



# Shaping the future: Challenges and new beginnings at BVB.

Sustainability Report for the 2017/2018 season

Echte Liebe.







**“There can be no  
gulf between the  
stands and the pitch.”**

Hans-Joachim Watzke



# DIE BORUSSIA DORTMUND GMBH & CO. KGAA AT A GLANCE

Athletic development			2017/2018 table						
			Matches	W	D	L	GF/GA	Diff.	Pts.
1.		FC Bayern Munich	34	27	3	4	92:28	+64	84
2.		FC Schalke 04	34	18	9	7	53:37	+16	63
3.		TSG 1899 Hoffenheim	34	15	10	9	66:48	+18	55
4.		Borussia Dortmund	34	15	10	9	64:47	+17	55
5.		Bayer 04 Leverkusen	34	15	10	9	58:44	+14	55
6.		RB Leipzig	34	15	8	11	57:53	+4	53
7.		VfB Stuttgart	34	15	6	13	36:36	0	51
8.		Eintracht Frankfurt	34	14	7	13	45:45	0	49
9.		Borussia M'Gladbach	34	13	8	13	47:52	-5	47
10.		Herta BSC	34	10	13	11	43:46	-3	43
11.		Werder Bremen	34	10	12	12	37:40	-3	42
12.		FC Augsburg	34	10	11	13	43:46	-3	41
13.		Hannover 96	34	10	9	15	44:54	-10	39
14.		1. FSV Mainz 05	34	9	9	16	38:52	-14	36
15.		SC Freiburg	34	8	12	14	32:56	-24	36
16.		VfL Wolfsburg	34	6	15	13	36:48	-12	33
17.		Hamburger SV	34	8	7	19	29:53	-24	31
18.		1. FC Köln	34	5	7	22	35:70	-35	22

## Performance of the Borussia Dortmund Group (IFRS)

Financial performance indicators (in EUR '000):	2017/2018	2016/2017
Equity	336,304	312,302
Capital expenditure	131,046	104,738
Gross revenue	539,935	409,936
Operating result (EBITDA)	126,630	74,073
Result from operating activities (EBIT)	36,074	10,658
Financial result (investment income and net interest expense)	-4,323	-1,539
Consolidated net profit for the year	28,462	8,209
Cash flows from operating activities	158,367	110,412
Number of shares (in thousands)	92,000	92,000
Earnings per share (in EUR)	0.31	0.09

### Environmental responsibility

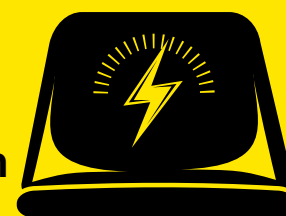
Total energy consumption in 2017

**19.2 GWh**



Energy used per stadium seat in 2017

**236 kWh**



GHG emissions per stadium seat

**42.1 kg CO<sub>2</sub>**



Total waste generated (excl. food waste) in 2017

**448 tonnes**



Food waste in 2017

**188.5 m<sup>3</sup>**



### Social responsibility

Fan clubs

**827**



Employees

**804**



Spectator safety

**750 stewards**



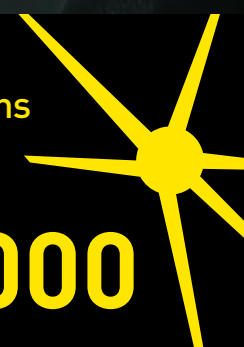
Club members

**> 150,000**



„leuchte auf“ foundation donations in 2017/2018 approx.

**€274,000**



“There can be no gulf between the stands and the pitch.”

Hans-Joachim Watzke



## 102-14 | Looking ahead



Hans-Joachim Watzke



Thomas Treß



Carsten Cramer

### Dear reader,

Borussia Dortmund GmbH & Co. KGaA has published its second Sustainability Report, documenting the path we have mapped out for ourselves in order to ensure that we act responsibly and sustainably. Last season was a source of frustration all round: for our players, for the coaching team, for the club's officials and particularly for BVB's fans. Although we achieved our objective for the season by qualifying for the Champions League, the fact that fortunate circumstances played in our favour, as well as the fact that the team rarely displayed a convincing performance, prompted us to review our strategy and make a number of structural changes.

From a footballing perspective, the motto for the 2018/2019 season is "A new beginning". We have already made decisions in a large number of areas and put them into practice in order to secure our sporting success as we move into the future, too.

We signed an experienced coach with a strong strategic focus in Lucien Favre, while also securing the services of Sebastian Kehl, a BVB insider with a wealth of football knowledge who will be working closely with the team in the interests of the club and the squad. Matthias Sammer also joined the club as an external consultant.

In the second half of last season, it became evident that we need an improved mix of technically high-quality football and a winning attitude. Embodying the club's identity and winning mindset, being hungry for success and generating friction and momentum on the pitch in the spirit of competition – these are the hallmarks we want to instil.

We also want our identity to shine through on the pitch. We know where our roots are and we know where we are headed. This is something we took another close look at last year in order to refine certain aspects of our identity. The outcome of this process will have a marked impact on decisions in all areas of the Company.

We want to stay hungry so that we continue to rank among the world's elite clubs. We will maintain our fighting spirit and get down to business, driven by our faith in our united strength. And we will stay humble. With our Westphalian roots deeply entrenched in the Ruhr region, our home and our fans are where we belong.

The success of our youth academy, which focuses on these very values, shows that this is the right approach going forward. With our "boys from Dortmund" concept, we are working on striking the right balance between footballing finesse and the right mentality. We attach great importance to personal responsibility and personal development as part of our responsibility towards young people.

Pride and apprehension – these are also part of BVB's identity. Our fans are proud of what we have achieved but know all too well that success cannot be taken for granted. Particularly after a difficult season, closing ranks with our fans is especially important. This gives us an indication as to whether we are on the right track.

As a part of this process and in the interests of our sustainable development, we held a large number of talks with internal and external stakeholders. BVB has now laid the foundation and defined the topics it wants to focus on. This will allow us to progress in a structured manner and set specific strategic focal points for our work, helping to ensure that we are successful, while at the same time adopting a responsible approach, in the long term. Just one aspect that has emerged from this process are the discussions surrounding reusable stadium cups, driven by the quest to find a new sustainable and feasible solution.

This report will look at some of the other steps we are taking as we move towards our common future. We hope you enjoy reading this report.

Hans-Joachim Watzke  
Chairman of the Management

Thomas Treß  
Managing Director

Carsten Cramer  
Managing Director



# Contents



## INTRO

BVB at a glance – facts and figures	K 1/2
Introductory remarks	2
Contents	4

## CELEBRATE MATCH DAY!

### BVB and sustainability

Meeting friends before the match	8
Everything has its place	10
Taking a clear stance	12
Things are better when BVB is on the up	14
Giving it our all on match day	16
Dortmund lads on the ball	18
90 minutes of action	20
Now or never in the kitchen	22
Green to the core	24

## STRUCTURED DEVELOPMENT

### Managing sustainability

Sustainability context	28
Organisational structure	30
Stakeholder dialogue	32
Materiality analysis	34
Shaping the future – our sustainable development	37

## CHALLENGES AND NEW BEGINNINGS

### Focal points of our work

<b>Always in tune:</b> BVB, its fans and the region	40
<b>Always acting responsibly:</b> Sustainability and the stadium	48
<b>Always giving it our all:</b> Holistic HR development	54
<b>Always improving:</b> Product quality and service	58
<b>Always working hard to stay on top:</b> Ensuring peak performance	64
<b>Always promoting young talent:</b> Dortmund lads	70

## 24 MATERIAL TOPICS

### Management approaches based on the GRI\*

#### Social responsibility – Fans and club members **from 78**

Identity and tradition	79
Fan community and fan behaviour	80
“leuchte auf” foundation	82
Media and social networks	83

#### Social responsibility – Employees **from 84**

Employment	85
Occupational health and safety	87
Training and education	88
Diversity and equal opportunity	89

#### Social responsibility – Product responsibility **from 90**

Spectator safety	91
Stadium quality	92
Service quality	93
Product safety and product quality	94

#### Environmental responsibility **from 96**

Energy and emissions	97
Mobility	100
Water and wastewater	101
Use of resources	102

#### Athletic development **from 104**

Promoting youth football	105
Peak performance	106

#### Economic approach **from 108**

Our financial performance	109
Economic factor in the region	112
Responsible procurement	113
Compliance and risks	114
BVB brand	116
Sponsors	117

## APPENDIX

Non-financial Statement	119
Limited assurance report	120
GRI Standards Content Index	122
Key figures at a glance	126
About this report/Publication details	128





# CELEBRATE MATCH DAY!

Be a part of something special.

## The complete football experience: knowing and understanding BVB.

BVB stands for a sense of community. Be it the players on the pitch, the team officials, the club members, the fans in the stadium or watching at home on TV, the support staff, or the stewards: everyone is cheering on BVB. Because today is match day!

How could BVB's sustainable development be portrayed better than by telling stories from this community? Match day stories that highlight our responsibility for the region, the people of Dortmund and, first and foremost, in the stadium.

This report aims to help readers understand Borussia Dortmund as a whole: its footballing development, its business relationships and its social and ecological responsibility. And the following nine match day stories will help you understand BVB that little bit better. You can find an overview of the 24 material topics concerning sustainability at BVB on page 35. You can find more detailed information on each of these topics starting on page 78.

Echte Liebe.







**Andreas Goldberg**  
Member of Fanclub BVB International e.V.



**“When match day comes around, the whole of Dortmund’s Kreuzviertel is caught up in black and yellow hysteria.”**

“There are BVB fans the world over. As members of Fanclub BVB International, our favourite haunt before the game on a match day is on Kreuzstrasse. You can really feel the sense of anticipation in the run-up to the match throughout the entire district. Countless other fan clubs, or sometimes just groups of friends, come here to meet up, too. Many of them have been familiar faces for years now.”

Andreas Goldberg set the fan club up in 1999 to bring people from different backgrounds around the world together based on their shared passion for BVB. Since then, he has enjoyed countless trips abroad and has welcomed countless visitors to Kreuzstrasse.

“When we’re not at home and mention that we’re from Dortmund, people automatically think of BVB. And just like that you can talk for hours – football transcends all language barriers.”

Many club members have a season ticket: “They’re not at all easy to come by.” But not every guest manages to secure one of the highly sought-after match day tickets either. Hence the giant flat-screen TV in the “TV room”. Right next to the TV is a pile of mattresses: “We’re used to it and it’s not something we want to change. That’s why fan clubs like ours exist. After all, we’ve all needed a place to sleep before.”

**MEETING FRIENDS  
BEFORE THE MATCH.**

**Echte Liebe.**





**Thorsten Lange**  
Steward team leader  
North-West entrance



**“You keep your living room in order.”**

Thorsten Lange grins in his own special way: “For us stewards match days are a bit like housework in the outdoors. You have a lot of people coming over and obviously you want to take a look at who is going to be sitting in your living room.”

Thorsten knows many of his “visitors” personally, because like most stewards, he has been part of the team and the BVB family for a long time now. The roughly 900 stewards – 750 of whom are deployed in the stadium on match days – represents a cross-section of society, which is another one of the security team’s strengths. “Our team members have experienced a lot together, so there’s a sense of solidarity between us. We’re well-versed in defusing most any situation with a friendly-but-firm attitude before things get out of hand.”

But it’s not just experience that allows the team to spot troublemakers with astounding precision. The stewards regularly undergo training courses conducted by professionals who are experts in screening visitors as they enter the stadium, fire protection, dispute resolution, first aid and much more. Every steward completes a structured training programme before they are given their first assignment.

“We’re not just left to our own devices”, as Thorsten knows. “We are kept up-to-date by professional coaches who are familiar with the latest tricks of the trade, also from other clubs.”



**EVERYTHING HAS ITS PLACE.**

Echte Liebe.





**Sandra Fuhge**  
Member of the Heinrich Czerkus fan club



**“What matters is what happens on the pitch. And in the stands.”**

“Some things are just important.” When Sandra Fuhge talks about BVB and being a member of the Heinrich Czerkus fan club there is no doubt that she means what she says. “We fan club members are against any sort of racism, anti-Semitism and discrimination! And if there is something we can do to promote this within the stadium, then we get the job done.”

ism, anti-Semitism and discrimination! And if there is something we can do to promote this within the stadium, then we get the job done.”

The fan club, which was formed in 2009, is dedicated to the team, the club’s tradition and remembrance of Heinrich Czerkus. Czerkus was a Borussia Dortmund groundsman and a member of the resistance movement against Hitler when he was murdered by the Nazis in April 1945 and was buried together with 300 foreign labourers and Nazi opponents in Dortmund’s Bittermark district.

This is why the Heinrich Czerkus Memorial Run is organised every year, involving more than 1,000 participants and leading from the Stadion Rote Erde stadium to the City of Dortmund’s memorial event in Bittermark. The event is intended as a powerful signal, helping to promote peace and harmony both in- and outside of the stadium. The event is organised by the Heinrich Czerkus fan club, Fan-Projekt Dortmund e.V. and the nature conservation group Naturfreunde Dortmund-Kreuzviertel with the support of BVB and BVB’s Department of Fan Affairs.

“We are a fantastic community and, like most people in the stadium, we have no time for vulgar insults and slogans. We want to encourage people to think instead of just joining in.”



**TAKING A CLEAR STANCE.**

**Echte Liebe.**





**Patrick Schröder**

Owner of "Maximilian" bar and bistro on Dortmund's "Alter Markt"



**"When we win, the atmosphere is second to none."**

"The city is in a bad mood when BVB loses. That's just how it is." Patrick Schröder knows how important BVB is for Dortmund and last season was a rollercoaster ride. "After the last home match, nobody felt like buying another round. They'd had enough. When the final whistle blew, everyone was just relieved."

It's not just the bar and restaurant owners on Dortmund's "Alter Markt" that feel like Patrick Schröder. Borussia Dortmund and the City of Dortmund are quite simply inseparable. This isn't just because BVB has become one of the city's biggest employers. It really makes a difference to the city's hotel owners whether or not BVB reaches the Champions League, bringing fans from all over Europe to Dortmund. And when the city's construction or office workers are in a good mood, then everything somehow seems easier. Things are just better when BVB is on the up.

"The people of Dortmund want to see their team play. And it wouldn't matter how big they built the stadium, it still wouldn't fit everyone. 55,500 season tickets, a Bundesliga record, and they're still hard to come by. Anyone who gets their hands on one isn't just going to give it up. This doesn't sit well with everyone, but what are you going to do? People meet in their local pubs to watch the game. This has also become a tradition in its own right." What's interesting is that most young people regularly check their smartphones. They're commenting on their friends' photos from the stadium, or checking the latest notification from the BVB app. "BVB is a love affair. The club is close to people's hearts and we get to be a part of it", says Schröder.



**THINGS ARE FAR BETTER WHEN BVB IS ON THE UP.**

Echte Liebe.







**Ava Jassem**  
BVB supervisor, west terrace



**“Not quite what you would call a break.”**

“When the referee blows the half-time whistle, many people only have one thing in mind: getting a quick drink and snack before the next half starts. Hopefully without having to stand in long queues. With 81,000 spectators, this means that several hundred employees have to go into overdrive. After all, the more smoothly things run on the circulation levels and in the VIP boxes, the happier our spectators are and the better the atmosphere.” Ava Jassem knows what she is talking about. She coordinates the complex processes that ensure that everything runs smoothly, in particular at half time. A bratwurst and beer are the half-time classics.

But there are also some 4,400 VIPs and guests of sponsors in the stadium on match days who have to be waited on hand and foot before, during and after the match in the VIP boxes and lounges. In addition to fast service, the focus is naturally on the quality of the products and hygiene before and during food preparation. “The fact that system catering is able to meet all of these requirements at the very highest level is not least thanks to the procurement expertise of our colleagues from BVB Event & Catering GmbH and the professionalism shown by the employees of our service providers.”

Seasonal and regional availability are also important factors when planning meals. This ensures that visitors can enjoy fresh and varied products. Exacting certifications in food preparation call for routine processes and ongoing (further) training for employees. “Food safety isn’t something that can just be taken for granted. We always keep our eye on the ball. After all, our visitors include our family and friends.”

**GIVING IT OUR ALL ON MATCH DAY.**

**Echte Liebe.**





**Colin Kleine-Bekel**  
U15 team player



**“We keep our feet firmly on the ground.”**

No later than after the first match against Mainz 05 it was clear: the lad knows how far he's come, but also how far he still has to go. "Colin is a good lad. Focused, calm and works well under pressure. He's a good fit for the team both in terms of his football and his personality."

Matthias Röben, Educational Director for New Talent at BVB's youth academy, knows his young players well. "We can't give the boys any guarantee of success or promise that they'll end up playing for the senior squad in the Bundesliga one day. But our goal is to ensure that they make the most of their time with us to develop their personalities so that if their dreams of a professional career don't materialise, they won't feel that they have failed as individuals."

"My weeks are very busy," says Colin. "I don't have time to be bored!" Some of his teammates attend one of the three BVB partner schools nearby. Colin is from Bielefeld. "We don't get any red carpets rolled out for us at school, but they do take our long weekend tournaments into account."

Striking the right balance between international fixtures, local derbies and everyday chores, like making sure that the youngsters pack their own sports bags, is a particular challenge. Matthias Röben: "The football learning curve involves ensuring that our lads don't just step up to their responsibilities on the pitch, but that they can also manage their day-to-day lives. Staying grounded is hard when you're reaching for the stars."



**DORTMUND LADS  
ON THE BALL.**

**Echte Liebe.**





**Roman Weidenfeller**  
16 years at BVB



**“You’re always focused on what comes next.”**

“Being a professional footballer means endless days of preparation interrupted by brief periods of action. Only one thing counts on the pitch – the next 90 minutes! And after that final whistle blows, it’s back to the grind: did you

win? Stay hungry and keep up the good work! Did you lose? Something has to change! When ‘keep pushing’ becomes your guiding principle, it’s easy to lose sight of where you are. The many years I spent at BVB really helped me in that respect. Standing in front of the fans in the south terrace after the match instead of somewhere you’re just passing through. The brief moments when you advance to the next round of the knock-out stage or after you successfully close out a season. Those are the moments that extend the action. But often, you simply become even more aware of how important it all is for the fans. Winning or losing, the emotions are intense, and they really take hold of you.

It can be both fascinating and horrendous. It’s fascinating when you’re pumped full of adrenaline standing there in the glow of the floodlights in the middle of the action. But you can also feel pretty pathetic when the lads are giving it their all during training while you’re stuck on a stationary bike nursing some aches and pains. Will I make it back into the line-up? Am I pushing myself hard enough? Self-doubt. It’s certainly not all fun and games, because you’re always nursing something. A lot of people try to block out the pressure by distracting themselves. It might seem arrogant, but it’s a self-defence mechanism. At the end of the day, professional footballers are just people, too. I’m sure being a bit thick-headed saved me from drowning in self-doubt over the years. That, and the fun I had playing for BVB.”



**90 MINUTES OF ACTION.**

**Echte Liebe.**







**Dennis Rother**  
BVB head chef



### “Taste is all that matters?”

Lunch for the professional squad, bratwurst in the stadium, crunchy pepper strips with dip as a little snack for the kids – it’s all quite a mix, but part and parcel of the job for Dennis Rother. “My job is about ensuring that the right foods are served to suit the occasion.”

And it all has to be well thought-out, because the quantities involved are always substantial. Every little detail also helps to avoid waste and save energy or resources. “Every professional dreams of developing their own meal plan and then cooking it down to the very last detail. This helps athletes to improve their performance and prevent injury. However, making plans for 81,000 spectators is a different challenge entirely, and one that changes from match day to match day. The food on offer ranges from vegan options to bratwurst. Hundreds of events are held between match days in SIGNAL IDUNA PARK’s VIP lounges every year. And yes, we want to offer our BVB colleagues healthy food options in the canteen as well. It’s all quite a mix – I love it!”

Good planning is essential to prevent chaos. “Without clockwork-like precision, everything would come to a standstill. Every cog in the wheel interlocks with another one. And I’m not just talking about costs. It would be completely irresponsible if we had to throw away copious amounts of food due to poor planning. Here in the kitchen, we have a sense of respect for the food we prepare.”

**NOW OR NEVER IN THE KITCHEN.**

**Echte Liebe.**





**Willi Droste**  
BVB groundsman



### “The pitch has a character of its own”

“Right now, we can hear the grass growing.” When talking to experts like Willi Droste, it’s often hard to tell what’s meant in jest what’s not. Can his team of 18 really hear the grass growing, or did he mean the constant hum of the fans? “Both of course,” says Willi, enjoying a laugh.

“Having the best pitch takes a lot of work. We want our lads to be able to play quick passes without injuring themselves.” The stadium doesn’t let in enough sunlight to allow for robust growth. The groundsmen also have to deal with heat in the summer and frost in the winter. So the pitch needs to be illuminated and evenly irrigated or – if conditions are too damp – aired with the help of a fan. “I’m not talking about normal-sized fans,” says Willi, leaning against one of the high-tech devices, which is bigger than he is.

“We work with nature, not against it. The pitch has a character of its own and you get to know each other over the years.” It has already won numerous prizes, most recently DFL’s coveted and prestigious “Pitch of the year” award in 2017.

“The more, the better – that’s nonsense. We try to optimise our use of fertilisers and actually reduce the nitrogen dosage in the summer, challenging conventional theories. We have also learned a lot regarding electricity and water. We have a water recirculation system and cisterns at the Brackel training ground. Meters have been installed in the stadium to optimise the use of resources. There are solar panels on the roof, too. Just look at all the space we have.” No sooner had he said that than he’s gone – lot’s to do. “Bye!”



**GREEN TO THE CORE.**

**Echte Liebe.**







- Sustainability context
- Organisational structure
- Stakeholder dialogue
- Materiality analysis
- Shaping the future

# Structured development

Managing sustainability

Echte Liebe.







## Football: passion and economic factor

**102-15** | Football captivates people all over the world and the extensive and continuous news coverage the sport receives across all channels is a testament to this appeal. In Germany, professional football is a major economic factor. Last season, clubs in the first and second Bundesliga divisions generated record revenue of EUR 4 billion and employed a total of 54,275 people.

### Football's significance means taking responsibility

The public interest and enthusiasm for the sport as well as its economic strength mean that clubs have a responsibility to their communities that goes beyond mere footballing and economic success. Sport is more than just a business – sport moves people.

But its impact extends beyond the social environment. As resources become increasingly scarce and environmental pollution worsens, it's imperative that we also take stock of and analyse the environmental consequences. The sport of football cannot live up to this responsibility unless each club is aware of and understands these challenges.

We have come to realise that dissecting the business of football at the athletic and economic levels is not enough to meet the demands of our stakeholders or our own aspirations. We are aware that this overall responsibility is a key factor and driver of success and growth. We live up to this responsibility towards the people who ensure the club's continued existence through their various contributions, our fans, sponsors, members, shareholders as well as our city and the surrounding region.

### **101** | **102-46** | Basis of reporting

The aim of our second Sustainability Report is to provide our stakeholders with transparent information – not only on our activities and achievements, but also on the challenges facing us. This Sustainability Report for the 2017/2018 season meets the requirements that apply to a separate non-financial Group report (hereinafter referred to as the "Non-financial Report") within the meaning of the German CSR Directive Implementation Act (CSR-Richtlinie-Umsetzungsgesetz), which came into force in 2017.

We take the current internationally recognised standards for sustainability reporting set out by the "Global Reporting Initiative" (GRI) and the principles of completeness, materiality and stakeholder involvement as a basis for determining what our Sustainability Report will cover. This report was prepared in accordance with the "2016 GRI Standards (Core option)" and covers

the reporting period for the 2017/2018 season. Unless indicated otherwise, all figures pertain to the 2017/2018 season.

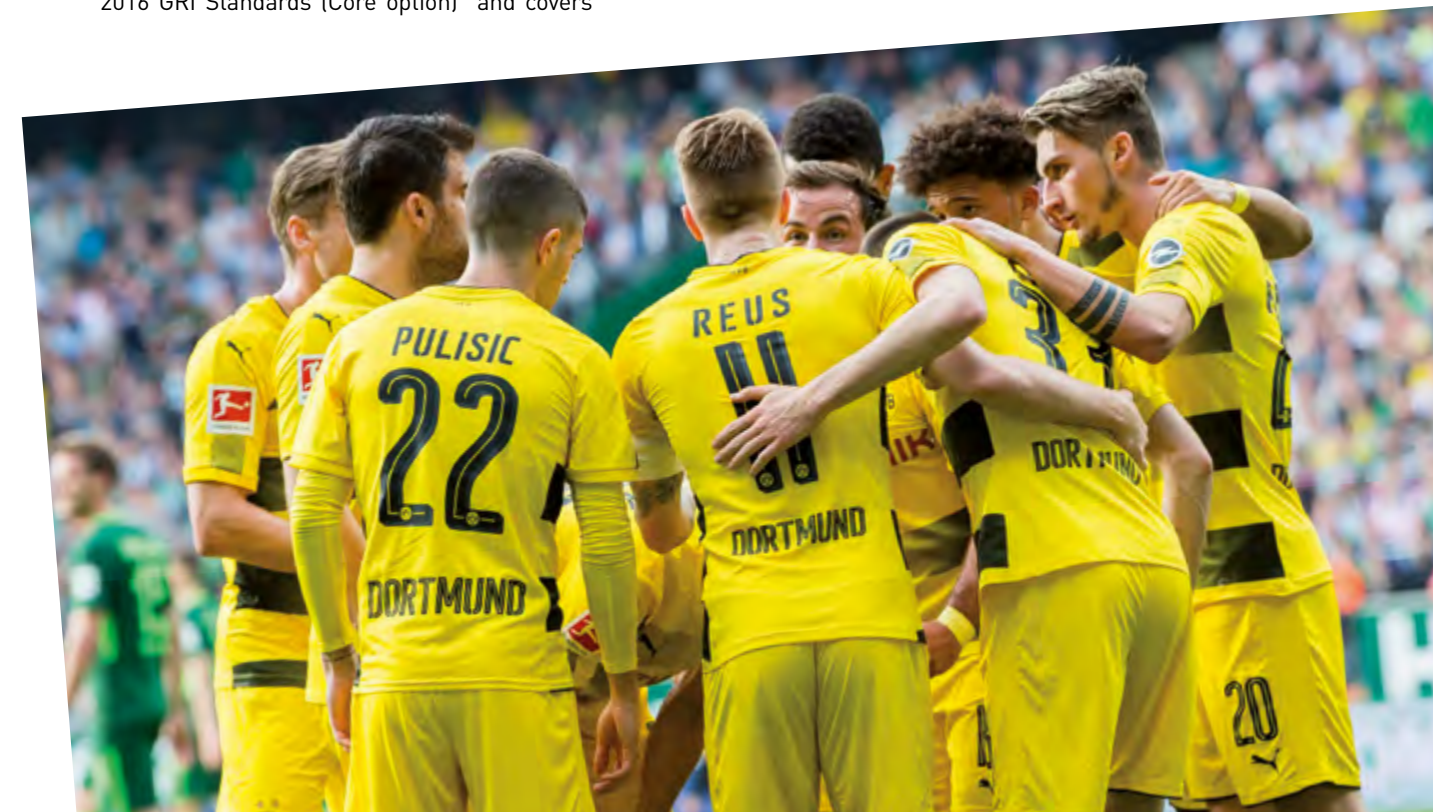
Although the GRI Standards were prepared for all organisations regardless of the sector they operate in or their location, professional football covers a very special field and differs in many respects from traditional enterprises. In order to take this into account, the „Our athletic development“ material area was added to expand on the GRI system and the „Fans and club members“ topic was included to expand on social issues.

Based on the review conducted last year, we have taken a closer look at the issue of sustainability in this report, setting up an internal sustainability working group and entering into dialogue with our stakeholders as part of the materiality analysis.

In addition to offering readers a behind-the-scenes look at Borussia Dortmund and SIGNAL IDUNA PARK, the report is also intended to raise awareness of the issue of sustainability.

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. The „leuchte auf“ non-profit foundation is also an independent entity.

Continue reading for an overview of the business model and corporate structure.



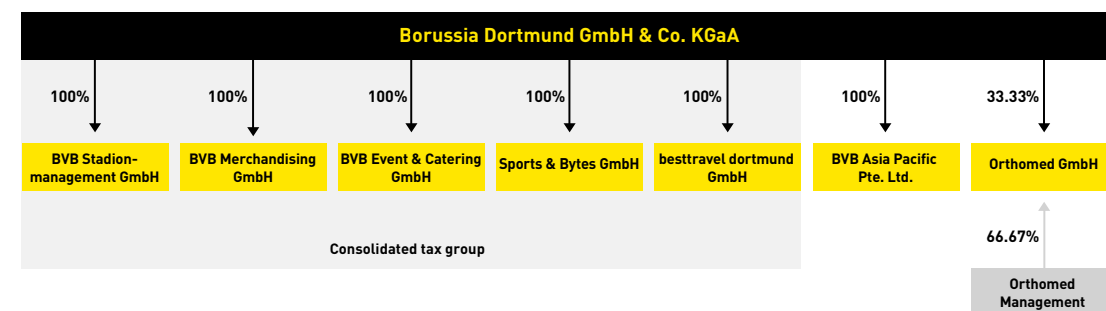


Part of the Non-financial Statement

# Borussia Dortmund GmbH & Co. KGaA

102-2  
102-5  
102-6

The object of Borussia Dortmund GmbH & Co. KGaA (herein-after „Borussia Dortmund“ or „BVB“) 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.



102-45 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%), Sports & Bytes GmbH (100%), besttravel dortmund GmbH (100%), BVB Asia Pacific Pte. Ltd. (100%) and Orthomed Medizinisches Leistungs- und Rehabilitationszentrum GmbH (33.33%).

102-4  
102-7 The Company focusses primarily on its operations at its headquarters, SIGNAL IDUNA PARK, the FanWelt service centre, BORUSSEUM, training grounds and the football academy. It also operates six fan shops throughout the region. As part of our internationalisation strategy, we opened a representative office in Singapore in 2014 and another office in Shanghai in 2017.

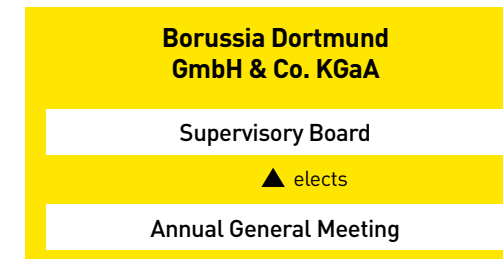
The Company has entered into separate profit and loss transfer agreements with BVB Stadionmanagement GmbH, BVB Merchandising GmbH, BVB Event & Catering GmbH, Sports & Bytes GmbH and besttravel Dortmund GmbH. Borussia Dortmund's group structure is presented in the chart above.

## Organisation of management and control

102-18

In October 2000, Borussia Dortmund became the first football club in Germany to go public and is listed in the Prime Standard segment of the Frankfurt Stock Exchange. 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 represented by its three managing directors, Hans-Joachim Watzke, Thomas Treß and Carsten Cramer; its sole shareholder 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 employment agreement with the chairman of the management, Hans-Joachim Watzke, was extended prematurely until 31 December 2022.



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 36 of the 2017/2018 Annual Report. <http://aktie.bvb.de/eng/Publications/Annual-Reports>

The employment agreement with Thomas Treß was also extended prematurely until 30 June 2022. Thomas Treß is responsible for the „Finance & Facilities“ and „Organisation“ areas. Carsten Cramer, who had previously served as commercial attorney-in-fact (Prokurist), was appointed as a further managing director with effect as at 1 March 2018. His employment agreement runs until 30 June 2022. Carsten Cramer is responsible for the „Sales & Marketing“ and „Digitisation“ areas.

Borussia Dortmund is advised and monitored by the Supervisory Board. The reports of the management and the Supervisory Board's enquiries and deliberations form the basis for this function. For the reporting period, the Supervisory Board considers the management of the Company to be in compliance with the law and in proper order, it deems the internal control system, risk management system and internal audit system to be effective, and attests to the Company's corporate organisation and economic viability.

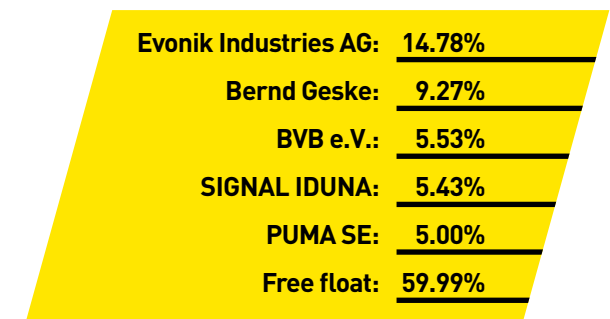
The Supervisory Board convened four meetings during the reporting period. The Supervisory Board received written reports in the intervals between its meetings. Moreover, the chairman of the Supervisory Board was in contact with the management on a regular basis.

The Fan Council serves as a forum for dialogue and a communicative link and defines itself as the representative body for all fans who identify with BVB's values. One of its main duties lies in maintaining

communication between all partners on an equal footing. In the event of conflict, the Fan Council can also be called upon to act as a mediator.

## Shareholder structure

102-5



## Charters and associations

102-13

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 Association (UEFA)
- Fédération Internationale de Football Association (FIFA)
- Westdeutscher Fußballverband e.V. (WDFV)
- Fußball- und Leichtathletik-Verband Westfalen e. V. (FLVW)

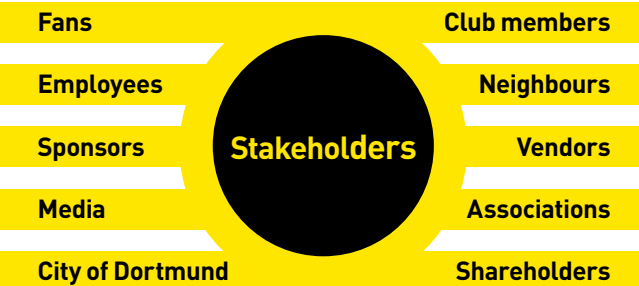
Borussia Dortmund supports and promotes the following charters and initiatives:

- Bundesverband Deutscher Stiftungen (Stiftung „leuchte auf“)
- Business Social Compliance Initiative (BSCI)
- Initiativkreis Ruhr e.V.





Works Council of BVB Merchandising GmbH



## 102-42 | Maintaining dialogue with our stakeholders

BVB touches on the interests of many different people. This is why maintaining dialogue with our various 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 build trust on a permanent basis. When we engage in dialogue with our various stakeholder groups, we provide transparent information on our decisions and actions in order to promote acceptance of our business activities.

### Our stakeholders

Borussia Dortmund's actions and activities have a profound effect on various groups of stakeholders. Conversely, depending on the extent of their relationship with the club, these stakeholder groups can also influence major decisions at Borussia Dortmund. These groups include not only our fans, club members and employees, but also numerous other groups that make demands and have expectations of BVB or that are influenced by the club.

The process of defining the stakeholder groups initially centred on those closest to the club. The question was then to ask who is involved in BVB's decisions and activities and which interfaces with external stakeholder groups are necessary.

These relationships between partners, stakeholders and interested parties are often intertwined.

In addition to fans, a Bundesliga club's stakeholders include its members, employees, sponsors, vendors, associations and the media. Furthermore, from a legal standpoint as well, the Company has a close relationship with the club, which has a long history and deep ties to the community. We also maintain ongoing dialogue with the City of Dortmund and other local and regional authorities. As a listed company, Borussia Dortmund is also attentive to the needs and interests of its shareholders.

## 102-43 | Stakeholder dialogue

We use a range of different formats to promote ongoing dialogue with our stakeholder groups: we conduct stakeholder surveys, organise dialogue events on specific topics and exchange ideas in discussion and information forums or as part of our work with various associations. Press conferences are held at regular intervals.

We also communicate with our members, our fans, visitors to SIGNAL IDUNA PARK and our business partners on a regular basis. 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 held twice a year, and the Fan Council, which meets on a regular basis, we have set up bodies that facilitate regular dialogue with our various fan groups. We maintain regular, close contact with the various emergency services, such as the German Red Cross, the police, the fire brigade, the City of Dortmund and other local and regional authorities, in the context of match day planning. Borussia Dortmund works closely with the DFB and the DFL and currently chairs the German Association of Stadium Operators (VdS).

In order to perform a materiality analysis from the perspective of BVB's primary stakeholder groups, we entered into structured dialogue with the following groups in the reporting period:

- ▶ Fans/members: at a workshop with representatives of the Fan Council
- ▶ Employees: at workshops with representatives of the Works Councils of Borussia Dortmund GmbH & Co. KGaA and BVB Merchandising GmbH
- ▶ Club: using questionnaires sent to the divisional managers
- ▶ Authorities and football association: using questionnaires sent to the DFB, the police, the German Red Cross (DRK), the fire brigade and city, district and regional authorities
- ▶ Sponsors: using questionnaires sent to sponsors
- ▶ Shareholders as representatives of the owners: using questionnaires sent to the members of the Supervisory Board

The next step in the process of intensifying our stakeholder involvement will be to include our vendors and local residents.

We will address the results of this dialogue process and the measures we intend to take in response to them in our Sustainability Report.



# Materiality analysis

102-15 | Which topics are particularly important to our long-term success based on our corporate social responsibility? What do our stakeholders expect of BVB? In order to answer these questions, we performed a structured materiality analysis for the first time in 2017. The analysis aims to assign weightings to sustainability topics, with the involvement of our stakeholders, based on their importance to BVB in terms of their impact and to take these topics into account in our business activities.

Based on an initial internal assessment and the GRI Standards, BVB initially identified 53 topics at the beginning of 2017 which were then grouped into larger action areas. The next step involved evaluating these topics in cooperation with Ruhr University Bochum. The management initially assessed each aspect from the stakeholders' perspective. This resulted in 25 material topics being identified to form the basis for the 2016/2017 Sustainability Report.

In early 2018, we then launched our structured stakeholder dialogue process with the support of external experts in order to review these results and develop them in greater detail. The materiality of the various topics from the perspective of the individual stakeholder groups was assessed using workshops, interviews and questionnaires. Comments and suggestions were noted and participants were asked to submit ideas for supplementary topics.

The significance of the economic, ecological and social impact of each topic was identified in accordance with the influence that BVB exerts over economic, environmental and/or social matters – be it positive or negative – during interviews with all directors and the management and at in-house BVB workshops with the sustainability working group. A scale of “1” (low) to “5” (very high) was used to express how significant these topics are in terms of their impact/how they influence stakeholder decisions and assessments.

## Results

The topics with the highest scores regarding their impact and from the perspective of our stakeholders were: spectator safety, the fan community and fan behaviour, promoting youth football, peak performance, financial performance and employment.

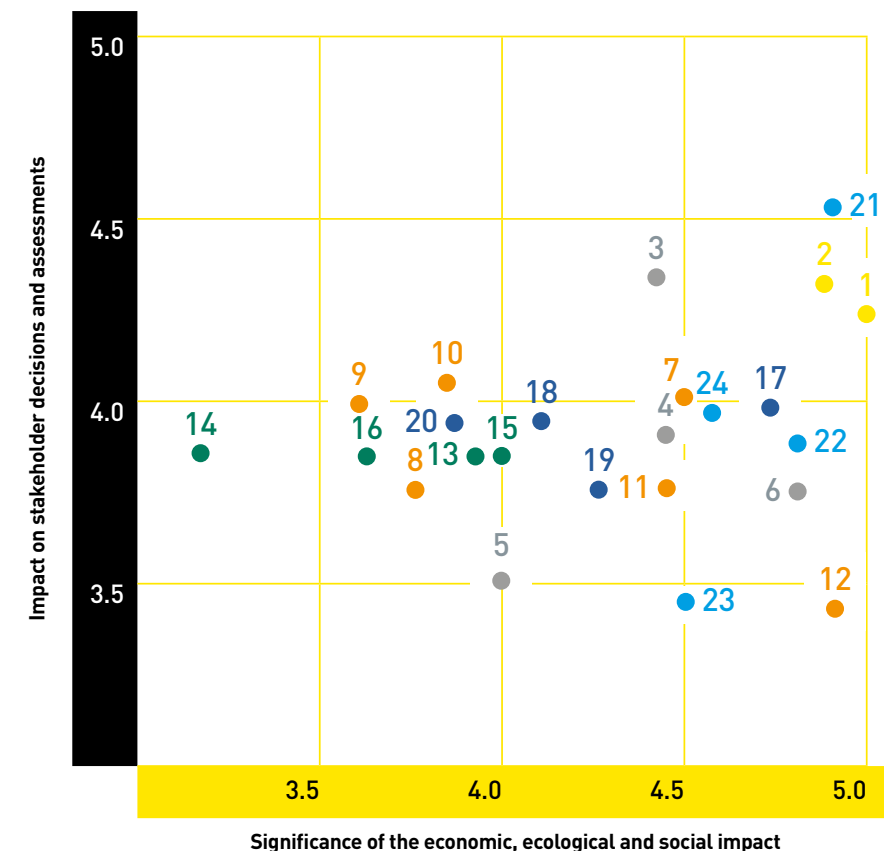
Topics with very high scores, particularly in terms of their impact, were: service quality, identity and tradition, occupational health and safety, media and social networks, stadium quality, the BVB brand, training and education, sponsors, compliance and risks, as well as product safety and product quality.

Topics with high scores were: mobility, diversity and equal opportunity, energy and emissions, responsible procurement, “leuchte auf” foundation, economic factor in the region, use of resources and water and wastewater.

These 24 topics were classed as material because they reflect the economic, ecological and social impact that BVB has, or because they influence the decisions made by our stakeholders. We have reported extensively on these topics in the Sustainability Report based on the standards set by the Global Reporting Initiative. The materiality matrix on the next page provides an overview. The identification of the double materiality required in the context of the statutory reporting obligation, which condenses the topics into five “doubly material” topics, is described in the Non-financial Statement.

## Materiality matrix

The 24 topics identified as being material are shown in the graphic below.



## 24 material topics in 6 areas

- Athletic development**
  - 1 Peak performance
  - 2 Promoting youth football
- Fans and club members**
  - 3 Fan community and fan behaviour
  - 4 Identity and tradition
  - 5 “leuchte auf” foundation
  - 6 Media and social networks
- Economic approach**
  - 7 Our financial performance
  - 8 Economic factor in the region
  - 9 Responsible procurement
  - 10 Compliance and risks
  - 11 BVB brand
  - 12 Sponsors
- Environmental responsibility**
  - 13 Energy and emissions
  - 14 Water and wastewater
  - 15 Mobility
  - 16 Use of resources
- Employees**
  - 17 Employment
  - 18 Occupational health and safety
  - 19 Training and education
  - 20 Diversity and equal opportunity
- Product responsibility**
  - 21 Spectator safety
  - 22 Stadium quality
  - 23 Product safety and product quality
  - 24 Service quality

The five highlighted topics form part of the Non-financial Statement.





### Information on process-related factors as part of the materiality analysis

**The following factors were taken into account when defining the material topics:**

- › Reasonable assessments of the economic, ecological and/or social impact.
- › The interests and expectations of the stakeholders that have invested in BVB, represented by the members of the Supervisory Board and sponsors.
- › More extensive economic, social and/or ecological interests and topics raised by external stakeholders, represented by fans, public authorities, the association and club representatives.
- › The main topics and future requirements in the sector, identified by conducting interviews with BVB managers and specialists.
- › The applicable laws, guidelines, international or voluntary agreements and requirements of the DFB and the DFL that are of strategic significance to BVB and its stakeholders.
- › Central values, guidelines, strategies, company management systems, objectives and requirements of BVB.
- › The core competencies of BVB and the way in which they can contribute to the development of sustainability.
- › Consequences for BVB relating to the economic, ecological and/or social impact, e.g. risks to the business model or reputational risks.

**On the basis of the comments and suggestions we received, the following adjustments were made to the terms used and the classification system:**

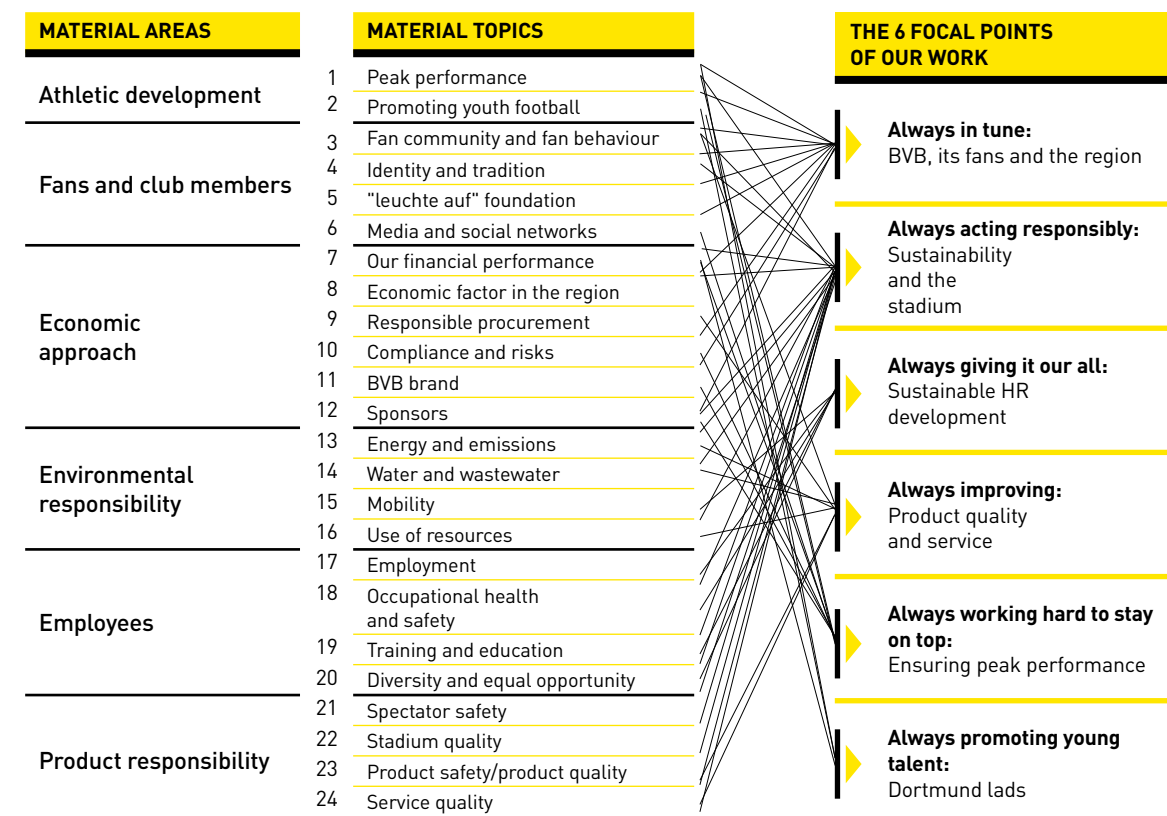
- › The "leuchte auf" foundation and "Media and social networks" topics, which had originally been assigned to the "Society" material area, were assigned to the "Fans and club members" material area.
- › The "BVB brand" and "Sponsors" topics, which had originally been assigned to the "Society" material area, were assigned to the "Economic approach" material area.
- › The "Waste and recycling" and "Use of resources" topics were grouped into one topic: "Use of resources".
- › The "Fan community" and "Fan behaviour" topics were grouped into one topic: "Fan community and fan behaviour".
- › The aspect of identity was added to the "Tradition" topic to create the "Identity and tradition" topic.
- › The "Marketing and labelling" topic was added to the "Product safety and product quality" topic.

102-49

## 103-3 | Shaping the future – our sustainable development

Our analysis has identified 24 topics that are material to us. Borussia Dortmund stands for intensity, authenticity, community and ambition and everything we do has a powerful impact. That is why we have made a promise to ourselves and to each and every one of our fans that we will give nothing less than 100% in our passionate and determined pursuit of our goals. In doing so, we want to help others help themselves and dedicate all of our quality to the service of the team. This means that every single person at BVB has to take responsibility, also, and particularly so, in terms of our sustainable development. We have defined six specific focal points of our work in this regard to help us shape our future successfully and in a structured manner. The graphic below illustrates the complex relationships between the topics that are material to us and the focal points of our work: everything is interrelated! In the following two sections, we report on the specific measures that we are taking ("Challenges and new beginnings – The six focal points of our work" from page 38) and on

our general approach to addressing the individual material topics ("24 material topics – Management approaches based on the GRI" from page 76). As part of our annual reporting process, we evaluate the management approaches we apply to the material topics, which are described in the fourth part of the 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 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 exploiting 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.







**Challenges and new beginnings**  
Focal points of our work

- Always in tune:** BVB, its fans and the region
- Always acting responsibly:** Sustainability and the stadium
- Always giving it our all:** Holistic HR development
- Always improving:** Product quality and service
- Always working hard to stay on top:** Ensuring peak performance
- Always promoting young talent:** Dortmund lads

Echte Liebe.





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

Guided by the motto “Always in tune: BVB, its fans and the region”, our work focuses on our relationship and collaboration with our fans. BVB has deep ties to Dortmund and the surrounding region. Thanks also to our international successes, an increasing number of fans from across the globe feel a connection to BVB. As has always been the case in the past, Borussia Dortmund's mission continues to be to give fans of all stripes – whether they're season ticket holders, dedicated fan club members, VIP guests or the club's followers on social media – the full BVB experience.

## More than 420 fan clubs attend the Fan Delegates' Meeting

The Fan Delegates' Meeting for all official BVB fan clubs was held at the end of August 2017. More than 800 fan club representatives had accepted their invitation to SIGNAL IDUNA PARK. The Fan Delegates' Meeting is organised by the fan representatives twice a year. Two representatives each from the more than 800 official BVB fan clubs are invited to the stadium to engage in Q&A sessions with guests including coaches, players or managing directors and to obtain information on news affecting the fan clubs.

The guests included Hans-Joachim Watzke and then head coach Peter Bosz. Both dedicated a great deal of their time to answering questions from fans. Afterward, Dr Hockenjos, Director of Organisation at Borussia Dortmund, explained the structural changes to be made within SIGNAL IDUNA PARK. The Fan Council, which had been elected in part at the Fan Delegates' Meeting in 2015, also presented its work for the very first time. Two members reported on the work of the Council, with information also being provided on the Council's development, including the development of its own mission statement.



Fan Delegates' Meeting: Hans-Joachim Watzke taking part in the lively panel discussion

## Fan Days:

### Events during the reporting period:

- › **From the bottom up**  
Black and yellow – developing talent at BVB
- › **This is the place we call home!**  
A city tour in the team bus

## “Fan Days” events series

Since the beginning of the 2017/2018 season, an evening event dedicated to BVB's soul – its fans – is held three times in each of half of the season. The BVB fan representatives and BVB's Department of Fan Affairs work with various cooperation partners or fan clubs to organise a series of events covering various topics relating to the game and the match day. The events are aimed at all fans who are interested in what is happening at BVB and in the fan scene even when it is not match day. The Fan Days provide a forum for people to meet up, network and engage in dialogue. Focal topics are discussed with guests from the fan scene and the club, as well as with external guests, with plenty of opportunities to leisurely talk shop as well, of course.



## Memorial tours for fans

Borussia Dortmund organises educational field trips to memorials for its fans. They are also a firm feature of BVB's programme of events designed to foster a culture of remembrance as part of its work to fight right-wing extremism and discrimination. During the reporting period, the club organised two trips to Poland, which included visits to the Auschwitz and Lublin-Majdanek concentration camps. The trips were organised by BVB fan representatives together with a historian and gave the participants an in-depth insight into the political and social context of the Nazi era and its catastrophic outcome. The very direct and haunting impressions were then examined in discussion rounds and workshops.



Memorial tour for fans to Lublin

## "BVB-Aktionstag"

On 17 March 2018, the BVB fan representatives, the ballspiel.vereint! initiative, the Department of Fan Affairs, Fan-Projekt Dortmund e.V. and the BVB Learning Centre extended an invitation to fans to come to the stadium for the second BVB day of action (Aktionstag) entitled "Recognising and standing up to racism". As in the previous year, various workshops on combating discrimination were held for fans, with this year's event focusing on racism. Club President Dr Reinhard Rauball highlighted the importance of this event in his welcome address. A panel discussion featuring former BVB player Patrick Owomoyela successfully capped off the event.



## Second place, DFB Integration Prize

The BVB Learning Centre was created in 2004 on the initiative of Fan-Projekt Dortmund e.V. as a forum to educate and raise the political awareness of young people. The Learning Centre is located underneath the south terrace of SIGNAL IDUNA PARK and receives financial support from BVB's "leuchte auf" foundation, among others. Every year, more than 3,000 young people attend modules on topics such as civic engagement and combating discrimination.

Fan-Projekt Dortmund e.V. has now received special recognition for its long-standing work. Fan-Projekt Dortmund e.V. was awarded second place in the "Private-sector/Public Bodies" category of the DFB Integration Prize, Germany's most prestigious award for social responsibility in the area of football. In addition to the instructional courses at the stadium, the award was also bestowed in recognition of events such as the intercultural stadium party "Unser Ball verbindet die Welt" (Our ball brings the world together) and the "Meine Stadt – Mein Verein" (My city – my club) project for young immigrants.

The award reinforces BVB's commitment to diversity and integration at BVB and is a fantastic source of motivation for the club to put more youth education ideas and future projects into practice at the stadium's Learning Centre.

## BVB supports "Aktion Stolpersteine"

The "Aktion Stolpersteine" initiative is dedicated to the remembrance of murdered Jews and members of the resistance movement in the local area. Engraved cobblestones with brass caps attract the attention of passers-by in Dortmund's residential and business areas. On 13 July 2017, a total of 11 of these cobblestones or Stolpersteine, which literally means "stumbling blocks" in German, were laid for the Jewish Orlean family, six at Klosterstrasse 4 and five at Oesterholzstrasse 87, which is now home to the St. Vincenz youth welfare centre. The Orlean family, whose members were friends of BVB, ran a textiles business here between 1916 and 1938.

In addition to developing young talents at its football academy, Borussia Dortmund also conducts youth outreach in the surrounding area. The club launched various projects targeting children and young people at our three local partner schools. The goal of these programmes is to help children and young people be the best they can be.

The Geschwister-Scholl-Gesamtschule comprehensive school participates in "Aktion Stolpersteine" as part of its commitment to raising political, historical and social awareness among young people. Around 30 pupils – including young footballers from the club's youth academy in Brackel – worked on the project during the reporting period.

## Brinkhoff's Cup

The 25th edition of the Brinkhoff's Cup, Germany's largest indoor football tournament for fan clubs organised by Fan-Projekt Dortmund e.V., was held in the autumn of 2017. Members of 32 BVB fan clubs from across Germany competed to be crowned champions.

The event was attended by 500 active players and numerous fans. There was certainly no lack of footballing quality in Dortmund-Brackel, made all the better by the fact that not a single serious injury was suffered in more than 80 games.

In a dramatic final, the "Seeborussen" from Haltern am See were the luckier team, prevailing over the reigning champions from Scharnhorst-Dortmund in a close match that ended 2:1. 80,000 spectators cheered the winners on at the trophy ceremony in SIGNAL IDUNA PARK.

## New entrance areas for flags and banners

Due to the incidents at the game against RB Leipzig in 2017 and the resulting requirements imposed by the DFB, dedicated entrance areas for flags and banners were set up at all BVB home matches starting in August 2017. Stewards check all fence flags, flags for waving (measuring more than 1.50 m in height) or two-pole banners,

as well as all other banners. These have to be registered with the fan representatives – ideally at the latest three days prior to the respective the home match. The idea is not to censor the flags or banners, but simply to streamline the checks. The flags and banners are allowed into the stadium so long as the content of the messages is consistent with the principles of the freedom of speech.

## Youth trips to away matches

Fan-Projekt Dortmund e.V. once again offered supervised trips to away matches for young BVB fans aged between 13 and 17 years in the 2017/2018 season. Trips to various away matches at "pocket money" prices have been offered in both the first and second half of the season for years now.

The "Young Generation" buses head for stadiums that can be reached in four hours or so, ensuring that the teenagers arrive back home on the same day. The trips are strictly alcohol and nicotine-free zones and are supervised by educational staff from Fan-Projekt Dortmund e.V. The price includes return travel and entrance to the stadium. Last year's trips took the teenagers to Wolfsburg, Frankfurt, Hanover, Leverkusen, Cologne, Monchengladbach, Bremen and Hofenheim.





413-1 | **„leuchte auf“ Foundation**  
**Real help powered by real love**

“The calibre of a football club lies in how it fulfils its social responsibilities”, said Franz Jacobi, one of BVB’s founding fathers. The BVB “leuchte auf” foundation is a charitable organisation that was founded by Borussia Dortmund in November 2012. The objective of the foundation is to support charitable projects and organisations through material, financial and intellectual contributions. It focuses on Dortmund and the Ruhr region in particular. Establishing the foundation was BVB’s way of bundling its corporate social responsibility activities.

**Future. Diversity. Commitment. Health.**

A large number of measures based on the foundation’s four promotional pillars were implemented in the reporting period. We can only provide a brief summary in this report by showcasing one example for each pillar. You can find more information at: [www.bvb.de/stiftung](http://www.bvb.de/stiftung).

**Future**

**Academia Borussia**

Borussia Dortmund heads to Mexico. “leuchte auf” is running a social project for children from all social strata with the support of BVB Evonik football academy and in collaboration with a Mexican fan club. “Academia Borussia” provides support to young people and allows them to engage in their favourite sport, football, on a regular basis, to connect with BVB and to learn key social values that will help them in their lives.

It all started in 2012 with the establishment of “BVB09MEX”, Borussia Dortmund’s first official



fan club in Mexico. The fan club is based in the country’s capital, Mexico City, and already boasts an astounding 2,000 members. It was within this fan club that the idea of establishing Academia Borussia was born.

As marked social inequalities are rife in Mexico, Academia Borussia is keen to give everyone the opportunity to become part of the BVB family, regardless of their social background. Some children embark on a three-hour journey on foot just to take part in the Academia’s training sessions. When the session is over, they spend another three hours walking back home. This passion and the desire to be part of the project are remarkable.

Academia Borussia will be expanding and enhancing its projects in the future, receiving support of EUR 30,000 a year from Borussia Dortmund and the “leuchte auf” foundation. The under privileged children in Mexico have earned it.

**Diversity**

**“leuchte auf” finances holiday recreation programme for refugee children**



A donation made by the foundation allowed a group of refugee children to take part in a holiday recreation programme in July 2017. Together with 50 other children from Dortmund and the surrounding area, the group spent a week in Sundern in the Sauerland region taking part in a wide range of games, sports and entertainment activities. As the children had very little experience in the water, particular emphasis was placed on swimming lessons during the holiday trip.

The refugee children, some of whom have experienced extremely traumatic events in the past

and did not get off to an entirely carefree start in their new home either, made the most of the recreation programme to put their day-to-day concerns behind them and just enjoy being children. After “leuchte auf” had already provided financial support to fund holiday recreation programmes for socially disadvantaged children and young people interested in sport at SSB Dortmund e.V. in previous years, this project allowed a group of young refugees to join those taking part in a holiday recreation programme for the very first time.

**Commitment**

**“Black-and-Yellow Family”**

At the start of the 2017/2018 Bundesliga season, “leuchte auf” launched the fan club invitation to tender for what is already the fourth time running. This foundation project aims to motivate BVB fan clubs to realise important charitable projects.

To date, “leuchte auf” has supported a total 25 charitable volunteer projects launched by BVB fan clubs. Irrespective of the scale of the planned project, every fan club is invited to take part in the tender and secure the chance of being awarded financial support to turn their charitable project idea into a reality. “We deliberately give the fan clubs the greatest leeway possible when it

comes to developing their ideas. It is important to us to turn the commitment of BVB fans into help for charitable institutions and, as a result, into direct assistance for disadvantaged people”, said Marco Rühmann, Manager of “leuchte auf”.



**Health**

**BVB-themed children’s MRI**

The BVB “leuchte auf” foundation, Sparda-Bank West and professional footballers Sven Bender, Shinji Kagawa, Marco Reus, André Schürrle and Sokratis Papastathopoulos have realised a unique MRI project for seriously ill children in Dortmund.

The Klinikum Dortmund medical centre has featured its own “south terrace” for its young patients since 12 December 2017. A special projector projects images of the Yellow Wall onto all of the walls of the MRI room. The short film was produced by Dortmund-based filmmaker Adolf



The young patients can choose from a wide range of videos to distract them, including the BVB film entitled “Heimspiel” (home match).



Winkelmann. Before the children's MRI was purchased, the young patients often had to be sedated using an anaesthetic to get through the procedure, which sometimes lasts for more than 30 minutes, lying virtually motionless. Now that the children's MRI room is up and running, the children can choose from a large number of projected images to calm them down. This means that there is no need for an anaesthetic in most cases. More than 1,000 children have since been

able to undergo stress-free and anxiety-free examinations. The children's MRI room itself is a project launched by the clinic for radiology and neuroradiology at the Westfälisches Kinderzentrum children's centre, which was financed using donations from the "leuchte auf" foundation, BVB fan clubs, companies and private individuals, as well as subsidies provided by the federal state of North Rhine-Westphalia.

203-2  
413-1

Focus	Cause	Donation in EUR
FUTURE	Participation in a road safety project for 6-10-year-olds in Dortmund	8,000
	Funding recreational equipment to encourage children to become active during school breaks	1,730
	Funding for a school anniversary trip for Martin-Bartels school for the blind	2,238
	Funding for a holiday trip for socially disadvantaged children as part of the YOUNGSTERS academy	2,465
	Emergency aid for the sponsored football academy after the severe earthquake in Mexico	3,000
	Funding to finance the German football championship organised by the vocational training centres	3,395
	Funds to partly finance the renovation of a Dortmund Streetworker café	5,000
	Support for a football-based recreational programme for socially disadvantaged boys and girls	5,200
	Funding to finance football goals with basketball attachments for school playgrounds	6,740
	Special financing provided to Gasthaus e.V. thanks to the 2017 carol-singing initiative	18,000
DIVERSITY	Football academy focusing on social and educational programmes for children in Mexico	30,000
	Sponsored the inclusive football tournament organised by AWO in Gevelsberg as part of the "Building bridges" initiative	3,000
	Funding to finance hospital clown visits in the Bergisches Kinder- und Jugendhospiz children's hospice	2,700
	Contribution to the cost of a holiday camp for refugee and socially disadvantaged children, among others	3,000
	Funding to finance the "Aktion Runder Tisch BVB und Borsigplatz" project	4,000
	Project for socially disadvantaged, among others, at the Christmas market	5,000
	Funding to finance a holiday recreation programme for young refugees on Sorpesee Lake	5,000
	Funding to finance a holiday trip for disabled parents and their children	5,100
	Funding to finance visits made by a therapy dog to a children's hospice	6,000
	Funding to finance empowerment workshops for young gay men and lesbian women, among others	8,000
	Contribution to the financing of the national amputee football team as part of the European Championships in Turkey	8,000
	Ongoing financing of the "90 minutes against the right" project	15,000
	Special financing provided to the BVB Learning Centre thanks to the 2017 carol-singing initiative	18,000
COMMITMENT	Ongoing financing of the BVB Learning Centre for social education projects for children and young people, among other things	30,000
	Environmental project for children living in an AWO children's home ("Black-and-Yellow Family" project together with the Osttharborussen BVB fan club)	1,712
	Funds to finance an inclusive football camp ("Black-and-Yellow Family" project together with the Burgwald Borussia Dinklage BVB fan club)	1,900
	Funds to finance the renovation of a room in a nursery to turn it into a "children's restaurant" ("Black-and-Yellow Family" project together with the Forza Borussia 1996 BVB fan club)	4,500
	Special financing provided to Medienhaus Lensing Hilfswerk thanks to the 2017 carol-singing initiative	18,000
HEALTH	Co-financing of a patient lifting device for disabled children	2,500
	Co-financing of an outdoor area as part of the crisis intervention ward of the children's hospital	5,000
MISCELLANEOUS	Support for more than 1,300 social institutions in the form of non-monetary donations (e.g. for use as raffle prizes)	approx. 35,100

### Proximity to fans and social networks

Borussia Dortmund strives to be close to and in tune with its local, national and international fans in order to offer as many people as possible the full BVB football experience. To do so, we use the same ubiquitous, modern online platforms our fans use at home.

Facebook is currently BVB's biggest social network, as evidenced by the club's more than 15 million friends on the platform. The latest BVB news is compiled in a multimedia format before being shared, discussed and commented on online.

Unlike other top European clubs, BVB relies on its extraordinary appeal and does not invest a media budget in an effort to expand its reach. This means that the number of BVB's friends has also grown organically online, a reflection of the successful development in recent years.

The club's followers on Instagram and YouTube followers are experiencing particularly dynamic growth. Thanks to our trips to Asia and renewed local presence, Borussia Dortmund's account on the Chinese microblogging service SinaWeibo was one of the five fastest-growing profiles among all European football clubs.



Selfies during an autograph session with Maximilian Philipp

Fans worldwide who use the services offered by BVB on social media.

25.8 million

Echte Liebe.

And that's not all: the success of our U17 championship team is reaching millions of people and generating a similar response on social media to that seen when the senior team embarked on its US tour in July 2018. The mixture of strong local roots and global interest would appear to be the right approach online, too. Borussia Dortmund has also created further internal reporting channels. The subscription channel "BVB total!" presents all club videos, Bundesliga matches and all other competitive matches in full length. This offering is currently operated by BVB subsidiary Sports & Bytes GmbH, although restructuring measures are on the agenda.

Blind and visually impaired fans can follow match commentary for the blind for every match. They receive a headset and can listen to either Netradio or commentators for the blind. Guests with visual impairments are also welcome here. In addition, fans can follow matches in real time and keep up on the latest news on BVB's website. Additional ad hoc disclosures, financial reports and the company's share price are reported on Borussia Dortmund's Investor Relations website.



# Always acting responsibly: Sustainability and the stadium

For us, "Always acting responsibly: Sustainability and the stadium", means focusing on how we run our stadium. Breathtaking architecture and an amazing fan base – combine these two elements, and you end up with exhilarating football events in the Bundesliga's most fantastic stadium. Operating Germany's largest permanent events venue in a fan-oriented, efficient and sustainable manner demands complex processes. This means drawing on various direct and indirect sources of energy and resources. The different departments and specialists work hand-in-hand to coordinate this. Every summer, we invest in the stadium: to improve the visitors' experience and security and to reduce our impact on the environment to the furthest extent possible.

## Building up a tradition

SIGNAL IDUNA PARK, which fans simply call "the temple" and the press, professionals and celebrities often refer to as the "most beautiful stadium in the republic", has capacity for 81,365 spectators.

30 years ago, if you had told the citizens of Dortmund that one day their city would have a glass-fronted stadium with more than 80,000 seats, a heated pitch and the largest standing-room-only terrace in Europe, they might have asked you if you were feeling quite well. Yet today if you head down to Strobelallee, you will find that there stands Germany's largest football stadium: the SIGNAL IDUNA PARK. The fact that this colossus nearly bankrupted Borussia is a different story altogether, which thankfully was resolved at the end of May 2006.

This story begins in 1961, when the City of Dortmund's Committee for Sport first considered expanding the "Rote Erde" arena. Back in those days – just as the crisis in the coal and steel sector was beginning to bring about a structural change to the economy – money was just as tight as it is today. In light of that, ten years passed before the City Council voted to build the Westfalenstadion football stadium on 4 October 1971. After

another three-and-a-half years of planning and construction, the stadium was finally inaugurated on 2 April 1974 with a friendly against Schalke 04, with 54,000 spectators in attendance (most of whom were standing). The women's teams of Dortmunder TBV Mengede 08 and VfB Waltrop battled it out in the preliminary match.

For the first 18 years until 1992, visitors at Westfalenstadion generally experienced the stadium in its original state. Since then, more and more significant changes have been made. In 1992, capacity was reduced to 42,800 following the conversion from standing-room areas in the north terrace into seating. As part of a first phase of expansion, upper stands with 6,000 seats each were added to the west and east terraces in 1995. Since then, the west terrace has been home to the VIP seats and lounges.

In 1999, capacity was expanded to 68,600 in a second phase. The south terrace – epicentre for Dortmund football fans – expanded to 24,454 places, making it Europe's largest standing-room-only terrace.

In 2003, work was completed on phase three, which saw the closure and expansion of the corner gaps between the terraces. The corner pylons inside the stadium which supported the



roof were replaced by eight yellow 62-metre high steel pylons, which were installed outside and have since become an iconic landmark gracing Dortmund's skyline.

On 1 December 2005, Westfalenstadion was renamed SIGNAL IDUNA PARK. The naming agreement between Borussia Dortmund and the SIGNAL IDUNA Group expires in 2026.

To prepare for the World Cup in 2006, the electronic access system was installed, improvements were made to disabled seating areas and the VIP areas, locker rooms and sanitary facilities were renovated. After the works were completed in preparation for the World Cup, UEFA designated SIGNAL IDUNA PARK as an elite stadium. That means it may host Champions League and Europa League finals.

After additional modernisation work following the 2015/2016 season, SIGNAL IDUNA PARK now has room for exactly 81,365 spectators. For international matches (e.g., national team matches, UEFA Champions League and Europa League), standing-room only areas are converted to seating, meaning that capacity is reduced to 66,099.

## Safe, enjoyable experiences

The safety of stadium visitors is of utmost priority to us. Before any given match day, painstaking preparations are carried out in close coordination with security forces, the first signs of which being road closures and police presence. BVB is responsible for ensuring visitor safety on stadium grounds. To do so, Borussia Dortmund has established its own security staff of 860 stewards employed by BVB Stadionmanagement GmbH.

The advantage that our internal solution offers over external service providers is primarily that our stewards are familiar with the terrain, identify with the club and, in many cases, have years of experience in the same area. 600-650 of our own stewards are on duty each match day, with the support of 100-150 staff from a commercial security firm, meaning that 750 ideally networked stewards are working at fixed stations with fixed duties to ensure security – with all of this being coordinated from our security centre, which uses state-of-the-art video technology.



102-8 | In addition, more than 100 of our current roster of approximately 140 volunteers work at the stadium on match days. These volunteers are the first point of contact for all visitors to SIGNAL IDUNA PARK and can be easily spotted thanks to their distinctive orange volunteer uniforms. In contrast to stewards, volunteers usually are not stationed at fixed locations but instead are responsible for providing a range of services to spectators, such as guiding wheelchair users to their places and providing competent and reliable answers to visitor questions.

### Security staff training

BVB takes its responsibility for visitor safety very seriously. To reflect this, stewards undergo systematic modular training.

The largest-ever BVB steward training event at SIGNAL IDUNA PARK was held in April 2018. Approximately 450 stewards received training in five areas – comprising four practical modules and one theoretical one. Experienced outside professionals gave a realistic take on the practical content of the course, making the training day an exciting team event for all involved.

#### ■ "Organisational" module

205-2 | In the theoretical part, the stewards were instructed in the first module on official instructions, statutory accident insurance regulations, stadium rules and regulations, access systems and accreditation, escape and rescue routes as well as communication structures.

#### ■ "Fire prevention" module

Outside the stadium, relevant information was provided on how to act in case of a fire and fire-fighting drills were carried out. This included how to deal with flares and smoke bombs, burning flags and banners, how to use the available extinguishers and put out burning clothing.

#### ■ "First aid" module

Training was also provided for first aid for burns and open wounds, as well as for how to deal with fainting and broken bones. The proper triage and transport of injured persons was also practised.

#### ■ "De-escalation and situation-appropriate action" module

An experienced team of coaches practised de-escalation methods with all participants, thereby teaching some of the old dogs a few new tricks. Situation-appropriate conduct used specific scenarios such as spectator complaints, fake tickets, fistfights on the circulation level, fence-hopping, smuggling of contraband into the stadium, finding suspicious items which might contain explosives and taught participants how to handle them correctly.

#### ■ "Access control" module

This module focused on how to properly frisk visitors, raising awareness for contraband, intensity of controls in light of time constraints, differences in visitors' areas and how to act when you suspect that someone has smuggled contraband into the stadium.



### Energy and resources

We also assess and adjust our processes at the stadium on the basis of our ecological footprint. All electricity used in stadium and FanWelt service centre operations is green electricity which is generated using renewable resources and supplied by Lichtblick. Solar panels have been in operation on the roof of the stadium since 2011. They are designed to look like the BVB logo and have an output of 924 kWp.



In order to better track and control water used to water the pitch and used in the sanitary facilities, 12 water meters were installed at the beginning of last year, which are read daily. However, the DFB sets requirements relating to the water absorption capacity of the pitch, and urinals and toilets are also regularly flushed even during match breaks.

BVB is currently in negotiations with companies about automatic flushing valves in order to further optimise the amount of water consumed by the sanitary facilities. The attempt to test waterless urinals was stopped due to the overpowering stench and the systems installed in the Nord1 lavatories will be removed this season. Unfortunately, given the close quarters on site, it is currently not possible to install the technical infrastructure for a cistern system for rainwater and seepage water, as used at the Brackel training ground.

The next step in the green energy revolution is switching to using LED technology to light the stadium. Last year, the terrace lighting was switched from HQL mercury bulbs to LED and plans are currently being drawn up to light the escape routes with LED lamps.



We also reviewed the possibility of implementing a battery-powered solution such as that used in the stadium in Amsterdam for our stadium but unfortunately there is currently not enough space on our property for such a battery. However, the issue is still being considered as part of a planned streamlining of the logistics space in the southwest. This has already been the intention for several years. Due to the fact that the ground below might contain disused mines, these plans have been delayed since the land must still be surveyed in detail and possibly may need to be shored up. In addition, unexploded ordnance from the Second World War is believed to be on the site and requires closer examination. Due to the proximity to the train tracks, there is an acute need to coordinate actions and the investigations will therefore likely take until spring 2019.

As a consequence, the rubbish containers previously located on the logistics space need to be parked elsewhere. Due to a lack of space, it is currently not possible to continue sorting mixed packaging waste on site as planned and compact it with waste compactors, as the ground does not support the heavy containers and the alternative area is too small for this. The plans for the logistics area include the permanent monitoring of waste separation in order to avoid sorting errors.



One issue that concerns all stadium operators is what to do about pigeons and the risk they bring of transmitting diseases and parasites to humans. The uric acid contained in pigeon excrement moreover promotes the corrosion of metals. This also affects cement when the microbial decomposition of proteins and organic acids creates nitrous and nitric acids. Many technical measures have already been taken: live traps, spikes, pastes, etc. Pigeons must be shooed away in keeping with animal welfare policies and anti-pigeon measures must be proportionate. In general, measures such as the elimination of nesting opportunities and shooing the birds away from feeding and resting spots are preferred. However, it is extremely difficult to drive away pigeons which have hatched here because they have adapted to local conditions since the very start. That's why Borussia Dortmund has also been using trained falcons to scare off pigeons since the 2018/2019 season.

### New system for beverage containers

The introduction of disposable beverage containers in the 2015/2016 season exposed BVB to public criticism due to the mountain of waste generated. At the time, the decision to introduce disposable polylactide (PLA – a biodegradable polymer made of cornflour) containers was made due to reasons of hygiene and security. Great effort was made to recycle the containers in an environmentally friendly manner at a nearby biogas energy facility. In light of the increasingly vocal public debate about plastic waste and in view of the expanded findings on the ecological attributes of the PLA cup (from raw material extraction to use and subsequent recycling), we have now re-examined our decision made in summer 2015.



In light of the increasingly vocal public debate about plastic waste and in view of the expanded findings on the ecological attributes of the PLA cup (from raw material extraction to use and subsequent recycling), we have now re-examined our decision made in summer 2015.

This decision was driven in part by an online petition, signed by some 100,000 people, to switch from disposable PLA cups to a reusable container system. The petition was launched by a 19-year-old football fan, Nick Heubeck, who presented it in person, accompanied by the German environmental organisation Deutsche Umwelthilfe (DUH). During the discussion that followed, all parties agreed to start a dialogue about switching over to a reusable cup system.



BVB is now working with DUH to lay the groundwork for a cup system that makes sense from an environmental standpoint and is above all sustainable, said BVB CEO Carsten Cramer, who added: "We are prepared to switch to reusable cups to get something started. However, our stadium, which is unique not only in terms of atmosphere, presents us with a great challenge: at the end of the day, the system must meet the highest environmental standards. But it must also reflect our ambition to have sought the most environmentally and fan-friendly solution. On top of that, it must also live up to the safety concept at Germany's largest stadium, particularly on the south terrace, which hosts around 24,500 spectators per match." The safety concerns of the police and other authorities must also be taken into account. This means that disposable cups will still be used on the south terrace and in the away team block, although these will be more environmentally friendly than the PLA cups. In the 2018/2019 season, we will begin to test a reusable cup system in the family zone and plan to introduce a new holistic concept in the 2019/2020 season.

### Construction projects

Three larger construction projects were carried out during the reporting period. First, the work of the past five years to renew concrete surfaces and structures was continued. Thanks to the experience gained over previous years, the work was carried out on time and under budget in difficult conditions during regular stadium operations. However, in contrast to the work performed over recent years, with one major construction site at a time, the nature of construction activities has changed. Now a large number of smaller projects is being carried out involving a variety of measures at the same time, with an extremely high degree of complexity and coordination.

The second major project is the removal of the seats in the lower western stands and the renovation of the surfaces with a highly coarse coating to improve standing conditions for spectators. However, the filth remains and is being sealed into the surface. It is proving highly expensive and effort-intensive to clean.

The third project is the pylon refurbishment, which everyone can see and which has generated significant media interest. Each of the eight 62-metre high pylons is being completely painted with an environmentally friendly dual-component anti-corrosion paint. In addition, two years ago, work began to gradually renovate two to three toilets per year/season. The expense is high since the complete renovation requires that a construction permit be obtained. Despite the already immense efforts of the past, there are still toilets with fixtures from the 1970s.

The maintenance budget was approx. EUR 3,000,000 in the reporting period. However, investment planning is complex since it is subject to financing and generally depends on the team's athletic performance, or its ranking in the tables. Therefore, it is crucial that a master plan be developed with guidelines for a forward-looking medium- to long-term development of SIGNAL IDUNA PARK which on the one hand offers the necessary flexibility and on the other sets a course towards the future.





# Always giving it our all: Holistic HR development

The focus of our work in this area is on laying a stable foundation for recruiting the right employees, retaining them for the long term and offering them the opportunity to develop, both professionally and personally. The people who work here have an emotional connection with the BVB family – because Borussia Dortmund is a way of life! This is reflected in our corporate and club culture. Our employees demonstrate this connection through their hard work and commitment behind the scenes as well as through their unwavering passion for our team. We belong together – in good times and in bad! And cultivating and fostering this culture is our goal.

The number of employees has more than doubled since 2004/2005. This growth was due among other things to the formation of BVB Event & Catering GmbH, taking on stadium management for ourselves, the construction of the BVB Evonik Football Academy and the expansion of merchandising activities. In the 2017/2018 season, 790 people were employed as at 30 June 2018, 59% on a permanent basis and 41% temporary, with most of the temporary staff working in the Sport division. The number of employees grew year on year by 4.5%. In the years before that, growth was in the double-digits. Now staff growth of the previous years has slowed significantly and the number of employees has remained at a stable figure. At present, this trend is not expected to change over the medium term. This means that we have the opportunity to shift the focus of HR development from operational recruiting to the strategic level of further developing the existing staff.

As a company, our primary focus lies on match days. In order to cover the high level of staffing requirements on these days, our subsidiaries in particular (BVB Event & Catering GmbH, BVB Stadionmanagement GmbH) make use of temp agencies. Particularly high value is placed on having a valid permit to recruit temporary employees, fair wages and compliance with all social and safety standards. If a position is filled longer-term by a temporary agency employee,

the club reviews whether this position can be permanently filled and if it would be possible to take on the temporary worker. In the 2017/2018 season, no temporary agency employees were employed at Borussia Dortmund.

The introduction of its own HR division in early 2016 put in motion efforts to maintain proven processes and structures and to make a number of improvements. For instance, in May 2016 an employee survey was conducted for the first time, with 72.5% of employees taking the opportunity to express themselves and provide a picture of employee satisfaction within the Group. In addition to positive feedback with respect to the company atmosphere, two issues were looked into, which are now at the focus of HR development: internal communication and continuing training and education. The next survey will be conducted in August/September 2018. We will report on the results and progress made in the next Sustainability Report.

## Internal communications

To improve internal communication, an initial round of seven cross-departmental workshops were conducted at the management level in the previous year and then assessed. In a second round, building on the results of the first round, an additional six workshops were organised between November 2017 and January 2018. The

workshops from round 1 were aimed at making "affected" employees "involved" employees and identifying the actual areas where action was required. This was done by formulating own expectations for improved communication and establishing specific personal communication targets. In addition, motivation for accomplishing goals on one's own was meant to be strengthened.

The workshops in this reporting period were aimed at rendering it possible to assess the success of the first round. This was done by exchanging views on the successes and changes in communication in and amongst the various departments. Moreover, the department's own spheres of influence were assessed and targets were modified or redefined.

The outcome was a high level of interest on the part of the employees in a cross-departmental collaboration and greater appetite for actively shaping the relevant conditions. Regular reports distributed via the intranet were also considered helpful. Structural issues focused on the questions "Who is responsible for what?" and "Who can I turn to?".

The initial successes are becoming apparent. Regular departmental meetings create greater transparency. A clearer allocation of responsibilities within and amongst the various departments creates a greater degree of satisfaction. Information is proactively passed on to superiors and more direct feedback is requested from superiors and colleagues.

In order to create greater clarity, job descriptions were created or revised in greater detail for all positions, organisational diagrams were revised and the respective profiles were published on the intranet. To that end, the chain of communication was reviewed in order to ensure that the affected colleagues were notified in due time of planned changes. This meant defining processes more clearly and clarifying responsibilities. The objective must be to raise the profile of BVB's entrepreneurial vision internally with strategy and objectives and to be more proactive in communicating it. There is no room for fear of blame in a working culture and people must be able to learn from mistakes. In addition, everyone is important and equal treatment and fairness must be demonstrated on a daily basis. This also includes a direct and open communication of ideas and opinions.

The onboarding process, which includes sharing BVB's history and its unique corporate culture with every new employee, was redefined as a key internal communication tool. For instance, we give every new employee a tour of all the places in Dortmund which are significant to BVB – from Borsigplatz to the stadium – in order to introduce them to the club's special atmosphere

## Continuing training and education

The second key area for BVB as far as HR development is concerned in continuing training and education of employees and executives. Firstly, the state of play was assessed and the process for determining the need for continuing training and education was modified.





One tool we developed for determining the need for continuing education and training was a set of guidelines for annual employee interviews, which is binding for all supervisors beginning from the next season. One of the objectives is to assess the need for continued education and training in a systematic and structured manner in the context of annual employee interviews and to follow up on this accordingly. The specific requirements for each position and personal desires as well as the agreed targets will be documented, recorded centrally and filed in the personnel files.

A personnel management system was acquired in March 2018 which not only efficiently manages master data but also HR development measures. The system comprises a seminar information system which manages internal and external seminars and makes it possible to document the educational history of the employees. Going forward, employees will be able to log onto the intranet to see an overview of all continuing training and education measures and opportunities. At present, employee data is being recorded – in an auditable manner that also complies with data protection law.

In addition to the youth academy in the sporting area, BVB offers training in the following careers:

- Office management assistant
- Sound and image media designer
- Retail sales agent
- Wholesale and exports sales agent
- Real estate agent
- Event manager
- Systems integration IT specialist
- Marketing communications assistant
- Cook
- Travel agent
- Digital and print media designer

One unique project is the Event and Catering cook training course which has been specially developed together with two cooperating companies in the hotel and restaurant sector to meet BVB's specific requirements. There are no qualified candidates on the market who meet the requirements for major events gastronomy and the standard of quality demanded by the à-la-cart segment.

### Complaints management

Employees may address any complaints or criticisms of the various areas to the respective Works Council via a variety of channels. These channels include staff meetings, weekly office hours, e-mail to the Works Council or individual members, in-person meetings with one or more members of the Works Council or, if desired or required, off-site via telephone. If an employee contacts the Works Council with a complaint or a problem that they cannot resolve on their own, the Works Council will begin by noting that it has a duty of confidentiality. Employees can be assured that no confidential information will be passed on to third parties without their consent. If an employee opts to not address the entire Works Council, as described above, from the outset, but instead chooses to consult with an individual member, that member will look into the circumstances surrounding the complaint. An initial assessment is made as to whether the Works Council can act on behalf of the employee. In addition, if the employee so desires, they may present their concerns in detail to the Works Council personally at a meeting of the Works Council.

Usually, the Works Council and the employee agree that the Works Council will pass on confidential status reports exclusively to the employee as the complaint is processed. Often, conflicts can be resolved quickly. If it is not possible to make constructive progress in the matter, the Works Council can take advantage of its

regular monthly meetings with the management and the HR director to arrive at a sensible solution to the problem. Even outside these meetings, the Works Council will work to ensure that the management or HR directors will find a solution if necessary, always taking care to treat problems anonymously, to the extent possible.

During the reporting period, no employee complaints were lodged with the Works Councils.

### Company health management

On 1 March 2018, Dr Kröner assumed the duties of company physician on a freelance basis in accordance with the German Occupational Health and Safety Act (Arbeitssicherheitsgesetz). She advises and assists the Company in all matters relating to occupational medicine. She is responsible for keeping an eye on operational and employment conditions from a medical perspective and is available to all employees who wish to approach her with confidential medical questions. A basic element of her work is to help assess risks, shape the fundamental conditions of working with the Company and preventative

behaviours. Her work also includes providing support in the further development of measures to promote health and wellness and workplace reintegration management.

At the end of June, the management resolved as a first measure to send a signal to the staff that health and fitness are highly valued at BVB by giving all employees the opportunity to use a gym free of charge. The gym memberships begin with the new season.

### Social commitment

It is now practically a tradition at BVB: on 24 January 2018, for the third time already, we ran a blood donation drive in cooperation with the German Red Cross, with many employees volunteering. Whether after an accident or due to illness – theoretically anyone could one day find themselves in a situation where they urgently need a blood donation. According to the blood donation service of the German Red Cross, it is only barely possible to cover the acute need – in North Rhine-Westphalia, it is around 3,500 donations per day – through donations. We are therefore pleased about our employees' commitment.





# Always improving: Product quality and service

The focus of our work in this area is on the quality of our products in the merchandising area and our food and drinks selection in the stadium. It is also on how we offer general services such as ticketing, events and stadium tours and want to improve them in the future. We have deliberately kept our prices moderate, meaning that this year we have only adjusted ticket prices by 2% in line with the inflation rate. This focus of our work represents a starting point for setting uniform standards for quality and service.



## 102-9 | Product quality in merchandising

We offer BVB fans high product quality in order to meet our premium standards and to guarantee that they are able to enjoy our products for a long time. A quality assurance process has been established and is subject to regular review. In the reporting period, BVB Merchandising GmbH implemented and refined comprehensive measures to ensure product quality and safety. We pay particular attention to the supply chain of our products. We not only have renewed our partnership with our service provider Hermes Hansecontrol to guarantee product safety, but also significantly extended its scope.

Even before this, Hermes Hansecontrol subjected all products to testing in accordance with European standards and laws to ensure that our products do not contain hazardous chemicals. During the reporting period, it was also agreed that Hermes Hansecontrol would prepare certificates of free sale, which confirm that products have been packaged and labelled in accordance with European standards, and carry out a risk assessment during the product development phase for new products. External experts were involved in the process early on to assess risks and feasibility over a certain period.

Hence, no batches of products reach the market without having been reviewed. Every batch and every production re-run is examined. To summarise, we found that 3-5% of our articles during the reporting period for the 2017/2018 season failed to satisfy our chemicals safety quality criteria.

In those instances, we offer the vendor the opportunity to remedy the defect or replace the product. Any remedy or replacement is tested by an independent institution. To the extent possible, the testing process already takes place during production or prior to shipment in order to avoid costly returns.

417-1



Matthias Zerber, managing director at BVB Merchandising GmbH, and Lutz Lehmann, Hermes Hansecontrol Group

## On-site visits with manufacturers

308-1  
308-2  
414-1

We are expanding our direct supplier relationships in order to continuously improve product quality. This enables us to exert a direct influence on and promote an understanding of quality through direct communication with manufacturers. In the 2017/2018 reporting period, we visited 26 of a total of around 120 vendors. 15 visits were made with direct contacts in Asia.

The in-house policy on travel to production locations was revised during the reporting period and has already been applied. The requirement that on-site visits also be documented with regard to social, environmental and safety-related aspects has already produced concrete results.

An Indian manufacturer in Tirupur was visited together with the German intermediary. It was noted that the BSCI concept (see page 60) was being implemented with remarkable consistency here and support was provided for social and environmental projects in the surrounding area. We have found that cooperation has been expanded with a dyeing plant that has taken great strides in reducing its environmental footprint.

In our view, this is an encouraging sign that compliance with quality standards has a positive practical influence.

## Elimination of disposable plastic bags at all BVB shops.

During the reporting period, a cotton bag for BVB shops was introduced in addition to the existing reusable bag made of recycled PET. We've therefore doubled down on environmental responsibility and now offer fans two sensible and attractive alternatives to disposable plastic bags.





414-2 | **Business Social Compliance Initiative (BSCI)**

Borussia Dortmund is well aware of its responsibility with regard to structuring its business relationships with the club's vendors. One objective is to ensure that our strict quality standards are met, while on the other hand we want to have a positive influence on the processes in the upstream value chain. For more than two years now, the club has only entered into new partnerships with vendors who have the Business Social Compliance Initiative (BSCI) certification. The goal is to work exclusively with vendors who adhere to the philosophy of the BSCI by 2020.

Following the first Vendor Day in November 2016 to inform and raise the awareness of our business partners, our partners were again notified in writing of the BSCI requirements in August 2018 and requested to submit an interim progress report by June 2019. It is still too early to predict how successful this will be, as BVB in some cases orders very small quantities and the overall market impact is therefore limited. A broader commitment on the part of customers would certainly be helpful in this regard.



tities and processes for home match days and stadium tours for more than 120,000 visitors per year, but also catering for sponsoring events and external events, as well as providing meals for employees at headquarters and in Brackel.

By increasingly turning away from ready-made convenience products, we can lift the level of quality by offering fresh, regionally sourced foods. In addition, we can increase our flexibility in how we use food and thus avoid unnecessary waste. In recent years, by managing the catering operations through our own subsidiary, BVB Event & Catering GmbH, we have been able to improve the quality of our menu offerings to such an extent that we are now able to offer visitors in the VIP areas and lounges meals that are made to order. A logistical challenge in the kitchen routine that would not have been possible until recently.

We view the high level of satisfaction of our VIP guests, whose opinions we regularly survey, as confirmation of our progress in this area. The fact that none of the VIP lounges have been cancelled shows us that we are on the right track. This motivates us to continue on this chosen path.

But we also attach great importance to quality in the stands on the circulation levels. During the reporting period, for instance, we said goodbye to a ready-made doner kebab offer that was not

very popular with visitors. Düzgün now offers authentic and freshly prepared kebabs from the spit at five stands, which have proven very popular.

Our coffee and cake selection has also reached a new level of quality. At the Niehaves stand, the coffee is brewed with a portafilter machine and the Westphalian cake specialities on offer come from our very own ovens. These highly popular innovations enable us to offer our guests something new. As part of a training project, we are planning to expand our range by adding two stands serving vegan dishes. The principle here is not always to do everything yourself, but to always do everything well for our guests.

**More than just a beer and a bratwurst**

The classic combo of a beer and a brat are the best-selling snack on the circulation levels. Especially in Dortmund, a city known around the world for its beers, a lot of value is placed on this and our guests expect a quality beer and brat. After all, the classic bratwurst in a roll with mustard is a cultural touchstone in the Ruhr region.

And not just for the taste. Our long-standing product partnership with two traditional companies from the region underscores our identity and our commitment to Westphalian products. We consider it vital that we offer these two key products at particularly low prices. In the reporting period, for example, we were ranked last in the Bundesliga price table in this respect, which was exceptionally gratifying. For us, this is an important way to serve our fans. It goes without saying that we invest in modern catering technology, which enables us to provide our services as quickly as possible in order to avoid long waiting times, especially during peak times.



The Stadiondeckel payment card is an electronic payment system that helps speed up the payment process and improve service. BVB now also operates this system itself so that visitors can be sure that the balance on their cards does not expire. This is by no means the case at other Bundesliga stadiums.



**Service quality**

**Wait list for season tickets**

In the reporting period, BVB responded to the long-standing and understandable desire for greater transparency as far as the wait list for season tickets is concerned. A list with specific wait list positions is available for this purpose. All fans on the wait list had to register by 30 April 2018 at bvb.de and specify the desired season ticket area so that a clear wait list position could be determined.

This was used to update the list and simplify the rest of the procedure. Those who did not confirm their wish when the deadline expired were removed from the wait list. BVB is aware of the sensitivity of this issue and has created the greatest possible transparency with its statement about an exact wait list position. The downside is that the enormous loyalty of our season ticket holders also reduces the prospects of those fans who have been waiting for a season ticket for a very long time. In recent years, the number of cancellations has been in the region of just under 100. For years to come, BVB will therefore not be able to do justice to every interest.

Find out more on the BSCI standards in the 2016/2017 Sustainability Report or at: [www.bsci-intl.org](http://www.bsci-intl.org)



**Product quality in catering**

SIGNAL IDUNA PARK is Germany's largest fixed events venue. By planning meals a full year in advance, we are able to plan and keep an overview of the necessary quantities of food to source, including for special regional and seasonal menu items. The catering for the entire programme of events is coordinated in this manner and integrated into the planning to the furthest extent possible. This includes not only the usual quan-



The figures collected by BVB in the reporting period are impressive. In addition to the 55,000 season tickets already sold (2018/2019: 55,500), 47,695 fans are also interested in 82,393 season tickets for home matches. BVB could thus sell far more than twice the number of currently available season tickets.

It is also true that due to the already extremely high demand for season tickets it is currently not worthwhile to add your name to the wait list. Therefore, the wait list for season tickets has been closed to new applicants until further notice.

Starting this season, it is henceforth only possible to transfer a season ticket to a family member (1st/2nd degree of kinship). Overall, this is intended to make the distribution of season tickets fairer by taking more people on the wait list into account.

**No-Show-Rate**

Everybody's been there. An event is sold out but some spectators don't show up, even though shortly before the event fans had to be turned away at the gates because there were apparently no seats available. Borussia Dortmund started to actively counter this phenomenon at the beginning of the 2017/2018 season.

Together with the Department for Fan Affairs and the Fan Council, BVB has discussed methods to minimise no-shows. This is mainly intended to provide access to SIGNAL IDUNA PARK to those who faithfully support Borussia at all home matches.

It was established that many season ticket holders attend every home match – but that some season tickets are only used specifically for top-level matches.



**"At the end of the day, it's all about the same thing: Maximum support from the stands for the team. And that works much better when the stadium is sold out than with pockets of empty seats!"**

Matthias Naversnik, Head of Ticketing

Based on this, it was agreed that Borussia Dortmund would evaluate the use of season tickets after the 2018/2019 season and reserve the right to terminate rarely-used season tickets for the following season. A season ticket must have been used for at least ten Bundesliga

home matches. Conversely, this corresponds to a maximum of seven unattended Bundesliga home matches. This is intended to ensure that, given the high demand for tickets, the privilege of holding a season ticket is not exploited at the expense of other fans.

This takes into account how often the season ticket has been validly registered upon admission. It also counts as used if it has been offered for a match in BVB's legal secondary market and successfully passed on – this is even expressly desired. And that's not all: the placement of a season ticket for a match in BVB's official secondary market tool is considered as a use of the ticket.

There are exceptions for blocks 12 and 13, which cannot place season tickets in the BVB's secondary market, and for VIP season tickets. "We are working on a solution that will enable us to offer these tickets on the secondary market as well," said Matthias Naversnik.

**Stadium tours**

SIGNAL IDUNA PARK is not only BVB's home venue but also a real crowd attraction on non-match days. 35 professional, entertaining and passionate employees of BVB Event & Catering GmbH guide more than 120,000 visitors on the BVB stadium tour. The stadium tour is also an impressive experience for the neutral visitor who is perhaps not so passionate about football or BVB. Tripadvisor rates our concept as "excellent"!



New electronic media guides simplify communication on the tour and offer additional interesting information. The media guides are available in German and English, although our friendly guides speak even more languages.





# Always working hard to stay on top: Ensuring peak performance

102-10 | Borussia Dortmund has taken appropriate action following its in-depth analysis of the team's performance during the 2017/2018 season. The new season will be a rebuilding year for BVB. The club has a new coaching staff, new players and a new direction. Even some former players have come back aboard to lend their expertise to the 8-time German champions. The ambitious restart will not be a 100-metre sprint, however. In an interview with the club's own BORUSSIA magazine, Hans-Joachim Watzke asks for patience. We have summarised his key statements below.

## Reasons for the rebuild

"As you know, we had to change coaches last winter in the middle of the season, and that hasn't happened at Borussia Dortmund for a long time. At the time I had of course thought about what had gone wrong. The positive side of such a setback, after years of success, is that it forces you to come up with new ideas. I first had the idea to bringing Matthias Sammer back around Christmas of 2017. After all, it's indisputable that Matthias is one of the best football analysts in the country. An objective outside opinion will certainly do us good.



Last season I sometimes sat in the stands and felt powerless. That was obviously the case for many fans as well. Let's take Sven Bender, who really embodies blue-collar football. Thomas Tuchel didn't appreciate 'Manni's' playing style as much anymore. That was nothing personal, he just preferred a more technical style of football. On the other hand, we often played superb football under Thomas Tuchel. So it's always a question of finding the right balance. And in the end that's what we were missing.

## The mentality of the team

At any rate, the fact is that BVB needs more players who play with heart and are not afraid. Players who have the courage to make brave decisions and who turn the tide in difficult situations – especially when things get tough,

when you have to fight back, when things don't go smoothly.

So it's not a coincidence that we strengthened our sports management team with Matthias Sammer and Sebastian Kehl. Both men are big personalities who already brought with them these qualities as players and share a special connection and identify with Borussia Dortmund. Together with Michael Zorc, the four of us quickly came to the conclusion that we not only wanted and had to change the mentality of the team, we also had to change its structure.

## The structure of the team

We know that season after season we score a lot of goals, but we also concede far too many. Concrete approaches then quickly emerged as to what needs to be done. And we also quickly took the approach that we would need two summer transfer periods for such a big rebuild! And this point is very important to me. I want people to have realistic expectations without getting the impression that BVB is no longer ambitious. On the contrary, we're actually very ambitious.

Michael Zorc, who has final say on all football-related decisions, already began the rebuild last winter with the transfer of Manuel Akanji. I think that since January 2018 we have invested nearly 100 million euros for new players. That's a lot of money for a club like Borussia Dortmund.

Michael Zorc had decided to pursue a twin-track strategy and to no longer primarily count on very young, highly talented players, but also on more mature players like Delaney or Witsel. And financially we are in such a good position that we can cover all of these upfront costs without having to borrow a single cent. Who can say that about themselves?!

## Football-related decisions

It was clear from the outset that there would never be a vote or a penalty shootout in the event of a tie. We all have the feeling at the end of the discussions that each one of us is going out stronger than he went in.

Obviously, all of us have strong personalities and we never keep our opinions to ourselves, but it's also always clear that Michael Zorc has the final say on all football-related decisions. Sebastian Kehl and Matthias Sammer must always rely on the strength of their arguments. They know that and it works perfectly well. The decision-making process is clearly defined at Borussia Dortmund. In the case of big name transfers, such as Witsel's, we of course also consulted our coach Lucien Favre.

## Leading the team

One of the things we realised last season was that given how quickly Borussia Dortmund was growing, Michael Zorc and I simply could no longer manage everything by ourselves. The workload had doubled in recent years, plain and simple. And nowadays it's become so much harder to lead a team: social media is everywhere, the temptation to post something on Instagram, most notably to be distracted from focussing on your job. The world seems smaller, salaries are bigger. And sometimes players simply don't focus on what's important: the team, football, common goals, the employer.

At the same time, nowadays differences in top-class football are no longer decided by percentages, but by razor thin margins, that's how close the matches are. That's why you need someone who knows the business very well. Sebastian Kehl is the absolute ideal person for his job, just like Matthias Sammer is for his. Sebastian is always with the team, recognises which way the wind is blowing and – if necessary – can take

countermeasures quickly and purposefully.

## Long-term structure

Nowadays, you can no longer take a long-term approach to structuring and developing teams. That's a pity and maybe even sad; at the beginning of Jürgen Klopp's tenure, things were different with our team. But after we were first crowned champions the structure of the team started eroding as players were poached from us. I would hazard to say, however, that currently only the top-five clubs manage to pry players away from us.

**Get better. Then some things will solve themselves.**

At the same time, it's becoming more and more difficult for us to acquire big-name talents. Nowadays you need to sign players like Christian Pulisic at 16 to even have a chance. That's the way it is. But I'm not complaining that the English Premier League has so much more money from television. That's just how it is. I think here in Dortmund and in the Bundesliga we have to concentrate on playing better football again. Then some things will solve themselves!"

## Back to our roots!

102-10

## Transfers have become more complex and complicated

In the course of the past season, it became evident to Michael Zorc that the remit of the sporting director, who now faced even greater expectations and requirements than in the past, had changed considerably: "Transfers have become more complex and complicated." Measures to expand the management team were inevitable.

With Sebastian Kehl at the helm, "the objective is to once again instil the team with qualities such





Sebastian Kehl, who captained BVB to the Bundesliga title in 2011 and 2012, returns after 3 years.

as discipline and a winning mentality". And "with the side-effect that Sebastian Kehl will further broaden the club's footballing experience".

The new Head of the Professional Squad wants to "breathe new life into the Dortmund spirit". Kehl explains, "Dortmund is a blue-collar city. This club is something special. It is extremely important that the players identify with this club. Discipline, respect and humility are BVB virtues." The 38-year-old expects the players to show that they are "prepared to return the club to its winning ways and to improve the relationship with the fans considerably."

### Sebastian Kehl

"He ticks the three key boxes that are of fundamental importance for the job: expertise, character, identification", said Watzke, as he presented Sebastian Kehl as the Head of the Professional Squad at BVB's press and media centre.

Numerous former Bundesliga champions and BVB legends such as Siegfried Held, Norbert Dickel, Karl-Heinz Riedle and Lars Ricken are integrated into the club. According to Watzke, "the players who captained the team to success in the

past" also occupy special positions: Wolfgang Paul, who led the team to glory in the 1996 UEFA Cup Winners' Cup, chairs the Council of Elders, while Michael Zorc, who won the DFB Cup in 1989, the Bundesliga in 1995 and 1996 and the Champions League in 1997, has been the club's sporting director for exactly 20 years. And, following a three-year absence, Sebastian Kehl, the captain of the team that won the Bundesliga in 2011 and 2012 has returned. In a new role. With a clear approach and clear objectives.

It was important to "solve challenges together", said the 38-year-old, adding, "I'm looking forward to this exciting task." One that applied to the entire organisation of the professional squad, Zorc explained. "By maintaining a constant presence on the training ground", the idea is that Kehl "will be able to identify any undesirable developments more quickly and minimise any sources of conflict." "The way he approaches the task impresses me", said Zorc after gaining an initial impression of working with Kehl.

In the previous meetings, which were "contentious, but built on trust", Watzke gained the impression that Kehl "is full of verve, ambition and

commitment". This is also the impression the former midfielder gave while seated on the podium when he said, "A new start requires time. Things will not automatically improve just because someone new is here."

### Coach Lucien Favre

Lucien Favre, who previously coached Hertha BSC from 2007 to September 2009 and Borussia Mönchengladbach from February 2011 to September 2015, winning 102 out of 228 Bundesliga matches, returns to Germany as BVB's new head coach after three years abroad. "When Borussia Dortmund comes, you can't say no as a coach. It's a big challenge, it will be exciting. I'm very much looking forward to it", said the 60-year-old. As a player, Favre won both the league and cup competitions twice in his native Switzerland and 35 years ago was also voted his country's "Footballer of the Year" in 1983.

Under Favre's football philosophy, the goalkeeper participates in the build-up play "in order to gain a numerical advantage" and the team has to dominate the midfield to then "intelligently find the gaps going forward".

Lucien Favre was previously on BVB's wish list during the 2017/2018 season. "However, Nice did not want to let him go, which also speaks for the work he did there. Zürich, Berlin, Gladbach, Nice: He wasn't just very successful there, he also consistently unlocked the full potential of what he had work with", said Watzke, listing Favre's previous coaching stints.

**“If a player only gives 90 percent, that is not acceptable.”**

Favre said, "we must be able to play a very high line", and asked everyone for patience: "It will take time. We won't get there in one month." Watzke confirmed: "It will certainly take more than one transfer period."







### Marco stays on!

"We're extremely pleased to announce that Marco Reus has extended his contract until 30 June 2023", said Hans-Joachim Watzke, chairman of the management. His previous contract was set to expire in 2019. The Germany international, who has been courted by numerous top clubs, thus made a decision in favour of his club earlier than had been hoped for and provided the eight-time German champions with planning security.

"I've worn the BVB shirt since 2012. I'm happy and proud to continue wearing it. Dortmund is my home, BVB is my club! That is also a 'Thank you' to our fantastic fans, who always stood by me", said Reus.



### Forever BVB

At 32, Lukasz Piszczek, who joined the Poland national team at the 2016 European Championships, is the squad's oldest player, but also one of its most important leaders.

"We're happy to have in Lukasz Piszczek a player who will be with us for the long term and who identifies so clearly with Borussia Dortmund", said Hans-Joachim Watzke.

"Lukasz is really an extraordinary character. A player who always wants to win at all costs, no matter how difficult the situation. He's an institution on the right side of our defence", said sporting director, Michael Zorc.

## Roster changes in 2018/2019

Arrivals and departures after the close of the transfer window

	Squad	+ Arrivals	- Departures
GOAL	1 Roman Bürki	Paco Alcácer	Michy Batshuayi
	35 Marwin Hitz	Jacob Bruun Larsen	Gonzalo Castro
	40 Eric Oelschlägel	Dzenis Burnic	Erik Durm
DEFENCE	2 Dan-Axel Zagadou	Thomas Delaney	Mikel Merino
	4 Abdou Diallo	Abdou Diallo	Felix Passlack
	5 Achraf Hakimi	Achraf Hakimi	Dominik Reimann
	13 Raphael Guerreiro	Marwin Hitz	Nuri Sahin
	15 Jeremy Toljan	Eric Oelschlägel	Andre Schürrle
	16 Manuel Akanji	Axel Witsel	Sokratis
	26 Lukasz Piszczek	Marius Wolf	Roman Weidenfeller
	29 Marcel Schmelzer		Andrej Yarmolenko
	36 Ömer Toprak		
MIDFIELD	6 Thomas Delaney		
	7 Jadon Sancho		
	10 Mario Götze		
	17 Sergio Gomez		
	18 Sebastian Rode		
	19 Mahmoud Dahoud		
	22 Christian Pulisic		
	23 Shinji Kagawa		
	28 Axel Witsel		
	32 Dzenis Burnic		
33 Julian Weigl			
ATTACK	9 Paco Alcácer		
	11 Marco Reus		
	14 Alexander Isak		
	20 Maximilian Philipp		
	27 Marius Wolf		
34 Jacob Bruun Larsen			





# Always promoting young talent: Dortmund lads

“We are now reaping the fruits of our labour and being rewarded for the ground-breaking decisions we made years ago with regard to our youth squads.” This is how youth academy coordinator Lars Ricken explains the outstanding results that BVB’s youth academy has achieved, allowing it to really make a name for itself throughout Europe. Guided by the motto “Always promoting young talent: Dortmund lads”, our work focuses on the structured expansion of our endeavours to promote up-and-coming talent, without losing sight of our social responsibility towards the community, which is a firm component of our holistic personal development programmes for our young talents. As well as describing the measures already taken in the reporting period, this section also looks ahead to the specific measures planned for the future.

## The foundation

### Training at the very highest level

#### Celebrating success

Borussia Dortmund is an extremely successful name in German youth football. The U19 and U17 teams are on a five-year winning streak, having claimed a German championship title every year since 2014. After securing the title in 2014 and 2015, the U17 team were crowned national champions for the third time in the last four

years in 2018 with a 2:3 win at FC Bayern Munich, after having also reached the final in 2016. The U19 team took the title in 2016 and 2017.

This means that since 2014, five out of ten possible U19 and U17 titles have gone to Dortmund, with the remaining five shared by Leverkusen, Munich, Hoffenheim, Schalke and Berlin. The future is still looking bright: the U16, U15 and U14 teams all topped the tables for their age groups in the Germany-West region last season.



### Our strategy for establishing ourselves as the best youth academy: Shaping well-rounded personalities – enhancing key life skills

Our most recent success stories in the development of young footballing talent serve as a motivation for us to continue on the path we have carved out in our quest to establish ourselves as the best youth academy we can imagine for our young talents. We offer professional training while deliberately maintaining a family atmosphere and attach a great deal of importance to quality standards on both sides from a very early stage. We believe that our encouraging results are due largely to the fact that we not only understand the fundamentals of child and adolescent development and the pertinent theoretical concepts. We also keep a close eye on each player and how they interact in their family and school environment and develop individual concepts together with the players. This work is based on dedicated conceptual elements, in particular commitment and empathy, as well as a significant amount of time invested in each individual player.

### Structure – security – development

This educational “rule of three” is based on the knowledge that, in an overall concept with the defined objectives being a “professional footballing career” and “the best possible school-leaving qualifications”, a planned approach is indispensable if our youngsters are to take control of their own lives. Thinking and acting in a purely needs-oriented manner makes it more difficult for young people to reach, or can even end up thwarting, their personal objectives. A target-oriented structure to the day provides each of our young players with the sense of direction and security that they need. A sense of security is an absolute must for any young player who wants to advance their personal development as an individual and as a footballer.

The fact that the youth academy was certified by the DFB in 2015, for what is already the third time, and being awarded the highest 3-star rating, is testimony to the successful implementation of this concept. BVB achieved an “excellent result” in the areas of Strategy & Finance, Organisation & Procedures, Football Training & Evaluation, Support & Education, HR, Commu-

nications & Cooperation, Infrastructure & Facilities and Effectiveness & Transparency.

## Conceptual elements

### “Dortmund lads”

Borussia Dortmund’s training concept aims, on the one hand, to turn up-and-coming young talents into professional footballers. As part of our holistic approach, however, our educational and athletic programme focuses equally on shaping well-rounded personalities.



“We must, and indeed firmly intend to, remain passionately committed to accompanying talented lads as they rise into the professional ranks”

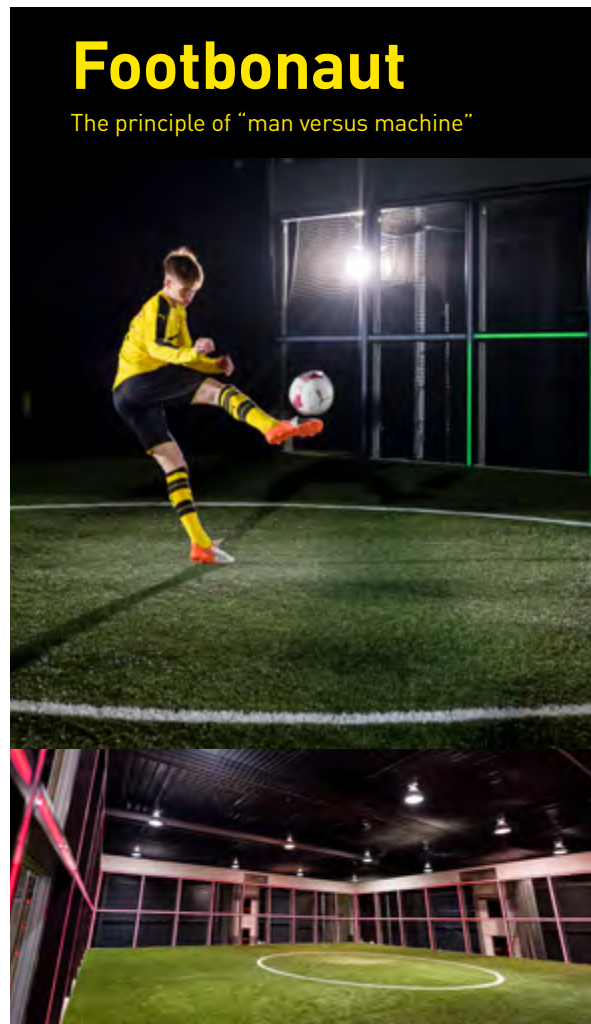
Lars Ricken, youth academy coordinator

We are convinced that we need strong characters with outstanding individual abilities in order to be able to succeed together. BVB’s youth academy and training philosophy aim to make a contribution to developing precisely these types of personalities within its players’ ranks. The challenge lies in providing support to young, competitive footballers so that they develop a combination of the following character traits:

### Typical “footballer” personality

A love of the game and creativity are fundamental prerequisites that no young footballer can do without. At the same time, young players must be willing to pass on internalised tactical skills and knowledge and be able to manage the group dynamics within the team. We need players with a winning attitude that inspire, motivate and captivate their fellow players by virtue of their individual strengths. By acting as role models for the team, they use positive reinforcement to encourage the behaviour that BVB expects of its players, such as punctuality, commitment and the ability to take responsibility both on and off the pitch.





## Footbonaut

The principle of “man versus machine”

### The machine itself is easy to explain:

In the centre, there is a pitch made of artificial turf measuring 14 x 14 metres. It is surrounded by a metal scaffold with 72 open square panels as targets. There are two machines that spit out balls in the middle of each side, one at the top and one at the bottom.

The player standing in the centre circle has no idea which machine will fire a ball at him next, i.e. which direction it is going to come from, from what height, at what speed and with how much spin. He waits first of all for an acoustic signal, then for the ball and finally for a light signal. The frame around one of the 72 square panels is illuminated to indicate to the player that this is where he has to pass the ball.

### Professionalism

Early on in a player’s development, a professional attitude must include a willingness to perform and a sense of discipline both on and off the pitch, as well as the ability to be open-minded and self-critical. We achieve this by working on strengthening interpersonal, social and emotional skills so that our young players can digest any setbacks appropriately and develop a mindset that allows them to focus on solutions in their actions. The ability to adopt the standards and values that go hand-in-hand with a systematic commitment to performance is an absolute must in this regard.

### Everyday life skills & prospects

BVB believes that it has a responsibility to help young people develop into confident individuals that can act as role models for others. A firm sense of social values and social skills are extremely important – especially in Dortmund and the surrounding area.

We encourage our young talents to embrace good citizenship by supporting local school and club projects and ensuring that our young people become actively involved in them. Ensuring that our up-and-coming talents recognise how important BVB is to the region and that they therefore stay grounded is one of our top priorities. In order to achieve this, we promote good everyday life skills so that our young footballers can cope with the demands of normal life, while ensuring that they receive high-quality schooling and vocational training at the same time.

### Developing prospects for our “Dortmund lads”

#### Refining objectives

The “Dortmund lads” concept is being further refined in terms of its objectives. The first step in this process will involve standardising the terminology used and making sure that it is described in a manner that is easy to understand. Preparations are under way for a workshop to be led by figures from the world of academia in the autumn of 2018 involving all youth academy officials, coaches, physiotherapists and scouts, the idea being to lay the foundation for concrete guidelines for the stakeholders involved.

### Strengthening communication skills

Communication within the youth academy team, but also dialogue with our players and their parents, or in some cases their agents, is a key factor in the success of the team and the individual players. We want to, and indeed have to, get the message across that, despite the highly individual nature of the aforementioned support provided to our young talents, there are certain collective rules that absolutely must be adhered to. It does not make sense for parents and agents not to be fully on board with the BVB concept. This counteracts the development of the young person involved and that of the team as a whole. It is important for us to promote this shared stance in the best way possible. We will be further expanding the process involved in communications training and exploring new avenues for dialogue in order to achieve this.

### Optimising infrastructure

Concrete measures on the agenda for the future include the expansion of the youth academy in Brackel, with parallel moves to improve the quality of the facilities for the various age group concepts. The planned expansion of the youth academy will come hand-in-hand with a focus on the U17 and U19 players in order to help us develop resilient and independent players and help

them hone skills commensurate with their age group. We will also be exploiting the opportunities offered by state-of-the-art infrastructure in order to improve training conditions, communications and transparency.

### The BVB Academy: A culture of learning

#### “The football school of life”

Even with the very best youth academy and the most dedicated work with our young talents, the fact remains that most of the young players will not make it to the pros. BVB believes it has a responsibility to offer all of the young people in the youth academy the best possible footballing training and educational prospects so that they are not left feeling like failures even if they fail to achieve their “big dream”. This includes specific measures to relay learning content that is appropriate to their age and to help develop their personalities. This applies not only to our up-and-coming young talents, but also to our coaching staff, support staff and parents.

#### “18+ curriculum”

The 18+ curriculum is designed for players that have already obtained their school-leaving qualifications but are still playing in the youth squads.





They are given the opportunity to explore potential careers and obtain useful social skills as part of a concept similar to that of the German voluntary year of community service. The young people complete various modules over and above attending training from September to May in each case.

Coaching courses organised by the Westphalia Football and Athletics Association (FLW), the opportunity to attend lectures at Dortmund's Technical University as a guest student, in-depth careers and financial advice, cookery classes, Spanish lessons, courses on public speaking and interview skills, courses on dealing with social networks and measures to enhance subjective day-to-day life skills give the young people the opportunity to undergo personal self-improvement for a one-year period. The extensive curriculum is being expanded on an ongoing basis.

### "School for parents"

Our "school for parents" is a project aimed at the U9 to U13 groups that aims to get mothers and fathers actively involved in the process of developing footballing personalities in a target-oriented manner. We use workshops and seminars to discuss shared values and develop common goals – consistently guided by mutual respect, sometimes provoking debate but always seeking to remain constructive and professional. We see ourselves as consultants as opposed to giving parents the impression that we want to interfere

in how they bring their children up. After all, we are part of the families and our approach is one of participation.

The "school for parents" is a key component of the moves to make our talent development work more professional and to foster a constructive culture of respect off the pitch as well. We put theory into practice.

### Communication

Regular further training on topics such as "Rhetoric and communication in the dressing room", "Team-building", "Fundamentals of personality development", "Preparing for and structuring player performance reviews" or "Elements of effective collaboration with parents" is standard for our coaches.

But our youth players also undergo ongoing training on topics such as "Smart nutrition in the youth academy", "Everyday heroes and life skills", "The fascination of social media", "90 minutes against the right" or "Homophobia in football". The aim is also to ensure that our young players develop an attitude that is consistent with Borussia Dortmund's fundamental values, such as openness, tolerance and diversity. We use new educational approaches in our training sessions, such as "story dealing" and chaos games, or invite theatre groups to visit us. The approach is always direct, emotional, compelling and aimed at individual learning experiences.



### Working together to develop new approaches

If we take a critical look at the concepts and measures described here, it becomes evident that they are not a sure-fire recipe for success. The question as to how to do an even better job, in the modern football world, of getting young people to perform to the best of their footballing ability, while helping them mature into well-rounded, independent personalities at the same time, is one that arises time and again.



"The elite schooling system for the footballing world is an institution that we need if we want to strike a balance between professional football and the best possible academic success. From an educational standpoint, however, academic success is an absolute must when it comes to developing an individual's life prospects."

Matthias Röben,  
Educational Director at BVB's youth academy

One problematic area is how to compensate for the lessons that national team players miss out on. These young people, and in particular the U17 players, are also heavily involved in the further training programmes organised by the football associations, meaning that they can end up missing out on up to one-third of their schooling. Compensating for this is a major challenge in a phase of development that is difficult enough to begin with, and without the right support, young players can quickly end up falling behind at school or even dropping out completely. This is an area in which BVB wants to provide impetus in consultation with all of the other stakeholders.





**Our material areas:**

- ▶ Social responsibility
- ▶ Fans and club members
- ▶ Employees
- ▶ Product responsibility
- ▶ Environmental responsibility
- ▶ Athletic development
- ▶ Economic approach

**24 material topics**

Management approaches based on the GRI

Echte Liebe.







103-1  
103-2  
102-16

## Identity and tradition

### 1. Our drive and vision

Achieving success on our own is in our DNA. Everything we do springs from our will to maximize 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.

### 2. 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.



Additional interest in  
**82,393**  
season tickets

**55,000**  
season tickets  
sold out in 2017/2018

### Measures and results

A fundamental step during the reporting period was summarising our identity, as described in this section. The findings from this process will have an impact on all areas of the company.

Identity and tradition

Fan community and fan behaviour

"leuchte auf" foundation

Media and social networks

**Social responsibility**  
Fans and club members





Part of the Non-financial Statement **Fan community and fan behaviour**

103-1  
103-2

**Concept and objectives**

**Promoting the fan community**

Borussia Dortmund has a large, ever-growing and diverse fan base, which is why fan work is a top priority. By collaborating with its fans, Borussia Dortmund aims to foster the unique strength of its fan community while ensuring a well-structured dialogue between the fans and the club. BVB formed the Fan Delegates' Meeting and the Fan Council for this purpose.



The varying expectations and wishes of BVB's myriad fan clubs, season ticket holders and independent fans are a particular challenge for the club. The 827 fan clubs alone vary in size from 15 to more than 1,000 members. Nevertheless, as a rule, BVB must treat all of its fans,

be it ultras or individuals, equally. As Borussia Dortmund's international profile grows, fans from around the world are increasingly showing an interest in the club. Therefore, local and international fans alike must be given the opportunity to participate in the club.

**Social responsibility in the fight against discrimination and right-wing extremism**

Many Borussia Dortmund fans set a fine example through their social commitment and volunteering work. BVB focuses on actively fighting discrimination and promoting the diversity of its fans. The fact that we mean so much to so many in the city and region means that we have a responsibility to society, which we take very seriously. Our aim is to actively engage with our fans in order to convey the value we place on human rights, democracy and equality.

The conduct of our fans inside the stadium, on the way there and anywhere else in public not only reflects on BVB but also holds up a mirror to society in general. While the vast majority of our fans come to the stadium for the love of the game, certain individuals feel they can use the match as a venue for criminal, antisocial and dangerous activities. There can be zero tolerance for this small minority which threatens social order.

BVB stands firmly against right-wing extremism and discrimination and supports BVB fans with the same attitude, because they are attuned to the various dynamics in their ranks. They function as a network, organise independent activities and breathe life into their passion. The Department for Fan Affairs as an internal partner, and Fan-Projekt Dortmund e.V. as an external partner, are intimately involved in these activities.

**Measures and results**

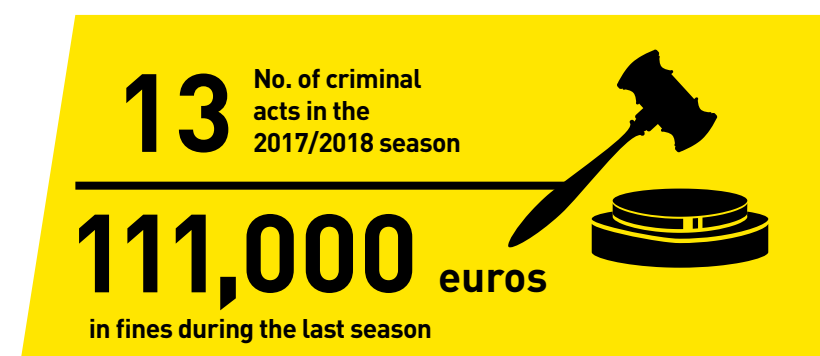
In order to perform the various tasks involved, nine full-time fan representatives and one trainee are on hand to support our service team and ticketing employees in matters relating to questions and requests from fans.

BVB supports events organised by fans, fan initiatives and fan clubs. The fan representatives also organise events such as readings and educational trips to allow fans to network with each other and to provide impetus on certain topics. The work of the fan representatives helps to strengthen communication both within the fan community and BVB. They are there to listen to fans' concerns and act as liaisons to the club, but also to other network and cooperation partners such as the security staff, other clubs, the DFL, the DFB or representatives of the federal or state police.

During the reporting period, BVB fans were offered a host of opportunities to strengthen their relationship with the club, including the "Fan Days" events series, Fan Delegates' Meetings or educational trips.

BVB investigates any fan misconduct on a case-by-case basis and carefully weighs up the corresponding measures or sanctions, often in consultation with other stakeholder groups.

416-1  
416-2



419-1





103-1 | 103-2 | **"leuchte auf" foundation**

413-1 | **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, either through financial or intellectual contributions. It focuses primarily on issues affecting Dortmund and the surrounding region. The "leuchte auf" foundation works closely with our fans, the City of Dortmund and social institutions.

**COMMITMENT** Volunteering together.

Volunteer work is an important part of our society. It represents the backbone of social commitment and many areas of public life would not function at all without those who selflessly volunteer their time. The foundation provides particular support for the social commitment shown by BVB fan clubs.

**HEALTH** Protecting our most valuable asset.

A person's most valuable asset is their physical and mental health. Sport and physical activity play a major role in this regard. The foundation therefore supports projects that promote healthy lifestyles.

**Measures: The four pillars**

**FUTURE** Creating opportunities.

Entry barriers, social inequality and social strata often rob talented young people of their chances of being discovered and promoted. The foundation is targeting the future with investments in education.

**DIVERSITY** Communicating values, promoting tolerant coexistence.

The Dortmund cabaret performer Bruno Knust stated it best: "Borussia brings together generations, men and women, all the nations. It doesn't matter if you're rich or poor, equality is what we stand for." That's why "leuchte auf" supports projects focusing on the fight against racism and right-wing extremism, as well as on integration and social inclusion.

**€273,958.76**

**Donations received in 2017/2018**

**Donations made**

Monetary donations: **55,194.56 euros**

Donations in kind: **229,715.00 euros**

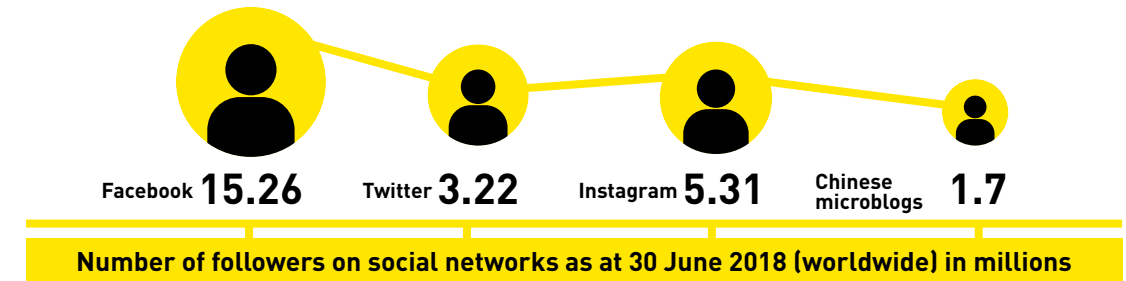
Number of projects supported: **31**



A large number of measures relating to these four pillars were taken during the reporting period. Find out more on page 44.

Part of the Non-financial Statement

**Media and social networks**



103-1 | 103-2

**Concept and objectives**

Borussia Dortmund's sporting successes, international competitions and strategy to raise its international profile have led to increasing interest in the club. Consequently, there has also been a clear increase in its media presence. The media coverage raises people's awareness of Borussia Dortmund around the world, which the club leverages for its social, economic and athletic development.

In a digital media landscape, we aim to provide the information expected by a neutral public and our own fans in order to ensure that the club is never more than a click away. We employ our own tools to structure the flow of information alongside the information reported on by the independent press in an efficient working environment provided by us. Authenticity, speed, attractive presentation and use of the networks most popular with our fans are essential.

Communication with fans via social networks is an independent area of responsibility at Borussia Dortmund. BVB's digital strategy generally aims

to facilitate and strengthen dialogue with its fans. Borussia Dortmund wants to make its own brand even more valuable. The idea is to ensure that fans and users are continuously exposed to the BVB brand – regardless of the club's sporting successes. This is why Borussia Dortmund has a presence on those platforms on which its supporters are active. The aim is to reach out to as many people as possible, as much and individually as possible. This communication makes it possible to ask people's opinions and gain key insights into the fans' concerns, wishes and preferences.

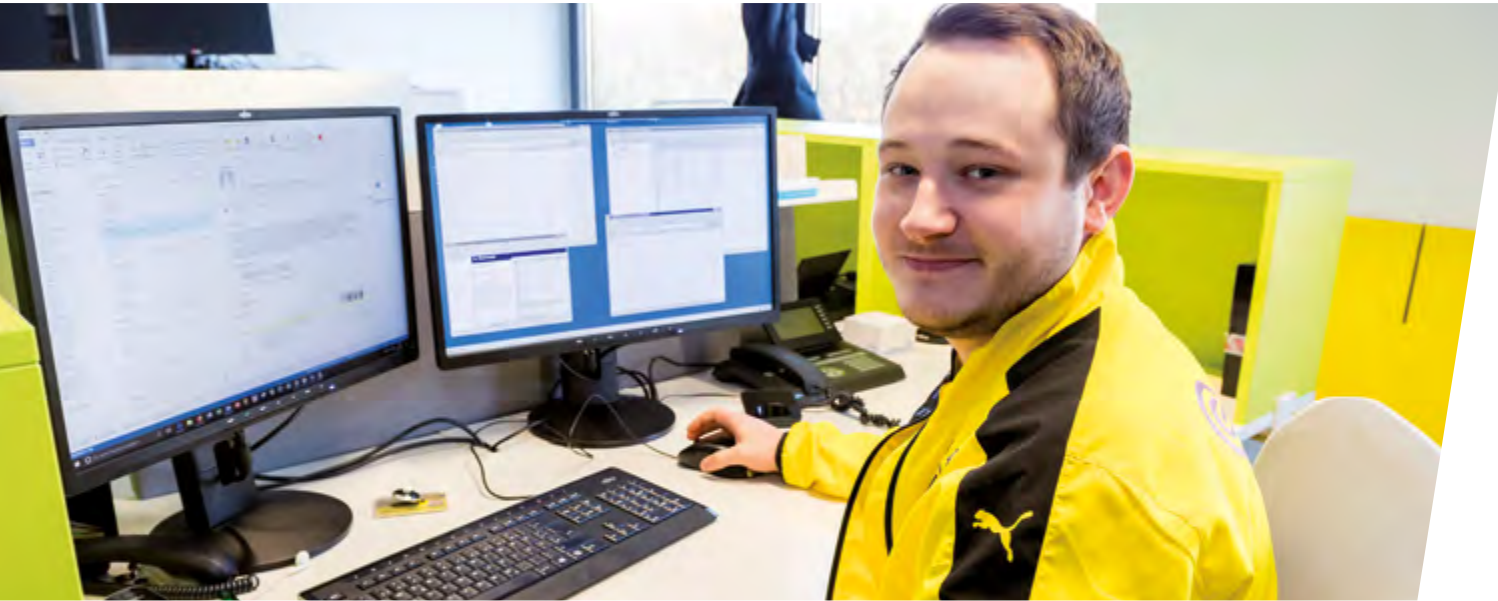
**Measures and results**

The continuing efforts to raise the club's international profile mean that BVB is now present on Facebook, Twitter, Instagram and on Asian microblogs. In the reporting period, Borussia Dortmund had a total of around 25 million users across its digital platforms.









Our goal is to recruit qualified employees, retain them for the long term and offer them the opportunity to develop, both professionally and personally. Our focus is on promoting employee retention rates.

The focus of our human relations work is currently on strategic personnel planning and increasing efficiency in the HR department. The aim of developing the HR structures is to place a further focus on strategic personnel planning.

**Measures**

The HR department was expanded by one employee and the department plans to hire a student employee as an HR manager responsible for staff selection and development as at 1 October 2018. In order to boost efficiency in the HR department, an HR system was acquired in March 2018 and is currently being implemented.

As a result of the employee survey conducted in May 2016, six additional workshops were held and various measures were derived for individual departments with the aim of improving internal communication. The second employee survey will be conducted in September 2018.

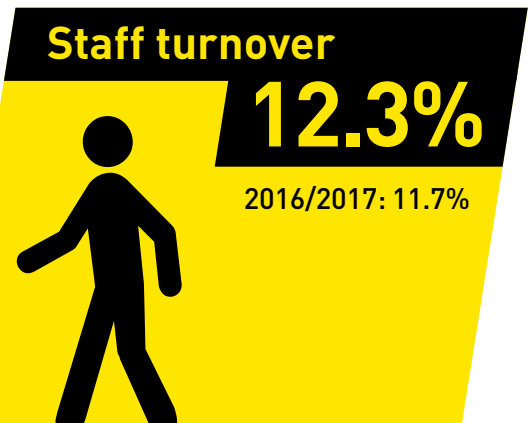
The club's intranet, launched in September 2017, is used to share important documents between departments and information concerning all employees.

A set of guidelines has been prepared for the annual employee interviews. We also revised our onboarding process, which introduces and communicates BVB's values to all new employees in a structured manner.

401-2

More on employment under "Always giving it our all" on page 54.

401-1 |



103-1 | **Occupational health and safety**  
 103-2

**Concept and objectives**

403-1  
 403-3

Sport, fitness and health are closely linked. This is why occupational health and safety represents a core component of our corporate culture. We want to ensure that these issues are firmly anchored at BVB. In addition to social and humanitarian responsibility, health and safety are also economic factors that are important for keeping our employees motivated.

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. Even though occupational health management is still being established at our company, it plays an important role in securing a sustainable personnel structure in the long run.

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.

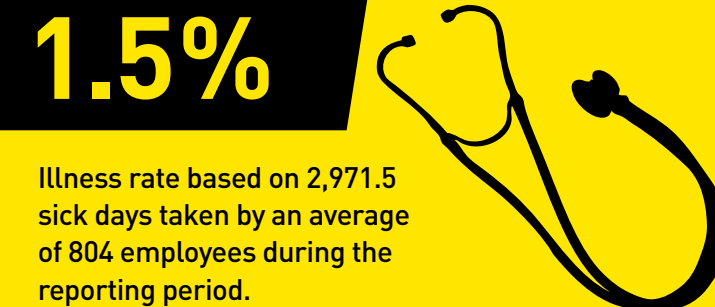
**Measures**

During the reporting period, BVB trained 17 first responders and revised its evacuation plans. In March 2018, the club hired a company physician who, in addition to providing basic medical care, also offers occupational medical advice and helps develop measures to promote employee health.

We offer all employees the opportunity to receive flu vaccinations and, in cooperation with IKK classic in Dortmund, to receive a medical check-up. Beginning with the 2018/2019 season, BVB employees have free access to a gym.

Since a healthy diet is a contributing factor to good health, the experience gained in this area from professional sports is used to shape the nutritional offering at the staff cafeteria.

| 403-2







103-1  
103-2 | **Training and education**

**Concept and objectives**

404-2 | Borussia Dortmund is growing and becoming increasingly international. The club's desire to continue to improve is a defining element of our corporate culture. In the fast-paced competition for talented individuals, we have only managed to be successful by being prepared to learn new skills and preparing ourselves to face change – and not only in the sporting department. Training and education is therefore a focus of our HR work. The senior team's participation in international competitions means that requests from fans abroad and correspondence with foreign partners are on the rise, and so too is the expectation that club employees are proficient in English.

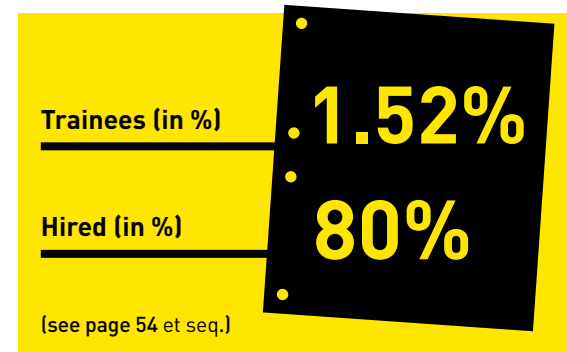
Against the backdrop of demographic change, Borussia Dortmund is also investing in up-and-coming talent through its educational department. BVB offers training in 11 professions – and not only those that are typical for the industry, but also in areas which are not so typical for football clubs.

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. The club hired 4 trainees after completion of their vocational training (percentage of trainees hired: 80%; 2016/2017: 100%).

**Measures**

In order to ensure that employees keep up on their qualifications in a rapidly changing working environment, BVB offers an individualised internal and external continuing education programme to its employees. For instance, we worked together with the educational centre of our sponsor WIL0 to develop a catalogue of events for BVB. The club also offers its employees various levels of English-language courses.

More on training and education at BVB under "Always giving it our all" on page 54.



The annual employee interviews are also used to determine the need for continuing education. A set of guidelines was developed for these interviews which is binding for all supervisors beginning from the current season. 404-3

Beginning in the 2019/2020 season, a seminar management tool will centrally record all continuing education and training seminars held.

103-1  
103-2 | **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 age, gender, sexual orientation, religion or nationality. 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.

405-2 |

**Gender-specific issues**

102-8 | At just under one-third (33.8%; 2016/2017: 32.9%), the share of women on staff at Borussia Dortmund is clearly small. During the reporting period, an average of 267 women (2016/2017: 249 women) and 523 men (66.2%) (2016/2017: 507 men (67.1%)) were employed by Borussia Dortmund. The nine-member Supervisory Board includes Silke Seidel as the only woman, and no women are currently included at the management or directors' level of the KGaA.

405-1 |

**Complaints procedure**

No neutral complaints department or ombudsman has been established, although there is an anonymous suggestion box at headquarters. The works councils are the first point of contact for

any employee complaints. No instances of discrimination on the basis of gender, nationality or age have been reported. 406-1

**Measures**

BVB has a varied and international community of fans of all ages. In this regard, our diverse staff plays to our advantage. The training and further education concept, which is a product of our first employee survey, plays a major role in this context.

**Age groups of our staff:**

	2017/2018	2016/2017
▶ < 20 years:	14%	15%
▶ 20-34 years:	47%	50%
▶ 35-49 years:	25%	23%
▶ 50-59 years:	9%	8%
▶ 60 and up:	5%	4%

BVB's professional squad employs players from:

**16 countries**







Spectator safety

Stadium quality

Service quality

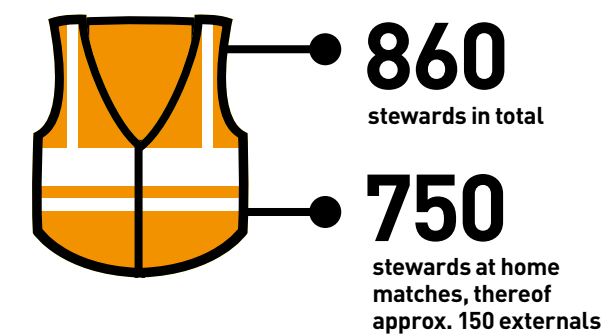
Product safety and product quality

**Social responsibility**  
Product responsibility



Part of the Non-financial Statement | **Spectator safety**

- 103-1 | **Concept and objectives**  
103-2 | Borussia Dortmund's objective is to document and further develop the organisational processes pursuant to the DFB regulations entitled "Certification of security management in professional football" (Zertifizierung des Sicherheitsmanagements im Profifußball). A security management system has been set up for this purpose and has entered into force with the approval of the management.
- 410-1 | **Basic principles of our security policy**  
The management team has lead responsibility for ensuring safety and acts as a role model when it comes to preventative action and behaviour in accordance with security requirements. All employees are obliged to act in a way that helps to ensure a safe stadium experience and to avoid any security risks. We conduct repeated safety drills and ensure that downstream security staff undergo regular training and ongoing advanced training courses. We make an efficient office organisation and suitable management premises available for the event management team.
- 205-2 | **Prevention and security objectives**  
We promote an awareness of security-related issues among our employees. Structured planning, measures and management ensure that agreed security standards are maintained and developed further. The resources required to establish and maintain a security management system and to implement the resulting mea-



asures are made available. Security provisions and regulations are implemented in a systematic manner.

**Measures and results**  
In April 2018, our security staff members underwent the most extensive security training programme organised to date. Other personnel-related measures include the establishment of our own entry control system and the creation of the position of full-time security manager, both of which had been implemented by the start of the 2018/2019 season. Structural measures that had also been completed by the start of the 2018/2019 season include an additional security gatehouse and further separating lanes in the entrance areas as well as improvements to the radio and camera systems and the fence system on the stadium's outer boundary. Organisational measures that are currently in the detailed planning stages include a new visitor management system in the stadium and security quality controls on match days.





103-1 | **Stadium quality**  
103-2

**Concept and objectives**

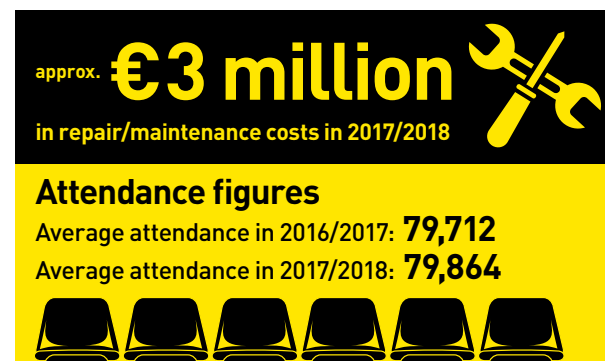
Borussia Dortmund combines exciting football, first-rate facilities and excellent customer service to give fans an unforgettable experience when they visit the stadium. This section focuses on the relevant structural and operational aspects.

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. Since opening in 1974, SIGNAL IDUNA PARK has undergone three major expansions and continual modernisation to become one of Europe's largest and most legendary football stadiums. We want to give as many of our fans and football enthusiasts as possible a unique and safe stadium experience.

A highly complex mix of influencing factors and a large number of internal and external participants must be taken into account for this purpose. We are increasingly using computer-assisted facility management tools to efficiently organise the operation as well as the planning and implementation of modernisation and repair measures. Because there's no such thing as a break for the stadium! Numerous events are held at the stadium throughout the year, not just on match days. More than 120,000 visitors alone take part in stadium tours every year.

**Measures**

The concrete paving of the lower tier of the west terrace marked the completion of a maintenance cycle for all lower tiers. This work was implemented as a safety measure to protect the structural integrity of the stadium and, by extension, the spectators. The maintenance work on the pylons on the stadium's south and west sides were slated for and completed during the 2018 summer break. The repair and maintenance of the public toilets is a fixed component of the repair and maintenance plan. Three toilet facilities on circulation levels and another three for the lounges were modernised during the reporting period. The flood lights are slated to be upgraded with LED technology in 2019, which will improve the lighting on the pitch, while significantly reducing energy consumption. We will continue to enhance the atmosphere in the stadium by hanging up large depictions of legendary BVB players. We also revamped the player tunnel and the mixed zone.



103-1 | **Service quality**  
103-2

**Concept and objectives**

The focus of our high-quality services lies on the fans at the stadium and the visitors to our shops. Our aim is to continuously improve the quality of our services in a way that is economically responsible. This applies to direct services as well as to ensuring that our waiting list for season tickets is maintained transparently and fairly and that our fans can easily contact the club or lodge complaints, if need be. We always set our prices so that as many people as possible can enjoy a visit to the stadium.

**Measures**

During the reporting period, Borussia Dortmund had the Bundesliga's lowest prices for beer and bratwurst. Visitors purchased an average of 0.7 snacks and 1.3 beverages on the circulation levels. This was thanks in no small part to our extremely service-oriented staff and the large number of investments we made in reducing waiting times for visitors. 1,125 service staff attend to our visitors on match days: VIP and hospitality catering (380), public areas (500), kitchens and buffets (185) and

logistics/supervisors (60). We directly improved the experience for the more than 120,000 stadium tour visitors by introducing multi-language audio guides.

While the club's 55,000 season tickets are completely sold out, another 82,393 fans would love to get their hands on season tickets to Borussia Dortmund's home matches. In order to give priority to those who want to see all home matches access to the stadium, the Department for Fan Affairs and the Fan Council discussed measures to reduce the number of unused season tickets ("no-shows").

Borussia Dortmund heeded the calls for greater transparency by publishing a detailed wait list for season tickets. Due to the immense demand, applying for season tickets is currently not worthwhile. Therefore, the wait list for season tickets has been closed to new applicants until further notice.

More on page 62.

More information under "Always improving" on page 61.







103-1  
103-2 **Product safety and product quality**

**Events and catering**

**Concept and objectives**

For fans, a trip to the stadium is increasingly about more than just the football. The club now also has to cater to their growing demands for high-quality facilities and refreshments. Four years ago, BVB Event & Catering GmbH was formed as a strategic step towards fulfilling these quality and service requirements.

BVB complies with the strict legal requirements governing product quality in Germany and always strives to meet the expectations of its discerning fans. We strive to enhance the stadium experience through first-rate facilities and by offering our fans premium services at affordable prices. As a rule, we no longer want to buy convenience food products so that in future 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. On some match days we offer almost no such products at all.

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**

BVB trains chefs! Professionally trained chefs are increasingly hard to find. We provide unique collaborative training opportunities with regional partners for exactly this profession.

For more information, see also pages 122 et seq. of the 2016/2017 Sustainability Report.

More information on page 56.



**Merchandising**

**Concept and objectives**

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 update on a regular basis. Our goal is to expand our pool of direct vendors so that we can directly influence quality and increase vendor and producer awareness of our concerns by remaining in direct contact with them.

Three direct-purchasing product categories were created as part of an internal risk assessment: "easily controllable", "controllable in the future" and "articles to be procured via specialists in the future".

In addition to product quality, we also place a high value on the safety requirements for our product range. During the reporting period, we not only renewed our partnership with our service provider Hermes Hansecontrol to guarantee product safety, but also significantly extended its scope.

**Measures**

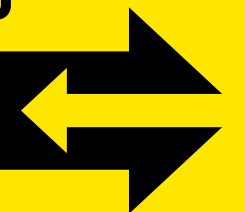
To date, Hermes Hansecontrol subjected all products to testing in accordance with European standards and laws to ensure that our products do not contain hazardous chemicals. Under the revised agreement, Hermes Hansecontrol would prepare certificates of free sale, which confirm that products have been packaged and labelled in accordance with European standards, and, together with external experts, carry out a risk assessment at an early stage of the product development phase for new products.

Hence, no products reach the market without having been reviewed. Every production batch and every production re-run is examined.

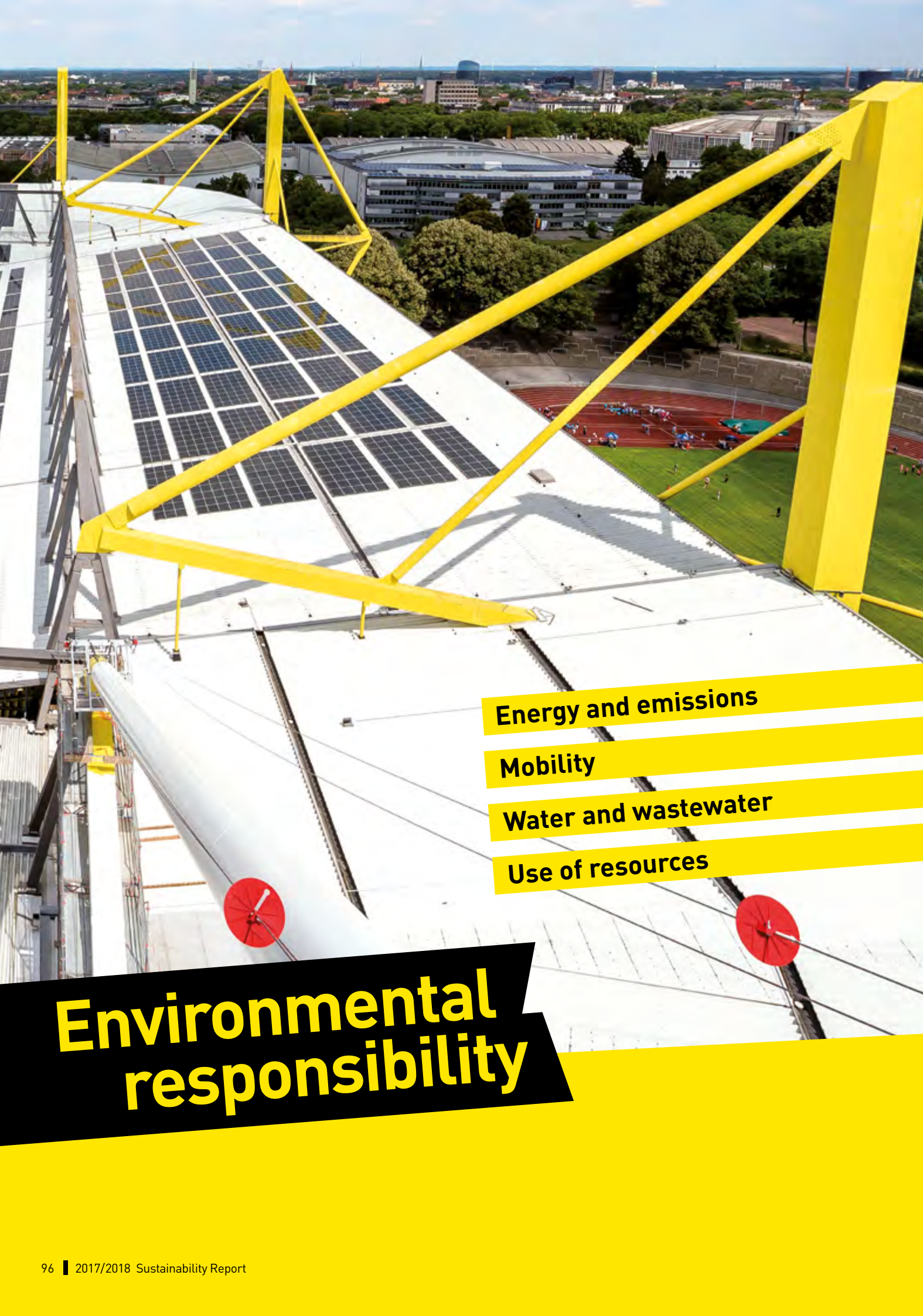
More under "Always giving it our all" on page 58.

**Return rate for merchandise 2017/2018**

**5.43%**







- Energy and emissions
- Mobility
- Water and wastewater
- Use of resources

# Environmental responsibility



## 103-1 | 103-2 | Energy and emissions

### Concept and objectives

The responsible consumption of energy and the associated reduction of harmful emissions is one of our primary environmental goals. 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

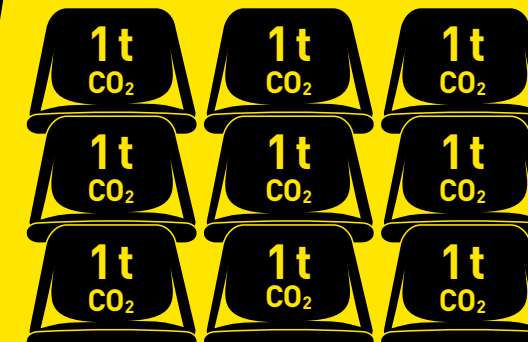
### Results and indicators

Match operations require lots of energy. Borussia Dortmund sources 100% green energy from "LichtBlick" and the heat needed for SIGNAL IDUNA PARK, the training ground and the headquarters building from Dortmunder Energie- und Wasserversorgung GmbH (DEW21), a local supplier. SIGNAL IDUNA PARK

305-5 |

**Our target: Reduce CO<sub>2</sub> emissions by**

**81,360 tonnes CO<sub>2</sub>** } One tonne per stadium seat.



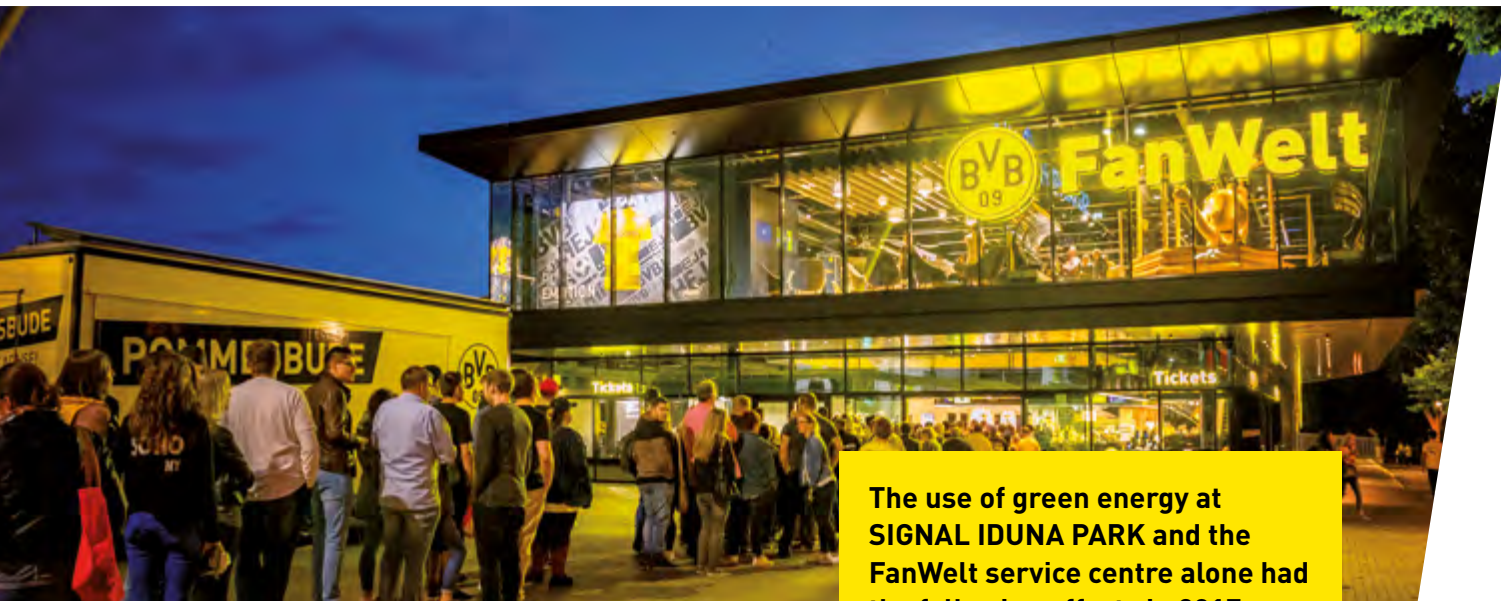
we can reduce it. We encourage and promote the generation and consumption of renewable energy. BVB also encourages its fans and club members to make the switch to green energy. We will continue to refine our energy management system in an effort to further reduce our carbon footprint. This will include evaluating our carbon footprint on a regular basis and reporting our findings in our Sustainability Report.

and the FanWelt service centre are powered using 100% green energy generated from hydroelectric power plants in Germany.

In 2011, the Borussia Dortmund invested EUR 1.9 million to install 8,768 solar panels in the form of the BVB logo across 8,300 m<sup>2</sup> on the roof of SIGNAL IDUNA PARK. In 2017, BVB fed 521,000 kWh of green electricity back into Dortmund's electricity grid (2016: 558,000 kWh) – enough to power 143 three-person households with clean

305-5





The use of green energy at SIGNAL IDUNA PARK and the FanWelt service centre alone had the following effects in 2017:

Reduced LichtBlick's CO<sub>2</sub> emissions by **3,810 tonnes**

305-5

energy for an entire year. Such an efficient method of generating electricity from sunlight is good for the environment – in 2017, we reduced our CO<sub>2</sub> emissions by 255 tonnes (2016: 288 tonnes of CO<sub>2</sub>)!

As a part of our "Strom09" energy conservation campaign, we teamed up with our electricity provider "LichtBlick" to further reduce our CO<sub>2</sub> emissions and the resources we consume. The award-winning green energy supplier has been a passionate proponent of the green energy revolution since 1998. The more people are supplied with green energy, the cleaner the energy that flows through our electricity grids. BVB therefore launched its "Strom09" campaign to raise its fans' awareness of environmental issues and encourage them to make the switch to green energy.

The objective of the "Strom09" campaign is for BVB and its fans to collectively reduce CO<sub>2</sub> emissions by 81,360 tonnes. By June 2016, CO<sub>2</sub> emissions had already been reduced by 25,000 tonnes, equivalent to one tonne per standing place on the south terrace. This joint effort benefits more than just the environment. Upon reaching this milestone, the club's "leuchte auf" non-profit foundation, BVB and LichtBlick staged an ideas competition and called on primary schools in Dortmund to launch innovative projects that raised awareness for environmental issues and promoted environmentally friendly practices. Since the campaign was launched, CO<sub>2</sub> emissions have been reduced by more than 65,000 tonnes.

In order to reach the Strom09 campaign's next milestone, three Dortmund-based community organisations received green energy free of charge

for one year: Kinderladen Pfiffikus, Familienzentrum Schiffskoje, and Ährenkorn e.V., an association dedicated to supporting single parents. Furthermore, each organisation also received a cash donation of EUR 1,300 to pay for urgently needed materials. In total, EUR 10,000 was donated to the three community organisations.

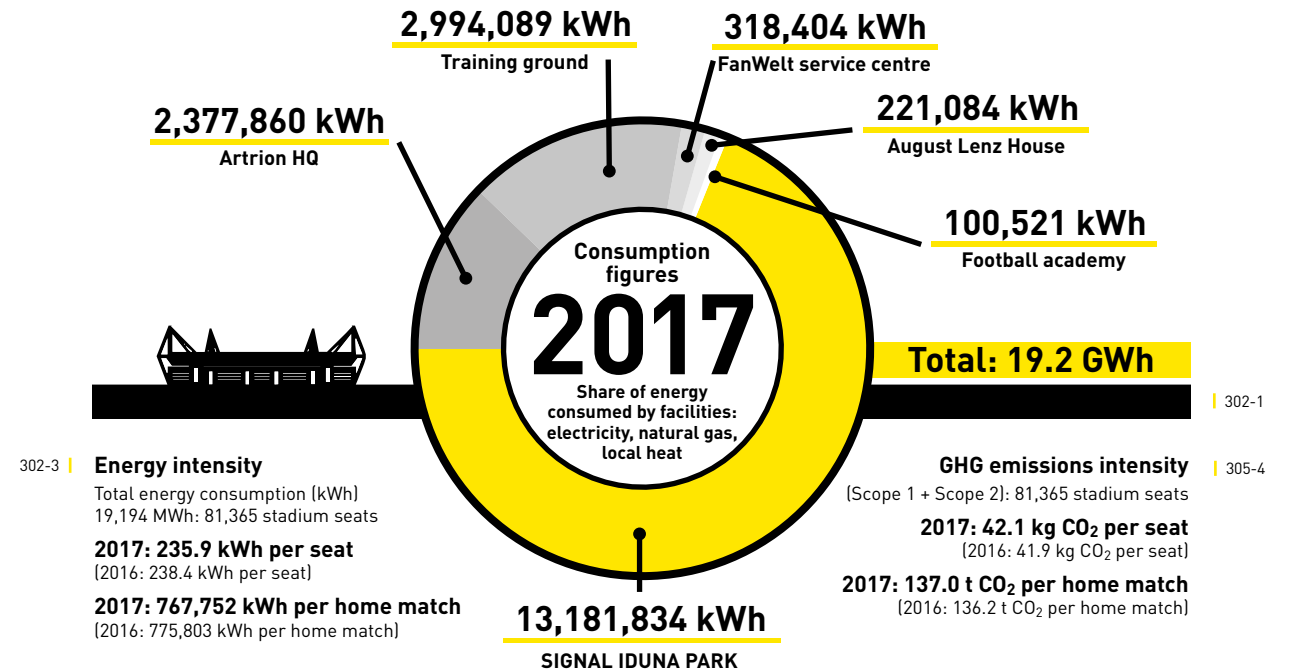
**Emissions**

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; 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.

Scope 1 includes CO<sub>2</sub> emissions generated from the Artrion HQ building's 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 2017, the scope 1 emissions amounted to 1,085.6 tonnes of CO<sub>2</sub> (2016: 961.9 tonnes of CO<sub>2</sub>), of which 380.0 tonnes of CO<sub>2</sub> (2016: 365.8 tonnes

305-1



of CO<sub>2</sub>) was attributable to the heating systems and 705.6 tonnes of CO<sub>2</sub> (2016: 596.1 tonnes of CO<sub>2</sub>) to the fuel consumed by the vehicle fleet. The year-on-year increase in scope 1 emissions by 123.7 tonnes of CO<sub>2</sub> (12.9%) was due primarily to the expansion of the vehicle fleet (+16.3%). Scope 1 emissions were calculated in accordance with GEMIS 4.95.

Scope 2 includes CO<sub>2</sub> emissions from the electricity consumed for operating SIGNAL IDUNA PARK, the Artrion HQ building, 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 2017, the market-based scope 2 emissions amounted to 2,340.7 tonnes of CO<sub>2</sub> (2016: 2,444.4 tonnes of CO<sub>2</sub>), of which 425.8 tonnes of CO<sub>2</sub> (2016: 471.8 tonnes of CO<sub>2</sub>) was attributable to the electricity consumed and 1,914.9 tonnes of CO<sub>2</sub> (2016: 1,972.6 tonnes of CO<sub>2</sub>) to the supply of local heating. Based on the average German electricity mix of 489 g of CO<sub>2</sub>/kWh in 2017 (German Environment Agency; 2016: 516 g of CO<sub>2</sub>/kWh), location-based emissions attributable to the consumption of electricity amounted to 4,701.8 tonnes of CO<sub>2</sub> (2016: 4,974.3 tonnes CO<sub>2</sub> (recalculated)).

This results in a reduction of 4,276.0 tonnes of CO<sub>2</sub> due to the use of green energy (2016: 4,502.5 tonnes of CO<sub>2</sub> (recalculated)). The data on the CO<sub>2</sub> emissions attributable to electricity were provided by the respective utilities and the figures on the emissions attributable to heating were calculated using the emissions factor 242.034 g of CO<sub>2</sub>/kWh in accordance with GEMIS 4.95 applied for the district heating mix in Germany.

Scope 3 includes all other emissions related to manufacturing and transportation processes in the Company's upstream supply chain and the emissions attributable to fans travelling to and from the stadium venue. No detailed information on these two sources is currently available.

**Local heating supply**

Borussia Dortmund obtains its heat from DEW21. In a local heating system, thermal energy produced at a central heating plant is distributed to various customers in a city or town. In contrast to district heating, local heating pipelines are seldom longer than one kilometre. Borussia Dortmund uses local heating for its stadium, the Dortmund-Brackel training ground and the August Lenz House, the office building near the stadium that is used by BVB Event & Catering GmbH.

302-1

305-4

305-3





103-1 | **Mobility**  
103-2

**Concept and objectives**

We attempt to implement sustainable transportation policies and 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 the stadium are as smooth and environmentally friendly as possible for our fans and spectators, that we provide our team with safe, hassle-free means of transportation and that we reduce the environmental impact of the Company's vehicle fleet.

**Measures and results**

**Travel to/from stadium on match days**

An average of 79,864 spectators (2016: 79,712) travel to the stadium per match, of which just under 51% come from the VRR transport authority region. Most of the 31% of season ticket holders who live directly in Dortmund walk to the stadium, some even ride their bicycles. Borussia Dortmund teamed up with the city's municipal utilities authority and tickets now include the fare for public transport to travel to/from matches and are valid to/from any destination in the VRR transport authority region. 43% of fans take advantage of this service.

In order to accommodate the large number of passengers, Deutsche Bahn works with the City of Dortmund to draw up special match-day timetables and operates extra trains. The roads in

the immediate vicinity of the stadium reach full capacity on match days on account of the extra traffic. Therefore, BVB teamed up with the nearby trade fair grounds to commission a transportation study. Furthermore, BVB is discussing the possibility of establishing a bicycle fleet.



In order to develop our mobility concept, we collected data on our vehicle fleet's fuel consumption and the number of kilometres travelled by train for business trips. We also completed the testing phase of our electric car, which is completely powered by electricity. We have permanently added this vehicle to our fleet and use it for courier services. We are also planning to use bicycles or e-bikes for travelling between the stadium, the training ground and the headquarters building. In 2017 the fleet consumed 249,603 litres of fuel (2016: 210,221 litres). This includes the team bus, the management's vehicle fleet, the vehicles used at the stadium and the training ground (lawn mowers, tractors, etc.) and the transport service for youth players. In 2017, in an effort to go climate neutral, our employees travelled a total of 355,320 kilometres by train (2016: 337,686 km).



103-1 | **Water and wastewater**  
103-2

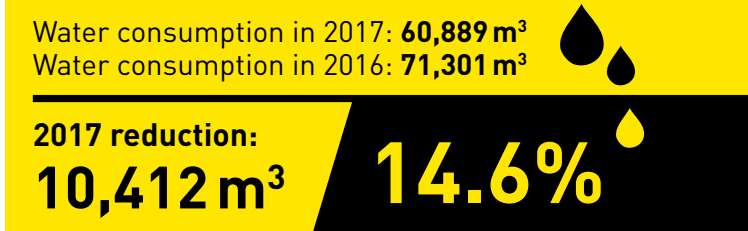
**Concept and objectives**

Using 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 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 gradually installing water metres at individual locations in order to collect more detailed information about our water consumption and determine further savings potential. Borussia Dortmund's wastewater 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.

**Measures and results**

The DFB rules and regulations pertaining to pitch conditions do not apply to the training ground. That is why the 20-hectare training ground has both artificial and natural grass pitches. The pitches are watered using a cistern system, which collects water that has seeped into the ground and transports it to the cisterns via a network of pipes. SIGNAL IDUNA PARK has a different watering system. However, a monitoring system was installed this season in order to better manage the

stadium's total water usage. The system is used as a control and optimisation instrument, making it easier to detect where water usage exceeds normal levels.



The water consumption in calendar year 2017 totalled 60,889m<sup>3</sup> (2016: 71,301m<sup>3</sup>), of which 42,546m<sup>3</sup> for Signal Iduna Park (2016: 55,514m<sup>3</sup>) and 15,191m<sup>3</sup> for the Brackel training ground (2016: 11,704m<sup>3</sup>).

By actively monitoring our water usage and implementing corresponding measures to optimise water consumption, we saved 12,998m<sup>3</sup> of fresh water at Signal Iduna Park in 2017. By contrast, fresh water usage increased by 3,487m<sup>3</sup> at the Brackel training ground. In total, we reduced the amount of fresh water we used in 2017 by 10,412m<sup>3</sup> or 14.6%. This is approximately equivalent to the annual water consumption of around 80 three-person households.





103-1 | **Use of resources**  
103-2

**Concept and objectives**

We take an environmentally friendly approach to using our natural resources and 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.

This applies in particular to food. Our aim is to achieve a high level of vertical integration in the production of prepared food in order to ensure quality and prevent food waste. We also employ an accurate and professional food management system to help our vendors in this endeavour. This helps us ensure that only the quantities of food we actually need are delivered.

In terms of recycling, the first priority is to avoid unnecessary waste and then to 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.

**Measures and results**

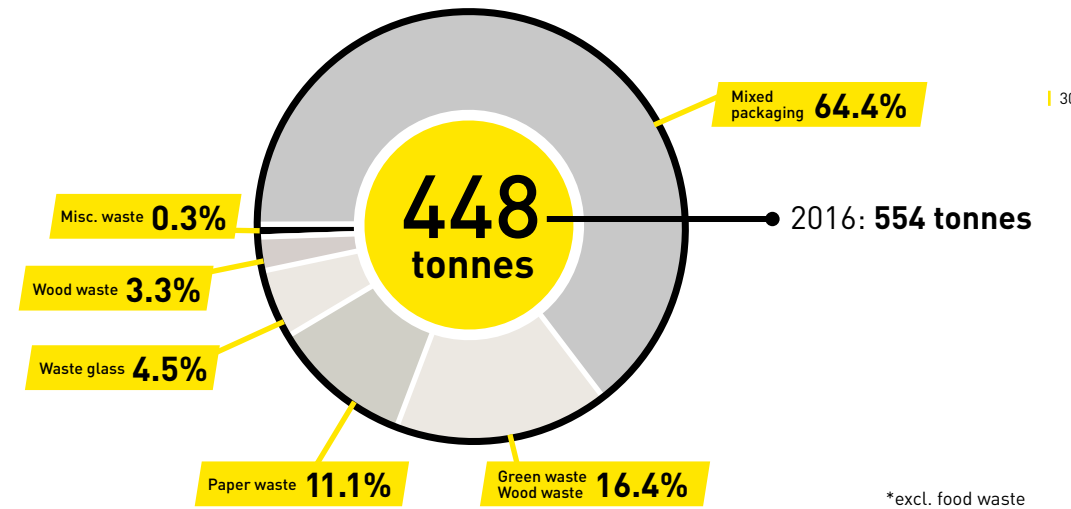
**Food management**

Wasting food puts an unnecessary strain on the environment because food has to be grown, cultivated, produced, processed and recycled. Four of our primary vendors are already 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.

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 food waste is then transported 20 km to a nearby biogas plant for recycling.

Despite our best efforts, food waste is unavoidable. However, by employing our accurate and professional food management system and by carefully processing our food products, we successfully reduced the amount of food waste generated by match operations as compared to the previous year. However, due to the increase in other events held at SIGNAL IDUNA PARK and the significant expansion of the cafeteria menu at the Brackel training ground, the total amount of food waste increased by 3% to 188.5 m<sup>3</sup> (2016: 182.5 m<sup>3</sup>).

**Total waste produced in 2017\*:**



**Beverage cups**

In the 2015/2016 season, BVB began using bio-degradable disposable cups made of cornflour (PLA cups) at our drinks counters on match days. This led to a public debate about avoiding unnecessary waste and BVB was also criticised in the media. Nick Heubeck, a 19-year-old football fan, launched an online petition calling for a switch to a reusable cup system. Together with the German environmental organisation Deutsche Umwelthilfe, he presented the petition, signed by some 100,000 people, to the management of Borussia Dortmund on 30 May 2017.

In light of the increasingly vocal debate about plastic waste and in view of the expanded findings on the ecological attributes of the PLA cup, we have now reversed our decision made in summer 2015. BVB is now working with Deutsche Umwelthilfe to develop a cup system that is more sustainable from an environmental standpoint and that meets the needs of our fans as well as the safety and security requirements at Germany's largest stadium. At the beginning of the new 2018/2019 season, we will test a reusable cup system in the family block with the aim of rolling out a new system for the entire stadium at the beginning of the 2019/2020 season. However, due to the risk of injury, disposable cups will continue to be used for the south terrace and the away team block, although these disposable cups will be more environmentally friendly than the PLA cups.

**Waste in 2017**

BVB quantified the total volume of waste disposed of in 2017 in a waste balance sheet. In total, the club produced 448 tonnes of waste, 20% less than in 2016 (554.0 tonnes): 288 tonnes in mixed packaging (primarily as a result of match operations), 74 tonnes in grass clippings and green waste, 50 tonnes in paper waste (98% of which was recycled), 20 tonnes in waste glass and 15 tonnes in wood waste. Furthermore, we professionally disposed of 490 kg of fluorescent tubes, 470 kg of electronic scrap, 230 kg of paints and varnishes, and 80 kg of solvents. 90% of the total waste was produced at SIGNAL IDUNA PARK.

More information on waste management at SIGNAL IDUNA PARK on page 52.

**Food waste disposed of in 2017**

SIGNAL IDUNA PARK	
Food waste home matches	98.3 m <sup>3</sup>
Food waste events	77.7 m <sup>3</sup>
Brackel training ground	
	12.5 m <sup>3</sup>
<b>Total food waste</b>	<b>188.5 m<sup>3</sup></b>

**Food waste reduced per match day by:**

**-27%**  
2017: 3.9 m<sup>3</sup>  
2016: 5.4 m<sup>3</sup>







Promoting youth football  
Peak performance

# Athletic development



## 103-1 | Promoting youth football

103-2

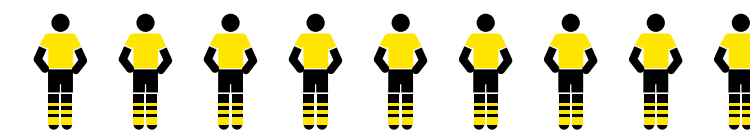
### Concept and objectives

The foundation for achieving our sporting goals is laid at the youth level. At our youth academy, our highly-qualified team provides the ideal conditions for developing young, talented players into professional footballers. BVB believes that it is responsible for the overall development of the young people in its youth academy. This includes not only their development as footballers, but also, and crucially, the development of personalities that are as well-rounded as possible, 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.

As part of the "Dortmund lads" concept, we aim to make our youth academy even more effective in qualitative and quantitative terms, making it one of the very best in the league. Our customised BVB approach will continue to bear the hallmarks of professionalism and a family atmosphere. Three central pillars are being developed further in order to achieve this: First, we will clearly define the objectives in consultation with all of the experts involved and communicate them in the form of guidelines. Second, all employees will undergo communications training so that they know how to interact with the stakeholder groups involved. Third, we will be exploiting innovative infrastructure-related opportunities and expanding the youth academy in Brackel.

This will equate to both quantitative expansion and quantitative optimisation.

Number of youth players in the youth academy	190
Number of U19/U17 national titles	14
Number of players who signed with first and second division clubs in 2017/2018	12



### Measures and results

In addition to the youth academy, two other focal points of our activities include the "culture of learning" and specifically embracing good citizenship for young people in the BVB environment. Topics such as the "football school of life", the "U18 curriculum" for players and the "school for parents" are explored in greater detail in the section entitled "Always promoting young talent" on pages 70 et seq.





Part of the Non-financial Statement **Peak performance**

103-1 **Concept and objectives**  
103-2

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. The willingness to always give 100% and to never give up are a reflection of this ambition, allowing BVB to win the hearts of countless fans and numerous major titles in the Champions League, UEFA Cup Winners' Cup, Bundesliga and DFB Cup along the way.

Since winning the Bundesliga is currently not a realistic target, Borussia Dortmund is focussed on qualifying for the Champions League. Every opportunity that presents itself in this regard must be exploited. With this in mind, we make sure that our players, coaches and support staff have the very best equipment and tools at their disposal. We invest responsibly in the professional squad and in its professional training and competitive structures, taking into account the opportunities and risks involved.

The second half of the 2017/2018 season showed us that we need an improved mix of technically high-quality football and a winning attitude. Embodying the club's identity and winning mindset, being hungry for success and also generating friction and momentum on the pitch in the spirit of competition – these are the hallmarks we want to instil. We have made a new start, in footballing

terms, for the 2018/2019 season, making significant changes to the squad, the coaching staff and in the overall environment.

**Measures**

In the course of the 2017/2018 season, it became evident that the remit of the sporting director, who was now faced with even greater expectations and requirements than in the past, had changed considerably. The transfer business has become more complex and complicated, tying up a lot of the sporting director's time. Measures to expand the management team were inevitable. Sebastian Kehl was recruited to fill the new position of Head of the Professional Squad. Three key aspects played a decisive role in this decision: expertise, character and identification.

The Head of the Professional Squad is responsible for a range of duties including the full organisation of the professional squad. By maintaining a constant presence on the training ground, the idea is that Sebastian Kehl will be able to identify any undesirable developments more quickly and minimise any sources of conflict. With him at the helm, the objective is to once again instil the team with qualities such as discipline and a winning mentality. He will also further broaden the club's footballing expertise.

The new Head of the Professional Squad will help the players identify with the blue-collar city of Dortmund. Discipline, respect and humility

**Standings in the 2017/2018 season**

		Played	W	D	L	GF/GA	Diff.	Pts.
1.	FC Bayern Munich	34	27	3	4	92:28	+64	84
2.	FC Schalke 04	34	18	9	7	53:37	+16	63
3.	TSG 1899 Hoffenheim	34	15	10	9	66:48	+18	55
4.	Borussia Dortmund	34	15	10	9	64:47	+17	55

are BVB virtues. The goal is to return the club to its winning ways and to improve the relationship with the fans considerably.

In addition, Borussia Dortmund brought Matthias Sammer, a first-class football expert and BVB insider, on board as an external consultant.

Lucien Favre was signed as the new head coach for a period of two years until June 2020. "His teams always had a clear structure, he adopts a clear match philosophy with excellent build-up play and a very good balance between attacking and defensive football," said Michael Zorc. He continued: "Lucien develops players, he enjoys working with young players and makes each individual player better, which ultimately makes the entire team better."

The 60-year-old is not, however, being overburdened with unrealistic expectations, as Hans-Joachim Watzke is keen to emphasise: "Our objective is to qualify for the Champions League. That is never going to change – but that's also as far as it goes. We need time to establish the right structure."

Lucien Favre is joined by with his assistant coaches Manfred Stefes (51), who previously worked with Favre in Mönchengladbach, Edin Terzic (35), a former BVB scout and youth coach who was working as an assistant coach at West Ham United up until the end of 2017, and goal-keeping coach Matthias Kleinsteiber (40).





**Our financial performance**  
**Economic factor in the region**  
**Responsible procurement**  
**Compliance and risks**  
**BVB brand**  
**Sponsors**

# Economic approach



## Our financial performance

### 103-1 103-2 102-2 102-6 **Concept and objectives**

Our financial activities are geared towards our fans, members and business partners. But we also understand how important it is to be socially responsible. Products and services should be tailored to the aforementioned groups as closely as possible. The behaviour, attitudes and opinions of the fans exert a considerable influence over BVB's activities and vice versa.

BVB pursues the strategic objective of defending its position in the top flight of the Bundesliga and qualifying for the UEFA Champions League in the long term. But since footballing success is difficult to plan, the management is responsible for creating a solid and ambitious foundation for success. Sporting investments – both in the professional squad and in the promotion of up-and-coming talent – 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 postpone or redefine investment decisions if they can only be realised by incurring new debt.

In order to make its future financial performance less dependent on sporting success, Borussia Dortmund is driving forward the national and international marketing of its popular brand name. Borussia Dortmund intends to use the potential at its disposal to optimally exploit the commer-

cial opportunities inherent in professional club football.

The club's long-term relationships with its chief partners, SIGNAL IDUNA Group (ending 2026), Evonik Industries AG (ending 2025) and PUMA International Sports Marketing B.V. (ending 2020), play a key role in this process.

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

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

Borussia Dortmund's return to the UEFA Champions League again affords the club the opportunity to consolidate its standing as one of Europe's top teams and to once more share in the profits distributed for participating in the lucrative competition. The invitation to the International Champions Cup in the United States underscores our success on the pitch in recent years and the heavyweight status that we now enjoy the world over as a result. The club's participation in the competition in connection with its preseason tour in the United States presents an opportunity



to further heighten awareness for its brand and thus its marketing activities.

Furthermore, the DFL Deutsche Fußball Liga GmbH's TV agreement provides added security with regard to potential revenue streams in coming seasons, while offering internationally successful clubs the opportunity to multiply those cash flows. As was the case in previous years, European clubs are increasingly interested in Borussia Dortmund's players – many of whom were signed when they were still relative unknowns –, providing the club the opportunity to generate transfer income.

**Economic value generated and distributed**

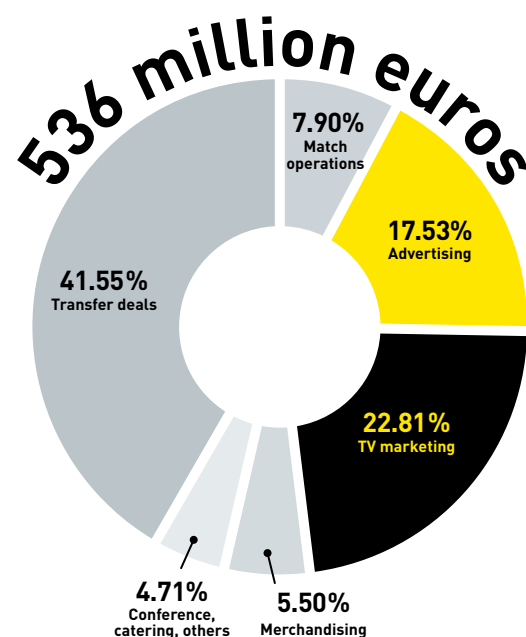
201-1 | Borussia Dortmund's direct economic value generated, which amounts to EUR 539,935 thousand (2016/2017: EUR 409,936 thousand), corresponds to the total of its revenue EUR 536,043 thousand (2016/2017: EUR 405,692 thousand) and other operating income EUR 3,892 thousand; (2016/2017: EUR 4,244 thousand). By contrast, the economic value distributed totals EUR 511,473 thousand (2016/2017: EUR 401,727 thousand) and comprises the following items: materials (3.9%), personnel expenses for the professional squad (29.7%), administration (5.1%) and youth squads (1.7%), amortisation (15.5%) and depreciation (2.2%), other operating expenses for advertising (4.7%), player transfers (21.0%), match operations (7.8%), retail (1.3%), administration (5.5%), as well as the total financial result (0.8%) and taxes (0.6%). The difference between the economic value generated and distributed corresponds to the net retained profits of EUR 28,462 thousand (2016/2017: EUR 8,209 thousand). Based on a resolution passed by the Annual General Meeting, EUR 5,519 thousand (19.4%) (2016/2017: EUR 5,519 thousand) is distributed to the shareholders via Borussia Dortmund GmbH & Co. KGaA (6 cents per share) and EUR 20,886 (80.6%) (2016/2017: EUR 2,690 thousand) was transferred to the equity of KGaA.

**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 has increased more than threefold since 2006/2007 thanks to a combination of solid commercial performance, sporting success and stringent brand management. Borussia Dortmund generated revenue of EUR 536,043 thousand in the 2017/2018 financial year (2016/2017: EUR 405,692 thousand).

**Breakdown of revenue (in %)**



The 32.1% increase in revenue is attributable to the rise in the TV marketing, advertising and conference, catering, and miscellaneous revenue items. Revenue from transfer deals, merchandising and match operations was down year on year. 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 for the coming financial years and in interim controlling. The result from operating activities amounted to EUR 36,074 thousand (2016/2017: EUR 10,658 thousand), while the net profit for the year totalled EUR 28,462 thousand (2016/2017: EUR 8,209 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 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 126,630 thousand (2016/2017: EUR 74,073 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 158,367 thousand in the 2017/2018 season (2016/2017: EUR 110,412 thousand)

For more financial information, please see our Annual Report.

**Consolidated income\***

Transfer income	222,733
Conference, catering, miscellaneous	25,234
Merchandising	29,499
TV marketing	122,293
Advertising	93,962
Match operations	42,322
<b>Total consolidated income</b>	<b>536,043</b>
<b>Other operating income</b>	<b>3,892</b>
<b>Gross consolidated revenue</b>	<b>539,935</b>
<b>- Consolidated expenses</b>	<b>511,473</b>
<b>Consolidated net profit = net retained profits</b>	<b>28,462</b>

\* EUR '000

**Consolidated expenses\***

Cost of materials	20,094
Personnel expenses	186,715
Depreciation, amortisation and write-downs	90,556
Other operating expenses	206,496
Financial result	4,323
Taxes	3,289
<b>Consolidated expenses</b>	<b>511,473</b>
<b>Appropriation of net retained profits (KGaA)*</b>	<b>Net retained profits KGaA: 26,405</b>
<b>Distribution</b>	<b>5,519</b>
<b>Increase in equity (KGaA)</b>	<b>20,886</b>





103-1 | **Economic factor in the region**  
103-2

**Concept and objectives**

We have an indirect economic impact on the City of Dortmund and the surrounding area, in particular. BVB confers a sense of identity and has a positive impact on the local economy by drawing crowds to the city. This allows us to make a key contribution to the region's image.

Our "leuchte auf" non-profit foundation allows us to make financial and intellectual contributions to support social projects and organisations, mainly in the Dortmund region. We also contribute to public infrastructure investments, which also benefit visitors to our stadium.

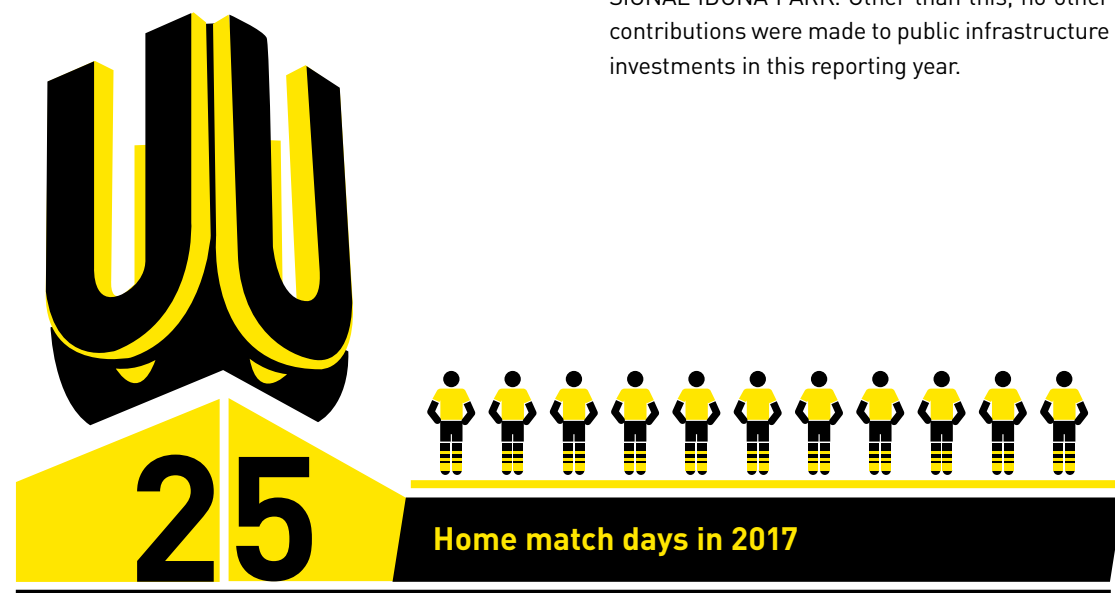
For information on the activities of the "leuchte auf" foundation, please refer to pages 44 and 82.

**Measures and results**

Borussia Dortmund's athletic and financial activities have a significant indirect economic impact on the City of Dortmund and the surrounding region. This impact is felt in the local hospitality and tourism industries in particular. SIGNAL IDUNA PARK draws crowds of just under 80,000 on home match days and the stadium is also an attractive asset for the City of Dortmund's marketing activities as a venue for events.

BVB has collaborated with the trade fair organiser Messe Dortmund to launch a traffic study designed to provide impetus for the further development of the traffic infrastructure around SIGNAL IDUNA PARK. Other than this, no other contributions were made to public infrastructure investments in this reporting year.

203-1



203-2

103-1 | **Responsible procurement**  
103-2

102-9 | **Concept and objectives**

BVB is well aware of its responsibility for implementing responsible procurement policies for goods and products. One objective is to ensure that our strict quality standards are met, while on the other hand we want to have a positive influence on the processes in the upstream value chain.

Borussia Dortmund selects its food vendors subject to stringent criteria. 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.

Nowadays, the opportunities for purchasing consumer goods produced in Germany are few and far between – the items in our merchandising range are therefore manufactured in countries such as Turkey, Slovenia, Poland, China, Pakistan and Bangladesh. The challenge lies in ensuring the quality of the individual items.

414-1 | As a result, we are stepping up our strategy of purchasing goods directly in order to make the manufacturing conditions more transparent and to exert more of an influence over them. BVB takes this responsibility very seriously. For more than two years now, only vendors with Business Social Compliance Initiative

(BSCI) certification have been signed up. The goal is to work exclusively with vendors who adhere to the philosophy of the BSCI by 2020.

**Measures**

During the reporting period, we outlined BVB's BSCI requirements in a letter that was then sent to our partners in August 2018. In that letter we call on them to provide us with a progress report by June 2019. Our objective is also to have the upstream production processes of our intermediaries fully certified. An in-house policy on travel to production locations was published during the reporting period.

102-10

More information under "Always improving" on page 58.

**Merchandising**

**100%**  
of food vendors based in Germany.

**Event and catering**

Approx. 59% of food vendors based in NRW.



204-1





Part of the Non-financial Statement **Compliance and risks**

103-1  
103-2  
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. Within the context of sustainability, this includes the economic, environmental and social impact of our activities, which are associated with various risks. This is why it is essential for risk management to systematically identify and assess the associated opportunities and risks, as well as further develop our internal regulations.

102-16 | **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. Borussia Dortmund 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. Controls are built into the businesses processes to ensure compliance with the applicable rules and regulations. Based on the findings of the risk analysis and inventory performed at Borussia Dortmund in 2018, corruption and bribery do not currently constitute major risks.

**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 man-

102-11  
201-2

age them. This is a fundamental prerequisite for successful business activities. The individual and cumulative risks facing BVB are monitored and managed as part of the risk management system, 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 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.

During the reporting period, there were 58 individual risks in seven main categories, with 18 (previous year: 18) individual risks being classified as high-priority risks. The following high-priority risks apply in the context of sustainability:

- › Loss of the player base due to travel and other accidents or terrorist attacks
- › Financial planning dependent on sporting success
- › Potential stadium catastrophes
- › Relegation
- › Increasing fan violence
- › The risk that key players might switch clubs
- › Right-wing extremism
- › Periods during which professional players are unable to play
- › Social media/social networks
- › Passing on of costs associated with police operations
- › Financial Fair Play
- › Protecting confidential information

**Measures**

No cases of corruption, anti-competitive behaviour, breaches of environmental law requirements or failure to adhere to laws/provisions in a social/economic context came to light during the reporting period. As a result, no further-reaching measures were taken in this regard.

205-3  
206-1  
307-1  
417-2  
417-3

Further information on compliance and risk management can be found in the 2017/2018 Annual Report.





103-1 | **BVB brand**  
103-2

**Concept and objectives**

Borussia Dortmund stands for an intense football experience. Our roots are deeply entrenched in Dortmund and we want this to show. Our fans 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.

After all, the sort of profile that provides a sense of direction and establishes trust cannot emerge without a guiding hand. Our overriding 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. The aim is to reach as many people, as much and individually as possible. Nationally. Regionally. And globally.

**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.**

**Measures**

During the reporting period, we engaged in extensive dialogue with our fans, employees, friends and partners in order to refine our shared understanding of BVB's identity and to derive a mission statement centred around that identity for our future brand management efforts.

**Key indicators**

Borussia Dortmund was crowned the leading brand manager for the sixth time running in 2017 and, having a solid 5 points more than the runner-up, is the undisputed brand champion with the strongest club brand among the 36 teams in the first and second Bundesliga divisions.

The most important aspects are explored in the section entitled "Identity and tradition" on page 79.

103-1 | **Sponsors**  
103-2

**Concept and objectives**

Sponsors and advertising partners represent a key pillar of our economic performance and serve as the financial 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 a dedicated set of criteria and following an in-depth review. Thus, loyalty and solidarity are expressed in long-term arrangements with SIGNAL IDUNA and the primary sponsor, Evonik, which comes from the same region as BVB. Sports equipment supplier PUMA also embodies ambition and the desire to attain peak performance.

Prospective international partners are examined in line with firm guidelines that take a close look at the company's history, structure, financial performance and representatives. A delegation from BVB also makes personal contact and looks at the documentation on site.

**Measures**

One good example of the close links between BVB, its fans and its sponsors is the Brinkhoff's Cup, Germany's largest indoor football tournament for fan clubs.

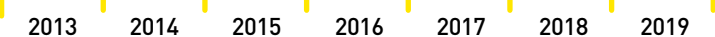
Read more on page 43.

In September 2017, the club partnered with IKK classic, the largest guild health insurance scheme in Germany and the country's sixth-largest health insurance fund. As a premium healthcare partner to its clients, and now also to BVB, it offers preventative medical and check-up programmes covering a whole range of health-related topics. A healthy lifestyle is especially important for children. This is why the BVB football academy supports the partnership by giving children and young people an incentive to pursue active lifestyles through sports.

**Long-standing partnership**

- Primary sponsor **EVONIK**: 11 years
- Holder of the stadium's naming rights **SIGNAL IDUNA**: 9 years
- Equipment supplier **PUMA**: 10 years
- Sleeve sponsor **OPEL**: 10 years

**3 years** Average contractual term with Champion Partners







Non-financial Statement

Limited assurance report

GRI Standards Content Index

Key figures at a glance

About this report

# Appendix

Part of the Non-financial Statement

## Non-financial Statement

102-15 | This non-financial statement meets the requirements that apply to Borussia Dortmund GmbH & Co. KGaA (hereinafter “Borussia Dortmund” or “BVB”) as a result of the German CSR Directive Implementation Act (CSR-RUG).

The separate non-financial Group report was prepared in accordance with §§ 315b-c of the German Commercial Code (HGB) in conjunction with §§ 289c-e HGB. It has been incorporated into the BVB Sustainability Report. The standards set by the Global Reporting Initiative (Core option) have been used as a framework.

In accordance with the statutory requirements, we are obliged to check topics for “double materiality” and to report accordingly if (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 Company’s business activities have an impact on non-financial aspects. This assessment of the topics identified in the materiality analysis was performed taking their financial significance for Borussia Dortmund into account.

As a result of this process, the following topics were classed as being “doubly material”:

- ▶ Spectator safety
- ▶ Peak performance
- ▶ Media and social networks
- ▶ Compliance and risks
- ▶ Fan community and fan behaviour

The pages below set out the individual concepts, including the due diligence processes and the results of the concepts. As this approach means that environmental issues, employee issues and respect for human rights are not included in the reporting obligation for the non-financial statement, this must be explained pursuant to § 289c (4) HGB.

Although environmental issues such as energy and emissions, mobility, water and wastewater and the use of resources are topics relevant to

BVB based on the materiality analysis conducted in accordance with the GRI, they are not currently considered necessary to facilitate an understanding of business performance, business results and the Company’s position. This is because, other than the preparation of food, BVB does not produce any material goods itself and increases in the price of water/wastewater and energy do not give rise to any significant financial risk.

The same applies to employee matters and respect for human rights. Employment, occupational health and safety, training and education and diversity and equal opportunity, as well as responsible procurement and responsibility for product safety and product quality associated with the supply chain, are topics relevant to BVB based on the materiality analysis conducted in accordance with the GRI, 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, as well as the large number of applications for advertised positions. 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) that has demonstrated its commitment to actively managing the risk of human rights violations. Anti-corruption does not pose any financial risk to Borussia Dortmund either. Within this context, compliance is a more important aspect.

Our business model, as well as the group structure, management and strategy are summarised above in the section entitled “Borussia Dortmund GmbH & Co. KGaA” on pages 30, 31 and are described in detail in the Annual Report.



## 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, according to § 315b HGB, further „separate non-financial report“ integrated in the Sustainability Report for the 2017/2018 season of Borussia Dortmund GmbH & Co. KGaA (further “Borussia Dortmund”) for the period from July 1, 2017 to June 30, 2018, published online at: <https://verantwortung.bvb.de/en>.

### Management’s Responsibility

The legal representatives of Borussia Dortmund are responsible for the preparation of the 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 report and the use of assumptions and estimates for individual disclosures which are reasonable under the given circumstances. Furthermore, the responsibility includes designing, implementing and maintaining systems and processes relevant for the preparation of the separate non-financial report in a way that is free of – intended or unintended – material misstatements.

### Independence and quality assurance on the part of the auditing firm

Our audit firm applies the legal provisions and professional pronouncements for 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).

### Practitioner’s Responsibility

We conducted our work 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. This Standard requires that we plan and perform the assurance engagement to obtain limited assurance whether any matters have come to our attention that cause us to believe that the Report for the period from July 1, 2017 to June 30, 2018, has not been prepared, in all material respects in accordance with §§ 315b and 315c in conjunction with 289c to 289e HGB. We do not, however, issue a separate conclusion for each disclosure. In a limited assurance engagement the evidence gathering procedures are more limited than in a reasonable assurance engagement and therefore less assurance is obtained than in a reasonable assurance engagement. The choice of audit procedures is subject to the auditor’s own judgement.

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

- Inquiries of personnel on group level who are responsible for the materiality analysis to get an understanding of the process for identifying material topics and respective report boundaries for Borussia Dortmund.
- A risk analysis, including a media research, to identify relevant information on Borussia Dortmund’s sustainability performance in the reporting period.
- Evaluation of the design and implementation of systems and processes for the collection, processing and monitoring of disclosures on reported non-financial matters, including data consolidation.
- Inquiries of personnel on group level who are responsible for determining disclosures on concepts, due diligence processes, results and risks, the conduction of internal controls and consolidation of the disclosures.
- Evaluation of selected internal and external documents.
- Analytical evaluation of data and trends of quantitative disclosures.
- Assessment of the overall presentation of the disclosures in the separate non-financial report.

### Conclusion

Based on the procedures performed and the evidence received to obtain assurance, nothing has come to our attention that causes us to believe that the separate non-financial group report of Borussia Dortmund GmbH & Co. KGaA, Dortmund, for the period from July 1 to June 30, 2018 is not prepared, in all material respects, in accordance with §§ 315b and 315c in conjunction with 289c to 289e HGB.

### Restriction of use/AAB clause

This 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 is 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 report, each recipient confirms notice of provisions of the General Engagement Terms (including the limitation of our liability for negligence to EUR 4 Mio as stipulated in No.9) and accepts the validity of the General Engagement Terms with respect to us.

Düsseldorf, August 27, 2018

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

**Stauder**  
Wirtschaftsprüfer  
[German Public Auditor]

**Glöckner**  
Wirtschaftsprüfer  
[German Public Auditor]

\* Our engagement applied to the German version of the Report 2017/2018. This text is a translation of the Independent Assurance Report issued in German language, whereas the German text is authoritative.





# 102-55 | GRI Standards Content Index

Index in accordance with the GRI Standards (Core option)

	Disclosure number	Page	Compliance	Comments
<b>GRI 101: Foundation 2016</b>				
	101	Foundation	29, 128	●
<b>GRI 102: General disclosures 2016</b>				
Organizational profile	102-1	Name of the organization	128	●
	102-2	Activities, brands, products, and services	30, 109	●
	102-3	Location of headquarters	128	●
	102-4	Location of operations	30	●
	102-5	Ownership and legal form	30, 31	●
	102-6	Markets served	30, 109	●
	102-7	Scale of the organization	K1, K2, 30, 110	●
	102-8	Information on employees and other workers	50, 54, 85, 89	●
	102-9	Supply chain	58, 113	●
	102-10	Significant changes to the organization and its supply chain	58, 64, 66, 113	●
	102-11	Precautionary principle or approach	114	●
	102-12	External initiatives	31	●
	102-13	Membership of associations	31	●
Strategy	102-14	Statement from senior decision-maker	2	●
	102-15	Key impacts, risks, and opportunities	28, 34, 114, 119	●
Ethics and integrity	102-16	Values, principles, standards, and norms of behavior	37, 79, 114	●
Governance	102-18	Governance structure	30	●
Stakeholder engagement	102-40	List of stakeholder groups	33	●
	102-41	Collective bargaining agreements	None	●
	102-42	Identifying and selecting stakeholders	32	●
	102-43	Approach to stakeholder engagement	33	●
	102-44	Key topics and concerns raised	35	●
Reporting practice	102-45	Entities included in the consolidated financial statements	30	●
	102-46	Defining report content and topic boundaries	29	●
	102-47	List of material topics	35	●
	102-48	Restatements of information	128	●
	102-49	Changes in reporting	36, 128	●
	102-50	Reporting period	128	●
	102-51	Date of most recent report	128	●
	102-52	Reporting cycle	128	●
	102-53	Contact point for questions regarding the report	128	●
	102-54	Claims of reporting in accordance with the GRI Standards	128	●
	102-55	GRI content index	122-125	●
	102-56	External assurance	128	●
<b>Material topics</b>				
<b>Economic approach</b>				
<b>Our financial performance</b>				
GRI 103: Management approach 2016	103-1	Explanation of the material topic and its boundary	109	●
	103-2	The management approach and its components	109	●
	103-3	Evaluation of the management approach	37	●
GRI 201: Economic performance 2016	201-1	Direct economic value generated and distributed	K1, 110	●
	201-2	Financial implications and other risks and opportunities due to climate change	114	●
	201-4	Financial assistance received from government	None	●
		Attendance figures	92	● BVB disclosure
		Season ticket holders	79	● BVB disclosure
		Revenue trend and breakdown	110	● BVB disclosure
		Ticket prices	58	● BVB disclosure
		Merchandising	58	● BVB disclosure
<b>Economic factor in the region</b>				
GRI 103: Management approach 2016	103-1	Explanation of the material topic and its boundary	112	●
	103-2	The management approach and its components	112	●
	103-3	Evaluation of the management approach	37	●
GRI 203: Indirect economic impacts 2016	203-1	Infrastructure investments and services supported	112	●
	203-2	Significant indirect economic impacts	K2, 46, 82, 112	● "leuchte auf" foundation

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

Index in accordance with the GRI Standards (Core option)

<b>Responsible procurement</b>					
GRI 103: Management approach 2016	103-1	Explanation of the material topic and its boundary	113	●	
	103-2	The management approach and its components	113	●	
	103-3	Evaluation of the management approach	37	●	
GRI 204: Procurement practices 2016	204-1	Proportion of spending on local suppliers	113	○	TBD. Currently: number of vendors
GRI 308: Supplier environmental assessment 2016	308-1	New suppliers that were screened using environmental criteria	59, 113	●	
	308-2	Negative environmental impacts in the supply chain and actions taken	59	●	
GRI 414: Supplier social assessment 2016	414-1	New suppliers that were screened using social criteria	59, 113	●	
	414-2	Negative social impacts in the supply chain and actions taken	60	●	
<b>Compliance and risks</b>					
GRI 103: Management approach 2016	103-1	Explanation of the material topic and its boundary	114	●	
	103-2	The management approach and its components	114	●	
	103-3	Evaluation of the management approach	37	●	
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	50, 91	○	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	81	●	
<b>BVB brand</b>					
GRI 103: Management approach 2016	103-1	Explanation of the material topic and its boundary	116	●	
	103-2	The management approach and its components	116	●	
	103-3	Evaluation of the management approach	37	●	
		TU Braunschweig popularity ranking	116	●	BVB disclosure
<b>Sponsors</b>					
GRI 103: Management approach 2016	103-1	Explanation of the material topic and its boundary	117	●	
	103-2	The management approach and its components	117	●	
	103-3	Evaluation of the management approach	37	●	
		Term of agreements	117	●	BVB disclosure
<b>Athletic development</b>					
<b>Peak performance</b>					
GRI 103: Management approach 2016	103-1	Explanation of the material topic and its boundary	106	●	
	103-2	The management approach and its components	106	●	
	103-3	Evaluation of the management approach	37	●	
		Standings and achievements	K1, 107	●	BVB disclosure
<b>Promoting youth football</b>					
GRI 103: Management approach 2016	103-1	Explanation of the material topic and its boundary	105	●	
	103-2	The management approach and its components	105	●	
	103-3	Evaluation of the management approach	37	●	
		Number of youth players who become pros	105	●	BVB disclosure
<b>Environmental responsibility</b>					
<b>Energy and emissions</b>					
GRI 103: Management approach 2016	103-1	Explanation of the material topic and its boundary	97	●	
	103-2	The management approach and its components	97	●	
	103-3	Evaluation of the management approach	37	●	
GRI 302: Energy 2016	302-1	Energy consumption within the organization	99	○	Electricity/gas/heating/fuel consumption
	302-2	Energy consumption outside of the organization		○	Not covered
	302-3	Energy intensity	99	●	
	302-4	Reduction of energy consumption	51	○	
	302-5	Reductions in energy requirements of products and services		○	Not covered

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



Index in accordance with the GRI Standards (Core option)

GRI 305: Emissions 2016	305-1	Direct (Scope 1) GHG emissions	98	●	
	305-2	Energy indirect (Scope 2) GHG emissions	99	●	
	305-3	Other indirect (Scope 3) GHG emissions	99	○	Planned
	305-4	GHG emissions intensity	99	●	
	305-5	Reduction of GHG emissions	97, 98	●	
<b>Water and wastewater</b>					
GRI 103: Management approach 2016	103-1	Explanation of the material topic and its boundary	101	●	
	103-2	The management approach and its components	101	●	
	103-3	Evaluation of the management approach	37	●	
GRI 303: Water 2016	303-1	Water withdrawal by source	101	●	Potable water consumption only, procured from municipal supplier
GRI 306: Effluents and waste 2016	306-1	Water discharge by quality and destination	101	●	
<b>Mobility</b>					
GRI 103: Management approach 2016	103-1	Explanation of the material topic and its boundary	100	●	
	103-2	The management approach and its components	100	●	
	103-3	Evaluation of the management approach	37	●	
		Travel to/from stadium by fans	100	●	BVB disclosure
		Vehicle fleet fuel consumption	100	●	BVB disclosure
<b>Use of resources</b>					
GRI 103: Management approach 2016	103-1	Explanation of the material topic and its boundary	102	●	
	103-2	The management approach and its components	102	●	
	103-3	Evaluation of the management approach	37	●	
GRI 306: Effluents and waste 2016	306-2	Waste by type and disposal method	103	●	Standard methods of the waste disposal contractor
	306-3	Significant spills	None	●	
		Food waste	103	●	BVB disclosure
<b>Social responsibility</b>					
<b>Fans and club members</b>					
<b>Identity and tradition</b>					
GRI 103: Management approach 2016	103-1	Explanation of the material topic and its boundary	79	●	
	103-2	The management approach and its components	79	●	
	103-3	Evaluation of the management approach	37	●	
		Number of season tickets	79	●	BVB disclosure
<b>Fan community and fan behaviour</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	●	
	103-3	Evaluation of the management approach	37	●	
		Incidents of racism, discrimination and violence	80, 81	●	BVB disclosure
		Number of fan clubs and members	80	●	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	37	●	
		Donations "leuchte auf" foundation	82	●	BVB disclosure
GRI 413: Local communities 2016	413-1	Operations with local community engagement, impact assessments, and development programs	44-46, 82	●	
	413-2	Operations with significant actual and potential negative impacts on local communities	None	●	
<b>Media and social networks</b>					
GRI 103: Management approach 2016	103-1	Explanation of the material topic and its boundary	83	●	
	103-2	The management approach and its components	83	●	
	103-3	Evaluation of the management approach	37	●	
		Number of followers on social networks	47, 83	●	BVB disclosure

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

Index in accordance with the GRI Standards (Core option)

<b>Employees</b>					
<b>Employment</b>					
GRI 103: Management approach 2016	103-1	Explanation of the material topic and its boundary	85	●	
	103-2	The management approach and its components	85	●	
	103-3	Evaluation of the management approach	37	●	
GRI 401: Employment 2016	401-1	New employee hires and employee turnover	86	●	
	401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	85, 86	●	
	401-3	Parental leave	85	●	
<b>Occupational health and safety</b>					
GRI 103: Management approach 2016	103-1	Explanation of the material topic and its boundary	87	●	
	103-2	The management approach and its components	87	●	
	103-3	Evaluation of the management approach	37	●	
GRI 403: Occupational health and safety 2016	403-1	Workers representation in formal joint management-worker health and safety committees	87	●	OHM being established
	403-2	Types of injury and rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities	87	●	OHM being established
	403-3	Workers with high incidence or high risk of diseases related to their occupation	87	●	OHM being established
	403-4	Health and safety topics covered in formal agreements with trade unions		○	OHM being established
<b>Training and education</b>					
GRI 103: Management approach 2016	103-1	Explanation of the material topic and its boundary	88	●	
	103-2	The management approach and its components	88	●	
	103-3	Evaluation of the management approach	37	●	
GRI 404: Training and education 2016	404-1	Average hours of training per year per employee		○	Planned
	404-2	Programs for upgrading employee skills and transition assistance programs	88	●	
	404-3	Percentage of employees receiving regular performance and career development reviews	88	●	Being established 2018/2019
<b>Diversity and equal opportunity</b>					
GRI 103: Management approach 2016	103-1	Explanation of the material topic and its boundary	89	●	
	103-2	The management approach and its components	89	●	
	103-3	Evaluation of the management approach	37	●	
GRI 405: Diversity and equal opportunity 2016	405-1	Diversity of governance bodies and employees	89	●	
	405-2	Ratio of basic salary and remuneration of women to men	89	●	
GRI 406: Non-discrimination 2016	406-1	Incidents of discrimination and corrective actions taken	None	●	
<b>Product responsibility</b>					
<b>Spectator safety</b>					
GRI 103: Management approach 2016	103-1	Explanation of the material topic and its boundary	91	●	
	103-2	The management approach and its components	91	●	
	103-3	Evaluation of the management approach	37	●	
GRI 410: Security practices 2016	410-1	Security personnel trained in human rights policies or procedures	91	●	Part of steward training
GRI 416: Customer health and safety 2016	416-1	Assessment of the health and safety impacts of product and service categories	81, 91	●	
	416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	81	●	
<b>Stadium quality</b>					
GRI 103: Management approach 2016	103-1	Explanation of the material topic and its boundary	92	●	
	103-2	The management approach and its components	92	●	
	103-3	Evaluation of the management approach	37	●	
		Average attendance	92	●	BVB disclosure
<b>Service quality</b>					
GRI 103: Management approach 2016	103-1	Explanation of the material topic and its boundary	93	●	
	103-2	The management approach and its components	93	●	
	103-3	Evaluation of the management approach	37	●	
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	●	
		Return rate for merchandise	95	●	BVB disclosure
GRI 417: Marketing and labeling 2016	417-1	Requirements for product and service information and labeling	58	●	
	417-2	Incidents of non-compliance concerning product and service information and labeling	None	●	

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



# Key figures at a glance

Economic approach	2016/2017	2017/2018	GRI index
Equity	312,302 EUR '000	336,304 EUR '000	201-1
Revenue	405,692 EUR '000	536,043 EUR '000	201-1
Gross revenue	409,936 EUR '000	539,935 EUR '000	201-1
Operating result (EBITDA)	74,073 EUR '000	126,630 EUR '000	201-1
Consolidated net profit for the year	8,209 EUR '000	28,462 EUR '000	201-1
Earnings per share	€0.09	€0.31	201-1
Number of shares (in thousands)	92,000	92,000	201-1
Average attendance	79,712	79,864	BVB disclosure
Home match days per year	25*	25**	203-2
Food vendors based in NRW	59%	59%	204-1
On-site visits with manufacturers	Not determined	26	414-1
Negative social impacts in the supply chain and actions taken	None	None	414-2
Confirmed incidents of corruption and actions taken	None	None	205-3
Legal actions for anti-competitive behaviour	None	None	206-1
TU Braunschweig popularity ranking	1st Place	1st Place	BVB disclosure
Average contractual term with Champion Partners	Not determined	3 years	BVB disclosure

Athletic development	2016/2017	2017/2018	GRI index
Bundesliga ranking	3	4	BVB disclosure
Points	64	55	BVB disclosure
Champions League qualification	Yes	Yes	BVB disclosure
Number of youth players in the youth academy	Not determined	190	BVB disclosure
Number of U19 and U17 national titles	13	14	BVB disclosure
Number of players who signed with 1st and 2nd division clubs	Not determined	12	BVB disclosure

Environmental responsibility	2016/2017	2017/2018	GRI index
Total energy consumption	19.4 GWh*	19.2 GWh**	302-1
Energy used per stadium seat and year	238.4*	235.9**	302-3
Energy intensity per home match	775,803 kWh*	767,752 kWh**	302-3
Green electricity fed back into Dortmund's electricity grid	558,000 kWh*	521,000 kWh**	302-4
GHG emissions intensity per seat and year	41.9 kg CO <sub>2</sub> *	42.1 kg CO <sub>2</sub> **	305-4
GHG emissions intensity per home match	136.2 t CO <sub>2</sub> *	137.0 t CO <sub>2</sub> **	305-4
Reduction of CO <sub>2</sub> emissions by solar panels (SIP)	3,800 t CO <sub>2</sub> *	3,810 t CO <sub>2</sub> **	305-5
Water consumption	71,301 m <sup>3</sup> *	60,889 m <sup>3</sup> **	306-1
Vehicle fleet fuel consumption	210,221 l*	249,603 l**	BVB disclosure
Kilometres by train travelled by employees	337,326 km*	355,320 km**	BVB disclosure
Total waste produced excl. food waste	554 t*	448 t**	306-2
Total food waste	182.5 m <sup>3</sup> *	188.5 m <sup>3</sup> **	BVB disclosure
Food waste per home match	5.4 m <sup>3</sup> *	3.9 m <sup>3</sup> **	BVB disclosure

\* These figures relate to calendar year 2016 and not the financial year.

\*\* These figures relate to calendar year 2017 and not the financial year.

Social responsibility: Fans and club members	2016/2017	2017/2018	GRI index
Season ticket holders	55,000	55,000	BVB disclosure
Number of fan clubs	788	827	BVB disclosure
Members	147,895	> 150,000	BVB disclosure
Donations – "leuchte auf" foundation	€225,358.75	€273,958.76	BVB disclosure
"leuchte auf" foundation: project assistance	€185,000	€285,000	203-2
Fines during the season	€279,000	€111,000	419-1
No. of criminal acts during the season	14	13	BVB disclosure
Followers on social networks	24.1 million	25.8 million	BVB disclosure

Social responsibility: Employees	2016/2017	2017/2018	GRI index
Number of employees as at 30 June	775	790	102-8
Number of employees (season average)	756	804	102-8
Average age of employees	32.8 years	33.4 years	102-8
Ratio of women/men	32.9 w/ 67.1 m %	33.8 w/ 66.2 m %	102-8
Staff turnover	11.70%	12.30%	401-1
Number of employees on parental leave	13	17	401-3
Number of sick days taken	Not determined	2,971.5	403-2
Illness rate	Not determined	1.5%	403-2
Number of trainees	10	12	102-8
Trainees (in %)	1.32%	1.52%	BVB disclosure
Hired (in %)	100%	80%	BVB disclosure
Number of incidents of discrimination	None	None	406-1

Social responsibility: Product responsibility	2016/2017	2017/2018	GRI index
Average number of stewards on match days	750	750	BVB disclosure
Incidents of non-compliance concerning product and service information	None	None	417-2
Incidents of non-compliance concerning marketing communications	None	None	417-3
Merchandise return rate	8.54%	5.43%	BVB disclosure





## About this report/Publication details

102-1 | **Published by:**  
102-3

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

The online version of this report can be found at <https://verantwortung.bvb.de>

Project leads: Marcus Knipping, Mark Stahlschmidt and Marieke Köhler

102-53 | **Contact:**

Please address any enquires about this report and Borussia Dortmund's sustainability strategy in writing to: [verantwortung@bvb.de](mailto:verantwortung@bvb.de)

**Concept, design and layout:**

Kugelfisch Kommunikation GmbH, Essen  
[www.kugelfisch.ruhr](http://www.kugelfisch.ruhr)

RKDS Partners, Frankfurt, Basel, Essen  
[www.rkds-partners.com](http://www.rkds-partners.com)

**Photography**

**Adobe Stock:** p. 59; **Fan-Projekt Dortmund e.V.:** p. 43;  
**Firo sportphoto GbR:** p. K2, 20, 38, 49, 51, 52, 68, 116, 118; **Uwe Schinkel:** p. 14;  
**Borussia Dortmund GmbH & Co. KGaA:** all others

**Notes**

This report was prepared in accordance with the GRI Standards (Core option). This is Borussia Dortmund's second annual report. The basis of reporting has not changed as against the prior year. Please see pages 122-125 for an overview of the relevant GRI disclosures.

The reporting period is the 2017/2018 season. Unless explicitly stated otherwise, all information pertains to the period from 1 July 2017 to 30 June 2018.

This is a translation of the German original, which is the sole authoritative version.

**External consultants**

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 reviewed the Non-financial Statement and issued a limited assurance report, which can be found on pages 120-121.

**Editorial notes**

The copy deadline for this report was 30 June 2018. Material developments up to 30 August 2018 were included in this report and explicitly referred to as such. The most recent Sustainability Report was published on 20 December 2017 for the 2016/2017 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 the female gender.

**System limitations**

The financial figures are based on the consolidated group of Borussia Dortmund GmbH & Co. KGaA. The staff of Orthomed GmbH were not included in the employee headcount. The representative office in Singapore and the local fan shops were not included in the environmental figures.

101  
102-54  
102-49  
102-52  
102-48

102-50

102-56

102-51



Echte Liebe.

