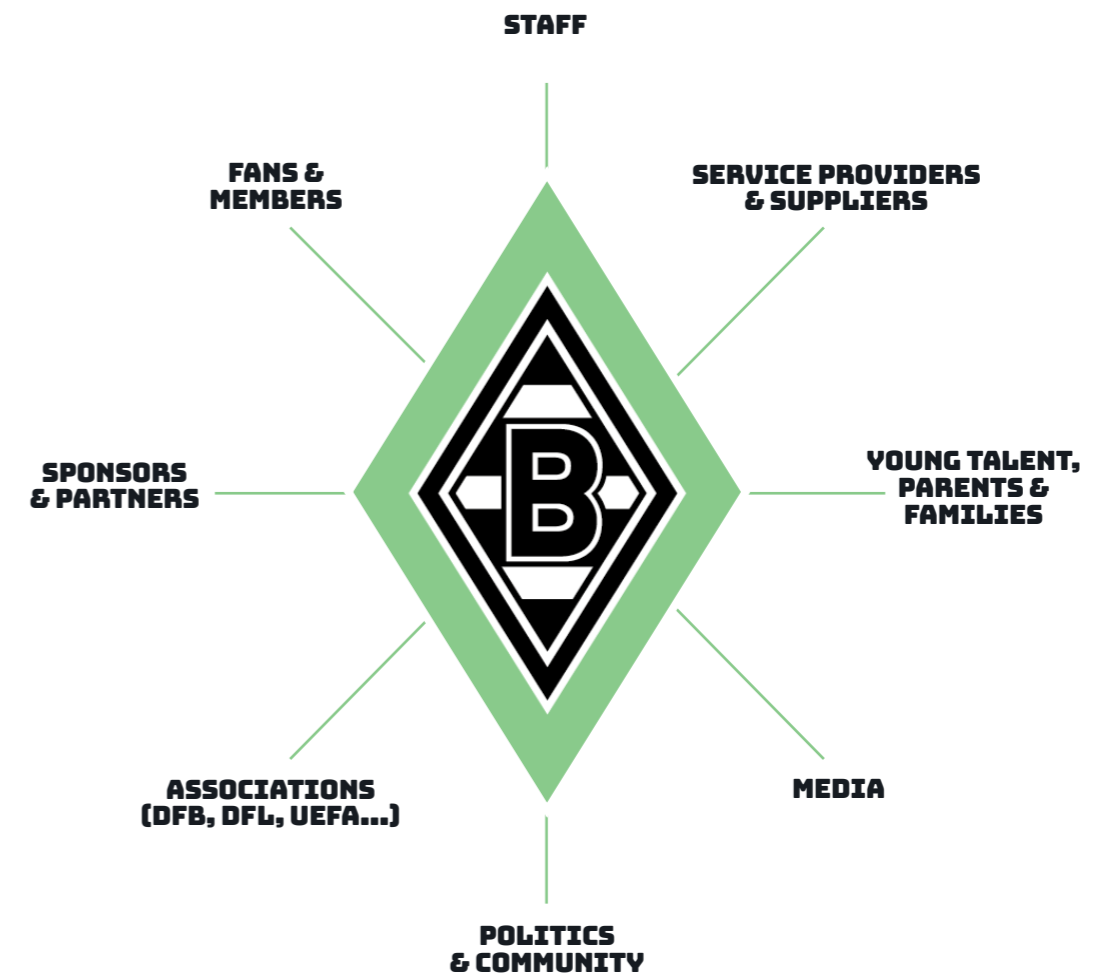
Borussia constantly shares ideas with all of its partners and interested groups. A detailed claims group analysis was a groundbreaking tool in the club's sustainability strategy

Communication is not only an important part of a football club on the field. As a business enterprise, Borussia is also a team player. The VfL is constantly in dialog with its stakeholders, such as fans and members, sponsors and partners, politicians, associations and employees.

Each of these stakeholder groups has different expectations and wants as far as Borussia is concerned. In a comprehensive stakeholder analysis conducted in workshops with the club's various departments, VfL identified these requirements last year in 2022. The findings gave rise to a materiality matrix which shows which fields of action are particularly important for the sustainable development of the company.

In addition, Borussia has developed statements for its mission and vision

from this process. Thus, the mission reads: „In recognition of our responsibility to contribute to securing the future for the coming generations, and based on the 17 Sustainable Development Goals of the United Nations Agenda 2030, we take an active role in the transformation to a holistically sustainable society.“ Moreover, Borussia's Vision Statement reads: „We aim to be a passionate role model in the creation of a diverse and solidary community, where all people enjoy the same opportunities for a self-controlled and healthy life.“



“FOOTBALL HAS
A MORAL
OBLIGATION”

Borussia's managing director Markus Aretz about societal responsibility and sustainability in the world of soccer

Since the spring of 2022, Markus Aretz has also been in charge of Corporate Social Responsibility as a managing director at Borussia. Corporate social responsibility is the term used to describe the social responsibility that a company or a professional football club takes into account in terms of values such as equality, tolerance, diversity, the fight against racism and sustainable business practices - in both an economic and an ecological sense. These are the values that Borussia also consistently upholds. In an interview, Aretz talks about this responsibility and the course Borussia wants to take toward a more sustainable future.

Mr. Aretz, Borussia as a club has set out on the path to a more sustainable future in 2022. Among other things, the club underwent an audit in accordance with the criteria of the Center for Sustainable Corporate Management at the University of Witten-Herdecke (ZNU). At the end of this audit in February 2023, Borussia was finally certified by TÜV as a more sustainably managed company. Why did you choose to go with this kind of certification?

MARKUS ARETZ: This topic has been on our agenda for many years. Since we moved to BORUSSIA PARK in 2004, we have consistently and consciously moved in the direction of trying to a more sustainable operation right here at this venue. And we do this in all three areas of sustainability: economy, ecology and social matters. Even before the certification process began, we were already using smart building technology and switching to green electricity and LED lighting, for example. With our players, even in the youth teams, and together with the fans, we represent values that have been recorded for years in the „Tugendraute“ (symbol of moral qualities) and the Borussia Code of Conduct. In the social sphere, we have been very active since 2010 with the Borussia Foundation, supporting many regional projects through donations and doing our part whenever in national and international disasters strike. As a team we also work

with sponsors and partners to organize help. All of this has been and is happening at this precise moment. Now it is being recorded and tracked in the certification process and in this sustainability report.

To what extent is this step related to the fact that sustainability is becoming an increasingly important issue and is now also binding for the clubs in the DFL?

ARETZ: This is specifically related to the fact that the DFL has decided to be the first professional league in the world to include sustainability as a licensing requirement, which will be asked for the first time in the 2023/24 season. We at Borussia then said that we wanted to go one step further and quickly realized that we needed outside support. We subsequently got the Center for Sustainable Management at Witten/Herdecke University to come on board and said that we wanted to set out to meet the ZNU sustainability standard. That was the start of a very exciting, intensive and challenging process that was sometimes an eye-opener for us. We completed internal audits and ultimately had the official certification carried out by TÜV. We are very pleased that we have now achieved our first interim goal with this certificate.

You are talking about a course Borussia already embarked on. Hence, the certificate cannot be the only objective...

ARETZ: Yes, we set up a Corporate Social Responsibility (CSR) & Sustainability Delegation last year. In general, however, it has to be said that sustainability starts with every single employee. Turning off the screen at the end of the day, saving paper by avoiding printouts and increasingly working digitally - the seemingly small things can make a difference. Sustainability begins with small steps. This also became evident over the course of the 2022 audit. >>



Our employees are keenly interested in sustainable business management and do their part. This may be through new ideas or in conjunction with the implementation of the measures – for instance when it comes to the conservation of energy.

To what extent does Borussia take its best-known staff, who are the professional players, with it on the path to greater sustainability?

ARETZ: The players can help create publicity for these issues. We have discussed various aspects with the athletic management and the team council, such as air travel or the turf heating on the training fields, which we need to address. The turf heating, for example, is very energy-intensive, which is why we have to deal with the training times differently and, for example, train at 12:00 on a winter day instead of at 10:00. The same applies to social issues. So, of course, our players are also involved in our support activities for the victims of the 2021 flood disaster and the solidarity campaigns for the people in or from Ukraine, on whom Russia has imposed this terrible war. Also in the context of our FohlenWelt special exhibition. „Responsibility in Football Shoes,” active and former VfL stars were involved, for example, as talk show guests on socially relevant topics. There is a great openness to the topic of sustainability among the players we spoke to.

You mentioned the „Responsibility in Football Shoes“ exhibition in the FohlenWelt, which, in addition to historical themes, also conveys the values for which Borussia stands.

ARETZ: That’s right. We have used this exhibition as an opportunity to take a broader look and, using the example of anti-Semitism and other forms of discrimination, to show what the complete picture of social responsibility a football club has today really is, or how it can use its popularity to address a socially relevant issues. Football is very close to the hearts of people and very important to them. There are many millions of football fans in Germany, and most of them have a favorite club with whose values they identify. In this context, we must always remember that football stadiums are nothing but a mirror of society. Everything that is discussed in society and happens on the streets in our country also happens in the microcosm of the football stadium. In view of its great popularity, we believe that football even has a moral obligation to educate and counteract issues such as anti-Semitism.

Specifically, how does Borussia bring its fans along?

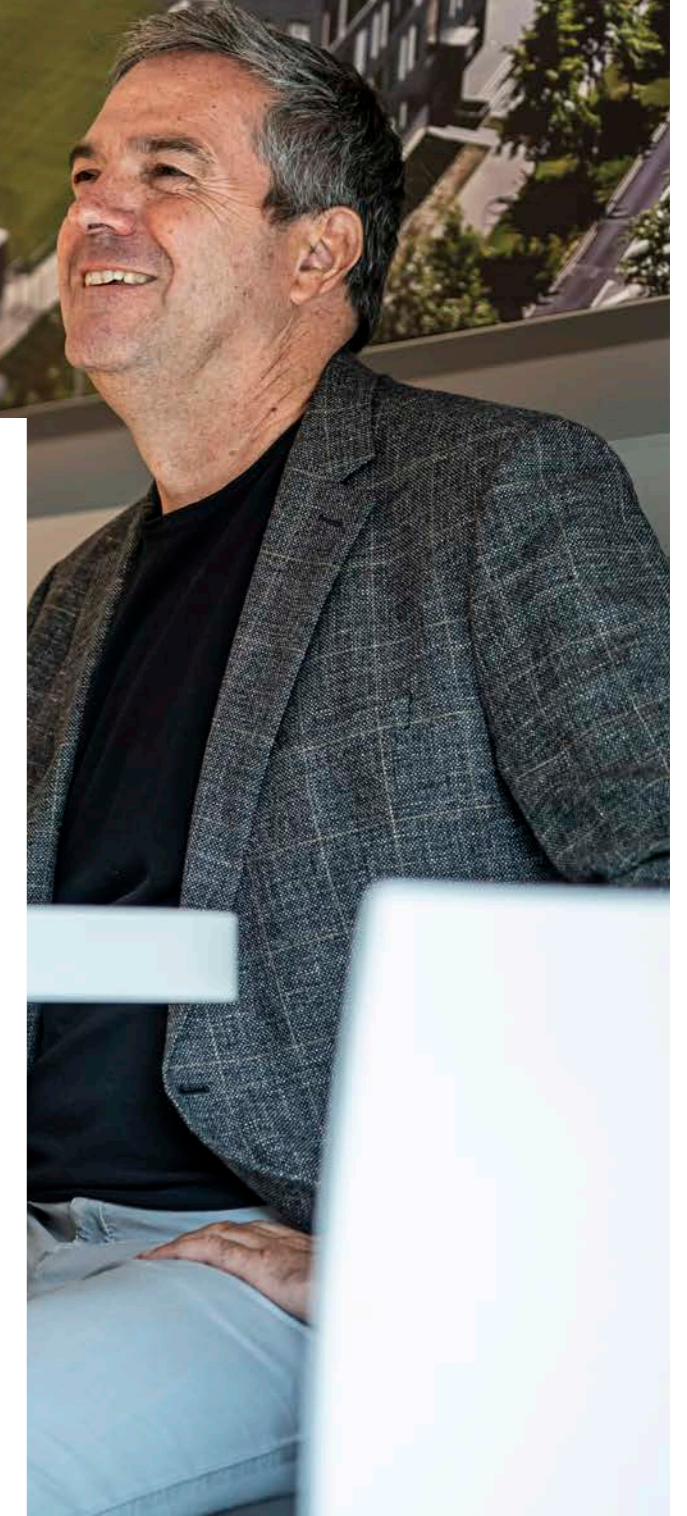
ARETZ: I don’t think we should allow ourselves to get tired of focusing on certain topics, educating, informing and raising awareness. For example, Borussia Mönchengladbach supports an educational initiative called „Bildungspark Mönchengladbach“ under the auspices of the socio-educational fan project „De Kull e.V.“, which has grown steadily in recent years. In the meantime, it has developed into a real educational project in connection with football. This means that students from all schools in Mönchengladbach are invited to workshops here in the stadium, that address issues such as hostility towards foreigners, anti-Semitism and diversity. The prominent location of BORUSSIA-PARK and the experience of being in the stadium of one’s favorite



club act as a door opener for conveying certain themes. We can be proud of this project, especially because it came out of our fan scene.

As far as the sustainability fields of ecology and economy are concerned, fans also play a more than inconsiderable role. They buy jerseys and fan merchandise, eat food and cause a lot of emissions when traveling to and from games. What influence does Borussia have on these activities?

ARETZ: Our fans’ travel to and from the event currently accounts for almost 50 percent of our carbon footprint. And of course our influence here is only indirect. But it’s clear to us that in order to really act more sustainably, it’s important to involve not only all employees, but also our fans. The possibility of offering digital tickets or the additional offer of a digital version of our members’ magazine, the free use of public transportation with our admission tickets, the observance of sustainable criteria in the manufacture and purchase of fan items or food for the stadium kiosk are just a few examples of how we want to involve people. We don’t want to use the sledgehammer method to get things off the ground, but rather use the attention we have as a Bundesliga football team to encourage many people to follow our path through transparent communication. ♦





PASSIONATE FOOTBALL DEVELOPMENT SINCE 1900

Borussia Mönchengladbach is one of Germany's most traditional clubs. According to surveys, it also one of the most famous and popular

What exactly does a Bundesliga club like Borussia Mönchengladbach stand for? In order to answer this question in detail, the club has been actively developing its brand since 2017 and thus zoomed in its focus.

back up, laughter and tears. The Borussia brand focuses on both - the tradition and the modernity of the club and is further defined by various core competencies.

Borussia has been committed to the passionate development of football since 1900. This passion is at the heart of the VfL brand. The Borussia myth is definitely not a constructed campaign, but the result of a tumultuous history of the club, which is characterized by both, success and failure, falling down and getting

We work consistently and with a view towards the future, which includes, for example, pushing ahead with digitization. The club has its sights firmly set on its goals and meets them every day with the utmost passion and dedication.

»»» BORUSSIA IS TIRELESS

»»» BORUSSIA NEVER BENDS

Borussia strongly condemns any form of exclusion. The club stands for equality, tolerance and diversity. In addition, the needs of the fans are taken seriously, and decisions are always made in the interest of the Borussia family.

»»» BORUSSIA IS AUTONOMOUS

Borussia aims to remain independent in all of its corporate and athletic

actions. The club has a clear attitude towards external influences. In addition, loyalty is one of the most important qualities. At Borussia, people win together, live together and do not allow themselves to be diverted from their common path.

»»» BORUSSIA IS WORRY FREE

At Borussia, the focus is always on opportunities rather than risks. Under the motto „Always forward,“ the company acts courageously and is open to trends and innovations. In this way, the club wants to continuously generate new added value for fans and make the Borussia brand more popular both nationally and internationally.

In three phases since 2017, Borussia has given itself a more concrete mission statement, the values of which are based on the club's history and are therefore authentic rather than imposed. Above all, the uniform corporate design contributed to the strengthening of the brand and has supported to gaining of recognition.

The construction of the new Borussia 8-Grad directly across from the offices and the stadium has created new opportunities to experience Borussia up close and personal, away from the turf - whether it is inside the interactive club museum (FohlenWelt), the H4-Hotel, the rooms and hallways of which feature important themes highlighting games and successes of the VfL or at the popular "FohlenShop." Thanks to the identification and activation of new target groups, the Borussia brand has also established itself internationally. In popularity surveys among all football fans, the VfL consistently finds itself in the top ranking positions. This is the ninth consecutive time that Borussia, in a pan-German consumer survey by independent analysis firm ServiceValue

has received a gold award as the most family-friendly football team.

THE LOGO

The rhombus stands for Borussia like no other element. It is more than just a visual object, it promises strength and value. The club logo serves as the most important component of recognition. And it symbolizes what fans can expect. The club has taken a clear position on this.



POSITIONING

Borussia stands for one hundred percent commitment, in good times and bad. Borussia also wants to inspire the young and the old with its actions off the field and strengthen its home region, the Lower Rhine. In doing so, it is particularly important to the club to approach this path in a self-determined, future-oriented manner and with a clear attitude. ◆

INFO	2017	2022
Number of members	78.000	95.800
Brand popularity	93%	100%

FAMILY FRIENDLY FOOTBALL CLUBS

1. Borussia	77,9 points
2. Bayer Leverkusen	76,3 points
3. Borussia Dortmund	76,1 points
4. Bayern München	75,0 points
5. VfL Wolfsburg	74,8 points

Customer survey conducted in all of Germany by independent analysis firm ServiceValue

More than 15 years ago, Borussia decided to establish a so-called „Tugendraute“ to represent its values. In values such as decency, tolerance, and respect, as well as virtues such as courage, honesty, and punctuality. These values are to be made tangible for all employees, coaches, youth players, and licensed players, and they define how people should behave within the club and what the VfL stands for. „Borussia has an important educational mission, especially for the younger players,“ explains Norman Wittekopf, department head of the junior performance center. „Through the virtue symbol, standard values are to be imparted and instilled specifically into younger players at an early stage.“ The virtue rue can be found, for example, on the walls of the Foals’ Campus, the Foals’ Stable, in the dressing room and in the offices. ◆



**MUT
WILLE
RESPEKT
TOLERANZ
TEAMGEIST
VERTRAUEN & LOYALITÄT
LEIDENSCHAFT
HINGABE & EHRlichkeit
LERNBEREITSCHAFT
FAIRNESS & GERECHTIGKEIT
VERANTWORTLICHKEIT
ANSTAND, GEWISSENHAFTIGKEIT, PÜNKTlichkeit
STANDHAFTIGKEIT
BESTÄNDIGKEIT, BESCHEIDENHEIT
ENTSCHLOSSENHEIT
OFFENHEIT
GEDULD UND RUHE
DISZIPLIN
ZUVERLÄSSIGKEIT
AUSDAUER
FLEISS
TATKRAFT**



Borussia receives the ZNU Sustainable Business Standard certificate from TÜV-Rheinland before the match against FC Bayern Munich: Borussia's CSR Head of Staff Markus Friebe, Dr Axel Kölle (ZNU), VfL Managing Director Markus Aretz, Markus Dohm (Executive Vice President TÜV Rheinland) and Oliver Brendle (Auditor TÜV Rheinland, from left).

BORUSSIA EMBARKS ON A JOURNEY

The VfL is eager to make its contributions to helping to shape a more sustainable future. In a first step, Borussia attained its certification for sustainable management

Borussia has been certified as a sustainable company. What sounds like an award, however, is much more a work assignment for the future. This becomes clear as the press conference, which lasted about an hour, draws to a close. Olaf Seiche, head of certification at TÜV Rheinland, takes the floor once again: „We'll be back. The certificate for Borussia is there now. But in a year's time, we will again assess the extent to which the statutory objectives have been achieved. This is not a one-off story, but a continuous process.“ Prior Seiche, Dr. Axel Kölle from the Center for Sustainable

Corporate Management at the University of Witten/Herdecke (ZNU), Borussia's Managing Director Markus Aretz and Markus Friebe, Head of CSR & Sustainability, explained to the journalists in attendance what has been worked on behind the scenes in all departments at VfL in recent months and what it means for Borussia to have now been certified by TÜV as a company that operates more sustainably in accordance with the ZNU's comprehensive test catalog. „In this standard, we have depicted all necessary sustainability criteria,“ explains Dr. Kölle from the ZNU. „One of the key objecti-

ves of our holistic approach is for companies to gradually and systematically address the issue of sustainability.“

Borussia was audited by TÜV experts according to the 44-criteria checklist of the ZNU standard. Not only were energy consumption and CO₂ emissions scrutinized, but social aspects were also assessed and evaluated. For example, whether products from sustainable production are available in the Foals Shop, whether employees enjoy adequate occupational safety, or how the values lived out in the company can create and strengthen sustainable awareness. „As a well-known 'football brand', Borussia Mönchengladbach has met the demanding requirements of the ZNU standard. The certification by TÜV Rheinland confirms the club's intention to drive sustainability in the Bundesliga,“ explains Seiche. „Borussia thus becomes a role model that strengthens the anchoring of sustainability in society.“ ◆

DEPARTMENT CSR & SUSTAINABILITY

Department CSR & Sustainability reports directly to the executive management of Borussia

CONTACT

Department CSR & Sustainability

MARKUS FRIEBEN:
Department head

CHRISTINA RÜTTEN:
Sustainability manager

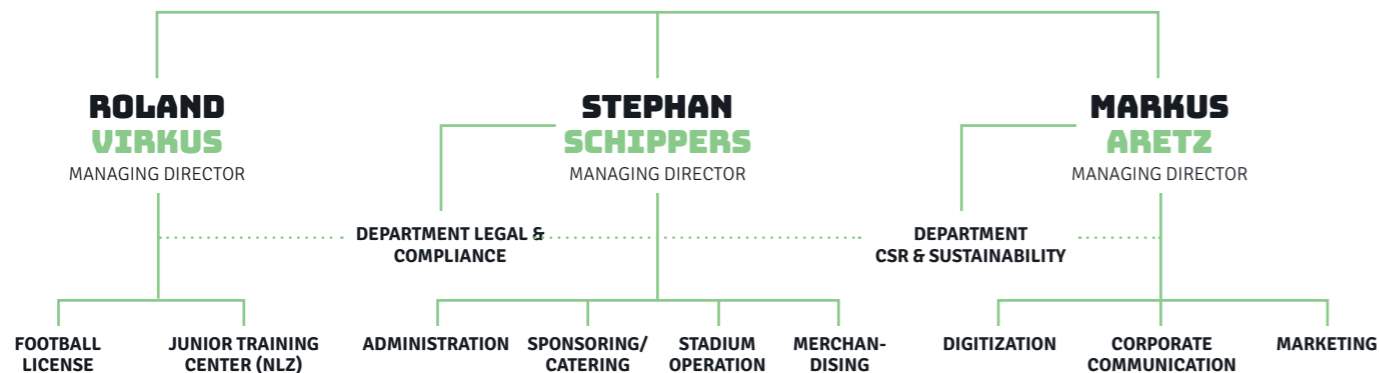
Contact: nachhaltigkeit@borussia.de

The importance of sustainability and corporate social responsibility (CSR) at Borussia is also reflected in the club's corporate structure. On the one hand, the VfL introduced its own CSR & Sustainability staff unit in October 2022. On the other hand, this department is directly linked to the management (see organization chart). As one of Borussia's three managing directors, Markus Aretz focuses in particular on CSR, sustainability and digitalization. The newly created staff unit is headed by Markus Frieben and completed by sustainability manager Christina Rütten.

for sustainability and knows it," says department head Markus Frieben. ◆

CSR & SUSTAINABILITY STRUCTURE

Their special position in the company's organizational chart makes it clear that sustainability issues do not comprise a separate area. Rather, they are present in all areas of the company and are equally important. „The new structure is also evident on the organizational level and demonstrates how important these issues are and that Borussia has a societal responsibility



CONTACTS ASSISTING WITH PROBLEMS

Two Borussia trustees and a whistleblowing tool make it possible to proactively address potential issues in the club

Any grievances within the club should be actively addressed. For this reason, Borussia has implemented the whistleblowing tool „whizzla“ within the company. The system is operated and sourced from a third-party provider (lexato GmbH). Communication within the tool takes place via „end-to-end“ encryption. This means that no (personal) data is collected or stored, so that a high level of security is provided and all legal and data protection requirements are met.

The tool makes it possible to simply and intuitively, but also securely and anonymously report issues. „whizzla“ provides support with reducing any reporting hurdles for any disturbing problems and boosts transparency as well as trust in the corporate culture. ◆

CONTACT

JULIA HAMBÜCHEN
Department head Legal & Compliance

02161-9293-1530
julia.hambuechen@borussia.de



CHRISTOPHER WILTING
Psychologist NLZ (junior training center)

02161-9293-2604
christopher.wilting@borussia.de



TRUSTEES

At Borussia, two trustees work as contacts for all problems, psychosocial risks in the workplace (bullying, overwork, stress, dissatisfaction, etc.) and as mediators in conflicts. These persons are bound to secrecy, also vis-à-vis the employer. They have an objective and impartial attitude.



“BORUSSIA IS HERE TO KEEP THE DIALOG GOING”

Michael Plum has been working for Borussia since 2000 and now is the administrative director, responsible for human resources as well as fan and member support, etc.

What does the dialog culture at Borussia look like?

MICHAEL PLUM: It has always been part of our corporate culture to be in dialog with people. Borussia is present in the here and now. In the media, in the city and at home in people’s living rooms. Many of them know a lot about our club and can have their say. And above all, many people have an opinion about the current situation. Football is emotionalizing, which is why it is important to weigh the moods and to also accept opinions and proposals.

What groups are you talking to?

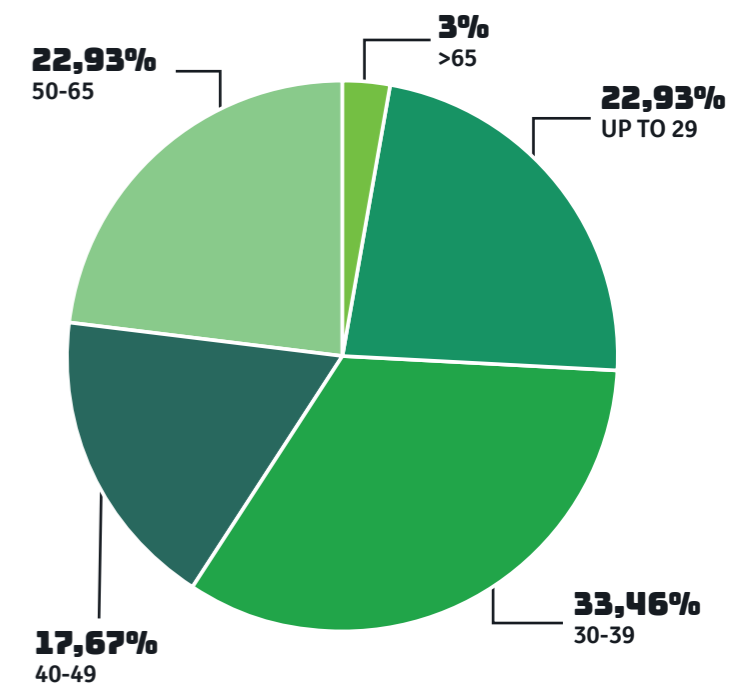
PLUM: With our members or fans, of course, via the traditional channels of email, telephone and social media. We conduct regular member surveys to find out what our members want and what they would like to see improved. But personal contact is even better. That’s why the management, some directors and our fan representatives have been sitting together with representatives from the fan scene for many years in the AG Fandialog (fan dialog working group). There are regular meetings with our sponsors and, of course, safety meetings with the police, the fire department and fan representatives. We also very much welcome the fact that some of our employees are represented on the eight different DFL commissions, where they have a say in various strategically relevant fields. Of course we also question ourselves and contemplate improvements.

For instance?

PLUM: We have definitely identified potential for improvement as far as the internal dialog culture is concerned. Hence, from the group of employees, we have selected certain representatives. In the business

office, we have two appointed trustees and a whistleblowing tool. Employee meetings, which we also had previously, are documented in a standardized format. We hold regular meetings at which employees report to the entire office on their work in the department. We have also introduced „onboarding“ - twice a year, new colleagues are taken on a tour of the company in groups and welcomed by the respective department heads in their typical environment. We also plan to hire an HR manager in the near future to take care of personnel management. Our employees enjoy working for Borussia. We want it to stay that way.

STAFF AGE RATIOS



STAFF INDICES ADMINISTRATIVE

Employee structure	Overall	Executives (department head and up)
Total	266	25
Full-time	232	25
Part-time	34	0
Females	91 (34,21%)	1 (4%)

Reporting date: October 31, 2022



Borussia's fan officers: Patrick Wolf, Thomas „Tower“ Weinmann, Jennifer Albers and Jan Ruoff (l/r).

BORUSSIA'S WORK FOR FANS: A TWO PILLAR PRINCIPLE

Around 35,000 VfL fans are active in close to 1150 official Borussia fan clubs. Borussia's fan advocated take care of their interests

„A heartfelt welcome to Borussia Mönchengladbach. Here in the „Nordkurve,“ the motto is: „One for all, all for one!“ This is how the „Borussia Code“ begins, which the VfL fans imposed on themselves and adapted in a revised version in 2017. „Show your passion for our club and for the football sports we know and love! But do it without exclusion, violence and discrimination in any form!“ is a central section of it. Under the stadium roof of the BORUSSIA-PARK hang banners that shorten this statement to four catchwords: „Against discrimination. Against racism. For tolerance. For Borussia.“

„Everyone has to abide by this. Anyone who doesn't can go home,“ clarifies Thomas „Tower“ Weinmann. Weinmann has been active as a business leader with FPMG Supporters Club e.V. since 1994 and has been VfL's fan representative since 2003. „Every fan club with a rhombus on its chest identifies with Borussia's values. And every fan is also a business card of the club at the same time. That must be clear to everyone.“ Each one of the close to 1150 Borussia fan clubs – regardless of whether they are in North Rhine Westphalia, Rhineland Palatinate, Schleswig-Holstein or Bavaria – or in international

venues from Algeria to Cyprus – has signed a non-violence obligation when they were officially recognized by the club.

Working with and for fans at Borussia is based on a two-pillar principle: the fans of the FohlenElf are supported by the fan representatives at Borussia and the external fan work at the Fan Project Mönchengladbach Supporters Club e.V. (FPMG). The two do not run in parallel, but are closely interlinked and form a single unit for the benefit of the fans.

Borussia is a pioneer in terms of wor-

king with fans: The VfL was the first club to hire a full-time fan advocate – long before it became a licensing criterion of the DFL and the DFB. The independent fan project Mönchengladbach e.V. was founded in 1988. This laid the foundation for the stable system of the two-pillar principle that still functions today: fan work directly at Borussia and fan work externally, at the FPMG Supporters Club e.V..

In addition, Borussia always keeps the needs of its fans with disabilities in mind. Patrick Wolf is the inclusion officer and thus the appropriate contact person. Andrea Hanisch looks after the needs of wheelchair users on game days. ◆

CONTACT

Fan advocate:
fans@borussia.de

Inclusion officer Patrick Wolf:
barrierefrei@borussia.de

Andrea Hanisch:
andrea.hanisch@borussia.de





Club De Kull has evolved from a youth center into a children's and youth aid underwriter.

YOUTH SUPPORT DE KULL

Youth support underwriter De Kull makes important social and educational contributions affiliated with BORUSSIA PARK

It all began more than 15 years ago with the first youth afternoon in the fan house. In the meantime, the youth welfare organization De Kull e.V. employs almost 100 people. „We have grown from a youth center for football fans into an established child and youth welfare organization in Mönchengladbach,“ says Philip Hülsen, co-founder and now managing director of De Kull. Over the years, the portfolio has continued to expand and diversify.

Interdisciplinary teams reinforce the activities of the youth support underwriter in the disciplines of “Social Work & Sports,” „Bildungspark,” „Social

Services” as well as the „Entire Day Open House.” Especially in the years since the Corona pandemic began, the demand for its services has increased noticeably, Hülsen says. „The youth welfare offices have their hands full, and we are then one of the contacts in the city.“

„SPORTS IS A MAJOR DRAW“

The classic core topics in the area of „Social Work & Sports“ can be experienced, for example, in the Youth Center, Fan Social Work and the Football League. More disciplines have established themselves in the interim. De

Kull is now responsible for open all-day care (OGS) at six schools in Mönchengladbach. This is a very important part for the city, as every primary school child will have a legal right to all-day care from 2026.

Since 2016, Bildungspark MG has added political education to its range of services. As part of the nationwide Lernort Stadion e.V. network, workshops are held on topics such as anti-discrimination, gender roles, social media and hate speech, addiction prevention, sustainability, team building, and the development of new technologies, the prevention of violence and anti-Semi-



The amateur league set up by De Kull is only one of many projects focussing on soccer.



De-Kull managing director Philip Hülsen knows that sports is highly attractive

tism. In addition, since 2019 and 2021 respectively, the company has also been active in outpatient assistance and assisted living and thus supports children, young people and entire families in these areas as well. Now, the growth of the club even leads to very pragmatic „problems.” Slowly, but surely, the Hehner Straße venue is becoming to small, so that the underwriter is now searching for a new location. „However, even though we have grown enormously since, the basis for our work was and still is the same,“ says Hülsen. „We aim to create programs for children and adolescents in Mönchenglad-

bach and at the same time ensure the presence of football as well as Borussia at all times. After all, sports is a major draw.”



De Kull Jugendhilfeträger e.V.
Hehner Straße 54
41069 Mönchengladbach
Tel.: 02161/9850400
info@dekull.de

ENVIRONMENT

Challenges Climate Change and Energy Crisis

28

BORUSSIA PARK Green Space

30

CO₂-Footprint

32

The „Klimafohlen“

34

BORUSSIA PARK Energy Consumption

36

Cooperation with Local Partners

40

Waste Reduction Measures

42

Water Consumption & Turf Care

46

BORUSSIA PARK Game Day

48

Sustainable Mobility

50

Green Roof and Flower Meadows

52

CLIMATE CHANGE AND ENERGY CRI- SIS – CHALLENGES OF OUR ERA

There is likely no need to explain that climate change and environmental protection are among the most important issues of our time. Climate change has long affected all areas of life. Regardless of whether it's work, leisure, mobility, or nutrition - many people are rethinking their approach. It is obvious that this rethinking also poses enormous challenges for professional football.

Borussia Mönchengladbach is aware of these challenges and the resulting responsibility and has decided quite some time ago that it will take a more sustainable approach. With currently more than 250 full-time employees, Borussia has been considered a medium-sized company with a corresponding consumption of resources for quite a while. The reasons for this can be found in factors such as the heating and watering of the grass, the use of the floodlights, the arrival and departure of fans on game days, the daily work of employees in and around the stadium and, of course, the team's travel to games at other venues.

Borussia has been dealing with these issues for a number of years now and has made it its business to keep finding solutions that take into account the constantly changing circumstances. Solutions that are also supported by a willingness to rethink previous habits and assumptions. In 2021, for example, BORUSSIA-PARK switched completely to green electricity. And as early as February 2022, immediately after the start of the Ukraine war, the temperature for heated rooms was lowered by three degrees, which means savings of six percent of the energy input per degree.

When it comes to the turf heating issue, which is one of the largest consumers of energy boasting about 4,000 kwh/day at any football club, the VfL has already implemented a response: the two turf heaters for the stadium and the training area of

the licensed team are only used to prevent the freezing of the turf. In previous winters, Borussia's managers had already rescheduled the training sessions to the time around midday and were thus able to save a considerable amount of energy. The fact that Borussia's greenkeepers can also control the operation via a cell phone app makes it possible to adjust the heating to the respective weather conditions at any time and from anywhere.

However, everyone at the club is aware that these and other measures already taken will not be enough on their own to meet the demands of our time. Borussia is prepared to continue on the path of sustainability and will be measured against this claim. ◆

GREEN SPACE

BORUSSIA-PARK

Eco power, conversion to LED lighting and a designated deep well - this is what Borussia is doing to ensure sustainability

Thanks to the combination ticket for the VRR and AVV, Borussia fans enjoy free rides to and from games using public transportation.

1.000 BICYCLE STANDS
About 1,000 bicycle stands are available behind the Nordkurve for fans who arrive on bikes

20 E-CHARGING POINTS are available for electrical cars at the BORUSSIA PARK.

100.000 LITERS (100 cubic meters) of water are conserved by Borussia per game day at the BORUSSIA PARK thanks to the auto-flush systems at the 440 urinals at the stadium.

GO GREEN
Since 2011, Borussia has been participating in Go Green, the CO2 compensation program of the German Postal Service for mailing.

ECO POWER

As of Januar 1, 2021 Borussia and its partner NEW have converted the entire BORUSSIA PARK to 100 percent eco power. Based on a total consumption of 5,700,000 KWh (2020) about 1,800 tons of CO2 emissions are thus prevented.

LED
All lighting at the BORUSSIA PARK that is required for more than 3,000 operating hours, have been converted to power conserving LEDs.

USE PAPER
Borussia uses FSC-certified paper.

MULTI-USE CUPS
IN STADIUM RESTAURANTS

REGENERATIVE SYSTEMS
Thanks to modern technology in two block power plants, two fuel incinerators and the gas operated air-heat pumps, Borussia generates and consumes energy with the highest possible efficiency.

35.000.000 LITERS OF WATER
Borussia irrigates the stadium turf at BORUSSIA PARK with up to 35,000,000 liters (35,000 cubic meters) of water from its own deep well on the club terrain. The water also drips into the terrain of BORUSSIA PARK and thus is part of the ground water cycle.



REDUCTION OF THE FOOTPRINT

Upon first assessing its corporate climate footprint, Borussia aims to considerably reduce contaminant emissions in the years to come

Climate protection, energy conservation and sustainability can be measured. The carbon footprint left by a company's business activities is an important indicator of sustainable action. Of course, this also applies to a professional football club, where this value is made up of many factors. These factors include not only the actual training, stadium and business operations, but also, for example, the team's travel to out of town games and the delivery of goods for the restaurant, kiosk and fan store. Borussia has allowed itself to be measured. Using data from the

2019/20 season, the VfL had its so-called Corporate Climate Footprint determined for the first time (due to the Corona pandemic, the 2019/20 season was the season that came closest to a „normal“ season). By far the largest share of Borussia's CO₂ emissions is in what is known as Scope 3, which includes pollutant emissions that are only „indirectly“ attributable to the activities of the VfL. These are emissions that arise in the course of the club's activities (see also info box). The largest source of emissions: Mobility on game days, which means travel of the fans to home games at the

BORUSSIA PARK. Since matches were also played without spectators in the 2019/20 season due to the Corona pandemic, the VfL had the data extrapolated by the sustainability experts at Bonn-based Forliance GmbH in order to have a truly comparable result. Thus, extrapolated, Borussia generated a total of 39,469 tons of CO₂ in the 2019/2020 season. This value forms the baseline for the future reduction path.

„We want to reduce our CO₂ emissions in the long term,“ says Markus Frieben, department head CSR & Sustainability with the VfL. „In con-

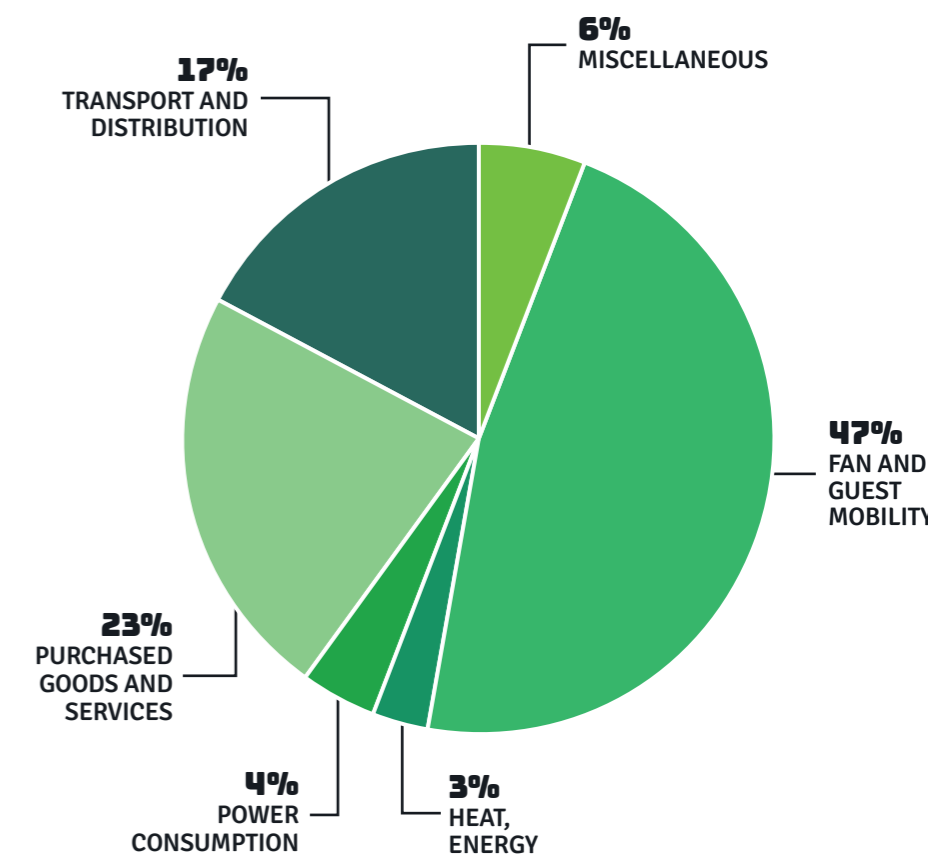
junction with this project, we are focusing on the internationally recognized climate targets and we want to make our contribution to achieving the 1.5-degree target.“ To do this, science-based reduction targets are set based on the latest findings of the Intergovernmental Panel on Climate Change (IPCC), a scientific body that collects up-to-date information from global climate research. The Science Based Targets initiative (SBTi) also uses these for its own criteria.

Borussia has therefore set a goal for itself to reduce its emissions in Scope 1 and 2 by 42 percent and in Scope 3 by 25 percent by the end of the 2029/30 season. By 2050, all three scopes are supposed to have been reduced by 90 percent. Borussia sees these targets as a minimum requirement for reducing its absolute CO₂ emissions.

The conversion of the power to eco power generated using water power as of the beginning of 2021, marked an initial ad-hoc measure to reduce the footprint. „The biggest challenge in the long term will be the movement of spectators,“ says Frieben. The more visitors leave their cars at home in the future and form car pools instead, or accept the offer of free use of public transportation made by Borussia and its cooperation partner NEW AG, paired with the use of the 1,000 bicycle parking spaces, the lower the emissions of harmful greenhouse gases will ultimately be. ♦

CONTAMINANT EMISSIONS AT BORUSSIA

39.469,24 TONS CO₂
(BALANCING PERIOD SEASON 2019/20)



Companies or organization emit greenhouse gases from three scopes.

SCOPE 1: Emissions from sources owned by the company or that are part of the scope (e.g. the fleet owned by the company or the boiler).

SCOPE 2: Emissions resulting from the use of purchased energy (e.g. electricity).

SCOPE 3: Emissions resulting from activities not directly affiliated with the company but due to the company's activities (e.g. fan travel).

„WE AIM FOR CONSTANT IMPROVEMENT“

In 2021, Borussia established its action team „Klimafohlen“ and had its own CO₂ footprint assessed. Bernhard Niessen, Director Stadium Operations/Construction & Safety of the VfL, explains the reasons and goals of climate protection at Borussia

What impact does climate change have on all our lives? How can we respond to rapidly changing climatic conditions and also extreme weather events, and what additional costs does this entail? And above all: What can each individual do to protect the climate? These are questions that no one can ignore today. Not even in football. Two years ago, Borussia set up the „Klimafohlen“ working group to take stock of the current situation in terms of sustainability, but also to explore opportunities for further improvements and to set targets. Bernhard Niessen, Borussia's Director of Stadium Operations, explains how Borussia is getting fit for a sustainable future.

Mr. Niessen, climate protection and sustainability are issues that have been on the agenda at the VfL for quite some time. What is the role of the „Klimafohlen“?

BERNHARD NIESSEN: In fact, we have already been active in sustainability matters in various areas for years. We have bundled our efforts under the term „Klimafohlen“. In this working group, which brings together colleagues from many directorates, we first collected data. And in doing so, we found that we haven't done too badly so far. But we want to keep improving. Climate protection and sustainability are issues for society as a whole that concern us in football just as they do in other industries. And by the way, we shouldn't forget that it's not just the climate that benefits when we focus intensively on climate protection and sustainability.

How?

NIESSEN: If we become more sustainable as a football club, we not only protect the climate but also our

wallets, as we counter rising energy costs with savings. Our acceptance among fans, the media and politicians also increases if we act ecologically and, for example, reduce the risk that games and therefore revenue are cancelled due to extreme weather events. And last but not least, this commitment helps us in our marketing to sponsors, because more and more companies are attaching importance to sustainability when choosing their partners.

What action steps did the „Klimafohlen“ take first?

NIESSEN: A first step was to have our carbon footprint compiled in order to obtain a reliable and comparable database. We selected the 2019/20 season to collect this data in order to obtain figures that are as up-to-date as possible but also only slightly distorted by the Corona special match operation.

How would you rate Borussia's CO₂ footprint?

NIESSEN: Our footprint of around 39,500 metric tons of CO₂ emissions in the period in question is made up of three components: The first covers emissions that occur directly within the company, for example when using company vehicles or for heating. The second part relates to emissions from purchased energy, i.e. electricity consumption. And the third part relates to greenhouse gas emissions that are caused by Borussia's activities but cannot be directly influenced by us. For example, through the travel of our fans. In terms of power consumption, we have already responded and as a result of the conversion of the BORUSSIA PARK to 100 percent eco power have reduced emissions to zero – and, compared to the fee for the CO₂-emissions of

the previously incurred 1,800 tons, we even saved money. The result has also shown that the third portion makes up about 90 percent of our CO₂ footprint.

Which factors play the biggest role in this?

NIESSEN: With a 47 percent share of the total footprint, fan and guest mobility is at the top of the list. Fans travel to our home games from all directions, which naturally causes high CO₂ emissions. Purchased goods and services account for around 23 percent, and the transport and distribution of goods for 17 percent.

Which improvement options does Borussia have?

NIESSEN: We want to motivate our fans to travel by bus or rail or to even use their bicycles instead of in their cars to get to and from BORUSSIA PARK. With a game ticket, you can use the bus and train all over the public transportation network Rhein-Ruhr (VRR) to travel. We also offer shuttle buses through our partner NEW. Based on our initiative, the combination ticket also includes the environs of Aachen (AVV). We are also considering, along with the other clubs in NRW, to offer and state-wide combination ticket. The option to get to the stadium using public transportation is available – people just have to use it more frequently.

Does Borussia have more direct influence when it comes to the other emissions?

NIESSEN: Yes, we can influence the selection of our external service providers and our goods: for example, we can use recycled paper instead of virgin fiber paper, reuse packaging material in the Foal Shop, or purchase goods from regional suppliers instead of buying from far away.

Above everything else there is always the primary goal to cut CO₂ emissions as much as possible. How can a football organization the size of Borussia achieve that?

NIESSEN: It's a process that depends on every single employee and fan. And we have to be honest with ourselves. We want to significantly reduce our footprint. Over the course of 2023, we will install a total of 3,800 square meters of photovoltaic panels at BORUSSIA PARK in two phases. After all, using self-generated energy is still the most effective option. After the completion of the second phase, we will be able to produce up to 400,000 kilowatt hours of electricity per year ourselves. Existing technical equipment will also be modernized in line with the latest efficiency standards. In addition, however, every individual, whether employee or fan, is also called upon. The questions about sustainability are on the table, and they demand answers. We must continue to deliver. ◆





Benjamin Muckel is Borussia's department Operations- & Event Technology.

10.188.224
KWH

Total BORUSSIA PARK energy consumption
**RENEWABLE ENERGY:
54 PERCENT**

EVERYTHING IS UNDER REVIEW

In conjunction with the energy crisis, the VfL has thoroughly reviewed the BORUSSIA PARK. It came up with several measures that make it even more efficient

How much energy does a computer and monitor consume at night? How much does the standby operation of a coffee machine cost? To answer these and many other questions, Benjamin Muckel and his colleagues from Stadium Operations went around BORUSSIA PARK with measuring devices. There was nothing that was overlooked - everything was put to the test. „We've actually always been concerned with the issue of where we can save energy and where we can be even more effective and economical," explains Muckel, Head of Operations & Event Technology at VfL. „But in 2022, of course, it was particularly

intensive.“

And so they moved from room to room, floor to floor. „Saving energy starts small," says Muckel. „At the end of the year, a lot of small measures add up to a big total.“

Especially when it comes to the energy requirements of such a large company as VfL. Every day, the entire BORUSSIA PARK consumes a total of around 6,000 kWh of electricity. On match days, the figure is as high as 18,000 kWh. By way of comparison, a family of four consumes 4,500 to 6,000 kWh p.a.

Muckel and his colleagues suggested 35 energy conservation measures - large and small for BORUSSIA PARK. A brief overview:

FACTOR TURF LIGHTING: The 13 lighting units in the stadium, which ensure that the quality of the turf remains constant, offer enormous potential for savings. One third of the total electricity costs of BORUSSIA PARK are consumed by them. Last winter, the system was only in operation for 18 hours instead of 24. This saves 600,000 kWh of energy with an acceptable loss of quality - which is also the understand-

ing of the greenkeepers.

FACTOR TURF HEATING: The turf heating system, which is important for smooth training and game operations, has also been running less frequently in the cold months than in the past. This has already been achieved, for example, by adjusting the training times. „It already helps the greenkeepers if the trainer lets them practice two hours later," explains Muckel. „By then, the sun has already naturally freed the turf from frost.“

In addition, the plan is to decouple the heating of the training ground from the gas-fired heating system and to switch to heat generation using renewable energy via an air-source heat pump. „All in all, we are of course partly externally controlled when it comes to the topic of turf due to the specifications of the German Football League, which prescribes clear guidelines for turf quality, and the incalculable weather conditions in the winter months," explains Muckel. „And the result is that the turf suffers some-

what from these savings.“ However, in this context, he also anticipates a willingness to compromise from the DFL and all other members of the Bundesliga. All of these measures are in the interest of sustainability.

FACTOR OUTDOOR AND INDOOR LIGHTING: The most visible change: Borussia's stadium is now only illuminated in green on match days. All light sources in BORUSSIA PARK, which are used for more than 3,000 operating hours a year, were also converted to energy-saving LEDs some time back.

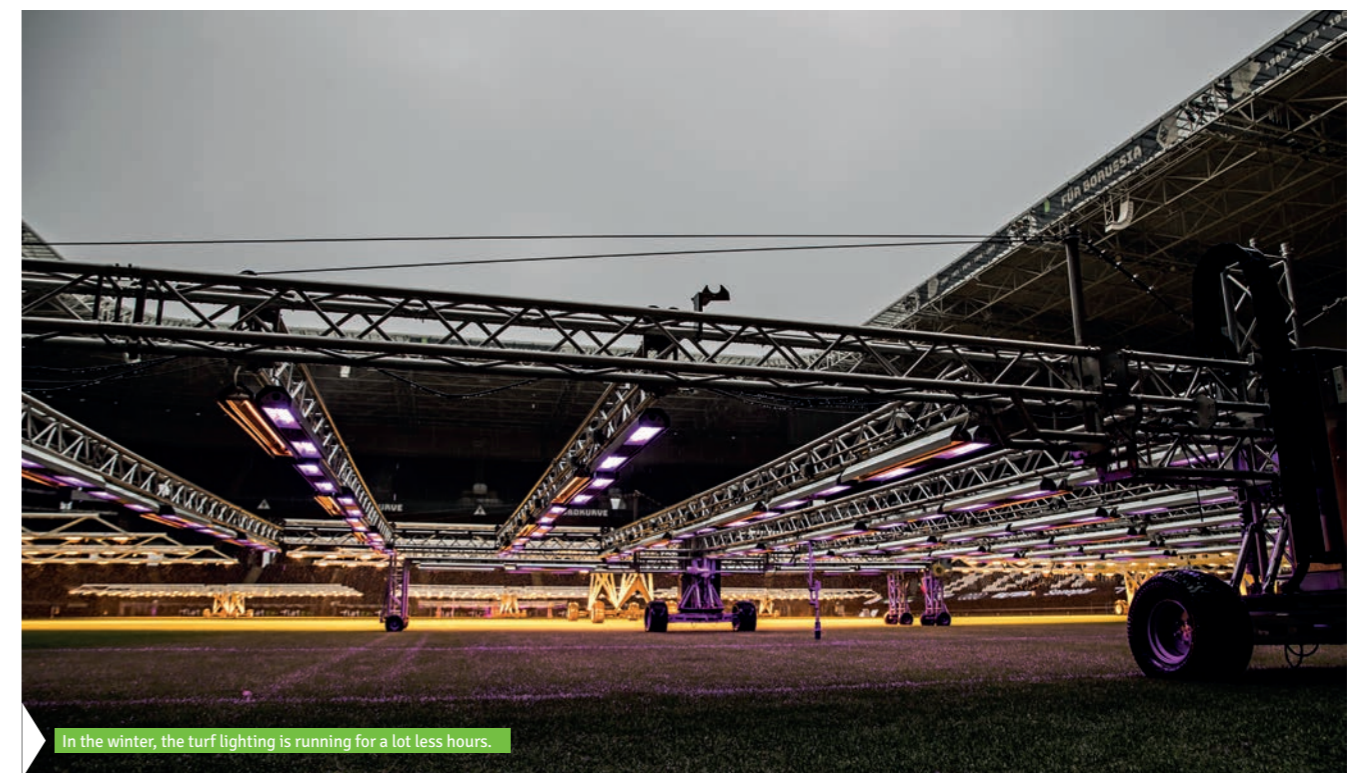
In the corridors of the office, the motion detectors are now additionally coupled with external insulation switches. This means that if it is already bright enough in the hallway due to daylight, the motion detector is not even activated, and the lamps remain off.

FACTOR FLOODLIGHTS: A Due to „Sportcast" TV broadcasts as well as the goal line technology, one

requirement that exists to date is the Bundesliga teams have to activate their floodlights 3 ½ hours before a game starts - regardless of whether the game is in the afternoon or evening. „Sportcast approached us and conducted a test at BORUSSIA PARK last August and September," says Muckel. „As a test, we didn't turn on the floodlights until 45 minutes before kickoff.“ The results were promising. However, it remains to be seen to what extent such a regulation can be implemented in common practice during the dark winter months. However, the intensity of the floodlights can be adjusted.

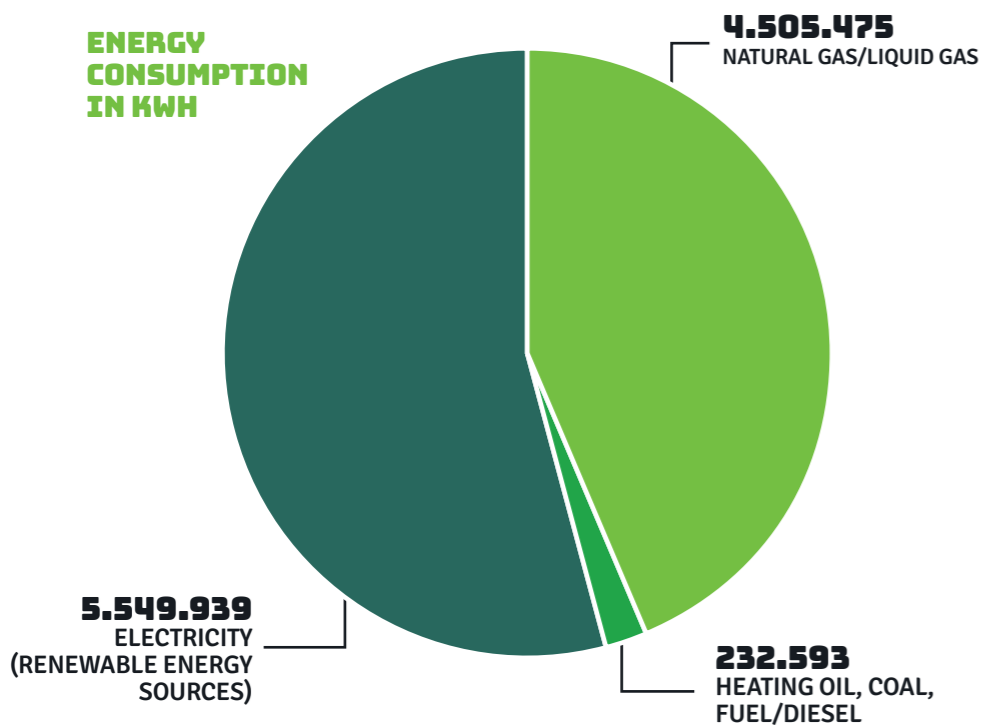
Turning off the heaters in all bathrooms or the temperature adjustment for the air conditioning and heating system are things Borussia implemented quite a while ago. Many others are being reviewed. Muckel explains that the club is well positioned from an energy point of view. „But there is always room for improvement, which we will invest into in the future.“

>>



In the winter, the turf lighting is running for a lot less hours.

ENERGY CONSUMPTION IN KWH



Since January 1, 2021, VfL has already switched the entire BORUSSIA PARK to 100 percent green electricity. This will save around 1,800 tons of CO₂ emissions per year. The playing fields on the grounds are irrigated with up to 35,000,000 liters of water from the club's own deep well. The water also seeps away on site and is thus returned to the groundwater cycle.

In addition, the company is always on the lookout for new ways to save energy and be even more sustainable. This is not the only reason why Borussia set up the „Klimafohlen“ working group some time ago. Employees from various directorates are active members of this group with the aim of bundling and promoting ideas in the disciplines of climate protection and sustainability.

Ben Muckel often receives emails from colleagues who have noticed something or have tips or questions about how to save more energy. „It's really great how everyone thinks about it together,“ he says happily. The skills of the colleagues should also be used along with the introduction of „Climate Advocates.“ In each department, one employee is responsible for

ensuring that devices such as copiers or coffee machines are switched off completely or windows are not left open after work.

And Borussia's partners are also actively supporting the club in its search for new, climate-friendly solutions. „We are in almost daily contact with our innovation partner Sonepar, Yeti Klima GmbH and the planning office Feies and are pushing these topics forward,“ says Muckel as he talks about the next projects for alternative energy generation.

Over the course of 2023, photovoltaic systems will be installed on a total of 3,800 square meters of roof surface. The PV systems will be installed on the „Borussia-8-Grad“ hotel building as well as the FohlenStall, the FohlenCampus and other hall roofs. „Our stadium roof is only suitable for photovoltaics to a limited extent due to various factors, but the technology has become increasingly lighter and more powerful in recent years, so we are also looking into this, which is possible,“ explains Muckel. Another possible project would be the installation of a partial roof for parking lot 13 covering an area of 1,200 square

meters. The idea here is to build a kind of giant covered carport with solar energy on the roof. This area alone could supply the electricity for the base load of the BORUSSIA PARK.

In addition to the sun, wind could help Borussia convert to more self-sufficiency in energy production. For example, vertical wind turbines, so-called micro power plants, could be erected on the stadium's roof. „We want to achieve a certain degree of independence as soon as possible,“ says Muckel, who lists many more ideas, right up to the city's own biogas plant. One thing is clear these days and in the future: creativity is needed.



GREEN AREAS ARE POTENTIAL ROOF SEGMENTS FOR THE INSTALLATION OF PHOTOVOLTAIC SYSTEMS.



Mönchengladbach based company Bolko is also responsible for the FohlenWelt interior buildout.

WHY TRAVEL FAR IF THE SOLUTION IS SO CLOSE!

By choosing local service providers, Borussia contributes to environmental and climate protection and simultaneously strengthens the regional economy

Johann Wolfgang von Goethe already knew that it makes no sense to look for the good in foreign countries when the best is right on your own doorstep. Of course, probably the greatest German writer of his time knew nothing of the climate and energy crisis, the CO₂ footprint, and so on. And yet Goethe's dictum is still valid today - or perhaps especially today - as a guideline for responsible action under the premise of environmental, climate and resource protection. After all, for CO₂ emissions it makes a huge difference

whether the food needed for restaurant and catering services are sourced in the south of German or from abroad or whether vegetables or meat can be delivered by a farm around the corner.

Borussia does not bet on regionality merely for restaurant services and food. Most other suppliers and partners - from carpenters to painters to climate experts - are selected for the professional competencies and also to keep travel routes to BORUSSIA PARK as short as possible. Hence, Borussia

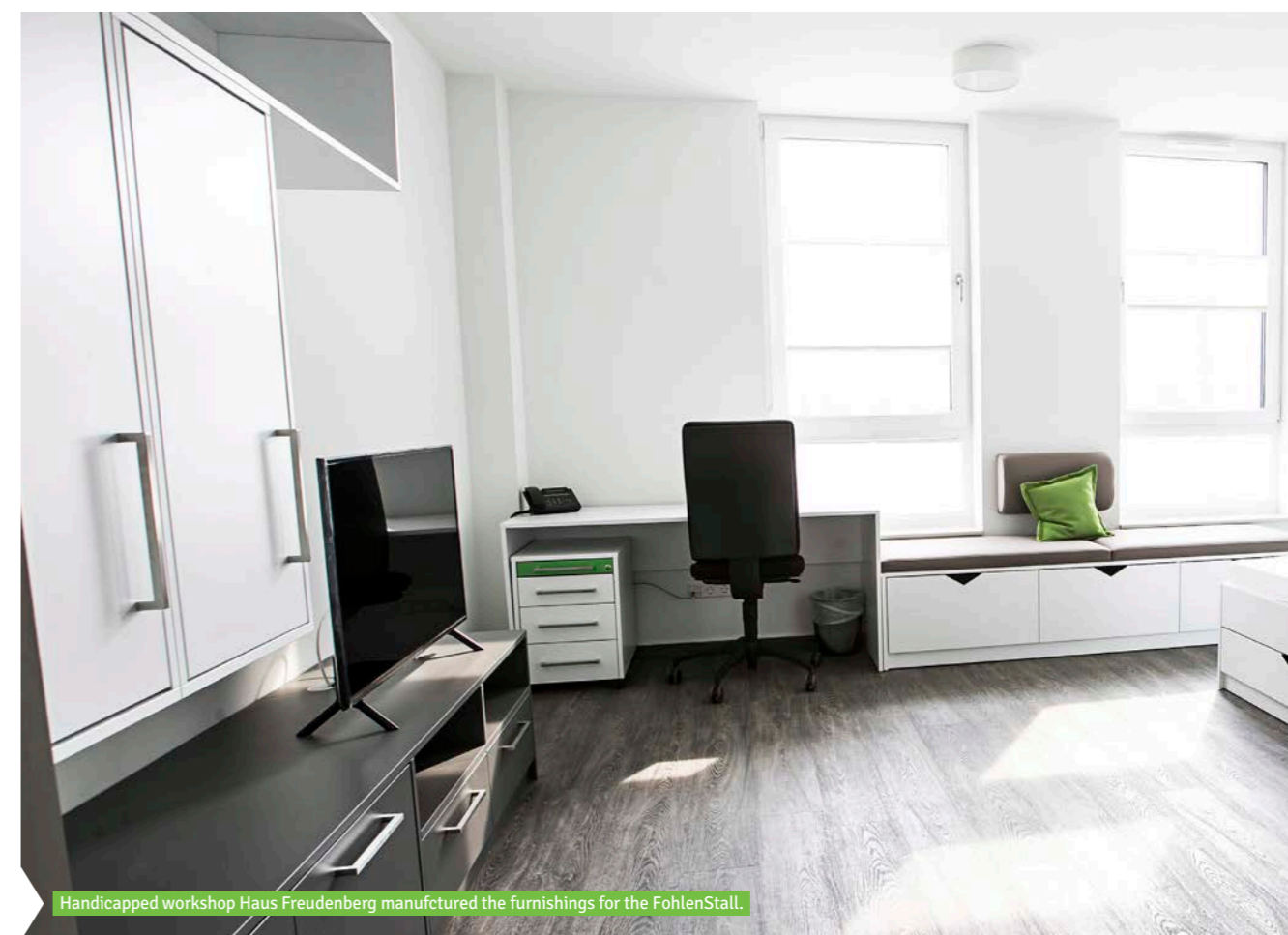
strengthens regional businesses, which is another beneficial aspect of this philosophy.

Approximately 90 years old, the company „BOLKO - bauen im raum GmbH“ was founded just a little later than Borussia, but like the club it is a Mönchengladbach institution and therefore the perfect partner for interior fittings and carpentry work. For many years, the company steeped in tradition and the fourth generation of the VfL, have done this. The work of

BOLKO can now be found in lots of places at BORUSSIA PARK, e.g. at the FohlenShop and the museum, as well as the offices and VIP lounges.

YETI Klima GmbH is another important service provider based in Mönchengladbach. For several years, the company has been taking care of refrigeration, air conditioning and ventilation at BORUSSIA PARK and, in addition to maintenance work, such as on the air conditioning systems, is also responsible, for example, for ensuring that the refrigerators in the restaurant are up and running in good time before each match day. Conversely, this means that the refrigeration units are switched off most of the time to protect the climate and conserve resources. Moreover, to compensate for pollutants generated by air conditioners, the enterprise adopts trees.

The interior design of the „Fohlenstall,“ which is Borussia's junior performance center, has a very special background. The entire furniture, whether for the rooms of Borussia's junior kickers, the lounge area or the dining room, was made by „Haus Freudenberg“. The workshop for people with disabilities beat five other companies in a furnishing tender. During the production phase of the furniture, the VfL board paid a visit to the workshop on the Lower Rhine. In this way, they were able to experience first-hand who produced the furnishings for FohlenStall and how. ♦



Handicapped workshop Haus Freudenberg manufactured the furnishings for the FohlenStall.

WASTE: REDUCE OR AVERT

The urgency of protecting the environment is more obvious when it comes to waste than in any other field

Borussia is taking account of the urgency of reducing waste or, where possible, eliminating it altogether, particularly with regard to the gastronomic offerings in the kiosk and VIP areas. The distances should be kept as short as possible. Therefore, all beverages, whether beer, Coca-Cola or mineral water, whether for the VIP or the kiosk area, are delivered by „trinkkontor“, a regional beverage wholesaler, in a single delivery process. This avoids the need for multiple deliveries from different suppliers. A similar procedure is used for the food. Most of it comes from the club's sponsoring partners and is delivered by them to Handelshof Mönchengladbach. Here, the food is collected and then transported to BORUSSIA-PARK, just 1,500 meters away as the crow flies.

Likewise, Borussia bets primarily on regional suppliers. For instance, the bratwurst, which is the top seller at stadium stands, is sourced from Hardy Remagen GmbH & Co. Kg. The located in Hürth is Borussia's collaborative partner for all sausage products

and other foodstuffs and is less than an hour's drive from BORUSSIA-PARK.

Speaking of bratwurst, between 15,000 and 20,000 brats are consumed each match day. For a long time, these were delivered in cartons, and up to 2,400 per season. However, this immense amount of cardboard waste is now a thing of the past, as an agreement has been reached with Remagen to no longer deliver the sausages in cartons, but in so-called E2 saddles. An E2 slat is a deposit box that can be used again and again, so that almost 1,872 square meters of cardboard can be saved per season.

Borussia is also aware that livestock farming and meat consumption also have a strong impact on the environment. That's why, in cooperation with Remagen, meat substitutes are now being offered for the first time. Both the crispy nuggets and the sauce served with them are one hundred percent vegan.

While the fan does not need any

further packaging to help carry the food, for the bratwurst - the bun that traditionally goes with the sausage is suitable for packaging - other top sellers, such as the currywurst or French fries, cannot be sold without a cardboard tray or plate. However, these products used to have a plastic coating. Borussia now has made the transition to cardboard serving dishes that work in the same way as the carrying tray for up to four beverage cups.

The cups themselves have been reusable since the Bökelberg days. At that time, Borussia was one of the first clubs to introduce a reusable system. Today, the classic disposable cup is only used in the upper tier of the BORUSSIA PARK, which has a lower risk of injury if someone misuses it as a throwing object.

However, the stands do not only generate packaging waste. Some food may not be consumed by the end of the day. Borussia cooperates with Aramak, company that provides the staff for the standards is tasked with ensu-



Since the Bökelberg era, Borussia has been betting on multi-use cups.

ring that, no extra amounts of bratwurst are pre-grilled and have to be disposed of at the end of the day. Leftover baked goods are collected by Borussia's partner, the Kamps bakery. Within the framework of the legal regulations, these are passed on to a feedstuff company, which produces animal feed from them and thus finds a sustainable use.

Food is even often left over from the buffets in the VIP zones. However, due to laws, the leftovers cannot be passed on to once they have been part of the offered buffet. Instead, they have to be disposed of. To keep waste to a minimum, new recipes for food have been developed in cooperation with Broich Catering. For instance, in the lounges, full buffets are no longer served. The main courses are now plated and served to order. New half-time concepts are also being worked on in the large VIP areas. If packaged baked goods, such as cakes or pastries, are left over, they are delivered to Café Pflaster after the match day. This facility for homeless people, which is run by the Diakonische



The FohlenElf supports the cold bus operated by the homeless aid Mönchengladbach.

Werk, has two contact points in Mönchengladbach.

In addition to the food donations, the homeless charity also receives donations in kind. For example, it is regularly supplied with warm clothing from the training sessions of Borussia's teams. However, mattresses, beds and

other furnishings from the FohlenStall have also been provided in the past to facilitate a fresh start for homeless individuals. Items of clothing and furniture that are in good condition do not end up in the trash, but are given a second life by those who need them. In addition to the fact that resources are not wasted unnecessarily, the >>



donations in kind end up where they are needed most.

Like many other communities, the city of Mönchengladbach is confronted with a steadily growing number of people living in (child) poverty or even homelessness. This is a problem that even professional football cannot ignore. Borussia accepts the resulting responsibility to help where others may still be looking the other way. This commitment is seen as a moral duty and a mark of honor. ♦

INFOS

„WE FOR MG“ – HELP FOR THE HOMELESS MÖNCHEGLADBACH

„We for MG“ provides supplies to the homeless and people in need in Mönchengladbach. Assistance is available in the form of goods and food or the so-called „Cold Temperature Bus.“ A van used in around Mönchengladbach provides hot meals, hot beverages as well as blankets and other helpful supplies to the homeless during the cold winter months

MÖNCHEGLADBACH'S TAFEL

The Mönchengladbach Tafel is part of the nationwide table/pantry movement. Committed people support fellow human beings in need. They collect food and everyday necessities and distribute them to low-income individuals, families and social institutions. Supported by many committed companies, foundations, organizations and citizens, it helps alleviate need.

CAFÉ PFLASTER

The Café Pflaster/Streetwork project is aimed at people with particular social difficulties. These can be, for example, acute or imminent homelessness, addictions, psychological problems, financial, but also social poverty.

The team's task is to guide those affected to the city's existing help system. This includes informing them about existing assistance and motivating them to take advantage of this assistance on an ongoing basis. Both Café Pflaster (Kapuzinerstraße and Brucknerallee) offer guests an inexpensive breakfast every day. Once a week, they are offered an inexpensive, home-cooked lunch. In addition, there is the possibility to take a shower or do laundry.



INFO

WATER CONSUMPTION 2022

23.924 CUBIC METERS
POTABLE WATER CONSUMPTION BUILDINGS

2.500 CUBIC METERS
POTABLE WATER OUTSIDE FACILITIES

29.625 CUBIC METERS
WATER CONSUMPTION FROM DEEP WELLS

23.924 CUBIC METERS
SEWAGE

THE SOURCE OF LIFE

Water is life. Its cautious and conservative use is a given for Borussia

Football and training surfaces have to be irrigated regularly, sanitary facilities have to be flushed - Borussia meets the high water intensity of professional football with a whole range of solutions. For example, the seven natural and three artificial turf pitches and all the green areas in BORUSSIA PARK are irrigated not with drinking water but with groundwater from Borussia's own 160-meter-deep well, which was drilled back in 2007. In agreement with the water authority, which is very careful to ensure that the ecological balance is not disturbed, 35,000 cubic meters of water may be taken from the well per year.

In addition, it is currently being exa-

mined whether the surface water from the stadium roof, which is already collected in an infiltration basin, can also be used to water the grass. However, a precise analysis is still required to determine whether it can, if so, to what extent the water, which comes into contact with metals and plastics on its way from the roof to the pool, could possibly affect the health of the turf.

Naturally, the sanitary facilities also use lots of water, primarily on game days. A new cycle has been implemented for the urinals, which reduces consumption significantly. During the half time break, the rush is particularly high. The 420 urinals are auto-

matically flushed every three minutes, during the actual game only every ten minutes. Hence, 100,000 liters of water are conserved each game day.

The faucets in the wash basins are also timed to save water: after the trigger is pressed, the water jet runs for four seconds and then stops automatically. The VIP areas are also currently being converted to touchless faucets, which are also being equipped with jet regulators. These perlaters slow down the flow of water by adding air. ◆

HEALTHY GREEN, NO CHEMICALS

In terms of turf care, Borussia bets almost exclusively on natural plant fortifiers

Medicine has known for a long time that less chemicals can sometimes be better. It bets on natural active ingredients to fortify the body's own immune system, which are, for instance, produced for medical plants.

What works in human medicine is good for lawn care as well, one could surprisingly claim. Over the past ten years, greenkeeper Georg Viewers has succeeded in gradually reducing the use of fungicides, i.e. chemical agents designed to combat fungal infestation of the lawn. To date, the use of these agents has been reduced by more than 90 percent. This has been made possible by the use of plant fortifiers.

They are purely natural solutions, such as sea algae, which fortify the health of the grass to rule out infections with pests. A prerequisite for this, however, is that soil life in general is activated at the same time by the addition of microorganisms and bacteria. Only bacteria and microorganisms enable the plant to metabolize the liquid or granulated fertilizer it needs for its growth. This can be compared with the metabolism of vitamins A, D, E and K in humans, who can only use these vitamins if they are ingested with fat.

The principled use of non-chemical substances has yet another benefit: There is no contamination of the ground water by fungicides or other plant toxins. The fact that BORUSSIA PARK is located in the drinking water district of Mönchengladbach makes this aspect all the more valuable. It can therefore be said with a clear conscience that lawn care and environmental protection go hand in hand when using plant strengtheners.

To ensure a growth of the lawn throughout the year, soil tests and leaf analyses are performed out up to three times a year. Based on various parameters, they provided insights into the soil activities and thus the existing nutrients. It is thus possible to determine whether the addition of plant fortifiers may have to be adjusted. ◆



A HOME GAME

2.064 SEATS ON THE BUSINESS TRIBUNE

416 VIP SEATS WEST TOP TIER

AT THE PARK

SPECTATORS OVERALL

684 LOUNGE GUESTS IN 45 LOUNGES

54.042

120 GAME OPERATIONS STAFF

Each game 11 players, 9 substitute players, 1 trainer, 1 team manager, 3 co-trainers, 3 athletic trainers, 2 team doctors, 3 physiotherapists, 3 consultants, 2 game analysts, 4 referees, 12 ball boys, 23 run-up children, 3 doping controllers, 1 emergency medics, 1 emergency assistant



5.233 SEATS FOR GUEST FANS

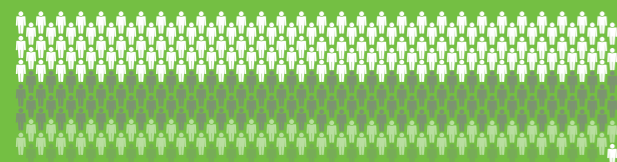
25 CLUB MANAGEMENT STAFF
11 Honor council, 7 Supervisory board, 4 Presiding committee, 3 Managing directors



361 COMMUNICATIONS STAFF



150 TV journalists and camera operators, 120 Print and online journalists, 60 Photographers, 30 Media and marketing staff, 1 Stadium announcers



108 TICKETING & MERCHANDISING STAFF



15 Spectator services, 15 Ticket booth staff, 4 Ticketing



43 Sales FohlenShop, 4 Staff Flockstation, 13 Staff Merchandising administration and warehouse, 3 Sales fan truck, 11 Sales merchandising booths at the stadium



34 FAN SERVICES STAFF



10 board fan project, 7 FP store, 3 Fan delegates, 2 Guest services, 3 Communications with the blind, 2 Reception, 2 Reception VIP guests, 2 Borussia Bank, 2 Handicapped & inclusion officer, 1 "Jünger"

557 STADIUM OPERATIONS STAFF

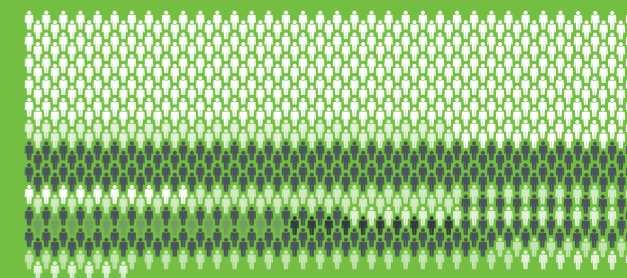
450 orderlies, 1 head orderly services, 30 cleaning staff, 35 security, 14 greenkeeper, 16 building and stadium technician, 7 IT, 2 security staff, 1 event manager, 1 sound man



834 SPONSORING, EVENT & CATERING



400 Kiosk staff, 50 Kiosk mobile sales, 150 VIP service and counter staff, 50 VIP chefs and catering support, 30 catering- & event department staff, 16 logistics handlers, 10 dishwashers, 75 lounge hosts, 40 entrance hosts, 13 sponsoring staff



10.000

230 190 Coach parking + 40 guest parking spots bus stop South

102 BUSES

100 Shuttle buses NEW, 2 Team buses

85 STAFF

80 PPG staff, 5 taxi drivers



83 ASSISTANTS 80 Sanitary staff, 3 Stadium doctors



4 FIRE FIGHTERS



POLICE

13 Police deployment management, 2 Precinct, 4 Arrests/criminal prosecution, police officers as needed



TAKING THE BUS, TRAIN AND BICYCLE TO THE STADIUM

On game days, on average, 50,000 fans visit BORUSSIA PARK. To be as easy on the environment as possible, Borussia works with cooperative partners

It is obvious that the arrival and departure of around 50,000 people in their own cars would have a strong impact on the environment. A few figures show just how much. In the 2019/20 season, Borussia produced a total of around 39,000 tons of greenhouse gases. However, slightly more than 92 percent of this came from emission sources that were the result of corporate activities, but which were owned or controlled by a third party (transport of goods, fan mobility, etc.). Fan and visitor mobility accounted for by far the largest share.

To counteract this, Borussia has been working with public transport partners for years. For example, tickets for the games are also valid as tickets for the Rhine-Ruhr public transportation system (VRR) and the Aachen public transportation system (AVV). On match days, up to 100 NEW (Niederrhein Energie und Wasser) shuttle buses will be waiting at the Rheydt main station and the Mönchengladbach main station to take passengers conveniently to and from the stadium before and after the game. For fans of Borussia who live nearby and use their bicycles to ride to the stadium, there

are 1,000 bicycle parking spots on the premises. For current Bundesliga season 2022/23, a new CO₂ footprint (ecological footprint) is being determined so that the latest data of mobility will be readily available. ♦

BORUSSIA ON TOUR

When traveling, the VfL also places a lot of emphasis on environmental compatibility

Of course, Borussia also keeps climate protection in mind when they are on the road themselves. For example, the means of transport used by the licensed team to travel to their away matches is subject to a strict key calculated according to the distance from home (the same applies to business trips by employees and staff). Up to 400 kilometers, the team chooses its own team bus. Beyond that, the airplane becomes the alternative, with the more emission-friendly scheduled flight being preferred to the charter flight whenever possible.

Borussia's vehicle fleet is also being geared toward e-mobility. The company is currently in the process of significantly increasing the number of the existing (ten) dual charging stations.

Borussia not only strives to avoid emissions when the team travels. Employees have the option of leasing bicycles or e-bikes through their employer, not only to get to work in an environmentally friendly way, but also to improve their own health and fitness. The program is welcomed with

open arms: In 2022, employees leased a total of 72 bicycles. ♦





The FohlenCampus (r.) and FohlenStall are planted.

NATURAL AIR CONDITIONING

The grass in the stadium is not the only green presence at BORUSSIA PARK. Flower meadows and plants on the roofs make critical contributions to biodiversity.

The flower or bee meadow has become a classic in just a few years - although, strictly speaking, it always has been. But it is only with the growing awareness of environmental protection and nature conservation, and thus of biodiversity, that its fundamental importance has also reached the middle of society.

The flower meadow is vital for insect protection. The blooming wildflowers attract numerous insects, for example bees, hoverflies, butterflies, etc., and provide them with an important source of food with their nectar and pollen. Conversely, many flowers also need the insects. By

pollinating a large proportion of the plants, the bees in particular also guarantee their reproduction - and thus also ensure the richness of the supply chain, in which they themselves also play a role.

Borussia has long recognized that there can never be enough flower meadows. Since 2020, there has already been such a 350-square-meter area on the grounds of BORUSSIA-PARK, which will be expanded this year by a total of 570 square meters at two locations. Moreover, this year, a part of the turf behind the Nordkurve will also be converted into a flower meadow, which

will then boast a size of around 600 square meters.

But fresh greenery is not only to be found on the ground at BORUSSIA-PARK. The roofs of the FohlenCampus and FohlenStall are also planted. The green roofs serve as a kind of natural air conditioning system that, in contrast to a technical air conditioning system, does not emit any pollutants into the environment. Stationary systems for end users in particular are operated with refrigerants that are harmful to the climate.

Green roofs, on the other hand, provide a very good cooling effect even without chemicals, because when it rains they absorb the water like a sponge and hold it temporarily. This cools the rooms, but also keeps them warm in winter. Later, the water does not run into the sewage system, but seeps into the ground thanks to specially constructed infiltration shafts. In this way, it is first filtered and then returned to the cycle. ♦

ON A TOTAL OF 600 SQUARE METERS, TWO ADDITIONAL FLOWER MEADOWS ARE GROWING RIGHT NEXT TO THE BEER GARDEN.



ECONOMY

Smart Stadium

56

Digitization: Developments and Objectives

58

Sustainable Sponsoring

60

IT-Security

62

Diversity in Merchandising

64

Borussia's NLZ Training

66

Compliance and Transparency

68

The Borussia Foundation

69

Supra-regional Assistance

72

Supply Chain Management

74



Across from the stadium, is a modern new complex - Borussia-8-Grad.

BORUSSIA PARK INNOVATION

Since the opening of BORUSSIA PARK, the site has undergone constant development that accommodates the sustainability aspect. The new building Borussia-8-Grad also contributes its part to this

In times of digitization, new opportunities are constantly opening up for companies. For sports companies, this holds more and more innovations in stadium optimization in store. In this way, their own home stadium is becoming increasingly „smarter“ and thus more „smarter“ and thus also more sustainable. On the one hand, the club can further improve the fan experience; on the other hand, the simplification of the operation of stadiums and arenas on the basis of networked and remotely controllable devices and installations as well as automatable processes is increasingly coming into focus.

Since the construction of the BORUSSIA PARK in 2004, measures have been gradually taken to optimize the stadium, a selection of which is as follows:

- ◆ Conversion of the existing lighting to LED from 3.000Bh/a.
- ◆ Resource conserving operation of two block power plants, three fuel boilers as well as four gas-air heat pumps.
- ◆ Urinal flushing in public areas with a timing program adjusted to guest behavior patterns
- ◆ Charging options for E-Bikes and 20 charging stations for electric cars
- ◆ 100% eco power in cooperation with the NEW AG since January 2021
- ◆ Irrigation of the grass fields and green zones from a dedicated deep well

BETTER SUSTAINABILITY THANKS TO COMPLETE CONTROL

BORUSSIA PARK can be described as a „smart“ stadium by now. At present, the VfL is focusing on the development of intelligent systems in and around BORUSSIA PARK. „All ventilation and electrotechnical systems converge in the building control system, are networked there and could theoretically be controlled from anywhere in the world,“ explains Benjamin Muckel, head of the Operations & Event Technology department. After the construction of the „Borussia-8-Grad“, the building opposite the original offices, the building control system was expanded so that all the systems and installations of the new building also come together there and are connected with those from the main building.

Muckel has access to all systems in the BORUSSIA PARK via a laptop or smartphone and thus ensure that its operation is sustainable: „From right here I can control all ventilation systems as well as turn on and off the heating systems, along with the lights in the different rooms of Borussia-8-Grad.“ If a problem should occur within the system or in the event of

a system failure, Muckel and his colleagues are notified via SMS and can immediately identify and rectify the problem.

In order to reduce operational emissions and conserve resources, there are even special settings for the systems in the BORUSSIA-PARK that allow them to be programmed for specific events and thus only go into operation as soon as the event actually begins. At the end of the event, they switch off again automatically.

In order to save even more electricity in the future, an area totaling 3,800 square meters of photovoltaic systems is to be installed on the buildings of BORUSSIA-PARK this year. Muckel reports, „This will allow us to generate up to 400,000 kWh of electricity per year ourselves in the future.“ These new systems will also converge in the building control system and can be controlled from there.

BORUSSIA-8-GRAD

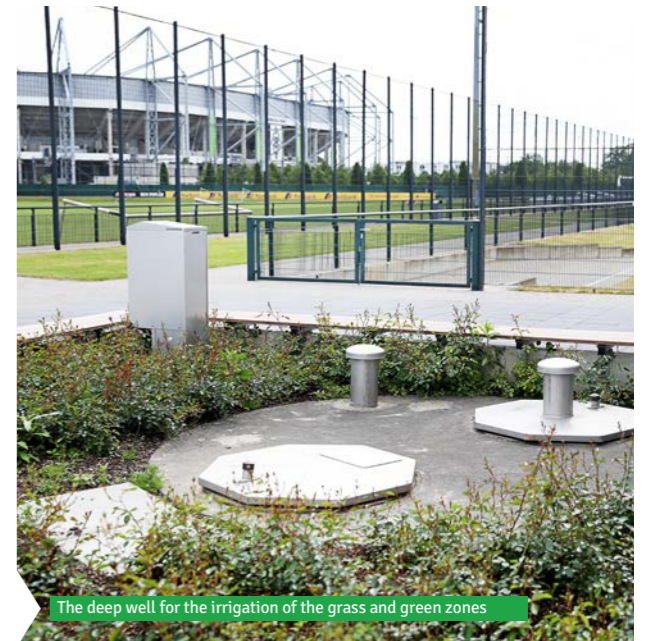
Besides the main building of the Borussia Mönchengladbach business office, the new complex „Borussia-8-Grad“ opened in 2019. The new build-

ing offers significant added value for the club, employees, players and Borussia fans. The building covers an area of 15,000 square meters on seven levels. 46 percent of the complex is occupied by the H4 Hotel. There, fans can stay in rooms furnished in Borussia style and experience the club up close. The Borussia experience is rounded off by other innovations that have been introduced to BORUSSIA-PARK with the creation of the 8-Grad. In addition to a new and larger FohlenShop (1,000 square meters), the FohlenWelt (1,100 square meters), the club's interactive museum, and the new FohlenShop (1,000 square meters) have been created on the ground floor.

Moreover, various medical practices are distributed across an area of 600 square meters. The Medical Park is also located on the top floor. Here, unique therapy and training options are available. The equipment with the most modern devices enables treatment and training options according to the latest medical knowledge.



NEW board members Frank Kindervatter and Stephan A.C. Schippers present one of 20 charging stations for electric cars



The deep well for the irrigation of the grass and green zones

DIGITAL SPARRING PARTNER

Borussia's „Digitale Transformation and Innovation“ has already rolled out several projects to use resources more efficiently and sustainably.

The increasing importance and potential of digitization has also long since arrived at Borussia, which is why the club has a directorate dedicated exclusively to this topic. Since October 2022, Dr. Christoph Menke-Salz has been responsible for the Digital Transformation & Innovation Directorate at the Foals, and he sees a clear mission for himself and his team: „We see ourselves as internal experts and sparring partners on all digital issues,“ he explains. For instance, the team working with Menke-Salz, slated to grow to nine staff members over the course of 2023, is tasked with the implementa-

tion of digital projects as a coordinating and driving department in close cooperation with the respective specialized departments.

In addition to the further development and, if necessary, the re-launch of the various e-commerce stores and the development of a new Foals app, the team is currently focusing on one major project in particular, which will represent an important step towards Borussia's sustainability in the long term. Along with the software enterprise Salesforce, Borussia plans to ensure that all customer transactions

in service, the FohlenShop, marketing or any other discipline are consolidated in a single location. This will provide a more concrete and detailed view of Borussia's customers, which will have a significant influence on communication. „At the moment, we still have too much wastage in our communication with our customers,“ says Menke-Salz. „This project will change that, as it will give us a better understanding of which information is relevant for which customer and which is not.“ To boost the expertise in this discipline, a vacant position in the digitization department is planned for

a Salesforce administrator. Intensive training and participation in conferences by the responsible employees should ensure that they are always up to date.

Another goal of digitization at Borussia can be summarized succinctly: the paperless office. To achieve this, many processes and habits have to be changed, and along the way the company has already achieved important interim goals. For example, employees normally only receive their payroll in digital form via the HRworks software. This is also the case for travel expense reports and vacation requests. Moreover, Borussia through an e-learning portal called onmybreev.com, offers a digital signature model. This explains to employees how to sign documents in a PDF file, which eliminates the need for a printout. The next interim goal for paperless work concerns Borussia's security services. If staff for security services on match days currently still have to sign printed copies of employment contracts at check-in, the check-in process will also take place in digital form in the future.

The potential of using less paper has also been identified in Borussia's use of print products. In 2022, the publication of the „FohlenEcho – Die News“ which is a DIN A3 printout that was distributed four times a week (volume about 150 copies) at the BORUSSIA PARK, was suspended. In addition, the number of Christmas cards was cut by ten percent and will be reduced further in the future. No more menus will be printed for the VIP areas on match days; instead, guests will be able to view the beverage and food selection online via QR code. And this is not to be the end by a long shot. Borussia is already planning to significantly reduce the circulation of some print products for 2023. ◆

INFOS

DIGITAL CIRCLE

A competent, third party group of experts advises Borussia on all digital matters and in some cases even provides support in implementation. Twice a year, the so-called Digital Circle meets at BORUSSIA-PARK with employees of VfL. The group of experts includes the following people: Prof. Dr. Gerrit Heinemann (Niederrhein University of Applied Sciences), Jörg Hellwig (investor), Markus Herrmann (consultant and concept developer), Klaus Hommels (venture capitalist), Daniel Kramer (Facebook/Instagram), Julia Krempin (Business Punk), Boris Radke (Omio), Rolf Schrömgens (Trivago founder), Clemens Vasters (Microsoft), Joko Winterscheidt (entertainer and entrepreneur).



Dr. Christoph Menke-Salz, director Digital Transformation & Innovation

„THE GOAL IS TO JOINTLY WITH OUR PARTNERS TO BRING SUSTAINABILITY TO LIFE“

Sustainability has long been a focal point in Borussia's sponsoring department. Borussia and its national and international partners are cooperating closely in this matter

„The image of the classic sponsor, i.e. a company that gives money to a club in return for presenting its name and logo as part of its public appearances, is outdated. Pure financial backers have long since become partners. And these partnerships are no longer limited to the sale and implementation of advertising rights, but also include joint content-driven processes with the aim of realizing projects and continuously developing together. Also and most importantly as far as sustainability or corporate social responsibility is concerned. This also applies to purchasing negotiations and contracts with new

partners. It's also about bringing the issue of sustainability to life together with our existing partners and jointly implementing projects of social relevance," explains Henning Otte, Head of the Sponsorship Department.

Sustainable action has been the order of business at Borussia's sponsoring department for years and is also a selection criterion for identifying potential partner companies. „They also have their own guidelines, of course. Therefore, a transparent and intensive exchange is an essential basis. The greater the intersection of our business guidelines, the higher the chance of a sustainable, authentic connection between Borussia and a partner.“

SONEPAR, A SUSTAINABILITY PARTNER

The best current example of such a growing partnership is the contract extension with Sonepar until 2029. Sonepar has been Borussia's innovation partner since 2019 and jersey sleeve partner since the 2020/21 season. It was not until the summer of 2022 that the partnership with the leading electrical wholesaler was extended to include the women's and youth teams. Now Sonepar is also Borussia's official sustainability partner. „This extension of our partnership is the result of a sustainable and successful cooperation. Sonepar and Borussia have a broad base of values. We want to shape the future together and responsibly," says Borussia's authorized signatory and sponsoring director Guido Uhle, thus addressing a core issue for sustainable sponsoring: finding common values.

Sponsoring department head Otte is certain: „In the future, too, the great challenge in working with partners will be to create relevant areas of need and activity in terms of sustainability." A basic requirement for success is the permanent dialog between Borussia and the associates at the respective companies. In the case of Sonepar, business and sustainability goals fit together perfectly. After all, the experts from electrical wholesale are the enablers of



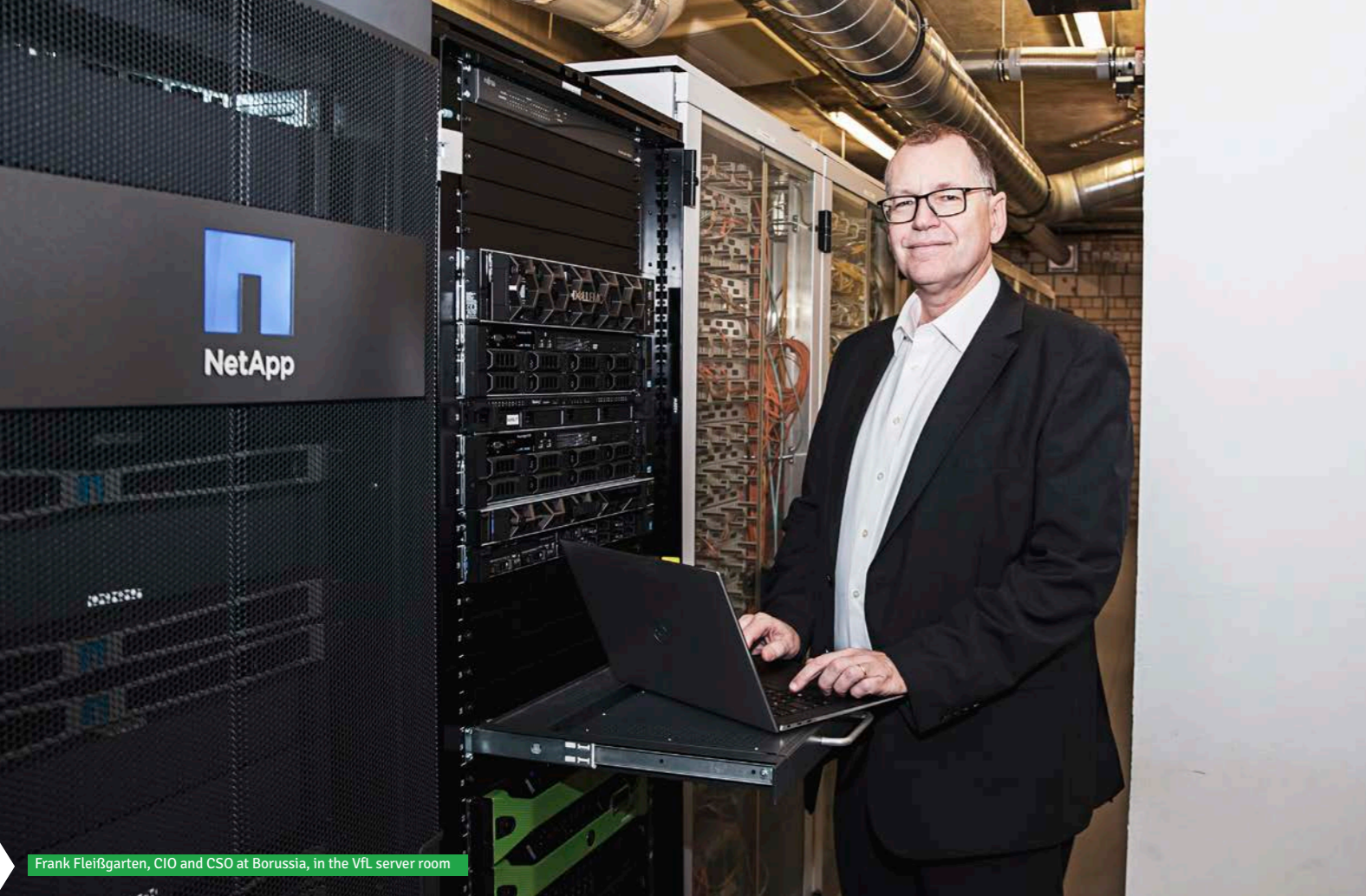
digitalization and the energy revolution. Dieter Lautz, Managing Director Sales Germany at Sonepar, emphasizes: „We are pleased that we have been able to expand our commitment once again. As an innovation and sustainability partner of Borussia Mönchengladbach, we stand up for a modern and sustainable society.“

ADDRESSING CSR ISSUES WITH SPONSORS

The process of becoming more sustainable is moving ahead quickly at the Borussia sponsoring department. In 2022, major digitization progress was made in business, ticket and contract management. This conserves resources and reduces emissions. Moreover, sustainability is relevant in concept and contract negotiations with potential partners and a part of workshops with existing partners, also abroad. „As a brand, Borussia's values that are stipulated in the Code of Conduct make a strong impact. Obviously, in conjunction with the internationalization, it is part of the research, how existing and potential partners address topics such as CSR and sustainability," says Philipp Havermann, department head Internationalization and Brand Partnerships at Borussia. „Sponsoring is not the only thing we are interested in. We also aim to develop international CSR partnerships and to jointly implement concrete projects.“

With the contract extension with Sonepar, Borussia has already implemented one of the goals set for 2023: the development and adoption of a marketing concept for „sustainability partners“. In addition, the aim is to implement a joint sustainability project in the future with all newly acquired co-sponsors during the term of the contract. „In addition, we want to approach all existing partners and talk about extending the partnership to include sustainability aspects - and ideally implement them," says Otte.

Borussia also makes environmentally friendly mobility part of its agenda. It develops concepts for possible cooperative agreements. In the long term, the plan is to acquire a new partner from the plant-based food sector (by the start of the 2024/25 season) and, together with partner Audi, to gradually convert the vehicle pool to fuel-free vehicles. It is clear from all the targets: It is no use for VfL alone to claim to be more sustainable. Improving is only possible together. Borussia and its partners have set out on the road to achieving this goal. ♦



Frank Fleißgarten, CIO and CSO at Borussia, in the VfL server room

CHANGES? ABSOLUTELY!

Data security is the absolute priority of Borussia's IT department. IT, with numerous current projects also ensures the club's considerable energy use reduction.

„Reliability and security of all IT systems and processes in the administration,” says Frank Fleißgarten, Chief Information Officer (CIO) and Chief Security Officer (CSO) at Borussia, „is our greatest motivation and the goal of all employees in the IT coordination.“ This creates trust and ensures the necessary security of all customer and employee data - and there is a lot of it. Every day, 400 employee accounts alone have to be protected against cyberattacks and data loss.

Besides Borussia's certified system administrators, every single staff member is responsible to security. For

this reason, everyone participates in a series of in-house e-learning training seminars, such as the annual mandatory digital modules „Cyber Security“ and „Data privacy in everyday office life“. In addition, test phishing e-mails are sent to employees at irregular intervals to raise awareness.

Moreover, since 2013, Borussia has been ISO 27001 certified. Once a year, Borussia subjects itself to multi-day audits by the TÜV Rheinland by the respective auditors and IT experts. As a result, the club receives certification for compliance with the mandates and requirements for a functional IT secu-

urity management system. Prepared processes and measures in the event of security risks provide a key component for this certification.

At Borussia, among other things, permanent PEN tests have been carried out since 2022 using a security analysis software from Pentera GmbH. In concrete terms, this means that third party attempts are made to access Borussia's systems, servers and data. All interfaces are tested in conjunction with this. Hacker attacks are also simulated. Last year none of these simulated attacks was successful, which indicates that the „Fohlen“

security concept does not have any gaps. Moreover, Borussia's official cybersecurity partner Sure Secure provides a system and a security team that monitors VfL's systems around the clock. As soon as a potential threat is identified, a call is made to VfL's IT staff. In the event of an acute threat, appropriate countermeasures can be initiated immediately. However, if an emergency should occur, Borussia is also covered for these scenarios. A data backup concept with several data backup systems is in place to protect against data failures. Several backups take place every day. This takes place in internal and external data centers. By using data centers at different locations, the data is also protected against failures due to disasters, accidents and storms. The club also uses software to prevent encryption of data from the outside.

FOCUS ON THE REDUCTION OF ENERGY USE

Borussia relies on the virtualization of its own servers to achieve significant

energy and space savings. As a result, there are only six physical servers at BORUSSIA-PARK. In addition to the associated lower power consumption, Borussia also saves costs for hardware and cooling thanks to the digital conversion.

However, Borussia's IT coordination is not resting on its laurels. Last year, for example, the club became the first Bundesliga club to be certified by TÜV Rheinland in accordance with the international standard for the ISO 9001:2015 quality management system. These requirements are also reassessed annually. The focus of this certification is on quality and the optimization of processes in order to permanently improve the company's performance and meet customer requirements as best as possible. All processes are documented, which also results in the generation of a knowledge database that allows for the continuous optimization of the work processes and the orientation of new recruits is therefore much more effective. This documentation is cons-

tantly updated.

In addition, there are other goals that Borussia has set for itself in the IT field. „In the long term, we are aiming for paperless administration,” says Fleißgarten. In addition, the conversion from fixed PC workstations to mobile working with laptops is continuing. In 2021 and 2022, more than 200 workstations have already been converted. Fleißgarten knows that the changes will be a challenge for the IT department and all Borussia employees, „but we are not shying away from it,” he explains. „In addition to IT security, the focus is on significantly reducing energy consumption, and everyone at Borussia is pulling together to achieve this.“

INFOS

IN 2022, BORUSSIA COMPLETED THE FOLLOWING IN IT:

- ◆ Replacement of PC workstations with mobile work using laptops
- ◆ All printers and copiers only print out in black and white
- ◆ Temperature setting of air conditioners changed to 22°C instead of 19°C
- ◆ Increased focus on energy efficiency when acquiring new IT systems

PLANNED FOR 2023:

- ◆ Reduction of printer workstations by 75 percent (from currently 27 to 7 printers)
- ◆ 25 percent fewer print-outs than in 2022 (2022 close to 50,000 print-outs per month)
- ◆ Replacement of the final PC workstations with mobile laptop work
- ◆ Replacement of plastic cable binders with Velcro closures
- ◆ Temperature of air conditioners in the server rooms to be set at 24°C after ample tests
- ◆ More effective use of Microsoft Teams to reduce business travel
- ◆ Technical measures aiming at the optimization of guest streams (to and from the venue)

A REFLECTION OF SOCIETY

Borussia's merchandising department bets on diversity when presenting fan merch

A football club's commitment to diversity should not be limited to the fact that the players in the professional team come from different regions and cultures around the world. For years, Borussia has attached great importance to ensuring that the claim to stand for diversity is also reflected in the presentation of merchandising, for example.

It goes without saying that there is no better advertising medium for a football club than its own players. The professionals of the Bundesliga team have always played a central role as testimonials in the photo shoots for the teamwear collections. As early as the 2011/12 season, however, female players were included in the production of these photos for the first time on the occasion of the promotion of the women's team to the 2nd Bundesliga. And since the 2019/20 season, players from all women's teams have been included in the photo shoots for team wear products.

In the fan clothing collection segment, Borussia stays true to the diversity promise. Some time ago, it decided to replace some of the tradi-

onal models, i.e. „slim and tall” among women and „tall and broad” among men with models who do not meet these classifications. For instance, since 2022, female and male plus size models are also participating in the photo shoots.

And since the 2016/17 season, the team has also been working with senior citizens at loose intervals. With this diversity, Borussia wants to ensure that the people who wear and present the VfL merchandise represent a realistic cross-section of our society. ◆





TEACHING PROPER VALUES EARLY-ON

Every season, Borussia offers training and seminars to players and employees

Starting at the U12 age group, Borussia's junior training center (NLZ) offers workshops on various topics. „We want to introduce the boys to these topics relatively early on, when they have reached an appropriate age, without overtaxing them,“ says Norman Wittekopf, head of Borussia's youth development center.

As of U16, some of the training is mandatory and must be facilitated once a season for every youth team. Among the mandatory topics are anti-discrimination, game and betting manipula-

tion and anti-doping. For the latter, VfL usually conducts e-learning offered by the National Anti-Doping Agency Germany (NADA).

On the subject of gaming and betting manipulation, there is also the possibility of using e-learning portals. External speakers have also been on site to talk about their own experiences. „Since last summer we have also entered into a cooperative agreement with the Bildungspark Mönchengladbach, which absolutely specializes in these issues,“ explains Wittekopf.

Bildungspark MG has since offered numerous interactive workshops and covers most of the training that Borussia conducts.

Some of these have already taken place as part of the so-called „Social Experience Day“, which is held once a year at the NLZ. This addresses a social issue of which young players are made more aware. „The boys have the opportunity to gain practical experience by actively participating in the workshop,“ says Wittekopf. So the players are not only given the-

oretical input on Social Experience Day. By visiting social institutions, for example, they should be able to immerse themselves in the topics and be sensitized to them.

Based on the idea of the Social Experience Days, this concept will soon be expanded. In the course of the so-called Ecological Experience Days, the NLZ players will also be introduced to various environment-related topics, such as food waste and the proper use of ecological resources. The combination of theory and practice will again play an important role.

Other voluntary measures include financial management, social media and „Plan B“. The youth players are informed about the opportunities they have outside of football, since only a fraction of the players at the youth development center make the leap to the professional level.

FOCUS ON THE MODEL ROLE

The intensive collaboration with Bildungspark MG is important not only because of the wide range of workshops on offer: „In some cases, certain values can be conveyed more sustain-

ably by external experts,“ says Wittekopf. Nevertheless, it is the employees who can best convey the values that Borussia represents to the athletes and thus leave a strong mark on them. The youngsters spend a lot of time at the NLZ, and thus with the contacts they meet there, not only during training. „Our primary task in this regard is to serve as a role model every day, to sensitize the youth players to certain issues and, to exemplify and demand Borussia's values.“ This daily input is then to be further deepened and supplemented through lectures and workshops.

To be able to ensure positive interactions, employees of the Young Talent Performance Center also participate in the seminars. The staff training tends to focus more on personal and individual development and professional sharing, given that the employees handle a wide spectrum of tasks and must therefore meet various requirements and perform different roles. „There are certain internal contacts for the different groups of people who are to provide support and guidance for the employees,“ says Wittekopf. These training sessions are flanked by e-learning, for example on the subject of child protection.

Mandatory prevention training is also on the agenda for the professional team and is usually conducted by the DFL. The three mandatory training sessions per season cover the topics of anti-doping, match and betting manipulation, and dealing with referees.

The club is also involved in numerous campaigns against doping and in favor of fair play: „Every now and then, the DFL and the DFB launch campaigns that we support,“ says team manager Christofer Heimeroth. These include, for example, NADA's anti-doping initiative „Give All, Take Nothing.“

INFOS

NLZ SUSTAINABILITY GOALS

- ◆ Establishment of a fixed value creation rhythm in young talent fostering
- ◆ Definition and compliance with a 100% quota of mandatory annual training in age groups U16 – U23 on topics such as anti-racism, anti-doping and game & betting manipulation
- ◆ Performance of at least 2 voluntary measures in age groups U12 – U15 (e.g. Social media, Social Experience Days)
- ◆ Review of the expansion of value generation by an Ecological Experience Days in age groups U12 – U15

TRUST IS GOOD, SUPERVISION IS BETTER

Sustainability plus the protection of employees and the environment are givens for Borussia Mönchengladbach. The club expects its partners to uphold the same high standards.

Compliance - that should be more than „merely“ adhering to the mandates imposed by law. For example, when purchasing raw materials, goods or services, business partners are expected to share the association’s self-image with regard to environmental protection, sustainability and fair treatment of employees. In plain language, this means that international partners must not only comply with the laws in force in their respective countries, but also take into account the contents of Borussia’s „Code of Conduct for Business Partners“.

This Code of Conduct is based on principles that are largely an international consensus and are reflected, for example, in the Business Social Compliance Initiative (BSCI), the International Labor Organization (ILO) and the ten principles of the United Nations Global Compact. Borussia reserves the right to unilaterally terminate the respective partnership in the event of violations of the Code of Conduct.

At the end of 2022, the club introduced a notification portal that gives all Borussia staff a tool for the Repor-

ting of any violations or any abuse anonymously – regardless of whether the grievance is related to a business partner or internal incidents. The whistleblower can use this system, also known internally as the „whistleblower tool,“ to contact the club’s compliance officer directly and by email while maintaining anonymity. Since February 2023, this portal has also been open to Borussia’s youth teams and fans. Borussia’s business partners can also report grievances via this channel. ◆



BORUSSIA’S GIFT FOR THE FUTURE

The Borussia Foundation was founded in 2010. To date, it has supported more than organizations and social institutions with more than 1.3 million euros

Being essentially the largest club in the city of Mönchengladbach and one of the largest clubs in the region, Borussia has a social responsibility that the club wants to fulfill with sustainability. That is why VfL established the Borussia Foundation back in 2010 to mark the club’s 110th anniversary. It is a central pillar of the club, providing financial support for projects in the fields of community and participation, health and prevention, and education. The board of the foundation meets twice a year to decide on the applications submitted.

To date, more than 200 charitable

organizations and social institutions of all kinds, from sports clubs and church congregations to kindergartens, have benefited from donations in cash and in kind from the Borussia Foundation. In addition, there are exceptional situations in which the Borussia Foundation also feels it has a duty to help, such as in March 2022, when VfL appealed for support for people suffering from the war in Ukraine.

Normally, the focus of the foundation’s work is on the region in and around Mönchengladbach, where it first and foremost emphasizes the rend-

ering of support to children and adolescents. „Just as we want to achieve sporting and business success as a football club and a company, we also want to create value for society,“ says Borussia’s Managing Director Stephan Schippers. And what better way to do that than to invest in the future, i.e. in children and young people.

However, the Borussia Foundation pursues multiple concepts. „On the one hand we are committed to long term strategic projects, and on the other hand we make individual donations to organizations who are funding >>

Willkommen auf dem Hinweisgeberportal von Borussia VfL 1900 Mönchengladbach GmbH





Liebe Hinweisgeberin, lieber Hinweisgeber,

Sie befinden sich auf dem Hinweisgeberportal von whizzla.com. Unser System ermöglicht Ihnen, **einfach** und vor allem **anonym** dem oben genannten Unternehmen interne Verstöße oder Unregelmäßigkeiten zu melden. Alle von Ihnen gemeldeten Informationen gelangen ungelesen an die jeweils verantwortliche Stelle des Unternehmens. Nach der Erstmeldung können Sie und die Verantwortlichen des Unternehmens über ein **anonymes Postfach** miteinander kommunizieren.

Sicherheitshinweis:

Durch unser System wird Ihre Anonymität gewährleistet. Beachten Sie zur allumfassenden Sicherheit Ihrer Anonymität auch folgende Punkte:

- ➊ Geben Sie keine persönlichen Daten an (Name, Rufnummern, usw.).
- ➋ Machen Sie keine Angaben zu Ihrem Verhältnis zu den beschuldigten Personen (beruflich sowie privat).
- ➌ Geben Sie keine Daten an, die Rückschlüsse auf Ihre Person ermöglichen.
- ➍ Achten Sie auf eine sichere Internet-Verbindung (SSL Verschlüsselung). Das Schloss-Symbol in der URL-Leiste zeigt an, ob eine SSL-Verschlüsselung aktiv ist.
- ➎ Gehen Sie nach Möglichkeit zukünftig immer direkt auf die whizzla-Seite, ohne Umwege über die Webseite des oben genannten Unternehmens zu nehmen.
- ➏ Vermeiden Sie die Nutzung von Rechnern am eigenen Arbeitsplatz.
- ➐ Nutzen Sie auf keinen Fall interne Intranet-Verbindungen.
- ➑ Bei Bereitstellung von Dokumenten: Prüfen Sie, dass alle Daten, die zur Aufdeckung Ihrer Identität genutzt werden könnten, unkenntlich sind.

 <p>Anonymität</p> <p>Der Schutz der Hinweisgeber steht an oberster Stelle.</p> <p>klick</p>	 <p>Sichere Kommunikation</p> <p>Mit uns kommunizieren Sie immer auf sicherer Basis.</p> <p>klick</p>
 <p>Mitteilenswerte Vorfälle</p> <p>Erfahren Sie mehr über mögliche Verstöße.</p> <p>klick</p>	 <p>Hinweisgeber-Regeln</p> <p>Transparenz schafft Vertrauen – überall!</p> <p>klick</p>

🔒 [Bitte klicken Sie hier, um anonym und sicher einen Hinweis abzugeben](#)

certain plans, such as the reconstruction of a gymnasium, the building of a swing for wheelchair users, camps for youth or a workshop,” explains Markus Frieben, department head CSR & Sustainability at Borussia. These individual donations make up about 60 percent of the total that has been disbursed to date.

Around 25 percent of the funds distributed have so far gone towards the foundation’s long-term projects - and this has left clearly visible traces in the city: With the help of the Borussia Foundation, eight small artificial playing fields have already been built in various parts of Mönchengladbach. The De Kull fan project is organizing the „Bolzplatzliga“ football project on the pitches. Borussia and its supplier Puma have helped to finance the launch of the „Bolzplatzliga“ football project. The Bolzplatzliga is a recreational league for twelve- to 17-year-olds. Behind the concept is not only the fun of football but also a serious aspect: „Football creates community,“ says Schippers. „Anyone who meets on the football field to play automatically builds bonds with others and becomes part of an integration. There are rules and common values here that everyone identifies with, leading to a good community among young people.“

The provision of support for amateur football fields is the longest term project for the Borussia Foundation aside from the Bildungspark Mönchengladbach. At the Bildungspark, the focal topic socio-political education is a key issue. In school year 2021/22 a total of 3,828 students participated in

workshops in the special atmosphere of BORUSSIA PARK. The fact that 15 percent of the foundation’s funds go to exercise and health can be attributed to Borussia feeling a special connection to these issues as a sports club.

APPRECIATED BY MANY SIDES

„The work of our foundation is very positively perceived and appreciated in the city and the surrounding area,“ says Frieben. However, the Borussia Foundation as such is not so much in the foreground - which is not a problem, since the foundation does not exist as an end in itself. „What sticks with all those who support it is: Borussia has helped!“ And that is a „multipliable value,“ as Frieben calls it, especially because of the emotionality that is always involved with a football club. Borussia endows the future and communicates this - which on the one hand attracts the attention of socially committed people who may apply for a donation, and on the other hand also attracts potential patrons of the foundation. The Borussia Foundation does not actively fundraise. A large part of the donations comes from Borussia’s charity golf tournament. The eleventh edition took place in 2022. The tournament and the subsequent „Get together“ were attended by former players and coaches of the Foals as well as sponsors and supporters of the club. Active players of the FohlenElf are also involved time and again. Donations, support from sponsors and the traditional auction and raffle raised a total of 75,000 euros for the Borussia Foundation. To date, the Golf

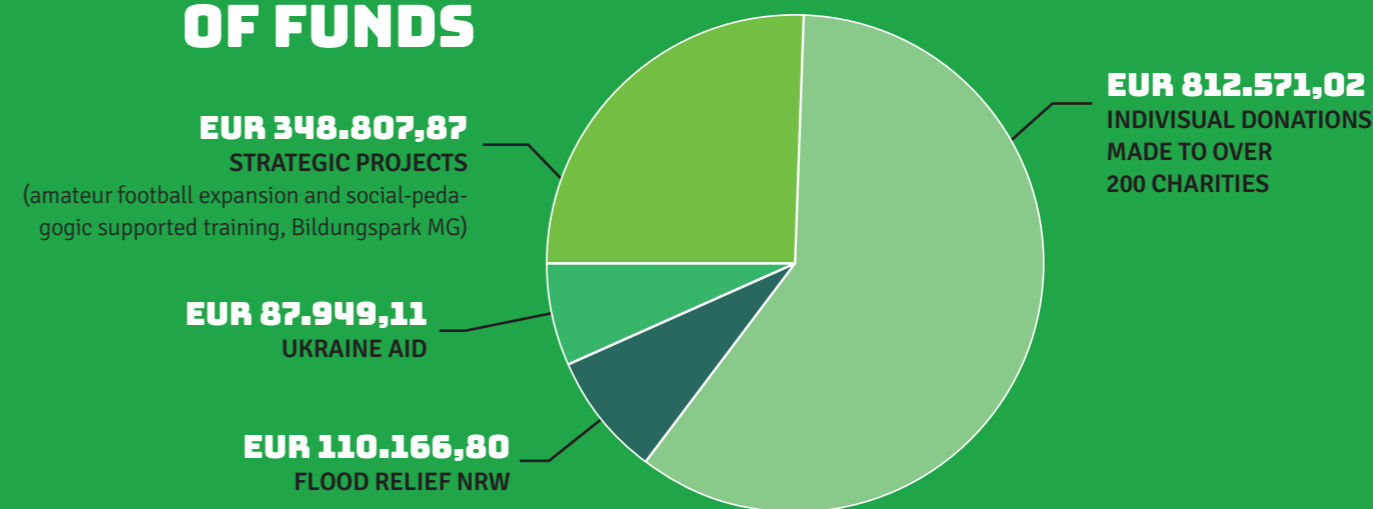
Trophy has raised a total of 737,000 euros for the foundation. Another source of income in 2022 was a limited-edition warm-up jersey, which Borussia produced in collaboration with its supplier Puma. The sale and auction of five warm-up shirts worn by players of the FohlenElf raised a total of around 16,500 euros.

When the money collected is distributed again in the form of donation checks, those responsible for the Borussia Foundation will visit the individual recipients to hand it over. „We always try to visit the institutions in question in person,“ says Schippers. „We not only want to give the people who do the great and important work there a helping hand financially, but also convey our appreciation to them.“

TOTAL DISBURSEMENT BORUSSIA FOUNDATION SINCE 2010 EUR 1.359.494

Status January 01, 2023

DISTRIBUTION OF FUNDS



BORUSSIA FOUNDATION PAYOUTS 2022

CLUB	PROJECT	DONATION AMOUNT
Aktionsbündnis Dormagen Hilft	Medications for Ukraine	Eur 29.119,11
De Kull e.V.	Bildungspark MG	Eur 20.000
Jüdische Gemeinde Mönchengladbach	Assistance for refugees from Ukraine	Eur 20.000
Arche med e.V.	Helpful goods for Ukraine	Eur 15.000
Stadt Mönchengladbach	Construction subvention amateur field Scheulenstrasse	Eur 7.191,17
Zornröschen Verein gegen sexualisierte Gewalt an Kindern und Jugendlichen e.V.	Premiere of prevention theater piece "Anpfiff"	Eur 6.529,32
Mönchengladbacher Tafel e.V.	Support of people in need	Eur 5.000
Teamverbund für Kulturelle Vielfalt e.V.	Assistance for refugees from Ukraine	Eur 5.000
Lebenshilfe Kreis Ahrweiler e.V.	Rebuilding of the Lebenshilfe house after the flood	Eur 4.445
Förderverein Fasan e.V.	School courtyard design	Eur 4.000
Franz-Meyers-Gymnasium	Assistance for refugees from Ukraine	Eur 3.000
Helfende Hände MG	Assistance for refugees from Ukraine	Eur 3.000
Fürther Elternverband e.V.	Assistance for refugees from Ukraine	Eur 2.330
Förderverein Realschule an der Niers e.V.	Prevention of violence	Eur 2.000
Universitätsklinikum Essen	Assistance for refugees from Ukraine	Eur 1.500
Ridne Slowo e.V.	Assistance for refugees from Ukraine	Eur 1.500
Lions-Club Kaarst-Büttgen-Korschenbroich e.V.	Assistance for refugees from Ukraine	Eur 1.500
Nordkurve Aktiv	Assistance for refugees from Ukraine	Eur 1.000



BORUSSIA HELPS ALL OVER EUROPE

Borussia provides help well beyond its own region. In mid-May 2022, emotions ran high when the Ukrainian national team came to BORUSSIA PARK for a benefit game

When Oleksandr Petrakov stepped up to the microphone in the press room after the game on this May 11, 2022, it was the moving conclusion to a highly emotional evening at BORUSSIA-PARK. „We are happy and grateful that we were able to show that we are far from lost as a country,“ said the national coach of Ukraine.

Exactly nine days earlier, the Ukrainian association had approached Borussia with a request to be allowed to play a preparatory match for the World Cup play-offs at BORUSSIA-PARK - the first match since Russia had started the war of aggression. „It was an abso-

lute given for us to do whatever we could to accommodate this wish,“ says Borussia’s managing director Stephan Schippers. „On the one hand, to help the Ukrainians in a sporting sense. But also to offer a platform to express how despicable what is happening in Ukraine is. We are convinced that sport can build bridges.“

Organizing such an event in such a short time was a point of honor for every Borussian. And everyone who experienced this great evening of football in blue-yellow and black-white-green will say: every second of this work was worth it.

Many hours before the game, Ukrainians had already distributed flags around the stadium and painted faces in the national colors. Borussia had invited the Ukrainians who had fled to Germany, and many had accepted the invitation. According to managing director Schippers, Borussia wanted to give its guests „hopefully a few carefree hours in incredibly complicated times.“

And, of course, to raise money for the people suffering from the war. Numerous partners did not charge for their work in handling the game, or only charged a reduced amount, so that in the end an impressive 141,000 euros was collected. In addition, ProSieben called for donations to the German aid organization „Aktion Deutschland Hilft“ during the live broadcast of the game, so that a total of 642,745 euros was collected that evening. In addition, 94,269 euros were donated by Borussia in the name of its members and another close to 150,000 euros that came from donations the foundation had received.



One month prior, the VfL concluded another major support project. Along with partner Puma, the club membership included 24 clubs that were affected by flooding in the Ahrtal in the summer of 2021. Equipment and sports merchandise valued at 250,000 euros were provided.

„We are aware of the fact that in some cases, we are not able to address the existential problems of the Ahrtal population with our donations. Nevertheless we hope that we were able to help as many football players as possible to return to the stadium and to at least ease the consequences of the disaster somewhat,“ commented managing director Stephan Schippers.

Moreover, the Borussia Foundation donated almost 160,000 euros to the Lebenshilfe Ahrweiler, which was hit by the flood disaster. The Borussia Foundation, together with main sponsor Flatex and private donors, provided the money for the new start of the Lebenshilfe work. ♦



The transport boxes guarantee that goods are transported more sustainably between Borussia and the logistics provider.



MULTI USE & REGIONALITY

Borussia's objective is to make the supply chain management in merchandising and catering more sustainable. An overview of the goals and activities

Supply chain management comprises several components, starting with raw and base materials to the production and sale to delivery of the product to its final destination. This includes procurement, product life cycle management, supply chain planning, logistics and order administration. The ongoing globalization generates stressors that affect humans and the environment along a complex supply chain.

Borussia aims at the long term sustainability in the supply chain for merchandising, catering and events. While some measures have already been implemented, the departments are working towards the realization

of other goals and at developing new ideas. To do this, the club has compiled measures that must be driven forward. ♦



The new, more sustainable cup carriers.

MERCHANDISING

COMPLETED TO DATE:

- ◆ In 2022 the club began offering sustainable clothing. However, the line was not heavily promoted or identified as a sustainable range
- ◆ 80% of the textiles have a new hang tag (monochrome print, sustainable paper)
- ◆ Multi-way system transportation boxes for goods are being used between logistics companies and our own warehouse (since 2020)
- ◆ Reuse of delivered boxes for in-house purposes. Logistics company change from DSV to Prowerb effective April 1, 2023
- ◆ New packaging optimized shipping (computer controlled)

Suspension of the hard copy catalog (2020)
Saves: 11,000,000 sheets of paper p.a.

WHAT IS STILL UNDER DEVELOPMENT?

- ◆ Increased acquisition from importers and suppliers who strictly comply with a sustainability program
- ◆ Introduction of supplier contracts that document in more detail the production guidelines and sustainability mandates
- ◆ Expansion of product data sheets
- ◆ Greater transparency for customers related to sustainable products

The aim is to further improve product packaging and labeling of sustainable products

FUTURE GOALS:

- ◆ Regional products
- ◆ Introduction of digital coupons as of June 2023
- ◆ Launch online shop category „Nachhaltigkeit“

KIOSKS AND VIP-ZONES

COMPLETED TO DATE:

- ◆ Crisp veggie nuggets (Kiosks)
- ◆ Sustainable cup carriers (Kiosks)
- ◆ Multi-use cups (Kiosks)
- ◆ Packaging made of recyclable or regrowing materials (Kiosks)
- ◆ Choice of food and beverages based on regionality, seasonality and production under resource conserving and environmentally friendly conditions (Kiosks & VIP-Zones)

IN PROGRESS:

- ◆ Asking suppliers of meat products to establish more sustainable husbandry options (Kiosks & VIP-Zones)
- ◆ Reduction of packaging and single use materials by 10% by season start 2023/24 (Kiosks & VIP-Zones)
- ◆ Supplier contracts further adjusted to accommodate sustainability aspects (Kiosks & VIP-Zones)
- ◆ Minimization of food waste by up to 5% by season start 2023/24 (VIP-Zones)
- ◆ Revision menu concept (VIP-Zones & FohlenSportsbar)
- ◆ Expansion of vegetarian and vegan menu items (VIP-Zones & FohlenSportsbar)

FUTURE GOALS:

- ◆ Separate sales booths that offer non-meat items all across the stadium
- ◆ Replacement of older restaurant appliances that consume a lot of electricity and water
- ◆ Supplier contracts constantly updated with regard to sustainability

SOCIAL MATTERS

E-Learning

78

Health Promoting Measures

80

Girls and Women's Department

82

Bildungspark MG

84

Diversity: Borussia is Colorful

86

FohlenWelt: Responsibility in Football Shoes

92

Borussia's Accessibility Program

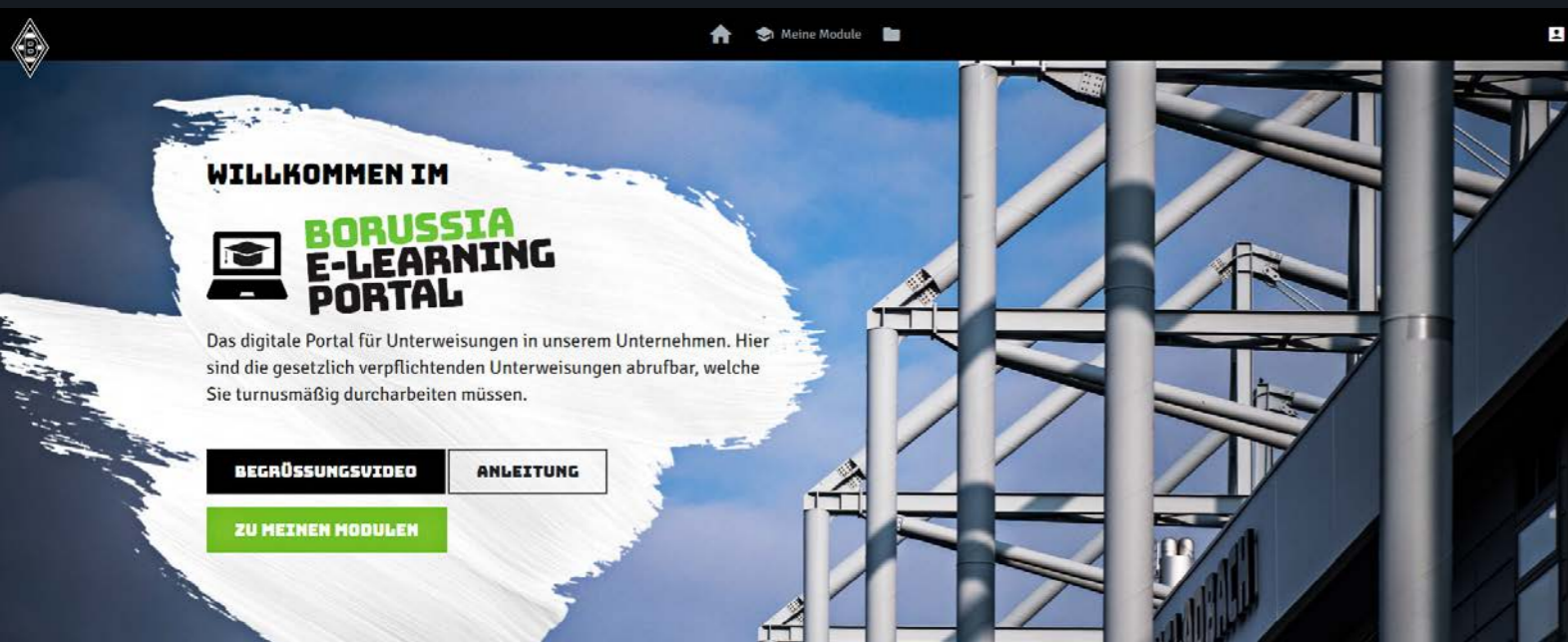
94

Protection of Children

95

Social Advocacy at a Glance

96



E-LEARNING: DIGITAL AND FLEXIBLE

In cooperation with „mybreev“ Borussia provides a digital training portal to all employees

Safety in the workplace plays an essential role in companies. Training and instruction help to make every day work in the office safe in the long term. However, the time when all Borussia Mönchengladbach employees were called together on a specific date for instruction is over. In the age of digitalization, there have long been new ways to instruct employees on fire safety, for example, or to alert them to mental health risks.

Borussia has been using an e-learning portal since 2021. The digitized approach has only advantages for everyone involved in the company, says Tobias Hackethal. Hackethal is responsible for the e-learning portal at Borussia and explains, among other things, how the change in the area of occupational safety came about.

„With the onset of the Corona pandemic, the idea for an e-learning portal first came up,“ says Hackethal.

„In March 2021, we were then able to make the first learning content relating to occupational safety available online for all Borussia Mönchengladbach employees.“ The portal was developed in cooperation with the „mybreev“ Academy. The company, based in nearby Viersen, has already developed „QuaSOD“ - a training tool for the stewards of the German Football Association (DFB). Currently, more than 550 people at Borussia use the portal, including around 300 permanent employees.

„Every employee can now theoretically undergo instruction from anywhere in the world,“ explained Borussia Managing Director Stephan Schippers shortly after the new platform was introduced. „The primary advantage is that the learning content on the platform is not lost after a module is completed and can be rechecked whenever one needs to review or has forgotten something.“

In addition to the advantage of being location-independent, e-learning offers numerous other advantages. For example, it is also time-independent. Employees are free to decide when they want to attend training and instruction sessions. In practice, courses no longer have to take place independently of each other, but can run in parallel. Furthermore, the learning process is more individualized for everyone than before. The learning pace can be self-determined and the illustration of the learning content can „certainly make it much easier for some“ to learn, as Hackethal believes. In addition, Borussia’s online learning content can be updated at any time. They are therefore never outdated or obsolete. ♦



INFOS

HOW IT WORKS

Borussia employees can log into the e-learning portal and navigate to the various online modules. In addition to fire prevention, cyber security and CSR, the topics also include training on the subject of mental stress in the workplace. When completing the various units, a distinction is made between mandatory and information modules. After completing a course, the employee receives a certificate that proves that he or she has passed the course. This certificate must then be deposited with the employer. The instruction and/or training is completed.

WHAT IS E-LEARNING?

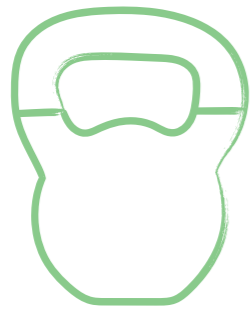
The term e-learning refers to learning with the aid of electronic devices and media. This makes it possible to continue learning from anywhere. All that is needed is Internet access. The learning content is made available digitally.

Module Title	Category	Duration
Arbeitsschutz im Büro (v1.0)	Datenschutz	45min
Brandschutz (v1.0)	Occupational Health and Safety	45min
Datenschutz im Büroalltag (v1.0)	Datenschutz	45min
Phishing - Die Schulung	Cyber Security	35min
Cyber Security - Basics	Cyber Security	30min
Corporate Social Responsibility	Nachhaltigkeit	25min
Psychische Belastungen am Arbeitsplatz	Mentale Gesundheit	35min
Schulungsvideo Microsoft Teams	Digital Skills	25min

BORUSSIA HEALTH PROMOTION

Borussia offers numerous health promoting programs in the direct work environment

01



COMPANY SPORTS

Under the motto „Fit at Work,“ Borussia offers regular company sports sessions. Every Tuesday, shortly after work, the 25 or so employees who take part meet to exercise together.



RUN & FUN

Every year, some employees of VfL take part in the Santander company run „Run & Fun“. Borussia pays the entry fee for the individual runners. Run & Fun“ is not just about individual speed, but rather about team spirit and the joy of sport. 19 employees participated in the 2022 run for Borussia.

02

03



GOOD ADVICE

Players at the junior training center receive a wide range of nutritional counseling. This includes parent coaching (for the U9 to U14 age groups) as well as individual and group advice for the U15 to U23 youth teams. In addition, the club supports the Foals of the Future by organizing and providing food and drinks on training and match days.

04



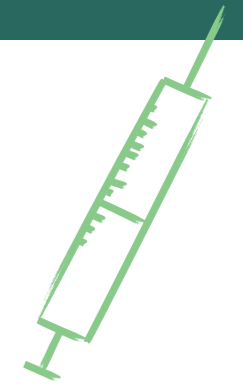
JOB BIKE

At Borussia, bicycles or e-bikes can be leased through the employer. After all, cycling to work improves health and fitness and also protects the environment. In 2022, 52 employees took advantage of this offer renting 72 bicycles.

05

VACCINATIONS

The club has supported the vaccination campaign of the German Ministry of Health, which arose in the wake of the Corona pandemic, and offered all employees voluntary vaccinations at BORUSSIA-PARK.



06



MOBILE WORK

Mobile work became a permanent option featuring flexible, individually coordinated working hours starting with the beginning of the Corona pandemic.

07

MEDICAL PARK

Borussia-8-Grad operates is a rehabilitation center for therapeutic services. It is being managed by the Medical Park. With state-of-the-art equipment, it offers treatment and training options based on the latest medical findings. Borussia's employees receive discounted memberships. In 2022, 21 employees took advantage of this program.





ATHLETIC ACHIEVEMENTS THANKS TO EFFECTIVE YOUTH WORK

Since the establishment of the girl’s and women’s department, Borussia has achieved a number of athletic successes. The department continually expanded and evolved into professional teams

Women’s football is booming, as demonstrated not only by the recent European Championship in England. Spectator interest and media attention are on the rise. This hype can also be felt at Borussia. The last Talent Day, at which girls born between 2009 and 2014 were able to demonstrate their skills, was well attended with over 40 registrations and quickly booked up. „The interest in playing competitive football is growing enormously among many girls,“ says U17 coach Christian Klein, who has been working in Borussia’s women’s and girls’ department since 2017.

„The players on the women’s national team are increasingly becoming role models that young girls want to emulate as a result of their increasing public visibility,“ says Klein. Young girls who are about to decide whether to start playing football are shown a good perspective by this trend, he says.

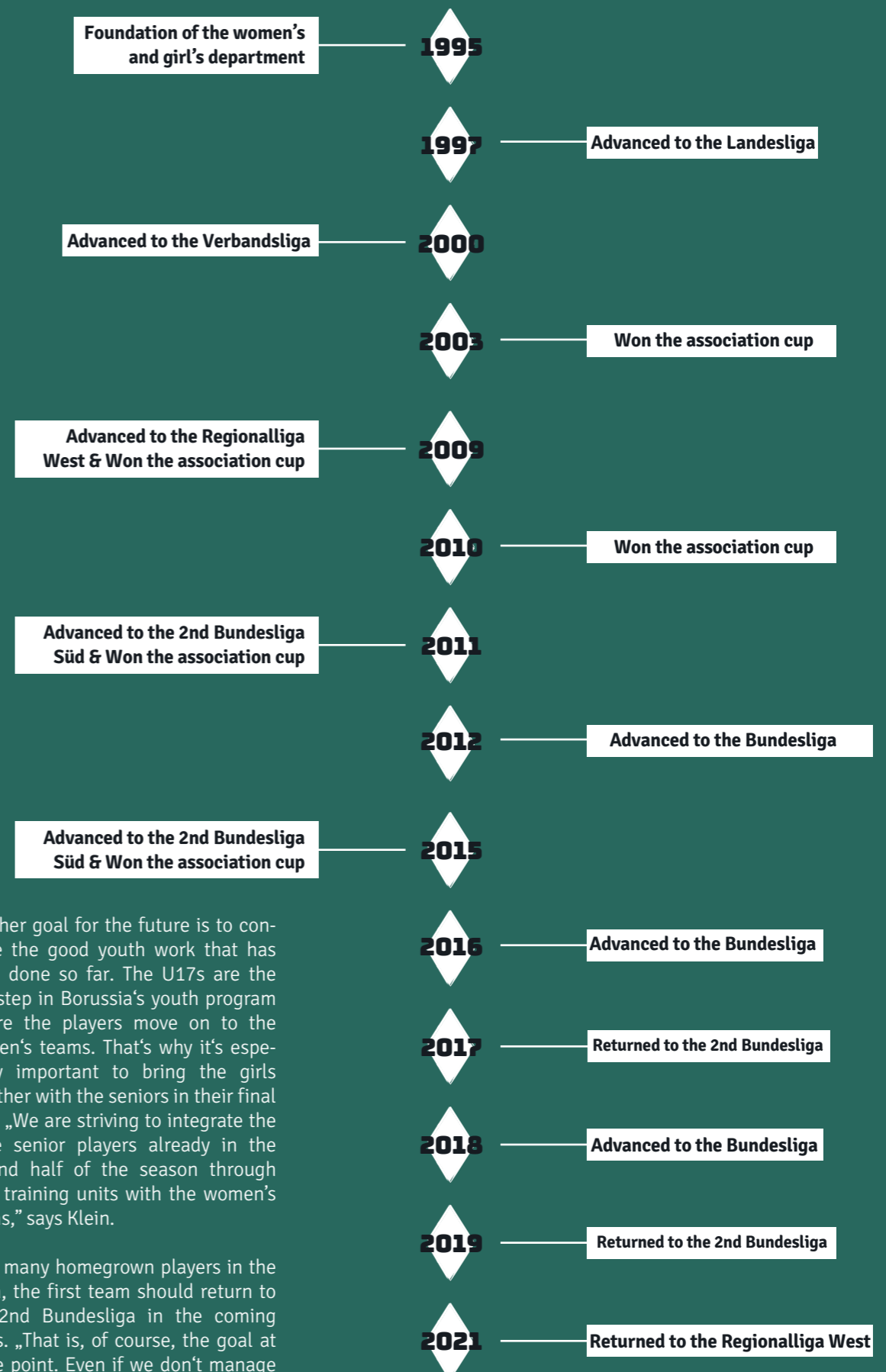
COLLABORATION WITH THE MEN’S DEPARTMENT

The training facility by the Haus Lütz, which is almost exclusively used by the women’s department, has hardly any overlaps in training with the junior

teams of the VfL or unused spots. A Borussia style re-branding of the training facility is already planned. However, the different training facilities also reduce the contact between the women’s and men’s teams. According to Christian Klein, a closer cooperation would benefit the club. However, there are no concrete objectives as yet. Borussia’s approach should always be sustainable, well thought-out and continuous: „We don’t want to do anything that is ill-considered or rushed. That’s what sets Borussia apart,“ says Klein. For the U17 coach, joint activities such as photo shoots or training sessions would be a way to strengthen the teamwork: „That would make the girls incredibly proud.“

Another goal for the future is to continue the good youth work that has been done so far. The U17s are the last step in Borussia’s youth program before the players move on to the women’s teams. That’s why it’s especially important to bring the girls together with the seniors in their final year. „We are striving to integrate the more senior players already in the second half of the season through joint training units with the women’s teams,“ says Klein.

With many homegrown players in the team, the first team should return to the 2nd Bundesliga in the coming years. „That is, of course, the goal at some point. Even if we don’t manage to win promotion this season, I think we’re on the right track,“ says Klein. ♦





The Bildungspark MG offers 8 different workshops on political education

4.000
STUDENTS

attended the Bildungspark MG workshops in 2022

THE STADIUM AS A CLASSROOM

BORUSSIA PARK is also a political education venue for youth participating in the programs of the Bildungspark MG

Four principles are written on the blackboard: „Everyone may say anything,“ „No one will be judged,“ „Everything said stays here in the room,“ and „Have fun!“ In the FohlenCampus at the BORUSSIA-PARK 25 young people have come together for a workshop organized by Bildungspark MG, entitled: „The ball on the net.“ It is about dealing with social media and so-called „hate speech“, i.e. insults and discrimination on the Internet. Topics that stem from the reality of young people’s lives. „We want to raise awareness of such issues and potential problems and also look at our own personal user reality,“ says Marius Künzel, pedagogical director

of the Bildungspark MG. „But we never want to lecture with a raised forefinger, but rather exchange and discuss critically together.“

It helps a lot to leave the classroom behind for a change, he believes: „The students are much more open outside the school context.“ In addition, the connection to Borussia Mönchengladbach provides further external motivation. The stadium tour at the end of a workshop day - an additional highlight for many.

Overall, the Bildungspark MG offers eight different workshops for adolescents and young adults on subjects

such as anti-discrimination, prevention of violence and addiction or gender roles. They all take place under the umbrella of „Lernort Stadion“ at BORUSSIA-PARK. VfL is a financial, non-material and practical sponsor of the educational project.

Since its launch in 2017, more than 12,000 students from nearly 70 different schools have thus already worked and learned in over 420 workshops. „Bildungspark MG is a true showcase project in the field of Borussia’s social work and the only project in the city of Mönchengladbach that offers socio-political work of this kind,“ says Markus Friebe, department head CSR &



Sustainability at Borussia.

In 2022 alone, the Bildungspark hosted 185 workshops attended by more than 4,000. New programs: the elementary school workshop „Our young talents.“ „We were asked again and again whether it would be possible to offer a workshop for elementary school level children,“ reports Künzel. In cooperation with the regional education office, a two-day workshop for fourth graders has been designed that deals with the topics of values education, transition to secondary school, and conflict sensitivity. The goal is to incorporate this offering for elementary schools into the portfolio on a permanent basis. In addition, a total of 19 students were trained as anti-discrimination trainers in 2022. They will now be available at their schools as multipliers for anti-discrimination training.

Moreover, since mid-January 2022, the Bildungspark MG has been a cooperative partner of the network „School without racism, courageous school.“

Groups of classes who attend one of the workshops are integrated into the network. They receive a certification that stands for a discrimination aware school culture and lasting advocacy.

Because of the huge demand, the program of the Bildungspark MG is being continually expanded. In addition to new workshops, Borussia’s junior training center now also receives training on topics such as team building and values education (grades U12 to U16) and social media and racism (U16 to U19). „This means that Borussia itself is now benefiting even more directly from our work,“ says Künzel.



INFOS

BILDUNGSPARK MG WORKSHOPS

- ◆ „Abseits“ – Anti-discrimination
- ◆ „Der Ball im Netz“ – Social Media & Hate Speech
- ◆ „Dopingprobe“ – Addiction prevention
- ◆ „Queerlatte“ – gender roles, homosexual, transexual and queer hostilities
- ◆ „Rudelbildung“ – Teambuilding and prevention of violence
- ◆ „Zweitzeug*innen im Fußball“ – Anti-Semitism
- ◆ „Green Football“ – Sustainability
- ◆ „Erinnern für morgen“ – Tracking Borussia’s history

LERNORT STADION

Lernort Stadion e.V. is an umbrella organization that brings political education programs to football stadiums throughout Germany. In the world’s most beautiful classroom, young people experience in an appreciative atmosphere that their opinion is in demand and that it is worthwhile to stand up for an open and diverse society.



WE ARE BORUSSIA

Borussia is colorful, which is evident when you glance at the tribunes of BORUSSIA PARK. Different genders, different skin colors, origins, languages, religions and sexual orientations are present at this meeting place. This also includes people with mental and physical disabilities. Some of them find themselves confronted with discrimination and stigmatization, other are actively working to overcome them. Their stories show: They are all part of the diverse Borussia family.

OLD LOVE, NEW FLAME

Arno Paul's passion for time spent at the stadium died down when blindness took his eyesight. However, he found Borussia's reporters for the blind and their reports specifically for his needs

Arno Paul has two fan stories to tell. One sounds quite classic: A neighbor regularly drove to the Bökelberg to watch Borussia's home games in the stadium. So it seemed inevitable that he would take the young football enthusiast with him from time to time. But then Arno Paul's life was changed by a serious traffic accident. The then twenty-year-old goes blind. „I went back to the stadium at some point, but I lost the feeling for the experience,“ says Paul.

Years later, his son, now an ardent VfL fan himself, encouraged him to give it another try. After all, BORUSSIA-PARK now hosts the Foals' home match reportage. The three blind reporters Thomas Hörkens, Sidney Rahmel and Stefan Birkenstock comment on all home games of the Fohle eleven with a special eye for detail. They are on the air from kick-off to the final whistle and always provide detailed information about what is happening on the pitch.

„Even the first time, I thought: ‚Wow.‘ It was overwhelming. The atmosphere, the community, the energy you felt,“ Paul says. „I get goosebumps when I think about it. The full sense of being at the stadium came back to me. I instantly bought tickets for all of the other games.“

Since then, Arno Paul has missed virtually no home game, and the commented seats in Block 24 have become his regular spot. They are a wonderful way to be part of the Borussia community, says Paul: „With this feeling of togetherness and the energy in the stadium, I don't feel hindered. Then I'm part of the whole in the block.“

What makes the „Fohlen“ home game reporting so valuable for him is that the reporters are emotionally involved and do not „only“ comment on what is happening in the game, but also on what is going on around it. For example, they describe the jerseys of the visiting team or tell what is happening in the fan stands. „Even if I can't see anymore: I still visualize images in my head. Also from my memories of old stadium visits,“ Paul explains. „Whether these images ultimately correspond to the actual pictures doesn't matter.“



FOHLEN HOME GAME REPORTS

Thomas Hörkens, Sidney Rahmel and Stefan Birkenstock are the „eyes“ for all visually impaired Borussia fans. The three honorary reporters for the blind commentate on all home games of the Fohlen eleven - both for the visually impaired fans in Block 24 and for everyone at home. The broadcast via audio stream starts fifteen minutes before kickoff and can be played directly as a pop-up player via the website.



BORUSSIA MAKES US A TEAM

Sipan Omer works for Borussia's event services. Kabir Ajao Ajagbe had a position as an event logistics expert with the VfL. Both were met with some hostility in Germany due to their ethnicity

„I'm a true Gladbach boy,“ says Kabir Ajao Ajagbe, known as Jay Jay, and a grin spreads across his lips. The native Nigerian has lived on the Niederrhein for over 30 years, went to school in the Odenkirchen district and worked for Borussia as an event logistician. His family emigrated to Germany in the early nineties. Jay Jay followed a little later at the age of six. In his first years in a foreign country, he had to deal with some hostility. It was not uncommon for fist cuffs and insults to occur. „At school, I was kept at a distance because I didn't speak the language well,“ he recalls. „I was regularly confronted with the N-word, and I always said that I didn't want to be called that.“

Sipan Omer, who is now employed by Borussia in the event service department, also initially had difficulties making connections in Germany. In 2015, he fled from northern Syria to Europe to find safety and peace here. „But there are many things you have to get used to in a new country: a different culture, different traditions, even the jokes that are made are different,“ he explains. Germany has become his second home. Most people here were friendly to him from the start. He was exposed to hostilities and also encountered sceptic people who saw him as a „refugee.“

Jay Jay nevertheless sees a positive development in Germany: „When I was a kid, racism was just talked about, but for a few years now I've seen that many people want to change things, stand up for tolerance and for togetherness,“ he explains. In football, too, things have changed for the better. Although there is still room for improvement, people have become much more sensitive. „That's important, because sports can do a lot for integration,“ says Jay Jay, who is taking a trainer's license for this reason, among others, and would like to be a contact person for children and young people in the future.

Sipan has been helped by the sport not on but off the football turf. Before joining the VfL, he had nothing to do with football, but now he enjoys working in that very field: „It's that feeling that comes up, especially with a club like Borussia. It also welds my colleagues and me together, which is why I feel very comfortable here. I say this from the bottom of my heart: I don't just work here, I'm also a Borussia fan!“



SENSING THE MOOD

VfL Fan club „Deaf Fohlen Borussia“ about its special feelings in the stadium

When Stephan Meister, Ingo Durst, Trixi Göbel and Michael Schöller are at BORUSSIA PARK, they, like all VfL fans, love to soak up the atmosphere. But something is different. The four are members of the „Deaf Fohlen Borussia“, an association of fans with no or only very limited hearing ability. Of course, this does not detract from their mood in any way. „Our perception is strongly visual,“ explains Meister, first chairman of the deaf fan club. „Flags, facial expressions and gestures of people - all this has a special effect on us. We feel the mood and atmosphere.“

The „Deaf Fohlen“ attend every home game and numerous away games of the VfL. They can be found in Block 2 at BORUSSIA-PARK. They see the community in the Borussia family as inclusion in action. „You hug each other, you rejoice together. The heart beats to the same beat, you are connected to each other,“ says Trixi Göbel, and Meister agrees with her: „Borussia is a family.“

Moments during which the four find themselves confronted with problems do of course arise, they say. For instance when they visit a kiosk acces-

sible communication is extremely difficult, and orders can take a long time - and in the end you get the wrong drink. „If we had a board there where we could just show what we wanted, that would be really nice,“ Michael Schöller suggests, and the others agree. This is exactly the service Borussia wants to introduce in 2023.

They would also like to see subtitles for the preliminary reports on the stadium screens, so that they can immerse themselves even better in the trappings of a Bundesliga match. However, they are right in the middle of Borussia's „national anthem,“ the team from the Lower Rhine, and have even translated the song into sign language. And one thing is clear to all four of them anyway, as Trixi Göbel states on behalf of the others: „Without Gladbach - that's not possible.“



„WE ARE DIVERSE AND COLORFUL“

Robert Lierz of the Aidshilfe Mönchengladbach-Rheydt talks about sexual diversity at schools. In the stadium, the Borussia fan also advocates for tolerance and acceptance

„For me, the hatred towards LGBTIQ* people is incomprehensible. When I do educational work in schools, some students say to me that something like that is unnatural. I get resistance and ask: ‚Is this your own opinion or did you take it over from someone else without reflection?‘ I want to encourage young people to contemplate this and form their own opinions. As a society, we have to approach one another. LSBTIQ* people don't hurt others. Everyone should be allowed to be who there are and love whom they want to love. This is why it is important that I as a heterosexual male stay active and advocate for tolerance vis-à-vis people with different sexual orientations and identifications.“

In football, it is interesting to observe how much interest there is in whether a player is gay or not. That should not play a role. For me as a Borussia fan, the only thing that counts is whether a player performs and gives everything for the club. My regular seat is in the Nordkurve and there, at least, I have the feeling that it's about football and not about sexuality. Around me are some people from the homosexual or bisexual scene. It's been a long time since I've seen them being made fun of. In other parts of the stadium, however, that doesn't always seem to be the case. Again and again, I meet people at the Aids Help Center who tell me about their experiences. Some of them are dressed extravagantly and the sexual inclination is clearly recognizable. They have to listen to a lot of gossip.

It is important that football clubs intervene in such incidents. I still remember the case of a transsexual person who had a bad experience at BORUSSIA PARK. Borussia took direct action, got us on board and we sat down together at a table. This is how it will have to work. Don't turn away, but act directly and show who you are.

Borussia also supports us in other ways. Whether with the foundation, which helps us financially, or by giving us the opportunity to meet fans outside the stadium. The club fulfills its responsibility in the region very well. Of course, there are still things that can be discussed, such as toilets for transgender people or special admission controls. In the end, the question is always whether it can be implemented. But the fact that Borussia is getting involved in talks about this is something I value very highly.

It is important to me that a bridge is built between the different forms of society and sexual orientations. We are diverse and colorful, and we should welcome this colorfulness. People who reject it must increasingly become a minority and realize that their opinions are not socially acceptable.“

The abbreviation LSBTIQ stands for lesbians, gay, bisexual, transgender, inter-gender and queer people.





RESPONSIBILITY IN FOOTBALL SHOES

The special exhibition at the interactive Borussia club museum, the FohlenWelt, which opened in September 2022 shows how the club developed its awareness of its own societal responsibility and how it now brings it to life

Titles, types and triumphs - the special exhibitions in Borussia's interactive club museum, the FohlenWelt, let visitors reminisce about great players and successes. The special exhibition, which ran from September 2022 to April 2023, also features helmets, some of them the old favorites. But this time there is no cup to be won. But something much more valuable: trust in a peaceful and diverse coexistence. Borussia and all the people who feel close to it are moving to the place where football takes place: at the heart of society. Boasting 122 years of club history and hundreds of thous-

ands of fans around the globe, and ten thousand at every game at the stadium, Borussia as the largest club in the Lower Rhine region, does not only stand for titles, personalities and triumphs, but also for „responsibility in football shoes.“ This is also the name of the FohlenWelt special exhibit, which opened on September 1, 2022.

The approach of the exhibition can be expressed in three keywords: preparing, showing and activating. Development refers to the museum creators' engagement with the club's own history. For instance, with the past social

exclusion, persecution and murder of Borussians of the Jewish faith and those of a different persuasion. And also with the complicity that the club, in the person of its officials, had to bear in a system that had been synchronized by the Nazis from 1933 to 1945. The result: there were perpetrators and victims at Borussia. Strict Nazis in club offices, but also club members like Wilhelm Brocke, who paid for his commitment to Jewish fellow citizens with his life.

The largest part of the exhibition is taken up by Borussia's adventurous trip to the friendly match in Tel Aviv against Israel in February 1970. To this day, it is seen as an initial for friendly relations between Germany and Israel, as proof of the political power of sport and as a sign of international understanding and against anti-Semitism. In addition, the special connection between VfL coaching legend Hennes Weisweiler and Israeli national coach Emanuel Schaffer, the two decisive figures in this heroic story, is also examined in detail. „Football was, and still is, more than just a game, scoring goals and contests



Christoph Kramer und Chiquinho mit Stadionsprecher Torsten Knippertz (r.) beim Talkabend zum Thema „Vielfalt in der Mannschaftskabine“ im ausgebuchten Kinosaal der FohlenWelt.



between two parties. Football has long played such a big role in our society that we as a club also want to be open to other issues, such as diversity, tolerance and sustainability," says Borussia's Managing Director Marcus Aretz.

The second part of the „Responsibility in Football Shoes“ exhibit draws attention to the fact how important advocacy against racism and discrimination of any kind is even, and most especially today. The focus is of course on football. „We use this exhibit as an occasion to take a more comprehensive view and to show the societal responsibility a football club has today, or how it can use its radiant force to take charge of socially relevant topics," explains Aretz. „Given its huge popularity, football, from the perspective of Borussia, actually has a moral obligation when it comes to issues such as anti-Semitism, advocates for enlightenment and takes counteractions“.

The exhibition is intended to raise awareness of anti-Semitic tendencies, discriminatory slogans and battle cries

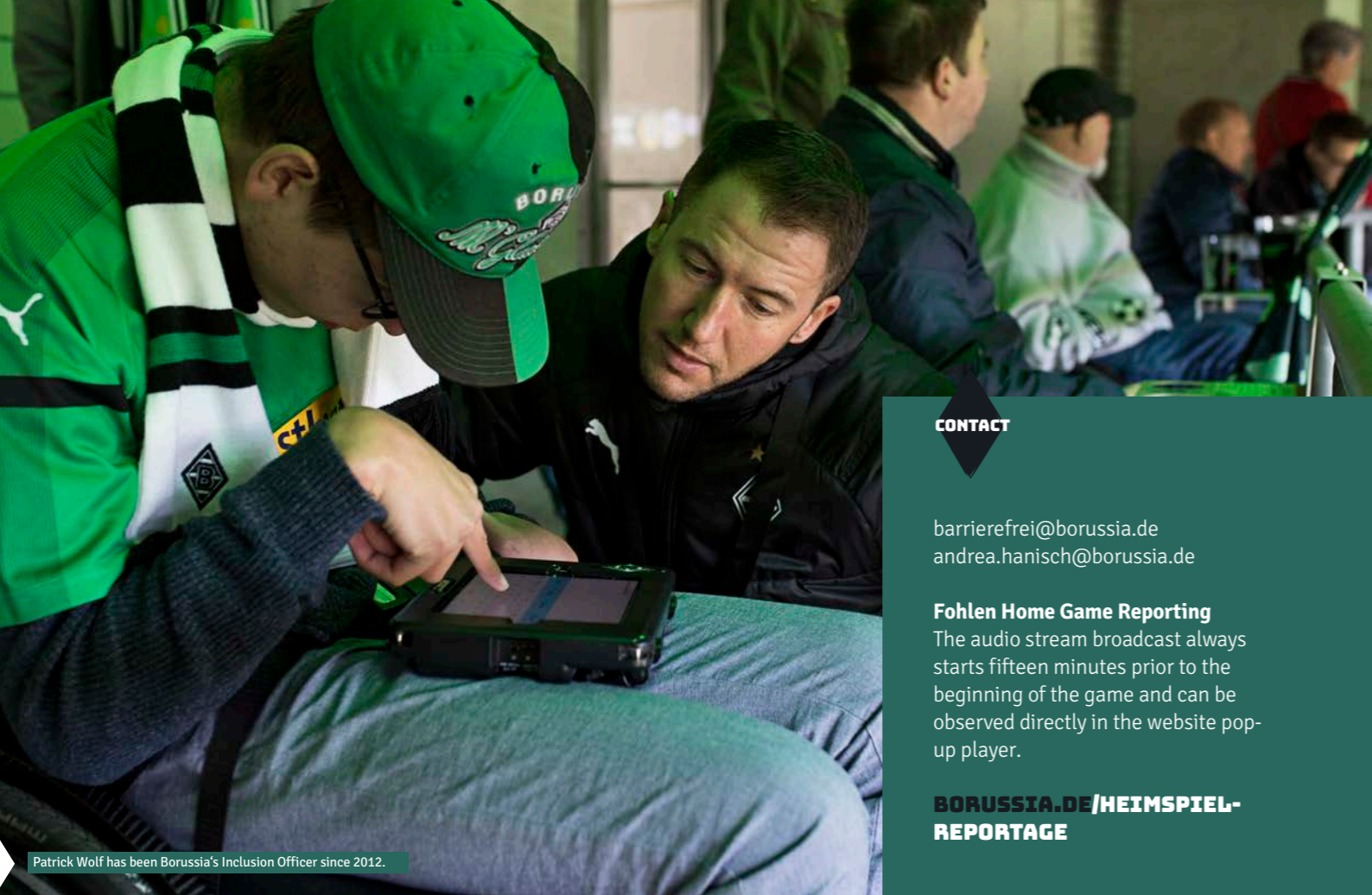
in the stadium. It is intended to call on people not to accept them in silence, but to speak out for diversity and tolerance, against anti-Semitism, racism and exclusion of any kind. „Responsibility in Football Shoes“ was accompanied by educational workshops in cooperation with the „Bildungspark MG“ and a supporting a program in which the problems and the „Responsibility in Football Shoes“ are discussed in conversations with an interested audience at the exhibition.

2023 PROJECTS

The exhibition „Responsibility in Football Shoes“ also occupies a special position because it was the first exhibition of a football museum in Germany ever to be sponsored by the Cultural Foundation of the Federal States with 50,000 euros. Its deputy general secretary, Professor Dr. Frank Duffner declared in his short speech during the opening ceremony: „When a football club takes on this responsibility and reflects it to the outside world in a special exhibition that will hopefully

be very well received, then it deserves our support.“

The end of the special exhibit in April 2023 did not result in the disappearance of the topic „Responsibility in Football Shoes“ from the FohlenWelt. In partnership with the Bildungspark MG, for 2023, the FohlenWelt team is planning the implementation of commemorative project „Unvergessen!“ (Not Forgotten), in which adolescents and students, based on Borussia's history and along with individuals affiliated with the club, interactively address the Nazi era and our fundamental democratic system. Moreover, as of summer 2023, a series of evening talks at the FohlenWelt, will continue the endeavor of debating historically, athletically and societally relevant topics of the VfL world as membership events. ♦



Patrick Wolf has been Borussia's Inclusion Officer since 2012.

CONTACT

barrierefrei@borussia.de
andrea.hanisch@borussia.de

Fohlen Home Game Reporting

The audio stream broadcast always starts fifteen minutes prior to the beginning of the game and can be observed directly in the website pop-up player.

BORUSSIA.DE/HEIMSPIEL-REPORTAGE

ADVANCING ACCESSIBILITY

The Borussia inclusion team consists of five staff members

At BORUSSIA PARK, not only wheelchair users are right in the middle of the action (Block 18 & 19 in the north curve and Block 1 & 2 in the south). For visually impaired and deaf fans, there are also selected seats with special services such as the Fohls home match reportage, in which three volunteer reporters for the blind convey everything important about the match.

Patrick Wolf has been Borussia's inclusion officer since 2012. Among other things, he is responsible for ensuring fair ticket allocation for fans with disabilities. The inclusion team at VfL is also supported by Andrea Hanisch, who handles the needs of wheelchair

users, three reporters working in Fohlen Home Game Reporting (Thomas Hörkens, Sidney Rahmel and Stefan Birkenstock) as well as service staff for the seats reserved for the deaf at BORUSSIA-PARK (Michael Eicker).

The seats for the now complement Borussia's inclusion program for around three years. In addition, the Fohls' home match report has been digitized. Since then, it can be accessed by anyone at any time from anywhere on Borussia's homepage. This means that even more visually impaired fans can now enjoy this service.

The online ticketing system also

became accessible in 2022. While seats for wheelchair, the blind or deaf had to be reserved with the Borussia inclusion team via mail in the past, they can now be ordered online. Another innovation since the 2022/23 season: now, people with the mark H on their severely disabled ID card (helpless) also receive a significant reduction for tickets at BORUSSIA-PARK. Previously, these reductions were only possible in the case of physical disabilities.

Inclusion is to be continued at Borussia in 2023. For example, there are plans to put up special order boards at the kiosks near the seats for the deaf. On these, deaf VfL fans will be able to place their orders simply by pointing their fingers. In addition, an inclusive football tournament is being planned for 2023 that will unite people with and without disabilities. ♦

PROMOTING A VISIBILITY CULTURE

At Borussia, we aim to create a world where children and adolescents can pursue their football passion safely in a protected environment

Max has acted a little differently the past few days. Until now, he had always looked forward to football practice. But now he seems unmotivated. The normally cheerful young kicker has become a reserved, withdrawn boy. Max even comes up with excuses so that he doesn't have to go to training. Finally, his mother discovered unusual bruises on Max. She immediately contacted the club's ombudsman's office.

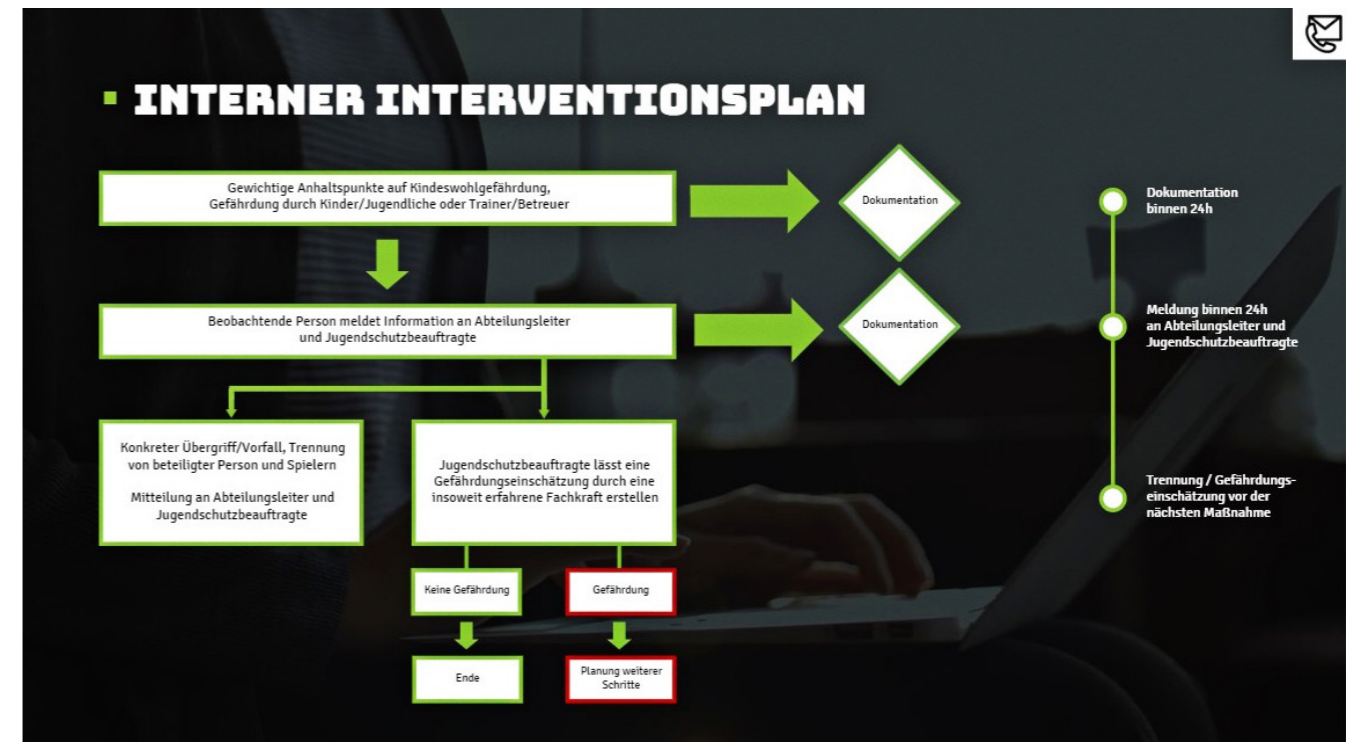
The above is a fictional story that is told in the e-learning module „Child Protection“. Together with the Viersen-based e-learning specialist „mybreev,“ an approximately 20-minute interactive training course has been created that raises awareness and informs. „For Borussia this is the next step when it

comes to the protection of children,“ says Oliver Schoepp, an educator at VfL's junior training center (NLZ). „The more aware this topic is, the lower the risk of incidents occurring.“

Because that's the big goal: to prevent actual cases from happening in the first place. The issue of child protection itself is not new at Borussia. The rules that apply to trainers and staff around the teams in the Fohls' stable are an integral part of the club's internal training courses. And they are passed on by the coaches to the parents of the respective teams. Everyone in the club should know what the first signs of sexual, psychological or physical abuse and what to do if signs are discovered.

The next step will be to introduce the topic of child protection to the young talent players themselves. „We are working with the Zörnroschen e.V. club, which advocates for the protection of children and adolescents from sexual violence. „In the future, we aim to increasingly address the topic in workshops with the Bildungspark MG,“ explains Julia Hambüchen, who has been Borussia's child protection officer since 2018 and who is the in-house liaison in the event of suspicions.

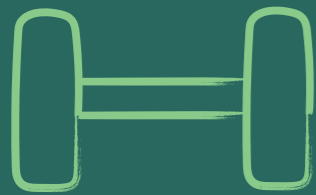
Borussia's child protection concept is based on the three pillars of prevention, responsibility and regulation. „In addition to promoting athletic talent, we also bear responsibility for the well-being and personal development of our players,“ says Mirko Sandmöller, Borussia's Director of the Junior Performance Center. „The lived protection of children and young people is a quality feature of our club. We want to create a safe atmosphere.“ ♦



LOOKING BEYOND THE FOOTBALL FIELD

To meet its societal responsibilities, the VfL offers a broad range of support and help. This is an overview of additional social engagement projects of Borussia in 2022

FOOTBALL FANS IN TRAINING



Weight loss program „Football fans in training“ has entered its next phase. 15 Borussia fans were given the opportunity to lose weight under professional guidance at BORUSSIA PARK.

FOOTBALL MEETS CULTURE

Borussia and Catholic elementary school Holt in Mönchengladbach participated in the integrated education program „Football meets culture.“ Over a period of two school years, children receive one half time of competency training and one half time of football training with the profession support of Borussia’s U17 trainer Jens Bäumer, who manages the sessions.



BEN, THE FIGHTER



Borussia INVITED Ben Kivelip, who had fallen ill with leukemia in November 2019, to BORUSSIA PARK after he was recovering thanks to a stem cell match. Borussia was made aware of the case by regular posts on social media that showed Ben during his struggle wearing a Borussia jersey with the imprint „Fighter“ on the back.



OPEN THE DOORS WITH THE MOUSE

In conjunction with the ARD promotion „Open the doors with the mouse“ Borussia gave its youngest fans exclusive insights behind the scenes at BORUSSIA PARK. About 80 children participated in the event.

FAN CLUB VISIT

19 Borussians visited 14 VfL fan clubs all over Germany’s. Christoph Kramer and Tony Jantschke traveled the furthest – around 460 kilometers south to congratulate the „Borussen-Mythos Herzogenaurach“ on its 20th anniversary.



GIFTS FOR THE CHILDREN’S HOSPITAL



Although, due to the Corona virus, it was not possible to visit the children’s clinic at the Elisabeth Hospital in Mönchengladbach-Rheydt, Borussia had 120 gift bags delivered to the young patients, which contained one each fan scarf and a trainer bench building block set.

SCHOOL WITHOUT RACISM

Along with the joint general education school Erkelenz, the VfL works to ensure the absence of racism and discrimination for classrooms and school yards. To achieve this, Borussia has adopted project „School without racism, courageous school.“



EYE WITNESS CONVERSATIONS



In conjunction with the Holocaust Memorial Day on January 27, the Bildungspark Mönchengladbach, in cooperation with association „Eye witness“ offered an eye witness conversation with an eye witness to students. 320 students took advantage of the opportunity to talk to eye witness Michaela Vidlakova.

READY FOR THE FUTURE

It has begun, but it is still a long voyage. Borussia is eager to master the imminent challenges and has set goals to be even more sustainable in the future

Attaining sustainability is an issue the end of which is not foreseeable. Actually, its start is hard to define in terms of timing. For instance, Borussia, long before the Bökelberg era, had established a multi-use system for cups. The foundation of the Borussia Foundation and the work it has done since 2010, also contributes to the matter – and did so long before sustainability became a complex construct of social, economic and ecological factors.

As a prominent „football brand“ and the largest club in the region, Borussia Mönchengladbach wants to promote sustainability in the Bundesliga. This also includes communicating sustainable thinking beyond the club's own employees to the outside world. „In order to be able to act in a truly sustainable manner, it is important to involve not only all employees, but also our fans,“ says VfL Managing Director Markus Aretz. After all, travel to and from Borussia's home games currently accounts for around 50 percent of the entire club's carbon footprint. „The possibility of offering digital tickets or the added option of

a digital versions of our membership magazine are more examples of how we aim to integrate people,“ Aretz explains. „We don't want to use the sledgehammer method to get things off the ground, but rather use the attention we have as a Bundesliga football team to encourage many people to follow our path.“

In this way, the public is continuously informed about all relevant topics, goals and measures of the club through its own media and stimulated to take more sustainable action of its own. „Borussia's role model function is an important element in our sustainability strategy,“ Aretz explains. We have set ourselves ambitious goals for the next few years in order to be able to develop further. The more we can also motivate and inspire our supporters to behave sustainably. But we have set out to become and act more sustainable and climate-conscious, the better.“ The key is to make it clear to employees and fans how everyone can make a contribution to sustainability. Sustainability must be credibility is yet another subject.

„It is yet another important prerequisite for sustainable management“, Aretz comments. „As the most popular and largest club in the region with 95,000 members, we also have a special societal responsibility. That's why, with the same passion we put into football games, we also want to live up to the goal of sustainability across the board.“ In order to make all processes and products more sustainable, all employees of the club are being trained. With the aim of also meeting the ZNU sustainability standard during the next audit by TÜV Rheinland and achieving the goals set. „We are very pleased that we have achieved our first interim goal with the first certification. However, the process is far from over,“ says Aretz. „We are far from claiming to be wholly sustainable or climate neutral. However, we've embarked on a journey to be more sustainable and climate-conscious and to take action on this. ◆

GOALS BORUSSIA AIMS TO ATTAIN BY THE END OF 2023:

Implementation of project „Regional Amplification“ that promotes popular sports and will anchor the regional clubs in the creation of a premium quality and free training program for at least 36 children and realization of a minimum of four webinars and two trainer hospitality weeks.

Boosting the use of digital individual day tickets by about 70 percent to 80 percent, which will result in savings of 43,233 tickets.

Creation of a digital alternative to the printed membership magazine with the goal of getting 50 percent of the members to opt into the resource conserving digital version, so that the paper production that consumes up to 12 million liters of water and emits 18 tons of CO2 pollutants p.a. can be eliminated.

Installation of 3800 square meters of photovoltaic areas at BORUSSIA PARK in two phases with the aim of producing up to 400,000 kwh per annum by the end of the second phase. As a result, Borussia will attain an autonomy level of 8 percent.

Creation and fortifying of sustainable awareness in the company and among the entire staff through training.

GOAL <small>WE ARE BORUSSIA FOHLEN FOOTBALL SCHOOL</small>		DEADLINE		CURRENT STATUS & OUTLOOK	
GOAL <small>WE ARE BORUSSIA FOHLEN FOOTBALL SCHOOL</small>		DEADLINE		CURRENT STATUS & OUTLOOK <small>FOHLEN FOOTBALL SCHOOL WE ARE BORUSSIA</small>	
Fostering of fan relations	ongoing	<ul style="list-style-type: none"> Action group Fan Dialog was hosted about once a quarter in 2022. In the future we plan to also discuss sustainability issues in these groups. In 2022, for the first time, we conducted a claims group analysis, which will now be reviewed for topicality each and every year and implemented as necessary. In 2022, we also conducted our first fan surveys in a long time and we will continue to do so. 	Promotion of sustainable fan mobility	Q4/2023	<ul style="list-style-type: none"> A combination ticket has already been part of the program for several years. This means that fans who buy admission tickets for home games of the FohlenElf can use public transportation options VRR and AVV free of charge. BORUSSIA PARK has been connected to the bicycle route and around 1000 parking spaces are available in the immediate vicinity of the stadium. To enable permanent sustainable fan mobility, a fan survey will be conducted in 2023 to find out about the mobility and traveling issues of the fans and to derive potential projects. For season 2023/24, plans call for the implementation of a bicycle game day. A mobility summit with the city, the ÖPNV and business support aims at uncovering potential.
Successful ZNU standard recertification	Q4/2023	<ul style="list-style-type: none"> In October 2022, department CSR & Sustainability was established. In early 2022, the sustainable management course in accordance with the ZNU standard was rolled out. In conjunction with this, interdepartmental workshops were hosted. Borussia's sustainability strategy was developed on the basis of the values of Borussia, the claims group analysis and a relevance matrix. 	Reduction of CO ₂ emissions	2030	<ul style="list-style-type: none"> For season 2019/20, a CO₂ footprint has already been compiled. A new footprint will be compiled for season 2022/23 and will be repeated at regular intervals. Reduction of the Scope 1 and 2 emissions by 42 % and Scope 3 emissions by 25 % by 2030 (base year 2020).
Fostering of young talent teams	Q3/2023	<ul style="list-style-type: none"> The NLZ reached the status of an elite football school. At least semi-annually, a review of the school's deficits is conducted. Concrete remedial action will be determined on this basis. In 2022, regular workshops were conducted with the Bildungspark MG. If applicable, they will be complemented by Ecological Experience Days in age groups U12 to U15. In 2023, at least one health promoting measure, such as nutritional coaching for young talent and parents, will be implemented. 	Supplier sustainability analysis	Q3/2023	<ul style="list-style-type: none"> In 2022, a Code of Conduct was developed that applies to both, Borussia and its staff, also to suppliers and service providers. The Code of Conduct has been published on the website. Moreover, in 2023, supplier contracts for merchandising will be compiled. Besides the legal stipulations, they will also document production guidelines and sustainability mandates in more detail, depending on the supplier or product. A database that provides an overview of certifications of the individual suppliers in merchandising is also slated to be developed.
Sustainability awareness at the company and with its staff	Q3/2023	<ul style="list-style-type: none"> An interdisciplinary team, the Klimafohlen, was established to determine the CO₂ footprints. Now, the aim is to expand it so that an interdisciplinary sustainability team that hosts regular meetings, will be developed. In 2022, initial sustainability training for employees were hosted. Over the course of 2023, it will be further expanded and linked to related projects. Dedicated email address "Nachhaltigkeit@borussia.de" was introduced. Employees and fans can use it to submit ideas or questions related to sustainability at Borussia. The licensed team will also integrate the introduction of the sustainability strategy into its annual season preparations. Moreover, trainers, service staff and players in the future will be integrated more intensively into the sustainability projects of the club. 	Expansion of the sustainable garments portfolio	Q4/2023	<ul style="list-style-type: none"> In 2022, an offer featuring garments with a sustainable aspect was already available, although they were not aggressively promoted or marked. In 2023, about 50% of the textile products will feature a sustainable approach. Additionally, a quota of 25% the textile products will have a certified sustainability seal, such as GOTS or green button. The respective items are to be marked accordingly. For an improved overview and better transparency, a segment for sustainability is slated to be added to the online store. In the longer term, a dedicated regional wearable collection will be introduced. Contacts with manufacturers have already been made.
Improved sustainability communications	Q4/2023	<ul style="list-style-type: none"> A report covering a sustainability subject (ecological, social or economical) will be posted on the Borussia Mönchengladbach website once a week. Each FohlenEcho magazine will also include one more detailed report on sustainability. In the future, this communication shall be kept at this high level. During the most recent meetings of sponsors at BORUSSIA PARK, the sustainability strategy along with the certification based on the ZNU standard and sustainable management of the university of Witten/Herdecke were also briefly introduced. In the future, regular partner events are planned that offer an option to make presentations and to share ideas on current and planned sustainability projects. For 2023, online surveys as well as round tables each quarter are planned for our core claims groups. 	Digitization of print products	ongoing	<ul style="list-style-type: none"> To date, around 70% of ticket buyers purchase a digital ticket. The use of digital individual day tickets is to be boosted to 80%. A digital version of the season ticket will also be offered. Compilation of a digital alternative for the printed membership magazine with the objective that 50% of the members opt for the resource conserving digital version, which will reduce the consumption of 12 million liters of water and 18 tons of CO₂ per annum in paper production.
Conservative management of the energy resource	Q4/2023	<ul style="list-style-type: none"> The entire staff was made aware of energy conservation in a presentation. Liquid gas tanks have been installed at BORUSSIA PARK to prevent impact by the scarce gas supply. Both of these measures are expected to make a contribution to reducing electricity and gas consumption by 15-20% compared to season 2019/20. By mid 2023, 1,600 square meters of photovoltaic systems are slated to be installed. This will enable Borussia to produce up to 160,000 kwh p.a. By mid 2023, another 2,200 square meters of photovoltaic systems will be installed, which can save up to 400,000 kwh p.a. This would result in a cut of CO₂ emissions by 124 tons in the average power mix. The installation of the photovoltaic systems will result in an autonomy level of 8%. 	Project „Stärkung der Region“	ongoing	<ul style="list-style-type: none"> Since 2020, premium quality and free training programs for a minimum of 36 children have already been offered. In addition, four webinars and two hospitality weeks for trainers have been implemented. Since season 2020/21, the scope and services are constantly increasing. In season 2022/23, a full-time position for this project has been created.
Expansion of meatless foods	Q3/2023	<ul style="list-style-type: none"> The bratwurst on the menu to date has been replaced with veggie nuggests. In 2023, we aim to sell three additional non-meat dishes at the counters all over the public area. The search for a plant based food partner is already underway. 	Cooperation with inclusive institutions	Q3/2023	<ul style="list-style-type: none"> To date, inclusive projects have already been rolled out with partners, for instance the Fußball-Freunde-Cup. To deepen this engagement, we are planning to contact institutions to determine their need for support.
Development of a partnership for sustainability and biodiversity	Q3/2023	<ul style="list-style-type: none"> To foster biodiversity in the vicinity of the BORUSSIA PARK, suitable projects will be implemented in 2023. To foster biodiversity and sustainability in the long run, we are looking for a compatible cooperative partner. 	Diversity and anti-discrimination measures	Q2/2023	<ul style="list-style-type: none"> In September 2022, a special exhibition at the club museum FohlenWelt entitled „Responsibility in Football Shoes“ has been launched. In a home game with the BVB on 11/11/2022 at BORUSSIA PARK, a diversity game day was conducted. Several anti-discrimination, racism, homophobia and sexism workshops were held at the Bildungspark MG in 2022, and a recurrence is planned for 2023.
			Development of university cooperation programs	Q4/2023	<ul style="list-style-type: none"> More concrete contacts with universities in the environs have already taken place in order to assess both parties' needs for collaboration. In the individual departments respective concepts will have to be developed for 2023 to allow all participants to contribute permanently and practically.
			Participation of disadvantaged individuals	ongoing	<ul style="list-style-type: none"> For already several years, special seats for wheelchair users, the visually impaired and the deaf have been offered at the BORUSSIA PARK. The profits from the sale of tickets to the event „Die Legenden des Parks“ (Park Legends) were donated to five non-profit organizations from Mönchengladbach. Each year, a larger number of non-profit facilities, including children's homes and the like receive free tickets for the home games of the FohlenElf. The continuation of these efforts is also planned for this year.



DIE FOHLEN