



# United by Borussia! Borussia leads the way!

Sustainability Report for the 2020/2021 season

**Echte Liebe.**





**"All theory of life is grey –  
what matters is out on the pitch!"**

**Grau ist im Leben alle Theorie,  
aber entscheidend ist auf'm Platz!**

Adi Preißler



# BORUSSIA DORTMUND GMBH & CO. KGAA AT A GLANCE

BVB disclosure |

## Athletic development

2020/2021 table

			Played	W	D	L	GF/GA	Diff.	Pts.
1.		FC Bayern Munich	34	24	6	4	99:44	+55	78
2.		RB Leipzig	34	19	8	7	60:32	+28	65
3.		Borussia Dortmund	34	20	4	10	75:46	+29	64
4.		VfL Wolfsburg	34	17	10	7	61:37	+24	61
5.		Eintracht Frankfurt	34	16	12	6	69:53	+16	60
6.		Bayer 04 Leverkusen	34	14	10	10	53:39	+14	52
7.		1. FC Union Berlin	34	12	14	8	50:43	+7	50
8.		Borussia M'Gladbach	34	13	10	11	64:56	+8	49
9.		VfB Stuttgart	34	12	9	13	56:55	+1	45
10.		SC Freiburg	34	12	9	13	52:52	0	45
11.		TSG 1899 Hoffenheim	34	11	10	13	52:54	-2	43
12.		1. FSV Mainz 05	34	10	9	15	39:56	-17	39
13.		FC Augsburg	34	10	6	18	36:54	-18	36
14.		Hertha BSC	34	8	11	15	41:52	-11	35
15.		Arminia Bielefeld	34	9	8	17	26:52	-26	35
16.		1. FC Köln	34	8	9	17	34:60	-26	33
17.		Werder Bremen	34	7	10	17	36:57	-21	31
18.		FC Schalke 04	34	3	7	24	25:86	-61	16

## Borussia Dortmund Group (IFRS)

Financial performance indicators (in EUR '000):	2020/2021	2019/2020
Revenue	334,171	370,196
Consolidated total operating proceeds	358,577	486,884
Operating result (EBITDA)	38,950	62,992
Result from operating activities (EBIT)	-72,093	-43,138
Net profit/net loss for the year	-72,810	-43,953
Cash flows from operating activities	15,947	-362
Free cash flow	-46,075	-51,131
Number of shares (in thousands)	92,000	92,000
Earnings per share (in EUR)	-0.79	-0.48

## Environmental responsibility

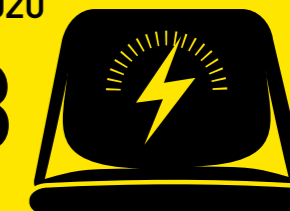
Total energy consumption in 2020

16 GWh



Energy used per stadium seat 2020

201.3 kWh



GHG emissions per stadium seat

36.2 kg CO<sub>2</sub>



Total waste generated (excl. food waste) in 2020

232 tonnes



Water consumption 2020

75,663 m<sup>3</sup>



2020 reduction: 21,587 m<sup>3</sup>

## Social responsibility

Fan clubs

982



Club members

> 155,000



Employees

785



As at 30 June 2021

Spectator safety

720 stewards



"leuchte auf" foundation donations in 2020/2021

Approx.

€ 371,000



# "No crisis will get the better of BVB."

102-14



Hans-Joachim Watzke



Thomas Treß



Carsten Cramer

## Dear reader,

With our eye on the challenges ahead of us and the latest season behind us, we begin this report with upbeat words from Borussia Dortmund GmbH & Co. KGaA's President, Dr Reinhard Rauball.

With the pandemic having already left its mark on special match operations in the second half of the 2019/2020 season, two additional waves of the virus would eventually overshadow our daily existence, turning our lives upside down. Yet the pandemic did not diminish our need to exercise or our love of sport and football. People are still devoted to football – whether it be at the club just around the corner or at BVB.

Of the many big changes we faced in the 2020/2021 season, one stung the most of all: matches without our beloved fans! It pains us still that match days were such sombre affairs. The initial prospect of even reduced stadium attendance proved to be but a passing glimmer of hope. Infection rates soared in the autumn, effectively nullifying our employees' painstaking plans to welcome fans back into the stadium. We are particularly grateful to our entire team for their dedication and flexibility, which made it possible to safely host two home matches in Dortmund with up to 11,500 fans.

Despite the financial hardship caused by the pandemic, we managed to keep our team on board without resorting to partial furlough schemes. We consider this achievement to be an excellent investment in the club's future. The wealth of new ideas, the team spirit fostered at the club and with our partners and the proven ability to adapt will be particularly valuable assets for BVB going forward.

We experienced many ups and downs on the pitch this past season. We fell down and got back up again, and ultimately we were rewarded for our hard-fought efforts. Our split with Lucien Favre hurt, but Edin Terzic has helped to stabilise the team, and now we are all looking forward to a better future with our new head coach Marco Rose.

We owe Edin Terzic a great debt of gratitude. After all, winning the DFB Cup and qualifying for the Champions League are the outstanding achievements of this season, not only for BVB but also our fans.

The promotion of our U23 team under the guidance of Enrico Maaßen marks a further important development step in our overall plans. Playing in a more competitive league will al-

low our young, talented professionals to hone their skills and become better players as they attempt to break into the senior side. This will enable BVB to solidify its excellent reputation as one of the top destinations for Europe's hottest up-and-coming players.

BVB is the epitome of passion and tradition. We thus also thank Łukasz Piszczek, who has tirelessly embodied these values over the past eleven years at Dortmund, culminating in the emotional scenes following the team's DFB Cup victory in Berlin – it's scenes like these that all of us, even those outside of Dortmund, love about football. And that is why our picture of the year also adorns the cover page of this report. Danke, Łukasz!

Commitment to the issues that matter and standing up for our values have been engrained in BVB's DNA since the club was founded. We, the management team, can once again proudly report on the club's accomplishments – achievements that are due in no small part to the commitment and pragmatism of our employees and the multifaceted dedication of our fans.

The progress that BVB has made despite the crisis, and all of the work that went into it, is the subject of our fifth Sustainability Report.

BVB takes a holistic approach to sustainable development and has defined seven focal points which cover the material topics that we work on. We have formulated five overarching principles that help guide our efforts. As we gain new insights, we will adapt and fine-tune our goals as need be.

As one of the United Nations Global Compact's newest participants, we are looking forward to doing our part in Germany and around the world to help drive the economic and societal changes that are so urgently needed. We only have one planet on which we can play football. That is why we will leverage our appeal to help achieve the UN's Sustainable Development Goals. This includes being a role model and pushing ourselves and others to critically examine and re-think our everyday actions that run counter to these goals. Are we a role model? We want to be and will do everything we can to become one.

We hope you enjoy reading this report and, having started with a quote from Dr Reinhard Rauball, would like to come full circle and echo his words:

“ I am grateful for the responsibility that Borussia Dortmund has assumed off the pitch during the crisis. We can be proud to be part of the BVB family. ”

Hans-Joachim Watzke  
CEO

Thomas Treß  
Managing Director

Carsten Cramer  
Managing Director





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2021/2022 season,  
7th matchday in Dortmund,  
BVB - FC Augsburg

# CELEBRATE MATCH DAY!

Oh, how we missed this day!

## You're back!

The empty stands are hopefully now a relic of the past, as are the dreary special match operations which we've all grown weary of. Now we're back on! The joy is back, and along with it are the chants and the excitement – in abundance! We hosted the first matches with 25,000 spectators. That number was then bumped up to 41,000, and since October 2021 we've welcomed back up to 67,000 spectators to SIGNAL IDUNA PARK. The emotion is back. We're overjoyed that the fans have returned!

The way the fans and the team feed off each other cannot be replicated. The manner in which the team communicates with the spectators demonstrates how important the fans are for Borussia Dortmund. The intensity that emanates from our stadium is nothing without spectators.

But things are still not completely back to normal. While our famed yellow wall still has our back, the entire section is either seating-room only or only half of the standing places can be occupied. We'll have to wait and see what autumn 2021 has in store for us.

Safety is BVB's number one priority! So long as the coronavirus has not been defeated and sufficient vaccine doses and testing capacities are available, it only seems fair to restrict access to the stands to those people who are vaccinated, recovered or tested, and access to the hospitality areas to those who are either vaccinated or recovered. We want everyone to feel safe and enjoy their time with the rest of the BVB family in the most beautiful stadium in the world. Heja BVB!

Echte Liebe.





# IT WOULD'VE BEEN MY DREAM TOO!

## BVB's women's football.

"Donning Borussia Dortmund's kit – that would've been sweet! I played football myself, have always been a fan of Borussia and would've loved to have played for them. But even now, after ending my 'career', I'm absolutely thrilled that BVB formed a women's team." Svenja Schlenker, who is charged with heading the women's team, is completely behind the new programme. "It all started at the 2019 Members' Meeting when someone commented on the fact that BVB didn't have a women's team. That following Monday we formed a project group that soon included more than 20 interested employees. But this has been more than just a project for a while now. We're serious about this."

BVB stands for professional and not amateur sports. The club's aspirations are clear. "Nevertheless, acquiring a higher licence and directly starting at the top was out of the question for us. We want to forge our own path and work our way up from the local league." We have set our sights high, and thus the atmosphere at the Rote Erde stadium has been phenomenal. "We're particularly thrilled about the familial atmosphere at our home matches. The crowds are diverse, with many families in attendance. There's a certain 'Bratwurst-Beer-Borussia' feeling that I particularly like. Very down-to-earth, very welcoming and relaxed – yet motivated."

"The team is also motivated to play attractive, winning football. After just a short time together, we have set our sporting goals very high. Clearly, some things are easier to us because we can use BVB's existing professional facilities. But our coaches only get their expenses reimbursed, and the players aren't paid a cent. Our hope is that girl's and women's football in Dortmund will benefit in the long term from the appeal of BVB and its nascent women's programme."

Nevertheless, the expectation is that the trend towards professionalisation could be advantageous for those clubs who have professional men's teams. The training environment and professional (monetary) structures are quite simply a competitive advantage. "The women's-only football clubs that are currently playing in the Bundesliga, and doing a really great job, will unfortunately have a harder time in the future. But we still have a long way to go until then, and a lot can still happen."





# "EDUCATION WORKER. THAT HITS THE SPOT..."

## School 2.0 At BVB's Youth Academy

"Anyone can come up with a clever idea. Ultimately, what counts is that at BVB we really want to work together with the players, their parents and their schools. It's not just the parents who have noticed that we mean it," said Matthias Röben, Educational Director at BVB's Youth Academy. Working together with the parents is a cornerstone of our overall education concept. "The parents of our young talents are often torn: they don't want to stand in the way of their kid's chance of turning pro, but they understand all too well how fierce the competition is and that their influence over their own child will diminish. Who wouldn't be sceptical? I completely understand."

The work of BVB's teaching staff in preparing our young talents for completing school is manifold: They regularly visit schools, remain in constant contact with coordinators and teachers, organise afterschool tutoring as well as in-person and online vocational programmes, and prepare individual school and education plans that take league, national team and UEFA Youth League matches into account. In addition to creative solutions within the bounds of education law, this requires absolute reliability and credibility. "This applies equally to us, the players and their parents. We bear the responsibility, and that is not something we take lightly. If the players have the right attitude, we give them all the support they need. No strings attached."

Every day we strive to be consummate professionals and create a familiar atmosphere at the Youth Academy. "Our goal is to tap the potential in every youngster and develop them into the best possible pupils and footballers we know they can be. We're very pleased with the average grades of the nearly 40 players at our partner schools." Our partner schools, which are part of the elite football schools network, work hard to make up for any lost classroom time. The German FA (DFB) just recently audited and certified the entire system with distinction. "Only a few make the leap to the pros. That's why completing school is so very important!"

That also goes for taking responsibility on and off the pitch. "After all, we want the lads to demand the ball. We can't follow them around for their whole lives. Everyone has to pull together." That, too, is a daily challenge. Trick question posed by a player at the training ground: "Mr Röben, what time's my English class again today?" Röben smiles: "He knows I know the answer. And I know I won't tell..."





# "BEING A FAN AND SO MUCH MORE!"

## The ultimate volunteer: a passion for BVB, sports and helping others

"I'm in early un-retirement here." If you're looking for some inspiration, google Conny Dietz: She played goalball, a team sport for blind and partially sighted athletes, at six Paralympic Games, was the flag bearer at the opening ceremony of the 2008 Paralympic Games in Beijing, was a gold medallist at the 1996 Paralympic Games in Atlanta, is a former world and European champion... a seemingly never-ending list of achievements. "I've been a BVB member and season ticket holder for nearly 25 years. In July 2018, I joined the BVB Learning Centre. I'm in early retirement because my vision is significantly impaired, but that doesn't mean I still can't volunteer my time." That's how Conny introduces herself. Simply impressive.

Conny has always loved and been involved in sports. And the fun of trying new things. "At BVB, I can make a difference with so many people. Networking is important to me." The BVB Learning Centre, an educational initiative for young people run by Fan-Projekt Dortmund e.V., Lernort Stadion e.V. and BVB, hosts thousands of events a year under the stadium's legendary yellow wall. In 2004, Dortmund opened the first learning centre at a stadium. Now, 23 clubs in the first and second Bundesliga divisions have a learning centre at their stadium. "Things are starting to return back to normal as the pandemic begins to ebb. We're all fired up to once again teach pupils and other groups about moral courage, fighting discrimination, democratic values and the dark side of social media." No easy task! "The contributions sports clubs make in this regard are enormous. BVB is our bedrock, and so much more."

But that's not the only reason why Conny loves Borussia Dortmund so much. Another is the club's partnership with Zweitzengen e.V., a Dortmund- and Borussia Mönchengladbach-based initiative that promotes a culture of remembrance and fights anti-Semitism. Yet another are the "Blind Date" and "Sonnenkönige" fan clubs that champion the inclusion of people with disabilities. "Since 2005, BVB has provided audio-descriptive commentary tailored to our needs at every home match." The Department for Fan Affairs' "Uns verbindet Borussia" working group is also very close to her heart. Although she no longer plays goalball internationally, Conny still participates in team sports for blind and partially sighted athletes, joining BVB's torball team in 2017. Since then, she has helped the team clinch two championships and one second-place finish. Her latest project is walking football: "I love sports and that's something I definitely want to try!" Lucky for BVB, it doesn't stop...





# CHANGES UPON CHANGES...

## "The merry-go-round continues."

"Just this morning they changed the Corona Protection Regulation again; this time, they relaxed the rules. It looks like we'll be playing in front of some 40,000 spectators this Saturday. That's the day after tomorrow. So far, we've been planning on 25,000." It's Thursday, 30 September 2021. Felix Timpe is responsible for coordinating the special match operations in BVB's Organisation department. Match days on their own are no walk in the park, but since the pandemic "...it's a never-ending merry-go-round. What applies today, is already old news tomorrow. I'm not complaining, it's just the way it is."

Accommodating 15,000 visitors more than before is a challenge. "The plans are set, everything has been prepared and approved by the public health department, but it still has to be implemented." These are complex mechanisms that work in tandem to offer visitors the best possible protection. Ticketing, health and safety protocols, fan input, catering, public transport, internal and external communications, and the list goes on and on. "For months we've been constantly coordinating, informing, involving, convincing. That's the only way."

So, now we're expecting 40,000 spectators. "To date, 120 staff members stationed around the stadium checked whether the visitors have either been vaccinated or have recovered. It takes a moment to check someone's status and give them their admission wristbands. Now that 40,000 visitors are coming, we'll revert to turnstiles. It's easier to manage that many people that way. We'll open 2.5 hours before kick-off to ease the flow of visitors."

The biggest challenge was the first home match of the 2020/2021 season against Gladbach. "Four days before kick-off we learned that we might have 10,000 spectators. From that point on we practically lived at the stadium: we turned routes into one-way paths, put up barriers and signage, procured disinfectant and other sanitisers, coordinated safety announcements, and calculated capacities in public restrooms and distances for social distancing purposes. The safety of everyone is always our top priority."

We might even see the return of up to 67,000 spectators for the match against Mainz. "That's the seating limit for the Champions League. The journey continues..."





# NEXT STOP: THE FUTURE.

## Designing BVB merchandise with future generations in mind

"Being mindful of our grandchildren isn't so easy. We still have a lot to do." Ingo Klein is too young to have grandchildren – obviously. He works in merchandising, where he is responsible for purchasing and, by extension, for environmental aspects in BVB's supply chain. "It goes without saying that we comply with the legal rules and requirements. We're far ahead of the curve when it comes to the safety of our products. We test, test, test – every production batch in the product range. And all of our vendors pledge to protect the environment and treat people fairly in accordance with a recognised standard."

But more is always possible when it comes to the environment. We all know how it goes: When it comes to fashion especially, everyone always wants to be seen sporting the latest look, only to throw away the clothes after wearing them just a few times. "BVB's fan merchandise is different in that respect. It's worn constantly." And it lasts, because it's high quality. Obviously, lots of it is also collected. But thrown out? "That's not so much the problem. The items are often handed down when the kids grow out of them." BVB's fan merchandise often has a long, storied life – for the most part.

"We're nevertheless giving a lot of thought to material cycles. Even after a long life, the material still has value, if we think about its composition and how to break it down beforehand. We'd prefer to not fiddle about with separate stand-alone solutions. We're in the process of reviewing our product range and working hard on feasible solutions to expand the range. It won't happen quickly, and it won't happen without our partners delivering on their end of the bargain, but we're confident it's worth it." In the end, we'll develop new solutions that conserve instead of consume resources.

"By upcycling products, we're already giving unwanted inventory new life. This helps us avoid waste and produce something useful here in Germany." But that's not all. "We're currently working on a scarf project that is teaching us a lot about our responsibility in the supply chain. Energy, water, processing steps over several stages and recycled materials – you'd think that a scarf is relatively simple. We have many new avenues yet to explore..."





# "HR IS ALL ABOUT PEOPLE."

## Speed, flexibility and trust

"I've been an HR manager for 10 years now. I joined BVB in January 2020. Barely six weeks into the job and nothing was as it had once been." As an HR manager, Anca Rosca's work revolves around employment agreements, letters of recommendation, onboarding and offboarding employees, interviewing employees and advising management. "The speed and flexibility demonstrated by the entire BVB team during such a dramatic crisis was absolutely impressive. From one day to the next the situation had completely changed. Most of us had to work from home. What team can accomplish that?"

At the same time, we were drawing up action plans on how to avoid chains of infection and ensure data protection, reaching agreements with the Works Council, finding flexible solutions for families and – all the while – doing our "normal" jobs. "Trust was front and centre at the beginning of the pandemic. And that's no problem when you have a team that sticks together when the going gets tough. The feeling of safety we had at work spurred us all on."

Certainly, BVB's certain hands-on mentality played an important role as the authorities constantly moved the goalposts. "Once something is decided, it's done. And I can draft agreements or write memos for the intranet at home just as well as I can in the office. There were times when I had the impression I was more of an editor than an HR manager, that's how often I had to research and update information on the latest coronavirus developments. That was new, but also great! Many of us proved ourselves."

All the same, Anca Rosca went into the office often. "As an HR manager, you want to be available for others and you yourself reach out as well – and not just by phone. Our job thrives on trust and open doors. You want to hold down the fort." Spontaneous conversations with employees by the printers and in the kitchen are part of the job. "There was rarely anyone there – but no time to feel lonely either."

So, what happens next? "I'm excited to see how BVB works in a normal setting, when there's no pandemic." She laughs. "Who doesn't talk shop at parties? I'm a little more careful in that respect. If I let on who I am the conversation often turns into a spontaneous job interview. BVB is an exciting employer. Almost everywhere. I'm from Soest..."





# "I WAS HAPPY THEY PLAYED AT ALL."

## Gaping holes in the 2020/2021 events calendar

Words that make you think but that also explain a lot. They were said by Rolf Engau, who has worked at BVB Event & Catering GmbH for some six years and who is convinced: "Without matches behind closed doors, or special match operations as it's correctly called, I wouldn't have a job anymore! Covid meant a complete loss for us. We had additional costs for the health and safety protocols, but almost no income. What employer can afford to do that without operations for an indefinite period of time? All of us in the team are thankful that we're still here."

Rolf Engau is responsible for making sure that everything is in tip-top order in the stadium's hospitality areas. More than 300 service staff are there on match days to look after our guests. "Catering is all about details – and I make sure the apron sits just right. Most people probably don't think about how much teamwork is needed at a home match. During the time without spectators, there were times when we were spread throughout the entire company." Our employees worked in merchandising, helping to make masks, or they helped our fan representatives organise solidarity initiatives. They helped out where they were needed. "Now, everyone's happy that we can be hosts again!"

The additional work in the stadium should not be underestimated. "We hung up hundreds of square metres of perspex to comply with the health and safety requirements at the food service counters and in the seating areas. In everything we did, we made sure to avoid anything unnecessary – and not just for cost reasons. Even before the pandemic we avoided using paper placemats. I'm actually all for dressing everything up, so I was sceptical at first. But we're following the same line by using environmentally friendly napkins and dispensing with straws and cup lids. Not that long ago we were still going through thousands per match..."

Being flexible is a must in events management. That's the way it's always been, including when it comes to planning holidays. "I take my holiday during the team's international break – I'm here every match day." Nothing out of the ordinary, except for one little thing: "You take your holiday when there are 41,000 spectators in the stadium and return to some 67,000 spectators. How long were you gone? One week!"





2021/2022 season,  
7th matchday in Dortmund,  
BVB - FC Augsburg

- Sustainability context
- Organisational structure
- Stakeholder dialogue
- Materiality analysis
- Our sustainable development

# Structured development

Managing sustainability



Echte Liebe.





## Dynamic changes in the wake of the pandemic and societal transformation

102-15 | Professional football remained in a state of perilous flux as the sport entered its second season in the shadow of the Covid-19 pandemic. Accepting decisions taken for the good of society while at the same time striving to achieve peak performance and balancing this with the public's critical view of the perceived special treatment afforded to professional football represented a particular challenge throughout the season. We also had to live up to our responsibility to our employees and protect the legitimate interests of our partners. At the same time, the considerable societal changes occurring independently of the pandemic also need to be taken into account.

### Necessary steps during the pandemic

"To this day, we have never relied on state aid and thus have not enjoyed any privileges. At the very least, however, we must keep going with these matches behind closed doors. We need them to survive," said CEO Hans-Joachim Watzke in his speech, broadcast online, to shareholders at the 2020 Annual General Meeting.

The measures imposed by policy-makers to contain the pandemic in the fall of 2020 meant that stadiums had to remain empty beginning in November 2020, which in turn jeopardised the very existence of professional football in Germany. Professional football demonstrably did not exacerbate the pandemic, and concepts for visitors in

stadiums worked. Yet it was clear to us that we would accept and go along with the special match operations without spectators in order to do our part to help flatten the infection curve.

BVB abided by the decisions and sought to help those who had been significantly harder hit by the pandemic: amateur clubs, restaurateurs, small business owners and those in need through no fault of their own. A mere 300 spectators were allowed into the stadium to watch the 157th derby between Borussia Dortmund and FC Schalke 04. The oppressive atmosphere in the empty stadiums can hardly be depicted more drastically. Some 35,000 season ticket holders and club members from North Rhine-Westphalia alone had applied in advance to get their hands on tickets for the derby.

### Developments in professional football

102-16 | "The sport should continue to play the role I have always envisioned for it: a cornerstone of society that gives people a sense of belonging and where everyone is treated well and fairly, regardless of where they come from," said Dr Reinhard Rauball.

Living up to this aspiration while balancing the sometimes drastic constraints associated with an international and thoroughly professionalised competition is a major challenge for club football. BVB very much strives to reconcile these positions and to make objective contributions to the various discussions surrounding the commercialisation and the value of humility in football: "The DFL Executive Committee's decision regarding the distribution of TV money represents a difficult compromise for the top clubs. However, in light of the Covid-19 pandemic and for reasons of solidarity, it proved an unavoidable and thus correct decision. Throughout the entire process, the vast majority of clubs in the Bundesliga and second Bundesliga division demonstrated a very cooperative and fair attitude. My thanks go to the DFL Executive Committee, which proved more than up to the difficult task of acting as a mediator between the clubs and their different interests," said Hans-Joachim Watzke about the decision on the distribution of TV money in 2020.

Borussia Dortmund's position on the debate in spring 2021 about a potential European "Super League" in particular was clear: "The board members of the European Club Association (ECA) came together for a virtual meeting ... where it was agreed that the board's decision from last Friday still stands," said Watzke, going on to add: "This decision dictates that all clubs wish to implement the proposed reforms to the UEFA Champions League. The ECA board members took a clear stance in rejecting plans for the establishment of a Super League."

Watzke also stressed that "both German clubs on the ECA board, FC Bayern Munich and Borussia Dortmund, shared exactly the same stance throughout all discussions."

In September 2020, the DFL Executive Committee established a task force on the "Future of Professional Football".

Experts from the fields of sport, society, academia, politics and business were appointed to reflect on past developments, hold interdisciplinary discussions and develop practical steps for the future. The responsibility of professional football in Germany and the issues of cost discipline and transparency at the national and international level were discussed at length. Borussia Dortmund was represented by Jan-Henrik Gruszecki. The task force's many recommendations reflect the social discourse surrounding football, both as a sport and as a cultural asset. Borussia Dortmund recognises the opportunities that this work will bring in connection with the focus on sustainability in club football. Professional football should join forces with the various stakeholders to tackle the major transformation challenges facing society as a whole and in doing so leverage its mass appeal and role model function.

### Driving change

102-16 | Working together to fight global warming and its drastic repercussions is a major force driving change in our society. The digital and green transformation will change our lives. Borussia Dortmund is the first professional football club in Germany to join the United Nations Global Compact (UNGC). We want to send a message that we will do everything within our means to help achieve the UN's Sustainable Development Goals (SDGs). We are confident that we can leverage the enormous emotional appeal of football to raise people's awareness of these issues and encourage them to change their own behaviour. At the same time, we are aware that in many ways this is currently not in step with professional football. Ultimately, our fans' expectations have led us to reflect on and rethink our own actions.

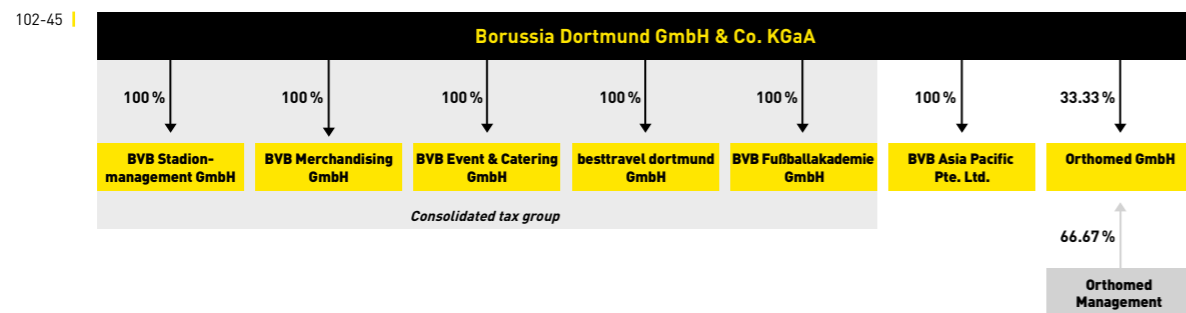


Part of the Non-financial Statement

# Borussia Dortmund GmbH & Co. KGaA

102-2  
102-5  
102-6

The object of Borussia Dortmund GmbH & Co. KGaA and its Group companies is to operate a professional football club and to leverage the economic benefits of the associated potential streams of revenue, in particular from marketing SIGNAL IDUNA PARK.



Borussia Dortmund GmbH & Co. KGaA (hereinafter "Borussia Dortmund" or "BVB") was spun off from Ballspielverein Borussia 09 e.V. Dortmund, which was formed on 19 December 1909. By virtue of the resolutions of the Members' Meeting dated 28 November 1999 and 26 February 2000, all commercial operations of the professional football club were spun off into a separate entity, which made history in October 2000 as the first football club to go public in Germany. Today, Borussia Dortmund is listed in the Prime Standard segment of the Frankfurt Stock Exchange operated by Deutsche Börse AG.

Football Academy. It also operates six fan shops throughout the region. As part of our internationalisation strategy, we opened a representative office with BVB Asia Pacific Pte. Ltd. in Singapore in 2014 and another office in Shanghai in 2017.

Due to its size as a corporation, the Group – i.e., Borussia Dortmund GmbH & Co. KGaA as the parent company with its subsidiaries – is legally obligated to report on environmental, social and employee issues, its respect for human rights and its efforts to stamp out corruption. As at this reporting period, this obligation now also applies to the parent company per se. Thus, all disclosures in the separate non-financial statement contained in this report apply to both the Group and the parent company.

## Organisation of management and control

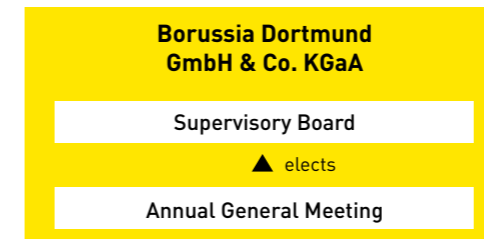
The legal structure of Borussia Dortmund was designed to ensure that close (legal) ties remained between the club and the Company. Borussia Dortmund Geschäftsführungs-GmbH, the general partner of Borussia Dortmund GmbH & Co. KGaA, is responsible for management and representation of the latter. Borussia Dortmund Geschäftsführungs-GmbH is for its part represented by Managing Directors Hans-Joachim Watzke, Thomas

102-4  
102-7

In addition to its primary business, Borussia Dortmund also operates in football-related areas. The Company currently holds equity investments in BVB Stadionmanagement GmbH (100%), BVB Merchandising GmbH (100%), BVB Event & Catering GmbH (100%), besttravel dortmund GmbH (100%), BVB Asia Pacific Pte. Ltd. (100%), BVB Fußballakademie GmbH (100%) and Orthomed Medizinisches Leistungs- und Rehabilitationszentrum GmbH (33.33%). Borussia Dortmund's group structure is presented in the chart above.

102-4

The Company, whose registered office is in Dortmund, focusses primarily on its operations at its headquarters, SIGNAL IDUNA PARK, the FanWelt service centre, the training grounds and the BVB



102-18

Chart of structures and responsibilities: This chart shows the structures and responsibilities as between BV Borussia 09 e.V. Dortmund, Borussia Dortmund GmbH & Co. KGaA and Borussia Dortmund Geschäftsführungs-GmbH. For a detailed overview, see page 42 of the 2020/2021 Annual Report. <http://aktie.bvb.de/eng/Publications/Annual-Reports>

Treß and Carsten Cramer. As chairman of the management, Hans-Joachim Watzke is responsible for setting the Company's strategic course, as well as for the areas of "Sports", "Communications" and "Human Resources". His contract runs until 31 December 2025. Thomas Treß is responsible for the "Finance", "Organisation", "Legal" and "Investor Relations" areas and is under contract with Borussia Dortmund until 30 June 2025. Carsten Cramer is responsible for "Sales, Marketing and Digitalisation", and his contract also runs until 30 June 2025.

The reports of the management and the Supervisory Board's enquiries and deliberations form the basis of the Supervisory Board's supervisory activities. For the reporting period, the Supervisory Board considers the work of the management of the Company to be in compliance with the law and in proper order; it deems the internal control system and the risk management system to be effective, and attests to the Company's corporate organisation and economic viability. The Supervisory Board convened four meetings during the reporting period. The Supervisory Board received written reports in the intervals between its meetings. Moreover, the chairman of the Supervisory Board was in contact with the management on a regular basis.

102-18

The sole shareholder of Borussia Dortmund Geschäftsführungs-GmbH is Ballspielverein Borussia 09 e.V. Dortmund, which is represented by the Executive Board. The Executive Board in turn comprises three members: Dr Reinhard Rauball (President), his deputy Gerd Pieper and Dr Reinhold Lunow (Treasurer). The Supervisory Board, which is elected by the Annual General Meeting, advises and monitors Borussia Dortmund. However, the rights and duties of the Supervisory Board are limited. Specifically, it has no authority with respect to matters involving personnel, i.e., no authority to appoint and dismiss managing directors of Borussia Dortmund Geschäftsführungs-GmbH. Nor is the Supervisory Board authorised to adopt internal rules of procedure or a list of transactions requiring its consent on behalf of the general partner. Rather, such rights and duties are vested in the governing bodies of Borussia Dortmund Geschäftsführungs-GmbH, namely its Advisory Board and the Executive Committee created by the Advisory Board.

Based on the voting rights notifications we have received, the shareholder structure of Borussia Dortmund GmbH & Co. KGaA is presently as follows:

Evonik Industries AG:	9.83%
Bernd Geske:	9.35%
BVB e.V.:	5.53%
SIGNAL IDUNA:	5.43%
Ralph Dommermuth Beteiligungen GmbH:	4.99%*
PUMA SE:	4.99%*
Free float:	69.86%

\* Equity investments of less than 5% are classified as free float.

205-1

102-5  
102-10

Chart of shareholder structure [published at <http://aktie.bvb.de/eng/BVB-Share/Shareholder-Structure>, accessed on 16/07/2021]





"Vonne Süd" fan podcast

## Our stakeholder dialogue

BVB touches on the interests of many different people. This is why maintaining dialogue with our stakeholders is a matter very close to our hearts. Our aim is to strike a balance between different interests to the greatest degree possible and to further build mutual trust on a permanent basis. When we communicate with our various stakeholders, we provide transparent information on our decisions and actions and their ramifications so that we may receive feedback to help us improve further.

### Our stakeholders

Borussia Dortmund's actions and activities have a profound effect on various partners, stakeholders and interested parties whose relationships are often intertwined. Conversely, depending on the extent of their relationship with the club, these stakeholder groups can also influence decisions at Borussia Dortmund. These groups include not only our fans, club members and employees,

but also sponsors, vendors, authorities, associations, the media, our neighbours, the City of Dortmund and the surrounding region, that make demands and have expectations of BVB or that are influenced by the club. As a listed company, Borussia Dortmund is also attentive to the objectives, needs and interests of its shareholders.



## 102-43 | Structured dialogue

We remain in close contact with all of these stakeholders because we want to know which topics they consider to be relevant to BVB now and in the future, how they rate our performance regarding the individual topics and what they expect of us. With the Fan Delegates' Meeting (Fandelegiertenversammlung), which is generally held twice a year, and the Fan Council, which meets on a regular basis, we have institutionalised the communication with our various fan groups.

As in the previous season, these bodies continued holding virtual meetings during the pandemic. The eight meetings of the Fan Council held via web conferences and other discussions on specific topics were also organised online. BVB's new, ad-free "Vonne Süd" fan podcast was launched to discuss in particular topical cultural and political issues within fan community. The club's press conferences were livestreamed, during which questions submitted in advance by the media were answered.

We also continued to focus on direct engagement with our employees, fans and business partners. For instance, we contacted each of our fan clubs by phone or paid them a visit online.

Our representatives were also available to our fans while working remotely. We also remained in close contact with our sponsors and organised numerous solidarity initiatives.



Online Christmas event in Dortmund for fan clubs

In addition, BVB also contributed constructively to the work of the DFL's "Future of Professional Football" task force, whose summary report was well received by the media and many forums. The club remains in regular contact with the City of Dortmund and regional authorities as well as with emergency services (German Red Cross, the police, the fire brigade) and other authorities. On account of the pandemic, plans to include other stakeholders, such as vendors, sponsors and local residents, as the next step in the process of intensifying our stakeholder involvement had to once again be postponed.



Workshop with employees from Merchandising



# 102-15 | Our material topics

BVB has identified those topics that have a significant economic, ecological and/ or social impact and that significantly influence the assessments and decisions of our stakeholders and are thus considered material. These topics have been methodically recorded and assessed.

## Basis of reporting

101 102-46 We take the principles of completeness, materiality and stakeholder involvement and the current standards of the "Global Reporting Initiative" (GRI) as a basis for determining what our Sustainability Report will cover. This report was prepared in accordance with the applicable "GRI Standards (Core option)" and covers the reporting period for the 2020/2021 season. Unless indicated otherwise, all figures pertain to the 2020/2021 season.

In many respects, professional football differs from traditional enterprises. In order to take this into account, additional areas were added to expand on the GRI Standards. Our material topics are broken down into seven focal points of our work: "Professional Football", "Dortmund lads", "BVB, its fans and the region", "The stadium and its surroundings", "Environmental responsibility", "Holistic HR development", and "Economic approach". All of the information in this report essentially pertains to Borussia Dortmund GmbH & Co. KGaA, with the exception of the information on the club's members, which are organised under BV. Borussia 09 e.V. Dortmund, and the information on the "leuchte auf" non-profit foundation, which is also an independent entity.

## 102-46 | Materiality

In 2017, we began to methodically examine the social, ecological and economic impact of our activities and what our stakeholders expect of BVB in this regard in order to identify which topics are particularly important to our long-term success based on our corporate social responsibility. The analysis aims to assign weightings to sustainability topics, with the involvement of the stakeholders, in terms of their impact and to take these topics into account in our decisions.

In 2018, BVB's material topics were recorded and assessed for the first time in accordance with the GRI requirements. As part of the annual review in June 2021, these topics were reviewed and adjusted with regard to completeness, their impact and the assessments of the stakeholders. Due to the Covid-19 pandemic, the Corporate Responsibility department once again conducted this year's review in consultation with the respective decision-makers. The following adjustments were made to the terms and assessments in the report on the 2019/2020 season on the basis of the comments and suggestions we received:

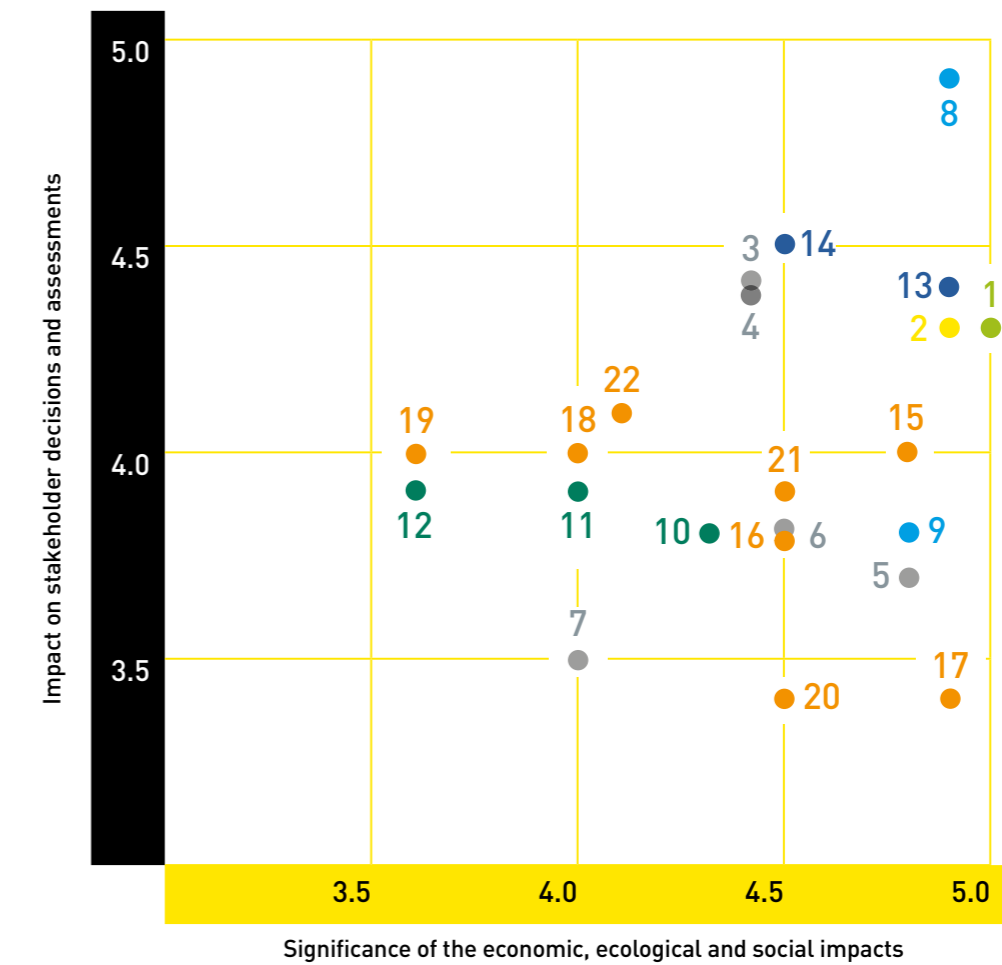
Given the economic impact of the Covid-19 pandemic, which led BVB to post a significant net loss for the year, and in light of the importance of securing the jobs of the club's employees, the "Employment" material topic was given greater priority. At the same time, after some consideration, the "Employment" topic was deemed to be too neutral, and thus renamed "Responsible employer". It now also covers the "Training and education" and "Diversity and equal opportunity" topics as well.

We also combined the "Water and waste water" and "Use of resources" topics under the "Conservation and environmental protection" topic for the sake of clarity.

The corresponding GRI standards, which were already applied for the 2019/2020 reporting period, will continue to be taken into account and expanded to include the topic of biodiversity. The assessments of the other 22 topics identified as being material did not change.

## Materiality matrix

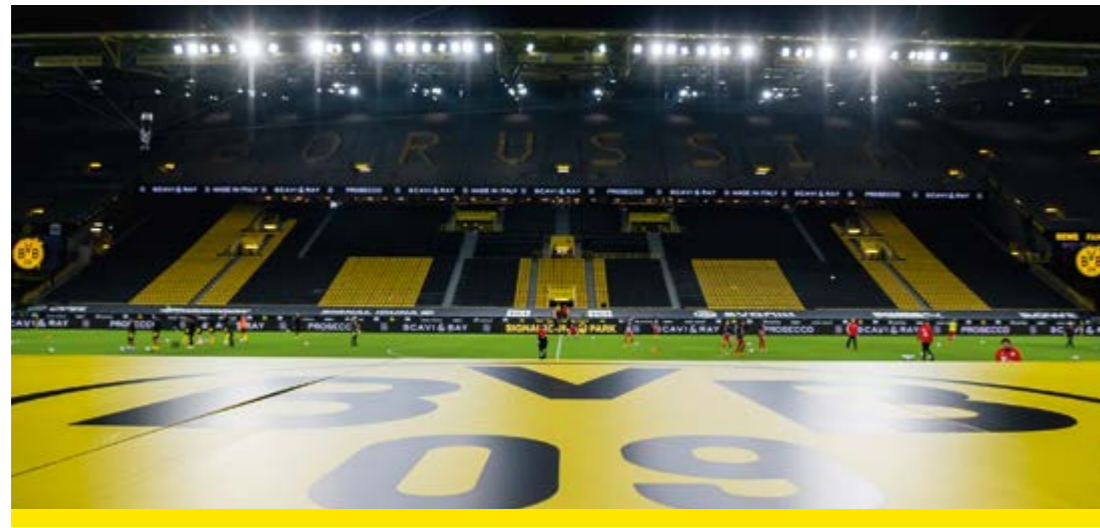
The 22 topics identified as being material are shown in the graphic below:



## 22 material topics in 7 focal points of our work

- |  |  |   |
|--|--|---|
| <ul style="list-style-type: none"> <li><b>Professional football</b></li> <li>➤ 1 Peak performance</li> <li><b>Dortmund lads</b></li> <li>➤ 2 Promoting youth football</li> <li><b>BVB, its fans and the region</b></li> <li>➤ 3 Fan community and fan behaviour</li> <li>➤ 4 Diversity and anti-discrimination</li> <li>➤ 5 Media and social networks</li> <li>➤ 6 Identity and tradition</li> <li>➤ 7 "leuchte auf" foundation</li> <li><b>The stadium and its surroundings</b></li> <li>➤ 8 Spectator safety</li> <li>➤ 9 Stadium quality</li> </ul> | <ul style="list-style-type: none"> <li><b>Environmental responsibility</b></li> <li>➤ 10 Energy and emissions</li> <li>➤ 11 Mobility</li> <li>➤ 12 Conservation and environmental protection</li> <li><b>Holistic HR development</b></li> <li>➤ 13 Responsible employer</li> <li>➤ 14 Occupational health and safety</li> <li><b>Economic approach</b></li> <li>➤ 15 Financial performance</li> <li>➤ 16 BVB brand</li> <li>➤ 17 Sponsors</li> <li>➤ 18 Economic factor in the region</li> <li>➤ 19 Responsible procurement</li> <li>➤ 20 Product safety and product quality</li> <li>➤ 21 Service quality</li> <li>➤ 22 Compliance and risk management</li> </ul> | <p>➤ The seven highlighted topics form part of the Non-financial Statement.</p> |
|--|--|---|





## Our sustainable development

### 103-3 | "One of our most important topics"

This was how CEO Hans-Joachim Watzke described sustainable development at the 2019 Annual Press Conference. What it means for BVB is to act in a way that satisfies the needs of today without restricting the opportunities of future generations, while giving equal consideration to the three dimensions of sustainability – economic efficiency, social equity and environmental viability. BVB uses its sporting and financial success to assume responsibility, which is tied closely to Dortmund and the surrounding region, and recognises sustainable development as a guiding principle at global level.

102-16 |

We formed the Corporate Responsibility department in the summer of 2019 to coordinate the process of continual improvement in relation to BVB's key social, corporate and ecological issues. The topic was anchored in the organisational structure as a result of systematically developing Borussia Dortmund GmbH & Co. KGaA with respect to our current 22 material sustainability topics, which we defined in an intensive stakeholder dialogue and review annually.

This fifth annual report presents those changes and our first Communication on Progress (CoP) in accordance with the requirements of the UN Global Compact.

### Process

In the spring of 2019, we developed a structured planning process with specific milestones. Then, in spring 2020, the pandemic hit and we had to allocate our resources differently in order to enable and implement the special match operations. Therefore, not all steps could be completed as planned, and figures are comparable only to a limited extent due to the effects of the pandemic. Moreover, in light of the circumstances, it also made sense to modify the planned steps. We are nevertheless pleased to report that we have made considerable progress with regard to the four action levels that we are steadily pursuing and will continue to pursue as part of an integrated approach:

102-15 |

### 3 years – 4 action levels

- 1 Strategy
- 2 Dialogue
- 3 Focal points of work
- 4 Communication

## Our sustainable development



### 102-15 | 1 Strategically refining our sustainable development.

Borussia Dortmund's management has adopted five sustainability principles that were formulated as the result of in-depth discussions held with our stakeholders, in particular during the pandemic, the interdisciplinary work of the Sustainability Working Group and the combined efforts of all the departments involved. These overarching sustainability principles help guide the Company's decisions.

#### Material topics and materiality analysis

In connection with BVB's five sustainability principles, this includes fleshing out the management approaches to our current 22 material topics with quantitative and qualitative targets. We have defined these 22 material topics more precisely in an internal consultation process with the respective persons responsible. Due to the pandemic, this process was an interim step to the planned comprehensive review and evaluation of our material topics.

### Our five holistic sustainability principles

- ▶ Our athletic development and the commitment to our values are the root of our fans' and employees' devotion and loyalty – and our success as a whole.
- ▶ The community with our fans in Dortmund and around the world is at the core of everything we do and is based on understanding and sharing.
- ▶ Our business activities revolve around foresight, fairness and a responsible range of products and services and factor in the risks and opportunities of digitalisation.
- ▶ We use our appeal to promote social advancement through social commitment, democratic education and health-related initiatives.
- ▶ We design our events, products and services to be environmentally friendly, climate neutral and to save resources.

102-16 |



### 102-16 | ■ Defining objectives and contributing to the Sustainability Development Goals (SDGs)

On this basis, we are working in interdisciplinary teams across departments to define quantifiable objectives and the corresponding measures for our material topics, which we will then implement as a part of our seven focal points of our work. In our opinion, linking the seven focal points of our work with the Sustainable Development Goals adopted by the United Nations as part of its 2030 Agenda for Sustainable Development is the next logical step in bringing BVB forward. Each focal point of our work has been assigned the three SDGs to which we believe we are making the greatest contributions at different levels.

### ■ BVB joins UN Global Compact

Borussia Dortmund is the first Bundesliga club and only the second European football club to join the United Nations Global Compact. The UN Global Compact (UNGC) is the United Nations' voluntary business initiative for sustainable and responsible corporate governance. In joining the initiative, BVB has committed to aligning its strategy and operations with universal principles and implementing the SDGs. The UNGC's ten principles include respect for human rights and international labour standards and efforts to protect the environment and fight corruption.

102-16

## 102-43 | ■ 2 Ongoing dialogue with our stakeholders

We continue to build on our structured dialogue with our stakeholders. After four years, an update to the materiality analysis was planned for the autumn of 2020/spring of 2021. This was postponed

due to the restrictions as a result of the Covid-19 pandemic. We hope to receive valuable insights from our partners in the supply chain and our longstanding sponsors. The discussions with our sponsors are scheduled for the spring of 2022.

## 103-2 | ■ 3 Measures in the seven focal points of our work

The significance of specific environmental topics has grown considerably across BVB, and in response we have developed a separate focal point to address them. The seven focal points will continue to be of great importance to BVB as we look to achieve the SDGs. We present the seven focal points, along with the corresponding material topics and their management approaches as well as the measures taken in the 2020/2021 season, in the section entitled "Acting responsibly. Together."

### Our match-winners

We have launched five long-term, overarching projects that we have dubbed "match-winners" due to their importance for BVB's sustainable development:

**Stadium and real estate: sustainable development and management**

**Designing fair fan merchandise with future generations in mind**

**Promoting access to education**

**Mobility: Trips to/from the stadium by fans, the team and employees**

**Sustainable events management**

Therefore, the sustainable development of our stadium is linked not only to two of our focal points ("Always in the thick of it" and "Always thinking ecologically") but also to mobility and events management. Due to the Covid-19 pandemic, we postponed the measures related to the "Sustainable events management" topic.

## 102-43 | ■ 4 Genuine communication with our employees, fans and stakeholders

Despite the pandemic-related restrictions, we continued to engage in a wide-ranging dialogue with our stakeholders, both internal and external. We engaged in close dialogue in particular with our diverse fan groups. Together with Ruhr University Bochum (RUB), we conducted a representative survey that asked BVB's fans about how their stance to the club had evolved with respect to the changes that had taken place. The shared experience of crisis vitalised our supplier rela-

tionships. The annual sustainability report and the diverse content posted during the year as part of our lively online presence on sustainability topics demonstrates the increasing role that sustainability aspects play in our day-to-day work.

**We only have one planet on which we can play football.**

That's how Hans-Joachim Watzke summarised the importance of achieving a more sustainable future.

### 103-3 | ■ Evaluation

We evaluate the management approaches that we apply to the material topics and describe in this report at regular intervals and then adapt/update them accordingly. The more we address the individual topics and collect information on the key performance indicators, the more a system of continuous improvement with ongoing feedback, also with our stakeholders, emerges. This allows us to transparently communicate how we are performing in terms of the objectives we have set, including information on the progress we have made and on any areas in which there might still be room for improvement. This has allowed us to lay the foundation for seizing the opportunities that arise in the course of our efforts to address the material topics and for identifying any corresponding risks early on – a key step in the process. In addition, by comparing ourselves with external groups, such as the DFL, fan networks, NGOs and the general public, we can reflect on the actions we have taken during the year and make any necessary adjustments.

### Charters and associations

In September 2019, Hans-Joachim Watzke was elected to the Executive Board of the European Club Association (ECA), where he represents the interests of the Bundesliga at the European level. Dr Christian Hockenjos has been elected to serve as Chairman of the Executive Board of the German Association of Stadium Operators (VdS). The VdS is an association of all operators of major

event venues which are licensed for international sporting events, in particular football matches, concerts and similar large-scale events.

### Borussia Dortmund is a member of the following associations:

- DFL Deutsche Fußball Liga GmbH (DFL)
- Deutscher Fußball-Bund e.V. (DFB)
- Union of European Football Associations (UEFA)
- Fédération Internationale de Football Association (FIFA)
- Westdeutscher Fußballverband e.V. (WDFV)
- Fußball- und Leichtathletik-Verband Westfalen e.V. (FLVW)
- European Club Association (ECA)
- Vereinigung deutscher Stadionbetreiber (VdS)

### Borussia Dortmund supports and promotes the following charters and initiatives (selection):

- United Nations Global Compact (UNGC)
- Association of German Foundations ("leuchte auf" foundation)
- Business Social Compliance Initiative (BSCI)
- Initiativkreis Ruhr e.V.
- "Bewusst wie e.V." – corporate association for social responsibility





**Always working hard to stay on top:** Professional football

**Always promoting young talent:** Dortmund lads

**Always in tune:** BVB, its fans and the region

**Always in the thick of it:** The stadium and its surroundings

**Always thinking ecologically:** Environmental responsibility

**Always giving it our all:** Holistic HR development

**Always improving:** Economic approach

# Acting responsibly. Together.

22 material topics in 7 focal points of our work

Echte Liebe.





Always working hard to stay on top:  
**Professional football**



■ Marco Reus



This is our **Communication on Progress** in implementing the Ten Principles of the **United Nations Global Compact** and supporting broader UN goals.

We welcome feedback on its contents.



## UN Global Compact and SDGs in context

The UN Global Compact (UNGC) is the United Nations' voluntary business initiative for sustainable and responsible corporate governance. In joining the initiative, BVB has committed to aligning its strategy and operations with universal principles and taking action that advances societal goals. The UNGC's ten principles include respect for human rights and international labour standards and efforts to protect the environment and fight corruption. This is closely linked with the Sustainable Development Goals (SDGs) that the United Nations agreed in connection with the Agenda 2030 and to which BVB contributes in a wide range of ways. Borussia Dortmund's efforts across the focal points of its work, and specifically with regard to professional football, are described in greater detail below.

102-16  
 UNGC 1  
 UNGC 6

The Agenda 2030 recognises sport as an important enabler of sustainable development and acknowledges the growing contribution of sport to the realisation of development and peace in its promotion of tolerance and respect and the contributions it makes to the goals of sustainable development. The SDGs and sport complement each other in numerous ways, most closely with regard to the following goals: "Good health and well-being", "Quality education", "Gender equality", "Decent work and economic growth", "Reduced inequalities", "Sustainable cities and communities" and "Peace, justice and strong institutions". In terms of our focus on "Professional football", this relates in particular to the following SDGs:

**3 GOOD HEALTH AND WELL-BEING**  
 BVB sees professional football as an opportunity to contribute to "good health and well-being" in society by virtue of its role model function, even though professional football in and of itself poses particular health risks. We leverage our appeal and, for instance, share nutrition and fitness tips presented by our players and staff across a wide range of channels.

**10 REDUCED INEQUALITIES**  
 The team has spoken out many times in support of and in defence of human rights, including the Black Lives Matter movement, and has taken a clear stance against all forms of discrimination.

**16 PEACE, JUSTICE AND STRONG INSTITUTIONS**  
 BVB will only be able to realise these goals through increased international cooperation on virtually every continent and through economic, athletic and cultural exchange. BVB's diverse

professional squad, which is assembled solely on the basis of performance criteria, demonstrates and highlights the club's commitment to equality and openness.

However, professional football in particular and sustainable development on a global, national or local level are often not entirely in step with one another. The highly competitive nature, both from an athletic and economic standpoint, of the sport brings to light dissonances not only within society as a whole but also as they relate to professional football in particular. The public is often critical of the ecological impact of the sport's reliance on air travel, the social impact of discrimination in stadiums and the economic impact of the murky nature of financing behind professional football.

As a professional football club, we are compelled to not only confront social trends but to also lead by example. At the same, we also face the challenge of competing in a professional sport and meeting the financial requirements that go along with that.





Part of the Non-financial Statement

## Peak performance

103-1  
103-2  
103-3

### Concept and objectives

For more than 100 years, Borussia Dortmund has stood for intensity, authenticity, community and ambition. We are absolutely determined to achieve great things and to give our fans and club members an unparalleled, intense football experience.

In the past few years, Borussia Dortmund's sporting objectives have always been to qualify for the UEFA Champions League and – despite FC Bayern Munich's dominance – to be in the running for the Bundesliga title. These continue to be our goals. We will continue to use every opportunity to prepare the squad to realise these ambitions, all in due consideration of the financial impact of the Covid-19 pandemic.

At the Company's Annual General Meeting in 2019, CEO Hans-Joachim Watzke summarised the club's performance on the pitch over the past decade as follows: "These are the best ten years that BVB has ever had." The team built on this successful decade by winning the DFB Cup and once again qualifying for the UEFA Champions League in the 2020/2021 season. However, for all of our success this past season, the mood was dampened by more than just the Covid-19 pandemic and the need to play matches behind closed doors. The season was one of highs and lows, difficult decisions and hard-fought victories. Following the team's 1:5 defeat at home to VfB Stuttgart in December 2020, the decision was made to part ways with Lucien Favre and his assistant coach Manfred Stefes with immediate effect. Hans-Joachim Watzke stressed, "We're all grateful to Lucien

Favre for his outstanding work over the past two and a half years, during which time he and his team finished as runner-up twice." BVB sporting director Michael Zorc said, "It was a tough decision for us to take. Nonetheless, we felt we were in danger of not achieving our objectives for the season after this difficult phase. That's why we had to take action."

Edin Terzic took over as head coach until the end of the season and, after a few mixed performances, managed to bring the team together in remarkable fashion as the season came down to the wire and ultimately succeeded in securing a Champions League spot in the coming season. We are brimming with confidence as Marco Rose is set to take the reins as head coach in the 2021/2022 season and manage a squad that can compete on the international stage. The squad's balance of experienced key players and international top talents with enormous potential is down to the club's structured approach to planning its roster. BVB's excellent reputation helps it to beat out other international top clubs in the race to sign the world's most sought-after talents.

While many of Europe's elite clubs sometimes report negative transfer balances because they primarily sign ready-made – and thus expensive – players, BVB has for years pursued a different strategy. As a Champions League participant, BVB of course needs players of a certain quality. Nevertheless, Michael Zorc and Lars Ricken and their teams have placed their focus on optimising scouting so that the club can discover the most promising and talented young players before other clubs do. While this is not always successful, the likes of Christian Pulisic, Jadon Sancho and more recently Jude Bellingham increasingly demonstrate why BVB is an ideal destination for highly-talented players looking to start for a top club in prestigious competitions at an early age. "One of our best arguments is our starting line-up," says Zorc with a smile.

### Measures and results

#### U23 promoted to the third division

A key component of BVB's overall strategy is the club's U23 team, which made the jump from the amateurs to the pros under the guidance of head coach Enrico Maaßen. This allows Borussia Dortmund to offer its young, aspiring players an even

more enticing overall package and continue to attract highly talented players. "We have set our sights high, and that's what drives us," said BVB head coach Enrico Maaßen, who extended his contract until the summer of 2024.

#### Young talents

Soumaila Coulibaly, a talented French centre back, will join Borussia Dortmund in the 2021/2022 season. The 17-year-old is one of the most promising players to come through Paris Saint-Germain's youth academy. Giovanni Reyna (18) joined Borussia Dortmund in 2019. The transfer was "a big step for my development. It has gone perfectly for me so far, and I believe that I will continue to learn much and have a lot of fun in the next few years," said Reyna. The USA international has extended his contract with Borussia Dortmund until 2025. BVB has also signed Gregor Kobel from Bundesliga rivals VfB Stuttgart ahead of the new season. The 23-year-old goalkeeper, who was recently called up to the Swiss national team following an excellent year with Stuttgart, signed a contract that runs until 30 June 2026. Erling Haaland beat out a host of big-name players to become the Champions League's top goal scorer this past season. The 20-year-old Norwegian striker hit the back of the net in six of ten matches, even notching twice in four of those games, on his way to winning the Champions League's Golden Boot award in the 2020/2021 season, following the footsteps of Cristiano Ronaldo in 2017/2018, Lionel Messi in 2018/2019 and Robert Lewandowski in 2019/2020.

#### Women's football at BVB

The 2021/2022 season will see the début of the Borussia Dortmund's women's team. Doing things "the Dortmund way", the ambitious goal is for the BVB women's team to leave local league football behind as they aim higher. Svenja Schlenker, who has been with BVB for many years now and played club football at Wambeler SV and elsewhere, is charged with heading the women's programme. The team around the team is nearly in place. World champion and Olympic gold medallist Annike Krahn (36) and ex-BVB pro Christian Timm (42) are on board in an advisory capacity, while Thomas Sulewski (30) has been named the new team's head coach.



### Standings in the 2020/2021 season

		Played	W	D	L	GF/GA	Diff.	Pts.
1.		34	24	6	4	99:44	55	78
2.		34	19	8	7	60:32	28	65
3.		34	20	4	10	75:46	29	64
4.		34	17	10	7	61:37	24	61

BVB disclosure





## Additional measures and results

### The coronavirus season 2020/2021

The team successfully closed out the "coronavirus season 2020/2021" by winning the DFB Cup and qualifying for the UEFA Champions League. What we will remember most is the absence of the fans and emotion – the two things that make football so appealing.

**“I really hope that this atmosphere we know and love returns next season. Especially here in Dortmund. That's what we play football for.”**

Mats Hummels

21 home matches in the Bundesliga, the DFB Cup and the UEFA Champions League – all of them without fans! Especially at SIGNAL IDUNA PARK, Germany's loudest stadium, this was a burden that could be felt and measured: in defeats and points dropped. Borussia Dortmund was only able to leverage its home field advantage to win two out of the first seven Bundesliga home matches. The fans were not there to spur on and encourage the team as the 12th man.

“Over the course of the past season there were so many moments where the fans would have been the deciding factor or where we simply missed them an awful lot – both wins and losses,” said captain Marco Reus, adding, “It still hurts every time I look at the empty south terrace.”

And to think it all started with a moment of pure joy: after 203 days of silence, “You'll never walk alone” finally rang out around the stadium once more. The final third of the 2019/2020 season had been played in front of empty stands as part of the Bundesliga's strict “special matchday operations” and isolation rules, so we were pleasantly surprised when we received the news, four days prior to the start of the new season, that we would be able to fill roughly every eighth seat in SIGNAL IDUNA PARK for the opening match against Borussia Mönchengladbach.

### Fitness coach Johannes Wieber

Stability, mobility and vertical leap – the team underwent a complete fitness check before training with the ball during the preseason. BVB conducted performance diagnostic tests in compliance with the applicable health and safety protocols and distancing rules. The overall responsibility lies with head fitness coach Johannes Wieber. The 2020/2021 season will be particularly challenging for Wieber and his team because there will not be a winter break.

The 47-year-old joined Borussia Dortmund in 2019 and was promoted to head fitness coach in the summer of 2020. Originally from Bavaria, he has settled into his new home. “I've really settled in quite nicely here. I was positively surprised by Dortmund and the surrounding areas. I really feel at home here.”

Wieber used to play handball and now makes sure that our players reach their peak fitness level and stay fit throughout the season.



**“We have to lay a solid foundation during the preseason. Then it's our job to optimally manage the workload of each individual player and for the team as a whole throughout the first half and into the second half of the season so that the team can stay injury free and perform at a top level during the entire season.”**

### Farewell, Łukasz Piszczek!

Łukasz Piszczek ended his professional career after eleven years at BVB. Piszczek, who was closing in on his 36th birthday at the time, had been an institution on the right side of Dortmund's defence for more than a decade, always calmly doing his job.

“It's impossible to put into words just how important 'Piszc'u' was for us in the past few years,” said BVB's former head coach Edin Terzic after winning the DFB Cup. “He really helped stabilise the team in the twilight of his career,” said Hans-Joachim Watzke in the wake of the DFB Cup celebrations. “What he did on the right side over the past few weeks is brilliant. He's been with us since 2010. What an amazing story.”

Upon signing his last contract extension in June 2020, Piszczek stated:



**“I like stability in my life. Even back in 2010 I found it difficult to leave Hertha. But Dortmund was a no-brainer. And why would I want to leave BVB? I'm already at a big club. A lot would have had to happen for me to leave Dortmund.”**





**Edin Terzic stays on to become technical director**

After successfully managing the team in the second half of the season, Edin Terzic sat down with Hans-Joachim Watzke, Michael Zorc, Sebastian Kehl to create a new position centred around his strengths. As a result of those discussions, he was appointed BVB's technical director. Terzic extended his contract until 30 June 2025. Terzic's started out as a fan on BVB's famed south terrace before he became a youth coach, scout, assistant

coach and ultimately head coach. Beginning in the 2021/2022 season, he will play a permanent part in planning the roster, win over promising players for Borussia Dortmund, act as a go-between for the Youth Academy and support players on loan. He will report directly to the sporting management, Michael Zorc (58) and Sebastian Kehl (41). "In the end what drove me to accept this position was the chance to combine all of these things in a way that will help my club. We first hit upon this idea as we were analysing the season. Hans-Joachim Watzke, Michael Zorc, Sebastian Kehl and I worked together to determine what this position would entail and what my responsibilities would be." BVB's management team is thrilled that Terzic, who was offered several head coaching positions elsewhere, sees his future in Dortmund. "I have no doubts whatsoever that this team puts us in the best possible position and that we will be successful," said Hans-Joachim Watzke.

"Granted," said Michael Zorc, "we initially had a different idea about what Edin Terzic's future would hold. After many lengthy discussions about the position we now believe that the entire club will benefit greatly from his work as technical director. This was a real BVB solution!"



**Lars Ricken appointed Youth Academy director**

Borussia Dortmund extended the contract with its youth academy coordinator Lars Ricken early until 30 June 2025. BVB's management team also gave Ricken (44) more responsibilities, appointing him as director of the Youth Academy on 1 January 2021.

"Lars Ricken has done an outstanding job these past years and won many titles with his teams. As a sign of our appreciation, we extended his contract and made him director. At the same time, this step reflects the enormous development of youth academies," said Hans-Joachim Watzke.

103-2 | **The Dortmund way**

**Sebastian Kehl will take over as sporting director from Michael Zorc**

As one highly successful era draws to a close, the next is set to follow in the coming summer: After a total of 43 years at BVB, first as a player and then as sporting director, Michael Zorc will hand the reins over to Sebastian Kehl (41) on 1 July 2022. Kehl signed a contract that runs until 30 June 2025.

Aside from a short hiatus during which he was studying, Kehl has been at Borussia Dortmund for nearly 20 years. As a player he helped the team to win the Bundesliga in 2002, 2011 and 2012 and the DFB Cup in 2012. After ending his playing career in the summer of 2015, the team's long-time captain completed a UEFA management degree programme and earned his coaching licence (A level). He has been the Head of the Professional Squad since the 2018/2019 season. Kehl, who helped the national team finish second at the 2002 World Cup, will take over for Michael Zorc beginning in the 2022/2023 season.

"I'm glad that we have once again succeeded in tying a key player who helped us win the Bundesliga to the club long beyond his active career. Sebastian Kehl has done excellent work these past few years and has been able to prepare for his future role as BVB's sporting director.

Of course he has big shoes to fill, but we're confident that Sebastian has the stuff to succeed in his new role," said CEO Hans-Joachim Watzke.



Michael Zorc:  
**"From day one, Sebastian Kehl and I very much trusted one another."**

Michael Zorc added, "Sebastian has gradually familiarised himself with everything a sport director needs to know. I value his work very much. I think it's only logical that management has decided to appoint him as my successor in the summer of 2022." "For nearly 20 years now, I have felt a very close bond with this magnificent club, and I am proud to be given the opportunity to shape Borussia Dortmund's team in a position of responsibility from 2022 onwards," said Sebastian Kehl. "As sporting director, I both aspire to and feel a sense of obligation to ensure that BVB can continue to be successful in the future," he added.



## The 2021/2022 season

### 103-2 | Head coach Marco Rose

"We've been a big fan of Marco's for a number of years now. That's why we're so delighted to have him here now," said Hans-Joachim Watzke as he presented Marco Rose as BVB's new head coach. "His style of football is what we need here at BVB. Together, we want to project that "Borussia Dortmund feeling".

"We think that Marco represents modern, attacking and offensive football, which fits perfectly to Borussia Dortmund. We like how he strikes an excellent balance between playing without the ball and finding creative solutions when in possession," said Michael Zorc. "He is capable of developing players and teams. He's also a great guy in terms of his character, a real team player."

"At Dortmund you compete for trophies. That's also one of the reasons I chose to come to the club. I already have an idea about how I want us to play," said Marco Rose at his first press conference, adding, "Dortmund is synonymous with blue-collar football. That means giving it your all, running hard, battling to recover the ball, getting the stadium behind you, playing fast in transition, but also playing good football and dominating the opposition. That's what we'll be working on together."

Rose wants the team to be flexible and comfortable playing with either three or four at the back. "Playing in a diamond formation is exciting, but there's also a lot to be said for a 4-3-3 and 4-2-3-1 system." However, the team's formation is not the most important thing: "We'll find the system in which the players feel most at ease. It's all about playing a style of football that people can identify with, regardless of the formation."

### Jadon Sancho departs BVB

At the beginning of the 2021/2022 season, Jadon Sancho transferred to Manchester United for a fee of EUR 85 million plus bonuses. "We're not happy about the money," said Hans-Joachim Watzke. "We're sad that he's gone. At the end of the day, it was Jadon's express wish to leave. We would have preferred to keep him here. But he conducted himself fantastically and gave it his all these past four years."

In 2017, BVB signed the Manchester City youth academy starlet for EUR 7.8 million. Sancho played a total of 104 Bundesliga matches for Borussia Dortmund. He scored five goals in 21 Champions League appearances for the club.

## Facts | and | figures

Athletic development	2018/2019	2019/2020	2020/2021
Bundesliga ranking	2	2	3
Points	76	69	64
UEFA Champions League qualification	Yes	Yes	Yes
Transfer income (in EUR '000)	82,881	40,160	15,401

BVB disclosure

Average age: <b>25</b> years	Youngest player: Youssef Moukoko <b>16</b> years	Oldest player: Marwin Hitz <b>33</b> years	
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GOAL	DEFENCE	MIDFIELD	ATTACK
1 Gregor Kobel	2 Mateu Morey Bauzá	7 Giovanni Reyna	9 Erling Haaland
25 Luca Unbehaun	4 Soumaila Coulibaly	8 Mahmoud Dahoud	18 Youssef Moukoko
35 Marwin Hitz	5 Dan-Axel Zagadou	10 Thorgan Hazard	21 Donyell Malen
38 Roman Bürki	13 Raphaël Guerreiro	11 Marco Reus	27 Steffen Tigges
40 Stefan Drtjača	14 Nico Schulz	19 Julian Brandt	36 Ansgar Knauff
	15 Mats Hummels	20 Reinier Jesus	
	16 Manuel Akanji	22 Jude Bellingham	
	24 Thomas Meunier	23 Emre Can	
	29 Marcel Schmelzer	28 Axel Witsel	
	34 Marin Pongračić	30 Felix Passlack	
		32 Abdoulaye Kamara	
		37 Tobias Raschl	
		39 Marius Wolf	

(Squad of the 2021/2022 season)

## Facts | and | figures

<b>45</b> years in the Bundesliga	
<b>9</b> appearances in the UEFA Champions League in the past ten years	
<b>10</b> appearances in European competitions in the past 10 years	
<b>DFB Cup winner 2021</b>	Squad size 2021/2022: <b>33</b> Squad size 2020/2021: <b>27</b>



Always promoting young talent:  
**Dortmund lads**



This is our **Communication on Progress** in implementing the Ten Principles of the **United Nations Global Compact** and supporting broader UN goals.  
 We welcome feedback on its contents.



## UN Global Compact and SDGs in context

The principles of the UNGC are intertwined with BVB's work to promote youth football. Human rights are fundamental rights and freedoms that are enjoyed by all, regardless of age. They include freedom of expression, the right to privacy and protection of life and health, as well as the right to education, fair working conditions and an adequate standard of living. At our youth facilities, addressing these challenges is part of our everyday life and we see it as our duty to establish a framework that embodies our responsibility and lays the groundwork for our young talents to realise their potential. At the same time we promote awareness of the UN's sustainable development goals.

102-16  
 UNGC 1  
 UNGC 2  
 UNGC 4  
 UNGC 5  
 UNGC 6

The foundation for achieving our sporting goals is laid at the level of BVB's youth work. BVB has therefore established a broad youth development network that combines sporting, social and economic aspects in various functional areas. The key pillars are the Youth Academy and the BVB Evonik Football Academy (FBA). Our youth work enables us to achieve a variety of SDGs. The following goals are particularly important for us:

103-1  
 103-2  
 103-3

**3 GOOD HEALTH AND WELL-BEING**  
 BVB takes a structured approach in fulfilling its responsibility to talented youngsters across various age groups, both locally and internationally. We offer a full range of exercise and nutrition programmes for children and young people from age four onwards that focus on enhancing their individual performance and developing their personality. As they undergo professional training, we strike a tailored balance between optimal proficiency on the pitch and optimal performance in the classroom. We ensure that our teams are always mindful of young peoples' welfare.

opting for partnerships with state schools. This helps the young players keep a sense of reality, and their fellow pupils benefit from the extra educational content and locations that BVB adds to the mix. Initiatives such as the Große Klasse project to offer more professional exercise classes at primary schools or Nordstadtliga, a multicultural street football league, showcase our commitment to bridging social divides in the city.

**4 QUALITY EDUCATION**  
 We guarantee a diverse interplay between athletic and academic learning across all age groups. The Youth Academy's three partner schools offer bespoke curricula for differentiated educational outcomes, ensuring optimal flexibility and locking in academic success. BVB acts as learning partner and assumes social responsibility for fighting discrimination, with coaches and staff receiving regular training on the topic.

The professionalisation of football poses a particular challenge in our youth work – how to reconcile the well-being of children and young people with the harsh realities of life as a professional footballer. Talented youngsters are scouted internationally, hired and managed professionally and trained at development centres, sometimes at a very early age and without close family contact. Very few of them will actually end up playing professional football. BVB's holistic approach to youth development focuses on professionalism in a relaxed atmosphere, something that is welcomed by young players and their families alike.

**10 REDUCED INEQUALITIES**  
 BVB has decided against educating its youth talent at private schools, instead

Whether or not they are ultimately signed as professionals, our goal is for them to look back on the time they spend at the Youth Academy as a win for their personal development.





## Promoting youth football

103-1  
103-2  
103-3

### Concept and objectives at the Youth Academy

A key component of our strategy is Borussia Dortmund's defined approach to youth development. We strive to be more creative, to work harder, to focus on the individual – and it is this that sets our youth development apart from our domestic and international competitors, some of whom boast significantly greater financial firepower. At our Youth Academy, our highly-qualified team provides the ideal conditions for developing young, talented players into professional footballers. In principle, Borussia Dortmund focuses on identifying and developing young talent to strengthen the senior team and realise the club's high sporting aspirations. Our modern, professional and global scouting network works to win over outstanding young talents to BVB. This requires close interaction between our youth, amateur and professional football activities. Consequently, Borussia Dortmund's squad is one of the youngest in the Bundesliga. This is the approach we have consistently followed – and refined – for several years now and it is what sets us apart from many of our competitors.

We want to increase the number of players from our Youth Academy that go on to play for our senior team, a Bundesliga rival or another top-flight club abroad. Our goal is to sign at least two players from our Youth Academy to the senior team per season.



### ■ Individual goals

Our overall goal is to develop our youngsters into the best players they can be by analysing their strengths and weaknesses. Their school education plays a key role in this process. To ensure that every Youth Academy player leaves school with the best possible grades, we ensure that they receive the individual support they need. We observe and analyse the growth of each individual youth player, both in terms of their personal development and their progress at training sessions and in match-

es. All of this helps the players to develop quintessential Dortmund character traits: intrinsic motivation, a high degree of resilience, a strong will to win, humility and absolute identification with BVB.

### 103-2 | BVB Evonik Football Academy – concept and objectives

In addition to ensuring that it remains economically viable, the Football Academy's overarching goal is to consolidate BVB's standing as a regional powerhouse for youth football and generally to develop talents in line with BVB's footballing philosophy – regionally, nationally and internationally.

The BVB Evonik Football Academy offers all girls and boys aged 4 to 13 a comprehensive range of courses to further develop their athletic and personal development. We offer training sessions for beginners to highly talented players. A staff of licensed coaches uses the athletic concept of our partners Heidelberger Ballschule and Life-Kinetik as well as the BVB Youth Academy's concepts and training methods to motivate the youngsters to continuously improve themselves in skills- and learning-based courses. The original idea behind the FBA has remained unchanged since the former football school was first conceived: The FBA focuses not only on the sporting success of the young footballers, but in equal measure also on their overall personal development on and off the pitch.

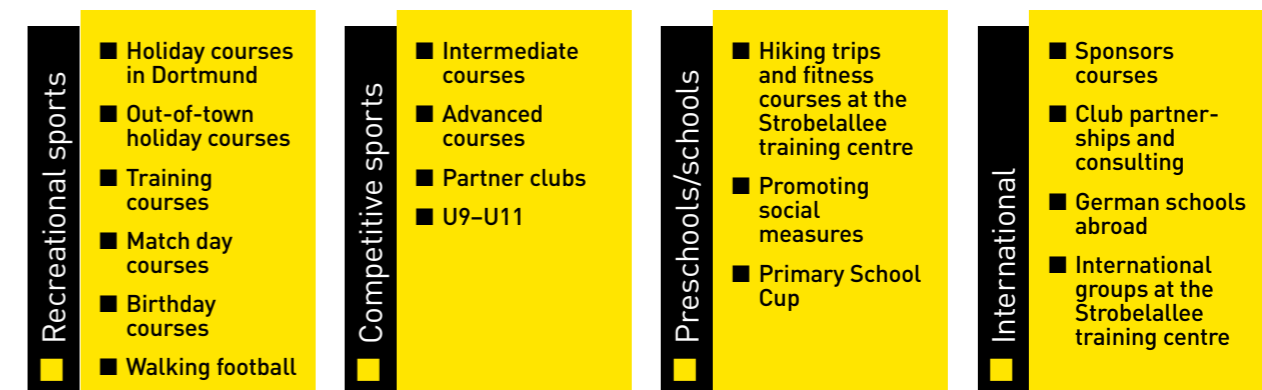
The Academy comprises four structural pillars that we use to reach our target groups.

The "Recreational sports" pillar comprises a range of age-appropriate but stimulating holiday, training, match day and birthday courses designed primarily to help children from the age of four develop a love of the game and Borussia Dortmund.

The "Competitive sports" pillar includes intermediate and advanced courses. We also work closely with our regional partner clubs to further develop players aged 6 and up. The club operates five off-campus locations within 100 km of Dortmund – Münster, Bocholt, Moers, Brilon and Wülfrath. Our goal at these locations is not just to scout talented players, but to give back to the region by offering qualified training programmes. For instance, we have partnered with Ruhr-University Bochum to ensure that future requirements in youth football will be covered by sports science programmes.

As part of the "Preschools/schools" pillar, we worked with four schools in one of Dortmund's socially disadvantaged areas as part of our "Große Klasse" project, in connection with which we send BVB coaches to assist teachers whose primary area of expertise is not physical education.

Our international activities focus on solidifying BVB's appeal and consolidating our networks abroad, and to this end we operate offices outside of Germany that are staffed year round. We currently have permanent sports directors and coordinators stationed in Poland, Singapore, Egypt, China and Japan.







103-2

### Holistic approach to youth development

Borussia Dortmund's holistic approach to youth development comprises integrated modules across various age groups at both the local and international levels. The graphic below illustrates how the key components complement one another.

103-2

#### Footballing development:

- **Identifying motor skills:** Identifying good motor skills early on through ball games in preschool (as a prerequisite for learning techniques).
- **Optimal and individual assistance:** Responding to individual needs and development traits.
- **Further developing highly-talented players:** First-class training that promotes collaborative learning.
- **Learning from the pros:** U19 players train with the professional squad.
- **Promoting players through the ranks:** Not only is it possible for youth players make the jump to the senior team, that is our goal.

#### Social responsibility:

- **Personal development:** Focussing on the personal development of each child.
- **Health and nutrition:** Healthy and focussed lifestyle part of holistic approach to mentoring.
- **Team building trips and activities:** Strengthening kids' team building skills.
- **Self-improvement:** Learning social skills on and off the pitch.
- **School for parents:** Helping parents to help their kids succeed.
- **Academic qualifications:** Helping our young players to succeed in life by educating them.



### Measures and results at the Youth Academy

#### U19 and U17 Bundesliga seasons suspended

The Presidential Board of the German Football Association (DFB) brought play in the U19 and U17 Bundesliga and junior DFB Cup competition to an early end in the 2020/2021 season. The decision came in response to the pandemic and had been requested by the Youth Committee. "It's painful having to end the season before crowning the winners, but this is the right decision for the health and safety of all involved," said Heike Ullrich, Deputy General Secretary of the DFB. The majority of clubs had already come out in favour of suspending the season. The U19 Bundesliga West had only played four of a planned 17 fixtures by the time play was suspended on 24 October 2020. The BVB U19s under coach Mike Tullberg had racked up 12 points undefeated, putting them in first place with what seemed a clear run through to the finals to vie for the German championship.

Faced with upheaval as new coach Eren Yilmaz replaced Sebastian Geppert, the U17s played five match days in the U17 Bundesliga West where they were in second place behind Borussia Mönchengladbach. "Theoretically we were in favour of carrying on with a health and safety protocol in place, but we completely understand

the arguments against doing so. There's no way the competition could have gone on as normal," said Youth Academy Director Lars Ricken.

#### BVB U23s promoted to division three

BVB's U23s had chalked up 93 points at the end of the season in the Regionalliga West. That was enough to win the championship and secure the transition to professional football with promotion to the third Bundesliga division. "Playing 40 matches and losing just one is a remarkable achievement. The game against Wuppertal bore all the hallmarks of how we played the season. We focused on what we can achieve, and we set our sights securely on a win. We pulled it off and that's a great feeling," said coach Enrico Maaßen after the season closer.

Mentality over quality? "Maybe it's not a universal truth but I think the character of the team is a major factor. That's been our mission since day one. We have defied all odds, especially when the pandemic prevented us from playing. In the final games you could see how we kept bouncing back." Enrico Maaßen's contract has been extended through to the summer of 2024.





## The pandemic and the Dortmund lads

The lockdowns during the pandemic impacted the work of the Youth Academy in many ways. Complex hygiene measures were implemented at the training centre, and the pandemic had a massive impact on both sporting and academic life. For example, during the second lockdown our U19 and U17 teams were able to continue training under special conditions to hone their skills and prepare for life as professionals, although league play was suspended. The U15s/U16s were split into groups of ten during the second lockdown.



The reporting period was marked by crisis prevention and problem-solving. For many children and young people from less affluent households,

home schooling was a difficult and stressful prospect. With an eye to ensuring equal opportunities, BVB offered additional support in the form of afternoon lessons to compensate for cancelled teaching time. A large number of additional tutors were brought in to teach these classes. A key challenge was to maintain a close dialogue between the schools, the BVB residence hall and the five BVB host families. We also spent a great deal of time talking to our young players' families about financial emergencies caused by partial furloughs, problems with housing or contact with youth outreach services.

Everyday occurrences took on a whole new meaning during the lockdowns. The parents were thankful for the ordered way in which the children's and young peoples' days were structured.

Nevertheless, it remains incredibly important to attend school. It became clear that many of the ways in which we cooperate with our three partner schools work better if we are in direct and continuous contact. The weekly meetings with the school coordinators were held in virtual form where possible, but this cannot replace face-to-face contact. On a positive note, there was a shared willingness to find new ways of contact. Things that seemed obvious had to be questioned and new formats had to be tried out. For example, a digital BVB newsletter was circulated every two months.

## Our approach to teaching at the Youth Academy

103-2 |

BVB is committed to its responsibility for the overall development of the youngsters in its Youth Academy and is increasingly positioning itself as an educational partner on an equal footing with our three partner state schools, which are part of the elite football schools network. Our primary focus is on giving the players the individual support

they need while also taking the immense training and competitive workload into account. This includes not only their development as footballers, but also, and crucially, all-round development of their personalities, allowing them to participate in society and develop resilience in the face of the numerous (negative) influences in professional sport. This, in turn, provides positive feedback that improves their footballing qualities. Our customised approach will continue to bear the hallmarks of professionalism and a family atmosphere.

## School 2.0

103-2 |

The BVB approach is for three groups to work together to help develop and raise our talented prospects: the school, the parents and the Youth Academy as an alternative to private schools. BVB's commitment to humility leads it to work together with public schools and encourage our kids to have a social life outside of the Youth Academy.

Despite the restrictions imposed in response to the pandemic, the jointly developed "Sport" curriculum continued to be taught at the Konrad Klepping vocational college. The initial results are encouraging us to keep going. The foundation has now also been laid to teach years 8 and 9 at the Goethe-Gymnasium and the Geschwister-Scholl-Gesamtschule in the 2021/2022 school year. The curriculum covers topics such as effective speaking, nutrition, football athletics and the character profile of a player-leader. The children's and young people's interests and willingness to learn are enhanced by subject specialists and a specific selection of external educational venues.

Another key factor is close contact with the teachers at the partner schools, which enables us to maintain the same high degree of flexibility in offering digital content to compensate for lost schooling, as well as the commitment of teachers in helping out when Youth Academy pupils face peak workloads. In addition, we are increasing access to even more athletic skills in the curriculum. Thus BVB actively brings its experience and insight to bear in designing the curriculum

for the benefit of all involved. One example of the creative and practical cooperation between educational partners in the interest of enhancing players' prospects is top BVB talent Julian Rijkhoff, who transferred from

Ajax Amsterdam to the Dortmund Youth Academy. Lessons in his native language were organised in Dortmund and coordinated flexibly with a school coordinator so that he could complete his Dutch high school education. Hopefully there will no longer be any obstacles to him achieving his true educational potential. This individualised care for the young players generally requires contact in person, despite the pandemic. Thus two additional full-time positions and the budget for a dual student were approved at the residence hall and the range of remedial teaching was significantly expanded. The majority of teaching takes place at dedicated premises in Brackel, a key accomplishment that was achieved thanks to the expansion of infrastructure to add extra classrooms.



On 25 September 2021, an education fair was held at the Youth Academy in partnership with Adesso, our primary youth sponsor. In cooperation with BVB's HR department and experts from Ruhr University Bochum, the event covered job application training and a range of information sessions for parents, players and pupils from our partner schools. BVB's sponsorship partners got a chance to introduce themselves. Alternatives to professional football were demonstrated and there were opportunities to actively network.





## Measures and results at the BVB Evonik Football Academy

### Coronavirus and the BVB Evonik Football Academy

The reporting year was marked by openings and closures as the rules changed and lockdowns were imposed and lifted. There were many decisions to be made at short notice, all the time mindful of the health and safety of all involved and the expectations of our young participants. These decisions were always highly complex. In Germany alone our facilities and the facilities of our cooperation partners were subject to 16 different coronavirus protection regulations, since for a long time these were adopted at state level. This was particularly true of our holiday courses. Abroad, the situation was incredibly varied. In the United States the rules differed from state to state. In Mexico, the pandemic prevented us from offering anything at all. Schools in Poland were closed but club sports were allowed. There was a strict lockdown in the spring of 2021. Japan fluctuated rapidly between closing down and opening up.

The coaches and team at the Football Academy showed a particular commitment and flexibility, ensuring that face-to-face activities could continue (where possible) with health and safety measures in place, or that digital alternatives could be developed. Between July and the end

of October 2020, all events planned in Germany were held. All-year programmes were completed where possible. During the lockdowns and after they were lifted, there was a strong focus on digital work. It is now standard to see film teams at the facility – a new asset at the Football Academy. The coaches developed creative online modules to foster a sense of closeness with the teams. Our entire team gained experience and became more professional. Digital content is now standard fare at the Football Academy.

We believe that blended learning will gain acceptance. For instance, content from the holiday courses can be revisited digitally and made available for children to sharpen their skills at home. This means we can continue to significantly increase quality in all we offer. Another example is the "Digital Nordstadtliga", including "Ball Mastery with Dario Scuderi". The Nordstadtliga and BVB's "leuchte auf" foundation joined forces with the BVB Evonik Football Academy to create an online exercise programme, offering the ideal way to keep fit at home while the recreation grounds remained closed. Find out more at [www.youtube.com/watch?v=\\_CF8H3GVu00](https://www.youtube.com/watch?v=_CF8H3GVu00) or by visiting page 82.

Ordinarily, a key component of our outreach in the regions are thematic sponsorship events that promote further exercise activities or health-

related content for children. These events were as good as impossible to hold given the stringent safety considerations on all sides and the fact that it was near impossible to communicate hygiene precautions. Unfortunately, all courses

during the 2021 Easter holidays had to be cancelled. Anyone interested could instead take advantage of the online content available on the FBA's YouTube channel.

### New digital education and training platform

A new unique feature at the FBA is a digital learning environment that is also being offered to partners internationally. Taken as a whole, it marks a significant step towards establishing a digital learning and training platform. A number of interconnected levels can be managed together. The "coordinator" ensures that management can exercise overall control and monitoring. The coach level offers coaching staff the opportunity to teach and share their experience digitally. To do so, the Learning Library provides online access to learning content, including methods, training modules and meaningful processes for coaches. Coaches take part in a continuous further education programme to obtain the BVB Qualification Licence. Practical knowledge and



experience are also fed back into the BVB system, where they remain – a valuable and educational form of knowledge management.

Last but not least, the Player Dashboard generates player statistics and can document completed learning modules. It provides valuable development statistics for children and young people, enabling custom development plans to be created. All development steps were subject to strict observance of data protection law.

### Partnership expanded with Ballschule Heidelberg

Going forward, our official knowledge partner Ballschule Heidelberg will also provide training for coaches at the Football Academy. The focus will be on teaching general sporting skills in a multifaceted and practical way that spans all types of sports and is tailored to the specific age group. The aim is also to increase the level of expert knowledge sharing and scientific guidance. Ballschule Heidelberg is a "children's sport programme for all". It helps stimulate motor development in adolescents, from children with motor deficits through to young



people with visible sporting talent. The school was founded in 1998 by Prof. Dr Klaus Roth from the Institute of Sports and Sports Sciences at the University of Heidelberg.

**We are pleased to be working with Ballschule Heidelberg, the experts in taking an age group-specific approach to teaching general sporting skills. In the next few years, the BVB Evonik Football Academy will ramp up its work with younger children.**

Torsten Sengteller, Sporting Director at the BVB Evonik Football Academy



### Sustainable partnership with Evonik

Our long-standing partnership with primary sponsor Evonik has always been based on a shared sincerity and mutual dialogue, and we have now taken it to the next level. Sustainability content has now been included in the programme at the FBA, and one focus is to teach values to children and young people of all ages. We will start with toddlers but will not lose sight of the older children, because parents don't tend to get less pushy as their children grow older. A pilot project to teach values was run in the 2021 summer holidays, with a long-term external partner



focusing on the topic of anti-discrimination. We also wanted to offer material and content to coaching staff so that they can teach values. BVB's coaches participated in a joint anti-discrimination workshop to gain a better understanding of this challenging topic.

### Training challenge and REWE nutrition workshop

A training challenge for the young participants of our intermediate and advanced courses kept the ball rolling even during the lockdowns in 2021. Whether at home in the garden, their bedrooms or on the way to the recreation ground, the focus was always clearly on the ball. In addition, almost 80 children took part in four REWE nutrition workshops. The kids played games that taught them the difference between healthy and



unhealthy foods. The ball played a key role here, too: the idea was to dribble it and then decide which products were more healthy or not.

### Child welfare – preventing sexual assault

In the context of our programme to prevent sexual assault, our new employees received preventative training from the prevention officer of the State of North Rhine-Westphalia. We also organised an interactive theatre programme, "Anne Tore sind wir stark", which used humour, singing and affirmative texts to sensitise children aged 8 to 12 to the topic of preventing sexual assault at sports clubs. This two-hour event included workshops for the



children and an information session for parents and coaches. For more information, please visit <http://go.lsb-nrw.de/qualitaetsbuendnis>.

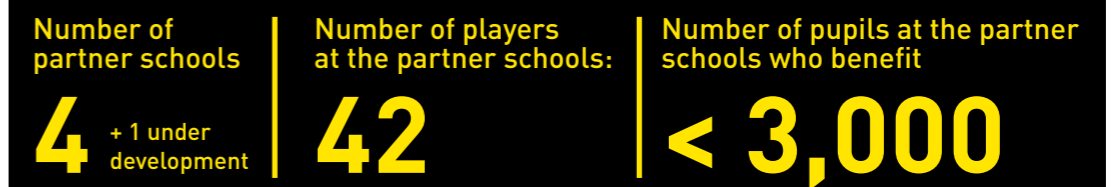
## Facts | and | figures



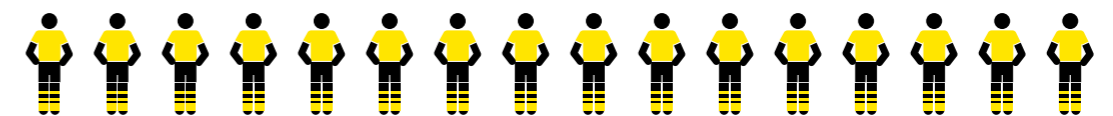
**7** Age groups with 12 full-time coaches at the (U12-U19) chief and assistant trainers only

Number of places at the residence **22** Players cared for by host families: **8**

**2,100** "Education and extra tuition" compensation hours in one-to-one



**2.58** Average grade of our players at the three elite football schools at the end of the 2020/2021 school year



Number of youth players in the Youth Academy: **190** **178** **195**

Number of German championships in U19 and U17 football up to the season:  
2018/2019: **15** 2019/2020: **15** 2020/2021: **15**

Number of players who signed with first and second division clubs: **8** **5** **7**

| BVB disclosure

### The FBA trains and scouts:

BVB disclosure |

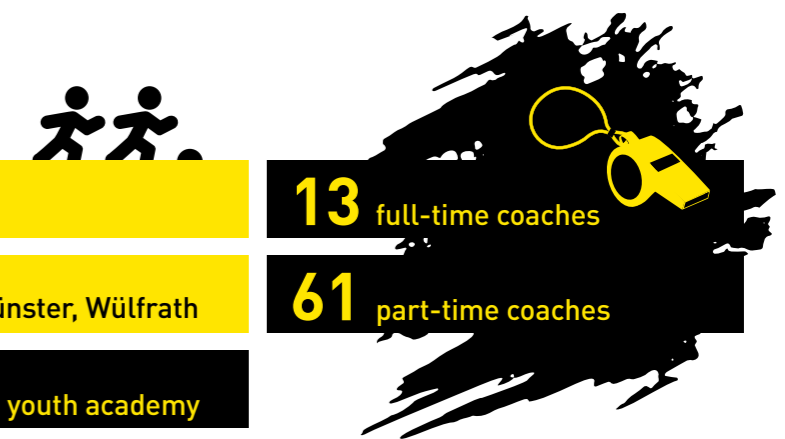
**231** kids in Dortmund

**118** in Brilon, Moers, Münster, Wülfrath

of which **52** accepted to a youth academy

**13** full-time coaches

**61** part-time coaches







This is our **Communication on Progress** in implementing the Ten Principles of the **United Nations Global Compact** and supporting broader UN goals.  
We welcome feedback on its contents.



# Always in tune: BVB, its fans and the region



## UN Global Compact and SDGs in context

„BVB, its fans and the region“ are inextricably entwined. Ever since 1909, BVB’s values have been a direct reflection of the social responsibility taken by the club, its members and fans in and around Dortmund. The principles of family cohesion, solidarity, honesty and fighting social marginalisation are just as important today as they were in the past. Open dialogue, local social partnerships, compliance standards, anti-discrimination and inclusion are their modern-day counterparts. These strong pillars form the foundation on which the UN Global Compact and BVB stand united.

102-16  
UNGC 1  
UNGC 2

BVB enters into structured dialogue with its 155,000 club members, 982 fan clubs and active fan scenes locally and internationally. The Fan Council and Fan Delegates’ Meeting keep the lines of communication open. Diversity and the fight against discrimination are a part of our identity in the Ruhr region and represent values which we have consistently promoted in a variety of ways. We accomplish this via our „leuchte auf“ foundation, which supports fan involvement and networks of social partners on the ground. The SDGs of particular relevance in this area of work:



### QUALITY EDUCATION

Together with its network of partners, BVB promotes education in socio-political topics, in particular for youngsters. The much-acclaimed BVB Learning Centre has been doing its part for more than 15 years. For the past ten years we have been fostering a culture of remembrance and organising regular field trips to memorials to sensitise fans, employees and sponsors to anti-Semitism and discrimination. Our newest project is the BVB Educational Garden near the stadium where young people can learn about environmental topics.



### PARTNERSHIPS FOR THE GOALS

We believe that forming effective public, public-private and civil-society partnerships on the basis of mutual respect is essential as we work to achieve our common goals. We aim to promote sustainable development at the local level through peaceful and inclusive communities and leverage our appeal internationally to fight anti-Semitism, respect human rights, protect the environment and promote other key issues.

The UN Global Compact’s principles-based approach to mobilise businesses to implement the SDGs is in step with Borussia Dortmund’s values. Participating in the initiative, we have committed to acting responsibly in line with the UN Global Compact’s ten principles on human rights, labour standards and fighting corruption. In particular with regard to the focal point of our work described here, we are not only striving to minimise our negative impact, but also to work together with our fans and partners to contribute even more to social advancement.



### REDUCED INEQUALITIES

Located in a former coal and steel region, Dortmund is no stranger to social tensions. Borussia Dortmund works to reduce social inequalities, protect minorities and promote inclusion across the board. We actively work with our large network of partners to fight all forms of poverty, from homelessness to educational inequality to malnutrition. We place great importance on equal opportunities for children and young people. We support projects for socially disadvantaged children and young people and help spark the interest of thousands of young people in social and political issues through activities provided by the BVB Learning Centre and other institutions.





Part of the Non-financial Statement

## Fan community and fan behaviour

103-1  
103-2  
103-3

### Concept and objectives

Borussia Dortmund has a very large community of fans that has grown over decades. This community includes almost 155,000 club members, season ticket holders numbering in the tens of thousands, just under 25,000 fans on the south terrace, 982 fan clubs with some 66,000 fan club members, a large volunteer Department for Fan Affairs, hundreds of die-hard fans who attend every match, two ultras groups and countless BVB fans around the globe. According to the online portal "Die Falsche 9", BVB had one of the highest average attendance rates (6,200 fans) at away matches during the 2019/2020 Bundesliga season. They all have different expectations of the club, preconceived notions of what constitutes a successful match day and an enormous amount of passion for Borussia Dortmund.

The Department for Fan Affairs and its ten full-time representatives are the link between Borussia Dortmund and its fan community. After the Ticketing and Service department, it is the third point of contact for any questions or concerns fans may have and addresses any internal or external questions concerning fan-related issues. The fan representatives see themselves as BVB's go-to experts for all internal and external fan-related issues and questions. Due to the Covid-19 pandemic, the club's Fan Council and Fan Delegates' Meeting held its meetings online. We actively sought to engage with our fan

clubs and encouraged them to participate in our events. Despite these efforts, the disconnect became palpably larger due to the continued lack of personal contact during the second year of the pandemic. For further information that is not part of the separate non-financial Group report, please visit <https://verantwortung.bvb.de/2019/en/home-en/>. We did not make any significant changes to the basic concepts, but expanded on the various measures. For this reason, in the following, we will focus on some key aspects of the reporting period. Management is kept apprised of the concepts and objectives, and is itself in close and regular contact with the fans.

### Youth fan work

BVB's efforts to attract young fans are generally aimed at 14-to-27-year-olds. Not too long ago, BVB noticed a change in the age structure of its fan community. One such sign is the rising average age of visitors to SIGNAL IDUNA PARK, which is more than 40 on the south terrace and more than 52 in the seating room blocks. BVB's efforts to attract young fans pursue the following key objectives: We want to make a positive impression on young persons by organising specific events for them, tailoring our activities to different educational levels and structuring our youth fan work in such a way that tactfully reflects social changes. We also want to continuously set aside tickets for young people that are awarded in a transparent manner, counter negative stereo-

types and strengthen cooperation between various network partners with regard to our youth fan work.

### Measures and results

Young fans do not have enough access to tickets. Going forward, Borussia Dortmund will strive to prevent fans from upgrading tickets through targeted communication campaigns. Previously, adults would use 30-40% of the tickets (which numbers in the thousands) set aside for young fans and "upgrade" them at the ticket counter. This will no longer be possible in the future. Also, BVB does not sufficiently communicate the fact that tickets are set aside for young fans in block 63. Furthermore, the club is planning on reserving tickets for young fans for the south terrace. The secondary ticket market is also an important tool in this regard, and we will strive to give young fans more consideration here as well.

### 103-2 | Internationalisation

A key part of our fan work is our connection with our international fans and fan clubs. Our goal is to make founding international fan clubs easier, provide the necessary information, reduce language barriers and strengthen the community of fans and fan clubs worldwide.

### Measures and results

In 2019, we created the "Manager International Community" position. The position is the link between the Department for Fan Affairs and the Internationalisation department and is responsible for coordinating the steps taken by international fans and fan clubs. The information was also made available in English. This step was very well received and also streamlines the international membership process. In addition, we also revamped our international website to give it a more professional look and feel, expanded our offers for international fans and fan clubs, and introduced more professional communication channels.

### 103-2 | Inclusion

Borussia Dortmund has placed a particular focus on the needs of people with disabilities for many years now. Inclusion is playing an increasingly important role. The aim is to afford more people the opportunity to be a part of Borussia

Dortmund. BVB seeks not only to fulfil its social responsibility, but also to be a role model.

### Measures and results

In March 2021, the non-profit Centre for Access to Football in Europe (CAFE) held its annual, Europe-wide "Week of Action". The goal behind this event is to raise awareness for the needs of people with disabilities. Using the hashtag #TotalAccess, CAFE works together with many European football clubs to harness the power of football to promote its vision of access for all and inclusion so that everyone can enjoy live sport in stadiums. Borussia Dortmund participated in this call to action at its home match against Hertha BSC. To raise awareness for the campaign, the club splashed #TotalAccess across the stadium for everyone to see and the players donned warm-up gear bearing the same hashtag. In addition to disabled seating areas, the club also provides its disabled fans with other inclusive services at BVB's home matches, such as audio-descriptive commentary for blind and partially sighted fans (also currently available online) and a sign language interpreter in the block for fans with hearing disabilities. Together with BVB Event & Catering GmbH, we recently introduced stadium tours for people with hearing disabilities.

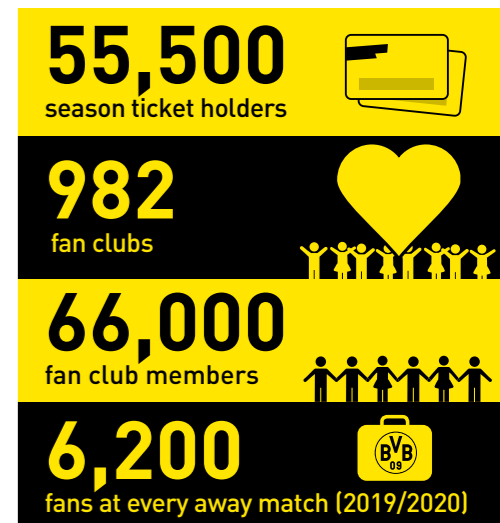
BVB disclosure

### Sanctions

BVB investigates any fan misconduct on a case-by-case basis and carefully weighs up the corresponding measures or sanctions. No penalties were imposed for any fan misconduct during the reporting period. However, fees amounting to EUR 10,000 were paid to UEFA in connection with the delayed kick-off at the UEFA Champions League home match against Lazio Rom and EUR 75,000 to the DFB for a violation of the health and safety protocol at the home match against FC Schalke 04.

103-2  
416-1

416-2  
BVB disclosure







## Additional measures

### Fan work during the pandemic

During the reporting period, the Department for Fan Affairs faced enormous challenges stemming from the pandemic. While we could rely on previously developed structures to guide us, the season nevertheless required an unprecedented amount of rescheduling and communication with fans regarding match days and ticketing.

Juggling the changing rules and regulations concerning fans in stadiums required not only considerable coordination and flexibility internally, but also extensive communication with fans, often at the last minute. Both sides worked hard to find fair solutions for a variety of issues, including the allocation and distribution of tickets. Everyone was willing to compromise.

In addition, political issues within the fan community received greater attention. This related to issues concerning the sport as a whole, such as the Super League, the 50+1 rule and the "Future of Professional Football" task force, and issues specific to Borussia Dortmund, such as the team's kit for cup competitions, the FanToken app and e-football. Both sides were very much prepared to engage with one another to discuss these issues, and the criticism from the club's own active fan scene was both substantive in nature and related to the processes. Opinions were shared and criticism was voiced. Some po-

sitions softened as a result, other issues are still being discussed. The Fan Council and the Fan Delegates' Meeting were instrumental in this regard. The Fan Council primarily held its monthly meeting online and discussed all of the relevant issues at length. Managing Director Carsten Cramer gave a monthly update on topical issues at the beginning of each event.

The Fan Delegates' Meeting held two online meetings, in September 2020 and in January 2021. While issues on the agenda remained virtually unchanged, the meetings were live-streamed on BVB TV. The feedback was great, especially since it was easier for international fan clubs to participate. We are currently reviewing the possibility of holding hybrid online/in-person meetings going forward, but livestreaming the meetings will probably not be possible due to confidentiality concerns and other reasons.

Unfortunately, we also had to further limit or cancel the fan day events. The "Why doesn't he blow the whistle?" (Warum pfeift der denn nicht?) fan day event focussing on referees had to be cancelled due to the pandemic. The "Football around the world – Groundhoppers tell their stories" (Für Fußball umme Welt – Groundhopper erzählen ihre Geschichten) fan day event in March 2020 was postponed and instead recorded and held online in July 2020.

### The "Mein Block" and "Vonne Süd" podcasts

The fan "Mein Block" podcast gave fans an opportunity to have their say and meet some of the club's players and legends. We held the interviews with the fans at "their" seat in "their" stadium block. A fan got to share his or her personal story with BVB every second Saturday.

Christoph Bökamp, the editor, held the interviews together with Patrick Owomoyela, who always called a current player or BVB legend. This podcast has now been revamped, given a differ-



ent focus and renamed the "Vonne Süd" podcast. Topical cultural, political and other hot button issues within fan community are discussed and the history of football and football terminology are explained in depth on the podcast on the first Sunday of every month. The podcast is produced by the Department for Fan Affairs.

### Inclusion: BVB joins "Leicht Kicken" project

Clubs and fan representatives from the first and second Bundesliga divisions are working together to create an online plain-language football dictionary. Plain language is writing that uses short and concise sentence structures, common and everyday words and images, and is easy to

understand. Plain language is particularly helpful for functional illiterates, people with learning difficulties, or people with hearing impairments and reading difficulties. Plain language also helps people with limited command of German, migrants, people with brain injuries or the elderly with diminished reading abilities to easily understand otherwise complex texts. The online dictionary is scheduled to go live in March 2023.

### Audio-descriptive commentary

We have been providing audio-descriptive commentary at Borussia Dortmund's home matches for our blind and partially sighted fans for more than 15 years. In keeping with that tradition, that service was also available and easily accessible in the stadium via fans' own mobile phones during the 2020/2021 season. All blind and partially sighted fans who are unable to attend the matches in the stadium can as always stream the audio-descriptive commentary from the comfort of their home free of charge.

Markus Bliemetsrieder and Martin Feye first began providing audio-descriptive commentary 15 years ago. Both reporters are still at the club and have an uncanny ability to put what they see



on the pitch into words at lightning speed so that their listeners can share in the action. You can usually find these fans, including the "Blind Date" fan club, on the east terrace near the famed yellow wall. The fans in the section reserved for blind and partially sighted spectators use headphones to listen to the radio transmission of the audio-descriptive commentary. All other fans in the stadium can listen in by tuning in to 91.7 MHz using their own device.





**In the course of the survey, we saw time and again that during the pandemic the fans felt a somewhat closer bond to Borussia Dortmund than to football in general.**

Prof. Uwe Wilkesmann

## Study

### Impact of the pandemic on BVB's fan culture

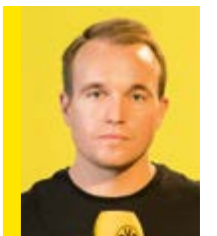
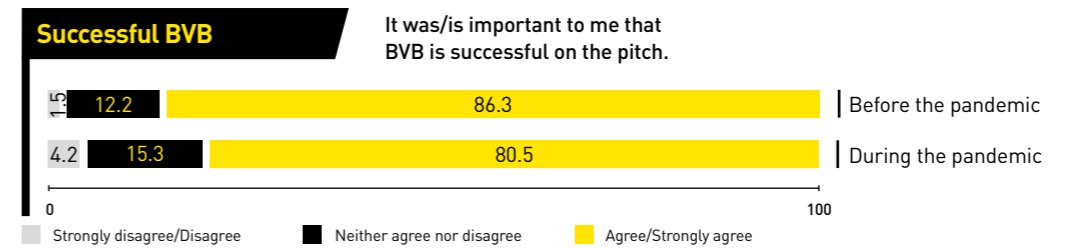
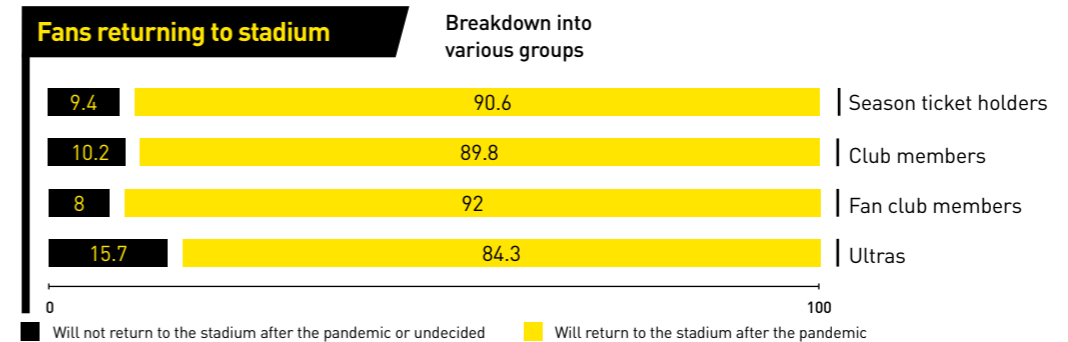
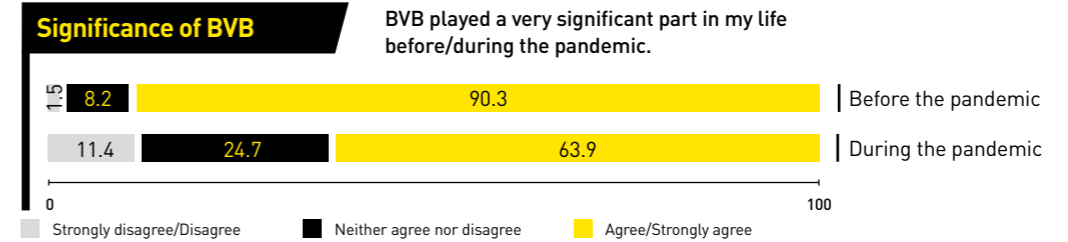
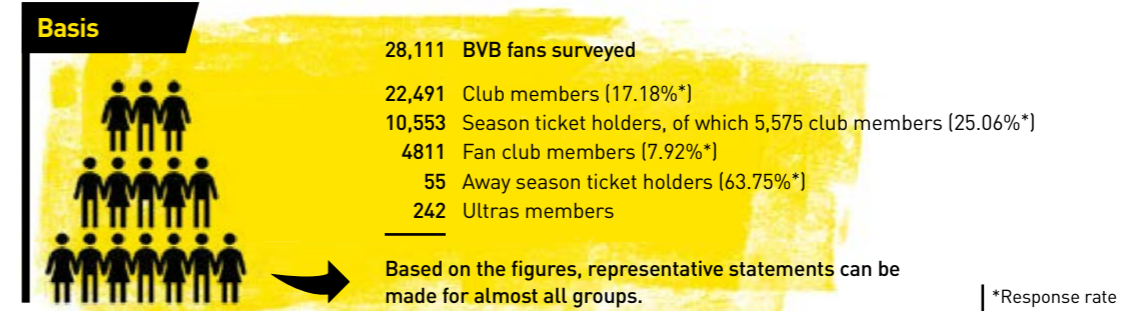
Borussia Dortmund has commissioned an academic study to examine the effects of the coronavirus pandemic on its fan culture. In the spring, Prof. Uwe Wilkesmann of Dortmund's Technical University and Prof. Jochem Kotthaus of the Dortmund University of Applied Sciences and Arts surveyed more than 28,000 BVB fans at a time when spectators were prohibited from attending matches in stadiums.

The fan survey of all season ticket holders, club members and official BVB fan clubs achieved representative results with a response rate of up to 25%. The key findings of the survey are that more than 90% of the respondents indicated that they would return to the stadium and that just under 90% of the season ticket holders would keep their season tickets. The study also provided an analysis of why a small number of fans was considering not returning to the stadium or relinquishing their season tickets. The results demonstrated that while the importance of football in general had declined somewhat during the pandemic, the strain placed on the bond between BVB fans and their club was less pronounced.

With regard to the matches held in September and October during the season with several thousand fans in attendance, more than 95% of the respondents stated that they felt safe in SIGNAL IDUNA PARK. "We're of course pleased that our health and safety protocol was so positively received by our fans and that for the most part no one felt like they were putting themselves at risk in the stadium," said Dr Christian Hockenjos, Borussia Dortmund's Director of Organisation.

Of the more than 28,000 respondents, only 0.5% stated that they would no longer watch matches in the stadium once the pandemic was over, while 90% indicated that they would return to Germany's largest stadium and 10% were undecided. "On the one hand we're very happy to hear that so many fans plan on returning to the stadium after the pandemic. On the other hand, we're certainly appreciative of the fact that fans are critical of certain developments in football, and we will take these into consideration in our internal discussions," said CEO Hans-Joachim Watzke. Just over 80% of the respondents view the increasing commercialisation of professional football critically. "The survey results demonstrate that while Borussia Dortmund's fans are critical of the commercialisation of football, this does not diminish the love they have for the club, even during a pandemic," said Prof. Uwe Wilkesmann.

### Impact of the coronavirus pandemic on Borussia Dortmund's fan culture (As at spring 2021 when spectators were prohibited from attending matches)



"We would like to take this opportunity to expressly thank all BVB fans who participated in the survey and made the academic study possible on such a scale in the first place. We will continue to analyse and interpret the results in order to draw conclusions about what action BVB may need to take," said Björn Hegemann, Head of the Department for Fan Affairs. In any case, the feedback from the fans will be taken into consideration in BVB's future strategic and operating processes.





Part of the Non-financial Statement

## Diversity and anti-discrimination

103-1  
103-2  
103-3

**Concept and objectives**

Borussia Dortmund is committed to promoting diversity and fighting discrimination everywhere. BVB has been fostering these values for many years now and is striving to implement measures spanning five areas that are described for the reporting period in greater detail below. These areas are fan work, networking, internal measures, public relations and fostering a culture of remembrance. They form the basis of a policy used to advance the efforts to promote a diverse society, combat discrimination and right-wing extremism at all levels.

For further information that is not part of the separate non-financial Group report, please visit <https://verantwortung.bvb.de/2019/en/home-en/>. We will focus on some key measures of the reporting period.

### Measures and results

During the reporting period, BVB took important steps in its efforts to promote diversity and fight discrimination.

### BVB adopts working definition of anti-Semitism

In January 2020, more than 60 heads of state or government gathered at the Yad Vashem Holocaust Remembrance Center in Jerusalem for the fifth World Holocaust Forum. Upon invitation, BVB has also decided to adopt the International Holocaust Remembrance Alliance's (IHRA)

working definition of anti-Semitism, an important step in the fight against anti-Semitism. Signing the pledge on 8 October 2020, Hans-Joachim Watzke said, "Through our diverse range of projects, from readings and workshops to annual educational trips to various memorial sites, we are able to reach many BVB fans, employees, partners and sponsors. It is a further step in our work to adopt the working definition of anti-Semitism." The exact wording of the working definition of anti-Semitism is as follows: "Anti-Semitism is a certain perception of Jews, which may be expressed as hatred toward Jews. Rhetorical and physical manifestations of anti-Semitism are directed toward Jewish or non-Jewish individuals and/or their property, toward Jewish community institutions and religious facilities."

### Together we remember. Together against anti-Semitism.

On the day before International Holocaust Remembrance Day (27 January), Borussia Dortmund, Daimler, Deutsche Bahn, Deutsche Bank and Volkswagen released a joint statement with the German Friends of Yad Vashem speaking out against anti-Semitism and racism. At a joint online memorial ceremony the companies announced their decision face up to their historical responsibility by sending a strong signal for freedom, democracy, diversity and peaceful coexistence.



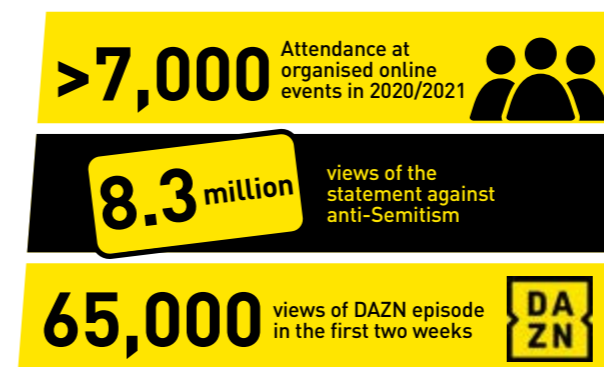
“**Together we are standing up against the increasing brutalisation in our society, against right-wing populism and right-wing extremism, anti-Semitism and racism. We will not tolerate this on the pitch or in our society. Only if all of us learn from the past can we positively shape our present and our future. We will continue to work towards this.**

Hans-Joachim Watzke, CEO Borussia Dortmund

### "Never forget" on DAZN

BVB's work to foster a culture of remembrance is covered in episode 5 of its documentary series "BVB 09 – Stories who we are". Instead of showcasing football, the episode focuses on Borussia Dortmund's projects that promote a remembrance culture and historical and political education. Auschwitz survivor Eva Szepesi recalls her experience at and liberation from the concentration and extermination camp. "It is our absolute conviction that we at BVB must also take responsibility for socially relevant issues," said managing director Carsten Cramer.

BVB disclosure |



### "Changing the Chants"

In collaboration with Anne Frank House Amsterdam, the Fare (Football Against Racism in Europe) network and the Dutch first division club Feyenoord Rotterdam, Borussia Dortmund is developing guidelines for tackling anti-Semitism in football. The project is funded by the European Commission. The project partners are assisted by a team of European experts who provide their expertise in a wide range of areas. As part of the "Changing the Chants" project, BVB carried out several pilot projects, which were monitored and evaluated by academics.

### #everynamecounts

An online memorial event was held on 4 March 2021 to mark the anniversary of the deportation of Jews in Dortmund to Auschwitz: On 2 March 1943, approximately 130 Dortmund citizens were rounded up and transported to the Auschwitz concentration and extermination camp. More than 1,500 people arrived by train, which had left Stuttgart the day before, at the unloading ramp outside Birkenau. Julius Hirsch, who was Jewish and played for the national team, was among those deported.

Unfortunately, the memorial event could not be held in person due to the Covid-19 pandemic. Instead, BVB and its project partner Arolsen Archives organised an online event centred on Arolsen Archives' #everynamecounts campaign. The crowdsourcing initiative aims to establish a digital memorial to the victims of national socialism that everyone can contribute to. Volunteers from around the world sift through historical documents looking for names of victims that they then enter in a central database so that the untold previously anonymous victims can be given an identity.

### BVB and 1&1 promote diversity

True to the guiding principle "United by Borussia!", Borussia Dortmund promotes diversity and combats all forms of discrimination. Our primary sponsor 1&1 also embodies the EU's "United in Diversity" motto and advocates for diversity and tolerance. Together, we took a clear stance against discrimination when the team played against FC Bayern Munich in March 2021. The players took to the pitch in kits featuring the logo of 1&1 against a rainbow-coloured backdrop. The captain's armband was also in rainbow colours.





Educational trip to Oświęcim, Poland

## Additional measures

### BVB and Auschwitz survivor Eva Szepesi travel to Oświęcim

After more than a one-year hiatus due to the pandemic, BVB organised an educational trip to the Auschwitz memorial and museum in Oświęcim, Poland, from 24 to 31 July 2021. The highlight of the trip was Auschwitz survivor Eva Szepesi, who joined the group for three days and was accompanied by her daughter.

Daniel Lörcher, Head of Corporate Responsibility at BVB, said, "It is a great honour for Borussia Dortmund that we can visit the memorial together with Eva and Anita and to objectively discuss Eva's experiences with the group. The sensitivity and empathy shown by all of the participants in the memorable and emotionally-charged moments was remarkable." Together they visited the Hungarian national exhibition in the main camp to learn about the social developments and historical events that led to the mass deportation and murder of hundreds of thousands of Jews in the Auschwitz-Birkenau concentration and extermination camp in the summer of 1944. Eva Szepesi and her relatives were among the victims deported to the camp. At age 12, she was the only one of her family to survive.

For the past ten years, BVB has been organising trips for various groups to the International Youth Meeting Centre near the Auschwitz con-

centration and extermination camp in Poland. The longstanding partnership was honoured with a small celebration at the International Youth Meeting Centre.

**“ I survived Auschwitz at the age of twelve so that I can talk about it now. So that it never happens again. ”**

Eva Szepesi, entry in the guest book at the Auschwitz memorial

Dr Andreas Kahrs, a historian who accompanies the participants on BVB's educational trips, said, "We're particularly pleased to finally be able to foster personal relationships here once again. Over the years we have formed not only partnerships built on trust but also international friendships. The warm reception BVB's groups always receive is extraordinary." In addition to the visit by Eva Szepesi and her daughter, the tightly packed schedule included trips to the concentration and extermination camp and related sites where the participants could learn more about the subject matter and the overall social and historical context of the events.

### BVB attends "Global Forum for Combating Antisemitism" (GFCA) in Jerusalem

President of Israel Isaac Herzog opened the 7th Global Forum for Combating Antisemitism, organised by the Israel Ministry of Foreign Affairs, in Jerusalem. We also attended event and are honoured to be recognised for our longstanding efforts to fight anti-Semitism.

Daniel Lörcher, Head of Corporate Responsibility, travelled to the Forum on behalf of BVB to speak about the club's efforts for the past 10-plus years to combat anti-Semitism. Lörcher joined representatives from Chelsea FC and Ferencvárosi TC and Lord John Mann, the UK Government's Independent Adviser on Anti-Semitism, on the panel "The Chelsea Model – Combating Antisemitism in the Sports Arena" to discuss anti-Semitism in sports. One of the topics covered by the panel was the International Holocaust Remembrance



Daniel Lörcher

Alliance's (IHRA) working definition of anti-Semitism, a key tool which companies, clubs and associations alike use as a basis for their work. Borussia Dortmund has adopted this definition. The panellists agreed that football can help to fight anti-Semitism. Lörcher presented BVB's overall concept, which includes fans, employees, partners and sponsors.

### Racism is not an opinion

Dear BVB fans, dear football community,

Our player Manuel Akanji was racially abused on Instagram after the big match against Bayern Munich last Saturday. For us, this isn't just another incident in these times of national and international hostility against football players from a variety of clubs and leagues. The actual extent of racial abuse in sport is probably much higher, but all too often these incidents go unnoticed by the general public.



**We won't stop publicising these incidents. We will continue to protect our players and fans and systematically fight against racism in football and our society.**

**United by Borussia! Together against racism!**

BVB statement dated 12 November 2020 following racial abuse.



### Online Heinrich Czerkus Memorial Run

Due to the pandemic, the annual Heinrich Czerkus Memorial Run once again did not take place as normal this year. Instead, two online events were held in 2021 to solemnly commemorate the victims of the Good Friday murders.

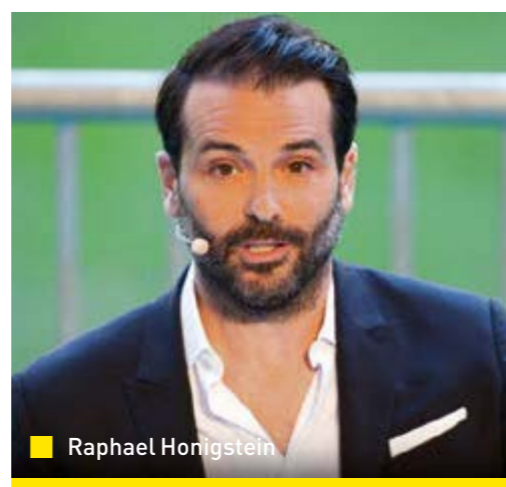
On 31 March, the BVB Learning Centre held its "ZWEITZEUGEN im Fußball" online event. The goal of the online event was to raise the participants' awareness of anti-Semitism, racism and other issues using survival stories by Jewish victims of the Holocaust. Participants of the second online event learned about the memorial run and the victims of the Good Friday murders. A film showcased various interviewees at important stops along the route who gave anecdotes about



how the memorial run, which is usually attended by thousands of people in a variety of ways, came about. The Heinrich Czerkus Memorial Run is organised by the nature conservation group Naturfreunde Dortmund-Kreuzviertel, the Heinrich Czerkus fan club, Fan-Projekt Dortmund e.V. and the BVB Learning Centre with the support of BVB and BVB's Department for Fan Affairs.

### Never forget – Raphael Honigstein and Daniel Lörcher podcast episode

Borussia Dortmund has a long history of fighting anti-Semitism. On BVB's official podcast, Philipp Oppel interviewed Daniel Lörcher, Head of Corporate Responsibility at BVB, and renowned sports journalist Raphael Honigstein, who practices the Jewish faith, about BVB's work to combat anti-Semitism and how this is perceived from the outside.



was very much involved, but there were also negative incidents that led BVB to take a closer look at right-wing extremism, racism and anti-Semitism." The podcast also covered how the clubs work together to tackle this important issue. "There are no rivalries when it comes to this issue, just collaboration," said Lörcher, referring to Chelsea FC and its considerable efforts on this front in recent years.

"I'm grateful, that Borussia Dortmund champions this cause. That's not a given, because it's an unpleasant subject. I think that many people benefit from this work," said Honigstein. "This is a kind of work that sadly has to be done, because as a society we have to keep reminding ourselves of what is unfortunately possible if you allow yourself to be misled."

Daniel Lörcher talked about how BVB first started to fight anti-Semitism: "The fan community

### #BlackLivesMatter. History of a movement.

In recent years, the use of the hashtag #BlackLivesMatter on social media gave rise to a movement in the United States protesting against police violence and systemic racism that has also garnered wide support internationally. But what is it that moved tens of thousands of people to take to the streets, and how did the Black Lives Matter movement gain such momentum? What are the goals of the movement, who are its leaders and what have they advocated for in the past and how? Philipp Dorestal answered these questions in the context key milestones in African American history in his online lecture on 22 April 2021. This was also in light of the clear stance which BVB's professional squad and individual players like Jadon Sancho took against all forms of racism and discrimination.



Jadon Sancho



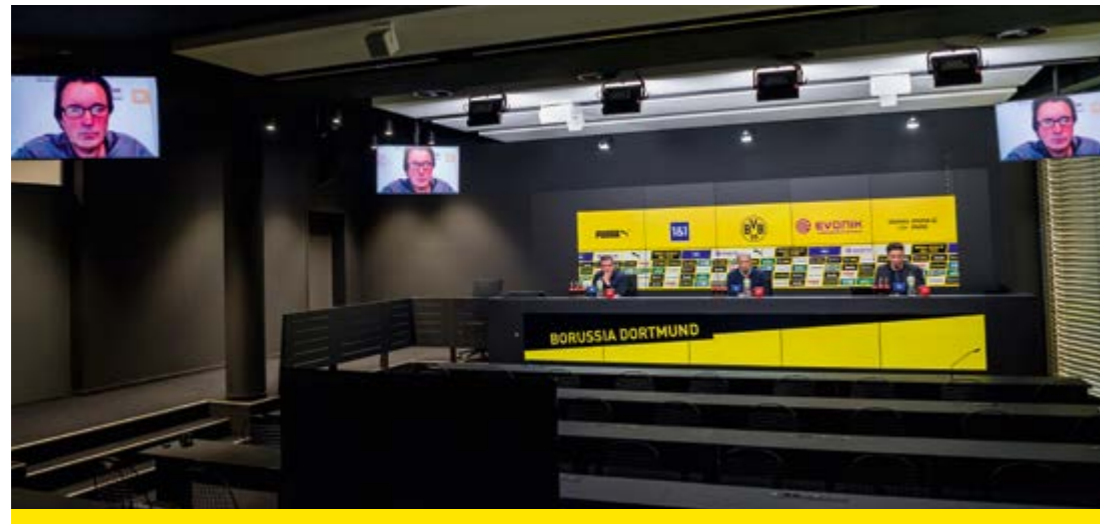
### "leuchte auf" foundation donates to SCHLAU NRW and SLADO e.V.

Borussia Dortmund and its primary sponsor 1&1 promoted diversity at the team's home match against FC Bayern Munich as the players took to the pitch in kits featuring the logo of 1&1 against a rainbow-coloured backdrop. In this context, BVB's "leuchte auf" foundation supported two organisations that promote the LGBTIQ community and fight against discrimination. The SCHLAU NRW network, which organises educational and anti-discrimination workshops on sexual orientation and diversity, received EUR 5,000. SCHLAU NRW strives to bring together and encourage dialogue between young people and members of the LGBTIQ community.



SLADO e.V. was also awarded EUR 5,000. SLADO e.V. is the umbrella association for LGBTIQ associations and initiatives in Dortmund and is an advocate for LGBTIQ rights in the city.





Part of the Non-financial Statement

## Media and social networks

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### Concept and objectives

Interest in Borussia Dortmund among fans and the general public alike is steadily rising due to the club's sporting successes, participation in international competitions and strategy to raise its international profile. This is due in no small part to the media and social networks, which Borussia Dortmund leverages for its social, economic and athletic development. That is why all steps are developed together with and approved by the management.

In a digital media landscape, we aim to provide the information demanded by a neutral public and our own fans in order to ensure that the club is never more than a click away. Our pioneering partnership with our kit sponsor 1&1 Telecommunication SE in particular afforded us new means of communication and content generation and which we will be able to expand on in creative ways. We developed new audio/voice content formats and significantly higher expanded existing content and the number of contributions. Borussia Dortmund has implemented a mandatory employee social media and internet communication policy to reduce the risks that could arise in connection with the publication of internal data, inappropriate comments or the use of media for both private and business purposes.

As a listed company, we support the independent press by providing an efficient working environment and a high degree of information trans-

parency. This includes providing professionally prepared content and scheduling a large number of press events and interviews to discussion topics concerning Borussia Dortmund. The state-of-the-art facilities and digital equipment at the media centre in Brackel offer members of the press close access to the team. Unfortunately, due to the pandemic, use of the media centre is still restricted.

As an important pillar of the fan community, we are also shaping the flow of information through our own communication channels and on select social media platforms. Our primary objective in this regard is to concentrate on the interests of the fans, give them added value and provide increasingly focussed communication channels, tailored to the respective platforms. The overarching approach behind the "BVB Media House" is to tailor and disseminate content to users via the appropriate channels. In this regard, the revamped BVB app (version 2.0), which went live in early 2021, acts as the communications hub to centrally manage and link all formats and types of content.

BVB has accounts on popular social media networks such as Facebook, YouTube, Instagram, Twitter and TikTok, and also maintains a presence in the growing Asian market with accounts on SinaWeibo, WeChat, Dongqiudi and Douyin. The advantage of focussing on these platforms is the proximity they afford to fans who are

already active on these networks. The downside is that the operators of the respective platforms own the data. Therefore, BVB is increasingly focussing on creating its own media content and channels, including its own website, innovative audio formats, voice assistants, and new TV streaming services. What is important is that our content and channels become significantly more attractive compared to the established platforms. Furthermore, our own channels are subject to the EU General Data Protection Regulation. We regularly assess the very real threat of cyber-attacks compromising our confidential data and take appropriate action. Due to the sensitive nature of this matter, we will not disclose these measures. The club will continue to use digital opportunities to meet the expectations of its diverse range of international fan groups and gain important insights into what fans want.

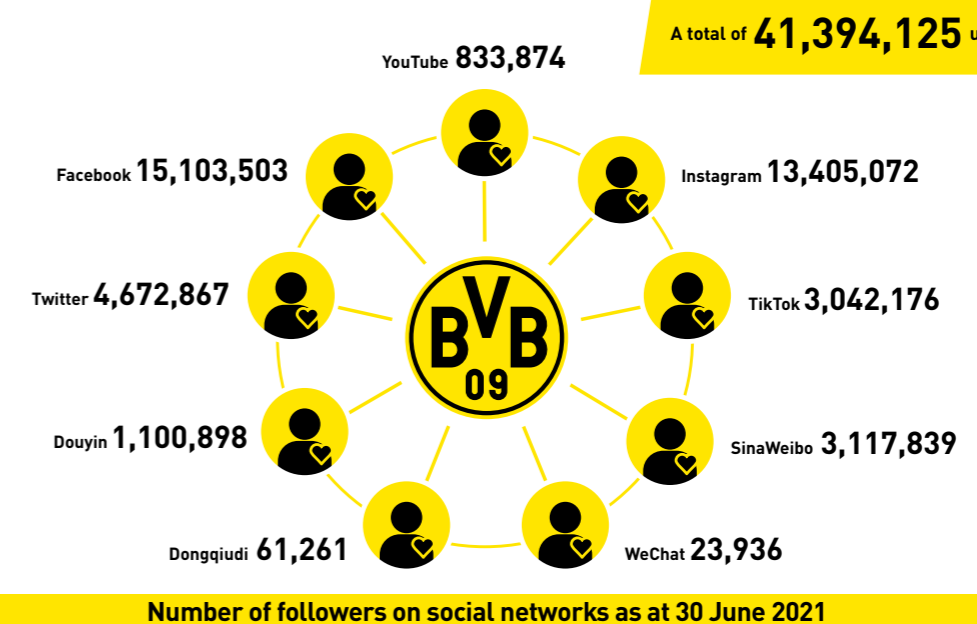
### Measures and results

BVB is placing greater focus on audio and voice formats and launched a number of new podcasts. BVB's official podcast, which is presented by 1&1, has some 70 episodes on offer. In addition to the 14 episodes released by BVB's "Mein Block" podcast, the club also launched the "Vonne Süd" podcast. The fans are also front and centre in this new podcast, which focuses particularly on political issues within the fan community.

The club broadcast five episodes of its documentary series "BVB 09 – Stories who we are" on DAZN. The series gives viewers around the globe a look behind the scenes of the sport, tells exciting stories about BVB's identity and tradition, and covers the club's work to foster a culture of remembrance in episode 5.

While our e-football team does not compete competitively, it produces exciting content aimed at entertaining the club's younger target audience. The content is very well received by our young fans. In February 2020, 10,000 gamers participated in a fan tournament, and the final was held at SIGNAL IDUNA PARK. BVB took part in the "Bundesliga Home Challenge", which the DFL launched during the pandemic and pairs professional footballers with FIFA gamers. The club subsequently put together a team consisting of three e-gamers and a coach who produce a wide range of entertaining content on BVB's new Twitch channel. It has been a huge hit so far, registering more than 11 million live views and 400,000 comments since September 2020. In addition, other sports-related formats will be offered in the future.

In the reporting period, Borussia Dortmund had a total of around 41.4 million followers across its digital platforms (2019/2020: 35 million on Facebook, Instagram, Twitter, YouTube and Chinese microblogs).



BVB disclosure





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## Identity and tradition

### Our drive and vision

Achieving success on our own is in our DNA. Everything we do springs from our will to maximise the strength of our community. We take a hands-on approach and base our long-term decisions on conviction. We want everyone to see: real love can unite the world and successfully make history.

Dr Rauball. "Personal contact was always very important for me – as a club, that's just in our DNA. I miss the socialising, especially at the Members' Meetings and in the stadium."

BVB is living up to its social responsibility through the various projects launched by its "leuchte auf" foundation, the assistance it has provided restauranters and the many fan initiatives, such as "Bündnis Südtribüne". "I am grateful for the responsibility that Borussia Dortmund has assumed off the pitch during the crisis. We can be proud to be part of the BVB family," said Rauball about the solidarity the club and its fans have demonstrated.

"The sport should continue to play the role I have always envisioned for it: a cornerstone of society that gives people a sense of belonging and where everyone is treated well and fairly, regardless of where they come from," said Rauball.



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### Our values

**Staying hungry** We want to rank among the world's elite clubs and will therefore never rest. We roll up our sleeves and give nothing less than 100%.

**Tenacity** We don't like to give in. When we set our minds to doing something, we do it. We're fuelled by our common goals and our faith in our united strength.

**Humility** With our Westphalian roots deeply entrenched in the Ruhr region, our home is where we belong. Performance, not the packaging, is what counts for us. We work hard and we celebrate our successes together – with our friends and family.

### Tackling crises

BVB's President, Dr Reinhard Rauball, has helped guide Borussia Dortmund through a number of crises. But nothing compares to the current pandemic. "Without a doubt, 2020 and the coronavirus pandemic were difficult," said

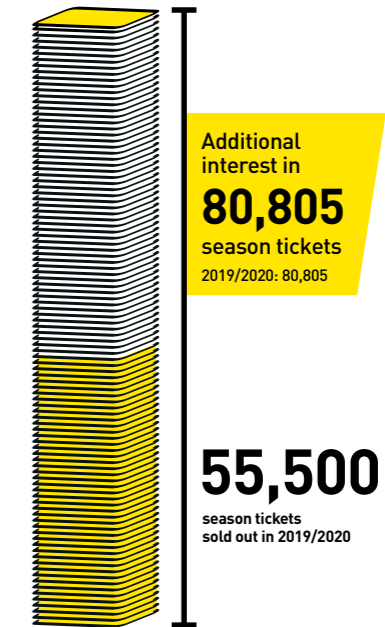
103-2

### Concept and objectives

These values drive Borussia Dortmund's long-term actions. Setting ourselves ambitious goals and making a clear commitment to accomplishing those goals are as much a part of our DNA as it is to be a challenger who has to roll up his sleeves and fight his way to the top, rolling with the punches as they come. Achieving our goals on our own and successfully walking the tight-rope between the club's commercialisation efforts and staying humble is a daily challenge that requires great tact and open lines of communication with our fans and partners. And we will continue to strive to arrive at and agree on transparent decisions together with our fans. That is what makes us one of the most attractive football clubs in the world. Our goal is to increase the number of our fans internationally while not losing sight of our fan base in Dortmund. That is why, for many years now, we have not raised our ticket prices by more than the rate of inflation and spectators pay the best prices for beer and bratwurst in the Bundesliga.

Maintaining close ties to all fans and friends of Borussia Dortmund means not only engaging in

conversation with them in the stadium, but also keeping pace with digital advances in the era of internationalisation. After all, the increasing number of people who are taking an interest in BVB and are willing to pay for this, will help form the solid financial foundation needed for future successes on the pitch.



### Measures and results

#### Cup heroes – the DFB Cup trophy on tour in Dortmund

"For Dortmund to Berlin" was Borussia Dortmund's rallying cry for the 2021 DFB Cup final. After winning the final, the team took the DFB Cup trophy home with them to Dortmund. And then the fans got a chance to see the trophy.



"I thought we were having a meeting, and all of sudden I see the DFB Cup. I couldn't believe it. Thanks, BVB!" said Simon Lepping, who plays football for DJK Franz Sales Haus e.V., full of joy. And that excitement was shared by the fans at every stop. For six weeks, the trophy toured through Dortmund and the surrounding areas, providing fans with unforgettable moments every step of the way. The trophy was also displayed at many social organisations, including at first the Theodor-Fließner-Heim care facility, the Zehnthof

nursing home and the Klinikum Dortmund medical centre.

"We're thrilled that BVB is supporting the work of the ADIRA counselling centre and doubling down on its already firm commitment to fighting against anti-Semitism. We were honoured to have the trophy with us and congratulate BVB on winning the DFB Cup!" said social education worker Micha Neumann.





## "leuchte auf" foundation

### 103-1 103-2 103-3 | Concept and objectives

The "leuchte auf" foundation is an independent charitable organisation which was formed in 2012 by Borussia Dortmund. Its objective is to support charitable projects through financial and material resources or intellectual contributions. It focuses primarily on project partners in Dortmund and the surrounding region. The foundation works closely with our fans, the City of Dortmund and social institutions that can leverage our resources to great effect.

Following the staff and structural changes in the foundation's management, we have defined the foundation's focus and work in greater detail and will communicate its impact more clearly. On this basis, we are placing greater emphasis on flagship projects that we are advancing together with our partners or in cooperation with other stakeholders. Our aim is to highlight the enormous impact of the foundation's work in order to draw greater attention to the foundation, thereby helping it to sustainably contribute even more to social advancement.

**The four pillars of the foundation's work remain unchanged:** "Future – Creating opportunities", "Diversity – Communicating values, tolerant coexistence, promoting tolerant coexistence", "Commitment – Volunteering together" and "Health – Protecting our most valuable asset". However, due to the considerable overlap between these

pillars, we will no longer make such a clear distinction between the pillars going forward.

**We have been very much committed to the following flagship projects for quite some time now:** Nordstadtliga, the BVB Learning Centre, the German Trade Union Confederation's (DGB) "90 minutes against the right" project, the "Black-and-Yellow Family" project to promote fan involvement, and the BVB Educational Garden. Great emphasis is placed on donations in kind, the fields of "political education", "sports and exercise" (BVB's core competence) and "health". That said, we will increase our impact by streamlining the organisation and focussing on flagship projects.

### Measures and results

#### Nordstadtliga – our newest flagship project

Nordstadtliga is a year-round street football league in the north of Dortmund that was founded in 2001 and will be significantly expanded as part of a cooperation project. BVB continues to live up to its social responsibility by promoting this project through the "leuchte auf" foundation in the birthplace of Borussia Dortmund. BVB and the "leuchte auf" foundation stand for democratic values, tolerance and openness.

Nordstadtliga actively supports children and young people of different ethnic, religious and cultural backgrounds and helps them integrate into society through sports. This preventative social outreach programme helps teach disadvantaged children important values through a worthwhile and healthy recreational pastime. The "leuchte auf" foundation and its project partners are currently working together to further develop the overall concept.

Previously, Nordstadtliga was organised by the Dortmund Youth Welfare Office, AWO Streetwork, Stadtteil-Schule Dortmund e.V., and the schools and social organisations in the north of Dortmund. Going forward, BVB's "leuchte auf" foundation will provide financial and material support and make its network available to the project. For instance, together with Puma, we produced a video showcasing the club's new 2021/2022 away jersey that features children and young people in their neighbourhoods. Nordstadtliga also suf-



fered during the pandemic as matches and night-time tournaments were cancelled. In response to these developments, Nordstadtliga went digital with the help of the BVB Evonik Football Academy. Children and young people could participate in an online exercise programme while the recreation grounds remained closed. New training sessions were added every Friday. We also organised weekly exercise classes in schools prior to the start of the summer holidays.

### BVB Educational Garden

Holistic sustainable development has long been a challenge for companies and non-profit organisations. Borussia Dortmund teamed up with the "leuchte auf" foundation and the BVB Learning Centre to develop and bring to life the BVB Educational Garden to help teach the community about the environment.

The goal of the BVB Educational Garden is to leverage the club's appeal to raise awareness for pressing issues such as climate change and the loss of biodiversity. The project's activities will be held primarily in the Bolmketal garden allotments near the stadium. BVB is leveraging the popularity of garden allotments in the Ruhr region and its mascot, EMMA the bee, to authentically combine biodiversity, environmental protection and football under one roof. The club has built a classroom in the garden allotments together with the BVB Learning Centre, which, in addition to having extensive expertise in



educating children and young people, also has the infrastructure resources needed to offer extracurricular programmes and regularly receives donations as one of the "leuchte auf" foundation's flagship projects. There is already a group of permanent volunteers. We held our first activities and events during the summer holidays, and we will continue to plant and harvest plants and offer arts and crafts sessions and educational classes at the BVB Educational Garden for decades to come.



### Catastrophic flooding

Following the devastating flooding in western Germany in July 2021, BVB's Fan Council spontaneously teamed up with the "Bündnis Südtribüne" fan initiative to provide aid to the flood victims. "The terrible storms have hit many thousands of people hard and robbed them of everything. Borussia Dortmund fans have always stuck together in difficult times and shown great solidarity. And that's exactly what we'll do now!"

is what was said in the call to action. On 19-20 July 2021, a collection and drop-off point was set up directly at SIGNAL IDUNA PARK that all BVB fans and Dortmund residents could use to make donations. The "leuchte auf" foundation has helped to collect monetary donations that were then disbursed to the non-profits, institutions and organisations that were assisting the flood victims. The foundation will increase the amount of monetary donations.

### Donations for "Gast-Haus statt Bank"

Every day, good Samaritans donate items to BVB's "leuchte auf" foundation. Every year the "leuchte auf" foundation receives well above 1,000 enquiries for the popular BVB items, which are then often used for prize draws and to brighten the days of people who have fallen on hard times. The feeling of being part of a large community is often a source of comfort and motivation. However, due to the large volume, the "leuchte auf" foundation cannot always meet every request. Even so, we provide substantial assistance to initiatives that share our goals and values. The "Gast-Haus statt Bank" homeless shelter operated by Ökumenische Wohnungslosen-Initiative e.V. has been assisting homeless men and women in Dortmund since 1995. The shelter's volunteers faced particularly big challenges this past winter due to the pandemic. Despite the many challenges brought about by pandemic, the shelter is one of the most important sanctuaries for the city's homeless population. BVB's "leuchte



Sandra Fuhge, her colleagues and the homeless at the "Gast-Haus statt Bank" homeless shelter were thrilled to receive the donations.

auf" foundation once again donated money to the shelter. The city's homeless need warm clothing and blankets to make it through the harsh winter months. For this reason, BVB Merchandising GmbH donated some 700 BVB woollen blankets to the shelter to help keep the homeless warm during the cold days and frigid nights.

### Sleeping bags for infants

Sudden infant death syndrome (SIDS) is one of the most common causes of death for babies under the age of one. According to the German federal government, in 2017, 129 infants died as a result of SIDS in Germany. This significant decline compared to previous years is being attributed in part to the "Sleeping bags, not blankets"

(Schlafsack statt Decke) prevention campaign. While the cause of SIDS remains unknown, studies indicate that infants under the age of one who sleep with just a blanket are 35 times more at risk. In order to help prevent this, the "leuchte auf" foundation has been donating sleeping bags to maternity clinics since 2016, including three clinics this year.



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BVB disclosure

Focus	Cause	Donation in EUR
FUTURE	help and hope foundation: Funding for a holiday programme at Gut Königsmühle, Dortmund	5,000.00
	St. Vincenz Jugendhilfe-Zentrum e.V.: Funding for a holiday excursion to „funDOMio“, Dortmund	3,000.00
	Lensing Media Hilfswerk gGmbH: Support for a Christmas carol concert in 2019 at SIGNAL IDUNA PARK	25,000.00
	SOS-Kinderdorf e.V.: Support for a Christmas carol concert in 2019 at SIGNAL IDUNA PARK	25,000.00
	Lebenshilfe Brakel Wohnen Bildung Freizeit gGmbH: Funding for an outdoor bike for the special-needs school von-Galen-Förderschule für Geistige Entwicklung, Brakel	2,138.05
	Christliche Jugenddorfwerk Deutschland e.V.: Costs of a van for Dortmunder Berufsbildungswerk as part of the "Danke Kumpell!" campaign, Dortmund	19,296.00
	GrünBau gGmbH: Funding for the renovation of and equipment for testing and work rooms, Dortmund	10,000.00
	Kinderschutzzentrum Dortmund/Ärztliche Beratungsstelle e.V.: Support for Kinderschutzzentrum Dortmund	10,000.00
	Feggendorf Asociación Civil (Mexico City): Football academy focusing on social and educational programmes for children in Mexico	30,000.00
	Verein der Förderer der Erich Kästner-Grundschule e.V.: Funding for an eco-friendly classroom and reading garden, Dortmund	9,000.00
	AWO Unterbezirk Dortmund: Production of an informative video for the Nordstadtliga project	1,249.50
	LebensWERT Iserlohn e.V.: Contribution towards funding for a tutoring programme for socially disadvantage pupils during the coronavirus pandemic, Iserlohn	5,000.00
	Fan-Projekt Dortmund e.V.: Funding for the BVB Educational Garden, including for environmental education projects for children and young people, Dortmund	10,725.89
	DIVERSITY	TSC Eintracht Dortmund e.V.: "Willkommen im Fußball" ("Welcome to football") football training project for refugees, Dortmund
Lebenshilfe Dortmund Wohnen gGmbH: Coronavirus pandemic emergency aid for redesigning the garden at the Hostedde residential housing complex, Dortmund		7,500.00
Stiftung für die internationale Jugendbegegnungsstätte in Auschwitz: Coronavirus pandemic emergency aid, Auschwitz, Poland		5,000.00
Fanprojekt Dortmund e.V.: Support for a Christmas carol concert in 2019 at SIGNAL IDUNA PARK		25,000.00
Forum Dunkelbunt e.V.: Seed capital for newly formed family support service for children with severe acute illnesses, Dortmund		15,000.00
Stiftung für die internationale Jugendbegegnungsstätte in Auschwitz: Coronavirus pandemic emergency aid, Auschwitz, Poland		18,500.00
Auschwitz Jewish Center: Coronavirus pandemic emergency aid, Auschwitz, Poland		18,500.00
Fan-Projekt Dortmund e.V.: Ongoing funding for the BVB Learning Centre, including for social education projects for children and young people, Dortmund		20,000.00
Fanprojekt Dortmund e.V.: Funding for a ZWEITzeugen workshop at the BVB Learning Centre, Dortmund		300.00
Landesarbeitsgemeinschaft der Fanprojekte NRW e.V.: Contribution towards costs for football activity days in 2020, Bochum		1,000.00
Sportjugend im SSB Dortmund e.V.: Funding for holiday recreational programme for socially disadvantaged and young refugees at Sorpesee in 2020, Dortmund		3,740.00
Machbarschaft Borsig11 e.V.: Funding for the "Aktion Runder Tisch BVB und Borsigplatz" project ("BVB and Borsigplatz round table initiative"), Dortmund		4,000.00
Sportjugend im SSB Dortmund e.V.: Funding for holiday recreational programme for socially disadvantaged and young refugees at Sorpesee in 2021, Dortmund		5,000.00
SLADO e.V.: Support for the umbrella association for LGBTIQ associations		5,000.00
Queeres Netzwerk NRW e.V.: Support for the SCHLAU NRW education project for conducting workshop on the topic of sexual orientation, Cologne	5,000.00	
COMMITMENT	KreisSportBund Unna e.V.: Contribution to the cost of a holiday camp for refugee and socially disadvantaged children, among others, Holzwickede	4,500.00
	Forum Dunkelbunt e.V.: Support for family support services for terminally ill children and children with severe acute illnesses, Dortmund	5,500.00
	Ökumenische Wohnungslosen-Initiative e.V. "Gast-Haus statt Bank": Support for a Christmas carol concert in 2019 at SIGNAL IDUNA PARK	25,000.00
	medico international e.V.: Emergency aid following Beirut port explosion, Frankfurt am Main	5,000.00
	Ökumenische Wohnungslosen-Initiative e.V. "Gast-Haus statt Bank": Contribution towards funding of a winter emergency tent for the homeless at the Dortmund "U" Tower	25,000.00
	Chorakademie am Konzerthaus Dortmund e.V.: Coronavirus pandemic emergency aid	5,000.00
HEALTH	Nachbarschaftshilfe "Martens aktiv" e.V.: Seed capital and rent absorption for new offices	6,500.00
	Train of Hope Dortmund e.V.: Funding for table football table and billiard table, Dortmund	1,000.00
HEALTH	Klinikum Dortmund gGmbH: Funding for "bravery medals" for young patients requiring MRI scans	3,000.00
TOTAL		370,949.44

203-2  
BVB disclosure

approx. **EUR 371,000**  
Payouts in 2020/2021

 Number of projects supported: **37**





This is our **Communication on Progress** in implementing the Ten Principles of the **United Nations Global Compact** and supporting broader UN goals.  
We welcome feedback on its contents.



Always in the thick of it:  
**The stadium and its surroundings**



## UN Global Compact and SDGs in context

The most beautiful stadium in the world is the emotional heart of Borussia Dortmund. In terms of its age, complexity and size, it is getting a bit long in the tooth. The large solar panels on the roof of the stadium generate their fair share of electricity, but instead of being used for the stadium, the electricity is fed into the local electricity grid. That is why Borussia Dortmund is drawing up a master plan for an energy retrofit of the stadium in order to align the infrastructure we need with the sustainability principles of the Global Compact and to help achieve the SDGs at our football temple.

One example of our firm commitment to the SDGs at the local level is the initial feasibility study we conducted together with the Bochum-based Fraunhofer Research Institution for Energy Infrastructures and Geothermal Systems IEG to determine whether mine drainage water in old mining tunnels can in principle be used as geothermal energy to heat the stadium (see p. 97). The following SDGs also relate to our stadium:

102-16  
UNGC 7  
UNGC 8  
UNGC 9

### CLEAN WATER AND SANITATION

People in Germany have access to sanitation and clean drinking water, and the country is currently not facing a water shortage. However, the hot summers in recent years have demonstrated that Germany is not immune to the effects of climate change. That is why BVB is taking the responsible consumption of water very seriously. At the club's state-of-the-art training ground in Dortmund-Brackel, rainwater is collected in cisterns and used to irrigate the pitches. Although this is not yet the case at the stadium, we are currently looking into collecting rainwater to use for flushing toilets and watering the pitch.

idea into action not only at the stadium but also throughout the region. BVB is now working closely with its cooperation partner DEW21, the local energy utility, to promote the green energy revolution locally and e-mobility in the region. The solar panels installed on the roof of the stadium in 2011 are a perfect example of this. However, greater effort is needed to make the stadium even more energy efficient.

### AFFORDABLE AND CLEAN ENERGY

The supply of affordable and clean energy is a major challenge of critical importance for almost every society. Whether it's jobs, security, climate change, food production, or economic development, access to and consumption of clean energy is essential. That is why it is so important to us that we use our appeal to raise our fans' awareness and encourage them to make the switch to renewable energy. We put this

### SUSTAINABLE CITIES AND COMMUNITIES

Borussia Dortmund has deep roots in the city and region, and together with our partners, we are working to advance social, economic and ecological development in the region. For us, the key to promoting social advancement in the long term is a sustainable stadium. This is closely aligned with spectator safety, the stadium experience, energy efficiency, the use of renewable energy, mobility concepts and policies, sustainable use of resources and strengthening community ties. These aspects of sustainable development are all inextricably entwined in an urban context.





Part of the Non-financial Statement

## Spectator safety

103-1  
103-2  
103-3

### Concept and objectives

Our explicit aim and top priority is ensuring the safety of visitors to SIGNAL IDUNA PARK. The management team has lead responsibility for ensuring safety and acts as a role model when it comes to preventative action and compliance with security requirements. Security provisions and regulations are implemented systematically. Structured planning, measures and management ensure that agreed security standards are maintained and developed further.

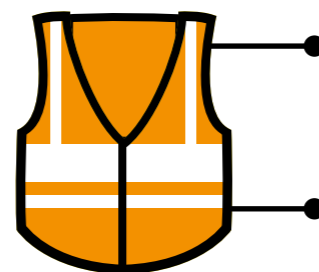
Furthermore, BVB strives to protect its spectators from every form of discrimination. All employees and individuals working on behalf of BVB are obliged to act in a way that helps to ensure a safe stadium experience and to avoid any security risks.

In accordance with the DFB's guidelines concerning the "Certification of security management in professional football" (Zertifizierung des Sicherheitsmanagements im Profifußball), BVB maintains a security management system and documents the organisational processes. The system is audited annually by an independent third party and regularly certified every three years.

403-5  
410-1  
205-2

We promote an awareness of security-related issues among our employees. Accordingly, we conduct drills of recurring safety procedures and ensure that downstream security staff undergo

regular training and ongoing advanced training courses. The training planned for the security staff and the regular safety drills were cancelled due to the ongoing pandemic. We make an efficient office organisation and the requisite management premises available for the event management team.



**720**  
stewards in total

**80**  
stewards during special match operations

410-1

In addition to the ongoing modernisation measures, the maintenance work is of particular importance due to the age of the stadium's core. In order to ensure traffic and operational safety, BVB continuously inspects the structure of the stadium by conducting internal inspections and inventories and remedying any identified defects. This can be a rather complex process, since more extensive work can usually only be carried out during the summer break.

### 416-1 | Measures and results

Due to the Covid-19 pandemic and in order to protect visitors and the general population from the spread of SARS-CoV-2, the special match operations and strict health and safety protocols remained in place throughout the entire 2020/2021 season. Spectators were initially allowed into the stadium to watch the home matches against Borussia Mönchengladbach (9,300 fans) and SC Freiburg (11,500 fans). However, the increasing rate of infection in Dortmund and North Rhine-Westphalia once again led to matches being held behind closed doors beginning in November 2020.

The organisational effort required to stage the aforementioned home matches, even with limited numbers of spectators, was immense. Firstly, this involved the fair and transparent distribution of the coveted tickets via a ticket portal. Season ticket holders and Borussia Dortmund club members could acquire two tickets each for the match against SC Freiburg. However, the ticket holders' place of residence had to be in North Rhine-Westphalia and the rate of infection over the past seven days in those cities and municipalities had to be below 35. For the preceding home match, 75% of the spectators had to have their primary place of residence in Dortmund. The place of residence for remaining maximum 25% had to be in the surrounding areas in North Rhine-Westphalia.

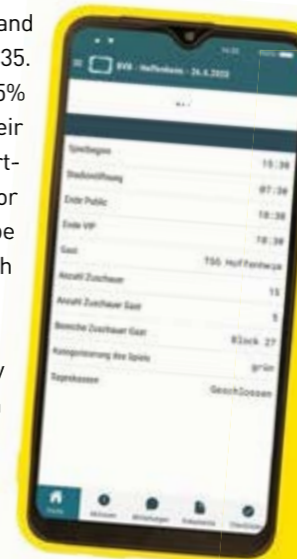
416-1 | Secondly, the health and safety protocols had to be adjusted from match day to match day because familiar routes changed or permits granting access were no longer valid, for example. Despite often receiving very short notice, the stewards proved themselves to be highly flexible.

416-2 | Due to the special match operations and the ban on spectators, there very few security incidents involving fans. Initial concerns about fan behaviour were quickly alleviated. The overwhelming majority of BVB fans took everything in stride.

Consequently, we were able to reduce the police presence at the stadium on match days, and most recently we had just 70 stewards in the stadium.

Based on the lessons learnt during the season, in April 2021, we began deploying medical professionals from the stewards as "health and safety delegates" on match days instead of the three medical health and safety officers.

BVB is preparing for the upcoming new season and playing out various scenarios that take the previous lessons learnt into account. As at the copy deadline for this report at the end of June 2021, the procedures for the first home match are yet to be determined. However, we anticipate that there will be an increased need for training stewards because some stewards changed professions during the pandemic and new types of fan behaviour will need to be taken into account. Going forward, it remains to be seen whether fans will keep the required distance from one another or criticise empty hand sanitiser dispensers and the like, or react to security pat-downs, which inevitably require the stewards to touch visitors.



### Organisation app

Prior to every match day, every Bundesliga club has to check off its own list of requirements that are unique to its stadium. In March 2021, BVB began using a third-party organisation app that has since been upgraded.

The upgraded standard version with the hidden special match day and feedback functions and auditable documentation of the organisational processes allows us to plan our match days more intelligently and safely. The software learns on the go, and the knowledge gained is retained even when employees change: What needs to be done when, and how do you respond to certain situations? Going forward, the software will also include "Incident Manager" functionalities to process reportable incidents and "Facility Manager" functionalities to follow up on reported cases until they have been officially completed.





## Stadium quality

103-1  
103-2  
103-3

### Concept and objectives

Borussia Dortmund combines exciting football, first-rate facilities and excellent customer service to give fans an unforgettable experience when they visit the most beautiful stadium in the world. This section primarily focuses on the relevant structural, operational and safety aspects to ensure that the club remains competitive and can provide the expected amenities. In principle, our aim is to meet the expectations of our stadium visitors and, at the same time, to satisfy the licensing requirements of the relevant associations. We want to give as many of our fans and football enthusiasts as possible a unique and safe stadium experience. That is why we track attendance rates and survey visitors for feedback, which we use to improve our services and to address any complaints.

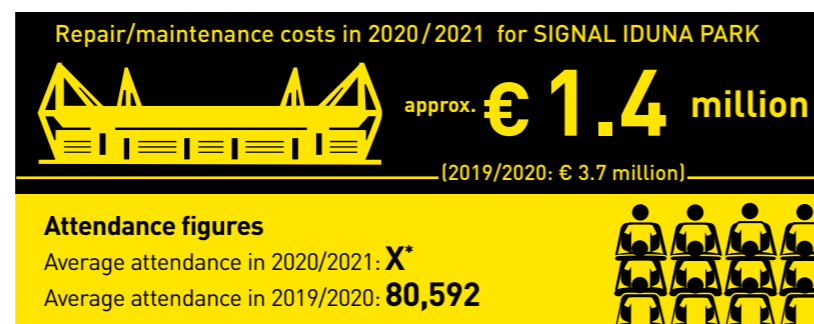
A highly complex mix of influencing factors and a large number of internal and external participants must be taken into account to maintain and improve the level quality at the stadium. We use computer-assisted facility management tools to efficiently organise the operation as well as the planning and implementation of modernisation and repair measures. We are able to automate the maintenance intervals using the enterprise software developed by our partner Infor.

### Measures

Despite the economic restrictions arising due to the pandemic, we have begun to plan the next steps of SIGNAL IDUNA PARK's modernisation and to assess its energetic performance, both of which will be reflected in a modernisation masterplan for the stadium. This will include measures to optimise heating, cooling, the water supply, electricity consumption, building automation and pitch heating and lighting, as well as the use of renewable energy. The aim is to identify the building's energy modernisation potential and the technology and equipment currently in use, as well as to estimate the investment costs of the measures and the possible reductions in operating costs and CO<sub>2</sub> emissions in order to outline economically and ecologically sensible action.

As we work to establish an energy management system, we will also overhaul the meters we use to monitor energy consumption and invoice consumption costs per event held at the stadium. To the extent possible, further-reaching measures were postponed due to the pandemic.

| BVB disclosure



\* not sufficiently meaningful due to the Covid-19 pandemic

However, the survey work at the southern end of stadium was carried out. The work revealed that an open mine shaft near the first aid station still needed to be filled and that there was a risk of a sinkhole due to previously unknown mining tunnels near the surface in the vicinity of the logistics area to the south, the traffic routes behind the south terrace and the southeast entrance. These areas will be backfilled and secured. The next step will be to upgrade the logistics area in order to further optimise our internal logistics processes.

### e-charging infrastructure

We are continuing to expand the charging infrastructure for electric vehicles. In addition to the four existing charging stations with two points each at the stadium, we will install a further 25–30 charging stations at the FanWelt service centre, the Luftbad parking lot and under the west terrace. This is not without its difficulties, however, as the available electricity capacities at the stadium at present are nearly maxed out.

The plans call for a total of 24 charging points at the sports management offices: five charging stations with two points each in front of the Atrion headquarters building and seven wall boxes with two points each in the underground car park.

### Rote Erde stadium

Following their promotion to the third division, our U23s are looking to take the league by storm. However, the stadium at the Brackel training ground does not meet the new requirements for the third division: The stadium only has 584 seats, the maximum attendance is capped at 2,000 spectators due to possible noise effects, the lumen output of the flood lights is insufficient as is the security infrastructure. The City of Dortmund has graciously allowed us to continue using the Rote Erde stadium, which it owns and is directly adjacent to SIGNAL IDUNA PARK, for the matches of the U23, women's and potentially even U19 teams. However, we will have to upgrade the Rote Erde stadium, because in accordance with the league rules, the stadium's pitch must be heated (which it currently is not) if a team plays more than one season in the third division.



Furthermore, the area is still being surveyed for unexploded ordinance from the Second World War and potential mining tunnels near the surface of the ground. Given our discoveries at the south end of SIGNAL IDUNA PARK, we expect to have to back fill certain areas due to mining tunnels near the surface. We are currently negotiating the agreement to use the stadium with the City of Dortmund. The advantage of this solution is that fans could easily reach the matches by foot, that the Rote Erde stadium would be partially modernised and that the historic landmark would receive more visitors. At present, the plan is for BVB to install the pitch heating system, lay a new pitch and assist the City of Dortmund in maintaining its sports and recreational facilities. Consequently, the increase in heating energy will necessitate the installation of two new boilers in the central heating plant operated by DSW21. Furthermore, connecting SIGNAL IDUNA PARK to the conference centre's planned district heating supply has not been ruled, and we are currently still reviewing the feasibility of using mine drainage water to generate heat. These measures will not be completed until September/October 2022 at the earliest. In the interim, the U23s will play at SIGNAL IDUNA PARK, unless an alternative stadium has to be found due to scheduling conflicts with the senior squad.





This is our **Communication on Progress** in implementing the Ten Principles of the **United Nations Global Compact** and supporting broader UN goals. We welcome feedback on its contents.



# Always thinking ecologically: Environmental responsibility



## UN Global Compact and SDGs in context

The forward-thinking nature of our "Environmental responsibility" focal point has become our template for decision-making. We must produce ideas and find solutions, take action and motivate others to do their part to protect the environment. We have to face the challenges posed by climate change and protect our natural environment, not only to mitigate risks but to also create new business opportunities. That is our vision for corporate social responsibility and the environmental principles of the UN Global Compact.

Professional football leads to more travel, generates enormous quantities of waste and consumes massive amounts of water. When examining the impacts of the club's actions on the environment, BVB must therefore take a structured approach. Together with our partners, we are leveraging the club's appeal to promote renewable energy and environmentally friendly modes of transport, to protect biodiversity and to conserve natural resources. To the extent possible, we are actively helping to develop environmentally friendly technologies. The following SDGs are of particular relevance in this area of work:

102-16  
UNGC 7  
UNGC 8  
UNGC 9



### RESPONSIBLE CONSUMPTION AND PRODUCTION

Handling food and food products responsibly is one of BVB's core concerns. It is essential that raw materials be sourced responsibly and in an environmentally friendly manner in order to guarantee a high standard of quality. We can reduce waste through meticulous planning and environmentally friendly, efficient processing methods. In the 2019/2020 season, we introduced a reusable beverage container system for all cold beverages sold in half-litre cups during normal match operations. We are constantly working to make our events management more sustainable. Our new collection of upcycled merchandise demonstrates how the product range can be reshaped into an environmentally responsible and fair overall collection. We're working hard to figure out how to best develop a closed-loop solution for our merchandise.

tionally, we seek to offset unavoidable emissions – for instance, when the team travels by air. Implementing these principles at the stadium poses a challenge due to the way it was built. While we are systematically replacing all conventional lights with LED lights, new technologies are being introduced apace, which results in a corresponding rebound effect. In order to tackle this issue from the ground up, we are currently analysing our energy performance to establish a baseline, and developing an energy modernisation concept. We have conducted an initial feasibility study on using mine drainage water together with the Bochum-based Fraunhofer Research Institution for Energy Infrastructures and Geothermal Systems IEG.



### CLIMATE ACTION

BVB is developing insights into how it can achieve carbon-neutrality. Firstly, this means reducing the amount of energy the club consumes and using electricity and heat generated from renewable sources. Addi-



### LIFE ON LAND

Healthy living and sustainable development depend on intact ecosystems. Their destruction thus has serious consequences. That is why Borussia Dortmund works to protect, preserve and restore biodiversity in the green space in the vicinity the stadium. Together with the City of Dortmund and SIGNAL IDUNA, we designed an educational nature trail on land belonging to the SIGNAL IDUNA Group and opened our outdoor classroom, the BVB Educational Garden.





## Energy and emissions

### 103-1 103-2 103-3 Concept and objectives

The responsible consumption of energy and a commitment to environmental protection are fundamental principles for BVB. Our focus is on becoming more energy efficient, reducing harmful emissions and using environmentally friendly renewable energy. We collect and analyse information about our energy usage so that we can reduce it. We encourage and promote the generation and consumption of renewable energy. BVB also leverages its appeal to encourage its fans and club members to make the switch to green energy. We will continue to refine our energy management system in an effort to further reduce our carbon footprint. This will include evaluating our carbon footprint on a regular basis and reporting on both aspects in our Sustainability Report. We use renewable energy as part of an integrated energy plan to power the properties we develop.

### Energy supply

Match operations require lots of energy. Since 2014, Borussia Dortmund has powered SIGNAL IDUNA PARK and its FanWelt service centre using 100% green energy generated from hydroelectric power plants in Germany. On 1 July 2019, BVB also made the switch to 100% green energy at the Brackel training ground and the sports management offices. BVB thus currently sources 99.1% of its electricity from renewable energy. Once the contract expires, we will also make the switch to renewable energy for the remaining 0.9% of the

electricity that is presently still generated from conventional sources.

Borussia Dortmund sources the heat needed for SIGNAL IDUNA PARK, the August Lenz House, and the Brackel training ground and the natural gas for powering the sports management offices and the Football Academy from Dortmundenergie- und Wasserversorgung GmbH (DEW21), our local supplier and also sustainability partner. In a local heating system, thermal energy produced at a central heating plant is distributed to various customers in the immediate vicinity. In contrast to district heating, local heating pipelines are seldom longer than one kilometre and are less prone to downtime.

A central heating plant with three conventional gas condensing boilers supplies the local heating network used to heat the stadium and the August Lenz House. The stadium's pitch is also heated via this network. We will rethink the stadium's heating supply as part of our new energy modernisation concept (see p. 97).

The power station constructed in 2019/2020 on the northern end of the Brackel training ground combines the power and heating supply for their entire training ground under one roof. Two separate heating networks are supplied: one for the buildings and one for heating the pitch. Since the supply of the new buildings is subject to increased

requirements, these two networks run separately and thus supply the training ground with two sources of heat of differing quality fit for the two specific purposes. The quality depends on how the heat is generated. It is measured by the use of primary energy (for example, natural gas or renewables such as solar energy) and the associated CO<sub>2</sub> emissions. The majority of energy supplied to the training ground buildings is sourced from a highly efficient combined heat and power (CHP) plant. Cogeneration (generating heat and power simultaneously) achieves a primary energy factor of under 0.7 (for comparison, natural gas in Germany has a factor of 1.1 and biogas used in cogeneration 0.2), and the CHP plant is projected to provide more than 70% of the required heat. The power network enables the training ground to use locally-generated electricity. The electricity supplied to the power station is sourced firstly from the CHP plant and secondly from the photovoltaic (solar energy) system integrated into the roof of the sports management offices.

The photovoltaic system at the sports management offices has a kilowatt peak (kWp) of 17. This is the equivalent of generating approximately

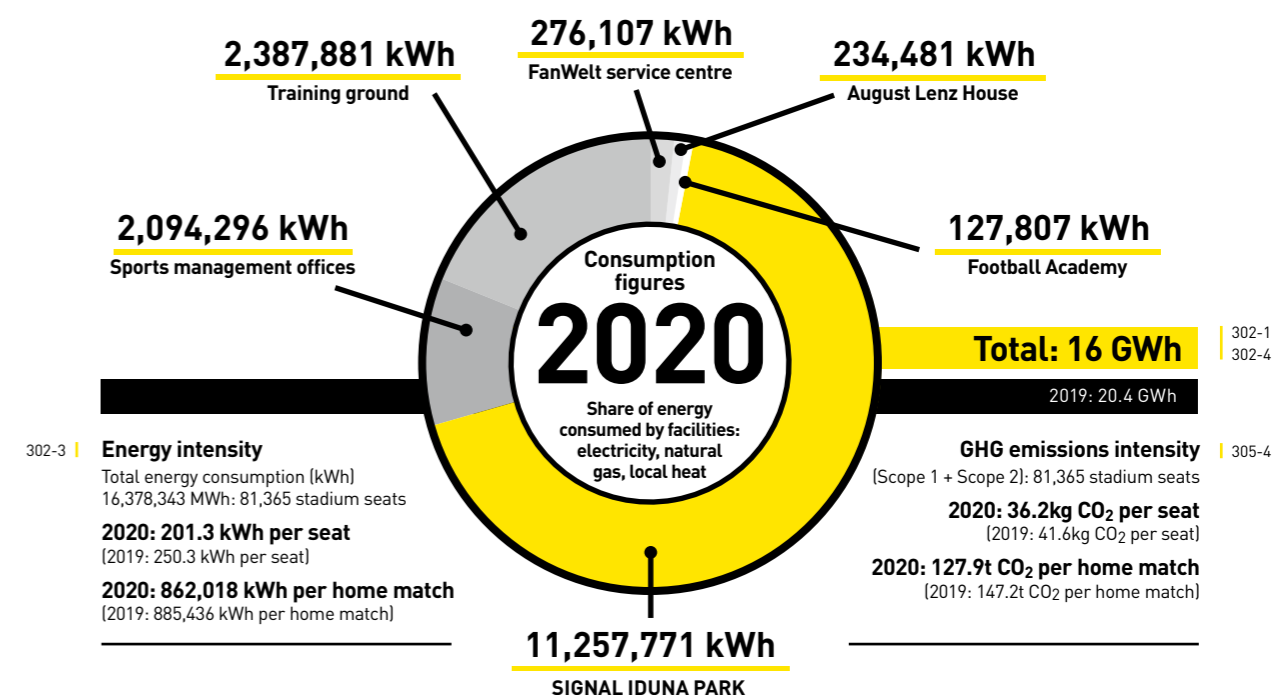
17,000 kWh per year, covering approximately 50% of the electricity required by the new building.

In 2011, the Borussia Dortmund invested EUR 1.9 million to install 8,768 solar panels across 8,300 m<sup>2</sup> on the roof of SIGNAL IDUNA PARK. In 2020, BVB fed 421,306 kWh of green electricity back into Dortmund's electricity grid (2019: 467,000 kWh), reducing CO<sub>2</sub> emissions by 154 tonnes (2019: 190 tonnes of CO<sub>2</sub> (recalculated)) compared to the German electricity mix – enough to power 120 three-person households with clean energy for an entire year. At the senior team training facility and Youth Academy, the buildings are connected to an integrated energy supply system operated by DEW21.

### Emissions

Borussia Dortmund's emissions are accounted for and classified into three categories known as scopes in accordance with the principles of the Greenhouse Gas Protocol (GHG Protocol). Scope 1: direct emissions from owned or controlled sources; scope 2: indirect emissions from the generation of purchased electricity, steam, heating and cooling consumed by the reporting company;

## Borussia Dortmund's total energy consumption





scope 3: all other indirect emissions that occur in a company's value chain. In derogation of the GHG Protocol, all figures refer to the quantity of CO<sub>2</sub> and not to CO<sub>2</sub> equivalents.

305-1 | Scope 1 includes CO<sub>2</sub> emissions generated from the management offices' natural gas heating systems, the Brackel training ground, the Footbonaut and the Football Academy, as well as the CO<sub>2</sub> emissions attributable to the fuel consumed by the vehicle fleet. In 2020, the scope 1 emissions amounted to 1,009.4 tonnes of CO<sub>2</sub> (2019: 1,135.9 tonnes of CO<sub>2</sub>), of which 324.2 tonnes of CO<sub>2</sub> (2019: 314.4 tonnes of CO<sub>2</sub>) was attributable to the heating systems and 685.3 tonnes of CO<sub>2</sub> (2019: 821.5 tonnes of CO<sub>2</sub>) to the fuel consumed by the vehicle fleet. The year-on-year decrease in scope 1 emissions by 112.6 tonnes of CO<sub>2</sub> (11%) was attributable primarily to the 30% decline in fuel consumed by the vehicle fleet as travel was scaled back significantly in the wake of the Covid-19 pandemic. Scope 1 emissions were calculated in accordance with GEMIS 5.0.

305-2 | Scope 2 includes CO<sub>2</sub> emissions from the electricity consumed for operating SIGNAL IDUNA PARK, the management offices, the training ground, the Football Academy, the August Lenz House and the FanWelt service centre, as well as the CO<sub>2</sub> emissions from the local heating supply for SIGNAL IDUNA PARK, the Brackel training ground, the Footbonaut and the August Lenz House.

In 2020, the market-based scope 2 emissions amounted to 1,932.7 tonnes of CO<sub>2</sub> (2019: 2,249.5 tonnes of CO<sub>2</sub>), of which 4.4 tonnes of CO<sub>2</sub> (2019: 191.5 tonnes of CO<sub>2</sub>) was attributable to the electricity consumed and 1,928.3 tonnes of CO<sub>2</sub> (2019: 2,058.0 tonnes of CO<sub>2</sub>) to the supply of local heating. Based on the forecast average German electricity mix of 366 g of CO<sub>2</sub>/kWh in 2020 (German Environment Agency; 2019: 401 g of CO<sub>2</sub>/kWh), location-based emissions attributable to the consumption of electricity amounted to 3,012.6 tonnes of CO<sub>2</sub> (2019: 4,271.8 tonnes of CO<sub>2</sub> (re-calculated)). This results in a reduction of 3,008.2 tonnes of CO<sub>2</sub> due to the use of green energy (2019: 4,080.3 tonnes of CO<sub>2</sub> (re-calculated)). The data on the CO<sub>2</sub> emissions attributable to electricity were provided by the utilities and the figures on the emissions attributable to heating were calcu-

lated using the emissions factor 226.778 g of CO<sub>2</sub>/kWh in accordance with GEMIS 5.0 applied for the district heating mix in Germany.

305-5 | Aside from the impact of special match operations implemented in the wake of the Covid-19 pandemic, the year-on-year decrease in scope 2 emissions by 316.8 tonnes of CO<sub>2</sub> (14%) is attributable primarily to the use of electricity from renewable sources and the commissioning of a high-efficiency central heating plant at the Brackel training ground.

305-3 | Scope 3 includes all other emissions related to manufacturing and transport processes in the Company's upstream supply chain and the emissions attributable to fans travelling to and from the stadium venue. Originally, these emissions were to be accounted for during the reporting period. However, this was postponed until the following season due to the Covid-19 pandemic and, as a consequence, the fact that the reporting periods would no longer be comparable. Accordingly, no detailed information on these two sources is currently available.

**Green energy and green natural gas for fans** 302-5 302-2

The more people are supplied with green energy and green natural gas, the cleaner the energy that flows through our electricity grids and natural gas networks. BVB raises its fans' awareness of environmental issues and encourages them to make the switch to green energy and green natural gas. To reinforce this message throughout the region, BVB is now working closely with its cooperation partner DEW21 and has launched numerous initiatives to promote the green energy revolution locally and e-mobility in the region. Borussia Dortmund and DEW21 are two fiercely proud, veritable institutions woven into the fabric of society in Dortmund. To symbolically celebrate the beginning of their partnership, they shone two beams of light, one from SIGNAL IDUNA PARK and one from DEW21's downtown HQ, into the sky during the night of 2 September that then intersected in dramatic fashion. Even though the Covid-19 pandemic and the related restrictions continue to burden football, all BVB fans and Dortmund residents can soon look forward to exciting, lively joint events and initiatives. The two partners signed a five-year agreement until 30 June 2025.

BVB fans across Germany can light up their homes BVB style with DEW21's officially licensed BVB products, "BVB VOLLSTROM" green energy and "BVB VOLLGAS" green natural gas. BVB's and DEW21's promise: "Dortmund's energy lights up all of Germany!"

302-5 305-5 | **Optimising energy consumption: training and match operations**

Optimising energy consumption at the stadium is a challenge simply due to the stadium's age and construction. The large solar panels on the roof of the stadium generate their fair share of electricity, but the most beautiful stadium in the world still consumes considerable amounts of electricity, especially on match days. That is why we are currently formulating a master plan for SIGNAL IDUNA PARK that includes evaluating the stadium's energy performance and devising a modernisation concept. In connection with this complex project, we conducted an initial feasibility study together with the Bochum-based Fraunhofer Research Institution for Energy Infrastructures and Geothermal Systems IEG. The aim of the study was to determine whether we can, in principle, use mine

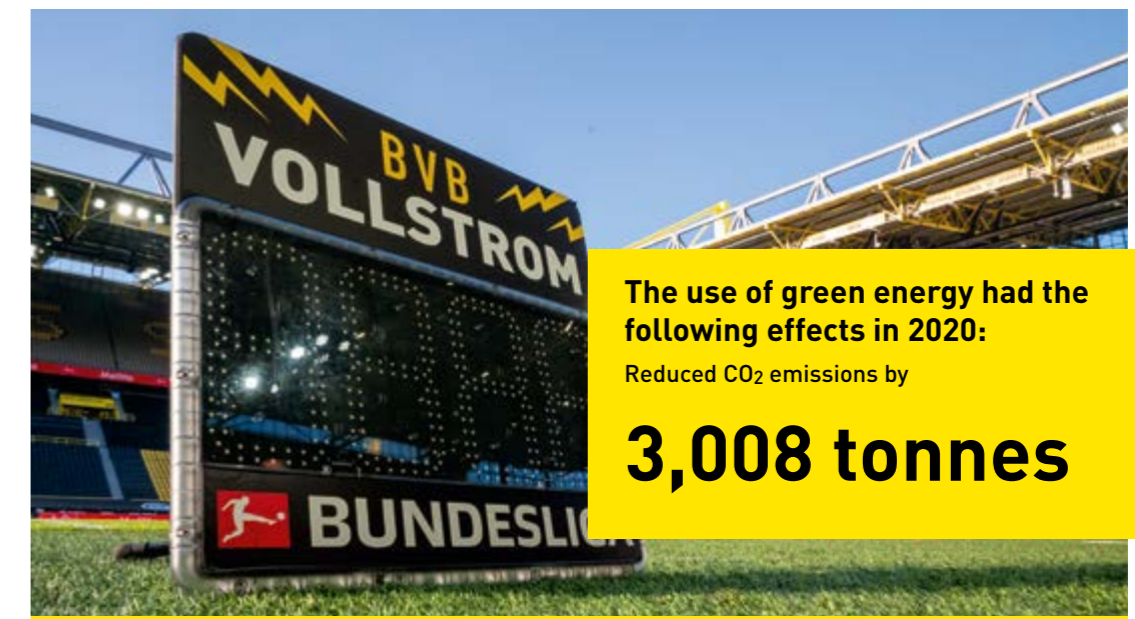
drainage water in the ground surrounding stadium to generate energy. This is a major, complex project that will require considerable investments, but one which can be supported accordingly. The project will need to be meticulously prepared and planned in advance. And that is why we are taking a very structured approach, one step at a time. This holds particularly true when, as in the case of the stadium, existing constructions need to be modernised and retrofitted.

This situation at the Brackel training ground is a different one. The potential to optimise energy consumption was already considered during the planning phase for the ongoing expansion of BVB's training centre and Youth Academy. The entire facility is supplied by a new, state-of-the-art central heating plant (see p. 94), and the new sports management offices will shortly be certified as sustainable buildings.

For more information on the stadium, see "Always in the thick of it: The stadium and its surroundings" (from p. 86).

**Energy intensity – SIGNAL IDUNA PARK** 302-3

**Energy consumed at SIGNAL IDUNA PARK:** 11,257,771 kWh  
 Energy intensity per seat in 2020: 138.4 kWh  
 Energy intensity per match and seat in 2020: 7.3 kWh  
 Energy intensity per home match in 2020: 592,514 kWh



**The use of green energy had the following effects in 2020:**  
 Reduced CO<sub>2</sub> emissions by  
**3,008 tonnes**





## Mobility

### Concept and objectives

Sustainable transport policies represent a crucial element in Borussia Dortmund's approach to environmental responsibility. We differentiate between how our spectators travel to and from the stadium and the mobility and transportation of our employees at the team and company levels. Our goal is to ensure that trips to and from the stadium are as smooth and environmentally friendly as possible for our fans, that we provide our team with safe, hassle-free means of transport and that we reduce the environmental impact of the Company's vehicle fleet. Employees will be able to lease bicycles from their employers under the new employee mobility concept. We collected data on our vehicle fleet's fuel consumption and the number of kilometres travelled by train for business trips.

### Measures and results

#### Trips to and from the stadium

In calendar year 2020, just 6 out of the 19 home matches were sold out. On average, more than 80,000 spectators attended these matches at SIGNAL IDUNA PARK. Of those, just under 14,500 hail from Dortmund and 90% of season ticket holders live in North Rhine-Westphalia. For more than 30 years, the price of home match tickets has included the fare for public transport from within the region, meaning that more than the half of the fans can travel to the stadium free of charge on public transport.

In the 2021/2022 season, BVB and DSW21 teamed up to offer a novel service in the Bundesliga that promotes public transport while simultaneously helping to reduce CO<sub>2</sub> emissions: admission tickets to SIGNAL IDUNA PARK now include the fare for transportation to and from the stadium from anywhere within North Rhine-Westphalia. Be they from Dortmund, Aachen, Cologne, Bochum, Bielefeld, Münster or Siegen, BVB's fans travel to SIGNAL IDUNA PARK from all corners of North Rhine-Westphalia and (except during the pandemic) have for years ensured that the club boasts the highest attendance rates in all of Europe. For all of them, the environmentally friendly round trip from home to the stadium and back again is now completely covered by match day and season tickets. In order to accommodate the large number of passengers during normal match operations, Deutsche Bahn works with the City of Dortmund to draw up special match-day timetables and operates extra trains.

Borussia Dortmund's Managing Director Carsten Cramer is excited about the added value for many BVB fans: "The inclusion of public transport fares across NRW in the price of a ticket is brilliant, especially for those fans who live outside the region covered by the VRR transport authority. However, the sustainability aspect is also particularly important to us. The more comfortable,

affordable and thus appealing taking public transport becomes, the more fans will choose to leave their cars behind. In this way, together with our sustainability partner DSW21 and the transport authorities, we doing our part to help reduce CO<sub>2</sub> emissions."

**BVB and DSW21 were already trailblazers in 1990, when we, as the first transport authority, and BVB, as the first Bundesliga club, partnered to introduce the KombiTicket combined match/transport ticket. That's why we're so thrilled to once again be setting the trend by expanding the region covered by the KombiTicket. That will really help all out-of-towners who travel to home matches.**

Hubert Jung, DSW21 CEO

#### Team flights

Reducing travel time to a minimum is an important part of optimally preparing the team for matches. That is why we will only be able to reduce our reliance on air travel to a limited extent going forward. In calendar year 2020, BVB offset the associated emissions of 757 tonnes of CO<sub>2</sub> (in accordance with the VDR standard) with recognised certificates, taking into account the increased greenhouse effect of aircraft emissions at high altitudes (RFI factor of 2.7). The incurred expenses amounted to EUR 17,410 (2019: EUR 10,664).

#### Vehicle fleet

In 2020, the fleet consumed 241,972 litres of fuel (2019: 293,064 litres). This includes the team bus, the management's vehicle fleet, company cars used by employees, the vehicles used at the stadium and the training ground (lawn mowers, tractors, etc.) and the transport service for youth players. The 20% decline is attributable primarily to the fact that travel was scaled back in the wake of the Covid-19 pandemic.



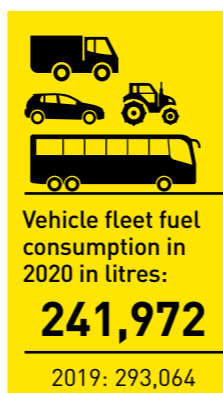
That same year, in an effort to go climate neutral, our employees travelled a total of 184,155 kilometres by train (2019: 523,863 km). There are currently five electric vehicles in the vehicle fleet.

#### Other measures

DSW21 rolled out a train painted with images of BVB legends Wolfgang Paul, Michael Zorc, Nobby Dickel, Lars Ricken, Kalle Riedle, Sebastian Kehl, Patrick Owomoyela and Roman Weidenfeller at the start of the 2021/2022 season. On 25 August 2021, following extensive renovation work and a new coat of paint, the 31-year-old train left DSW21's train yard in Dorstfeld and took to the tracks to showcase the love people in the region have for football and the close partnership BVB and DSW21 enjoy. This is demonstrated all the more on match days, when crowds of BVB fans take DSW21's buses or trains to the stadium. Yes, the pandemic has changed everything, but this unique, legendary train is already mobilising for the future.

"A light rail train is still an extraordinary advertising medium: a brand experience you can sit in, so to speak," said Carsten Cramer. "This is a significant milestone in year one of BVB's partnership with DSW21." Guntram Pehlke, CEO of DSW21, added, "We are mobilising our BVB legends to inspire us to succeed tomorrow. And with the train, which runs completely on green energy, we, together with BVB, are setting an example for sustainability and the mobility revolution."

BVB disclosure



BVB disclosure





## Conservation and environmental protection

103-1  
103-2  
103-3

### Concept and objectives

We design our events, products and services to be environmentally friendly and to save resources and in general are careful to conserve resources and protect the environment. We understand conservation and environmental protection to mean taking a responsible approach to food, waste, recycling, and water, and protecting and promoting biodiversity.

### Food management

When the stadium is open to visitors, we are committed to using our resources, in particular food, responsibly. The strains wasting food places on the environment are manifold because food has to be grown, cultivated, produced, processed and recycled. Our aim is to achieve a preferably high level of vertical integration in the production of prepared food in catering in order to ensure quality and prevent food waste. We play

our part in achieving this objective by employing our accurate and professional food management system to procure preferably certified food products that we process in an environmentally and efficient manner. Any unavoidable food waste is then transported 20 km to a nearby biogas plant for recycling. Most of our primary vendors are members of United Against Waste, which champions an environmentally friendly, sustainable approach to food and whose objective is to reduce the mountain of food waste that is produced in Germany every year.

### Waste

We are committed to keeping the waste we produce to a minimum and to recycling unavoidable waste. This not only reduces our operating costs but also reflects our responsibility and commitment to environmentally friendly business operations. In terms of recycling, the first priority is to avoid unnecessary waste and then to

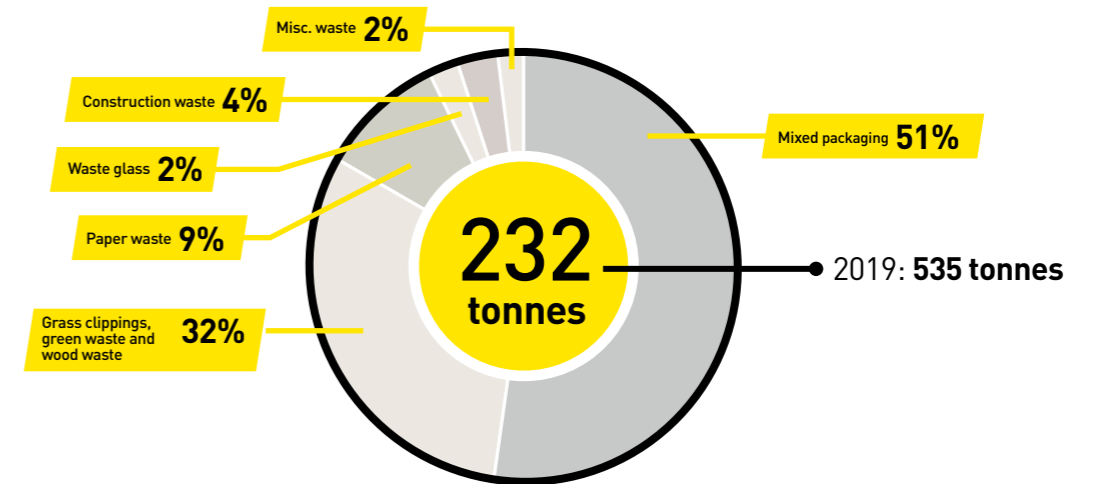
306-1  
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306-3

### Total waste produced in 2020\*

306-3



\*excl. food waste

recycle unavoidable waste to the highest possible standard. To this end, we analyse our business operations and activities in order to avoid generating waste in the first place and to ensure that any waste is separated as best as possible for further processing.

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BVB quantified the total volume of waste disposed of in 2020 in a waste balance sheet. Overall, we produced 232 tonnes of waste in 2020, considerably less (-57%) than in the previous year (2019: 535 tonnes). This significant decline is certainly attributable to the fact that the special match operations precluded spectators from attending matches and that our employees were given the flexibility to work from home. Consequently, significantly less amounts of avoidable mixed packaging (119 tonnes [-57%]), paper waste (21 tonnes [-60%]) and waste glass (5 tonnes [-69%]) were produced. Moreover, we also produced less grass clippings, green waste and wood waste (74 tonnes [-48%]) and construction waste (just 9 tonnes [-79%]), which was due to the suspension of construction projects. Furthermore, we professionally disposed of 180 kg of used textiles (-50%) and 890 kg of fluorescent tubes (+51%). We also properly disposed of 3,000 kg of electronic scrap during clean-up work. 72% of the total waste was produced at SIGNAL IDUNA PARK (2019: 80%).

We will not be reporting on the amount of food waste produced during the reporting period because hardly any events took place due to the special match operations and rules imposed in the wake of the Covid-19 pandemic.

### Reusable cup system

Taken as a whole, the objective is to ensure a beverage container system that is as environmentally friendly as possible and saves the most resources. Due to the pandemic, we suspended the polypropylene (PP) reusable cup system for serving half-litre cold beverages, which was launched at the start of the 2019/2020 season. Where the special match operations permitted limited numbers of spectators, we used disposable containers made from 100% recycled PET bottles (rPET containers). The Heidelberg Institute for Energy and Environmental Research (ifeu) evaluated the ecological effects of the beverage container system. However, the suspension of match operations due to the pandemic and the resumption of play under new conditions means that there are currently no valid figures to evaluate the ecological impact of switching to the new system. Due to the pandemic, we also suspended our efforts to minimise waste and separate the rPET cups used in the guest block and on the south terrace, which we had started in connection with the switchover to the new beverage container system in the stadium.





## Additional measures

### Upcycling

A new kit for a new season – that’s the way it’s always been. What should we do with the unsold kits from the previous season other than donate them to social projects? In May, we began transforming unsold kits into unique fan merchandise for BVB’s upcycling collection. Pillows, gym bags and pencil cases are sewed by hand in Germany. Each item is one of a kind and showcases the kits in the best possible way. Fans can choose between having the front or the back of the kit featured on their gym bags or pillows. This is just one example of how

### Water and waste water

Using water and waste water responsibly is important to us. Material topics in this area are the intensive upkeep of the stadium pitch and training ground and the wastewater from SIGNAL IDUNA PARK. We collect information about and manage our consumption of fresh water. Furthermore, we use rainwater to irrigate and water our pitches in Brackel in an attempt to reduce our use of fresh water to the bare minimum. To this end, we are continuing to install water metres at individual locations in order to collect more detailed information about our water consumption.

Borussia Dortmund’s waste water is routed to the city’s canal system in compliance with the applicable requirements. The water used for the pitches is absorbed by the grass or evaporates; any excess water seeps into the ground. The responsible handling of fertilisers or pesticides verifiably prevents these from being introduced into the groundwater.

The DFB rules and regulations pertaining to pitch conditions do not apply to the training ground. That is why the 20-hectare training ground includes artificial, hybrid and natural grass pitches. The pitches are watered using a cistern system, which collects water that has seeped into the ground and transports it via a network of pipes. SIGNAL IDUNA PARK has a different watering system.

A monitoring system is used to manage the stadium’s water usage so that appropriate steps can be taken to adjust the water usage where unusually large quantities of water are consumed. We are currently reviewing whether a cistern system can be implemented in the stadium in order to collect and use rainwater for flushing stadium toilets and watering the pitch. The fresh water consumption in calendar year 2020 totalled 75,663 m<sup>3</sup> (2019: 97,250 m<sup>3</sup>), of which 26,689 m<sup>3</sup> for SIGNAL IDUNA PARK (2019: 55,476 m<sup>3</sup>) and 45,976 m<sup>3</sup> for the Brackel training ground (2019: 38,484 m<sup>3</sup> [+19%]). Fresh water consumption in the stadium dropped significantly by 52% and increased by 19% at the training ground. The sharp decline in the stadium is due primarily to the fact that the special match

**“We are aware that we also have an environmental impact and that we have to live to the responsibility that comes with that. Improving our ecological footprint is at the core of our sustainability strategy.”**

Carsten Cramer, Managing Director of Borussia Dortmund and board member of BVB’s “leuchte auf” foundation

operations precluded spectators from attending matches. In total, fresh water consumption declined by 21,587 m<sup>3</sup> (-22.2%) year on year.

Water consumption in 2020: **75,663 m<sup>3</sup>**  
Water consumption in 2019: **97,250 m<sup>3</sup>**

**2020 reduction: -21,587 m<sup>3</sup> -22.2%**

### Biodiversity

There is already a lot of green space in the vicinity of the stadium and the Westfalenhallen convention centre, but it is by no means as diverse as it could be. This is now set to change thanks to Borussia Dortmund. The City of Dortmund’s urban green space planning office is striving to make the city’s green spaces as biodiverse as possible. Where possible, various wild flower meadows will be seeded that will provide new habitats for fauna, in particular native insects, with a rich supply of food sources and a natural preserve in which to thrive.

The City of Dortmund is working with many different partners to realise this goal. The city’s newest partners are Borussia Dortmund and SIGNAL IDUNA. Together, we are focusing on the areas between the B1 highway to the north and the Bolmke nature reserve in the south, the Westfalenpark in the east and the Wittekindstraße road to the west.

From the very beginning of the project, Borussia Dortmund will involve BVB KidsClub members from Dortmund and the surrounding area. Mascot EMMA, Germany’s most famous bee, will teach visitors about protecting bees and their environment. Kirsten Gulau of the Hamburg-based urban planning consultancy STADTNATURENTWICKLUNG will provide technical support.

“We’re aware of our appeal and would like to leverage this appeal for this joint project in order to raise awareness and inspire the youngest BVB fans in particular to help protect our local environment,” says Carsten Cramer.



an old item can be enhanced and upcycled into a new product. This helps to conserve raw materials and protect the environment. We are working hard to repurpose and reuse our merchandising products, thereby extending the life cycle of the materials in a closed-loop system.





This is our **Communication on Progress** in implementing the Ten Principles of the **United Nations Global Compact** and supporting broader UN goals.  
We welcome feedback on its contents.



# Always giving it our all: Holistic HR development



Harald Völkl

## UN Global Compact and SDGs in context

BVB systematically works to recruit qualified employees, retain them for the long term and offer them the opportunity to develop, both professionally and personally. At Borussia Dortmund, we believe that every working person has the right to fair pay, the freedom to choose their occupation and the right to organise to protect their interests.

In connection with its **Decent Work Agenda**, the International Labour Organization (ILO) has identified four fundamental aspects for ensuring that people have access to decent work: creating more and better employment opportunities, complying with fundamental labour standards, establishing and expanding social security systems and promoting social dialogue between employers and employees. In addition to these four aspects, our holistic HR approach also takes gender equality and the good health and well-being of our employees into account.

102-16  
UNGC 3  
UNGC 4  
UNGC 5  
UNGC 6



### GOOD HEALTH AND WELL-BEING

The balance between elite sportsmanship and good health can be fraught at times. Professional football requires extensive workload management, injury prevention work and rehabilitation efforts across all teams. An athlete's nutrition and general well-being are key to enhancing their performance. The teams behind the teams also benefit from specialist knowledge in a variety of ways. In a highly emotional, varied and exciting working environment, we offer personal benefits such as a staff restaurant, company health management, including exercise courses, and flexible working hours. Furthermore, we promote employee interaction and team-building through educational trips, employee get-togethers and various other activities. We also offer our employees a sustainable and healthy way to commute to work with our bicycle leasing scheme.

or not a candidate has the right skills and professional qualifications for the job. This is also demonstrated by recent hires for management positions, such as Kerstin Zerbe, who joined the management team at BVB Merchandising GmbH, Svenja Schlenker, who is charged with heading the women's and girl's programme, and Corinna Borgmann, BVB's HR Director.



### DECENT WORK AND ECONOMIC GROWTH

You have to take a holistic approach to human resources if you want to attract the very best talents in a fiercely competitive market. Poor working conditions are not just a problem in globalised value chains. Germany is no stranger to wage dumping and hazardous working conditions. BVB is committed to ensuring that all of our employees enjoy fair working conditions, and we see our long-term employment relationships with many of our match day staff as a validation of this commitment. We also promote a structured dialogue between our managers and our employees, thus ensuring that our staff remain motivated and can take advantage of individual professional development opportunities. As a responsible employer we also offer our employees a company pension scheme.



### GENDER EQUALITY

Football has long been a male-dominated sport. Recently, BVB has underscored its clear commitment to gender equality by forming a women's and girl's football programme. However, we tend to shun gender-based quotas when filling vacancies and management positions, because the most important criterion for us is whether





## Responsible employer

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### Employment concepts and targets

Prior to the Covid-19 pandemic, the focus of our human relations work was on strategic personnel planning and increasing efficiency in the HR department through the introduction of HR software. The aim of developing the HR structures is to place a further focus on strategic HR work.

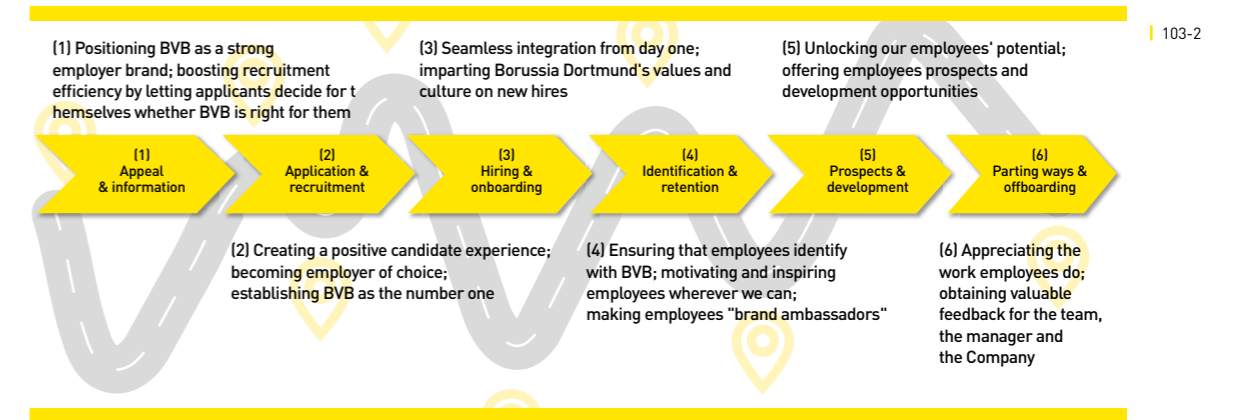
Our aim is to attract qualified employees who identify with our values, and retain them in the long term. We must allow them to develop in a way that is both professionally and personally rewarding. Borussia Dortmund is a way of life, and our corporate and club culture reflects the very personal connection that our employees have with the BVB family. Our goal is to cultivate and foster this culture. Our employees are crucial to our success, because we can only achieve our goals and realise our ambitions as a team. "No us without you" – Borussia Dortmund has a moral obligation towards its employees! This attitude is evident in our daily interactions with each other. We take on board constructive criticism, focus our efforts to develop solutions and make improvements without losing sight of what has worked well in the past. We offer motivated and reliable employees interesting and varied opportunities across a diverse range of departments.

At BVB we are a dynamic team and identify strongly with what we do. The hallmark of working here is the culture of togetherness – a high level of interaction, streamlined decision-making processes and significant scope for employees to act on their own initiative. A horizontal organisational structure means that our employees have the opportunity to take responsibility early on and develop in their roles. We do not go it alone but work together as a team, which is particularly important in times like these.

#### HR management and the Covid-19 pandemic

We are there for each other in good times and in bad. This can be seen in the dedication and commitment of all our employees – particularly in the face of the Covid-19 pandemic. They did not just keep our fan and sponsor work going but also stepped up their efforts in this regard. We were not forced to lay off staff or introduce partial furloughs in the second year of the pandemic either. This was due to the willingness of our employees to offer their help wherever it was needed in other areas. A proactive approach was taken when faced with peak demand in e-commerce, social media and digitalisation, and staff – for example from BVB Event & Catering GmbH and besttravel dortmund GmbH – stepped in to lend a hand.

The Covid-19 pandemic also exposed the HR department to new challenges. For instance,



we had to be flexible and take and continuously adapt appropriate organisational steps to ensure the health and safety of our 785 employees. An action plan was developed to implement the SARS-CoV-2 Occupational Safety and Health Standard. This forms the basis for the instructions given by managers to their staff and is regularly updated and published on the intranet. The applicable measures and recommendations of the Federal Ministry of Labour and Social Affairs with respect to workplace conditions were implemented in the individual departments. In addition, managers, the HR department and the works councils came together to develop individual rules to make work more flexible.

We took the important step of suspending the works agreement governing flexible working hours in order to enable parents to balance work with childcare duties even more flexibly during the lockdown. We also offered our employees an extra day of special family leave. To give the employees even greater flexibility, we also gave them the option of reducing their working hours, even for short periods, on an individual basis. We also permitted 20 hours of time owed to be doubled to a maximum of 40 hours. When company physicians began to administer vaccines, Borussia Dortmund immediately took the initiative, offering the job to every employee who wanted one.

#### Further developments in the employee life cycle

We refined our strategy in the areas of employer branding, recruitment and HR development. For this purpose we continued to implement the existing holistic approach that is anchored throughout the entire employee life cycle, from the first touchpoint for potential applicants, through the onboarding process and HR development activities, down to offboarding.

For each of the six phases in the employee life cycle, we have set ambitious goals and defined specific tasks that we elaborate on as part of interdisciplinary projects teams in cooperation with colleagues from throughout the BVB family.

#### 1 Appeal and information

Despite the considerable appeal of Borussia Dortmund itself, on the labour market BVB was often overlooked as a potential employer. With this in mind we raised our profile as a source of diverse employment opportunities and positioned ourselves as a strong employer brand. First, we began by using a master's degree thesis in the field of business psychology to analyse the aspects that make us unique as an employer and the attitudes and values that set our employees apart.



**Working at Borussia Dortmund is both a profession and a calling. Your work impacts millions of BVB fans around the world. As diverse as our jobs are, they all require dedication, passion and commitment. That's why we work together as a team and embody a corporate culture that is particularly rewarding emotionally.**

**We're one big BVB family – we stick together and are always there for one another!**

On this basis, we held an internal workshop with employees and managers from various departments to develop our employer brand. The workshop attendees discussed a range of questions, including: What does our company stand for? What not? What makes us unique? Why should prospective employees choose us over a competitor? Why should qualified employees give us a long-term commitment?

The insights gained about our corporate culture form the basis of our new careers page, [bvb.de/jobs](https://bvb.de/jobs), which went live on BVB's website at the start of the 2021/2022 season. On the careers site, Borussia Dortmund presents itself as an attractive and exciting employer where employees can interact with millions of fans and transparently describes the selection process applicants must complete to become part of the BVB family.

Applicants can also view a promotional video that gives them a behind-the-scenes glimpse of Borussia Dortmund and a first impression of what it is like to work at BVB.

The video does not just feature the diverse range of jobs and different working environments, it also showcases our values. At the core will be the BVB family. To put a face to Borussia Dortmund, it is particularly important to us that the video feature actual workplaces and real BVB employees.

## 2 Application and recruitment

Launching a BVB careers site was not just aimed at raising our profile as an employer, it will also boost recruitment efficiency. Visitors can already find important information about the selection process on the site. We want to eliminate any uncertainty upfront by being completely transparent and fair with our applicants. We offer a diverse range of jobs with very different requirements. Therefore, we create an individual selection process for each position that may include one of the following components:

- **Telephone interview:** We compare the professional qualifications needed for the position against the applicant's CV during a 20-minute call.
- **In-person interview:** We get to know the applicant and their skillsets and answer any questions they may have during a one-on-one interview.
- **Practical exercises:** The applicant demonstrates their specialist knowledge and potential by performing any number of routine tasks specific to the position they are applying for.
- **Trial day:** The applicant gets to know the team they would work with and the responsibilities that would await them and gets a feeling for what it is like to work for Borussia Dortmund.

Our ideal candidates possess the right mix of positive personality traits, professional qualifications and passion. At the same time, we want to get them excited about what we do and what our goals and values are so that they can determine whether we are the right employer for them.

In order to maintain our stringent quality standards for new hires, we evaluate our application and selection process on an ongoing basis. In this vein, our independent application management tool Softgarden sends applicants a standardised e-mail asking for their feedback. The feedback is always anonymous and is displayed live and unfiltered on our careers site. The current rating as at September 2021 is "excellent", with 4.49 out of 5 points.

## 3 Hiring and onboarding

<sup>404-2</sup> | We have developed a comprehensive onboarding programme for new hires to ensure their seamless integration at BVB, which begins on day one. That is why we attach great importance to ensuring that new employees get in touch early with both the HR department and their future manager. Information on projects and current events provided during this initial phase means they can hit the ground running.

The first day focuses in particular on getting to know the team and the department. An introduction to the specifics of their work and how Borussia Dortmund functions from an organisational and administrative viewpoint then follows in the first weeks. A new, more comprehensive onboarding process that includes presentations from the Marketing, Fan Affairs and Corporate Responsibility departments helps new hires to internalize and embody our values and culture. The two-day programme is rounded out by a tour of the city and stadium for the new employees.

## 4 Motivation and retention

The importance of employees identifying with Borussia Dortmund as their employer is not just confined to the onboarding process. Our goal is to foster a feeling of belonging throughout the entire period of their employment. Constantly motivating our employees and inspiring them in their work for Borussia Dortmund – this is part of who we are. And one thing is clear: Our employees are the most important BVB ambassadors. Team events, workshops and feedback sessions promote familiarity and trust within their own teams. Added to that are the employee interviews introduced in the 2018/2019 season, which give managers a key opportunity to evaluate their employees' performance, articulate their own expectations and gain valuable feedback. This enables our human resources to be put to optimal use and motivational goals to be agreed.

<sup>404-3</sup> |

Due to the pandemic, the employee summer party and the BVB Christmas carol concert did not take

place. Instead, we held our first online employee get-together, which was hosted live from the stadium by Nobby Dickel and featured an introduction by management. The highlights included a BVB quiz with exclusive prizes and an interview with BVB legends Fritz Lünschermann and Josef Schneck, who shared anecdotes from their many years at Borussia Dortmund. Another highlight for employees was the educational trip to Oświęcim in September 2021. The club also sets aside an allotment of tickets for home matches. The bicycle leasing scheme is also very popular with BVB's employees.



## 5 Perspectives and development

The club's desire to continue to improve is a defining element of our corporate culture. Unlocking and nurturing our employees' potential is not just part of our holistic HR strategy, it is an important and conscious corporate decision because we know that their expertise is one of our greatest assets.

In the fast-paced competition for talented individuals, we have only managed to be successful by being prepared to learn new skills and meeting change head on. For this reason, training and educating our employees as needed is a central component of our personnel development concept so that we can continue to meet the demands placed on us in the future and to ensure that our employees keep up on their qualifications in a rapidly changing working environment.



**Management guidelines**

I'm proud of our history and believe that Borussia Dortmund's value form the basis of our work. For me and my colleagues, the identification with and bond to BVB is what drives us to grow personally.

**BVB 09**

<b>RESPECT</b> I always treat others with respect and provide constructive feedback.	<b>TRANSPARENCY</b> I always communicate my intentions clearly and transparently.
<b>PERFORMANCE</b> I always strive for success and the best possible outcome for Borussia Dortmund.	<b>TRUST</b> I always trust and believe in the competence of my colleagues and support them. I see mistakes as an opportunity for growth.
<b>SELF-RELIANCE</b> I am aware of my responsibilities at Borussia Dortmund, make decisions myself and evaluate my own decision-making processes.	<b>FAIRNESS</b> In line with Borussia Dortmund's social responsibility, I always treat my colleagues fairly.
<b>TEAMWORK</b> I recognise the strengths of my colleagues and their potential and successfully leverage these to form productive, dynamic and compassionate teams.	<b>RELIABILITY</b> I am disciplined and reliable, no matter the situation. I always lead my colleagues and help them to work efficiently.

The need for continuing education and training varies greatly from individual to individual. That is why we do not apply a one-size-fits-all approach and instead plan these measures individually with our employees as part of the annual employee interview. BVB offers individualised internal and external continuing education and training opportunities for this purpose. To identify and promote the development of up-and-coming talent and to offer employees long-term perspectives and development opportunities, going forward we aim to conduct objective needs assessments and systematise our HR development work.

**Successful managers at Borussia Dortmund**

404-2 | Another major HR development project during the reporting period centred around management at Borussia Dortmund. This is not just important to guide employees and managers in the long term. It is also an essential component for developing future talents from within our ranks and positioning the company as an attractive employer on the labour market. To underpin the management work at Borussia Dortmund, we first drew up Group-wide management guidelines that give

our managers direction and support in their day-to-day management duties and that form the basis for a modular management development programme. A structured four-step process was implemented for this purpose. First, management and the Works Council were involved in the planning phase. In the second step, an experienced external service provider conducted more than 20 telephone interviews with management, directors, department heads, team leads and the Works Council. In step three, a nine-member working group then formulated the management guidelines. Finally, the management and board of directors approved the guidelines. We placed particular importance on striking a good balance between performance, team and fairness considerations when drafting the management guidelines. Transparent communication, respectful and trustful interaction with one another, as well as sustainable and responsible decision-making are essential. The preamble to the management guidelines clearly emphasises our values, tradition and the emotional bond to Borussia Dortmund (see illustration to the left) In order to inform all managers at Borussia Dortmund about the new

management guidelines and to get them to commit to the guidelines, kick-off workshops were held with management and all directors and department heads. Workshops with team leads were held at the beginning of the 2012/2022 season. On this basis, a four-step qualification programme is being developed for all managers at Borussia Dortmund that will set out the operational implementation of the guidelines, provide impetus and propose recommendations that managers can use in their day-to-day work. Existing management tools, such as our employee interview guidelines, will also be revised to reflect the new management topics. Furthermore, the management guidelines will be used as a guide to determine the qualifications required for manager positions as part of the personnel selection process.

**6 Parting ways and offboarding**

The process of parting ways with outgoing staff is also part of the employee life cycle and requires structured offboarding. In particular, our aim in this phase is to show the employees appreciation for the work they have done. The HR department also conducts exit interviews in order to gather valuable feedback for the team, the manager and the Company. For the Company, exit interviews are an optimal tool to receive honest, open criticism from employees and to gain deep insights into our corporate and management culture. We might also gain indications as to what we should take into consideration when subsequently filling the position vacated. Exit interviews with former employees generally take place several weeks after their departure. What is important is that they are voluntary in nature and former employees can just as well opt not to attend. The key aspect is absolute confidentiality – interview content is only used once it has been anonymised, summarised and aggregated.

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**Traineeships – concept, objectives and measures**

Against the backdrop of demographic change and to meet our need for qualified employees, we focus on promoting our own talents through the ranks and offer training in 11 professions. BVB offers training not only in professions that are typical for the industry, but also in areas which are not so typical for football clubs. We value trainees highly because they gain experience in a variety of departments during their traineeship, and they bring their experience with them wherever they go. New traineeship agreements were not entered in the reporting period. 5 traineeships were successfully completed, of which 4 trainees transitioned to employment (percentage of trainees hired: 80%).

A key step in ensuring consistent quality of training was the creation of the trainee manager position, the trainees' main contact for any and all matters related to their traineeship. It is in this ca-

capacity that we welcome Julia Baack to the team. Among other things, she is responsible for connecting the trainees throughout the entire Group and promoting interdisciplinary work, while also ensuring that the trainees do not adopt a silo mentality. Furthermore, the idea behind establishing an attractive traineeship programme is to use it for employer branding purposes and to retain young top talents at Borussia Dortmund for the long term.

Julia Baack will be the contact for the trainees and will clarify any organisational questions, for example about exams, they might have about their traineeship. Her responsibilities also include HR and document management, organising after-school tutoring, preparing company traineeship master plans, communicating with the chamber of commerce and industry and vocational schools and otherwise assisting trainees. Particular highlights are the introduction and organisation of partner trainee days.



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### Diversity and equal opportunity – concept and objectives

As an employer, we have an obligation to work together with our staff to ensure that our employees receive equal treatment and enjoy equal opportunity. Because of the values that we cherish, it goes without saying that we treat our employees and applicants equally, regardless of their nationality, gender, religion, ideology, disability, age or sexual orientation.

As a company based in the Ruhr region, we have a diverse, multinational workforce. Borussia Dortmund believes that a corporate culture built on diversity, respect and acceptance is the basis for innovation, creativity and internationality.

women on the management team. Ms Corinna Borgmann is the only woman at the director level. Kerstin Zerbe replaced Matthias Zerber as managing director at BVB Merchandising GmbH.

### Complaints procedure

Statutory provisions govern the notification deadlines for any changes enacted by the company. The works councils are the first point of contact for any employee complaints. No neutral complaints department or ombudsman has been established, although there is an anonymous suggestion box at headquarters. No instances of discrimination on the basis of nationality, gender, religion, ideology, disability, age or sexual orientation have been reported during the reporting period.

406-1

### Gender-specific issues

At just under one-third (30%; 2019/2020: 31.2%), the share of women on staff at Borussia Dortmund is clearly small. As at the reporting date, 232 women (2019/2020: 274 women) and 553 men (70%) (2019/2020: 605 men (68.8%)) were employed by Borussia Dortmund during the reporting period. The Supervisory Board, which comprises nine members, includes two women: Silke Seidel and Judith Dommermuth. There are currently no

### Diversity and equal opportunity – measures

Remunerating employees fairly at commensurate levels is one of the cornerstones of BVB's employment policy, and contributes to a working relationship built on trust and appreciation. BVB does not discriminate against employees on the basis of their nationality, gender, religion, ideology, disability, age or sexual orientation, and this

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also applies to the club's wage policy. BVB makes 16.67% contributions to employee pension saving schemes and capital-forming payments (vermögenswirksame Leistungen) of EUR 13.30/month. In addition, collective bargaining agreements are in place and no provisions for pensions are recognised. Pension contributions are identical for employees, whether they be full-time or part-time. BVB has a varied and international community of fans of all ages. In this regard, our diverse staff plays to our advantage.

401-2

### Employment information

#### Employment information

As at 30 June 2021, the club employed 785 people during the 2020/2021 season, representing a 10.7% decrease against the previous reporting period (2019/2020: 879 employees), of which 58% on a permanent basis and 42% were temporary staff (2019/2020 season: 55% and 45%, respectively). Most of the temporary staff work in the Sport division. 62% were employed full-time (347 m/139 f) and 38% were part-time (206 m/93 f). In 2019/2020, 55% were employed full-time (342 m/139 f) and 45% were part-time (263 m/135 f). 113 new employees were hired during the season.

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401-3

However, due to the coronavirus crisis, a moratorium was widely placed on new hires beginning in March 2020 and most vacancies were filled internally.

The staff turnover rate was 20.72% (2019/2020 season: 18.95%). Differentiating between the various types of employment relationships provides a more nuanced and informative overview of the staff turnover rate. For instance, player transfers, temporary staff, student employees and interns tend to significantly inflate the turnover rate. By contrast, the turnover rate among our full-time and part-time employees is 10.88% (2019/2020 season: 7.93%) and thus below the average in Germany.

The average age of employees was 36.1 years (2019/2020 season: 34.1 years). The number of employees with severe disabilities was below 1% (2019/2020 season: 1%). 28 employees were on parental leave (2019/2020 season: 26). 46% returned from parental leave (2019/2020 season: 42%). Aside from our permanent staff, we also have 9 trainees (5 m/4 f; 2019/2020: 12 trainees (8 m/4 f)) across 11 different professions.

## Facts and figures

### Share of women on staff

30%

2019/2020: 31.2%



As at 30 June 2021

232 f

2019/2020: 274

553 m

2019/2020: 605

### Age groups of our staff:

	2020/2021	2019/2020
> < 20 years:	11%	12%
> 20-34 years:	40%	47%
> 35-49 years:	31%	25%
> 50-59 years:	11%	10%
> 60 and up:	7%	6%

BVB's professional squad employs players from: **12 countries**

102-8

785

Employees

As at 30 June 2021



As at 30 June 2020: 879

Full-time

62%

[347 m/139 f]

2019/2020: 55%

Part-time

38%

[206 m/93 f]

2019/2020: 45%

BVB disclosure |

9 Trainees

2019/2020: 12

1.15%

Trainees (in %)

2019/2020: 1.37%

Average age of employees

36.1 years

2019/2020: 34.1 years

### Staff turnover

Group (excluding athletes)	20.20%
Athletes	22.99%
Group (total)	20.72%
Temporary staff, interns, student employees (excl. athletes)	41.70%
Full-time/part-time	10.88%

2019/2020: 7.93%

102-8

401-1





Part of the Non-financial Statement

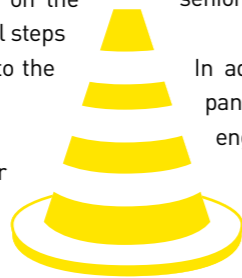
## Occupational health and safety

### Concept and objectives

Sport, fitness and health are closely linked to one another. This is why occupational health and safety represents a core component of our corporate culture. Our goal is to ensure that our employees and everyone working on our behalf has a safe working environment. This applies equally to our team and coaching staff as well as everyone working in administration, on the pitch, in our shops and in our stadium. All steps developed in this regard are submitted to the management for approval.

Our concern for the health of our employees stems not only from our moral obligation towards them but also from our economic interest in maintaining a vital, committed staff. BVB is responsible for providing safe working conditions for and ensuring the health of its employees, especially those in sports-related functions, because sports, in particular professional football, are particularly risky due to the risk of injury during training and matches. However, injury-related risk factors can be identified early and specific preventative action can be taken as a result. This reduces the number and severity of injuries and the resulting player absences.

In addition, each player is given an individual training plan designed to address their weaknesses. This not only continuously improves the performance of each individual player, but also strengthens the team overall as player absences are reduced. Hence, a systematic injury prevention concept is fundamental to BVB's athletic philosophy, from its youth setup to the senior team.



In addition to the extraordinary effects of the pandemic, our employees and third parties engaged by us are exposed daily to the risk of work-related health risks and other hazards. BVB therefore is not only interested in ensuring the occupational health and safety of its team but also for that of the team behind the team.

We strive to do everything in our power to provide each of our employees with a safe workplace and safe working conditions. We engage external service providers to ensure that the club's various construction projects comply with the statutory occupational health and safety requirements and to conduct corresponding safety audits at employee workstations.

### 403-2 | Measures and results

Dr Markus Braun, Head of Sports Medicine at the Klinikum Dortmund medical centre and Borussia Dortmund's team doctor, helped the DFL develop comprehensive health and safety protocols for conducting league play during the Covid-19 pandemic. This "occupational health and safety concept" as it's called has proven to be very successful. Only a handful of matches in the first Bundesliga division had to be postponed in the 2020/2021 season due to the pandemic. League operations were secured at all times. The team and its support staff were given PCR tests on a regular basis in order to comply with the health and safety protocols required under the DFL's occupational health and safety concept for training and special match operations. Despite all of the precautions, three players (Manuel Akanji, Emre Can and Reinier Jesus Carvalho) contracted Covid-19 during the season. All three have fully recovered and since resumed training and competitive play.



The DFL Executive Committee implemented additional quarantine measures for the last three match days of the season in order to further safeguard match operations, particularly in light of the crowded schedule due to the UEFA EURO 2020. Accordingly, the players, coaches and support staff, all of whom underwent PCR testing on a regular basis, initially spent their time exclusively at home, at the training ground or in the stadium. This group then went to "quarantine training camp" – provided the result of the PCR test conducted immediately before was negative.



We continued to refine the action plan that we developed in the previous season to implement the SARS-CoV-2 Occupational Safety and Health Standard, and, where possible from an organisational standpoint, we gave employees the opportunity to rotate jobs or work remotely. To this end, works agreements governing working hours remained suspended to enable parents to balance work with childcare duties. Beginning in April 2021 with the support of our partner DSW21, BVB employees who are unable to work from home can get a rapid test once a week free of charge in a mobile Covid-19 testing bus. In addition, employees can pick up self-test kits at any time at the reception of the administrative building.

However, due to the current restrictions on public life, social distancing rules and the ramifications of remote working, our employees continue to be at an increased risk of suffering from psychological stress. In the coming season, we will help our employees to cope with this stress by giving them the opportunity to sign up for various services and classes, including one called "Change is easy – coping and embracing change".

In general, all employees are offered flu vaccinations free of charge. Beginning with the 2018/2019 season, BVB employees have free access to a gym. In order to promote a healthy diet, the experience gained in this area from professional sports is used to shape the nutritional offering at the staff cafeteria.





This is our **Communication on Progress** in implementing the Ten Principles of the **United Nations Global Compact** and supporting broader UN goals. We welcome feedback on its contents.



# Always improving: Economic approach



## UN Global Compact and SDGs in context

Borussia Dortmund's economic approach is shaped by strategic considerations that we will discuss in this section in the context of our material topics. Our actions are primarily guided by the principles of the UN Global Compact. Respecting human rights, complying with labour standards and fighting corruption are of particular importance in our upstream value chains. Our heritage and work ethic, born from our roots in the Ruhr industrial region, demand nothing less. We fought hard for co-determination rights, the freedom of association and the right to pursue collective action, and we by no means take these rights and freedoms for granted in the Ruhr region.

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UNGC 1  
UNGC 2  
UNGC 10

Our business activities are guided by foresight, fairness and a responsible range of products and services. We actively manage the material topics while factoring in the risks and opportunities of digitalisation. We are doing our part to help achieve the Sustainable Development Goals – with particular emphasis on the following ones:



### DECENT WORK AND ECONOMIC GROWTH

Poor working conditions are not just a problem in globalised value chains. Germany is no stranger to wage dumping and hazardous working conditions. BVB is committed to ensuring that our full- and part-time employees enjoy fair working conditions, and we see our long-term employment relationships, particularly with our match day staff, as a validation of this commitment. We also insist that our vendors and partners in our supply chains comply with all pertinent labour standards. Our merchandising requirements are clear: compliance at the local level with all international social standards is a must!

are working hard to design our product ranges in line with the principles of closed-loop systems in order to significantly reduce the consumption of resources. In event management, we are striving to make stadium visits more sustainable on the whole.



### PEACE, JUSTICE AND STRONG INSTITUTIONS

From a corporate standpoint, it is easy to see how BVB's economic approach and financial performance help the club to achieve the Sustainable Development Goals. The club's commitment to fighting corruption, which we will cover in detail in this section, is particularly worth mentioning. We attach great value to sustainable products, transparent product communication and inclusive service offerings for people with disabilities. We are actively pursuing our internationalisation strategy first and foremost in order to establish a sound economic foundation so as to minimise any risks posed by mixed performances and results on the pitch. By communicating our values and what we stand for we are helping to bridge differences and promoting international understanding.



### RESPONSIBLE CONSUMPTION AND PRODUCTION

Borussia Dortmund shapes the consumer habits of its fans primarily through its merchandising and match day services. The club's digital service offering already gives fans the "BVB experience" without having to be in the stadium. However, the coronavirus pandemic has demonstrated just how flat the atmosphere in stadiums can be without fans. In merchandising, we





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103-2  
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## Financial performance

### Concept and objectives

Our financial activities and business model are geared towards our fans and business partners, and our products and services should be tailored to these two groups as closely as possible. But we also understand how important it is to be socially responsible. Because the behaviour, attitudes and opinions of the fans exert a considerable influence over BVB's activities and vice versa. BVB long-term strategic objective is to defend its position in the top flight of the Bundesliga and qualify for the UEFA Champions League. But since footballing success is difficult to plan, the management is responsible for creating a solid and ambitious foundation for success. Sporting investments – in the professional squad, the support staff, in the promotion of up-and-coming talent and in the requisite infrastructure – are an absolute must if BVB wants to meet its sporting and thus its financial objectives. At the same time, a sustainable economic approach also means having to adapt, postpone or redefine investment decisions if conditions change.

The Covid-19 pandemic has changed the world we live in and also dramatically impacted Borussia Dortmund, as the restrictions that were put in place to fight the pandemic significantly weighed down BVB's economic performance in financial year 2020/2021. And despite – or perhaps because of – these effects, we can take pride in what we

have accomplished. The season was played out under the special match operations put in place in response to the pandemic. Having qualified for the Champions League, we are looking forward to once again leaving our mark in Europe. BVB again has the opportunity to consolidate its standing as one of Europe's top teams and once more share in the profits distributed for participating in the lucrative competition.

Borussia Dortmund took appropriate steps to ensure its economic stability. These steps included the partial salary waivers by the management team and the professional squad, the increase in the credit line and a more conservative investment strategy. However, despite all this, BVB still recorded a consolidated net loss in the previous season.

Due to the positive results of operations in recent financial years and leading up to the outbreak of the Covid-19 pandemic, the sufficient level of consolidated equity available and the Company's long-term focus, Borussia Dortmund considers itself prepared to handle the losses sustained in financial year 2020/2021.

In order to also make its future financial performance less dependent on sporting success, Borussia Dortmund is driving forward the national and international marketing of its popular



**Despite the upheaval caused by the coronavirus pandemic and its impact on income, our management team successfully kept the ship on course in stormy seas.**

Dr Rauball in praise of the management team



brand name. BVB intends to use the potential at its disposal to optimally exploit the commercial opportunities inherent in professional club football. The club's long-term relationships with its partners such as SIGNAL IDUNA (ending 2026) and PUMA (ending 2028) as well as 1&1 as the second primary sponsor in addition to Evonik (both ending 2025), play a key role in this process. Borussia Dortmund's other sponsors have also remained extremely loyal and supportive during these uncertain times.

### The current business strategy can principally be summarised as follows:

103-2 |

- ▶ Sustainably adjusting athletic prospects
- ▶ Intensifying the promotion of up-and-coming talent
- ▶ Increasing fan involvement
- ▶ Utilising and maintaining the Borussia Dortmund brand

Continuity at the management level is very important for Borussia Dortmund, especially in the midst of the difficulties facing the entire sport of football due to the Covid-19 pandemic. The Executive Committee of the Advisory Board of Borussia Dortmund Geschäftsführungs-GmbH, chaired by BVB's President, Dr Reinhard Rauball, resolved to extend the terms of the agreements with Managing Directors Hans-Joachim Watzke, Thomas Treß and Carsten Cramer early.

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**Economic value generated and distributed**  
Borussia Dortmund's direct economic value generated, which amounts to EUR 368,954 thousand (2019/2020: EUR 496,079 thousand), corresponds

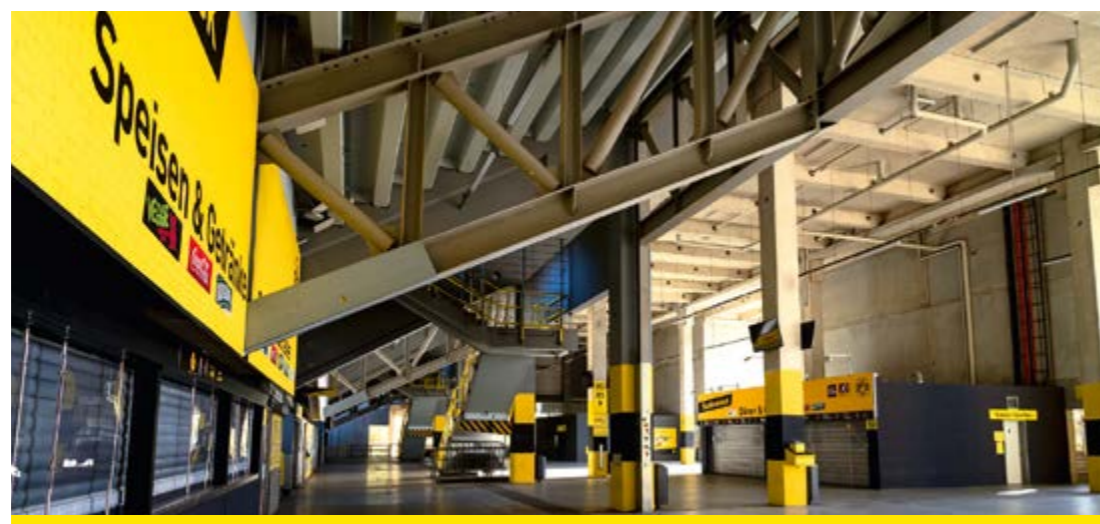
to the total of its revenue (EUR 334,171 thousand; 2019/2020: EUR 370,196 thousand), transfer proceeds (EUR 24,406 thousand; 2019/2020: EUR 116,688 thousand) and other operating income (EUR 10,377 thousand; 2019/2020: EUR 9,195 thousand).

By contrast, the economic value distributed totals EUR 441,764 thousand (2019/2020: EUR 540,032 thousand) and comprises the following items: materials (4.43%), personnel expenses for the professional squad (39.60%), administration (6.64%) and youth squads (2.58%), amortisation (22.06%) and depreciation (3.08%), other operating expenses for advertising (2.42%), player transfers (2.99%), match operations (8.37%), retail (1.47%), administration (5.16%), the total financial result (0.24%), taxes (-0.08%) and miscellaneous items (1.04%).

The difference between the economic value generated and distributed corresponds to the net loss of the year of EUR -72,810 thousand (2019/2020: net loss of EUR -43,953 thousand).







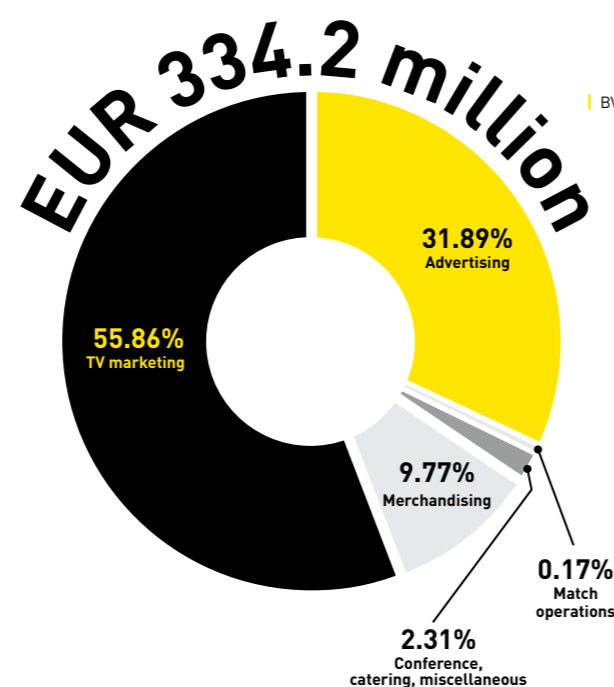
## Other results and indicators

Of the numerous financial indicators available, Borussia Dortmund focuses on those specific indicators that have been primarily used to steer the Company in recent years. Revenue, for example, is a decisive indicator of the Company's financial position.

Management uses this indicator to internally manage the Company, knowing full well that this indicator alone is not sufficiently meaningful. Revenue in 2006/2007 amounted to EUR 97.1 million. Since then, revenue has more than quadrupled, thanks to a combination of solid commercial performance, sporting success and stringent brand management. Borussia Dortmund generated revenue of EUR 334,171 thousand in the financial year (2019/2020: EUR 370,196 thousand).

Other key financial indicators that BVB considers to be of particular importance are the result from operating activities (EBIT) and net profit/net loss for the year. These indicators play a key role in preparing the budget and in interim controlling. The result from operating activities amounted to EUR -72,093 thousand (2019/2020: EUR -43,138 thousand), while the consolidated net profit for the year totalled EUR -72,810 thousand (2019/2020: EUR -43,953 thousand). The operating result (EBITDA) is another key indicator. This is due to the high level of investment activity and the associated considerable burden from depreciation, amortisation and

### Breakdown of revenue (in %)



write-downs. As a result, EBITDA (EBIT adjusted for depreciation, amortisation and write-downs) has been selected to better benchmark the Company's annual performance. In the past financial

year, the operating result amounted to EUR 38,950 thousand (2019/2020: EUR 62,992 thousand). The result from operating activities (EBIT) and EBITDA (EBIT adjusted for depreciation, amortisation and write-downs) are rounded out by cash flows from operating activities, another component used for the Company's internal planning that forms

the basis of the Company's strategic alignment. Cash flows from operating activities amounted to EUR 15,947 thousand in the 2020/2021 season (2019/2020: EUR -362 thousand). Free cash flow amounted to EUR -46,075 thousand (2019/2020: EUR -51,131 thousand).

For more financial information, please see our Annual Report.

### 102-7 201-1 Consolidated expenses\*, Breakdown of net accumulated losses (KGaA)\*, consolidated income\*

Cost of materials	-19,589	Conference, catering, miscellaneous	7,745
Personnel expenses	-215,650	Total consolidated income	334,171
Other operating expenses	-85,760	Transfer proceeds	24,406
Depreciation, amortisation and write-downs	-111,043	Residual carrying amounts	-7,720
Financial result	-1,059	Transfer costs	-1,285
Taxes	342	Net transfer income	15,401
<b>Consolidated expenses</b>	<b>-432,759</b>	<b>Other operating income</b>	<b>10,377</b>
Match operations	554	Consolidated net loss for the year	-72,810
Advertising	106,577		
TV marketing	186,655	Distribution	0
Merchandising	32,640	Change in equity (KGaA)	-76,479

\* EUR '000

### BVB in 12th place on KPMG's list of most valuable clubs

The audit firm KPMG evaluated the Covid-19 pandemic's impact on Europe's elite football clubs. The decrease in enterprise value at Borussia Dortmund was lower than that for other clubs.

KPMG evaluated the impacts of the coronavirus pandemic on the enterprise value of Europe's 32 most prominent football clubs and presented its findings in its study entitled "The European Elite 2021 - Football Clubs' Valuation: Dribbling around Covid-19". Compared to the previous year, the aggregate enterprise value for the top clubs dropped by EUR 6.1 billion, or 15%, to EUR 33.6 billion, just above the 2018 level. This decrease is attributable primarily to the decline in TV money and match day income due to the pandemic. At the

club level, Ajax Amsterdam (-3%) and Borussia Dortmund and Atlético Madrid (both -5%) recorded the lowest decreases in enterprise value.

Real Madrid (EUR 2.909 billion) is Europe's most valuable football club for the third year running. FC Barcelona (EUR 2.869 billion) took second place, knocking Manchester United (EUR 2.661 billion) down to third place in the process. Borussia Dortmund (EUR 1.220 billion) occupies 12th place.

Equity, total debt and cash and cash equivalents are used to calculate a club's enterprise value. The calculation also factors in the club's profitability over the previous two financial years, popularity on social media, market value of the squad, expected TV money and stadium ownership.





## BVB brand

103-1  
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103-3

### Concept and objectives

Borussia Dortmund is an intense experience. Black and yellow stands for Borussia Dortmund, our home, all over the world. We proudly extol Borussia's virtues and values throughout the world and together inspire football's strongest community with real love. BVB never forgets where it came from and at its core stands for an intense football experience. We don't simply have a stadium in the middle of Dortmund, we have a home. Our roots are deeply entrenched in Dortmund and we want this to show. That is why our fans – who were sorely missed this past season – are the most important component of this unparalleled experience.

BVB's identity forms the basis for all decisions and actions relating to the BVB brand. This is why strategic brand management also forms part of

corporate governance at BVB. Our economic objective is to make the "Borussia Dortmund" brand even more valuable. Regardless of our success on the pitch, we want people to permanently fall in love with the club. This is why we aim to reach as many people, as much and individually as possible: locally, regionally, nationally and globally.

### Measures and results

Year two of the Covid-19 pandemic has shown us once again very clearly how closely our fans identify with the BVB brand. We had to play out the entire season under the special match conditions without spectators. Many discussions were held to confer at short notice about decisions that had to be taken that had previously never even been on anyone's radar. A local derby with just 300 spectators – who gets a ticket and who doesn't?

### Our brand is based on four core competencies:

- ▶ **INTENSITY.** Our intensity allows us to create that unparalleled football experience.
- ▶ **COMMUNITY.** Our sense of community means that our club is a home and an extended family for many people.
- ▶ **AUTHENTICITY.** Our authenticity is what inspires people to place their trust in us and show us real love.
- ▶ **AMBITION.** Our ambition drives us to achieve big goals and sporting successes.

This translates into our shared promise: Real Love.

Consequently, not every step was popular. A representative fan survey (see p. 70) demonstrated quite clearly that despite being critical of economic decisions that BVB deemed necessary, the love for the club did not wane and the vast majority of fans were determined to return to the stadium after being shut out for so long due to the pandemic.

### Special edition: BVB shines again in neon yellow kit

Who can forget the neon-coloured kits that BVB legends wore in the 90s? Some 30 years later, our players once again took to the pitch in a neon yellow kit against Werder Bremen. The retro kit was an homage to the heroes of yesteryear and the era they established in the 90s.



The special edition kit featured the images of BVB legends Michael Zorc, Karl-Heinz Riedle, Lars Ricken, Matthias Sammer, Julio Cesar, Knut Reinhardt, Stephane Chapuisat, Stefan Klos, Jörg Heinrich, Paul Lambert, Flemming Povlsen, Paulo Sousa, Heiko Herrlich and Günter Kutowski and was unveiled online with the tag line "Every era begins with the will of its heroes".

"Following relegation battles and failures in the 80s, these heroes shaped the most successful decade in the club's history," said Managing Director Carsten Cramer, adding, "The idea behind this special edition kit is to remind ourselves of our own strengths at the beginning of the extremely challenging decade and realise more than ever what we're capable of."

### Borussia Dortmund win "Best Viral Brand of 2021" award | BVB disclosure

Borussia Dortmund won the award for "Best Viral Brand of 2021" at the 14th edition of the renowned German Brand Summit. BVB Managing Director Carsten Cramer and BVB's Communications Director Sascha Fligge were in attendance to receive the award.



The honour of "Best Viral Brand" is awarded to the company that boasts an above-average presence and strikes the most positive tone in online media and on social media platforms. To determine the winner, several hundred million German-language online sources were reviewed. "We spent a year analysing the viral marketing of more than 17,500 brands on the basis of more than 360 million virality signals to determine who struck the most positive tone in their communications last year. And that was Borussia Dortmund, a brand that really connects with its target audience and the communications for which are managed interactively," said Jörg Forthmann, Managing Director at the Institute for Management and Economic Research (IMWF), before adding: "Moreover, BVB assumes social responsibility and in this respect is a bit of a reflection of what we all want."

"The jury lauding our sustained efforts to reach out to our fans, especially during a season which we had to play without their support in the stadium and which did not always go to plan is a great honour," said Carsten Cramer. "The fact that we are able to reach our fans so successfully in the digital world, exchange ideas with them in a positive manner and connect with them in a lasting way despite the mixed results on the pitch is a source of motivation for all of us at BVB during these difficult times."





## Sponsors

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103-3

**Concept and objectives**

Sponsors and advertising partners represent a key pillar of our economic performance and serve as the foundation for achieving our sporting objectives. BVB's partners benefit from their association with Borussia Dortmund and its values as well as the positive emotions and media exposure generated by the club. We aim to generate the financial resources required to achieve sporting success all while doing right by our fans. In order to establish partnerships that are as fundamental, and thus as long-lasting, as possible, Borussia Dortmund pays careful attention that its partners share the club's values.



We select our sponsors according to an in-depth review.

### Measures and results

Since the summer of 2020, Borussia Dortmund has two kit sponsors who are at the same time also shareholders: Evonik and 1&1. Evonik paved the way for this innovative model, by steering its long-standing partnership with BVB more sharply in the direction of international target groups and sustainability topics. 1&1 is more than just a kit sponsor and its partnership with BVB goes far beyond that of a traditional sponsor and includes in particular innovative podcast, TV and online content.

### Sustainability partnerships

We are also proud to announce that we have entered into sustainability partnerships with Evonik, Rowe, GLS and DSW21. The substance of these partnerships varies from partner to partner. Evonik focuses on socially relevant issues, such as fostering a culture of remembrance and combating all forms of discrimination. Together, we are planning or already running projects for children and young people. Together with our longstanding partner DSW21, we are tackling energy and environmental protection issues.



### adesso – our primary youth sponsor

We also made changes in our youth setup. adesso is Borussia Dortmund's new official primary youth sponsor and "Partner of the Dortmund lads".

BVB's youth teams will don kits bearing the name of the Dortmund-based IT service provider at all home and away matches until 2023. In addition to a traditional sponsor agreement, we also reached an agreement to collaborate on IT services.

As the primary sponsor for BVB's youth teams, the company will be featured prominently on all official team photos for the U9 to U19 teams and on the Youth Academy's website. In addition, a comprehensive sponsorship package has been put together, which allows adesso to be featured on BVB advertising boards in the stadium, on ad-

vertising motifs as well as in individual photo and video sessions with youth players on Borussia Dortmund's training ground, and at selected U17 and U19 league matches.

The second part of the partnership calls for the partners to support each other by sharing information and in relation to management topics from their respective areas of expertise, with adesso becoming Borussia Dortmund's selected IT partner and service provider. For instance, we are planning training courses and workshops on IT-specific topics for BVB's youngsters. In return, the club will provide adesso's employees with valuable insights into the world of sports management and youth development in professional football. We are also planning on offering young up-and-coming talents at our companies the opportunity to participate internships and job placements.



BVB disclosure







## Economic factor in the region

### 103-1 103-2 103-3 | Concept and objectives

Borussia Dortmund's athletic and financial activities have a significant direct and indirect economic impact on the City of Dortmund and the surrounding region. People identify with BVB and – until normal match operations were suspended in March 2020– the club was drawing an average crowd of 80,600 to home matches at SIGNAL IDUNA PARK. Match operations still have not yet returned to normal. The fact that the entire 2020/2021 season was played under special match operations was acutely felt by both BVB and the City of Dortmund. In calendar year 2020, just 6 home matches were sold out. By comparison: In prior years, the club regularly hosted far more than 20 home matches (including DFB Cup and UEFA Champions League matches), all of which had a positive economic impact on the city and surrounding region. It came as another blow, notably for retailers, bars and eateries, entertainment venues, event organisers and the hospitality and travel and tourism sectors on top of what were already tough restrictions imposed in response to the pandemic.

The acts of spontaneous solidarity shown by BVB's fans, the club itself or the "leuchte auf" foundation pay testament to the bond we have with our home region.

### Measures and results

Due to the massive decrease in revenue, BVB recorded an overall net loss for the season. In order to keep this loss as small as possible, we examined all expenses with a critical eye. Consequently, only those projects that were absolutely necessary or could not be postponed were continued or commenced. This led to fewer orders, particularly where the planning and realisation of local and regional construction projects were concerned. Food and merchandise purchases for match days were also greatly impacted. And hundreds of temporary staff working as stewards and in catering did not get a pay check like they normally would on match days. A reduction in purchasing power in the region that should not be underestimated. That said, BVB is proud that it did not have to implement any partial furloughs for our permanent full- and part-time staff during the entire reporting period.



**Home match days in 2020 (due to pandemic)**

203-2



## Responsible procurement

### 103-1 103-2 103-3 | Concept and objectives

We are well aware of our responsibility to our fans, guests and society for implementing responsible procurement policies for goods, products and services. One objective is to ensure that our strict quality requirements are met, while on the other hand we want to ensure that our environmental and social standards are upheld in the upstream value chain. We thus apply stringent criteria when selecting our food vendors. Reliability and consistent high quality are particularly important to us. When it comes to vendor origin, we give preference to regional partners where the product selection allows. Short delivery routes and proximity facilitate collaboration, ensure the delivery of fresh products and allow Borussia Dortmund to support regional distributors and producers. This is in line with our goal of offering our guests a wide range of authentic, fresh food. Our purchasing and product range policy in merchandising was adapted to the goal of offering fans a more flexible range. For example, purchasing was streamlined by reducing the number of suppliers, and lead times were shortened by increasing production levels in Europe and Turkey. Product quality is guaranteed by independent testing. A laboratory tests all batches of our merchandising products for possible harmful substances before they hit the shelves. As a matter of principle, we work exclusively with vendors who as a minimum can demonstrate that they adhere to the Business Social Compliance Initiative (BSCI) standard. Motivated by the pub-

lic discussion, we are currently working to revise our purchasing and product range policy step-by-step to reflect sustainability aspects. In this way, we want to contribute to more sustainable events and fair and environmentally safe merchandising products through our purchasing.

### Measures and results

During the reporting period, the pandemic and challenges it presented prevented us from furthering the discussions with our partners in the supply chain as planned. These efforts were hindered in particular by the rules on social distancing, travel bans (especially on international travel) and partial furloughs on the vendor side. However, as we shifted into crisis mode, our own priorities also played a role in this regard. Nevertheless, our focus remains on promoting sustainability in our upstream value chain, especially against the backdrop of the recently passed German Act on Corporate Due Diligence in Supply Chains. For more information on the structural merchandising solutions we are already working on, see page 102.

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## Product safety and product quality

### Event and catering

#### Concept and objectives

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Our fans are our family, and our high product safety and quality standards reflect that mindset. We always strive to enhance the stadium experience through first-rate facilities and by offering our fans premium services. BVB complies with the strict legal requirements governing product quality in Germany and always strives to meet the expectations of its discerning fans.

We offer our products and services at affordable prices. Our prices for beer and bratwurst on the circulation levels are still some of the most affordable of all first and second Bundesliga clubs. As a rule, where possible, we will continue to refrain from buying convenience food products for the VIP areas so that we will be able to offer our fans a wider range of quality, fresh food. We are steadily reducing the share of convenience food products. Space constraints limited the resulting changeover in kitchen appliances and equipment in certain sections of the stadium. We had planned an expansion to meet the logistics and catering requirements, but this comprehensive solution had to again be postponed due to the pandemic.

BVB is very selective in its choice of vendors. Its decisions take into account the certificates awarded to the companies in question, as well as the

efforts made by them to improve sustainability and quality. Particular emphasis is placed on the "QS certification mark", the "IF Wholesale" and the "MSC sustainable fishery certification" certificates. Naturally, this quality is maintained by adhering to refrigeration chains and by ensuring that products are stored and processed properly and in line with stringent hygiene standards (HACCP).

#### Measures and results

Given that we are still in a pandemic, our focus is currently on gradually giving our guests the match day experience they would normally have while at the same time complying with all requisite health and safety protocols. Catering for the 25,000 spectators that will be able to attend matches at SIGNAL IDUNA PARK at the beginning of the 2021/2022 season will require the utmost attention and flexibility.

During the reporting period, we introduced the enterprise software developed by our partner Infor while spectators were precluded from attending matches. The software allows us to coordinate the procurement of goods, food stocks and logistics on match days in line with the long-term meal planning, thereby reducing food waste. We are striving to also boost quality through fresh ingredients, so keeping the system up to date is key.

Ensuring that we have an adequate pool of service staff will be important for ensuring the high-level of quality in catering once match operations resume with spectators. Several staff members left during the lockdown. Losing experienced staff is particularly painful due to the complexity of operations in the stadium. The gradual return to normality is thus accompanied by the foreseeable challenge of having to train new staff, providing them with the appropriate work apparel and practising and speeding up workflows.

The trend toward using reusable materials on match days is rising sharply. This was already demonstrated prior to the pandemic by increasing recycling rates. However, this is stunted by the pandemic as long queues are to be avoided at return points and health and safety protocols present a challenge for introducing reusable materials, particularly with regard to food. Nevertheless, by switching to environmentally friendly receipts, we have helped to protect the environment and conserve resources over one million times while at the same time complying with the statutory requirements on issuing receipts.

### Merchandising

#### Concept and objectives

103-1  
103-2  
103-3

We offer our fans high-quality products that they can enjoy for years to come. We have implemented a corresponding quality assurance process that we review and update on a regular basis. We have revamped our product range strategy in order to offer our fans a more attractive products between seasons and replaced the seasonal catalogue's extensive and set product range with a dynamic product range.

102-9

308-1  
414-1

The new purchasing terms and conditions, which BVB will make available to its partners before the end of 2021, take CSR into account and dictate compliance and product safety during the manufacturing process. As a matter of principle, we work exclusively with vendors who as a minimum can demonstrate that they adhere to the Business Social Compliance Initiative (BSCI) standard. We furthermore ensure the safety of our products through an external service provider: a DAkkS-accredited testing institute tests all prod-

ucts in accordance with European standards and laws to ensure that our products do not contain hazardous chemicals. Together with external experts, a risk assessment is carried out at an early stage of the product development phase. Hence, no products reach the market without having been reviewed. As before, every production batch and every production re-run is examined.

#### Measures and results

During the reporting period, we launched a pilot project revolving around a fan scarf with external experts in two workshops. The aim of the project is to optimise the entire process in the supply chain with regard to sustainability aspects and recyclability. The project will then be used to determine whether a sustainability concept can be developed for BVB's merchandise on that basis.

First, we will test out the prototypical process steps and, together with our partners, determine their practicality. The innovation project covers the optimisation of products and sustainability parameters such as material health, recyclability, water and use of renewable energy and resources, social fairness and increased transparency in the supply chain. This also includes the optimisation of packaging. In addition, the structure of the product range was also analysed. With regard to the materials used, product-specific master data sheets are available in each case. Definitive results regarding the impact on the textile and/or entire product range going forward were not available as at the copy deadline.



The pandemic once again prevented us from entering into structured dialogue with our vendors as planned. We are looking to revive this dialogue once business processes return to normal. The value chain should also reflect ecological considerations.





## Service quality

103-1  
103-2  
103-3

### Concept and objectives

For Borussia Dortmund, life revolves around its fans. We take our service quality very seriously and regard first-class service as pivotal for meeting the needs of our fans. Our fans rightfully expect to be treated like family and not like customers. The fans cannot opt for a competing product if they are unsatisfied. "Real love" isn't a commodity, it's a goal we strive to achieve every day through hard work and by engaging our fans and offering them high-quality services. Whether in our everyday activities, in the stadium, online, in one of our shops or in connection with new, innovative products and formats, we strive to continuously improve the quality of our offerings and services in a way that is economically responsible.

Our goal is to provide fans personal, friendly support when they contact us with questions or concerns. It is important that we harmonise our services on the basis of our defined standards and customer service. The quality of the service should not depend which department or which contact person a BVB fan turns to. The fan's original request must remain front and centre as it makes its way through the various departments. We are improving and at the same time consolidating our customer support services in order to ensure that a high standard of quality across the board.

Key to this are BVB's customer service reps, who give fans direct support via telephone, e-mail or social media. If this is not possible, they aim to respond within 48 hours. Our goal is for our average customer service rating to be between 1.0 and 1.9 out of 6 (with a score of 1.0 being the best).

### Measures

In the reporting period, the Service department processed approximately 108,500 inquiries. This figure was significantly lower than in previous years due to the fact that there were almost no inquiries on match days after the season restarted without spectators in accordance with the rules for special match operations. BVB's merchandise, in particular the design and production of new kits, caused the service hotline to ring off the hook.

### Services go digital

At the end of 2019, we installed new customer relationship management (CRM) software to modernise the ticket system and better process fan inquiries. During the reporting period, we took further steps to populate the database and migrate the system environment to the Salesforce Service Cloud. This allowed us to optimise the way we manage our master data and achieve real, perceptible service improvements for our fans by connecting merchandising, Football

Academy and ticketing data, which had previously been managed separately. The significant improvement in the information available internally enables our service staff to provide information more accurately and quickly to the intended recipients.

We developed a training programme to train all BVB customer service representatives in the club's uniform service standards. To the extent possible during the pandemic, these training sessions were held from April 2021 onwards. We also hired a new team member to help us improve the quality of our automatic call distribution (ACD) service. The goal of these steps is to connect our fans with the right customer service representative as quickly as possible. The relevant service staff receive the appropriate on-the-job training in this regard.

Data protection requirements were taken into account throughout the entire process. We use Confluence, a web-based corporate wiki to document the processes.

Another clear advantage for our users is the main log-in page for all of BVB's online platforms. We connected a total of eleven different platforms, such as bvb.de, our ticket shop, our fan shop and BVB TV sponsored by 1&1. This allows users to sign in and log out just once from all BVB pages. You can find the main log-in page at bvb.de/login.



### The new BVB app: essential features and more adrenalin

Borussia Dortmund overhauled the BVB app, placing the focus on capturing the emotions that BVB elicits as best as possible on a smartphone. High performance, breaking news and an overview of all matches: everything a fan could wish for on match day!



### We've trimmed the app down to the essentials:

- **Home screen:** Displays the latest news, videos and social media posts.
- **Matchday:** Experience all the match day emotions up close as if you were in the stadium.
- **Matchcenter:** Provides recaps of all matches and key data (table, goal scorers, stats, line-ups, player bios) for all competitions.
- **Video integration:** Native integration of BVB TV and YouTube allows users to watch the latest clips directly in the app.
- **FanShop:** Separate menu item that connects directly to the online fan shop.
- **TicketShop:** Separate menu item that connects directly to the online ticket shop.

In addition to obtaining feedback from fans through customer service representatives and on match days at the stadium, we are increasingly using the "easyfeedback" online survey tool to get valuable input from BVB's fans. The revamped BVB app includes an option to provide direct feedback. Fans can thus help us to improve the app by using the app's built-in feedback function.



## Additional measures

### Ticketing

Our ticketing service is also going digital. Our goal is to enable fans to download match day tickets to their smartphones beginning in the 2021/2022 season and season tickets from the 2022/2023 season onwards. This will allow us to save resources, reduce postage costs and make the latest technologies available. However, we will remain flexible as far as the format of our tickets is concerned, since there will likely be fans who will still prefer physical tickets over digital tickets and e-tickets that they can print at home.



bodies agreed that season tickets would only be issued once match operations returned to normal and the stadium could be sold out again.

Until such time, match day tickets would be made available to season ticket holders and members. In line with the health and safety protocols, fans will only be allowed to enter the stadium during the specific time slots indicated on their ticket.

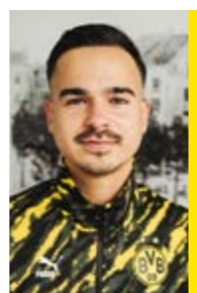
Tickets are also collector's items and part of BVB's identity. Thousands of season tickets were ordered in the online store as collector's items during the reporting period, even though no season tickets were issued during the 2020/2021 season due to the pandemic. BVB and its fan

### e-football – focus on entertainment

The BVB e-football team's inaugural season was a success. After hosting the final round of FIFA's impressive e-football fan tournament, which saw some 11,000 gamers compete for the top prize, in February 2020 and participating in the popular "Bundesliga Home Challenge", Borussia Dortmund began to earnestly expand its presence on the e-football scene beginning in September 2020. BVB's focus lies on providing engaging and entertaining content, such as video clips and regular livestreams. In the 2021/2022 season, our e-football team will once again comprise our content creator Ern , coach and expert Stefan Gajduk and our e-football gamers Eldin "Eldos" Todorovac and Dennis "Denninho" Malcherczyk. During the reporting period, the team produced up to 20 hours of live content per week, helping to establish BVB's Twitch account as the number

one account among German professional football clubs with some 70,000 followers. We are also developing various highly popular FIFA formats together with senior team players. In total, we produced 60 e-football videos, some of which had more than 4 million views.

Carsten Cramer, BVB Managing Director, said, "The gaming culture has become an important part of many fans' lives, and therefore we want to ensure that we remain their favourite club in this medium as well. Watching us forge our path in the e-football world is a lot of fun." We are just at the beginning of the digital transformation and all of the changes this will entail for football clubs in terms of content, TV, streaming, engaging fans online and e-football. Be it watch parties, previews or exciting FIFA matches, BVB's passionate e-football gamers are always a part of the action.



Ern  Embeli

### BVB Fußballakademie GmbH

#### Own YouTube channel

During the midst of the Covid-19 crisis, the BVB Evonik Football Academy launched its own YouTube channel in June 2020. The "Home match" videos are loved by kids and young people alike for their entertaining tips and exercise ideas. The eight "Ball Mastery" videos hosted by Dario Scuderi helped to double the number of subscribers and users.

#### Children's welfare

Due to the financial impact of the pandemic, the renovation of the changing rooms did proceed as planned. To protect our kids, we trained 13 employees as sexual assault prevention counsellors. The protocol to protect kids against sexualised violence was approved and applies to the stadium's nursery at home matches the Football Academy, the KidsClub and part of the Youth Academy, as different requirements apply their due to the overnight accommodations. The protocol is available to all relevant persons on BVB's intranet.


### Internationalisation

In recent years, many different stakeholders have accelerated the internationalisation of professional football. At BVB, this is a multifaceted issue that many different functions are working on in tandem. News outlets and social media are taking notice of the rising interest in Borussia Dortmund among fans and the general public alike due to the club's sporting successes and participation in international competitions and the associations' strategy to raise the sport's international profile. BVB strives to maintain close ties to all fans and friends of Borussia Dortmund. This means not only engaging in conversation with fans in the stadium, but also keeping pace with digital advances in the era of internationalisation in order to network with and share BVB's identity with fans around the world. The Department for Fan Affairs is the central point of contact for BVB fans worldwide.

and young people on nearly every continent. As part of our internationalisation strategy, BVB opened a representative office in Singapore in 2014 and another office in Shanghai in 2017. In addition to numerous football-related activities, we also support a host of local social projects. Our partners often make substantial contributions to these projects. On the one hand, our goal is to generate at the international level the financial resources required to achieve sporting success. On the other hand, we are also striving to achieve more together with our sponsors and to win over new fans for BVB and its partners.

We coordinated and stepped up our team and process management efforts during the reporting period. Key activities were BVB's summer tour, matches with BVB legends, the virtual 2020 Asia tour, online meet and greet sessions, coordinating projects with liaison functions and international memberships.

A new liaison function for China ensures that cultural differences are observed and manages the social media accounts on platforms that are not available in Europe. In Chinese culture, for example, values such as BVB's long tradition, caring for family, and promoting and driving kids and young people to succeed are very important. Promoting cultural exchange and communication in Asia and in particular China is necessary in order to expand our sustainability partnerships internationally.

**150** international fan clubs 

The club has more than 150 international fan clubs – a number that is steadily rising. Consequently, we see the value in, for example, making membership more attractive by communicating with our fans and fan clubs in their local languages. The BVB Evonik Football Academy offers recreational sporting activities and social development programmes to kids



## Virtual Summer Tour

During the pandemic in 2020 and 2021, we held our Virtual Summer Tour for our fans and sponsors. This allowed BVB to partially fulfil its communication commitments that it otherwise would not have been able to do due to the suspension of matches and the ban on spectators. The tours also succeeded in uniting fans around the world during the pandemic and demonstrating the strength of the BVB family.



On nine consecutive days between 10–18 July 2021, fans around the world participated in person or online in BVB events held in the United States, Brazil, Poland, India, Japan, South Korea, Vietnam, Singapore and China. Millions of fans jumped at the opportunity to see the team's many stars and BVB legends who participated. Some 2.17 million fans alone did not want to miss the livestream in which Patrick Owomoyela interviewed Julian Brandt after a training session. The interview was streamed on Twitch and SinaWeibo.



## Social projects in Singapore

Local social commitment is not just limited to the Virtual Summer Tour. Suresh Letchmanan, who heads Borussia Dortmund's representative office in Singapore, continually supports FootballPlus, a football academy for disadvantaged children, by donating much-needed items. The footballs, t-shirts and kits and visits by our mascot EMMA help motivate and cheer up the kids. As part of BVB's virtual tour of Asia, and with the support of the club's partner IPC, we donated training kits to

all the kids and put on a big dinner with everyone after practice.



## Social projects in China

Together with our partners Evonik and PUMA, we support football training programme organised by the Amity Foundation at rural schools in China. On 6 November 2020, we successfully launched a project, the guiding principle of which is "Leading beyond football", in Enshi, Hubei province.



Two BVB youth coaches held a total of three practice sessions for some 100 pupils from four rural schools in Enshi. The pupils learned basic football skills and practice their technique. As part of a "coach the coach" programme, BVB's coaches shared their methods with the local coaches. Furthermore, 260 sets of training materials were donated to the schools to help them organise regular football practice sessions.

The "Football Dream Project" is a long-term project. Its stated goal is to give more children in the surrounding regions the opportunity to play sports. The project has since helped more than 100 rural schools in Guizhou form football teams. In 2016, we began drawing up a systematic, extensive and sustainable plan for developing campus-based football programmes in rural regions whose stated goal was to help local children and young people.

## Haaland and Delaney kits are a big hit at the auction

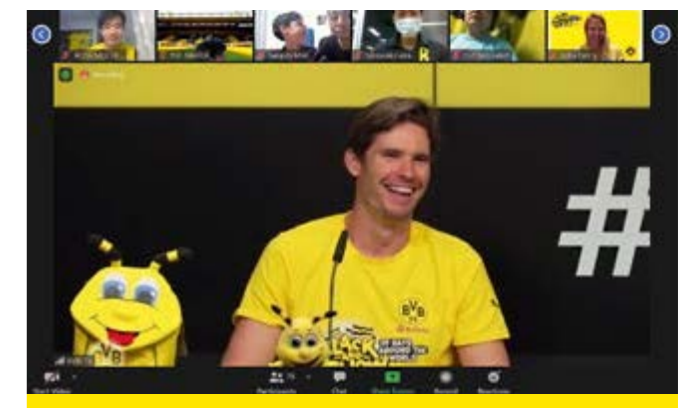
BVB auctioned off a match-worn kit from Thomas Delaney and a kit signed by Erling Haaland for a good cause via a Chinese online platform. The kits fetched more than EUR 2,000, and the money was reinvested in local football projects.



To the extent possible during the pandemic, we also carried out additional projects in 2021.

## Social projects in Japan

In July 2021, as part of the Virtual Summer Tour, we also organised a charity auction in Japan with our partner Evonik to commemorate the 10th anniversary of the Great East Japan Earthquake. The items up for auction included signed BVB merchandise. The celebrity online auctioneers included Marwin Hitz, EMMA the mascot and Ogata-san. The EUR 1,807 that was raised was donated to a good cause.







Part of the Non-financial Statement

## Compliance and risk management

103-1  
103-2  
103-3  
102-11  
102-15

### Concept and objectives

Our corporate governance system embodies a responsible and transparent system of checks and balances designed to ensure a continued focus on sustainable value creation. It includes all measures – regulations and structures – designed to ensure that BVB is managed in accordance with the law and the applicable rules and regulations. This also includes the economic, environmental and social impact of our activities. This is why it is essential to both systematically identify and assess the associated opportunities and risks, as well as to further develop our risk management.

### Compliance and Borussia Dortmund

Borussia Dortmund strives to ensure that its activities comply with the valid legal regulations, the professional football bylaws and its contractual obligations vis-à-vis its business partners, as well as with the self-imposed corporate regulations and the Company's own voluntary undertakings. Responsibility for compliance lies with the management and cannot be delegated. In this respect, it is particularly important to Borussia Dortmund that our actions are shaped by core values such as reliability, credibility, honesty and integrity. BVB puts these values into practice in its commitment to an open communications culture, among other things. The managers, who embody these core values, act as important role models in this regard. In essence, they are the Company's "compliance ambassadors". For us,

compliance is a matter of attitude. This includes Borussia Dortmund's clear commitment to conducting business honestly. We would rather not enter into a deal at all than risk breaking the rules.

The aim is to incorporate the obligations resulting from the statutory, in-house and contractual requirements into the business processes so as to prevent any breaches of laws and regulations and create transparency, provide support and put a binding framework in place. This helps to protect employees, agents and governing bodies from corruption and other forms of white-collar crime. It also helps to ensure compliance with data protection laws and the Financial Fair Play rules. Controls are built into the business processes to ensure compliance with the applicable rules and regulations. For instance, all financial decisions are subject to a structured approval process and the principle of dual control. In order to prevent abuse, we also established clear rules and a structured application and approval process governing the provision of match day tickets to employees, partners and third parties.

### Risk management

Exploiting opportunities lies at the very core of our entrepreneurial activities. Borussia Dortmund's divisions are, however, exposed to a wide variety of risks that are inseparably linked to the conduct of our business. The management has

a due diligence obligation to identify these risks early on and develop corresponding measures to control and manage them. This is a fundamental prerequisite for successful business activities. The individual and cumulative risks facing BVB are systematically monitored and managed as part of the risk management apparatus, which has been incorporated into the organisational structure of the entire Group. Generally speaking, risks are assessed over a medium-term observation period of three years. All departments and divisions are required to immediately report any material market-relevant changes in the risk portfolio to the management. The risk management system is also an integral component of the overarching planning, steering and reporting process. The governing bodies of Borussia Dortmund are informed of the Group's current risk profile on a regular and ad hoc basis. Risks are identified, discussed and reviewed in consideration of current circumstances in one-on-one meetings or plenary sessions in order to assess the current likelihood of their occurring and their potential consequences.

### Measures

308-2  
414-2  
419-1

No cases of corruption, anti-competitive behaviour, violations of environmental law requirements or non-compliance with social, media, or economic laws/provisions were reported in the reporting period. As a result, no further-reaching measures were taken in this regard. The actions taken to mitigate individual risks are described in the respective sections.

102-15 | No material risks were identified as part of the risk management that, in accordance with § 289c (3) sentence 1 nos. 3 and 4 HGB, very likely have or will have material adverse effects on the reportable topics. Further information on compliance and risk management can be found in the 2020/2021 Annual Report.

During the reporting period, no risk was added and one risk was removed, bringing the number of individual risks to 61, with 26 individual risks being classified as high-priority risks (2019/2020: 23). Of these high-priority risks, the following 17 relate to sustainability:

- Financial planning dependent on sporting success (peak performance)
- Legal transgressions by professional players (compliance and risk management)
- Loss of the player base due to travel and other accidents, terrorist attacks or other hazards (peak performance)
- Lack of transfers/willingness to transfer (peak performance)
- The risk that key players might switch clubs (peak performance)
- Periods during which professional players are unable to play (peak performance)
- Protecting confidential information (compliance and risk management)
- Financial Fair Play (compliance and risk management)
- Increasing fan violence/defamations and insults (fan community and fan behaviour)
- Right-wing extremism (diversity and anti-discrimination)
- Social media (media and social networks)
- IT cyber risks (media and social networks)
- Capital expenditures needed for SIGNAL IDUNA PARK (spectator safety)
- Consequential damage arising from mining (spectator safety)
- Cost of providing security at home matches (spectator safety)
- Potential stadium catastrophes (spectator safety)
- Outbreak of epidemics/pandemics (Occupational health and safety, spectator safety)





- Non-financial Statement
- Limited assurance report
- GRI Standards Content Index
- Key figures at a glance
- Our progress at a glance

# Appendix

Part of the Non-financial Statement

## Non-financial Statement

The separate non-financial Group report was prepared in accordance with §§ 315b and 315c of the German Commercial Code (HGB) in conjunction with §§ 289c-e HGB and included in BVB's Sustainability Report. The standards set by the Global Reporting Initiative (GRI, Core option) were used as a framework for the report. The material topics were identified in 2018 in accordance with the GRI and updated in June 2021 as part of the annual review. In accordance with the statutory requirements, we reviewed topics identified in accordance with the GRI for "double materiality" to determine whether (I.) the disclosures are required to facilitate an understanding of business performance, business results and the Company's position and (II.) the disclosures show how the BVB's business activities have an impact on non-financial aspects.

**The following topics were classified as being "doubly material":**

- Peak performance
- Fan community and fan behaviour
- Diversity and anti-discrimination
- Media and social networks
- Spectator safety
- Occupational health and safety
- Compliance and risk management

This report presents the individual concepts, including the due diligence processes and the results of the concepts, for the aforementioned material topics.

No material risks were identified as part of the risk management that, in accordance with § 289c (3) sentence 1 nos. 3 and 4 HGB, very likely have or will have material adverse effects on the reportable topics.

Pursuant to § 289c (4) HGB, any reportable topics not covered in the report must be disclosed.

In our case, this relates to environmental issues, employee matters and respect for human rights. Environmental issues such as energy and emissions, mobility, water and waste water as well as the use of resources are relevant to BVB and are covered accordingly. However, they are not currently considered necessary to facilitate an understanding of the Company's business performance, business results or position.

This is because, other than the preparation of food, BVB does not produce any material goods itself and the direct impact of the business activities does not give rise to any material risks.

The same applies to employee matters and respect for human rights. Employment, training and education and diversity and equal opportunity, as well as responsible procurement, product safety and product quality associated with the supply chain, are topics relevant to BVB, but are, once again, not currently considered necessary to facilitate an understanding of business performance, business results and the Company's position. As far as employee matters are concerned, this assessment is due to the long-term employment agreements with management staff at director level and within the management team, the large number of applications for advertised positions and compliance with labour law requirements.

As far as respect for human rights is concerned, this assessment is based on the view that this topic largely relates to BVB's upstream supply chain and that a large part of the goods are purchased from a single supplier (PUMA SE) that has demonstrated its commitment to actively managing the risk of human rights violations. Furthermore, from BVB's point of view, BVB's business activities do not pose a risk with material adverse effects from an anti-corruption standpoint. Compliance and risk management is more important within this context.

Our business model, as well as the group structure, management and strategy, are summarised on pages 30 to 31 and are described in detail in the Annual Report.



102-56 | **Limited Assurance Report of the Independent Auditor regarding the separate non-financial group report\***

To the Supervisory Board of Borussia Dortmund GmbH & Co. KGaA, Dortmund

We have performed an independent limited assurance engagement on the separate non-financial group report of Borussia Dortmund GmbH & Co. KGaA, Dortmund (further „Company“ or „Borussia Dortmund“) according to § 315b of the German Commercial Code (HGB) for the period from July 1, 2020 to June 30, 2021.

**Management’s Responsibility**

The legal representatives of the Company are responsible for the preparation of the separate non-financial group report in accordance with §§ 315b, 315c in conjunction with 289c to 289e HGB.

This responsibility of the legal representatives includes the selection and application of appropriate methods to prepare the separate non-financial group report and the use of assumptions and estimates for individual disclosures which are reasonable under the given circumstances. Furthermore, the legal representatives are responsible for the internal controls they deem necessary for the preparation of the separate non-financial group report that is free of – intended or unintended – material misstatements.

**Practitioner’s Responsibility**

It is our responsibility to express a conclusion on the separate non-financial group report based on our work performed within a limited assurance engagement.

We conducted our work in the form of a limited assurance engagement in accordance with the International Standard on Assurance Engagements (ISAE) 3000 (Revised): “Assurance Engagements other than Audits or Reviews of Historical Financial Information”, published by

IAASB. Accordingly, we have to plan and perform the assurance engagement in such a way that we obtain limited assurance as to whether any matters have come to our attention that cause us to believe that the separate non-financial group report of the Company for the period from July 1, 2020 to June 30, 2021 has not been prepared, in all material respects, in accordance with §§ 315b, 315c in conjunction with 289c to 289e HGB. We do not, however, issue a separate conclusion for each disclosure. As the assurance procedures performed in a limited assurance engagement are less comprehensive than in a reasonable assurance engagement, the level of assurance obtained is substantially lower. The choice of assurance procedures is subject to the auditor’s own judgement.

Within the scope of our engagement we performed, amongst others, the following procedures:

- Inquiries of group-level personnel who are responsible for the materiality analysis in order to understand the processes for determining material topics and respective reporting boundaries for Borussia Dortmund
- A risk analysis, including media research, to identify relevant information on Borussia Dortmund’s sustainability performance in the reporting period
- Evaluation of the design and the implementation of systems and processes for the collection, processing and monitoring of disclosures, including data consolidation, on environmental, employee and social matters, respect for human rights, and anti-corruption and bribery matters

- Inquiries of group-level personnel who are responsible for determining disclosures on concepts, due diligence processes, results and risks, performing internal control functions and consolidating disclosures
- Inspection of selected internal and external documents
- Analytical procedures for the evaluation of data and of the trends of quantitative disclosures as reported at group level by all sites
- Assessment of the overall presentation of the disclosures

In our opinion, we obtained sufficient and appropriate evidence for reaching a conclusion for the assurance engagement.

**Independence and Quality Assurance on the Part of the Auditing Firm**

In performing this engagement, we applied the legal provisions and professional pronouncements regarding independence and quality assurance, in particular the Professional Code for German Public Auditors and Chartered Accountants (in Germany) and the quality assurance standard of the German Institute of Public Auditors (Institut der Wirtschaftsprüfer, IDW) regarding quality assurance requirements in audit practice (IDW QS 1).

Düsseldorf, August 9, 2021

**KPMG AG**  
Wirtschaftsprüfungsgesellschaft  
[Original German version signed by:]

**Stauder**  
Wirtschaftsprüfer  
[German Public Auditor]

**ppa. Meldau**

**Conclusion**

Based on the procedures performed and the evidence obtained, nothing has come to our attention that causes us to believe that the separate non-financial group report of Borussia Dortmund GmbH & Co. KGaA for the period from July 1, 2020 to June 30, 2021 has not been prepared, in all material respects, in accordance with §§ 315b, 315c in conjunction with 289c to 289e HGB.

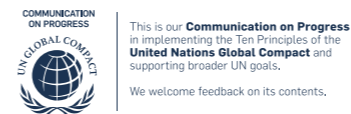
**Restriction of Use/General Engagement Terms**

This assurance report is issued for purposes of the Supervisory Board of Borussia Dortmund GmbH & Co. KGaA, Dortmund only. We assume no responsibility with regard to any third parties.

Our assignment for the Supervisory Board of Borussia Dortmund GmbH & Co. KGaA, Dortmund, and professional liability as described above was governed by the General Engagement Terms for Wirtschaftsprüfer and Wirtschaftsprüfungsgesellschaften (Allgemeine Auftragsbedingungen für Wirtschaftsprüfer und Wirtschaftsprüfungsgesellschaften) in the version dated January 1, 2017 ([https://www.kpmg.de/bescheinigungen/lib/aab\\_english.pdf](https://www.kpmg.de/bescheinigungen/lib/aab_english.pdf)). By reading and using the information contained in this assurance report, each recipient confirms notice of the provisions contained therein including the limitation of our liability as stipulated in No. 9 and accepts the validity of the General Engagement Terms with respect to us.

\* Our engagement applied to the German version of the separate non-financial group report 2020/21. This text is a translation of the Independent Assurance Report issued in German language, whereas the German text is authoritative.





# 102-55 | Content Index GRI Standards and UN Global Compact COP

Index in accordance with the GRI Standards (Core option)

Disclosure number	UNGC-Principles	Page/Direct answer	Compliance	Comments
<b>GRI 101: Foundation 2016</b>				
101	Foundation	34, 150	●	
<b>GRI 102: General disclosures 2016</b>				
<b>Organizational profile</b>				
102-1	Name of the organization	150	●	
102-2	Activities, brands, products, and services	30, 118	●	
102-3	Location of headquarters	150	●	
102-4	Location of operations	30	●	
102-5	Ownership and legal form	30, 31	●	
102-6	Markets served	30, 118	●	
102-7	Scale of the organization	4, 5, 30, 120, 121	●	
102-8	Information on employees and other workers	112, 113	●	
102-9	Supply chain	127, 129	●	
102-10	Significant changes to the organization and its supply chain	31, 127	●	
102-11	Precautionary principle or approach	136	●	
102-12	External initiatives	39	●	
102-13	Membership of associations	39	●	
<b>Strategy</b>				
102-14	Statement from senior decision-maker	6	●	
102-15	Key impacts, risks, and opportunities	28, 34, 36, 136, 137	●	
<b>Ethics and integrity</b>				
102-16	Values, principles, standards, and norms of behavior	1-10, 29, 36, 37, 38, 43, 53, 65, 80, 87, 93, 105, 117	●	
<b>Governance</b>				
102-18	Governance structure	31	●	
<b>Stakeholder engagement</b>				
102-40	List of stakeholder groups	32	●	
102-41	Collective bargaining agreements	None	●	
102-42	Identifying and selecting stakeholders	32	●	
102-43	Approach to stakeholder engagement	33, 38, 39	●	
102-44	Key topics and concerns raised	35	●	
<b>Reporting practice</b>				
102-45	Entities included in the consolidated financial statements	30	●	
102-46	Defining report content and topic boundaries	34, 150	●	
102-47	List of material topics	35	●	
102-48	Restatements of information	34	●	
102-49	Changes in reporting	34, 150	●	
102-50	Reporting period	150	●	
102-51	Date of most recent report	150	●	
102-52	Reporting cycle	150	●	
102-53	Contact point for questions regarding the report	150	●	
102-54	Claims of reporting in accordance with the GRI Standards	150	●	
102-55	GRI content index	142-147	●	
102-56	External assurance	140, 150	●	

For the Materiality Disclosures Service, GRI Services reviewed that the GRI content index is clearly presented and the references for Disclosures 102-40 to 102-49 align with appropriate sections in the body of the report. The service was performed on the German version of the report.

Compliance: ● full, ● partial, ○ non-compliance

Index in accordance with the GRI Standards (Core option)

Disclosure number	UNGC-Principles	Page/Direct answer	Compliance	Comments
<b>Focal points of work and material topics</b>				
<b>Professional football</b>				
		1, 6	43	
<b>Peak performance</b>				
GRI 103: Management approach 2016				
103-1	Explanation of the material topic and its boundary	44	●	
103-2	The management approach and its component	44, 48, 50	●	
103-3	Evaluation of the management approach	34, 36, 39, 44	●	
	Standings and achievements	4, 44, 50	●	BVB disclosure
<b>Dortmund lads</b>				
		1, 2, 4, 5, 6	53	
<b>Promoting youth football</b>				
GRI 103: Management approach 2016				
103-1	Explanation of the material topic and its boundary	53, 54	●	
103-2	The management approach and its components	53, 54, 55, 56, 59	●	
103-3	Evaluation of the management approach	34, 36, 39, 53, 54	●	
	Number of youth players who become pros	63	●	BVB disclosure
	Kids and teenagers in BVB Football Academy	63	●	BVB disclosure
<b>BVB, its fans and the region</b>				
		1, 2	65	
<b>Fan community and fan behaviour</b>				
GRI 103: Management approach 2016				
103-1	Explanation of the material topic and its boundary	66	●	
103-2	The management approach and its components	66, 67	●	
103-3	Evaluation of the management approach	34, 36, 39, 66	●	
	Incidents of racism, discrimination and violence	67	●	BVB disclosure
	Number of fan clubs and members	5, 67	●	BVB disclosure
<b>Diversity and anti-discrimination</b>				
GRI 103: Management approach 2016				
103-1	Explanation of the material topic and its boundary	72	●	
103-2	The management approach and its components	72	●	
103-3	Evaluation of the management approach	34, 36, 39, 72	●	
	Projects promoting a remembrance culture	73	●	BVB disclosure
<b>Media and social networks</b>				
GRI 103: Management approach 2016				
103-1	Explanation of the material topic and its boundary	78	●	
103-2	The management approach and its components	78	●	
103-3	Evaluation of the management approach	34, 36, 39, 78	●	
	Number of followers on social networks	79	●	BVB disclosure
<b>Identity and tradition</b>				
GRI 103: Management approach 2016				
103-1	Explanation of the material topic and its boundary	80	●	
103-2	The management approach and its components	80, 81	●	
103-3	Evaluation of the management approach	34, 36, 39, 80	●	
	Number of season tickets	81	●	BVB disclosure
<b>"leuchte auf" foundation</b>				
GRI 103: Management approach 2016				
103-1	Explanation of the material topic and its boundary	82	●	
103-2	The management approach and its components	82	●	
103-3	Evaluation of the management approach	34, 36, 39, 82	●	
	Payouts	85	●	BVB disclosure
GRI 203: Indirect economic impacts 2016				
203-2	Significant indirect economic impacts	85	●	

Compliance: ● full, ● partial, ○ non-compliance



Index in accordance with the GRI Standards (Core option)

	Disclosure number	UNGC-Principles	Page/Direct answer	Compliance	Comments
GRI 413: Local communities 2016	413-1		5, 85	●	
	413-2		None	●	
<b>The stadium and its surroundings</b>		<b>7, 8, 9</b>	<b>87</b>		
<b>Spectator safety</b>					
GRI 103: Management approach 2016	103-1		88	●	
	103-2		88	●	
	103-3		34, 36, 39, 88	●	
GRI 410: Security practices 2016	410-1		5, 88	●	Part of steward training
GRI 416: Customer health and safety 2016	416-1		67, 89	●	
	416-2		67, 89	●	
<b>Stadium quality</b>					
GRI 103: Management approach 2016	103-1		90	●	
	103-2		90	●	
	103-3		34, 36, 39, 90	●	
			90	●	BVB disclosure
<b>Environmental responsibility</b>		<b>7, 8, 9</b>	<b>93</b>		
<b>Energy and emissions</b>					
GRI 103: Management approach 2016	103-1		94	●	
	103-2		94	●	
	103-3		34, 36, 39, 94	●	
GRI 302: Energy 2016	302-1		5, 95	●	Electricity/gas/heating/fuel consumption
	302-2		96	●	
	302-3		5, 95, 97	●	
	302-4		95	●	
	302-5		96, 97	○	Not covered
GRI 305: Emissions 2016	305-1		96	●	
	305-2		96	●	
	305-3		96	○	Not covered
	305-4		5, 95	●	
	305-5		96, 97	●	
<b>Mobility</b>					
GRI 103: Management approach 2016	103-1		98	●	
	103-2		98	●	
	103-3		34, 36, 39, 98	●	
			98	●	BVB disclosure
			98, 99	●	BVB disclosure
<b>Conservation and environmental protection</b>					
GRI 103: Management approach 2016	103-1		100	●	
	103-2		100, 102	●	
	103-3		34, 36, 39, 100	●	

Compliance: ● full, ● partial, ○ non-compliance

Index in accordance with the GRI Standards (Core option)

	Disclosure number	UNGC-Principles	Page/Direct answer	Compliance	Comments
GRI 303: Water and effluents 2018	303-1		102, 103	●	
	303-2		102	●	
	303-3		5	●	
	303-4		102	●	
GRI 304: Biodiversity 2016	304-3		103	●	
GRI 306: Waste 2020	306-1		100	●	
	306-2		100	●	
	306-3		5, 100, 101	●	
	306-4		101	●	
	306-5		101	●	
<b>Holistic HR development</b>		<b>3, 4, 5, 6</b>	<b>105</b>		
<b>Responsible employer</b>					
GRI 103: Management approach 2016	103-1		106, 111, 112	●	
	103-2		106, 107, 111, 112	●	
	103-3		34, 36, 39, 106, 111, 112	●	
GRI 401: Employment 2016	401-1		113	●	
	401-2		113	●	
	401-3		113	●	
<b>Occupational health and safety</b>					
GRI 103: Management approach 2016	103-1		114	●	
	103-2		114	●	
	103-3		34, 36, 39, 114	●	
GRI 403: Occupational health and safety 2018	403-1		114	●	
	403-2		114, 115	●	
	403-3		114	●	
	403-4		114	●	
	403-5		88	●	
	403-6		114, 115	●	
	403-7		114	●	
	403-8		114	●	All
	403-9			○	Not covered
	403-10		149	●	
GRI 404: Training and education 2016	404-1			○	Not covered
	404-2		109, 110	●	
	404-3		109	●	
			113		BVB disclosure
GRI 405: Diversity and equal opportunity 2016	405-1		112	●	
	405-2		112	●	
GRI 406: Non-discrimination 2016	406-1		112	●	

Compliance: ● full, ● partial, ○ non-compliance



Index in accordance with the GRI Standards (Core option)

	Disclosure number	UNGC-Principles	Page/Direct answer	Compliance	Comments	
<b>Economic approach</b>		1, 2, 10	117			
<b>Financial performance</b>						
GRI 103: Management approach 2016	103-1		Explanation of the material topic and its boundary	118	●	
	103-2		The management approach and its components	38, 118, 119	●	
	103-3		Evaluation of the management approach	34, 36, 39, 118	●	
GRI 201: Economic performance 2016	201-1		Direct economic value generated and distributed	4, 119, 121	●	
	201-2		Financial implications and other risks and opportunities due to climate change	136	●	
	201-4		Financial assistance received from government	None	●	
			Attendance figures	90	●	BVB disclosure
			Season ticket holders	81, 67	●	BVB disclosure
			Revenue trend and breakdown	120	●	BVB disclosure
			Ticket prices	81	●	BVB disclosure
<b>BVB brand</b>						
GRI 103: Management approach 2016	103-1		Explanation of the material topic and its boundary	122	●	
	103-2		The management approach and its components	122	●	
	103-3		Evaluation of the management approach	34, 36, 39, 122	●	
		Awards	123	●	BVB disclosure	
<b>Sponsors</b>						
GRI 103: Management approach 2016	103-1		Explanation of the material topic and its boundary	124	●	
	103-2		The management approach and its components	124	●	
	103-3		Evaluation of the management approach	34, 36, 39, 124	●	
		Term of agreements	125	●	BVB disclosure	
<b>Economic factor in the region</b>						
GRI 103: Management approach 2016	103-1		Explanation of the material topic and its boundary	126	●	
	103-2		The management approach and its components	126	●	
	103-3		Evaluation of the management approach	34, 36, 39, 126	●	
GRI 203: Indirect economic impacts 2016	203-2		Significant indirect economic impacts	5, 126	●	See also: "Leuchte auf" Foundation
<b>Responsible procurement</b>						
GRI 103: Management approach 2016	103-1		Explanation of the material topic and its boundary	127	●	
	103-2		The management approach and its components	127	●	
	103-3		Evaluation of the management approach	34, 36, 39, 127	●	
GRI 204: Procurement practices 2016	204-1		Proportion of spending on local suppliers	127	○	TBD. Currently: number of vendors
GRI 308: Supplier environmental assessment 2016	308-1		New suppliers that were screened using environmental criteria	127, 129	●	
	308-2		Negative environmental impacts in the supply chain and actions taken	137	●	
GRI 414: Supplier social assessment 2016	414-1		New suppliers that were screened using social criteria	127, 129	●	
	414-2		Negative social impacts in the supply chain and actions taken	137	●	
<b>Product safety and product quality</b>						
GRI 103: Management approach 2016	103-1		Explanation of the material topic and its boundary	128, 129	●	
	103-2		The management approach and its components	128, 129	●	
	103-3		Evaluation of the management approach	34, 36, 39, 128, 129	●	
			Return rate for merchandise	149	●	BVB disclosure
		Percentage of VIP lounges sold			Has not been recorded	
GRI 417: Marketing and labeling 2016	417-1		Requirements for product and service information and labeling	129	●	
	417-2		Incidents of non-compliance concerning product and service information and labeling	None	●	

Compliance: ● full, ○ partial, ○ non-compliance

Index in accordance with the GRI Standards (Core option)

	Disclosure number	UNGC-Principles	Page/Direct answer	Compliance	Comments	
<b>Service quality</b>						
GRI 103: Management approach 2016	103-1		Explanation of the material topic and its boundary	130	●	
	103-2		The management approach and its components	130	●	
	103-3		Evaluation of the management approach	34, 36, 39, 130	●	
GRI 417: Marketing and labeling 2016	417-2		Incidents of non-compliance concerning product and service information and labeling	None	●	
	417-3		Incidents of non-compliance concerning marketing communications	None	●	
			Average rating of customer service		Has not been recorded	
<b>Compliance and risks</b>						
GRI 103: Management approach 2016	103-1		Explanation of the material topic and its boundary	136	●	
	103-2		The management approach and its components	136	●	
	103-3		Evaluation of the management approach	34, 36, 39, 136	●	
GRI 205: Anti-corruption 2016	205-1		Operations assessed for risks related to corruption	31	●	
	205-2		Communication and training about anti-corruption policies and procedures	88	○	Limited to steward training
	205-3		Confirmed incidents of corruption and actions taken	None	●	
GRI 206: Anti-competitive behavior 2016	206-1		Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	None	●	
GRI 307: Environmental compliance 2016	307-1		Non-compliance with environmental laws and regulations	None	●	
GRI 415: Public policy 2016	415-1		Political contributions	None	●	
GRI 419: Socioeconomic compliance 2016	419-1		Non-compliance with laws and regulations in the social and economic area	137	●	

Compliance: ● full, ○ partial, ○ non-compliance

The Ten Principles of the UN Global Compact

**HUMAN RIGHTS**

- 1 Businesses should support and respect the protection of internationally proclaimed human rights; and
- 2 make sure that they are not complicit in human rights abuses.
- 3 Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining;
- 4 the elimination of all forms of forced and compulsory labour;
- 5 the effective abolition of child labour; and

- 6 the elimination of discrimination in respect of employment and occupation.

**ENVIRONMENT**

- 7 Businesses should support a precautionary approach to environmental challenges;
- 8 undertake initiatives to promote greater environmental responsibility; and
- 9 encourage the development and diffusion of environmentally friendly technologies.

**ANTI-CORRUPTION**

- 10 Businesses should work against corruption in all its forms, including extortion and bribery.



## Key figures at a glance

<b>Economic approach</b>	2018/2019	2019/2020	2020/2021	GRI Index
Equity	354,919 EUR '000	305,447 EUR '000	257,858 EUR '000	201-1
Revenue	370,256 EUR '000	370,196 EUR '000	334,171 EUR '000	201-1
Gross revenue	489,524 EUR '000	486,884 EUR '000	358,577 EUR '000	201-1
Operating result (EBITDA)	115,983 EUR '000	62,992 EUR '000	38,950 EUR '000	201-1
Net profit/net loss for the year	17,391 EUR '000	-43,953 EUR '000	-78,210 EUR '000	201-1
Earnings per share	EUR 0.19	EUR -0.48	EUR -0.79	201-1
Number of shares (in thousands)	92,000	92,000	92,000	201-1
Average attendance	80,314	80,592	X**	BVB disclosure
Home match days per year	2018: 24	2019: 23	2020: 6	203-2
Food vendors based in NRW	43 %	80 %	83 %	204-1
On-site visits with manufacturers	Not determined	Not determined	Not determined	414-1
Negative social impacts in the supply chain and actions taken	None	None	None	414-2
Confirmed incidents of corruption and actions taken	None	None	None	205-3
Legal actions for anti-competitive behaviour	None	None	None	206-1
TU Braunschweig popularity ranking	1st Place	1st Place	X**	BVB disclosure
Average contractual term with Champion Partners	4 years	5 years	6 years	BVB disclosure
<b>Athletic development</b>	2018/2019	2019/2020	2020/2021	GRI Index
Bundesliga ranking	2	2	3	BVB disclosure
Points	76	69	64	BVB disclosure
Champions League qualification	Yes	Yes	Yes	BVB disclosure
Number of youth players in the youth academy	190	178	195	BVB disclosure
Number of U19 and U17 national titles until	15	15	15	BVB disclosure
Number of youth players who signed with 1st and 2nd division clubs	8	5	7	BVB disclosure
BVB Evonik Football Academy: number of kids accepted to a youth academy	32	48	52	BVB disclosure
<b>Environmental responsibility</b>	2018	2019	2020	GRI Index
Total energy consumption	20.8 GWh*	20.4 GWh*	16 GWh*	302-1
Energy used per stadium seat and year	255.7 kWh*	250.3 kWh*	201.3 kWh*	302-3
Energy intensity per home match	866,976 kWh*	885,436 kWh*	862,018 kWh*	302-3
Green electricity fed back into Dortmund's electricity grid	485,000 kWh*	467,000 kWh*	421,306 kWh*	302-4
GHG emissions intensity per seat and year	45.0 kg CO <sub>2</sub> *	41.6 kg CO <sub>2</sub> *	36.2 kg CO <sub>2</sub> *	305-4
GHG emissions intensity per home match	152.5 t CO <sub>2</sub> *	147.2 t CO <sub>2</sub> *	127.9 t CO <sub>2</sub> *	305-4
Reduction of CO <sub>2</sub> emissions by use of green energy in SIP and FanWelt	4,530 t CO <sub>2</sub> *	4,007 t CO <sub>2</sub> *	3,008 t CO <sub>2</sub> *	305-5
Water consumption	49,487 m <sup>3</sup> *	97,250 m <sup>3</sup> *	75,663 m <sup>3</sup> *	303-3
Vehicle fleet fuel consumption	286,606 l*	293,064 l*	241,972 l*	BVB disclosure
Kilometres by train travelled by employees	375,680 km*	523,863 km*	184,155 km*	BVB disclosure
Total waste produced excl. food waste	498 t*	535 t*	232 t*	306-3
Total food waste	172.0 m <sup>3</sup> *	202.4 m <sup>3</sup> *	72.6 m <sup>3</sup> *	BVB disclosure

\* These figures relate to calendar year and not the financial year.  
 \*\* Not sufficiently meaningful due to the Covid-19 pandemic

<b>Social responsibility: Fans and club members</b>	2018/2019	2019/2020	2020/2021	GRI Index
Season ticket holders	55,500	55,500	55,500	BVB disclosure
Numer of fan clubs	862	952	982	BVB disclosure
Members	> 151,000	> 150,000	> 155,000	BVB disclosure
Donations – "leuchte auf" foundation	approx. EUR 471,000	approx. EUR 380,000	approx. EUR 530,000	BVB disclosure
Fines during the season	EUR 355.000	EUR 137.125	None	419-1
No. of criminal acts during the season	12	6	0	BVB disclosure
Followers on social networks	29.1 million	35.9 million	41.4 million	BVB disclosure
<b>Social responsibility: Employees</b>	2018/2019	2019/2020	2020/2021	GRI Index
Number of employees as at 30 June	849	879	785	102-8
Number of employees	833	902	806	102-8
Average age of employees	33.9 years	34.1 years	36.1 years	102-8
Ratio of women/men	31.7 w/68.3 m %	31.2 w/68.8 m %	30 w/70 m %	102-8
Staff turnover	12.50 %	18.95 %	20.72 %	401-1
Number of employees on parental leave	14	26	28	401-3
Number of sick days taken	2,709	2,423	1,967	403-10
Illness rate	1.4 %	1.2 %	1.1 %	403-10
Number of trainees	14	12	9	102-8
Trainees (in %)	1.65 %	1.37 %	1.15 %	BVB disclosure
Trainees hired (in %)	No traineeships complete	60 %	80 %	BVB disclosure
Number of incidents of discrimination	None	None	None	406-1
<b>Social responsibility: Product responsibility</b>	2018/2019	2019/2020	2020/2021	GRI Index
Average number of stewards on match days	720	720	720	BVB disclosure
Incidents of non-compliance concerning product and service information	None	None	None	417-2
Incidents of non-compliance concerning marketing communications	None	None	None	417-3
Merchandise return rate	8.68 %	7.44 %	7.49 %	BVB disclosure
Average rating of customer service	1.7-1.8	1.7-1.8	1.9	BVB disclosure
Percentage of VIP lounges sold	100 %	100 %	X %**	BVB disclosure





## About this report/Publication details

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 Borussia Dortmund GmbH & Co. KGaA  
 Rheinlanddamm 207-209  
 44137 Dortmund, Germany  
 Tel.: +49 (0)231 - 90 20 0  
 Fax.: +49 (0)231 - 90 20 4105  
 E-mail: service@bvb.de  
 Website: https://www.bvb.de/eng

The online version of this report can be found at  
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 Project lead: Daniel Lörcher, Marieke Köhler

**102-53 | Contact:**  
 Please address any enquires about this report and Borussia Dortmund's sustainability strategy in writing to: verantwortung@bvb.de

**102-53 | Concept, design and layout:**  
 Kugelfisch Kommunikation GmbH, Essen  
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**101 | Notes**  
 102-54  
 102-49  
 102-52  
 102-48  
 This Sustainability Report was prepared in accordance with the GRI Standards (Core option). This is Borussia Dortmund's fifth annual Sustainability Report. The basis of reporting has not changed as against the prior year. Please see pages 142-147 for an overview of the relevant GRI disclosures.

**102-50 |** The reporting period is the 2020/2021 season. Unless explicitly stated otherwise, all information pertains to the period from 1 July 2020 to 30 June 2021.

This report was also prepared in accordance with the reporting requirements of the UN Global Compact, including the Communication on Progress (CoP) policy.

**External consultants** 102-56  
 Kugelfisch Kommunikation/RKDS Partners assisted in the preparation of this report and the associated internal processes related to the sustainability strategy, management approach and generation of data.

KPMG AG reviewed the separate non-financial Group report (Non-financial Statement). The report was prepared in accordance with the requirements of §§315b, 315c in conjunction with §§ 289c to 289e HGB. The limited assurance report can be found on pages 140-141.

**Editorial notes** 102-51  
 The copy deadline for this report was 30 June 2021. Material developments up to 30 September 2021 were included in this report and explicitly referred to as such. The most recent Sustainability Report was published on 31 October 2020 for the 2019/2020 season.

In the interest of readability, this report does not differentiate between genders and primarily refers to the male gender. References to the male gender also apply to all genders.

This text is a translation of the Sustainability Report issued in German language, whereas the German text is authoritative.

**System limitations** 102-46  
 The financial figures are based on the consolidated group of Borussia Dortmund GmbH & Co. KGaA. The representative offices in Singapore and Shanghai and the local fan shops were not included in the environmental figures.

## Our progress at a glance

Environment
Price of ticket includes public transport fares across North Rhine-Westphalia
BVB Educational Garden opened near stadium
We offset the CO <sub>2</sub> emissions from our team flights
Feasibility study conducted on the use of mine drainage water
In 2020, the solar panels on roof of SIGNAL IDUNA PARK generated 421,306 kWh of electricity that was fed back into Dortmund's electricity grid (reduction in CO <sub>2</sub> emissions by 154 tonnes)
Commissioned photovoltaic system with nominal capacity of 17,000 kWh at the Brackel sports management offices
Launched bike leasing scheme
Installed a total of nine charging stations for electric vehicles, plans for further charging stations developed
Use if green energy reduced CO <sub>2</sub> emissions by 3,008 tonnes in 2020
Launched upcycled merchandise collection
Launched fan scarf pilot project aimed at recycling in merchandising
Biodiversity: repurposing green areas around the stadium to promote wildlife
In 2020, in an effort to go climate neutral, our employees travelled a total of 185,155 kilometres by train (2019: 523,863 km).
Social
More than 155,000 club members
982 fan clubs worldwide with 66,000 members
BVB attends "Global Forum for Combating Antisemitism" (GFCA) in Jerusalem
"Never forget" episode on DAZN garners 65,000 in first two weeks
Trips to Auschwitz memorial and museum in Oświęcim, Poland (in compliance with health and safety protocols)
8.3 million views of BVB's statement against anti-Semitism
785 employees as at 30 June 2021
"leuchte auf" foundation donated approximately EUR 371,000 in 2020/2021
41,400,000 followers on social media
Developed and implemented protocol to protect fans against sexualised violence
Shelter put in place at the stadium as part of the "Panama" safety protocol
Completed the EU's "Changing the Chants" project aimed at developing guidelines for fighting right-wing extremism in football
In 2020/2021, > 7,000 people viewed BVB's online events aimed at promoting a culture of remembrance
Economy
55,500 season tickets sold – demand for more than 80,000 additional season tickets
Revenue adjusted for transfers: EUR 334.2 million
Borussia Dortmund's equity: EUR 257.9 million
EUR 1.4 million invested for maintenance work at SIGNAL IDUNA PARK
Tickets for VIP lounges sold: not sufficiently meaningful due to the Covid-19 pandemic
Average contractual term with Champion Partners: 6 years
4 new sustainability partners