



**United in solidarity.  
No matter what.**

Sustainability Report for the 2019/2020 season

**Echte Liebe.**



"All generations, men and women, and all nationalities are united by Borussia."

GENERATIONEN, MÄNNER UND FRAUEN, ALLE NATIONEN.  BORUSSIA VERBINDET GENERATIONEN, MÄNNER UND FRAUEN, ALLE NATIONEN.



# BORUSSIA DORTMUND GMBH & CO. KGAA AT A GLANCE

BVB disclosure |

## Athletic development

2019/2020 table

			Played	W	D	L	GF/GA	Diff.	Pts.
1.		FC Bayern Munich	34	26	4	4	100:32	+68	82
2.		Borussia Dortmund	34	21	6	7	84:41	+43	69
3.		RB Leipzig	34	18	12	4	81:37	+44	66
4.		Borussia M'Gladbach	34	20	5	9	66:40	+26	65
5.		Bayer 04 Leverkusen	34	19	6	9	61:44	+17	63
6.		TSG 1899 Hoffenheim	34	15	7	12	53:53	0	52
7.		VfL Wolfsburg	34	13	10	11	48:46	+2	49
8.		SC Freiburg	34	13	9	12	48:47	+1	48
9.		Eintracht Frankfurt	34	13	6	15	59:60	-1	45
10.		Hertha BSC	34	11	8	15	48:59	-11	41
11.		1. FC Union Berlin	34	12	5	17	41:58	-17	41
12.		FC Schalke 04	34	9	12	13	38:58	-20	39
13.		1. FSV Mainz 05	34	11	4	19	44:65	-21	37
14.		1. FC Köln	34	10	6	18	51:69	-18	36
15.		FC Augsburg	34	9	9	16	45:63	-18	36
16.		Werder Bremen	34	8	7	19	42:69	-27	31
17.		Fortuna Düsseldorf	34	6	12	16	36:67	-31	30
18.		SC Paderborn	34	4	8	22	37:74	-37	20

## Borussia Dortmund Group (IFRS)

Financial performance indicators (in EUR '000):	2019/2020	2018/2019*
Revenue	370,196	370,256
Consolidated total operating proceeds	486,884	489,524
Operating result (EBITDA)	62,992	115,983
Result from operating activities (EBIT)	-43,138	23,501
Consolidated net profit/net loss	-43,953	17,391
Cash flows from operating activities	-362	28,710
Free cash flow	-51,131	5,201
Number of shares (in thousands)	92,000	92,000
Earnings per share (in EUR)	-0.48	0.19

\*Change in prior-year items. Restatements in accordance with IAS 8.42.

## Environmental responsibility

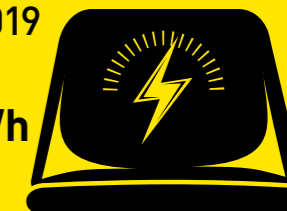
Total energy consumption in 2019

20.4 GWh



Energy used per stadium seat 2019

250 kWh



GHG emissions per stadium seat

41.6 kg CO<sub>2</sub>



Total waste generated (excl. food waste) in 2019

535 tonnes



Food waste in 2019

202.4 m<sup>3</sup>



## Social responsibility

Fan clubs

952



Club members

> 150,000



Employees

879

as at 30 June 2020



Spectator safety

720 stewards



"leuchte auf" foundation donations in 2019/2020

Approx.

380,000 €



# Thank you for your trust and commitment!

102-14



Hans-Joachim Watzke



Thomas Trefß



Carsten Cramer

## Dear reader,

This season has been like no other! The Covid-19 pandemic has presented BVB and all of football with unprecedented challenges, the myriad effects of which will remain with us for some time to come.

This report also addresses that reality. It describes the emergency measures taken in response to the coronavirus, discusses the club's priorities and highlights our fans' impressive sense of solidarity with our club, our city and our surrounding region. It also sheds light on sustainable development at BVB, an objective which we have continued to strive for even in these trying times.

The social and economic challenges of the global pandemic have shaken professional football to its core. Suspended seasons, matches held in front of empty stadiums and the persistent uncertainty as to when it will all get back to normal – putting the livelihoods of more than 56,000 people at risk. From the outset, Borussia Dortmund's priorities lay with its responsibility for its own employees and preserving the competitive basis for all clubs.

Thanks to the club's accountability over recent years, BVB has the economic resources to weather the crisis without having to reduce employees'

working hours despite having recorded a considerable net loss for the year. In a gesture of solidarity, we also joined the Bundesliga's other UEFA Champions League participants to set aside a combined EUR 20 million in financial aid for clubs in the first and second Bundesliga divisions that have fallen on hard times through no fault of their own.

We would like to take this opportunity to express our thanks for the public's trust in us in connection with the special match operations. Notwithstanding the debate about the special treatment professional football is supposedly afforded, it must be said that the sport is not just about money – it is also about the thrill and excitement of dazzling displays of athleticism and competition and an overwhelming sense of community.

In that vein, our particular thanks go to all BVB employees for their hard work under extraordinary circumstances, with so much being asked of them!

BVB continued to build on the most successful decade in its history with a second-place finish in the Bundesliga and a spot in the UEFA Champions League. Our fans once again enjoyed attractive, high-scoring football as 17 different players found

the back of the net to bring the team's goal tally for the season to 84, breaking the club's Bundesliga goal record in the process.

We continue to set ambitious sporting goals. However, now is not the time to dwell on our quest for the Bundesliga crown. BVB signed two highly sought-after players in Erling Haaland and Emre Can. Further proof that we enjoy an excellent reputation throughout the world as a club where top talents and veteran national team players alike can continue to develop.

**#UnitedbyBorussia** encapsulates BVB's most important asset: the club is an exceptionally close-knit and united community!

Since the club's founding in 1909, there has hardly been a period in which solidarity has been embodied and displayed so openly as has recently been the case in Dortmund. Football and the countless actions taken by fans, fan clubs and partner networks as well as employee initiatives continue to be the glue that holds society together. By leveraging the club's appeal and motivating its fans, BVB has helped set in motion an unprecedented black-and-yellow wave of solidarity that we are pleased to report on here.

We are also proud of BVB's long history of activism to combat racism, anti-Semitism and discrimination, and gratified to see that our efforts are being acknowledged in Germany and abroad. In honour of our ongoing efforts to foster a culture of remembrance, BVB was invited at the beginning of the year to attend the 5th World Holocaust Forum in Jerusalem to commemorate the 75th anniversary of the liberation of the Auschwitz concentration and extermination camp. We consider this to be a special recognition of our work to combat right-wing extremism and discrimination and promote diversity and inclusion.

Although the coronavirus dominated the agenda, we did not lose sight of the environmental aspects of our actions. In the short term, we set an appropriate example by offsetting the CO<sub>2</sub> emissions from our team flights. We are looking to further refine our event management on the basis of ecological criteria and thereby combine issues relating to energy efficiency, the use of resources and mobility. We have sought input from and dialogue with our stakeholders on these matters.

Despite all of the current challenges, we hope you enjoy reading this report. Stay healthy, friends!

Hans-Joachim Watzke  
Managing Director (Chairman)

Thomas Trefß  
Managing Director

Carsten Cramer  
Managing Director



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## **United by Borussia. United in remembrance. United against anti-Semitism.**

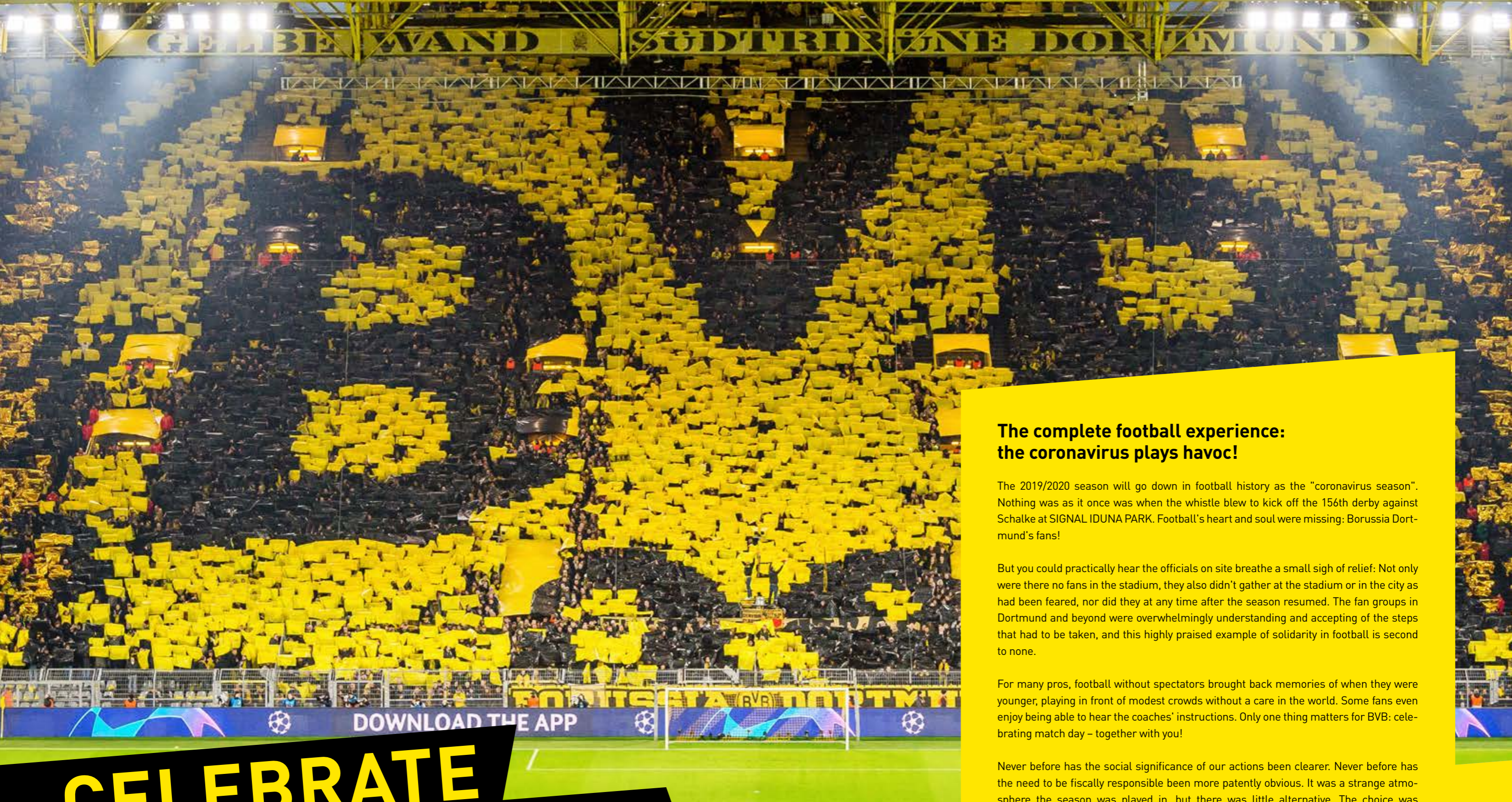
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## **United by Borussia. Solidarity during the pandemic**

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# CELEBRATE MATCH DAY!

Oh, how we miss this day!

## The complete football experience: the coronavirus plays havoc!

The 2019/2020 season will go down in football history as the "coronavirus season". Nothing was as it once was when the whistle blew to kick off the 156th derby against Schalke at SIGNAL IDUNA PARK. Football's heart and soul were missing: Borussia Dortmund's fans!

But you could practically hear the officials on site breathe a small sigh of relief: Not only were there no fans in the stadium, they also didn't gather at the stadium or in the city as had been feared, nor did they at any time after the season resumed. The fan groups in Dortmund and beyond were overwhelmingly understanding and accepting of the steps that had to be taken, and this highly praised example of solidarity in football is second to none.

For many pros, football without spectators brought back memories of when they were younger, playing in front of modest crowds without a care in the world. Some fans even enjoy being able to hear the coaches' instructions. Only one thing matters for BVB: celebrating match day – together with you!

Never before has the social significance of our actions been clearer. Never before has the need to be fiscally responsible been more patently obvious. It was a strange atmosphere the season was played in, but there was little alternative. The choice was between football under these conditions or no football at all.

But it's not how we would normally celebrate match day.

You can find an overview of the 25 material topics concerning sustainability at BVB on page 35. You can find more detailed information on each of these topics starting on page 104.

Echte Liebe.



# SOLIDARITY IS IN OUR DNA.

## “Schmackes”, the South Stand and self-image

When the world gets turned upside down, you can count on the Yellow Wall. “Bündnis Südtribüne” is a fan initiative comprising BVB’s most loyal fan clubs, ultras and travelling fans. In Dortmund, they number in the thousands.

Within a week, the coronavirus turned the unthinkable into reality – with matches in empty stadiums, derbies cancelled and the season suspended. In the wake of this, the initiative has proven what it’s made of: solidarity, commitment and philanthropy are in its DNA. For Dortmund and BVB. Because people in at-risk groups have a name here and have always been our neighbours or a part of our community. They especially need our help.

How can we help? Going shopping and running errands for people who are better off staying home for the time being. This is how it works: Form a WhatsApp group with other volunteers, muster 80-90 fit volunteers, primarily pupils, students and short-time workers, in a flash. Share mobile phone numbers online, in the media and within the network ten thousand times over. Prepare a shift schedule and be on call from 11 a.m. to 5 p.m. seven days a week. Whenever possible, deliveries are settled by contactless payments via PayPal or wire transfer. At the beginning, the “Mit Schmackes” gastro pub served as the meeting spot and also provided the volunteers with free meals. A matter of honour. Soon that’s no longer an option – relax and keep going!

Piece of cake? At least according to Oliver Ricker, one of the driving forces behind the initiative. Organising is what they do. Usually it’s tifos, pumping up the crowd and exchanging ideas. Now it’s lending a helping hand in Dortmund. The phone currently rings around 10 times a day, and that number only keeps on rising. “We have it under control. As long as it stays about the same it’ll be a cakewalk.” Question: “How long will you be able to keep this up?” “How long? As long as we need to. We don’t tire easily!”



# DERBY MANIA FEELS DIFFERENT.

## We're playing. We're not playing. We're playing!

"We prepped for this derby three times and won once. But you won't find me complaining!" Kai Ruben, Security Officer and Head of Organisation at BVB, is not a particularly dramatic person. His job doesn't allow it. So when he lets a "This year was rather peculiar" slip, then something was up – to put it mildly.

Derby plan 1: The coronavirus was not on anybody's radar at the beginning of the year. The first safety meeting in January to prepare for the local derby scheduled for 14 March was nevertheless special because an event was to be held at the Westfalenhallen convention centre at the same time as the "normal" derby. Alternative areas and routes had to be discussed. Four safety meetings and a site visit were held in quick succession in order to ensure that any clashes between fan groups could be avoided. This was a stress test. But everyone involved has known each other for years, and, despite the rivalry, when it comes to safety and security, this is a good thing.

Derby plan 2: Action has to be taken at short notice in early March due to the coronavirus. The match is to be held with no more than 1,000 people in attendance. First things first: How many stewards will there need to be? Will fans gather at the stadium like they did in Paris? Who has to be at the stadium? Who's allowed in the stadium? Which previously-ordered services and materials can be cancelled or changed? Everyone's phones are ringing off the hook – until, that is, the entire match day is cancelled. One day before kick-off. And it's back to square one.

Derby plan 3: And then we're back on after all! The match is held on 16 May behind closed doors with only a total of 321 people in the stadium. Everyone's temperature is checked. No one's temperature is elevated, and yet everyone is heated. "Everyone is suffering, most of all the fans." All the hard work that went into the planning paid off. "We feel like we have proven ourselves as team. Knowing that we can trust each other is the most important thing. But "special match operations" – nobody needs that in the long run. Derby mania feels different."





# COOL EQUATIONS FOR THE FUTURE.

## (23+200) \*x

Pumps, conveyor machines and compactors – a stadium full of technical equipment! When everything's in full swing and heating up at SIGNAL IDUNA PARK, the air conditioning has to work. That's another way to explain the equation. "23 home matches plus 200 other events per season and this over the next few years. Expressed in numbers, that's what my future looks like."

Jörg Börnard is Deputy Operations Manager at the stadium. He's at his home away from home almost every day to make sure everything is running smoothly. "With over 80,000 fans and a small army of service staff in the stadium everything has to work." That's why things are constantly being measured, metered, checked, serviced, replaced and modernised. "The stadium has grown in size. You have to learn to compromise."

That doesn't just apply to the performance on the pitch and the experience in the stadium, but also at home. "The new high-performance floodlights mean that we can broadcast the match in 4K UHD and 8K UHD. Adding the LED boards in the uppers stands made sense economically. Both are so energy efficient that our electricity bill will not increase as a result. Top performance is what allows us to be environmentally responsible."

An analysis of potential was conducted to determine where energy and resources could be saved in the future. "We have identified the important issues: heating and cooling, electricity usage, metering, management and how we use resources. Now we have to see what works for us long term."

This also includes corresponding investments. "Difficult decisions during the coronavirus pandemic." Going forward, the individual match plan will consist of managing the complex mix of the local circumstances, technical solutions that work and our responsibility for setting ambitious environmental goals. "The match really pumps us up. But when it comes to everything else, we have to keep a cool head."



# KNOWING WHAT FOR.

## Change at BVB

"The first time we made a list was when we hit 60 fan clubs in the mid-80s. Before that, my four colleagues and I who made up the old office under the north terrace, knew them all by heart." When Petra Stüker reports on BVB and the changes for the employees, she's primarily talking about fan relations. After all, this is her home, and she's an icon for BVB fans. Nobody could more aptly describe how BVB has changed over the years than she can.

Working closely with fans every day – sounds fantastic! "It is. At the Department for Fan Affairs, we attend the many jubilees and special projects of our meanwhile more than 950 fan clubs. The connection to the fans is particularly important to BVB. 10 full-time fan representatives! Everything got bigger, and fan work has for a couple of years now been a prerequisite for every club to get its licence."

But the change is also being felt elsewhere. "We're paid fairly and have job security. Corona has shown us all how lucky we are to have made it through such a difficult time without short-time work. It wasn't always like that."

What hasn't changed are the long hours on match day. "A works agreement recently came into force that, among other things, governs the special circumstances on long match days. That'll help keep us from being overburdened." Petra, who herself is a longstanding member of the Works Council, is happy: "The Executive Board is very much in favour of training seminars; BVB promotes continuing education – and a change in culture." So, everything's great then? "There's still room for improvement in how all employees deal with problematic issues. When you're with your friends and acquaintances you often find yourself having to take a stand on issues, even when you don't want to."

The changes in recent years have also boosted morale. "There were times when almost nobody outside of Dortmund had any interest in BVB. Bundesliga no-man's land. That was bad for morale, and you felt insignificant. Today, we all know why we're giving it our all!"



# NEVER A DULL MOMENT.

## Welcome to BVB!

BVB's headquarters building is no stranger to well-known sports and media personalities. But Claudia Griffin, who works at reception, takes this in stride: "What's really fascinating is the wide variety of people who reach out to BVB. From 'celebrities' to player agents to long-time fans who urgently need to speak with Michael Zorc to discuss plans for the roster: the whole gamut – it's all very bustling!"

Michael Zorc is of course not spontaneously available. Nevertheless, the opinions aired over the phone Mondays after sub-par performances can be rather strong. Claudia Griffin never takes that personally: "The fans agonise with us and are looking for a way to express their frustrations or joy. I'm right there with them and can assure you that I feel the same way!"

Our workload is as diverse as the people we meet. "Say, Claudia, who's responsible for..." From confidently fielding calls and transferring the caller to the right department, overseeing the digital visitor management system, handling data protection and security matters, and helping and advising new employees, our receptionists often serve as the help desk about 880 of their colleagues.

"What impresses me the most is the fan community's commitment and solidarity. For example, after every home match, Conny\* makes his rounds through the stadium and the surrounding area and brings me any lost wallets, season tickets, etc. he finds – a matter of honour! We then get to work to returning the items along with any items left behind at the "Helmbude" left luggage service station. Or how about the lady that prays for BVB before every home match. Or the fan that needs his season ticket replaced because it was shredded – marital dispute..."

They all have one thing in common: They want to feel welcomed at BVB, or there'll be a high price to pay. "Knowing what you can say and what you must say – that's the key." You have to be firm but engaging: "How long does it take to get from here to the stadium?" "At my pace, eight minutes..."

\*Name has been changed



# A LABOUR OF LOVE.

## Champions League calibre on and off the pitch

"My dream job certainly isn't for everyone. Our pros are in high demand: Bundesliga, DFB Cup, Champions League, national teams. That's a lot to juggle, and we're right there with them." Thomas Zetzmann was already very familiar with what it means to be a physiotherapist when he joined BVB in 2007. He himself had once played for BVB's U17 team. Today, he is one of our most experienced staff members working with the senior team.

"Flexibility and professionalism is the name of the game. There are four of us physios on the team, and we're always at the ready at every training session and on every trip to provide the players with the best possible care." The club's doctors, fitness coaches, rehab specialists and physios have a team meeting at 8 a.m. on every day of training. Every player is discussed individually and their status relayed to the coaches prior to the start of training, allowing the coaches to optimally plan the training sessions for each player.

"Here you have to be a team player and check your ego at the door." Minor issues are often resolved by the staff before they turn into larger problems that the coaches then have to address. "You say what needs to be said. We keep an eye on everything. Teamwork and success are what count. We know that we're not alone if we ever have to have a straight talk with the lads."

But the focus remains crystal clear: "If the players are injured, our job is to rehab them as quickly as possible so that they can rejoin the team. We don't do magic. There are detailed injury protocols and timetables that we follow to the letter. We regularly attend professional development courses and share what we have learned with our colleagues. The specialists at the league's top clubs also play at a Champions League level in their areas of specialisation. You have to radiate self-confidence, because trust between the players and the physios is crucial."

Being able to role with the punches is also key: "When we travel for Champions League matches, night turns into day. When the final whistle blows, we hustle back to the hotel for a quick meal before providing acute follow-up care, quite often into the early morning hours. After that you're toast." What about your own fitness? "Not to worry – when you're with the players every day, you want to be able to keep up. We're given that opportunity."



# A SAFE HAVEN.

## Protecting our most vulnerable.

"Far too many girls and boys in Germany experience sexual abuse before their 18th birthday. We want to actively help prevent this." Vanessa Heim is the BVB Football Academy's expert for children's welfare and sexual abuse in sports. Together with her colleagues from the CR department, they recently revised BVB's company-wide policy.

"We assume responsibility for thousands of children and young people in Dortmund and those in the care of our regional and international cooperation partners. Our programme stretches from the Football Academy's network to the Youth Academy to BVB's KidsClub and Learning Centre." A total of 120 employees – coaches, support staff, physiotherapists as well as communications experts – were trained on the new policy. The training course for a further 80 staff from the Football Academy was postponed due to the coronavirus. They will complete the course at a later date.

Promoting a culture of vigilance is a key component of our efforts. The four-step training programme is designed to raise awareness among BVB's staff and coaches, the children and adolescents themselves and their parents. Crisis teams have been formed and perpetrator strategies demonstrated.

In addition, the changing rooms and sanitary facilities at the Football Academy will undergo extensive renovations to improve the situation. These measures are designed to not only prevent physical assault by improving the layout of the facilities but to also protect people's right to privacy, especially in the digital age.

"We all love working with children," says Vanessa Heim. "When you're essentially the Westphalian shoelace tying champion, you'll do everything in your power to protect your kids."





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

# Structured development

Managing sustainability

Echte Liebe.





## Football: reflecting and driving social change

102-15 | It is impossible to make sense of the 2019/2020 football season without considering the complex challenges posed by the Covid-19 pandemic since mid-March 2020. Seldom has the connection between football and social responsibility been clearer than in this season. Economic issues, forces seeking to build but also divide communities, as well as ecological and health challenges have come to light.

### 102-16 | Football takes responsibility

BVB takes responsibility for its own employees and the industry as a whole. The club was not forced to reduce the working hours of its employees. Borussia Dortmund was an outspoken advocate for continuing the 2019/2020 season in light of the pandemic's severe financial impact on professional football, most notably as a result of the uncertainties surrounding broadcast obligations, sponsoring agreements, matches played before empty stands and the developments in the area of merchandising.

The public debate in Germany about whether or not professional football was being given special treatment at the same time that people's civil rights were being restricted was intense. To a certain extent, football's reputation had been somewhat tarnished in the public's eye, and it is important to critically examine the negative

developments in recent years. Once the worst of this crisis has passed, we will need to focus on core values such as sustainability, stability and humility. In these times of heightened vigilance it will also be important to re-examine the contributions football can make from a health standpoint.

The concept implemented for special match operations was a success in that extensive testing and strict health and safety rules helped to protect players and others. The Bundesliga successfully completed the season, setting an example for many other leagues and sports around the world. Hans-Joachim Watzke, Borussia Dortmund's CEO, had the following to say: "We're very pleased that people in Germany – including in Dortmund and the surrounding region – conducted themselves so admirably in recent weeks that the spread of the pandemic has at least been contained. It's only because

the public was so incredibly disciplined that we can now gradually and slowly settle into the new normal.

Many industries are slowly ramping up operations again, all while adhering to strict rules, and this also applies to professional football. At Borussia Dortmund we are well aware of the great responsibility we have in this respect. Having to play in front of an empty stadium is an enormous challenge, especially for a club like BVB which draws so much of its strength from the passion displayed by its supporters in the stadium. However, allowing the Bundesliga to adjourn until spectators can return to stadiums would not have been financially viable for the clubs."

### Football builds community

At the same time, German football seized the opportunity to offer an impressive demonstration of its true strength. While public debate early on in the season focussed on critical developments within professional football, by early 2020 the discussion was at times overshadowed by sweeping generalisations concerning freedom of expression in the fan blocks, allegations of racism, personal insults, and even speculation about the abandonment or forfeiting of league matches. However, the pandemic ultimately fostered an overwhelming sense of solidarity in the footballing community.

"All generations, men and women, and all nationalities are united by Borussia." A large number of initiatives garnered the broad support of fans and partners alike, highlighting their solidarity with the people of Dortmund and the surrounding area. Be it the SIGNAL IDUNA PARK coronavirus testing centre, the "digital match day" donation drive, or the assistance offered by the "Bündnis Südtribüne" fan initiative to help people who had to stay at home: it was impressive to see the numerous, different ways in which the fans, the fans clubs and the public came together to offer their support – and not just in Dortmund!

Nothing comes between a dedicated fan and his team. Despite all the differences in opinion

about whether or not the season should be resumed, the various stakeholders in Dortmund came together and agreed on a solution for reimbursing tickets.

### Football reflects society

Longstanding societal rifts were increasingly magnified during the reporting period, not only as a result of tensions borne of the crisis. Issues such as racism, discrimination, sexual violence, child abuse, anti-Semitism, and exclusion reverberate not only in the general public discourse and the media, but also affect football in equal measure. The objective is to be assertive and effectively communicate that football is committed to finding solutions to pressing problems and takes its social responsibility as a major sport seriously.

Borussia Dortmund is grateful and glad that the structured and participatory work on these issues is appreciated both at home and abroad.

### Football shapes the future

The further course of the Covid-19 pandemic and its effects on public life is of great significance for the development of Borussia Dortmund and professional football. The currently unforeseeable progression of the Covid-19 pandemic means that the coming weeks and months by-and-large will remain fraught with uncertainty.

Nevertheless, the debate surrounding the German government's economic stimulus package has already demonstrated that key issues for the future, such as the digitisation of our work processes and global efforts to fight climate change, will also greatly influence future success. Borussia Dortmund is aware of its responsibility to ensure that coming generations have a future worth living for. Keep reading to learn more about our concepts and the action we are taking.

Part of the Non-financial Statement

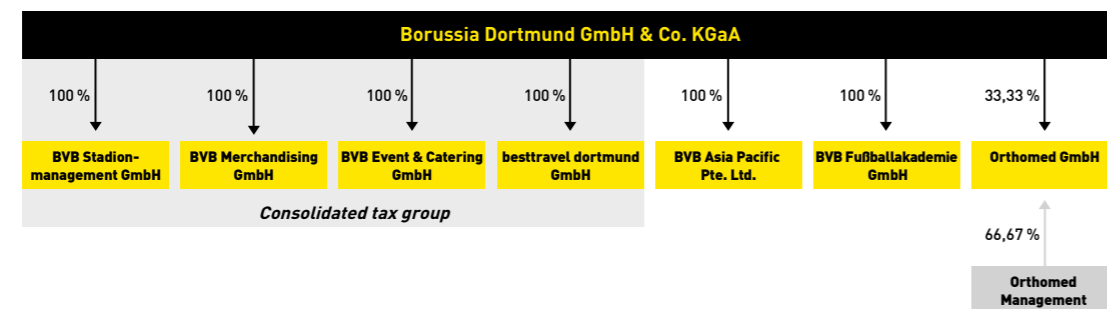
# Borussia Dortmund GmbH & Co. KGaA

102-2  
102-5  
102-6

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



102-45



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

headquarters, SIGNAL IDUNA PARK, the Fan-Welt service centre, the training grounds and the BVB 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.

## Organisation of management and control

The legal structure of Borussia Dortmund was designed to ensure that close (legal) ties remained between the club and the Company.

Borussia Dortmund Geschäftsführungs-GmbH, the general partner of Borussia Dortmund GmbH & Co. KGaA, is responsible for management and representation of the latter. Borussia Dortmund Geschäftsführungs-GmbH is for its part represented by Managing Directors Hans-Joachim Watzke, Thomas Treß and Carsten Cramer. As chairman of the management, Hans-Joachim Watzke is responsible for setting the Company's strategic course, as well as for the areas of "Sports", "Communications" and "Human Resources". His contract runs until 31 December 2022. Thomas Treß is responsible for the "Finance & Facilities" and "Organisation" areas and

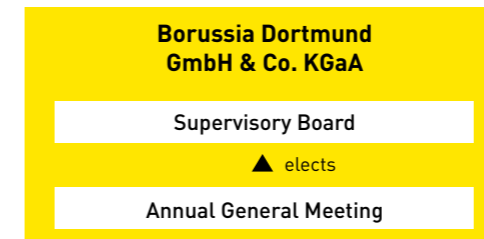


Chart of structures and responsibilities: This chart shows the structures and responsibilities as between BV Borussia 09 e.V. Dortmund, Borussia Dortmund GmbH & Co. KGaA and Borussia Dortmund Geschäftsführungs-GmbH. For a detailed overview, see page 38 of the 2019/2020 Annual Report. <http://aktie.bvb.de/eng/Publications/Annual-Reports>

is under contract with Borussia Dortmund until 30 June 2022. Carsten Cramer is responsible for the "Sales & Marketing" and "Digitisation" areas and his contract also runs until 30 June 2022.

The sole shareholder of Borussia Dortmund Geschäftsführungs-GmbH is Ballspielverein Borussia 09 e.V. Dortmund, which is represented by the Executive Board. The Executive Board in turn comprises three members: Dr Reinhard Rauball (President), his deputy Gerd Pieper and Dr Reinhold Lunow (Treasurer). The Supervisory Board, which is elected by the Annual General Meeting, advises and monitors Borussia Dortmund. However, the rights and duties of the Supervisory Board are limited. Specifically, it has no authority with respect to matters involving personnel, i.e., no authority to appoint and dismiss managing directors of Borussia Dortmund Geschäftsführungs-GmbH.

Nor is the Supervisory Board authorised to adopt internal rules of procedure or a list of transactions requiring its consent on behalf of the general partner. Rather, such rights and duties are vested in the governing bodies of Borussia Dortmund Geschäftsführungs-GmbH, namely its Advisory Board and the Executive Committee created by the Advisory Board. The reports of the management and the Supervisory Board's enquiries and deliberations form the basis of the Supervisory Board's supervisory activities. For the reporting period, the Supervisory Board considers the work of the management of the Company to be in compliance with the law and in proper order; it deems the internal control system, risk man-

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

Evonik Industries AG:	9.83%
Bernd Geske:	9.35%
BVB e.V.:	5.53%
SIGNAL IDUNA:	5.43%
Ralph Dommermuth Beteiligungen GmbH	5.004%
PUMA SE:	5.00%
Free float:	59.86%

205-1

102-4  
102-7

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

The Company, whose registered office is in Dortmund, focusses primarily on its operations at its

102-5  
102-10

Chart of shareholder structure [published at <https://aktie.bvb.de/eng/BVB-Share/Shareholder-Structure>, accessed on 24/06/2020]

The Fan Council serves as a forum for dialogue and a communicative link with fans and defines itself as the representative body for all BVB fans who identify with Borussia Dortmund's values. One of the Fan Council's primary objectives is to ensure that BVB remains a fan-based organisation and therefore to establish and maintain communication between all partners on the basis of mutual respect. In addition to this objective, the Fan Council can also be used to mediate conflicts with and between fans and fan groups.





Fan work meeting with members of parliament, February 2020

## Our stakeholder dialogue

102-42

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

### Our stakeholders

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

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

102-40



102-43

### Structured dialogue

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

These bodies continued holding virtual meetings during the pandemic. The meetings of the Fan Council held via web conferences and other discussions on specific topics were also organised online. Between March and mid-June, the club's press conferences were livestreamed online during which questions submitted in writing by the media were answered.

We also continued to focus on direct engagement with our employees, fans and business partners. For instance, we contacted each of our fan clubs by phone or paid them a visit online. Our representatives were also available to our fans while working remotely from home. We also remained in close contact with our sponsors and organised numerous solidarity initiatives.

BVB also played a key role in organising the resumption of league play. Dr Markus Braun, who specialises in sports medicine and is BVB's team doctor, helped formulate Deutsche Fußball Liga's GmbH (DFL) health and safety protocols for "special match operations" that were introduced prior to the restart.



Fan Delegates' Meeting, January 2020

The club remains in regular contact with the City of Dortmund and regional authorities as well as with emergency services (German Red Cross, the police, the fire brigade) and other authorities.

On account of the pandemic, plans to include other stakeholders, such as vendors and local residents, as the next step in the process of intensifying our stakeholder involvement have been postponed until the next season.



Sustainability Working Group, January 2020

# Our material topics

102-15

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

## Basis of reporting

101  
102-46

We take the principles of completeness, materiality and stakeholder involvement and the current standards of the "Global Reporting Initiative" (GRI) as a basis for determining what our Sustainability Report will cover. This report was prepared in accordance with the "2016 GRI Standards (Core option)" and covers the reporting period for the 2019/2020 season. Unless indicated otherwise, all figures pertain to the 2019/2020 season.

In many respects, professional football differs from traditional enterprises. In order to take this into account, the "Athletic development" material area was added to expand on the GRI system and the "Fans, members and society" topic was included to expand on social issues. All of the information in this report essentially pertains to Borussia Dortmund GmbH & Co. KGaA, with the exception of the information on the club's members, which are organised under BV. Borussia 09 e.V. Dortmund, and the information on the "leuchte auf" non-profit foundation, which is also an independent entity.

102-46

## Materiality

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

In 2018, BVB's material topics were recorded and assessed for the first time in accordance with the GRI requirements. As part of the annual review in May/June 2020, these topics were reviewed and adjusted with regard to completeness, their impact and the assessments of the stakeholders. Due to the Covid-19 pandemic, the Corporate Responsibility department conducted this year's review in consultation with the respective decision-makers.

103-3

102-48  
102-49

The following adjustments were made to the terms and assessments in the previous year's report on the 2018/2019 season on the basis of the comments and suggestions we received:

Due to the impact of the Covid-19 pandemic, the "Occupational health and safety" topic was rated higher both in terms of the significance of its impacts as well as its influence on stakeholder decisions and assessments and was classified as being doubly material in accordance with § 289c (3) sentence 1 HGB.

103-3

The "Spectator safety" topic was rated higher in terms of its influence on stakeholder decisions and assessments following the suspension of match operations and subsequent resumption without spectators.

103-3

BVB's significant impact on the local economy became even more apparent when the league resumed special match operations. For this reason, the "Economic factor in the region" topic was rated higher in terms of its impacts and its influence on stakeholder decisions and assessments.

103-3

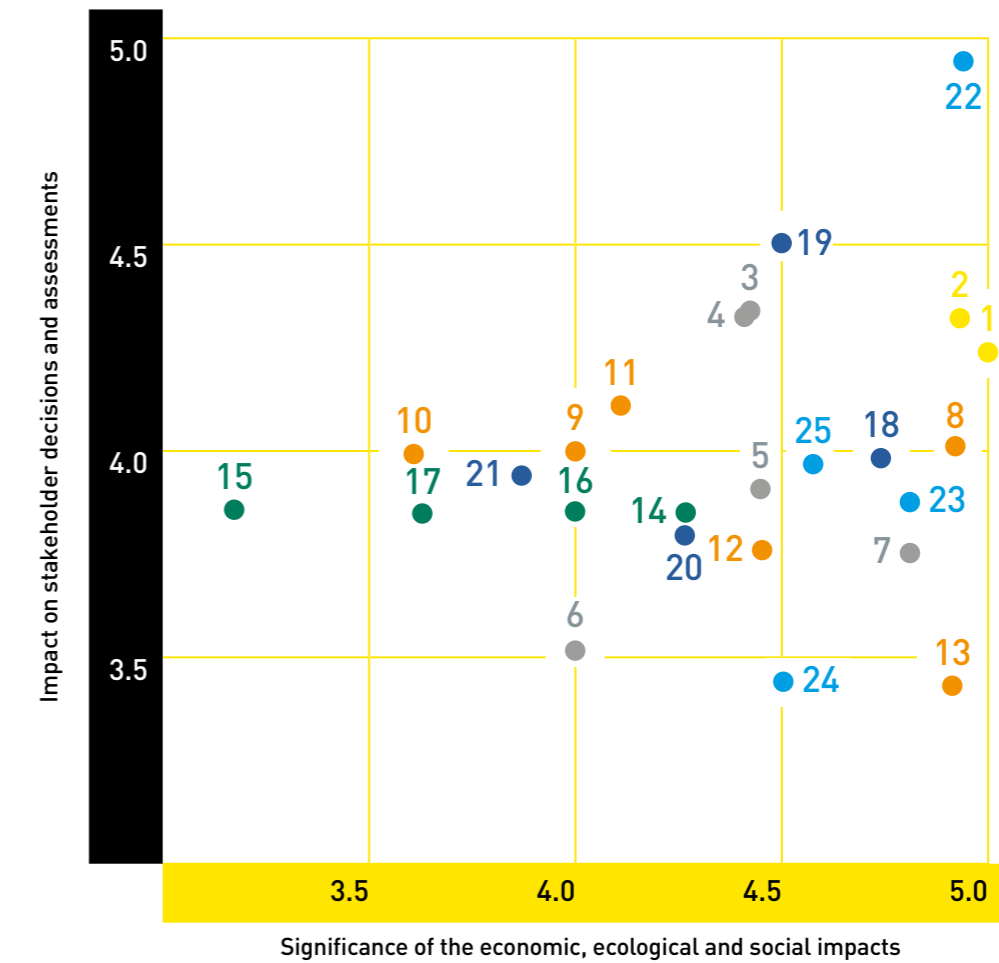
The assessments of the other 22 topics identified as being material did not change.

103-3

## Materiality matrix

102-44

The 25 topics identified as being material are shown in the graphic below:



## 25 material topics in 6 areas

102-47

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

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

# Our sustainable development

103-3

## 102-16 | "One of our most important topics"

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

We formed the Corporate Responsibility department in the summer of 2019 to coordinate the process of continual improvement in relation to BVB's key social, corporate and ecological issues.

The topic was anchored in the organisational structure as a result of systematically developing Borussia Dortmund GmbH & Co. KGaA with respect to our 25 material sustainability topics, which we defined in an intensive stakeholder dialogue and review annually. This fourth annual report presents those changes.

103-3

### Process

To this end, we completed a structured planning process in the spring of 2019 to develop what is initially a three-year programme with specific milestones.

## 3 years – 4 action levels

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

This programme relates to four action levels that we pursue as part of an integrated approach:

### 1 Strategically refining our sustainable development.

102-16

This includes fleshing out the management approaches to our 25 material topics with quantitative and qualitative targets. All of the departments involved worked together to formulate overarching principles for sustainable development at BVB.



A SWOT analysis carried out in the second half of 2019 was used to develop a specific profile of risks and opportunities that addresses non-financial aspects. On this basis, we work across specialisations and departments to develop and implement quantifiable targets with associated measures. Establishing a clear link between the focal points of our work and the internationally recognised Sustainable Development Goals (SDGs) is the next step in highlighting Borussia Dortmund's responsibility for achieving these targets.

102-15

### 2 Ongoing dialogue with our internal and external stakeholders

We will continue and build on the stakeholder dialogue process we began. After four years, an update to the materiality analysis is planned for the autumn of 2020/spring of 2021. To this end,

we hope to receive valuable insights from our partners in the supply chain and our longstanding sponsors.

### 3 The specific and practice-based implementation of measures in seven focal points of our work.

The significance of specific environmental topics has grown considerably across BVB, and in response we have developed a separate focal point to address them. There are thus now seven clearly structured focal points of our work, which are presented in the "Acting responsibly. Together." section of this report along with the measures we took in the 2019/2020 season.

### 4 Transparently and authentically communicating our development to our employees, fans and external stakeholders.

Despite the restrictions, we engaged in a wide-ranging dialogue with our stakeholders, both internal and external. The pandemic freed up time resources that would have been virtually impossible to find beforehand due to professional squad operations. We engaged in a different but closer dialogue with our fan clubs and the parents of kids at the residence hall. The shared experience of crisis vitalised our supplier relationships. The annual sustainability report and the diverse content posted during the year as part of our lively online presence on sustainability topics demonstrates the increasing role that sustainability aspects play in our day-to-day work.

### 103-3 | Evaluation

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 improvement with ongoing feedback, also with our stakeholders, emerges. This allows us to transparently communicate how we are performing in terms of the objectives we have set, including information on the progress we have made and on any areas in which there might still be room for improvement. This has allowed us to lay the foundation for seizing the opportunities that arise in the course of our efforts to address the material topics and for

identifying any corresponding risks early on – a key step in the process.

### Charters and associations

102-12

In September 2019, Hans-Joachim Watzke was elected to the Executive Board of the European Club Association (ECA), where he represents the interests of the Bundesliga at the European level. Dr Christian Hockenjos has been elected to serve as Chairman of the Executive Board of the German Association of Stadium Operators (VdS). The VdS is an association of all operators of major event venues which are licensed for international sporting events, in particular football matches, concerts and similar large-scale events.

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

102-13

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

### Borussia Dortmund supports and promotes the following charters and initiatives:

102-12

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



**United by Borussia.**  
 United in remembrance. United against anti-Semitism.

**There is no place for anti-Semitism –  
 in Germany or anywhere else in the world**

102-16 |

Sport – and football in particular – is one of the few institutions that can bring people from different generations, cultures, religious traditions and political backgrounds together in a spirit of openness and exchange. If football in general helps to create a sense of community, BVB plays a special role in and around Dortmund. This sometimes means getting involved and taking an unequivocal stance on issues.

BVB has a clear set of values that are embodied in the club's rules and regulations. Taken as a whole, these values are reflected over and over again in the club's guiding principle, "United by Borussia". When it comes to anti-Semitism, racism and homophobia, there are clear and non-negotiable boundaries that must never be

overstepped. Borussia Dortmund is committed to finding solutions to these pressing problems and takes its social responsibility as a major club seriously.

The current rise of populism and right-wing ideologies demonstrates the need to learn – and never forget – the lessons of history, particularly here in Germany. BVB's ongoing work to foster a culture of remembrance that breathes life into our history and reminds us of our responsibility has received accolades not just in Dortmund. Our motivation and commitment to our work in this regard are unwavering.

“

**If our donation of one million euros to the Yad Vashem Holocaust Remembrance Center means that the fight against anti-Semitism and racism is just that much more successful, then it was worth it. Even if it's your money. Whenever objectionable trends emerge in society, we will be there to call them out. That's a promise.**

”

Hans-Joachim Watzke to BVB's shareholders at the 2019 Annual General Meeting



### BVB delegation to the World Holocaust Forum in Jerusalem

The Auschwitz concentration camp was liberated by the Red Army on 27 January 1945. Four days before the 75th anniversary of the liberation, heads of state and other representatives from around the world gathered at Yad Vashem for the fifth World Holocaust Forum. A delegation from Borussia Dortmund was also in attendance.

Twelve years ago, BVB made a commitment to fight anti-Semitism and discrimination of any kind. True to the principle "United by Borussia. United in remembrance. United against anti-Semitism", the club's efforts span educational trips, workshops and other activities together with its fans, employees, partners and sponsors. Building on its many years of work in the area, which includes academic input, in April 2019 BVB donated one million euros to help fund expansion work at the Yad Vashem Holocaust remembrance centre in Jerusalem.

"It is a great honour and distinction for us that Borussia Dortmund has been invited to attend the World Holocaust Forum. Our donation last year is a sign that we continue to live up to our social responsibility. At the same time, it's also a sign that we must never forget the lessons of the past and unambiguously call out and fight anti-Semitism, even today," said Borussia Dortmund's CEO Hans-Joachim Watzke.

#### Borussia Dortmund adopts IHRA working definition

During the World Holocaust Forum, BVB decided not just to continue with its preventative educational work but also to gradually add to and expand on it. One step taken in doing so was to sign the working definition of the International Holocaust Remembrance Alliance (IHRA).

"Football in general and Borussia Dortmund in particular has the power to reach people, regardless of their education, age or financial means, and to raise their awareness. Given that, and with our preventative educational work in mind, adopting the IHRA working definition is an important step. The specific aim is for it to serve as a standard, for example guiding appropriate educational content provided to adults, children and young people. It can help identify and analyse the many aspects of anti-Semitism," noted BVB Managing Director Carsten Cramer.



**The working definition of the International Holocaust Remembrance Alliance is worded as follows:**

"Antisemitism is a certain perception of Jews, which may be expressed as hatred toward Jews. Rhetorical and physical manifestations of antisemitism are directed toward Jewish or non-Jewish individuals and/or their property, toward Jewish community institutions and religious facilities. Manifestations might include the targeting of the state of Israel, conceived as a Jewish collectivity."

### Borussia Dortmund condemns the far-right terrorist attack in Halle

Borussia Dortmund condemned the far-right terrorist attack on the Jewish community in Halle and expressed its deepest sympathy to the families of the victims. BVB wished those injured a speedy recovery and expressed its absolute solidarity with the Jewish community in Germany.

Hans-Joachim Watzke, CEO of Borussia Dortmund, said: "Our thoughts are with the family and friends of the two victims at this difficult time". He continued: "Anti-Semitism has absolutely no place in our society. Jewish people must be able to live safely in Germany. Anti-Semitic rhetoric – the breeding ground for such attacks, must be called out wherever it rears its head. Anti-Semitic abuse of any kind must be prosecuted and punished."

Declaration dated 11 October 2019



BVB fans visiting the Jewish Museum in Berlin



### BVB delegation attends Auschwitz memorial

On 27 January 2020, the world's attention turned to Auschwitz-Birkenau and the commemorations to mark 75 years since the camp's liberation by the Red Army.

Around 200 survivors of the German concentration and extermination camp at Auschwitz-Birkenau and a total of 3,000 attendees from more than 50 countries around the world took part. The German delegation was led by President Frank-Walter Steinmeier. Borussia Dortmund, which for more than 12 years has been committed to fighting anti-Semitism and discrimination of any kind, was also invited. In the morning, the BVB delegation visited the Monowitz (Auschwitz III) camp and in the afternoon took part in the official commemorations, which were held in a purpose-built tent enveloping the notorious gate to the Birkenau extermination camp through which trains once took deported Jews to the selection ramp.

Auschwitz serves as a symbol of the Nazis' industrialised mass murder of European Jews. On 27 January 1945, Soviet troops found some 7,000 surviving prisoners at the camp. Up to that date, more than 1.1 million people had been murdered at Auschwitz alone. Four elderly Auschwitz survivors spoke, and Polish president Andrzej Duda and his Israeli counterpart Reuven Rivlin made emotional addresses. Duda urged the guests to make a joint commitment before the last sur-

vivors and eyewitnesses "to carry the message and warning for humanity that emanates from this place into the future".

"Auschwitz is the terrible symbol of the Holocaust. It is our ceaseless task to speak out against all forms of racism and anti-Semitism and to make sure that these unthinkable crimes are never forgotten," stressed a visibly moved Hans-Joachim Watzke after the commemorations.

"We would like that the next generation know what we went through, and it should never happen again," said 91-year-old Holocaust survivor David Marks as he walked around the camp. He lost 35 relatives after they were deported to Auschwitz from their village in Romania. "A dictator doesn't come up from one day to the other," Marks admonished, saying it happens in "micro steps". "If we don't watch it, one day you wake up and it's too late."



### Emotional evening: a talk by Holocaust survivor Halina Birenbaum

The Borusseum held its tenth annual event to mark International Holocaust Remembrance Day at SIGNAL IDUNA PARK that Monday evening. The guest of honour was 90-year-old Holocaust survivor Halina Birenbaum, who addressed the crowd of more than 500 to share her experiences.

A moment of measured silence: it is just before eight in the evening. Halina Birenbaum enters the north terrace of SIGNAL IDUNA PARK, 75 years after the liberation of Auschwitz. "It's wonderful to be here," she says with a smile in her voice. "It is a miracle that I'm here with you today."

Birenbaum was born in Warsaw in 1929, and during the German occupation of Poland she grew up in the Warsaw Ghetto. The horror began when she was ten years old and had just finished her second year at school.

Birenbaum paints a harrowing picture. She can precisely recall the first deportations of Jews from the ghetto to the extermination camps: "Nobody knew what lay ahead. Everyone hoped that we were headed for better things. People were rounded up in the houses, herded out. 17,000 Jews a day."

Birenbaum was also marched to the assembly area adjacent to the railway station and deported, first to Majdanek concentration camp. "We had hopes of a bath, food, clothes. We didn't

know that right next door were the gas chambers." The guards treated them brutally, beating them and shouting "cursed Jews" over and over. Those who were unable to run because they were too weak, sick or injured, were killed.

"You couldn't do anything, it was all too cramped," she said. They were taken naked and screaming to the gas chambers. "But there was no gas that night." The memory lives with her to this day. Her prisoner number is tattooed on her forearm, which she showed the audience. After further ordeals, death marches and liberation in May 1945, she returned to Warsaw from where she emigrated to Israel in 1947.

"Thank you very much," she said, bringing a deeply moving talk to a close. The applause lasted several minutes.



# Acting responsibly. Together.

Focal points of our work

- Always in tune: BVB, its fans and the region
- Always in the thick of it: The stadium and its surroundings
- Always thinking ecologically: Environmental responsibility
- Always giving it our all: Holistic HR development
- Always improving: Organisation, quality and service
- Always working hard to stay on top: Peak performance
- Always promoting young talent: Dortmund lads

Echte Liebe.



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

103-2 |

The focus of our work in this area is on the fans, BVB's identity and values, and our involvement in the region. We strengthen the special power of the fan community on the basis of our values, encourage cooperation with fans in order to promote an active fan culture and contribute to social advancement in Dortmund and the region. Going forward we will align the various social aspects of our fan work with our environmental responsibility.

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. In the following we present some of the fan affairs, diversity and anti-discrimination measures we have taken as well as the work of the "leuchte auf" foundation. We will also provide examples of some of the actions and aspects of our fan work on social media that help strengthen the fans' identity with the club.

on the basis of mutual respect and embodying Borussia Dortmund's values: intensity, authenticity, community and ambition.

## Fields of work

The Department for Fan Affairs is BVB's point of contact for any internal or external questions concerning fan-related issues. The department is primarily divided into the "match operations" and "fan clubs" teams. Other internal departments, subsidiaries, external partners and fan groups alike can draw on the department's expertise. In addition to the aforementioned fields of work, the department also focuses on other interdisciplinary tasks (see graphic). The current focal points of the fan representatives and all fan-relevant information is communicated via various media such as the fan club newsletter, the club magazine, the BVB website and the club's social media channels.

## Fan affairs

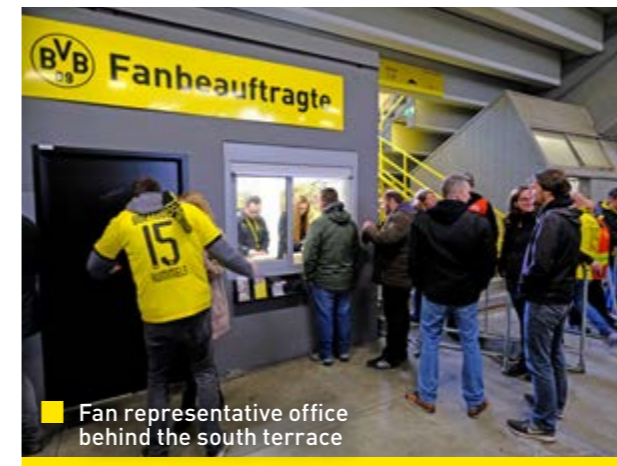
103-2 |

Borussia Dortmund has for many years now made substantial investments in its fan work. Fans increasingly expect better services and information, and BVB's success is leading to a sharp increase in the number of fans, club members and fan clubs. This translates to more challenges and more work for Borussia Dortmund. This requires empathy for all stakeholder groups, communication between all partners

## Match operations

### Lending assistance on match days

The work surrounding match operations primarily centres on preparing for, lending assistance on and following up on all matches of BVB's professional and U23 squads. This includes assessing fan behaviour, liaising with the other club's fan representatives, communicating important match day information to the fans, attending safety/security meetings, and registering/supporting various fan group initiatives.



Fan representative office behind the south terrace

At least two fan representatives from the match operations teams are at every home match and are supported by their colleagues from the fan clubs team. Their responsibilities include communicating with fans, security officers, event managers, first responders and stewards to ensure that everyone has a safe and enjoyable experience at the stadium. The fan representative office in the stadium is located behind the south terrace.

In addition to helping out on match days, the team also has other duties:

### Crisis & conflict management

Not all decisions and developments at Borussia Dortmund are welcomed by our fan community. When differences in opinion can lead to public protests, our fan representatives step in to mediate the situation and arrive at a solution, if possible.

## Away season tickets

Every season, approximately 450 away season tickets are awarded to our die-hard fans who attend every match. The Department for Fan Affairs awards the away season tickets at the beginning of the season and ensures that the ticket holders comply with the rules.

## Fan clubs

The fan clubs team is the point of contact for the more than 950 fan clubs and their more than 64,000 members. All official BVB fan clubs must meet certain criteria to be officially recognised by the club. This includes regularly preparing reports on the fan club's activities. In turn, they receive various privileges such as access to tickets that have been set aside for fan clubs, discounts at the fan shops and on individual fan club merchandise as well as invitations to attend BVB's fan club events. The fan clubs team has the following responsibilities:

### Ticketing for fan clubs

A certain percentage of tickets for all home and away matches are awarded to fan clubs. We have created an online tool that the fan clubs use to order tickets. Due to high demand, we have developed a ranking system that rates the fan clubs according to various criteria. These include how up-to-date the respective fan club's records are and its annual activities. This is to ensure that allotted tickets are awarded as transparently and fair as possible.

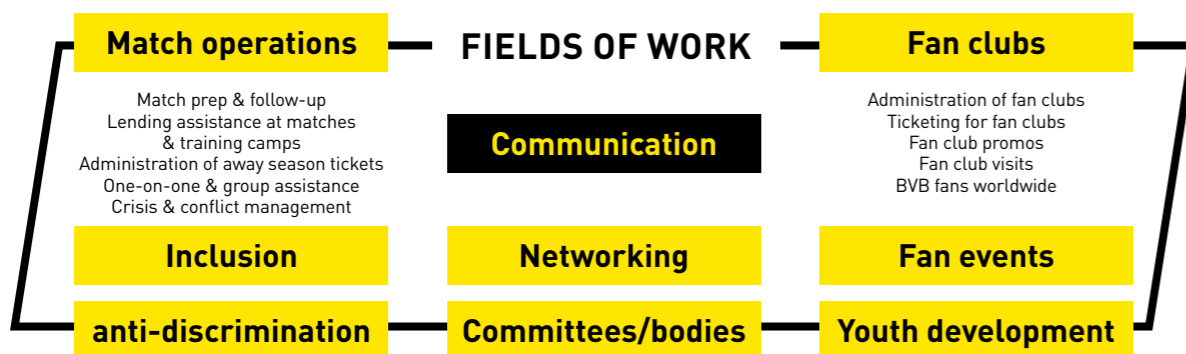
### Fan club promos

In recognition of their support throughout the world, we are continuously rolling out new promos for our fan clubs. This includes gift boxes with custom-made items that we send each fan club upon joining the BVB family or the opportunity to parade flags on the pitch as "You'll never walk alone" is played before every home match.



Communicating with our fan representatives is a key part of our preparations for matches. The fan representatives often serve as intermediaries between the event managers and the fan groups.

Dr Christian Hockenjos, Director of Organisation and Event Manager



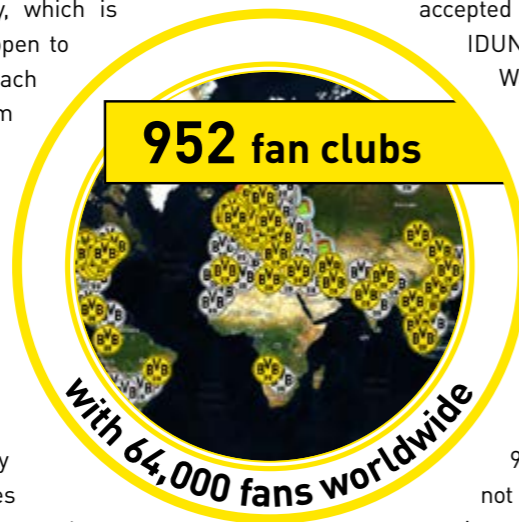




**Fan club events**

One of BVB's largest fan events is the annual fan club Christmas party, which is held at the stadium and open to two representatives from each club. The entire senior team attends the event, which is planned months in advance together with BVB's other departments and subsidiaries.

The Fan Delegates' Meeting, which meets twice annually, is an opportunity for fans to directly engage with representatives from the Company's management and/or the team. The Fan Delegates' Meeting for all official BVB fan clubs, the second of the season, was held on 20 January 2020.



More than 500 BVB fans from 260 fan clubs had accepted their invitation to SIGNAL IDUNA PARK. Hans-Joachim Watzke, Carsten Cramer and Dr Christian Hockenjos were in attendance, and the new Fan Council was elected.

**Fan club visits**

Visiting the scores of fan clubs presents the fan clubs team with an enormous challenge. Due to the fact that there are more than 950 fan clubs, it is unfortunately not possible for the fan representatives to accept every invitation.

However, with BVB legends such as Teddy de Beer, Siggie Held and Jörg Heinrich at our side, we attempted to attend most registered events, in particular the fan club jubilees.

**BVB fans worldwide**

The administrative work associated with our more than 150 fan clubs abroad is immense. Since this number continues to rise sharply as a result of BVB's internationalisation efforts, the Department for Fan Affairs has decided to create a separate position for this area.

BVB disclosure

**MPs visit BVB**

On 17 February 2020, a delegation of members of parliament from the Benelux countries and the state parliament of the State of North Rhine-Westphalia visited SIGNAL IDUNA PARK to learn about Borussia Dortmund's fan work. Björn Hegemann, Head of the Department for Fan Affairs, provided an overview of the work BVB's fan representatives do.



As part of the Benelux Union's political work, the all-party parliamentary group is currently focusing on the issue of "security at sports events" and its cross-border implications, with a particular focus on the involvement of fan groups. To find out about the work being done by football clubs and their fan groups, the delegation had previously requested a working visit to Borussia Dortmund.

**Fan work & Covid-19**

It goes without saying that the Covid-19 pandemic has also impacted fan work across the sport of football. In addition to the financial difficulties facing many clubs, which are already adversely affecting many fan representatives in Germany, fan work overall is also facing new substantial challenges.

The reactions and opinions expressed by fans are as diverse as ever. Even within the remarkably united and active fan communities there are differing opinions about the situation football finds itself in. As the season proceeded under the special match operations, many fans were rather

impartial, some grasped the financial hardship clubs were in, and others still viewed the crisis as an opportunity to transform the business of football, which had taken a turn for the worse in their eyes.

This diversity of opinion makes it significantly harder to assess different situations, predict what will happen or even influence decisions within the fan community. Another problem for many clubs was the fact that face-to-face interactions with fans, the most important tool for fan representatives, were out of the question as social distancing measures were enforced. This is an unprecedented situation for both sides. The clubs must maintain existing structures of their professional fan work while at the same time finding new solutions. Engaging in dialogue with one's own fans will play a bigger role than ever in this.

**Fan work in Dortmund**

This situation is not just limited to one region and in many respects also applies to Borussia Dortmund's active fan community. However, due to the fan work structures that Borussia Dortmund has put in place in recent years, the club had the advantage that it could immediately leverage these existing ties to engage in discussions with the fan clubs and the greater fan community. As a result, there was no public dissent during the reporting period. On certain issues, such as ticket reimbursements, both sides even worked together and agreed on a solution.

In contrast to other clubs, BVB's structured fan work has achieved its goal of maintaining communication with its own fans even in times of crisis. For this very reason, even during the crisis, the Department for Fan Affairs continued to rely on its tried-and-true approach comprising the match operations and fan clubs teams.



Fan work during the coronavirus crisis – using its existing structures as a basis, the Department for Fan Affairs focussed on the following four tasks:

### 1 Communicating with active fan groups

The objective was to maintain existing contacts and networks, take the pulse of fans and survey their current opinions, include fans in the decision-making process and articulate the club's stances on various issues.

We held many telephone and WhatsApp conversations with our stakeholders. Online video conferences with ultras groups, Fanhilfe Dortmund and schwatzgelb.de became a regular fixture. The events with Fan-Projekt Dortmund e.V. always complied with the relevant health and safety protocols. The Fan Council held online meetings and the club, including the management, engaged with the fans.

### 2 Communicating with the greater fan community

The aim was to create transparency by reaching out to a broad range of fans, hearing their opinions and explaining the club's stances on various issues. This was all done to maintain BVB's ties with its fans.

We followed a set plan and contacted several hundred fan clubs over a period of several months, reaching most of them personally by phone. We did not rush the conversations, with the average call lasting approximately 30–45 minutes. We made between 40 and 50 calls a week.

### 3 Activating national networks

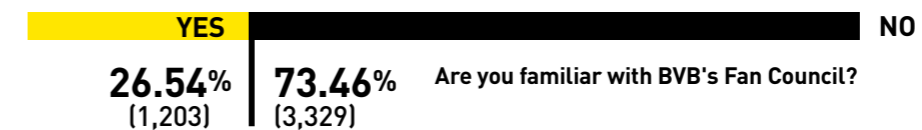
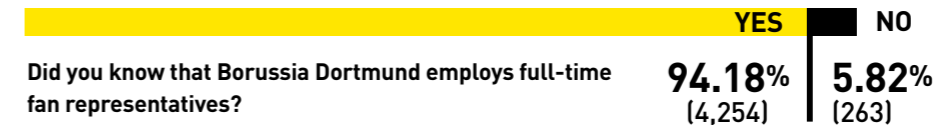
We focussed on nationwide networks in order to promote the necessary exchange of information and obtain additional opinions. Gaining permanent access to networks with national influencers is a key component of successful fan work as this improves the standing of fan representatives within the fan community.

Strengthening ties to fan initiatives, facilitating the ad hoc crisis group with fans, maintaining close contact with active fan representatives, attending DFL meetings and sharing our expertise in the field of fan work are just but a few examples.

### 4 Providing other forms of entertainment

We wanted to create fun, simple ways for our fans to stay connected with the club and each other during the lockdown. This, too, is part of our social role and responsibility.

These activities included a popular FIFA football tournament for the fan clubs, a fan club competition, fan day events tailored to the fan community, and support for various social projects as well as BVB events.



### 103-3 | BVB's 2019 fan work survey

In the summer of 2019, BVB surveyed a total of 4,532 people on BVB's fan work. The participants included members from BVB's fan clubs and (away) season ticket holders. The questions covered demographic data, fan information, the "match operations" and "fan clubs" fields of work, fan events, public relations and the Fan Council.

Nearly 75% of those surveyed were between 30 and 60 years old. Just under 20% were over the age of 60, and 10% were between 20 and 30 years old. The number of respondents below the age of 20 was very low at 20.

Just under 95% of those surveyed were aware that BVB has full-time fan representatives. 41% knew who the fan representatives were – well over one-fifth had previously talked with a fan representative at a match. The primary issues concerned the trip to and from the stadium, entry to the stadium and ticketing issues at BVB's home matches. Conflicts with other fans play a rather minor role with about 6% of cases.

Just under 50% of those surveyed knew that the fan representative office is located behind the south terrace. Approximately 90% of respondents were satisfied or very satisfied with the information provided to fans about travelling to and from the stadium, about the stadium itself and about what items they are allowed to bring to the stadium. 90% of respondents were also satisfied

or very satisfied with how the fan representatives handled their questions or concerns.

The overwhelming majority of respondents prefer talking face-to-face with a fan representative at a match over communicating with them via telephone, WhatsApp or Facebook. Approximately 95% of those surveyed were aware that tickets can be purchased via the online fan club tool. 97% of respondents were familiar with the Fan Delegates' Meeting. 70% of respondents were satisfied or very satisfied the organisation, themes and guest lists of the events. 98% of those surveyed were familiar with the fan club Christmas party.

Approximately 42% of respondents were familiar with the fan day events, with a quarter of those surveyed having previously attended such an event. 90% of respondents were satisfied or very satisfied with the organisation and themes of the events.

The respondents were somewhat less familiar with the days of action (Aktionstage) organised by the fan representatives, with approximately one-third of those surveyed having heard of the events before. The primary sources of information that the respondents turn to are the "Fans" section of BVB's website (54%) and the club's Facebook page (32%).

Only about one-fourth of respondents were familiar with the Fan Council, but 60% of those surveyed were familiar with the issues discussed by the Fan Council. The results of the survey described above were instrumental in structurally advancing the Department for Fan Affairs.

## Inclusion

103-2

In an inclusive society everyone is a part of the community, no matter their appearance, language or degree of disability. Inclusion is the practice of including all groups to break down barriers. Inclusion does not just apply to people with disabilities, but includes and accommodates all other people who historically have been excluded. BVB strives to include and accommodate people with visual, hearing and/or learning disabilities, people who use wheelchairs or who have other mobility impairments, people who are not proficient in the German language, people with illnesses and older people.

### Equal access for all

As part of its efforts to be more inclusive, BVB strives to provide everyone with equal access to the stadium. That is why volunteers have been helping people with disabilities at the stadium since 2006. Over the past few years we have also designated areas at the stadium for people with visual and hearing impairments where they can use headphones or rely on sign language interpreters to follow the action play by play. We also set aside additional tickets for disabled fans who are not wheelchair users and would like sit in the stands. The fan work in this regard is focussed on match days, stadium visits, making the website more accessible, including through the use of plain language, and sign language instruction for our fan representatives. Making the website available in plain language is particularly challenging since the text has to be edited by proof-readers.

We also encourage our fans to participate in various activities, such as football for the blind and walking football for our fans aged 60 and up.



**I very much appreciate how hard BVB is working to be more inclusive. Thanks to the close cooperation with BVB, various opportunities have been developed to integrate deaf fans in Dortmund's fan community.**

Antje Mader, DEAF BVB Fanclub e.V.



### Football vocabulary in German Sign Language

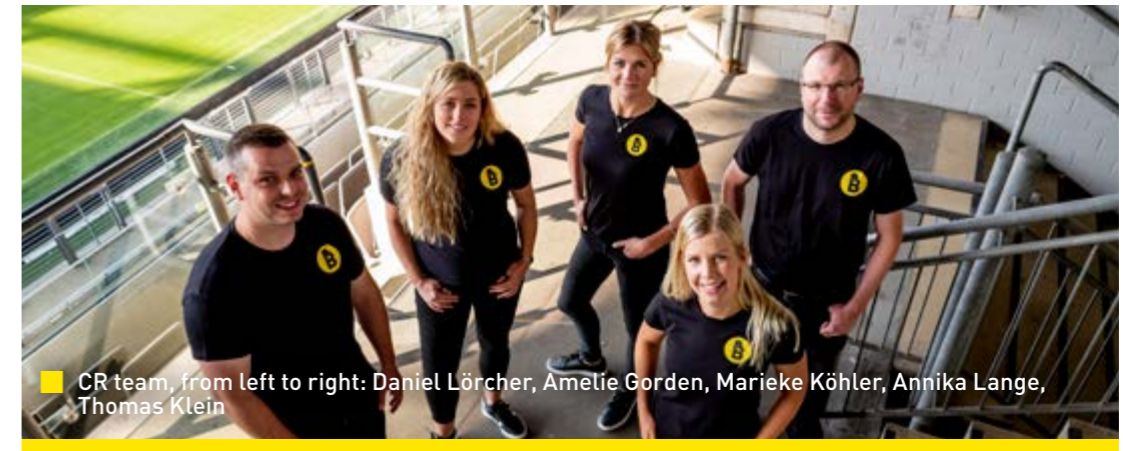
Due to the high demand following the success of the introductory sign language courses in May, BVB offered its fans two more introductory courses on 8 and 25 June. The feedback for the in total four courses was downright positive. The 90-minute online courses introduced participants to hearing impairments and disabilities and German Sign Language. At the end of the course, the fan representatives and Pia Horsthemke of DEAF BVB Fanclub e.V. created a short video that presents key football vocabulary.



### Match reports for people with visual disabilities

We expanded our service of offering match reports for people with visual impairments as the season resumed under the special match conditions. Since a stadium visit was not possible, two reporters livestreamed their play-by-play commentary, with the broadcast having previously been approved by the rights holder DFL.

We are also planning on opening up our stadium tours for people with hearing disabilities. A video has since been made with a sign language interpreter, eliminating the need for separate tours going forward.



CR team, from left to right: Daniel Lörcher, Amelie Gorden, Marieke Köhler, Annika Lange, Thomas Klein

## The new Corporate Responsibility department

102-10

Daniel Lörcher is the Head of the new Corporate Responsibility department, which was formed in the summer of 2019. The department coordinates the strategic promotion of environmental social governance (ESG) issues, maintains dialogue with our stakeholders, tracks the progress made with regard to the focal points of our work and manages our sustainability reporting. The department is tasked with promoting diversity and combating discrimination as well as overseeing BVB's "leuchte auf" foundation under the direction of Marieke Köhler and the long-term construction project for the fan and youth centre. The organisational development is based on our ongoing efforts to achieve BVB's overall sustainability goals, which are derived from the seven focal points of our work to promote sustainable development.

## Sustainable development at BVB

For details on BVB's sustainable development work, please refer to the "Shaping the future: our sustainable development" section on page 36/37. The department's work focusses primarily on further developing the concept and involving all of BVB's departments.

In response to the challenges posed by the Covid-19 pandemic, BVB developed a plan of action in March 2020 to shape its social and community work in Dortmund, which is presented in the

special "United by Borussia" chapter beginning on page 96.

## Promoting diversity, combating discrimination

### Borussia Dortmund receives UEFA's #EqualGame award

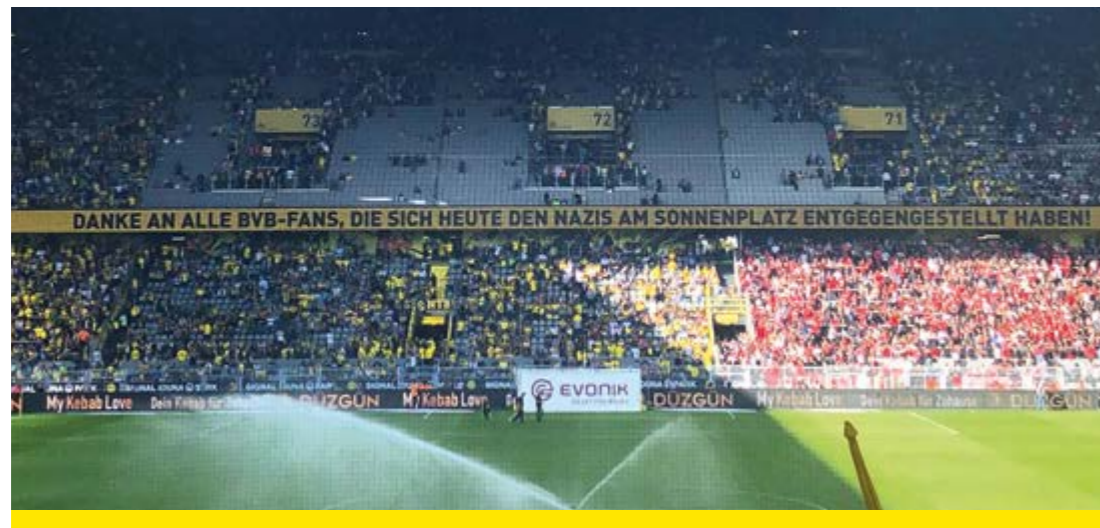
Borussia Dortmund is one of the two recipients of the 2019 UEFA #EqualGame Award. The award honours BVB's long-term efforts to fight right-wing extremism and racism and its clear position on human rights, refugees and asylum seekers.

UEFA's annual Award recognises people or organisations that have played an exemplary role in promoting diversity, inclusion and access to football for everyone in Europe and, in doing so, reflect the values of UEFA's #EqualGame campaign and Respect initiative.



UEFA President Aleksander Čeferin praised Borussia Dortmund for its trailblazing campaign, saying, "Borussia Dortmund can be rightfully proud of its excellent work to fight right-wing extremism and action. The club delivers a clear

message that racism, intolerance and discrimination have no place in football. The club has set an important example that other clubs throughout Europe can follow."



### BVB calls for counterprotest

BVB and many fan clubs organised a counter-protest to a rally organised by a right-wing party. The right-wing extremists demonstrated directly along one of the primary fan routes to the stadium on the day of Borussia Dortmund's home match against Bayer 04 Leverkusen on 14 September 2019. The peaceful counterprotest included some 300 participants, many of whom were BVB fans. Borussia Dortmund had called for the counterprotest via the "Ballspiel vereint" fan initiative.

Afterwards, BVB posted a message on the stadium's LED advertising boards thanking all of the fans who had confronted the right-wing extremists.

discrimination of any kind. We would like to assure our fans – as well as all right-wing extremists – that we will not waver in this conviction going forward. We know that our fans support these objectives."

This quote from the guidelines on how to confront racism at the stadium demonstrate Borussia Dortmund's firm stance on this issue. We are well aware that despite our best efforts it will not be possible to completely prevent isolated cases of racism, even in our own stadium. The guidelines dictate what steps should be taken in the event of racial slurs that are directed against the team or individual players and racist chants or banners in the stands.

The guidelines include recommendations on how to act in the case of incidents before, during and after a match. Communication channels and pre-approved announcements and video board messages have also been defined. The guidelines also clearly set out the actions stadium officials, stewards and referees should take, up to and including interrupting the match and ordering the team to leave the pitch.

"Borussia Dortmund stands for diversity and tolerance and is categorically against racism and

### 103-2 | Promoting diversity in the stadium with the KoFaS research group

BVB works together with the KoFaS research group and other parties to promote diversity in the stadium. Given that SIGNAL IDUNA PARK is a host venue for the European Championship, it is the perfect place for such work.

Various KoFaS projects have demonstrated that women experience sexualised violence at football matches and that people who are considered "different" are excluded from fan groups. This includes discrimination, threats and even violence perpetrated by fan groups against people based on the colour of their skin, their sexual orientation or gender or because they speak out against discrimination.

The projects have demonstrated that clubs, football associations, law enforcement and the media have thus far not paid as much attention to or addressed the issue of violence within fan communities. The aim of the project is to gain a better understanding of the discriminatory violence committed within fan groups (particularly with how this relates to the LGBTIQ\* community) and to make local networks in the respective cities more aware of this problem.

It was also determined that discrimination, threats and violence against anyone who does not fit the stereotype of a Caucasian heterosexual male (e.g., the LGBTIQ community) can make people feel unsafe and fearful of being attacked. This demonstrated to us that we need to do more to protect the LGBTIQ community and other marginalised groups on match days. In this context, BVB developed the new "Panama" safety protocol during the reporting period that will allow stadium visitors to seek immediate help in any situation. The protocol is presented in the "Always improving" section of this report on page 64.

### Co-operation with the Anne Frank House

In October 2019, the "Changing the Chants" project, which is funded by the EU, held its inaugural meeting at the Anne Frank House. The project is a co-operation between the Anne Frank House, Borussia Dortmund, Fare Network and Feyenoord Rotterdam and aims to find methods

to counter anti-Semitic chants during football matches in Europe by combining the current sanctions, such as fines and stadium bans, with new educational approaches. The objective is to make clear to the offending fans that their behaviour is not only unacceptable but also reflects poorly on their own club and its fans. The project will run for 24 months until October 2021.

### BVB teams up with "Kick It Out"

Borussia Dortmund and Kick It Out have joined forces to combat all forms of racism and discrimination. In the pursuit of this common goal, both partners will highlight organisations and individuals who actively fight all forms of discrimination.



The #KickItOutGeneration movement was launched at the beginning of this season. Everyone who wants football to be more inclusive is part of the #KickItOutGeneration. "If you love the game but don't like the hatred that sometimes goes with it, then you are one of us." is the movement's motto.

Every week during the 2019/2020 season, the club tweeted stories highlighting efforts to combat discrimination within and outside the sport of football on the club's official Twitter account @BlackYellow.

"We're thrilled to be working together with Kick It Out! We will both use our influence to call attention to these important issues throughout the world," says Daniel Lörcher, Head of Corporate Responsibility at Borussia Dortmund, lauding the partnership established on 4 November 2019.

\*Lesbian, Gay, Bisexual, Trans, Intersex, Queer

### BVB Learning Centre: 15-year anniversary

The Fan-Projekt Dortmund e.V.'s initiative seeks to fulfil football's social responsibility by providing a diverse youth education programme. It leverages Borussia Dortmund's standing as one of the region's big-name clubs and with it the stadium's special appeal as a place of learning. Located in the heart of the stadium under the south terrace, the BVB Learning Centre has for the past 15 years been an important sanctuary that supports and nurtures young people. Therefore, in December 2019, we put down our textbooks to celebrate this anniversary.

Traditional methods do not always work for everyone. That is why we use the stadium's special atmosphere to introduce these young people to political and social education opportunities. BVB's "leuchte auf" foundation, the DFL Foundation, SIGNAL IDUNA and other organisations support the Learning Centre in this mission.



### DFL/DFB anti-discrimination symposium

In February 2020, the DFB and DFL held a two-day symposium at the DFB's headquarters in Frankfurt. The symposium focussed on what could be done to combat right-wing extremism and sexualised violence at clubs. Borussia Dortmund contributed to the discussion with Amelie Gordon's talk on what Borussia Dortmund was doing to fight sexism and sexualised violence.

### Fostering a culture of remembrance

#### Holocaust Remembrance Day

The DFL Foundation organised the "Day of remembrance in German football" in the Bundesliga to mark International Holocaust Remembrance Day on 27 January.

**"I am filled with a particular sense of pride that there's a fan initiative that does so much to combat discrimination, that employees from different areas have been and are being trained and that our partners and sponsors are working together with us on these issues."**

Hans-Joachim Watzke

Borussia Dortmund also organised a "Day of remembrance" on 1 February 2020 at its home match against Union Berlin. BVB marked the event in three ways at the stadium: First, four fans who took one of the memorial trips organised by BVB presented biographies of Dortmund Jews in a video. Both teams also posed for a picture holding a sign with the hashtag #WeRemember to show their support for the World Jewish Congress' worldwide campaign of the same name. Finally, messages such as "United by Borussia. United in remembrance. United against anti-Semitism", were displayed on the stadium's LED advertising boards.

#### Educational trips

In July 2019, BVB organised the club's first inclusive educational trip to the Auschwitz memorial and museum in Oświęcim for 30 fans, including five hearing-impaired fans. As part of a DFL educational course for fan representatives and fan project employees in September 2019, Dr Andreas Kahrs, Robert Claus and Daniel Lörcher organised a trip to the former Terezín concentration camp and ghetto in the Czech Republic. In addition to educating the participants, the trip also helped the clubs to understand the importance of implementing their own projects back home. In November 2019, Borussia Dortmund organised another



er educational trip to the Auschwitz memorial and museum in Oświęcim for BVB and Evonik employees, who were accompanied for the first time by their colleagues at Puma and SIGNAL IDUNA.

#### Guided tour of Jewish Museum Berlin for BVB fans

Together with Evonik, Borussia Dortmund once again organised guided tours of the Jewish Museum Berlin for BVB's fans in connection with the team's away match against Hertha BSC on 30 November 2019. All BVB fans were invited to visit the Jewish Museum for a free tour on the morning of the match.



#### Collaboration with Arolsen Archives

We started a joint project with Arolsen Archives in September 2019 to develop an educational pamphlet on persecution and football for other clubs. The aim is to make educational materials in the form of the stories of persecuted footballers in Europe available to other clubs so that they themselves can foster a culture of remembrance and educate their fans on the crimes committed in the name of national socialism. Another goal is to brainstorm ideas for a project day that will serve as the basis for a more in-depth study of this issue through local history projects.

#### Talk by Chief Prosecutor Andreas Brendel

On 24 October 2019, 50 fans, employees and representatives from our partners and sponsors at-

tended a talk given by Chief Prosecutor Andreas Brendel. In his talk he provided an overview of the work of the Central Office of the State North Rhine-Westphalia for the Investigation of National Socialist Crimes in Dortmund before specifically discussing proceedings in connection with the former German concentration and extermination camps in Poland. The talk was followed by a Q&A session.

### Fan and youth centre

103-2

The objective of the BVB fan and youth centre is to create an integrated meeting place for people to discuss various topics by the time the EURO 2024 kicks off. BVB strives to foster the special and unique relationship with its fans through a range of non-match-day activities. We appreciate our responsibility to society at large and see this as an opportunity. A study was commissioned in the reporting period to examine the scope, ambition and potential efficacy of the project to build a fan and youth centre, taking into account the local, regional and global appeal and significance of Borussia Dortmund and the social phenomenon that is football.

We asked various stakeholders about what they would like such a project to look like. This included brainstorming specific ideas on how to best use the centre. We took into account the overall potential of the area surrounding the stadium as well as the logistical, structural and commercial needs, while also highlighting the development opportunities for this area. We also considered future plans to expand the convention centre and redevelop the Strobelallee. A utilisation concept and an initial cost plan have been drawn up on this basis, and offers for the further planning steps have been submitted.

103-2  
203-2 | **"leuchte auf" foundation**



■ From right to left: Daniel Lörcher, Thomas Treß, Marieke Köhler, Carsten Cramer

**Staff changes at BVB's "leuchte auf" foundation**

There were some staff changes at the "leuchte auf" foundation during the reporting period. Hans-Joachim Watzke decided to step down as chairman in light of the many other responsibilities he has had to assume as of late. Olaf Suplicki

also resigned his post as the foundation's authorised representative. Daniel Lörcher, head of the new Corporate Responsibility department, will instead take over his duties.

Thomas Treß and Carsten Cramer are now the foundation's joint managing directors. Marieke Köhler is the foundation's new manager.

**"leuchte auf" wins KIND Award**

This year, the Dortmund "Kinderlachen e.V." non-profit organisation honoured BVB's "leuchte auf" foundation with its KIND Award.

"The winners of our award all have a long track record of working to improve the world we live in. Instead of turning their backs on their fellow man they see the bigger picture and help out where they are needed most. This makes them role models. And we not only want to thank them with our award, we also want to motivate others to volunteer their time for kids and young people," said Christian Vosseler and Marc Peine, who founded "Kinderlachen" 17 years ago and launched the KIND Award in 2005.

Key future issues, health, diversity and community service form the basis of our work at "leuchte auf". The "leuchte auf" foundation primarily works in Dortmund and the Ruhr region and regularly invites BVB's fan community to get involved in the foundation's projects.

**FUTURE**

As a part of its focus on the future, the "leuchte auf" foundation supported several projects and organisations during the reporting period. We made a contribution towards the costs of redesigning Förderverein Kita Erdbeerfeld e.V.'s kindergarten performance/play space. We provided DRK Kreisverband Dortmund e.V. with funding for a final excursion for preschool children of DRK-Familienzentrum Zwergenland. For several years now, we have supported Fegendorf Association Civil, a football academy focusing on social and educational programmes for children in Mexico City.

**HEALTH**

The health insurance fund IKK classic has launched a project ("Die Kleinen stark machen") aimed at improving the health of preschool-aged children from socially disadvantaged areas. The goal of the project is to encourage preschool-aged children to exercise more and to teach them about healthy eating habits.

Parents receive important information and children are shown in fun, playful ways to not unnecessarily waste food and how to use kitchen appliances. The children also learn about the food pyramid, eating habits in other countries and preparing a healthy breakfast and lunch together with their parents.

The AWO-Familienzentrum "Am Bruchheck" is one of six nurseries in Dortmund that signed up for the exercise and nutrition programmes. Borussia Dortmund and BVB's "leuchte auf" foundation helped fund this project.



**COMMITMENT**

The "Black and Yellow Family" (Schwarzgelbe Familie) fan club project has always shared our commitment to volunteer work. We strive to shine a light on and support the charitable work of BVB's fan clubs.

In the context of this initiative, the members of the "Eisborussen 1996" BVB fan club presented the foundation with a proposal for a social project. The fan club helped the Raphael-Schule special-needs school in Recklinghausen to redesign the school's playground. The older pupils in particular did not have anywhere to sit and relax during their breaks.



**DIVERSITY** **New premises for Fan-Projekt Dortmund e.V.**

The non-profit association Fan-Projekt Dortmund e.V. has organised social education projects for adolescents and young adults since 1987. The association is a meeting place for young BVB fans when they need help or someone to turn to. For example, the association organises trips to home and away matches as well as social events and helps and advises young people who are experiencing difficulties in their personal lives.

A lack of space at the association's office on Dortmund's Dudenstraße had made it difficult for staff to provide the right level of support for BVB fans across various age groups. Thus, plans were made to let additional space so that our young fans had an age-appropriate place to meet up. The sign on the door reads: "No cigarettes or alcohol, but lots of activities" – the new recreation rooms are the perfect place for the "Young Generation" violence prevention programme. One of the association's goals over recent years has been to give young BVB fans below the age of 18 the opportunity to attend select BVB away matches at discount prices. The diverse range of other educational activities and "Young Generation" group meetings had previously failed to take off due to the lack of space available at the office.

103-2 | **Identity**

**August Höhner: 80 years of dedication!**

Together with the Chairman of the Council of Elders, Wolfgang Paul, and his deputy Theo Redder, the Council honoured the club's longest-serving members. Traditionally, members who have been with the club for 25 years or more are honoured. Reinhard Rauball was honoured for being a member for 40 years, while former Executive Board member Wolfgang Polak was recognised for being a member for 55 years. August Höhner, who has been a club member since 1939, received a lengthy standing ovation.



**Aki Schmidt was a member of the BVB team that was crowned German champions in 1956, 1957 and 1963. He captained BVB to the DFB Cup title in 1965 and also won the 1966 UEFA Cup Winners' Cup with the team.**

**"Aki-Schmidt-Platz" opening ceremony**

On what would have been Aki Schmidt's 84th birthday, Dortmund's mayor, Ullrich Sierau and Dr Reinhard Rauball officially opened "Aki-Schmidt-Platz" at the club's Hohenbuschei training ground.

**“Today is a special day and this is a special place.”**  
Mayor Ullrich Sierau

"Aki Schmidt was one of BVB's greatest players, a true legend. We wanted to have a place dedicated to his memory" said Mayor Sierau at the opening ceremony of the square named after the BVB legend. Dr Reinhard Rauball added, "Aki is a legend. He was someone who shared a deep bond with the club – and that was clear for all to see. I would like to thank everyone who made the opening of Aki-Schmidt-Platz possible."



**Borussia Dortmund joins walking football league**

Walking football is a variant of football in which running is not allowed and that is aimed at fans aged 60 and up who still enjoy playing the game. Our walking football team trains for 90 minutes every Tuesday at 10 a.m. at the BVB Evonik Football Academy.



103-2 | **Fans & social media**

**BVB launches "My Block" (Mein Block) fan podcast**

The fan podcast, which is presented by comdirect, gives fans an opportunity to have their say and meet some of the club's players and legends. A fan gets to share his or her story with BVB every second Saturday. The interviews are held at their seat in their stadium block.

**The new 1&1 BVB podcast!**

In the middle of the crisis in mid-March 2020, BVB's Communications Director Sascha Fligge sat down with BVB Managing Director Carsten Cramer to discuss some difficult topics for the premier episode of the club's new podcast presented by the club's new primary sponsor 1&1 Telecommunication: employees working remotely from home, closed fan shops, the ban on team training and much more. But there were a lot of positive things to report on as well, as the club and its fans rallied behind the #UnitedbyBorussia movement to help out where they could.

**Livestream: Photos from Sobibor**

Dr Andreas Kahrs, an expert advisor for many of BVB's projects aimed at fostering a culture of remembrance, discussed the historical background of the "Johann Niemann photo collection" via a web conference. Niemann was the deputy commandant of the Sobibor extermination camp, which, along with the Belzec and Treblinka death camps, was part of "Operation Reinhard" under which approximately 1.8 million Jews were murdered. Dr Andreas Kahrs skilfully used his extensive background knowledge of history and Niemann's biography to give the seemingly insignificant images context and reveal the horrors of the Nazi regime's extermination machinery.

**BVB fan reps on Facebook**

265,000 BVB fans follow Borussia Dortmund's fan representatives on Facebook. This underscores the deep bond between the club and its fans. Due to the coronavirus, the "Football around the world – Groundhoppers tell their stories" (Für Fußball umme Welt – Groundhopper erzählen ihre Geschichten) was instead held online and recorded. Prior to the event, fans were invited to submit their questions to the groundhoppers via the comment function or e-mail to fantage@bvb.de.



**265,000**  
BVB-fans

follow BVB's fan representatives on Facebook.



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

For BVB, sustainability at the stadium is crucial. We cannot sustainably improve the stadium and the surrounding area until we are able to run our stadium safely and responsibly. The stadium is not simply a place where fans can share in the thrills on match days, it is also an important year-round venue for all manner of events. It is where most of BVB's consumption of energy and water and other resources occurs, and where most of its waste is generated. In light of the increasing importance of environmental responsibility, we have decided to report on our environmental factors under a separate seventh focal point. From this reporting period onwards, the focus will therefore be on ensuring the operational, technical and structural safety of the stadium and on further developing the surrounding area.

### Change of plans due to Covid-19

Much of the scheduled work to maintain, modernise and expand the stadium and the surrounding area was postponed during the Covid-19 pandemic. Normally, we would perform this work during the summer break, but that was not possible this year. Rescheduled matches and the associated planning uncertainty meant that previously approved projects could not be started due to logistical and organisational reasons. Given the considerable economic uncertainty at present, Borussia Dortmund is also striving to cut costs. The projects that were completed before the Covid-19 pandemic are described in the following. Due to the general uncertainty regarding the 2020/2021 season as at the copy deadline for this report, we are refraining from commenting in detail on the completion of other projects.

### A shining star

The lights at SIGNAL IDUNA PARK are shining brighter than ever, managing an impressive 2,700 lux all over the pitch. Although this is much more than currently required, brilliant



colour reproduction and non-flickering lights will be needed going forward, especially for super-slow-motion HDTV broadcasts.

Borussia Dortmund invested approximately EUR 6 million in SIGNAL IDUNA PARK alone in the summer of 2019. One of these projects was the installation of new flood lights. We replaced the old lights under the stadium's roof with exactly 252 state-of-the-art LED flood lights that exceed the DFL's latest media requirements. "Our old flood lights would not have complied with the new regulations. With the 2,100 lux pointed in the direction of the cameras, we now clearly exceed the minimum requirements and already meet UEFA's requirements for the



**The new flood lights represent a sustainable investment in the stadium's technical infrastructure and not in event lighting systems.**

Dr Christian Hockenjos, Director of Organisation

EURO 2024. We would have had to invest in new lights anyway, so we said to ourselves, let's do it right and make the switch to LED technology," said Dr Christian Hockenjos, Director of Organisation at BVB.

### Borussia Dortmund receives "Pitch of the Year" award

SIGNAL IDUNA PARK has the Bundesliga's best pitch. A jury comprising members of the German Pitch Association (DRG e.V.) honoured Borussia Dortmund with the "Pitch of the Year" award for the 2019/2020 Bundesliga season. BVB head groundsman Willi Droste and his team are responsible for maintaining the pitch.

The award was first presented for the 2013/2014 season. BVB most recently won the award during the 2016/2017 season and has been in the top three since the award's inception. This year, second place went to Rasenballsport Leipzig and third place to FC Bayern Munich.

This year, the pitches were rated on the basis of the "sport scoring system" and seasonal measurement data generated by the stadium's

The new state-of-the-art and energy-efficient Thorn LED flood lights provide the highest quality of light and have a service life of more than ten years.

At the same time, Dr Christian Hockenjos is also pleased about the possibility of making an additional investment in the medium term that would then allow for different lighting effects in the stadium at different types of events such as the carol singing concerts and testimonial matches. LED technology makes this all possible.

groundsmen. Under the "sport scoring system", the quality of the pitch in the first and second Bundesliga divisions is scored by the captains of each team as well as the referees after each match. Due to the coronavirus crisis, the jury did not conduct an on-site inspection of the pitches as it normally would do.





103-2 | **PANAMA safety protocol**

Borussia Dortmund welcomes more than 80,000 fans at nearly every home match. A match is thus a major event, and the influx of so many people unfortunately also causes problems from time to time.

Until now, there was no discreet process in place at the stadium and its surroundings apart from security services, such as the police and stewards, for people seeking help in threatening situations. General discomfort, being claustrophobic or autistic and many other things can all make someone feel threatened, as can acts of discrimination, threats of violence, sexual assault, homophobia, etc. perpetrated by others. There are also no reliable statistics available about such incidents. People can now seek help with Borussia Dortmund's "PANAMA" safety protocol, which is documented and will be optimised on an ongoing basis.

The purpose of the protocol is to raise awareness about and break down the taboos surrounding discrimination and threatening situations. The goal is also to strengthen the moral courage of fans and to generally make them feel more safe as well as to document and assess incidents at the stadium. All in all, we want to promote a culture of vigilance, both internally and externally, at Borussia Dortmund. It is crucial that everyone seeking help be taken seriously. Anyone can seek immediate help by uttering the phrase "How do I get to PANAMA?" or the code word "PANAMA" without being judged and with no questions being asked of them. Which situations are considered threatening is not relevant when providing help. On principle, no distinction is made between who needs help or when and why help is needed.

The shelter near the first-aid station on level 1 of the south terrace is staffed by German Red Cross (DRK) counsellors on match days and is always open to anyone seeking help. We have established a predefined reporting process in which all reported incidents are documented by the "awareness group" using dedicated forms and included in the steward's post-match and debriefing reports.



**Telescopic first aid flags for stewards**

At the home match against Eintracht Frankfurt, Borussia Dortmund equipped some of its stewards with telescopic first aid flags for the first time. The stewards can deploy these approximately two-meter-long telescopic red flags to direct first responders to medical emergencies on the fully packed standing-room terraces.

Stewards with these flags are stationed at every tunnel and every entrance to the seating and standing room areas in the stadium. Going forward, the stewards stationed in the stadium's forecourt and at gates will also be equipped with these flags. This will save precious minutes, helping first responders to reach medical emergencies faster.



**Stadium security**

Please see the "Material topics – Spectator safety" section of this report for the key structural and safety measures taken to ensure spectator safety. The attack on the team in 2017 underscored the importance of a coordinated response in emergency situations. Against this background, the crisis management team held a drill in January 2020.

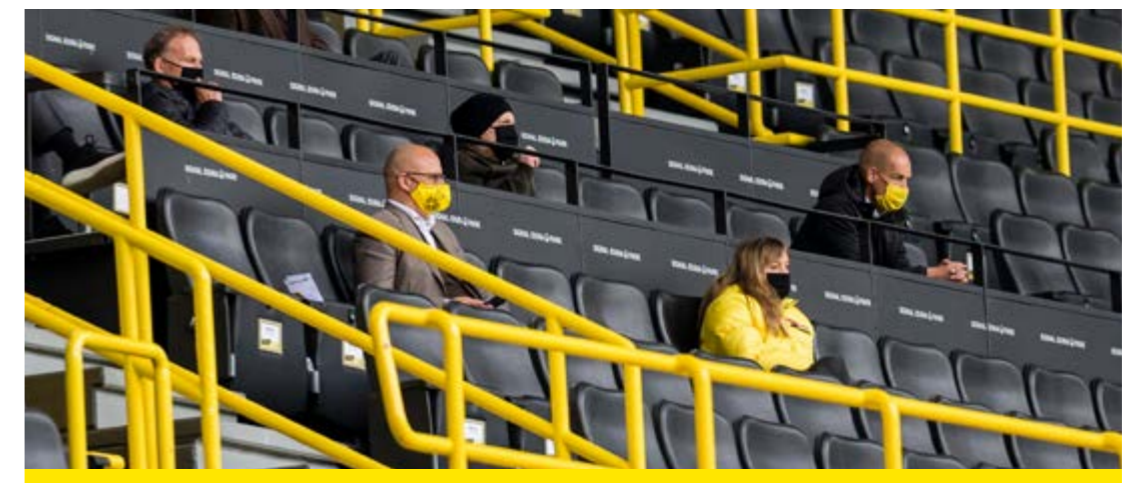
A small manual that includes all the relevant information for stewards is also in the planning stages. A refresher training course for stewards is scheduled for the 2020/2021 season, if possible.

An organisation app was launched as planned in the first half of the season. The app represents a significant step up from the previous process and is used to easily and intelligently manage when and where service providers can access certain

areas of the stadium. The app has also proven itself in that it made it much easier to implement the requirements under the special match operations.

Due to the coronavirus crisis, the smoke extraction system could not be installed in the hospitality areas as planned. This is now scheduled for the next season. The existing system will be modernised and updated.

The DFL health and safety protocol for the special match operations cannot be presented in full here. Some of the measures are described under the "Always improving: Organisation" section of this report. The new measures included the limit on the number of people allowed in and around the stadium to 321, the division of the stadium into three safety zones (interior, stands and exterior) and the requirements on disinfecting hands.



**Dr Hockenjos again heads German Association of Stadium Operators**

Dr Christian Hockenjos was re-elected to serve as Chairman of the Executive Board of the German Association of Stadium Operators (VdS). Borussia Dortmund's Director for Organisation has been a member of the Executive Board of the VdS since it was founded in 2007.

The association represents the interests of Germany's major stadiums and every two years elects one of its members to serve as chairman and as the first point of contact for its members

as well industry associations and service providers. Dr Hockenjos' deputies Jürgen Muth (FC Bayern Munich) and Stephan Lemke (Eintracht Braunschweig) were also re-elected.



# Always thinking ecologically: Ecological responsibility

We defined this new focal point in January 2020 with the aim of streamlining BVB's efforts to live up to its environmental responsibility, which go far beyond the direct impact of its match operations. While the stadium – a year-round events venue where most of BVB's energy, water and other resources are consumed and where most of its waste is generated – is the main focus, our other sites consume relevant resources, too. Mobility is also a complex issue, what with the influx of visitors as well as the many business and team trips. BVB also takes responsibility by raising its fans' awareness of environmental protection and climate issues and works with its partners to support related projects and initiatives.

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## Green energy

In 2014, BVB teamed up with partner LichtBlick to launch the ambitious "Strom09" project. The idea was for BVB and its fans to reduce CO<sub>2</sub> emissions and the resources we consume by one tonne of CO<sub>2</sub> for each seat in the world's most beautiful stadium. The campaign raised the fans' awareness of environmental issues and encouraged them to switch to green energy. The first milestone – reducing CO<sub>2</sub> emissions by 5,000 tonnes – was reached in September 2014, the second (25,000 tonnes) in February 2015, and the third (68,600 tonnes) in July 2018. The final goal of the project – to reduce CO<sub>2</sub> emissions by 81,365 tonnes, the equivalent of one tonne per seat – was met at the end of 2019. BVB's "leuchte auf" foundation and LichtBlick helped various social organisations every time one of these four milestones was reached (see "Biodiversity" on page 68).

From the 2020/2021 season onwards, Dortmunder Energie- und Wasserversorgung GmbH (DEW21) and BVB have now joined forces to reinforce the message throughout the region. "We are a company with local roots and we want the very best for our city," said Heike Heim, CEO of DEW21. "The premium partnership with BVB is a unique way to demonstrate our commitment. It goes without saying that we bring the right

energy into play, not just with our carbon-neutral 'BVB full power' product." BVB Managing Director Carsten Cramer added: "Being a club with deep roots in Dortmund makes us all the more appreciative of our regional partners from the city. And, as is only fitting in the Westphalia region, the employees of both companies are real go-getters who want the best for Dortmund. They stand up for the unique mindset and identity of our city – far beyond their work in football and energy supply. Both BVB and DEW21 have a commitment to their home city. The two companies also support culture in Dortmund and in doing so leave a mark on the city's image. Strengthening our partnership makes a lot of sense for both companies going forward."



## Expansion of the Brackel training centre

As part of the sixth expansion of the senior team training facility and Youth Academy in Brackel, which was completed in the summer of 2020, the two new buildings (sports management offices, and the gatehouse and media centre), the existing residence hall, the Youth Academy building and the Footbonaut have been connected to a new integrated energy supply system. This comprises multiple energy supply networks for power, heating, gas and water, and a new telecommunications network. Where power and heating is concerned, the senior team training facility operates off the grid thanks to features including its solar collectors. A new power station housed on 375 m<sup>2</sup> of land feeds these networks and facilitates an integrated approach to energy supply.

The power station is situated in the north of the training ground and combines the power and heating supply. To ensure continuity of exterior design, it features the wood cladding characteristic of the existing sports buildings. The lamella cladding is made of larch wood and lends the power station an attractive and calm appearance. At the same time, using wood as a renew-

able raw material contributes to sustainability and ties in architecturally with the close-to-nature feel of the rest of the training ground.

Two separate heating networks are supplied. One is the building network, where the two new buildings have increased the annual energy demand by 162,000 kWh. The other supplies the under-soil heating system, where the annual energy demand has risen by approximately 2,126,000 kWh after the system was expanded to cover two additional training pitches. The reason for keeping the two networks separate are the more stringent requirements for the new buildings. This enables the two networks to supply the training ground with heat of different quality tailored to specific needs. The quality depends on how the heat is generated. It is measured by the use of primary energy (for example natural gas or renewables such as solar energy) and the associated CO<sub>2</sub> emissions. The majority of energy supplied to the buildings is sourced from a highly efficient combined heat and power (CHP) plant. Cogeneration (generating heat and power simultaneously) achieves a primary energy factor of under 0.7 (for comparison, natural gas in Germany has a factor of 1.1 and biogas used in cogeneration 0.2), and the CHP plant is projected to provide more than 70% of the required heat.

The power network enables the training ground to use electricity generated locally in Brackel. The electricity supplied to the power station is sourced firstly from the CHP plant and secondly from the photovoltaic (solar energy) system integrated into the roof of the sports management offices. The photovoltaic system at the sports management offices has a kilowatt peak (kWp) of 17. This is the equivalent of generating approximately 17,000 kWh per year, covering approximately 50% of the electricity required by the new building.

The unique feature of this photovoltaic system is that it is connected to the three new e-charging stations in front of the building, enabling up to six electric vehicles to be charged with green energy generated on the roof above. The specific figures and consumption statistics will only be available once the annual consumption and generation data have been analysed.

Piping and cabling totalling approximately 7,300 metres was laid as part of the infrastructure work, and a forward-thinking strategy meant that capacity is already adapted to construction work on any potential seventh expansion. In addition, the infrastructure was designed so that renewable biomethane for example can be used to improve thermal energy quality and further buildings can be integrated into the energy supply system.



## Biodiversity

After achieving the goal of the Strom09 project (to save 81,365 tonnes of CO<sub>2</sub>, corresponding to one tonne per stadium seat), a donation of EUR 5,000 was made to Schulbiologisches Zentrum Dortmund. This extracurricular learning location brings together the "zoo school" (Dortmund Zoo) and the "green school" (Romberg Botanical Garden) to offer pupils of all ages biology classes that literally come alive. The donation-funded nesting aids for wild bee colonies in the centre's ecologically designed school garden, where going forward the pupils will be able to experience the connection between the living conditions of the various wild bee species and the nesting aids. In doing so, the project stakeholders aim to achieve a snowball effect in the fight to protect biodiversity.

Through the City of Dortmund's urban green space planning office, BVB is involved in the planned ecological redesign of all green spaces in the direct vicinity of SIGNAL IDUNA PARK between the B1 and the allotments on Wittekindstraße through to Westfalenpark. This also includes the green spaces around the major car parks. The underlying plan by the urban green space planning office is to repurpose these areas into wild flower meadows to offer the many insect and animal species a feeding source and encourage them to reproduce. Creating a natural and ecologically sound habitat is aimed at promoting the diversity of native species.

Borussia Dortmund is also in talks or is at the planning stage to participate in other projects to nurture biodiversity, in particular to introduce children to the topic. To this end, the Dortmund Area Beekeepers' Association and the Dortmund-Kurl Beekeepers' Club came up with particular ideas that complement those of other project partners. To boost public awareness of the issue of "bees and wild bees", the desire is to establish a bee information centre in the green space on Maurice-Vast-Straße. A partnership is being considered with the BVB KidsClub in order to use text and pictures to teach children about beekeeping, the bee nature trail and an outdoor classroom. The club mascot EMMA will help make the learning more effective. Furthermore,

WWF Junior and BVB KidsClub are considering a mutual partnership going forward to educate children about conservation and the environment by exchanging articles on our respective websites.

## Bicycle leasing

BVB intends to launch a scheme giving its employees the opportunity to lease a bicycle or pedal-assist e-bike via their employer. On the one hand this scheme promotes exercise and a healthy lifestyle, including in the interests of workplace health and safety. On the other it raises awareness of environmentally friendly transport and includes a tax incentive. For BVB, the scheme has the added bonus of reducing the space needed for parking (bike racks are smaller than car parks) and means that the route between the management offices, SIGNAL IDUNA

PARK and the training ground in Brackel can be designed more flexibly. The plan is also for the scheme to include insurance and a maintenance plan. A key reason for the considerable interest in the scheme is almost certainly that many of our employees live nearby.

## E-mobility

Another step in efforts to expand e-charging infrastructure was achieved with the unveiling of a further three charging stations at the training ground in Brackel. Along with the existing six charging stations, there are now a total of nine charging stations available: at the stadium, at the FanWelt service centre and in Brackel. Plans are afoot to build more e-charging stations. Three Opel E-Corsas were also added to the vehicle fleet.

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## Carbon offset for team flights

To ensure the safest and most stress-free travel experience, our team uses the dedicated BVB bus or charters aircraft. At the beginning of the 2019/2020 season we partnered with "atmosfair" to offset the CO<sub>2</sub> emitted by our team's air travel. "atmosfair" is a non-profit environmental organisation that has been developing and running

climate projects since 2004. Unavoidable CO<sub>2</sub> emissions – particularly those caused by travel – are offset by the use of renewable energy in the southern hemisphere. In the first half of the season, air travel by the team and the support staff corresponding to 463.65 tonnes of CO<sub>2</sub> emissions was offset for EUR 10,664, constituting EUR 23 per tonne of CO<sub>2</sub>. This is roughly the amount of CO<sub>2</sub> that 230 mid-range cars emit each year.





### Water usage

Intensive monitoring revealed that water usage had almost doubled year on year. Although usage was relatively low in 2018, a range of factors played a role in the increased consumption. Temperatures were higher than in the previous year and there was less rainfall, meaning that the pitches had to be watered more thoroughly. To do so, the club purchased new snow cannons that – particularly during the hot summer months – were in operation for 10–12 hours a day. Added to this was more intensive full-surface cleaning of the stands due to an increase in pigeon droppings. The south terrace in particular was cleaned every 14 days.

The maintenance work on the pylons in the 2019 summer break caused an extraordinary increase in water usage, with the old coating removed by high-pressure jets. The suspension of match operations due to the pandemic and the matches played to an empty stadium meant that the usage figures for 2020 are not comparable with those of prior years.

### Switch to the new system for beverage containers

Germany's largest football stadium switched over to a reusable container system for beverages at the beginning of the 2019/2020 season. From then until the suspension of match



operations in February 2020, all half-litre cold beverages were served in a reusable polypropylene (PP) container – with the exception of the north away fan area and the south terrace, as requested by the security authorities. The recent innovation in these areas, however, was the use of disposable containers made from 100% recycled PET bottles (rPET containers).

Taken as a whole, the basic objective is to ensure a beverage container system that is as environmentally friendly as possible and saves the most resources. Where the ecological effects are concerned, the Heidelberg Institute for Energy and Environmental Research (ifeu) provided specialist support for the switchover. Obviously, the life cycle assessment of a reusable container system depends primarily on how often a container is in use. The suspension of match operations due to the pandemic and the resumption of play under new conditions means that there are no valid figures to evaluate the ecological impact of switching to the new system. With the start of the new season and the readmission of a limited number of spectators, health and safety concerns meant

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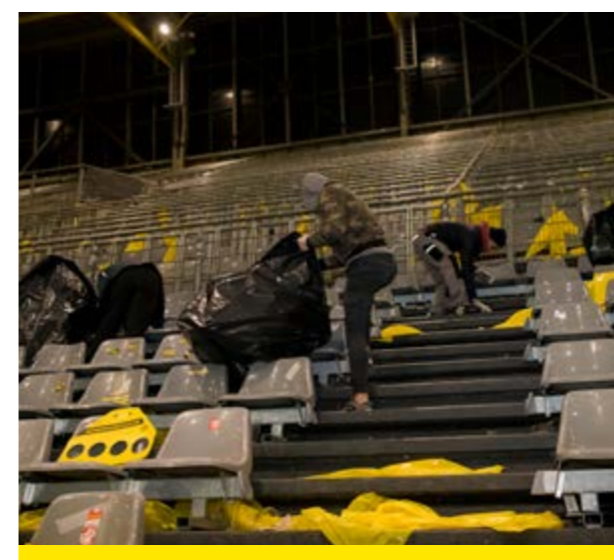
that the system of reusable containers was abandoned in the restricted public operations to avoid the infection risk for spectators coming back to return their cups.

As part of the switch to the new system for beverage containers in the stadium, an attempt was made to return to segregating the rPET containers used in the away fan area and on the south terrace in order to cut down on non-recycled waste. For this purpose the waste generated on match day was sorted by hand. The first analysis from five Bundesliga home matches in the first half of the season shows that a recycling rate in excess of 80% is possible in principle, albeit with a very high manual workload. This is aggravated by the fact that the space needed to sort waste by hand is not currently available at the SIGNAL IDUNA PARK site during normal operations. Due to the pandemic, no decision has yet been taken about how to proceed.

### Using resources efficiently and reducing waste

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A small-scale but impressive project to reduce material usage comprised switching all BVB employees' business cards over to a digital mobile app.



**The sheer enthusiasm that Borussia Dortmund generates means that we not only have a great responsibility towards our society but that we are also compelled to tackle ecological issues in times of increasing environmental pollution.**

**The 17 Sustainable Development Goals are the blueprint to achieve a better and more sustainable future for all.**

Carsten Cramer (Managing Director at Borussia Dortmund)

This does not just save paper and the resources involved in printing business cards, they can also be handed over via Bluetooth without physical contact – a real step forward during the pandemic.

### BVB supports the campaign "Goals Require Action"

The Regionale Netzstelle Nachhaltigkeitsstrategien West (RENN.west) is a network that brings together sustainability stakeholders in the western German states of North Rhine-Westphalia, Hesse, Rhineland Palatinate and Saarland. RENN.west and three other regional networks (RENN.nord, RENN.süd, RENN.mitte) were formed with the relaunch of the German sustainability strategy at the end of 2016. The objective of RENN.west is to enhance the political framework for Germany's sustainable development.



Through the "Goals Require Action" campaign, RENN.west is working to raise awareness of the UN's 17 Sustainable Development Goals (SDGs). Various channels are used to communicate information on the SDGs and show examples from practice. The campaign is subsidised by Germany's Federal Ministry for Economic Cooperation and Development (BMZ). Julian Brandt was one of BVB's prominent ambassadors for raising awareness of the 17 SDGs.

# Always giving it our all: Holistic HR development

103-1

Our aim is to attract qualified employees who identify with our values, and retain them in the long term. We must allow them to develop in a way that is both professionally and personally rewarding. Borussia Dortmund is a way of life, and our corporate and club culture reflects the very personal connection that our employees have with the BVB family. We belong together and are there for each other in good times and in bad. This can be seen in the dedication and commitment of all our employees – particularly in the face of the Covid-19 pandemic. They did not just keep our fan and sponsor work going but also stepped up their efforts in this regard. Our goal is and remains to cultivate and foster this culture.

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A total of 190 new employees had been hired before the pandemic hit and match operations were suspended. This brings the headcount to 879 (as at the 30 June 2020 reporting date), 3.5% more than in the previous reporting period.

In a highly emotional, varied and exciting working environment, we offer personal benefits such as employee tickets, a staff restaurant, company health management and a pension scheme, as well as fresh fruit, beverages, flexible working hours and regular employee get-togethers.

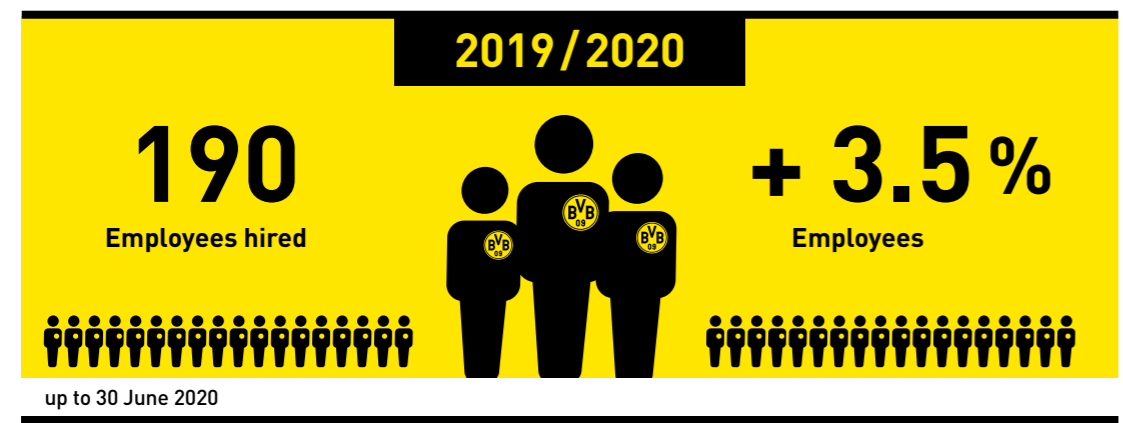
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At BVB we are a dynamic team and identify strongly with what we do. The hallmark of working here is the culture of togetherness – a high level of interaction, streamlined decision-making processes and significant scope for employees to act on their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

tional structure means that our employees have the opportunity to take responsibility early on and develop in their roles. We do not go it alone but work together as a team, which is particularly important in times like these.

## HR management and the Covid-19 pandemic

We were not forced to lay off staff or introduce short-time working in response to the crisis. One reason for this was the willingness of our employees to offer their help wherever it was needed in other areas. A proactive approach was taken when faced with peak demand in e-commerce, social media and digitalisation, and staff – for example from BVB Event & Catering GmbH – stepped in to lend a hand. Employees also transferred to BVB partner REWE.



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More than 30 temporary staff, mainly from the fan shop operated by BVB Merchandising GmbH and the stadium operations of BVB Event & Catering GmbH, voluntarily transferred to REWE stores under a staff sharing arrangement, where they were employed temporarily on standard conditions without red tape. "The situation meant financial uncertainty for many temporary workers. We were looking for a solution in their interests, which we found with our partner REWE," said Carsten Cramer. Martina Reisch, Management Board member at REWE Dortmund, explained: "Our long-standing partnership with BVB is a success story and a source of pride for us. We were thrilled at the offer of cooperation and are grateful for this simple and flexible solution. In times like this it is of paramount importance for us to be there for the people in our region. And it shows: At BVB and REWE the team spirit goes way beyond the football pitch."

The COVID-19 pandemic also exposed the HR department to new challenges. For instance, appropriate organisational steps had to be taken to ensure the health and safety of our 879 employees. An action plan was developed to implement the SARS-CoV-2 Occupational Safety and Health Standard. This forms the basis for the instructions given by managers to their staff and is regularly updated and published on the intranet. The applicable measures and recommendations of the Federal Ministry of Labour and Social Affairs with respect to workplace conditions were implemented in the individual departments. In addition, managers, the HR department and the works councils came together to develop individual rules to make work more flexible.

At the beginning of the first lockdown phase, office staff were given the opportunity to quickly switch to working remotely from home to keep things going. The requisite IT infrastructure with mobile hardware was set up in no time at all. One benefit was the "Teams" online meeting software, which had already been introduced and was widely used in some departments. This enabled internal tutorials for almost all employees to be held at short notice. During the first lockdown phase, when the majority of our staff were working remotely from home, in order to address issues such as childcare we developed an action plan to give employees the option to return to

their regular workplaces in observance of social distancing and health and safety measures. To ensure compliance with social distancing in the office premises, a further 70 temporary workstations were set up at SIGNAL IDUNA PARK.

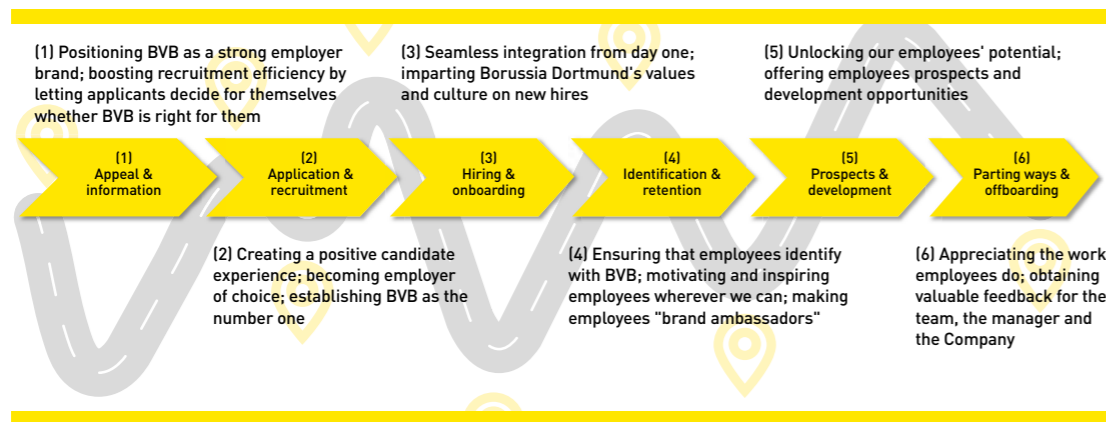
## Further developments in the employee life cycle

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We used the time during the crisis to press ahead with our strategy in the areas of employer branding, recruitment and HR development. For this purpose we have developed a holistic approach that is anchored throughout the entire employee life cycle, from the first touchpoint for potential applicants, through the onboarding process and HR development activities, down to offboarding (see the diagram on the next page). For each of the six phases in the employee life cycle, we have set ambitious goals and defined specific tasks that we elaborate on as part of interdisciplinary projects teams in cooperation with colleagues from throughout the BVB family.

## 1 Appeal and information

Despite the considerable appeal of Borussia Dortmund itself, on the labour market we are often overlooked as a potential employer. With this in mind we want to raise our profile as a source of diverse employment opportunities and position ourselves as a strong employer brand. To do so, we began by using a master's degree thesis in the field of business psychology to analyse the aspects that make us unique as an employer and the attitudes and values that set our employees apart. The resulting insights into our corporate culture form the basis for the information that we intend to provide to potential applicants. The most important channels in doing so are our own careers page on the BVB website, links to our corporate Xing and LinkedIn profiles, and online portal kununu. As well as text, picture and photo content, we will be producing a promotional video that will give candidates an insight into the everyday life of a BVB employee. The video will not just feature the diverse range of jobs and different working environments, it will also showcase our values. At the core will be the BVB family. To put a face to Borussia Dortmund, it is particularly important to us that the video feature actual workplaces and real BVB employees.



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## 2 Application and recruitment

Launching a BVB careers site is not just aimed at raising our profile as an employer, it will also boost recruitment efficiency. A realistic insight into our fields of work and corporate culture will give prospective candidates the opportunity to better judge whether their skills are a fit with the position advertised and our culture is a fit with their ideals. This encourages applicants to decide for themselves whether BVB is right for them. We are also constantly striving to refine our recruitment process. As already presented in the Sustainability Report for the 2018/2019 season, we place a great deal of emphasis on professional, transparent and fair procedures that focus both on technical skills and on emotional and social intelligence. In this context we are increasingly using digital tools such as online tests or structured video interviews via Microsoft Teams. To optimise the candidate experience, we worked with the departments to further structure and develop our internal recruitment process, for example through defining precise timing for recruitment to a vacant position. We have also defined specific KPIs to gauge our efficiency, for instance "time to hire" to measure the average time from job ad to new employee.

## 3 Hiring and onboarding

We have developed a comprehensive onboarding programme for new hires to ensure their seamless integration at BVB, which begins on day one. We set great store by ensuring that new employees are in close contact with both the HR department and their future manager. Infor-

mation on projects and current events provided during this initial phase means they can hit the ground running. To familiarise new employees with our history, values and corporate philosophy from the outset, we are also working on a digital handbook that they can access even before they start work. The first day focuses in particular on getting to know the team and the department. An introduction to the specifics of their work and how Borussia Dortmund functions from an organisational and administrative viewpoint then follows in the first week. To breathe life into our values and culture, we offer a brand workshop and a BVB-themed tour of the city in the first month to proudly show where we come from and who we are.

## 4 Motivation and retention

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

We celebrated the employee summer fair and the BVB carol singing concert as usual in the 2019/2020 season. The pandemic means that we will not be holding any employee events this year, although we are currently planning to hold regular digital employee get-togethers.

## 5 Perspectives and development

Unlocking and nurturing our employees' potential is not just part of our holistic HR strategy, it is a conscious corporate decision because we know that their expertise is one of our greatest assets. BVB is also driving forward digitalisation in education and development, and not just in response to the pandemic. Between March and September 2020 we launched a digital learning platform for our employees. This provides all BVB staff with a range of e-learning modules on the most diverse topics covering both professional areas (such as "foundations of management accounting") and soft skills (such as "taking responsibility"). To identify and promote the development of up-and-coming talent and to offer employees long-term perspectives and development opportunities, going forward we aim to conduct objective needs assessments and systematise our HR development work. Another major HR development project centres around management at Borussia Dortmund. Work is ongoing in close cooperation with the managing directors, the works councils and managers with varying levels

## 6 Parting ways and offboarding

The process of parting ways with outgoing staff is also part of the employee life cycle and requires structured offboarding. In particular, our aim in this phase is to show the employees appreciation for the work they have done. The HR department also conducts exit interviews in order to gather valuable feedback for the team, the manager and the Company. For the Company, exit interviews are an optimal tool to receive honest, open criticism from employees and to gain deep insights into our corporate and management culture.

We might also gain indications as to what we should take into consideration when subsequently filling the position vacated. Exit interviews with former employees generally take place several weeks after their departure. What is important is that they are voluntary in nature and former employees can just as well opt not to attend. The key aspect is absolute confidentiality – interview content is only used once it has been anonymised, summarised and aggregated.



# Always improving: Organisation, quality and service.

For BVB, life revolves around its fans. We take our product responsibility very seriously and regard first-class service as pivotal for meeting the needs of our fans. Our organisation is structured in a way that ensures compliance with regulatory requirements and proactive management of risks, and enables us to take advantage of opportunities for sustainable growth. By taking sustainability criteria into account in our supply chains, we are able to improve the environmental and social footprint of our entire value chain. The challenges flowing from the coronavirus crisis take the limelight this reporting period. Certain organisational aspects are briefly discussed below.

## Organisational challenges due to the coronavirus

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### Match operations

The Covid-19 pandemic has forced all areas of Borussia Dortmund to cope with unprecedented challenges. The most prominent area was without doubt the special match operations to complete the initially interrupted second half of the Bundesliga season by 30 June 2020, a topic that was discussed and analysed in minute detail in the press. Holding nine matches in empty stadiums in order to play out the season according to contract was fundamental for the survival of certain storied clubs in Germany, and contributed to reducing the enormous financial hit from the crisis, including for BVB.

Through team doctor Dr Markus Braun, BVB was heavily involved in developing the plan for the Bundesliga's special match operations, which was associated with comprehensive health and safety protocols. The plan and the implementation of parts of it are regarded as a huge success. It attracted a great deal of international attention.

Particularly worthy of mention was the outstanding cooperation of our catering service providers and vendors. The derby against FC Schalke 04, for example, was cancelled just a few days before the match, so the stadium catering team was already "packed to the rafters" with food supplies for one of the highlights of our season.

Following an intense coordination effort with our partners, who were suffering dreadfully due to the coronavirus lockdown themselves, we managed to ensure that no food spoiled. In some cases, beverages and ingredients were diverted to other destinations without breaking the cold chain or used for charitable programs. We owe all our partners and dedicated staff a huge vote of thanks!

### Events at SIGNAL IDUNA PARK

The cancellation of many conferences, corporate events, seminars and stadium tours, which in addition to football make SIGNAL IDUNA PARK one of the most popular venues for events in Germany, also added to the massive fallout from Covid-19. Although we were able to cope with the significant revenue shortfalls while still guaranteeing employment without reducing working hours, the gradual return to the "new normal", with its numerous health and hygiene measures and protocols, placed massive demands on our organisation.



In order to continue to be able to hold events, we developed our own Covid-19-safe plan and provided training and the equipment necessary to implement the plan in conformity with the "Regulations of North Rhine-Westphalia for Preventing Reinfection with the Coronavirus" ("Verordnungen des Landes Nordrhein-Westfalen zum Schutz vor Neuinfizierungen mit dem Coronavirus"). This included, for example, physical distancing floor markers and perspex screens at food service counters and reception desks.

The information provided at the venue is also critical. Event organisers are informed of the safety measures and rules of conduct in writing prior to the event. The staff at SIGNAL IDUNA PARK are given instructions and the event organiser is required to inform guests of the safety measures and rules of conduct.

All rules regarding the collection of contact details and tracing are put into practice. The capacity of our hospitality areas was drastically reduced as a result of the prescribed space requirement of 7 m<sup>2</sup> per person. In our lounge area of 275 m<sup>2</sup>, for example, after deducting 15% for furnishings, there is now only enough space for 34 people.

### Business activities

Ultimately, as an employer BVB also had to make organisational arrangements affecting around 880 employees to ensure that their health was not put at risk and that regular operations would not grind to a halt in the event of a coronavirus outbreak, which could have had terminal consequences. During the first lockdown phase, there was a massive transition to a remote working set-up, which was possible at relatively short notice thanks to modern IT equipment. A limiting factor in some instances was the lack of a secure data connection. In the meantime, employees have been able to return to their ordinary place of work after the extended period of working remotely from home.

As an interim solution, a spacious area with 70 widely-spaced work stations was also set up in the stadium's west terrace. BVB Event & Catering GmbH provided breakfast and snacks.



### Management, coaching staff and team waive portion of salary

In a gesture of solidarity with the club's around 880 employees and their families, the team, coaching staff and management waived a portion of their salaries, helping BVB save many millions of euros. The squad, management and coaching staff came to this agreement after meeting in the midst of the Covid-19 crisis in March 2020.

Hans-Joachim Watzke, who like everyone else also forwent a portion of his salary, says, "Ultimately, this is an important gesture of solidarity not only outward but also to our employees." In total, Borussia Dortmund saved tens of millions of euros.

### Ticket refunds

Together with its fan representatives and Department for Fan Affairs, Borussia Dortmund considered various alternatives for reimbursing season ticket and match day ticket holders. BVB would like to thank the fans who participated in the candid, and sometimes tough, but always constructive discussions.

The current situation continues to be a significant financial challenge for Borussia Dortmund. The majority of the fans have also been affected by the Covid-19 pandemic, with many seeing their working hours and wages and salaries reduced or even losing their jobs. For this reason, BVB made sure its fans could easily get their tickets reimbursed. Although permitted by law, BVB did not reimburse tickets with vouchers. Supporting Borussia Dortmund should not be a question of "to be reimbursed or not to be reimbursed". That is why fans were offered various options. Remarkably, many fans chose not to be reimbursed.

BVB disclosure

## Quality and service: focus on fans

### New service guidelines

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How can BVB improve the authentic and uniform level of service that it offers its fans across the board? That was the question we asked ourselves while brainstorming how we could improve BVB's quality of service. We developed a practical set of guidelines that every BVB employee can consult in various situations. Every employee who has direct contact with fans has already been trained based on the new guidelines. In principle, employees should always put themselves in the other person's shoes and take every question seriously. We cater to the needs of our fans and work to quickly find solutions. We take a consistent approach to communicating with fans, whether that is in writing or face to face. Direct questions and firm answers let our fans know they are being heard. The passion and love we share for BVB and the knowledge that we are all part of the same vibrant community and BVB family are at the heart of this work. The first step to forging a harmonious relationship based on trust with our fan community is ensuring that our fans are happy.



We introduced new enterprise software to ensure that we can field any inquiries and provide the relevant information to those inquiries as quickly as possible. Accordingly, at the end of 2019, we installed a software tool to help the Service and Sales departments to improve and tailor their customer service to each request. Since then, a customer service representative

has been assigned to each inquiry to ensure that the high level of service quality is maintained across the different departments. The fan's original request remains front and centre as it makes its way through the various departments – an important step towards customer service. We are also increasingly basing our decisions on the direct feedback we receive from fans via the "Easy-Feedback" survey tool. The revamped BVB app will include an option to provide direct feedback.

### BVB app and Media House

The "BVB Media House" is our new way of communicating directly with fans and tailoring various audio, video, text and image formats to them. At the centre of this is our completely revamped BVB app. By tailoring content to users who log in we can give them a completely new digital fan experience based on their preferences. Push notifications ensure that they receive the content they want to see first. At the same time we are developing an age-appropriate app for kids to teach our fans of tomorrow the BVB way through videos and loads of other fun content.

### Video

We have selected various video media to share clips of varying lengths and different types of entertaining and insightful content. YouTube, TikTok, Facebook Watch/Stories, Instagram TV, BVB TV and others allow us to tailor and distribute our content in line with the individual preferences of our fans.

### Mixed

The "mixed" category includes BVB's online shop, content for international fans and other specific tools. BVB topics are vividly and compellingly presented to the club's fans around the world. From stories about the club's legends, fan initiatives, online and international super fans to the travel magazine and other specials, there are no limits to the range of topics that can be covered.

### Image and text

Our goal is to keep our fans and stakeholders up to date with the latest information across a variety of platforms, ranging from corporate communications with in-depth, well-researched content for high-quality publications to recurring topics in our "Borussia" club magazine through to bvb.de

and our newsletters as well as our LinkedIn account for our business partners. Last but not least, this also includes Twitter for our assertive and discerning followers looking for quick, informative tidbits.

### Audio

Podcasts, audio books, online radio and other audio formats have a bright future. While we already offer a wide variety of audio content, we are looking to significantly expand this offering with our partner 1&1 in order reach as many fans as possible. Podcasts provide audio content for easy listening either as longer form interviews or shorter, informative segments. With more than 30 podcast episodes and counting, BVB has offered its fans a tantalizing glimpse behind the scenes since the spring of 2020. By contrast, BVB's Netradio online radio service offers fans entertaining live audio content chock full of emotion. Going forward, we will also look to expand in the area of voice assistants, such as Alexa or Google Home, in line with user behaviour.

### Showing ticket touts the red card

Borussia Dortmund enjoys the highest average attendance figures in Europe and is stepping up its concerted efforts to stop touts from illegally selling tickets on the black market. We want to prevent people from profiting off of the passion BVB fans have for the club. For several years now, Borussia Dortmund has taken legal action against anyone found to be illegally selling tickets and has been quite successful in doing so, imposing sanctions in numerous cases. With the help of our fans, we are looking to ramp up the fight against illegal ticket sales. To this end, we have also joined forces with other Bundesliga clubs under the "Showing ticket touts the red card" (Rote Karte für den Schwarzmarkt) campaign.

### Contactless payments in the stadium

Due to the Covid-19 pandemic, the popularity of contactless payment methods will continue to increase in the future. That is also the assessment shared by BVB Event & Catering GmbH, which organises hundreds of events per year at the stadium and in the surrounding area. BVB has long since been a pioneer in this area, having previously introduced the "Stadiondeckel" electronic payment card for fast, contactless transactions,

thereby improving service for its fans at the stadium. We will continue to invest in mobile contactless payment methods such as Google Pay and Apple Pay. At the beginning of the 2019/2020 season, all 160 kiosks at SIGNAL IDUNA PARK were equipped with contactless payment terminals capable of processing mobile as well as debit and credit card payments. The plan is to also equip our mobile kiosks and individual food vendors with this technology during the current season.

### Hospitality high-flyers

We further improved the quality and speed of service on match days by stationing supervisors in our hospitality areas. These "high-flyers", as they are affectionately known, oversee and issue instructions to the service teams to ensure that our guests receive the first-class service they expect and deserve. Under the direct supervision of these high-flyers, the service teams rotated less frequently and established a routine and a better understanding with one another, thereby improving customer satisfaction and also motivating themselves. This benefited everyone – from our guests to our service teams.

### Product safety of merchandise

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DAkkS-certified partners replace our previous partner, Hermes HanseControl, to ensure the safety of each individual product in our merchandise shop. This also ensures that Borussia Dortmund's product safety measures remain completely intact.





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## Strong economic basis

### Most successful decade in history, more growth to come

The past decade has been Borussia Dortmund GmbH & Co. KGaA's most successful, both from an athletic and a financial perspective. CEO Hans-Joachim Watzke confirmed as much at the Company's Annual General Meeting.



"Our economic appeal has not waned," said Watzke. "Puma gave us the biggest vote of confidence as far as the medium term is concerned." The new sponsorship agreement with the equipment supplier received widespread media coverage and was the fruit of tough negotiations which were conducted on the basis of mutual respect. The new deal "will make it possible for us to stay aggressive in the coming years."

Even without the new agreement, sponsorship revenue will break through the EUR 100 million barrier in the current financial year. "The virtual advertising boards will pay off immensely, and we have more arrows in our quiver."

### The strength of BVB lies in its management, team, fans and stadium

HORIZONT, a weekly newspaper specialising in marketing, advertising and media, ranked Borussia Dortmund as the top Bundesliga club in its "Bundesliga Performance Check" survey for the first time since it started the survey in 2001. "With a total of 963 points, 25 more than the runner-up, Dortmund claimed the top spot by a considerable margin."

A panel of experts comprising 15 decision-makers from companies, media, agencies and consultancy firms with specialist knowledge of the sports business ranked the 18 Bundesliga clubs across seven categories: management, brand,



stadium, sponsors, fans, focus on service and the team. The experts lauded the team spirit of the "rather low-key management in Dortmund" and praised its "excellent public image". "In addition, the competently staffed Supervisory Board fulfils its control function while avoiding the limelight and consistently supports the management."

Besides giving Borussia Dortmund top marks in the "management" category, the panellists also ranked the club at the top of the list in the "stadium", "team" and in particular "fans" categories. Borussia Dortmund's fans received 146 out of 150 possible points.

### Borussia Dortmund once again Germany's leading brand manager!

With 61.24 points, BVB have once again topped the brand index compiled by the renowned Technical University of Braunschweig as part of its annual review of the brand landscape in German professional football. The study was based on a Germany-wide survey of 4,169 people between the ages of 18 and 69.



Of the 36 clubs in the first and second Bundesliga divisions, BVB topped the "most attractive club" category in the academic study. The club was ranked third in terms of likeability, and retained second place in the "highest-quality club" category.

"The results of this year's football study confirm that Borussia Dortmund has established a solid brand foundation thanks to its professional and consistent brand management. Compared to the previous year, Borussia Dortmund is once again in the top three in all three categories of the brand ranking," states TU Braunschweig.

For Borussia Dortmund's managing director Carsten Cramer, being named Germany's leading brand manager is "not only a source of great joy and a confirmation of our staff's hard work, but also an obligation that we take very seriously. We'll take a close and detailed look at the results of the study over the course of the next few weeks, always keeping in mind that we want to improve even more in all categories."

### Among the top 15 of 300 best companies

For the second time, business magazine BILANZ has named "Germany's Most Admired Companies" and once again Borussia Dortmund is one of them. In a list comprising more than 300 renowned companies – including the likes of Amazon, Apple, BASF, Daimler, Miele, Ikea, Siemens and Zeiss Optik – the Bundesliga's only publicly listed club was ranked 15th with an average score of 2.20, representing a slight improvement on the previous year.

BVB received top marks in the individual categories of overall impression (2.02), quality of corporate management (2.06), financial health (2.06), quality of the products and services (2.25), social responsibility (2.44), quality of the supervisory/advisory board (2.53), innovative strength (2.17) and the ability to recruit and retain young talent (2.11). With an average score of 2.20 (previous year: 2.33), Borussia Dortmund was ranked 15th (previous year: 17th) – behind Miele, the long-established German appliance brand occupying top spot in the overall ranking, Trumpf (2nd), Zeiss (4th) and Porsche (11th), but ahead of global players like Bosch (16th), Apple (28th) and Amazon (44th).

### Digital advertising boards make a splash

The club's digital advertising boards allow for the adverts displayed on TV broadcasts in the United States to be different to those displayed in Europe or even Asia. The feedback from partners has been extremely positive.



BVB and its marketing partner Sportfive (formerly Lagardère Sports) had the groundbreaking technology certified by Deutsche Fußball Liga (DFL). Borussia Dortmund is the first and only club in the Bundesliga to use such a tool, which was installed before the start of the 2018/2019 season and has been in use at every home match since. "The response has been extremely positive. Not only have we received absolutely zero complaints, all the feedback we've received has been positive," says Carsten Cramer, Head of Marketing at BVB.

**“ We can gain new international partners. ”**  
Carsten Cramer

The advantage of digital advertising boards is that they make it possible to multiply the advertising space in the stadium without having to create in a single square centimetre of additional advertising space. It allows BVB to generate millions of euros in additional revenue, because as Christian Kothe, Head of Sales at Sportfive, puts it, "There's a very clear trend to precisely tailoring advertising to the markets in the respective countries, in other words to the target groups and their consumer habits." "Our long-standing partners like Evonik and Wilo, who sell their products worldwide, can now address their customers in their local languages," says Carsten Cramer. "We can gain new international partners who don't market their products in Germany but whose target groups are sports savvy and who are looking to leverage the large public interest broadcasts of BVB matches generate in their target markets."



## Sponsorships

### New primary sponsor: 1&1

BVB and 1&1, the leading provider of broadband and mobile communications products, entered into a groundbreaking partnership. In addition to sponsoring the team's kit, 1&1 will also present extensive online and offline advertising measures.

Starting in the summer of 2020, Borussia Dortmund will have two kit sponsors for the first time in its history: the specialty chemicals group Evonik and the telecommunications company 1&1. Evonik paves the way for an innovation-driven approach, with the group steering its long-standing partnership with BVB more sharply in the direction of international target groups. It will be joined by 1&1, which is also set to become a kit sponsor in the attractive Bundesliga environment.

"We're absolutely delighted that in 1&1 we have gained another leading company as a kit sponsor.

### BVB and Puma extend partnership until 2028

A long-term partnership deal running until 30 June 2028 was also sealed with Puma. Extending the existing cooperation between the two companies is a milestone for BVB as it seeks to secure a permanent position among the leading clubs in the Bundesliga and the top 15 in Europe.

"For a long time, Puma has been not just an equipment supplier and sponsor of BVB, but also an important shareholder of our club. This reflects the enormous extent to which Puma and its employees all over the world identify with

us. We're looking forward to a future of shared success," says Hans-Joachim Watzke, CEO of Borussia Dortmund. "Today marks an important milestone in BVB's economic and by extension athletic development." Robin Harries, 1&1's Chief Online Marketing and Sales Officer, added, "BVB is charismatic, ambitious club that plays exhilarating football and has a passionate fan base. We're thrilled about the partnership; the many promotions will surely also benefit BVB's fans."

For Evonik chief Christian Kullmann, the partnership with Borussia Dortmund is about much more than a sponsorship deal. "We have had 14 incredibly successful and wonderful years with BVB, during which our partnership has continued to grow," says Kullmann. "In Germany, BVB is firmly established at the top of the league and our brand is therefore very well known. Now we want our partnership to be successful internationally." In addition to a wide range of measures to this effect, Evonik will also continue to be BVB's kit sponsor for when the team plays in the UEFA Champions League and tours other continents.



us. Our partnership has grown and goes far beyond an ordinary business relationship. We will be looking to add another chapter to our shared success story over the coming years," says Hans-Joachim Watzke.

### BVB and Wilo extend partnership by a further four years

"As partners who have been working together for quite some time now and also share plans for the future, we are united by our love for Dortmund. And as ambitious companies, we are united by the passion and the drive to always keep improving just that much more in everything we do," said Oliver Hermes, CEO of the Wilo Group, and Hans-Joachim Watzke, CEO of BVB, in a joint statement describing why the manufacturer of pumps and pump systems solutions and the eight-time Bundesliga champions have partnered up.

This partnership takes place not least in the truest sense of the word on the pitch in Germany's biggest stadium: "Wilo supports BVB at SIGNAL IDUNA PARK and its products and technical solutions help ensure that the pitch is always a lush green," says Hermes. BVB Managing Director Carsten Cramer adds, "For us it's

really great news to have a major partner from our home town whom we trust at our side for at least another four years, with whom we can work together really well – and on top of that in the increasingly important field of environmental protection." Both companies stress the importance of using their partnership as a catalyst for installing groundbreaking technology at SIGNAL IDUNA PARK to help reduce CO<sub>2</sub> emissions.



### Licensed Product of the Year: BVB Tactics Board

It was a night to remember for Borussia Dortmund's marketing team as the club won the "Licensed Product of the Year" and "Sports Brand of the Year" awards at the annual "Licensing International Awards Germany".

The "Licensed Product of the Year" award went to the limited edition "BVB Tactics Board" chocolate bar released by Ritter Sport. Since its formation, the confectionery brand had never featured a logo other than its own on its famous square chocolate bar. The "BVB Tactics Board" was thus a historic first. And the product proved a real success, flying off the shelves in retail stores and the club's fan shops across the country. Both sides certainly benefited from the collaboration. BVB also won the "Sports Brand of the Year" award. In 2019, the club also successfully launched various co-branded products on the market. For instance, team chef Dennis Rother teamed up with mymuesli to successfully launch a special muesli for the Black & Yellow faithful.



# Always working hard to stay on top: Peak performance

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"Playing to empty stands", a "season like no other", a "wild ride", "football turned on its head" – all this is behind us as we look back on the "coronavirus season" 2019/2020. And the considerable sporting, social and financial uncertainties that the pandemic brought with it have not gone away. Reason enough for Borussia Dortmund to be conservative regarding its goals for the 2020/2021 season, even though ambition is central to the club's identity. Even if that means the management has curbed its ambitions and is now just looking to qualify for the UEFA Champions League, the team made it clear that, given the quality of the squad, they wanted to aim for the goals set last season.

## Verdict on the season: We had more to give.

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Nobody in Dortmund expects an apology for finishing second, that goes without saying. All the same, the team had more to give. Captain Marco Reus cited the team's lack of consistency as the reason for only just missing out on clinching the league title in the 2018/2019 season, and there are lessons to be learned this time too: An exceptional second half of the season is not enough to topple champions Bayern Munich. Both teams delivered a lacklustre performance in the first half of the season, and for a long time there was no indication that one side would ultimately chalk up such a clear title win.

Added to that was a certain unpredictability on the part of the BVB team, particularly against supposedly weaker opponents. The team's intrinsic motivation for the new season must be interpreted as a sign that these weaknesses have been addressed.

BVB thrives on the speed, agility and energy that are the hallmark of top-flight football. The winter signings of Emre Can and Erling Braut Haaland were a resounding success, as demonstrated by

the new record of 84 goals in one season. Coach Lucien Favre's handiwork is clear: although the team tops the league's fair play rankings, it still has the league's second-best record for duels won, and in signing Mats Hummels at the beginning of the season gained a stalwart to boost its defence. It recorded a significant improvement in aerial duels won and conceded seven fewer goals from set pieces.

Lucien Favre lived up to his reputation as a highly gifted football coach, achieving notable transfer successes that will also bolster the further development of up-and-coming young players. These included Erling Haaland, who was signed for BVB despite significant interest from elsewhere. Giovanni Reyna was eased into the senior team and has made his first notable appearances at the young age of 17. Not forgetting internationally sought-after winger Jadon Sancho, who chalked up an impressive 20 goals and 20 assists.

To recap and with an eye on the new season, the team needs a convincing performance both before and after the winter break to knock the reigning champions from their perch. The team and coach know exactly what they have to do.



## The coronavirus season

What special match operations and playing to empty stands has taught us is that this tends to benefit the technically stronger teams, which do not suffer as much from the lack of atmosphere in the stadium. This was clear at the 156th Ruhr Derby, which Borussia Dortmund won in its most resounding victory since 1966. "The experience of playing to an empty stadium was surreal. But while that's all we have, we just have to deal with it," said BVB's CEO Hans-Joachim Watzke.

"Many were astonished at the Bundesliga and German politicians, who had the courage to restart the season based on a detailed plan. The UEFA President commended the smooth transition, our matches were broadcast across large time slots in the UK, and the league was front-page Sunday news in four Spanish sports papers," Watzke noted.

Relief at bringing the league back without a hitch was palpable internationally and was seen as a bellwether. "Mentally and symbolically it was a key moment. There is now a model that the rest of Europe can follow," wrote US magazine Sports Illustrated, adding:

"As showmanship it wasn't perfect, but it's what we have. Football is football, with or without fans." As Dutch broadsheet De Volkskrant put it: "This might be a fan-less alternative but an alternative is better than nothing."



Hans-Joachim Watzke:  
**"I won't be happy until we can play to our fans again. It's painful without them."**

"A derby without a crowd, that pains me," said Michael Zorc. The team felt the same, as it approached a deserted south terrace after the final whistle. "It was a spontaneous idea, it wasn't planned, we hadn't talked about it beforehand," said Julian Brandt. "It was the team's way of thanking all of our fans watching at home," explained Sebastian Kehl.



## Michael Zorc's contract extended until 2022

In uncertain times, Borussia Dortmund can continue to rely on the experience of its Sporting Director Michael Zorc for another year. The 57-year-old has been with BVB since 1978, and assumed responsibility for the club's sporting affairs in 1998. His contract, which initially ran to 2021, has been extended until 30 June 2022.

"A few weeks ago I asked Michael Zorc personally if he would stick with us for another year. All of us here at BVB are delighted and grateful that he

said yes. Michael is a true Borusse, and as such is prepared to continue overseeing the sporting end of the business at a challenging time for us all, when it's difficult to plan or predict what lies ahead. That continuity will do us good," said CEO Hans-Joachim Watzke.

In October 2020, Sebastian Kehl, Head of the Professional Squad, also signed an early contract extension until 30 June 2022.



**There are major challenges just around the corner. My natural reaction in times like these is to stand by my club and do my bit to try and put Borussia Dortmund on the best possible footing together.**

Michael Zorc, Sporting Director, BVB



## The 2020/2021 season

### Ambition for the new season

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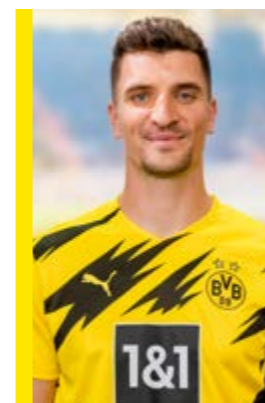
After clinching second place in the league in Leipzig, Mats Hummels plotted the course for the next season: "We dropped a lot of points in the first half of the season, but we were impressive in the second half. We only lost three games. Bayern just played better, it's that simple. They deserved to win the title. We want to be one better next season, that's what we're going for. The goal must always be to win the title."

Michael Zorc added: "I think it's great that the team has set itself this ambitious goal. It shows that our players aren't happy to settle for second best, they want to go out there and achieve more."

### 2020/2021 roster

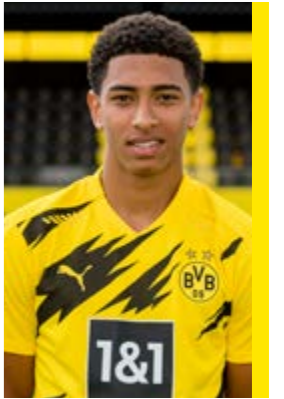
"It's clear that the team's two-year rebuild is now complete. But, the pandemic permitting, shouldn't we continue to strengthen our team at certain positions as the opportunity arises?" Michael Zorc has put together an impressive roster for the new season.

Belgium international Thomas Meunier was signed early. The 28-year-old transferred from French champions Paris St. Germain, signing a contract with BVB until 30 June 2024. Meunier joins fellow Belgium internationals Axel Witsel and Thorgan Hazard.

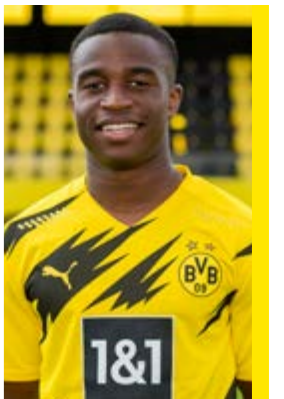


Borussia Dortmund signed another sought-after young talent in 17-year-old Jude Bellingham, who is moving to BVB from English Championship side Birmingham City FC. The young midfielder has signed a long-term contract with Borussia Dortmund and was included in the professional squad straight off despite his age.

"Jude Bellingham has decided with absolute confidence to pursue his career at Borussia Dortmund. Obviously the main motivation were the prospects on the pitch that we can offer him", said Sporting Director Michael Zorc, adding: "He has enormous potential, which we will work with him to nurture over the coming years. He shows remarkable quality with and without the ball, and has a strong mentality to boot. We think that Jude will give the team an instant boost, but of course he will be given the time he needs to get used to playing at a higher level."



Youssef Moukoko is touted as one of the most talented and exciting players coming through BVB's Youth Academy. The 15-year-old is slated to make the jump to Borussia Dortmund's senior team in the 2020/2021 season. A new rule lets players debut in the league after their 16th birthday, which Moukoko will celebrate on 20 November. After moving up from the U17 to U19 team, he continued to turn heads by scoring 34 goals in 20 matches last season.



"There's no doubt about it, Youssef is Bundesliga material," says Otto Addo (45), who coaches BVB's top talents. However, his words came with a warning: "At the moment nobody knows how he'll fare when faced with seasoned adult players, or how he'll fare training with the pros. We'll do him no favours by saying 'he will or won't make it' at the current time." For some time now, BVB has been developing a special programme to develop the physical capabilities of young players while at the same time nurturing their academic development with appropriate educational qualifications.



GOAL	DEFENCE	MIDFIELD	ATTACK
1 Roman Bürki	2 Mateu Morey Bauza	6 Thomas Delaney	9 Erling Haaland
25 Luca Unbehaun	5 Dan-Axel Zagadou	7 Jadon Sancho	11 Marco Reus
35 Marwin Hitz	13 Raphael Guerreiro	8 Mahmoud Dahoud	18 Youssoufa Moukoko
	14 Nico Schulz	10 Thorgan Hazard	
	15 Mats Hummels	19 Julian Brandt	
	16 Manuel Akanji	20 Reinier Jesus	
	26 Łukasz Piszczek	22 Jude Bellingham	
	29 Marcel Schmelzer	23 Emre Can	
		24 Thomas Meunier	
		28 Axel Witsel	
		30 Felix Passlack	
		32 Giovanni Reyna	
		37 Tobias Raschl	

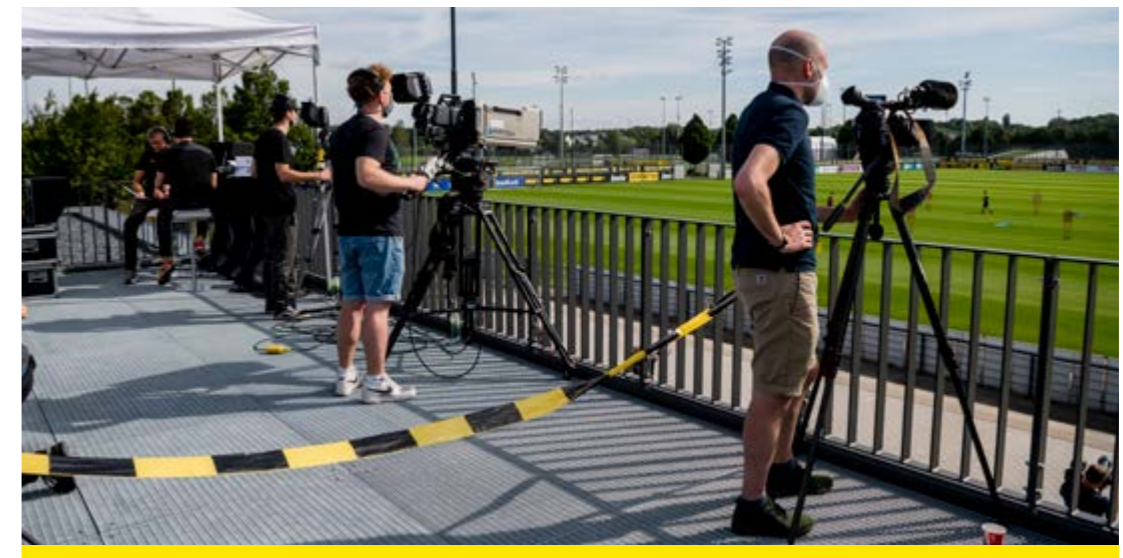
### Philipp Laux returns as sports psychologist

Former Borussia Dortmund goalkeeper and qualified psychologist Dr Philipp Laux (47) has assumed responsibility for sports psychology at BVB since May 2020. His role will include looking after the professional squad and the coaching and support staff.

"It's our aim to position BVB as best as possible in all relevant areas of the sport and to establish a network of specialists who together to pursue a holistic approach. Against this background, we wanted to add a sports psychologist to the team beginning in the 2020/2021 season who would work with each individual player to improve their potential," said Head of the Professional Squad Sebastian Kehl, adding: "We are fast-tracking this step due to the Covid-19 crisis, which sud-



denly presented us with completely new challenges. In Dr Philipp Laux, we have gained a psychologist who not only has the academic qualifications but also many years' experience as a professional footballer. He will support us in areas including personality management, mental coaching and interdisciplinary work with other experts."



### 102-10 | Expansion of the BVB training centre

The sports management offices, the gatehouse and media centre as well as the new car park were completed and opened on schedule despite the difficulties caused by the pandemic.

CEO Hans-Joachim Watzke, Sporting Director Michael Zorc and Head of the Professional Squad Sebastian Kehl moved in to the top floor of the newly completed sports management offices at the end of July. Their offices look straight out on the training grounds, keeping them as close as it gets to the action. Joining them on the first floor is Lars Ricken and his entire BVB youth staff. The BVB scouting department has also moved in to the new building and is based in modern open-plan offices that offer flexible working space. Another desk is reserved for a representative of equipment supplier Puma, who will now be on hand to respond directly to the athletics department's needs. At the top of the building are conference facilities that have already hosted one Supervisory Board meeting, while the basement floor is home to a fully equipped media conference room that can accommodate up to 50 people.

Just a few metres away is the new gatehouse and media centre, where the custom-built "BVB TV Studio" enables TV productions, photo shoots and interviews to take place right next to where

the football is being played. It also houses additional workstations for BVB employees. Journalists have access to a dedicated recreation and working area offering high-speed Internet. The building also features a large terrace that directly overlooks the training ground.

Work on other parts of the building is on hold for the time being due to the Covid-19 pandemic. These include the expansion of the Youth Academy building, complete with swimming, diagnostics and rehabilitation areas, the indoor arena and expansion of the residence hall. The budget for this work is being updated on an ongoing basis and will be adapted to the funding available once match operations resume with fans in attendance.

### U23 youth squad

Enrico Maaßen (36) became the new head coach of Borussia Dortmund's U23 team in the 2020/2021 season. The Wismar native made a name for himself coaching regional side SV Rödinghausen. He took over from Mike Tullberg, who switched to coaching the U19s in the summer break. The club has ended its cooperation with Michael Skibbe. Maaßen's contract runs until the summer of 2022.



# Always promoting young talent: Dortmund lads

"We don't want to develop little princes in colourful boots," said Lars Ricken, Coordinator of BVB's Youth Academy, in a newspaper interview, making clear that youth academies are not some holiday retreat for kids and young adults. On the contrary, to cope with the dual strain of competitive sports and school, the youngsters have to be both physically and mentally tough – attributes that Borussia Dortmund promotes with an approach that is specifically tailored to their individual needs. When it comes to our youth development work, we have lofty goals: Taking and moulding raw talent into the best footballers possible, while giving them the education and social skills they need to succeed in life.



## Success in the 2019/2020 season

103-3

As in previous seasons, the U19 and U17 leagues were split into three divisions: North/Northeast, South/Southwest and West. At the end of the season, the winners of the three divisions and the second-placed team from the West division were supposed to compete in the playoffs. As with the men's and women's Bundesliga seasons, the U19 and U17 Bundesliga seasons were also suspended indefinitely

due to the Covid-19 pandemic, with the last match played on 11 March 2020. At the DFB's extraordinary meeting on 25 May 2020, the decision was made to officially cancel the 2019/2020 season. As such, there were no playoffs to crown a league champion. Instead, the league results stood as they were, with BVB's teams each occupying second place in the table. Thus, both teams would have qualified for the playoffs.



103-2

## Holistic approach to youth development

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

103-2

### Footballing development:

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

### Social responsibility:

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

## Youth Academy:

### Measures for footballing development

103-2

In addition to training our players at a top level, we also place great value on improving the quality of our coaching staff. However, we must not forget that some of our youth coaches at the academies are also looking to further their own careers.

We also wanted to improve our scouting. We've hired permanent staff to scout local and regional players at our off-campus locations and on our talent days.



The introduction of video analyses in our youth programmes as well as professional analysis, workload management, documentation and monitoring software tools enable us to sensibly expand the scope of our training, increase workloads, where possible, in a controlled manner and avoid player absences. It was also necessary to further professionalise the athletic and rehabilitation areas. The Youth Academy is further expanding its cooperation with Ruhr University Bochum, which will lend its academic support in the areas of video analysis, performance diagnostics and personal development. Overall, this has allowed us to set more individual goals for each player as far as their footballing development is concerned.

### Measures for personal development: Dortmund lads

103-2

Four character traits were identified: intrinsic motivation; humility; resilience/will to win; identification with BVB and the region. The next steps for narrowing the requirements and implementation options were initiated.

This includes workshops and new performance reviews, which are carried out for every player on a regular basis and include comprehensive input from all parties involved. This also had to be scaled back somewhat due to the coronavirus crisis.



#### School 2.0

Three groups work together to help develop and raise our talented prospects: the school, the parents and the Youth Academy as an alternative to private schools. BVB's commitment to humility leads it to work together with public schools and encourage our kids to have a social life outside of the Youth Academy. We do not want our players to feel isolated from "everyday life", which would restrict their ability to deal with everyday situations and to interact with others and thus impede their personal development.

We continued to build on our School 2.0 (Schule. Neu.Denken.) concept. At the beginning of the 2020/2021 school year, we partnered with Konrad-Klepping-Berufskolleg technical college to offer the Sports elective track as part of the educational programme that allows students to subsequently complete their Fachabitur matriculation examination. As part of the curriculum, the students benefit directly from BVB's expertise and hands-on support. While the mandato-

ry course load features the prerequisites for a post-secondary education, the emphasis of the elective track falls squarely on sports. Students are exposed to a wide range of subjects in the natural sciences, including courses on training methods and nutrition. The social sciences component of the curriculum helps the students hone their social skills through participation in local projects. Off-campus courses and learning opportunities as well as a curriculum tailored to sports offer students the motivation they need to achieve their goal of obtaining their Fachabitur matriculation examination.

Our three public partner schools, which include elite sports schools, have formed steering groups which are working to promote the development of the aforementioned character traits in the curricula and daily school routines. We hold weekly meetings with the schools in order to strengthen the relationships with the coordinators and to ensure the success of the highly customised lesson plans for our talented youngsters. Even the best laid plans will fail in the absence of the necessary ambition and resources. For example, teachers and tutors need to be organised to assist a substantial number of our young players with their studies, homework, language instruction and much more.

#### Residence hall and host families

One of the challenges we face is finding local accommodation for the players – some of whom join the Youth Academy at a very young age – to spare them long, stressful trips to and from the academy. For some, their parents simply live too far away. Borussia Dortmund provides 21 rooms at the residence hall, which is located directly at the training centre and staffed by a qualified team who themselves played at youth academies in their time. We also have the option of placing



our younger players with specially selected and qualified host families to offer them a more familial atmosphere. BVB coordinates the conditions for granting the operating permit with the Dortmund and State Youth Welfare Offices and monitors the agreed standards.

## BVB Evonik Football Academy

103-2

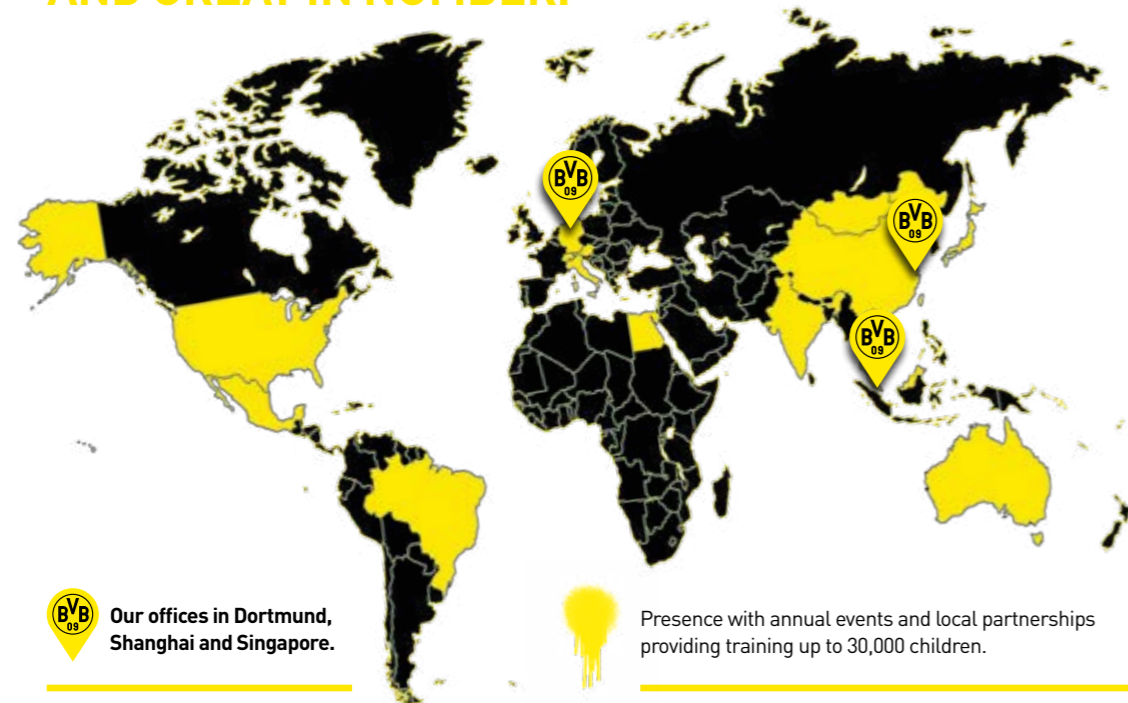
The BVB Evonik Football Academy (FBA) offers all girls and boys aged 4 to 13 a comprehensive range of courses to further develop their athletic and personal development. We offer training sessions for beginners to highly talented players. A staff of licensed coaches uses the athletic concept of our partners Heidelberger Ballschule and Life-Kinetik as well as the BVB Youth Academy's concepts and training methods to motivate the youngsters to continuously improve themselves in skills- and learning-based courses.

The original idea behind the FBA has remained unchanged since the former football school was first conceived: The FBA focuses not only on the sporting success of the young footballers, but in equal measure also on their overall personal development on and off the pitch.

#### Off-campus locations

Borussia Dortmund strives to give kids and youngsters the opportunity to partake in BVB Evonik Football Academy's official age-appropriate off-campus training programmes. The off-campus competitive training sessions as part of the intermediate and advanced courses are currently offered by the coaches of the FBA at the partner clubs GSV Moers, 1. FC Bocholt and SC Münster 08 and at the Strobelallee training centre.

## OUR FANS ARE EVERYWHERE AND GREAT IN NUMBER.



Training at 1. FC Wülfrath and SV 20 Brilon will begin in November 2020, unless this is rendered impossible by the pandemic. These location based-training sessions are held once or twice per age group over the course of a year in addition to the regular club training sessions.

BVB's current partner clubs are located within approximately 100 kilometres of Dortmund. However, travelling distances of over 50 kilometres can place too great a strain on our players, especially the younger ones, and as such we have determined that there is a lack of opportunities closer to Dortmund. This is why we are looking to partner with other clubs closer to Dortmund in the near future.

The advanced courses form the foundation of the Youth Academy. The training sessions are held in addition to the normal club practices. Furthermore, matches are played against our youth squads at regular intervals. Optimally coaching the kids in skill-based groups leads to participants in the advanced courses regularly making the jump to BVB's Youth Academy.

### FBA around the world

Our international activities ceased almost entirely in 2020 as travel restrictions made on-site

visits nearly impossible. Nevertheless, our academies around the world also benefited from the regular online coaching workshops and training sessions. In 2019, we expanded into Egypt and multiple locations in China, where we now have permanent employees stationed throughout the year. We already had a presence in the United States, Mexico, Poland, Singapore and Japan.

We have cooperation partners in Australia, Thailand, Vietnam, Mongolia, India, Austria, Luxembourg, Lichtenstein and Brazil, that we visit multiple times per year. However, operations at all of these locations was greatly minimised due to the Covid-19 pandemic. Implementing the health and safety protocols designed to protect our children and young people presented an organisational challenge at these locations.

**Talent Days**  
The Covid-19 pandemic prevented us from holding our Talent Days this year. This was very unfortunate – particularly for our new partners – as this involves a large amount of volunteer work. Nevertheless, on 3 January 2020, our youth teams held try-outs exclusively for field players and goalkeepers born in 2011, 2012 and 2013. Subsequent try-outs had to be called off.



### Coaches: our most important assets

At the FBA, we place great value on highly-qualified coaches who have been certified by the DFB/UEFA and have a sports science background.

We teach them the BVB way and age-appropriate training methods based on our decades-long experience with various age groups and skill levels.

## Preventing sexual abuse

103-2

Following management's decision to actively help protect children, adolescents, young adults and adults, we developed a set of Company-wide guidelines for this very purpose. BVB thus meets its responsibility for the groups of people entrusted to it. We do this of our own volition and consider this prevention work an important part of what we do. We are currently taking the next steps to becoming a member of the "Alliance for the protection against sexual violence in sports" (Qualitätsbündnis zum Schutz vor sexualisierter Gewalt im Sport).

Our focus is on establishing a Company-wide culture which encourages people to remain vigilant and speak up. Addressing and preventing abuses of power, working more closely with parents and empowering our kids and adolescents are key aspects in this regard. We intend to train all BVB employees, who have direct contract with the kids and adolescents at the Football Academy or the Youth Academy, on the guidelines and have them sign a corresponding code of honour. This also includes coaches who have been hired in other countries by our cooperation partners. Due to the coronavirus, this has not yet been fully realised. Those BVB employees who people can turn to regarding all forms of violence have completed training to this effect. All employees of the

Youth Academy and the Football Academy must submit an extended certificate of good conduct pursuant to § 30a of the German Federal Central Criminal Register Act ("BZRG") every two years. If the certificate of good conduct contains entries, the person in question cannot be hired or kept on as an employee.

### Code of conduct

A code of conduct has been developed for the Youth Academy and the Football Academy that applies to all coaches, employees and visitors. Compliance with the code of conduct is paramount. This includes practical guidelines on conduct in shower and changing rooms, the use of lavatories by coaches, employees and adults, the avoidance of one-on-one situations with minors, handling of photos and videos, use of mobile phones, physical contact, official trips, choice of language and violence of any kind. We have set out the specific steps that must be taken whenever there is a suspicion that a child's welfare has been endangered. By signing, the signees agree to abide by the code of conduct.





# United by Borussia.

Sticking together, staying informed and keeping things going during the pandemic.

102-16  
203-2

## United by Borussia – always!

“The calibre of a football club lies in how it fulfils its social responsibility.” As we continue to face the unprecedented challenges posed by Covid-19, Borussia Dortmund has taken this quote from founding father Franz Jacobi to heart. Suspending matches or playing to an empty stadium does not mean that things have come to a standstill off the pitch. BVB knows the difference it can make and its appeal for fans, the region, its own employees. Faced with an exceptional situation that can only be overcome by pulling together, Borussia Dortmund is invoking Franz Jacobi’s

ethos and promoting solidarity by launching and supporting numerous informative and entertaining initiatives at the club as well as with its fans and partners. In short, the entire BVB family has come together.

We’re not out of the woods yet, but all the same BVB would like to take this opportunity to say thank you for the commitment, the many ideas, the donations to its “leuchte auf” foundation, the patience and the understanding that has been shown.



### BVB initiatives

203-1

#### EUR 20 million – a show of solidarity from the German UEFA Champions League teams

In a gesture of solidarity, the German Champions League participants from Dortmund, Munich, Leipzig and Leverkusen have pledged a combined EUR 20 million. The aim is to support first and second division Bundesliga clubs that have fallen on hard times as a result of the Covid-19 crisis.

“We have always said that we would show our solidarity with clubs that through no fault of their have run into difficulties as a result of this once-in-a-lifetime situation that they would find

insurmountable standing alone. BVB’s impact is currently being felt throughout society thanks to a diverse range of initiatives. And of course we stand ready to help out other professional football clubs when ultimately what’s at stake is cushioning the financial impact of the pandemic,” said BVB’s CEO Hans-Joachim Watzke.

The four clubs are waiving their share of the as yet undistributed DFL national media income for the coming season. This amount, which stands at approximately EUR 12.5 million under the current distribution system, will be topped up with another EUR 7.5 million from the four clubs’ own funds.



**Digital match days to help Dortmund's bars, pubs and eateries**

Dortmund without BVB is just as unthinkable as BVB without Dortmund. It's not something you can ignore: when BVB plays at home, the city turns yellow and black, whether at the bakery, the hairdresser, eating out, at a bar or a kiosk. Borussia Dortmund and crowd funding platform GoFundMe have launched an initiative online at [www.borussia-verbundet.de](http://www.borussia-verbundet.de) to help out Dortmund's bars, pubs, restaurants and kiosks – those who make our match days what they are. Social distancing rules and not least the

suspension of Bundesliga matches has left them significantly out of pocket. The current situation poses a major challenge for individual businesses and their staff.

With its digital match days, Borussia Dortmund is calling on all of its fans to pay a virtual visit to their favourite spot in the city and make a donation. Borussia Dortmund put together a comprehensive entertainment line-up to mark its fourth digital match day. The highlight was a two-hour live show from SIGNAL IDUNA PARK hosted by Nobby Dickel.

The 143 registered businesses received a grand total of over EUR 201.613.

203-2



**Borussia Dortmund says thank you!**

Borussia Dortmund wishes to thank the total of 1,388 members who chose a donation to BVB's foundation as their welcome gift. This corresponds to a total donation of EUR 13,880 made to "leuchte auf". In trying times such as these, BVB's foundation can achieve a great deal with the donations. True to the guiding principle "United by Borussia", "leuchte auf" has for example launched a special fundraising drive to provide direct help where it is urgently needed, without red tape.

**Call to donate blood to the German Red Cross**

"Please help out and donate blood," Borussia Dortmund is urging its fans and the community at large. The spread of the coronavirus is making many people think twice about donating blood. Mats Hummels made an appeal to the fans: "Less blood is being donated during the Covid-19 pandemic, but there isn't any increased risk. It's very important to continue donating blood. So if you're healthy and feel fit, go donate! It's just as crucial now."

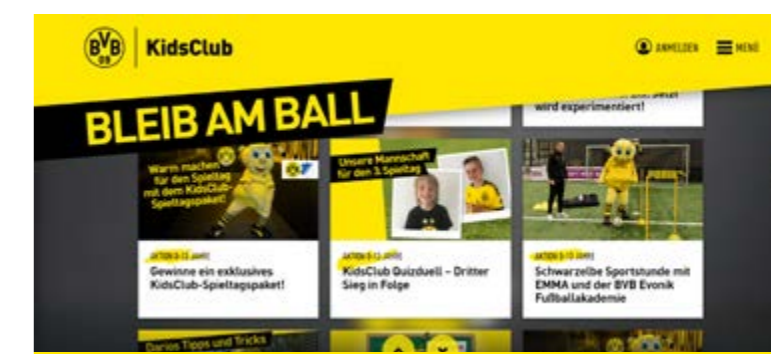


many seeing their working hours and wages and salaries reduced or even losing their jobs. For this reason, we have offered fans an easy way to get their tickets reimbursed. Although permitted by law, we did not want to reimburse tickets with vouchers.

Supporting Borussia Dortmund should not be a question of "to be reimbursed or not to be reimbursed". Various options were therefore developed to deal with the issue of ticket refunds. We would like to say a great big thank you to the many fans who chose not to be reimbursed.

**BVB KidsClub: Staying on the ball**

At the beginning of the Covid-19 crisis, KidsClub undertook to provide its members with at least three hands-on activities per week. These include arts and crafts, sport, painting, and helping with homework.



All of the activities can be found on the KidsClub website (<https://kidsclub.bvb.de>).

**Ticket refunds**

Together with its fan representatives and Department for Fan Affairs, Borussia Dortmund considered various options for reimbursing season ticket and match day ticket holders. Our thanks go to all those fans who took part in the candid, occasionally contentious but always constructive discussions. The current situation has significant financial implications for BVB. Most of the fans are also affected by the Covid-19 pandemic, with

**“ Sure, it's an odd thought at first – you have a fever and breathing problems and you go to a football stadium to be examined. But in fact these are the perfect conditions: We are very happy that BVB offered to help out ”**

Dr Dirk Spelmeyer, President of health insurance association KVWL

In the picture: Employee in the treatment center

**SIGNAL IDUNA PARK turned into a coronavirus treatment centre**

Borussia Dortmund offered the use of SIGNAL IDUNA PARK in the fight against the coronavirus. The north terrace focussed on treating suspected cases of the virus as well as patients presenting with symptoms. BVB re-purposed the section of the stadium together with the Kassenärztliche Vereinigung Westfalen-Lippe (KVWL), a German health insurance association.

"Our stadium is a major landmark in our city, it's a focal point for almost everyone in Dortmund and the region and its technical features, infrastructure and the space available make it the perfect place to actively help people who might be suffering from Covid-19 or who present with symptoms such as breathing difficulties and fever. It is our duty and our desire to do everything we can to get these people the help they need," said Hans-Joachim Watzke and Carsten Cramer.

**Activities by BVB subsidiaries**

**BVB Merchandising: sale of "solidarity" shirts to raise money for "leuchte auf"**

Recalling the very beginnings of BVB, the design features what was then the typical "B" on the chest, with the distinctive hat added as a nod to our founding fathers. The black BVB shirt is still available for EUR 18.61 in the online shop. The sales proceeds of more than EUR 45,000 were donated to BVB's "leuchte auf" foundation and made their way to charitable and social projects in Dortmund that are doing all they can to react to the current situation caused by the coronavirus.

203-2



**BVB Merchandising: sale of "United by Borussia" jerseys**

"All generations, men and women, and all nationalities are united by Borussia." This line has never rang more true and symbolises Borussia Dortmund's commitment to an open and diverse society and the fight against racism, anti-Semitism, homophobia, sexism and all forms of discrimination. We stand firm in our conviction and the signal we send is clear.

Our online shop sold home and away jerseys emblazoned with "United by Borussia. United against racism" and football scarves featuring various messages. The more than EUR 8,100 in proceeds were donated to the "leuchte auf" foundation to help in BVB's anti-discrimination work.

**BVB Merchandising GmbH: "match worn" training shirts**

Auction of "match worn" training shirts to support the fundraising activities of BVB's foundation. Roughly EUR 6,000 was raised for good causes.

**BVB Event & Catering GmbH**

With the local derby called off at the last minute, it was not possible to cancel the orders of some items, and some of the produce was already in the stadium storeroom. The food was donated to the food banks in Dortmund. In another case, 200 warm meals were cooked at the stadium one weekend and distributed to homeless people in Dortmund's Nordstadt district by bodo e.V.

**BVB Football Academy GmbH: Let's keep playing together!**

"Already turned your bedroom into a personal training camp? Perfect! Then the team at the BVB Evonik Football Academy have more exercises to keep you fit!"

So went the introduction to the total of 16 video tutorials that our training staff put together for young people stuck at home. The academy's training schedule included a wide range of practical exercises for kids to while away the time.



<https://www.bvb.de/eng/BVB/BVB-Evonik-Football-Academy/News/Let-s-keep-playing-together>

**Internal BVB activities**

**Salary waiver**

The players and management at BVB forewent a portion of their salaries in response to the Covid-19 crisis. Given the current economic climate, BVB is taking responsibility for its employees and has opted not to implement short-time working.

**Donations to bodo e.V.**

Since 1994, bodo e.V. has been helping those in need. "With so many centres closed, homeless people were also suddenly cut off from facilities like free showers, washing machines and clothing stores," said bodo's Managing Director Tanja Walter. A solution was found, at least while the coronavirus restrictions were in place:

bodo e.V. set up a homeless day centre under the auspices of the organisation "Der Paritätische" in Dortmund, with coordination from the Ökumenische Wohnungslosen-Initiative e.V. hostel and in partnership with the winter bus team and the Diakonie welfare organisation of Germany's protestant churches.



BVB staff organised a large-scale initiative to collect toys and toiletries to help support youth outreach work in Dortmund's Nordstadt and the day centre for homeless people in the city.



**Staff sharing arrangement with partner REWE**

Food retailers were in growing need of staff. The massive increase in demand caused by the Covid-19 pandemic put a strain on capacities, in particular in sales and logistics. Given the situation, Borussia Dortmund decided to enter into a staff sharing arrangement with its partner, supermarket chain REWE. More than 20 staff took advantage of this option and continue to do so.

Temporary staff on hourly contracts, for instance those impacted by closures and restrictions at the fan shop or BVB Event und Catering GmbH,

could volunteer to work at REWE stores with no red tape. They were temporarily employed by REWE on standard conditions and can return to BVB once the crisis is over. Their employment contracts with Borussia Dortmund were "put on hold". Borussia Dortmund Managing Director Carsten Cramer said: "Food retail is an essential industry that is dependent on support. In turn, BVB staff working temporarily for REWE have the opportunity to safeguard their incomes." BVB employee and student Alina Fröse: "The partnership is a good opportunity for me to earn money while I study. I also have the feeling I'm needed here."

203-2 |

## Activities by BVB's foundation

### "Covid-19" fundraising campaign

We are all directly impacted by the Covid-19 pandemic. "leuchte auf" launched a special fundraising campaign that has collected over EUR 72,000. The funds are being used to help not-for-profit organisations and initiatives that have been hit particularly hard by the pandemic, that are conducting research on the virus, or that are particularly active in protecting the health of all members of society. The specific goal of this initiative was to harness the collective strength of the entire BVB family.

**leuchte auf**  
DIE BVB-STIFTUNG

**SPENDENKAMPAGNE  
COVID-19**

#### The money raised was donated to:

##### ■ Bieber.Burmann for you e.V. (EUR 6,000)

The association focuses in particular on youth clubs. The objective of those running the project was to make sure that the young people they help – who generally have few or no family ties – were not left alone in this exceptional situation.

##### ■ bodo e.V. (EUR 5,500)

The street magazine published by the association could no longer be sold face-to-face due to the pandemic. A solidarity issue of the "bodo" was published and delivered in hard copy or digital form to readers' homes. Together with fan magazine schwatzgelb.de, bodo e.V. also published a BVB special addition that can be purchased online at: <https://bodoev.org/produkt/100-seiten-borussia/>

##### ■ Frauen helfen Frauen e.V. Dortmund (EUR 7,168)

The lockdown restrictions meant an escalation in the crisis faced by many women who suffer domestic abuse in their relationships. In Dortmund, the women's shelter and women's advice centre offered specific assistance, expert advice and a

safe place to stay. The "leuchte auf" foundation made its donation in support of the "no means no" campaign. This takes a stand against sexual abuse towards women, promotes the services offered by the women's advice centre and raises public awareness.

##### ■ Lebenshilfe Castrop-Rauxel, Datteln, Oer-Erkenschwick, Waltrop e.V. (EUR 6,200)

The Covid-19 pandemic posed a major challenge for the care facilities operated by the association. To ensure that the roughly 80 people with mental disabilities living in its three residential facilities could meet with family members, special visiting booths were set up from midway through May 2020.

##### ■ Stiftung Universitätsmedizin Essen (EUR 10,000)

A further donation was made to Stiftung Universitätsmedizin Essen, the foundation at Essen University Hospital where for many years the Institute of Virology and the Clinic for Infectious Diseases have been working closely with the Clinic for Infectious Diseases at Wuhan Union Hospital. The German and Chinese researchers are in dialogue with respect to the results of analysing a wide range of data and samples from Covid-19 cases.

##### ■ World Health Organization (WHO) (EUR 10,000)

The donation supports the work of the WHO to track and understand the spread of the virus so as to ensure that patients receive the necessary care and to accelerate the research and development work on a vaccine and treatment methods.

### BVB's foundation says "Thank You!"

Our gratitude goes to the BVB fans who have supported the campaign by making private donations, taking part in auctions and buying solidarity shirts and jerseys. BVB Merchandising GmbH was responsible among other things for designing, producing and supplying the merchandise used in the campaign. An overview of the projects supported can be found on page 115.

## Activities by BVB partners

### #StrongerTogether

To say thank you to caregivers, BVB Partner Puma and Borussia Dortmund teamed up during the Covid-19 pandemic to organise a fundraising campaign under the hashtag #StrongerTogether.



To mark International Nurses Day, BVB and Puma surprised Covid-19 caregivers at work with an initiative to thank them. Nursing and medical staff at Dortmund hospital and the coronavirus treatment centre at SIGNAL IDUNA PARK were handed new training bags, gym bags and other items by Puma and BVB.

### EA Sports: Stay home. Play together.

As part of the EA SPORTS FIFA 20 Stay and Play Cup, 20 professional players from 20 legendary clubs came together to support the Coronavirus Relief Fund organised by Global Giving. Former BVB player Achraf Hakimi also took part. BVB Champion Partner EA Sports also donated USD 1 million in emergency relief and long-term aid for the areas hardest hit by Covid-19 and in need of the most help.

### Hassia helps – with heart, hand and mineral water

With help from the network of BVB's "leuchte auf" foundation, the Dortmunder Tafel e.V. could be given 30 pallets of water free of charge.

### Even more help from BVB partners

Evonik and BVB provided disposable gloves, disinfectant and colouring books to help the Peace Village in Oberhausen. Eset and BVB auctioned jerseys signed by the team. The proceeds were donated to food banks in Dortmund.

The BVB office in Shanghai reached out to partner with Tongji University, Shunde FA, Marvel Health and Hupu. The four Chinese organisations sent packages with more than 5,000 masks to Germany to help deal with the spread of the coronavirus. Some of the masks were distributed to treatment centres, while others made their way to charitable organisations.

## Fan initiatives

### Bündnis Südtribüne: shopping and messenger service

Bündnis Südtribüne offered a shopping and messenger service in the City of Dortmund for people in risk groups. "Over 90 fans have got together and are helping wherever they can. It's simply great and really impressive," said Björn Hege-mann, Head of the Department for Fan Affairs, adding: "the recipients are grateful". One example was Volker Treckmann from Aplerbeck, who had warm words for the Borussia fans delivering his shopping: "I'm 73 and I'm genuinely afraid to go outside. It's terrific that there are young people out there to help the elderly like this."



Eligible citizens from Dortmund can contact the fans between 11:00 a.m. and 5:00 p.m. every day. Hans-Joachim Watzke expressed his pride at the interaction between fans and those in need. "Our fans are known for their great spirits, tifos and a special atmosphere," said BVB's CEO. "But that they also have a special sense of responsibility for those in need, that makes this community something extraordinary."



**Our material areas:**

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

**25 material topics**

Management approaches based on the GRI

**Echte Liebe.**





Identity and tradition

Fan community and fan behaviour

Diversity and anti-discrimination

"leuchte auf" foundation

Media and social networks

**Social responsibility**  
Fans, club members and society



103-1  
103-2  
103-3 | **Identity and tradition**

**Our drive and vision**

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

102-16 | **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.

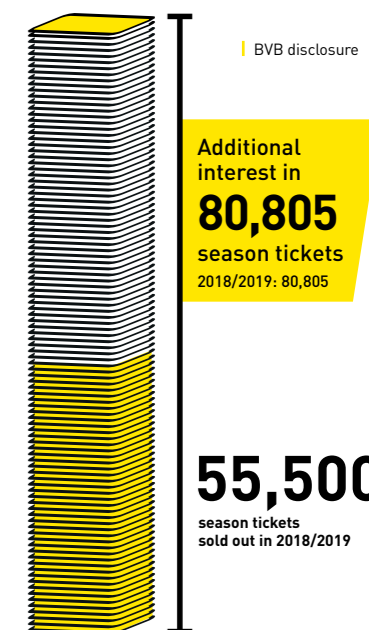
**Humility** With our Westphalian roots deeply entrenched in the Ruhr region, our home is where we belong. Performance, not the packaging, is what counts for us. We work hard and we celebrate our successes together – with our friends and family.

**Concept and objectives**

These values drive Borussia Dortmund's long-term actions. Setting ourselves ambitious goals and making a clear commitment to accomplishing those goals are as much a part of our DNA

as it is to be a challenger who has to roll up his sleeves and fight his way to the top, rolling with the punches as they come. It shows a clear team commitment to these values for both key players and newcomers to the professional squad to set their sporting sights on the Bundesliga crown again at a time when club management has deliberately refrained from setting goals for the Bundesliga season due to the severe impacts of the Covid-19 pandemic.

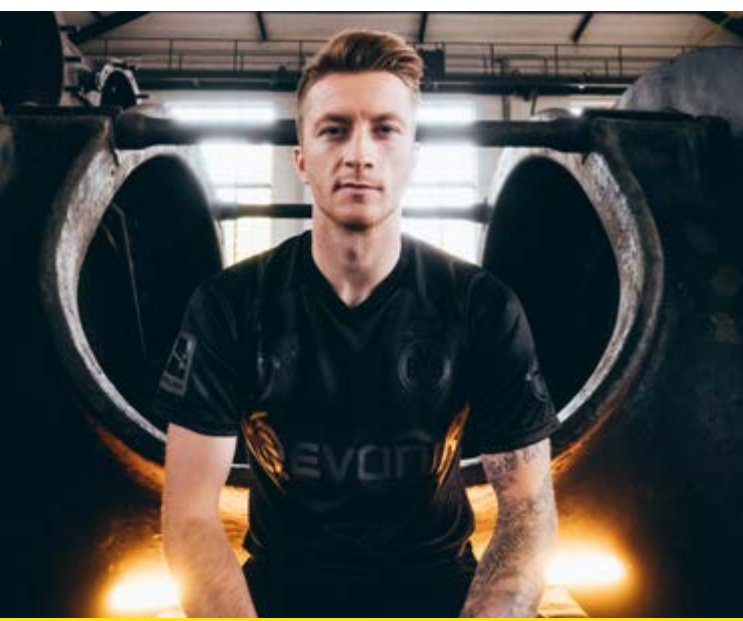
Achieving this on our own and successfully walking the tightrope between the club's commercialisation efforts and staying humble is a daily challenge that requires great tact and open lines of communication with our fans. The path BVB has taken is widely viewed to be authentic and makes us one of the most attractive football clubs in the world. Demand for season tickets remained high in the reporting period. However, due to the long wait times, the waiting list has been closed. 500 people on the list received season tickets.



103-2 | Our goal is to increase the number of our fans internationally while not losing sight of our fan base in Dortmund. That is why, for many years now, we have not raised our ticket prices by more than the rate of inflation and spectators pay the best prices for beer and bratwurst in the Bundesliga. Communication with our fans regarding ticket refunds as a result of the coronavirus was handled in an exemplary fashion, and the fact that many fans chose not to claim a refund was a show of solidarity for BVB and its employees. Maintaining close ties to all fans and friends of Borussia Dortmund means not only engaging in conversation with them in the stadium, but also keeping pace with digital advances in the era of internationalisation. After all, the increasing number of people who are taking an interest in BVB and are willing to pay for this, will help form the solid financial foundation needed for future successes on the pitch.

**Measures and results**

The second half of last season was particularly affected by the coronavirus. The numerous acts of solidarity that provided both spur-of-the-moment assistance for those directly affected and took care of entertainment at home during the lockdown are described in detail starting on page 96 of this report. There was also a range of actions taken prior to the coronavirus crisis to promote "identity and tradition":



**Special edition coal and steel kit**

BVB has been deeply rooted in its home for 110 years. BVB and the city of Dortmund are built on coal and steel. To commemorate its 110th birthday, Borussia Dortmund paid tribute to this long history. In the home match against Fortuna Düsseldorf, BVB ran on in a special edition kit worn only for this match, which was completely black, including BVB's logo and the logos of all of the sponsors and partners that appear on the kit: Evonik, Puma, Opel and the Bundesliga.

The motto "Kohle & Stahl – Mit unserer Heimat tief verwurzelt" ("Coal & Steel – deeply rooted in our home") has become part of BVB's tradition-conscious message of "Past. Present. Future."

**“The history of our club is inextricably linked to the region we call home.”**  
 Hans-Joachim Watzke:

"The special edition kit is to commemorate those people who worked in the coal and steel industry and who were always there for BVB," said Borussia Dortmund's CEO Hans-Joachim Watzke. He went on to say, "Our birthday is an opportunity to pay tribute to our region and to remind ourselves that BVB and the people here had to go through some dark times to get where we are today. We will always remember this, and on this day we would like to commemorate it publicly."

The 9,009 limited edition kits sold out in record time. At times the rush was so great that the online shop was overloaded. Days later, hundreds of fans were still clogging our service hotline – unfortunately in vain.

BVB would like to thank its fans, its equipment supplier Puma, primary sponsor Evonik and sleeve sponsors Opel and the Deutsche Fußball Liga, which enthusiastically supported the idea and the design of the special edition kit from the get-go.

**BVB Originals: A programme for the 60+ generation**

103-2 |

11,500 BVB members are more than 60 years of age, which is reason enough to engage with the expectations of an increasingly active and healthy age group seeking leisure activities. The aim is to create new BVB brand ambassadors and engage more closely with fans so that in this age group in

particular, we can meet our social responsibility and promote social ties.

A varied, mostly free programme of social, cultural and sporting activities was developed, but unfortunately had to be postponed due to the coronavirus in light of the special duty of care owed to this group given their age-based vulnerability.



**Digital stadium tour**

More than 100,000 people visit SIGNAL IDUNA PARK per season to tour the stadium on non-match days. Tours were not possible for months because of Covid-19. Despite that, in order to give our fans a peek at "the most beautiful stadium in the world", stadium guide André set off on a digital tour during which he met up with some interesting personalities like team manager Sebastian Kehl, head of communications Sascha Fligge, team chef Dennis Rother and turf specialist Willi Droste. The tour includes fascinating information about the press and lounge areas, the prison, the team dressing room and, naturally, the legendary south terrace.



**Want to go on an exciting little trip?**  
[https://www.youtube.com/watch?v=gJ4lt3dUB\\_I](https://www.youtube.com/watch?v=gJ4lt3dUB_I)



Part of the Non-financial Statement

## Fan community and fan behaviour

103-1  
103-2  
103-3

### Concept and objectives

Borussia Dortmund has a very large community of fans that has grown over decades. This community includes more than 150,000 club members, season ticket holders numbering in the tens of thousands, just under 25,000 fans on the south terrace, 952 fan clubs, a large volunteer Department for Fan Affairs, hundreds of die-hard fans who attend every match, three ultras groups and countless BVB fans around the globe. They all have different expectations of the club, preconceived notions of what constitutes a successful match day and an enormous amount of passion for Borussia Dortmund.

The Department for Fan Affairs and its ten full-time representatives are the link between Borussia Dortmund and its fan community. After the Ticketing and Service departments, it is the third point of contact for any questions or concerns fans may have and addresses any internal or external questions concerning fan-related issues. The fan representatives see themselves as BVB's go-to experts for all internal and external fan-related issues and questions.

They have established a professional rapport with BVB's fans, the club's employees and other institutions. This requires embodying Borussia Dortmund's values, empathy for all stakeholder groups and communication between all partners on the basis of mutual respect. The following guiding principles were established for the var-

ious fields of activity: The fan representatives help foster ties between Borussia Dortmund and its fans and facilitate communication among the highly diverse fan community. They help to reconcile different expectations, opinions, emotions and interests. They are well aware of the enormous significance fans have for football and BVB in particular, and strive to further strengthen the role of fans. Finally, they also actively seek the involvement of the fans to help shape and promote the development of Borussia Dortmund and its positive overall image.

The following goals help guide the fan representatives in their daily work: We want to break down the barriers between generations, genders, religions and different fan cultures. We want to promote networking within the fan community and increase its size. We want to identify, mediate and resolve conflicts early on. We want to further develop our youth fan work. We want to promote volunteer work within the fan community and ensure that everyone has a safe experience and enjoys visiting the stadium.

In order to accomplish its mission, the Department for Fan Affairs has steadily grown in recent years, and is now also involved in match operations and fan clubs. It also promotes inclusion, works together with the Corporate Responsibility department to combat discrimination, engages in networking, liaises with committees and bodies, and is involved in fan events and youth

development. The Head of the Department for Fan Affairs regularly reports to the management on current developments within the fan community as well as on the initiatives and programmes developed by the department and provides assessments and recommendations for the management.

### Inclusion

Borussia Dortmund has placed a particular focus on the needs of people with disabilities for many years now. Inclusion is playing an increasingly important role. The aim is to afford more people the opportunity to be a part of Borussia Dortmund. BVB seeks not only to fulfil its social responsibility, but also to be a role model.

Borussia Dortmund aims to embody this spirit of inclusion by animating its fans to get involved to the greatest extent possible through a variety of projects and other opportunities. BVB is focussed on providing everyone with equal access to the stadium. However, the structural barriers in SIGNAL IDUNA PARK render it impossible to achieve full inclusiveness. For this reason we want to offer people a wide variety of opportunities to show them that they and the issue of inclusion are very important to BVB. To this end, BVB and its "leuchte auf" foundation support projects and organisations that focus on inclusion.

### Youth fan work

Not too long ago, BVB noticed a change in the age structure of its fan community. The rising average age of visitors to SIGNAL IDUNA PARK is one such sign. Borussia Dortmund has initiated measures to reverse this trend and will continue to focus on galvanising and converting young people into fans by forging close and lasting connections early on.

BVB's efforts to attract young fans are generally aimed at 14-to-27-year-olds and pursue the following key objectives: We want to make a positive impression on young persons by organising specific events for them, tailoring our activities to different educational levels and structuring our youth fan work in such a way that tactfully reflects social changes. We also want to continuously set aside tickets for young people that are awarded in a transparent manner, counter negative stereotypes and strengthen cooperation

between various network partners with regard to our youth fan work.

### Measures and results

The fan work at BVB will always remain a constant process, and must be adapted to developments in the fan community. We surveyed approximately 4,500 fans during the first half of the 2019/2020 season. We used the insights gleaned from that survey to further conceptually fine-tune our fan work as described above.

BVB disclosure



Match reports for people with visual impairments were offered for all home and away matches in an effort to promote inclusion. After the season restarted without spectators we began broadcasting an additional live stream for the people with visual impairments. Fans can now take an online sign language course, and BVB and the wheelchair users and the fans with visually/hearing disabilities among our season ticket holders now regularly communicate and exchange ideas online. The club's Fan Delegates' Meeting, Fan Council and Fan Day events also weathered the crisis, with the meetings and events taking place or being held online.

BVB investigates any fan misconduct on a case-by-case basis and carefully weighs up the corresponding measures or sanctions. During the reporting period there were six incidents of misconduct for which BVB had to pay fines totalling EUR 137,125 to the DFB or UEFA.

416-1  
416-2  
419-1  
BVB disclosure





Part of the Non-financial Statement

## Diversity and anti-discrimination

103-1  
103-2  
103-3

### Concept and objectives

Borussia Dortmund is committed to promoting diversity and fighting discrimination everywhere. BVB is striving to foster and preserve these values in the long term. To this end, the club introduced measures spanning five areas that are described in greater detail below. They form the basis of a policy used to advance the efforts to promote a diverse society and combat discrimination and right-wing extremism at all levels.

### Fan work

Fan work is about networking, informing and supporting individual fans and fan groups and helping to form fan groups. It is also used to communicate the interests of BVB and those of its fans. It is about seeking compromise, defining common values and creating opportunities. The objective of our fan work is to create, assist and strengthen positive, inclusive forces within our fan community.

### Networking

Joining forces with other partners from the city is essential to successfully fight right-wing extremism and discrimination on various levels over the long term. Borussia Dortmund has close ties to sponsors as well as social and civic institutions, including various associations, foundations and initiatives. These parties share their positive as well as negative developments and experiences with one another. New partnerships have to be formed and existing ones must be maintained.

This will allow us to demonstrate the necessary commitment to shape the future of our city and tackle the associated challenges that lie ahead together.

### Internal measures

BVB uses internal measures to raise the awareness of its employees for certain issues and as a tool for their further development and training. When it comes to right-wing extremism and discrimination, this means giving employees the tools to identify and confidently fight various forms of discrimination.

### Public relations

BVB leverages its high profile in the media and standing in and beyond Dortmund to take a stand against right-wing extremism and discrimination. We concisely, strongly and proactively communicate our stance on this issue. We want to be assertive and effectively communicate that Borussia Dortmund is committed to finding solutions to pressing problems and takes its social responsibility as a major club seriously.

### Remembering the past

Remembering the crimes perpetrated in the name of national socialism plays an important role in German society. Projects to commemorate the Holocaust and a critical examination of German history are also an integral part of Borussia Dortmund's work to combat discrimination. BVB promotes innovative projects to



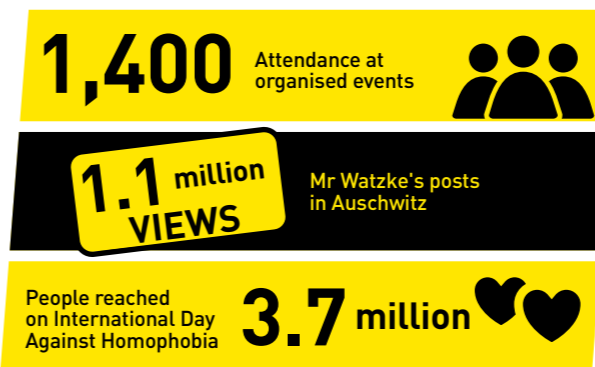
**“If our donation of one million euros to the Yad Vashem Holocaust Remembrance Center means that the fight against anti-Semitism and racism is just that much more successful, then it was worth it. Even if it's your money. Whenever objectionable trends emerge in society, we will be there to call them out. That's a promise.”**

Hans-Joachim Watzke, 2019 BVB Annual General Meeting

ensure that the public at large does not forget about the country's Nazi past. The club also uses specific historical events to animate people to learn about and reflect on right-wing extremism and discrimination in the present.

During the reporting period, we developed guidelines on how to confront racism at the stadium and how stadium visitors can seek immediate help by uttering the "Panama" code phrase. We developed the code phrase because we understand that discrimination, threats and violence against anyone who does not fit the stereotype of a Caucasian heterosexual male (e.g., the LGBTIQ\* community) can make people feel unsafe and fearful of being attacked.

\*Lesbian, Gay, Bisexual, Trans, Intersex, Queer



BVB disclosure |

BVB works together with the KoFaS research group and other parties to promote diversity in the stadium. Given that SIGNAL IDUNA PARK is a host venue for the European Championship, it is the perfect place for such work. The objective of the BVB fan and youth centre is to create a meeting place for people to discuss various topics by the time the UEFA EURO 2024 kicks off. A utilisation concept and an initial cost plan have been drawn up and offers for the further planning steps have been submitted.

### Measures and results

In 2019, BVB organised an inclusive educational trip to the Auschwitz memorial and museum in Oświęcim for 30 fans, including five hearing-impaired fans, who were accompanied by two sign language interpreters, and an expert from "KickIn!", an organisation that promotes inclusion in football. Another educational trip was organised for employees from BVB and our primary sponsor Evonik Industries AG

The "Changing the Chants" project, a co-operation between the Anne Frank House in Amsterdam, Borussia Dortmund, Fare Network and Feyenoord Rotterdam that is funded by the EU, held its inaugural meeting. The project aims to find educational methods to counter anti-Semitic chants during football matches in Europe. It will run for 24 months until October 2021.

The State of Israel hosted the Fifth World Holocaust Forum, entitled "Remembering the Holocaust. Fighting Anti-Semitism.", to commemorate the liberation of the Auschwitz extermination camp. A delegation from Borussia Dortmund was also invited to attend.

Representatives from Borussia Dortmund also attended the memorial event held to mark the 75th anniversary of the liberation of Auschwitz. More than 200 survivors, 30 heads of state and more than 3,000 guests attended the official memorial event.

On the same the date, the BORUSSEUM held its annual event to commemorate International Holocaust Remembrance Day at SIGNAL IDUNA PARK. Halina Birenbaum, a Holocaust survivor, gave a harrowing account of her experiences to the more than 500 guests in attendance.



## 103-1 103-2 103-3 "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 through financial or intellectual contributions. It focuses primarily on issues affecting Dortmund and the surrounding region. The foundation works closely with our fans, the City of Dortmund and social institutions.

There were staff and structural changes to the Executive Board and foundation management in the reporting period. See page 58 for more information. Work has begun to refine the foundation's priorities. The results of this work will be outlined in the next report.

### 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 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.

#### **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 value asset.

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

Specific measures are described in more detail on pages 58 and 102 of this report.

Focus	Cause	Donation in EUR
FUTURE	Machbarschaft Borsig11 e.V.: Ongoing funding of the "YOUNGSTERS academy", Dortmund	30,000.00
	Bieber.Burmann for you e.V.: Funding to partially finance the renovation of a Dortmund child and youth centre, Dortmund	5,000.00
	DRK Kreisverband Dortmund e.V.: Funding for a final excursion for preschool children DRK-Familienzentrum Zwergerland, Dortmund	385.00
	Förderverein Kita Erdbeerfeld e.V.: Contribution towards the costs of redesigning the kindergarten performance/play space, Dortmund	3,197.74
	Feggendorf Asociation Civil (Mexico-City): Football academy focusing on social and educational programmes for children in Mexico	30,000.00
	Solidarfonds-Stiftung NRW: Donation towards improving school infrastructure and for the "Lernpaten - Schüler helfen Schülern" project ("Mentoring program - students helping students"), Witten	5,000.00
	Schulbiologische Zentrum der Stadt Dortmund: Funding for, among other things, installations to support wild bee colonies for the school garden, Dortmund	5,000.00
	Planerladen e.V.: Support for a football-based recreational programme for socially disadvantaged boys and girls, Dortmund	5,000.00
	LebensWERT Iserlohn e.V.: Contribution towards funding for a bus for the association's youth work	5,000.00
	Bieber.Burmann for you e.V.: Support for a Dortmund street worker café during the Covid-19 pandemic, Dortmund	6,000.00
	Stiftung Universitätsmedizin Essen: Covid-19 emergency assistance, Essen	10,000.00
	Maecenata Stiftung: Covid-19 emergency assistance for the benefit of WHO, Munich	10,000.00
	Frauen helfen Frauen Dortmund e.V.: Covid-19 emergency assistance, Dortmund	7,168.00
	DRK-Kreisverband Unna e.V.: Contribution towards the costs of new climbing equipment for the outdoor area of the "Hokuspokus" day care centre, Holzwickede	5,000.00
	Feggendorf Asociation Civil (Mexico-City): Football academy focusing on social and educational programmes for children in Mexico	35,000.00
DIVERSITY	Neovaude für Sportjugend im SSB Dortmund e.V.: Provision of BVB play modules for the holiday recreation program for disadvantaged children at the Sorpese, Dortmund	828.34
	DGB-Bildungswerk NRW e.V.: Ongoing funding for the "90 Minuten gegen Rechts" project ("90 minutes against the right"), Dortmund	15,000.00
	Opferperspektive e.V.: Commitment to combat 30 years of right-wing violence, Potsdam	5,000.00
	Fan-Projekt Dortmund e.V.: Ongoing funding for the BVB Learning Centre, including for social education projects for children and young people	20,000.00
	Bildungswerk Stanislaw Hantz e.V.: Support for a research project for the "Aktion Reinhard" ("Reinhard Initiative"), Kassel	10,000.00
	Forum Dunkelbunt e.V.: Covid-19 emergency assistance for the work of the outpatient children's hospice service Löwenzahn, Dortmund	500.00
	Familienbande Familiennetzwerk Kamen e.V.: Funding for a rickshaw for cross-generational and inclusive employment, Kamen	10,000.00
	Machbarschaft Borsig11 e.V.: Funding for the "Aktion Runder Tisch BVB und Borsigplatz" project ("BVB and Borsigplatz round table initiative"), Dortmund	4,000.00
Lebenshilfe Castrop-Rauxel, Datteln, Oer-Erkenschwick, Waltrop e.V.: Funding for a "visiting pod" during the Covid-19 pandemic, Waltrop	6,200.00	
COMMITMENT	Freunde und Förderer - "Das Kinderhaus" e.V.: Support for the nature-inspired redesign of the outdoor area of the child care centre (the "Schwarzgelbe Familie" project ("Black-and-Yellow Family") with the Oelder Borussen 09 BVB fan club), Oelde	4,000.00
	Förderverein der Raphael-Schule Recklinghausen e.V.: Support for the acquisition of "youth benches" for the school yard ("Schwarzgelbe Familie" project ("Black-and-Yellow Family") with the Eisborussen BVB fan club), Recklinghausen	1,297.10
	bodo e.V.: Covid-19 emergency assistance for street magazine "bodo", Dortmund	5,500.00
	Dortmunder Tafel e.V.: Covid-19 emergency assistance, Dortmund	1,608.00
HEALTH	Caritas-Konferenzen im Erzbistum Paderborn e.V.: Covid-19 emergency assistance for the "Marten aktiv" Dortmund neighbourhood assistance program, Paderborn	500.00
	Stadtfeuerwehrverband Dortmund e.V.: Winner of the "Einfach mal machen" ("Just do it") competition for ideas, Dortmund	25,000.00
	TV Gut-Heil 1865 e.V.: Winner of the "Einfach mal machen" ("Just do it") competition for ideas, Dortmund	25,000.00
	The Amity Foundation (China): Emergency assistance in the fight against the global impacts of the coronavirus, China	5,000.00
NCL-Stiftung: Costs of a printed poster for an awareness-raising campaign to combat "childhood dementia" in Dortmund, Hamburg	1,332.80	
<b>TOTAL</b>		<b>302,516.98</b>

413-1  
203-2  
BVB disclosure

ca. **380,000 Euro**  
Donations received in 2019/2020

Number of projects supported: **33**

203-2



Part of the Non-financial Statement

## Media and social networks

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

Interest in Borussia Dortmund among fans and the general public alike is steadily rising due to the club's sporting successes, participation in international competitions and strategy to raise its international profile. This is due in no small part to the media and social networks, which Borussia Dortmund leverages for its social, economic and athletic development. That is why all steps are developed together with and approved by the management. International attention increased considerably, particularly as special match operations resumed during the Covid-19 pandemic.

In a digital media landscape, we aim to provide the information demanded by a neutral public and our own fans in order to ensure that the club is never more than a click away. Our new and pioneering partnership with our kit sponsor 1&1 Telecommunication SE in particular will afford us new means of communication and content generation beginning from 1 July 2020 onwards. We will develop new audio/voice content formats and existing content and the number of contributions will be expanded significantly.

As a listed company, we support the independent press by providing an efficient working environment and a high degree of information transparency. This includes providing professionally prepared content and scheduling a large number of press events and interviews

on discussion topics concerning Borussia Dortmund.

As an important pillar of the fan community, we are also shaping the flow of information through our own communication channels and on select social media platforms. Our primary objective in this regard is to concentrate on the interests of the fans, give them added value and provide increasingly focussed communication channels, tailored to the respective platforms. We've rethought our approach here and created the "BVB Media House", at the centre of which is our completely revamped BVB app, which will act as the communications hub and tailor content to users as well as centrally manage and link all formats and types of content. By tailoring content to users who log in we can give them a completely new digital fan experience based on their preferences. Borussia Dortmund has implemented a mandatory employee social media and internet communication policy to reduce the risks that could arise in connection with the publication of internal data, inappropriate comments or the use of media for both private and business purposes.

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

is the proximity they afford to fans who are already active on these networks. The downside is that the operators of the respective platforms own the data. Therefore, BVB is increasingly focussing on creating its own innovative media content and channels, including its own website, the new BVB app, innovative audio formats, voice assistants, new TV streaming services and optimised direct messaging options. In addition, BVB is placing greater focus on audio and voice formats and earlier this year launched its own podcasts. The completely new content is geared towards the fans. We are constantly looking to engage with our fans via this medium as well.

BVB will also continue to leverage the growing digital opportunities to meet the manifold expectations of its diverse fan groups worldwide. Another advantage this affords is the ability to directly ask people their opinion and gain key insights into the fans' concerns, wishes and preferences. Furthermore, our own channels are subject to the EU General Data Protection Regulation.

### Measures and results

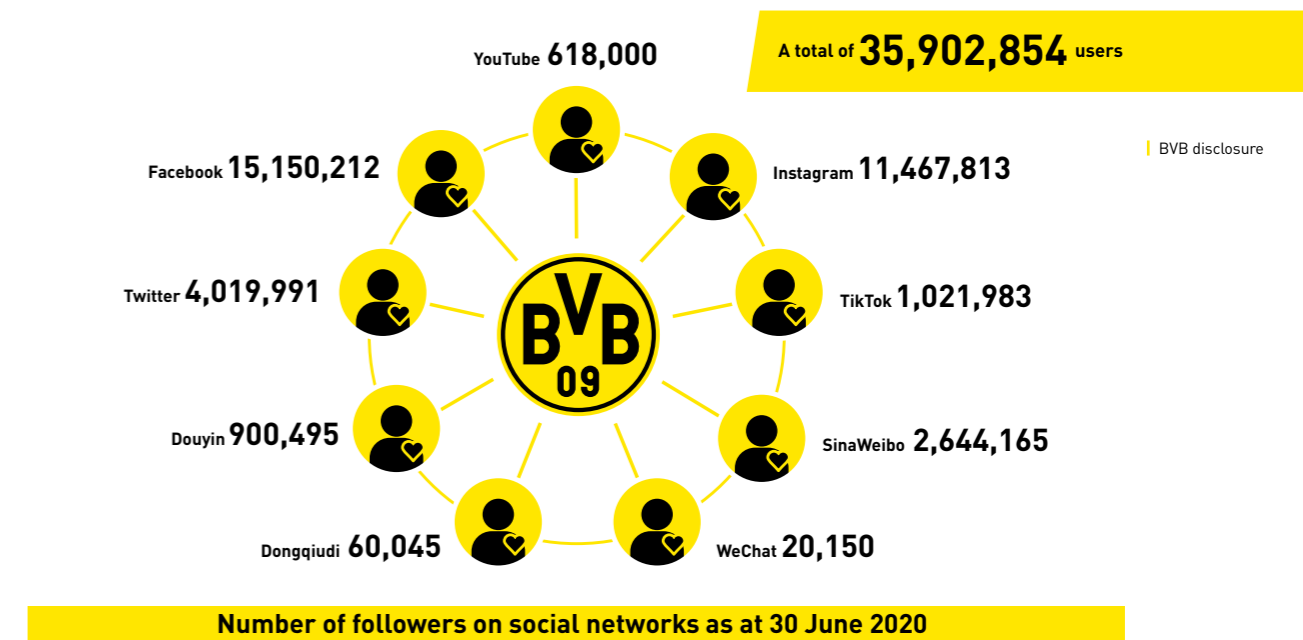
A total of 24 employees now work in the department, and the in-house digital media team is also gradually being increased further. This is due to both the partnership with 1&1 Telecom-

munication SE as well as the ongoing development of the BVB app at the content level.

Since all of the Borussia Dortmund's own measures put the club's fans front and centre, BVB conducted analyses in the reporting period to better understand individual communication processes on the various platforms. This allows us to gain a better understanding of fan interest in the prospective measures described above.

The interest in football-related news is high, and we are meeting this demand for more and better information directly concerning the team through the expansion of our Brackel training ground, which will include a new media centre. The new media centre will have all the requisite equipment and facilities: from film, photo, and audio studios to interview rooms and digital post-production space. Unfortunately, the use of these facilities has thus far been limited due to the social distancing measures enforced on account of the coronavirus.

In the reporting period, Borussia Dortmund had a total of around 35 million followers across its digital platforms (2018/2019: 33 million on Facebook, Instagram, Twitter and Chinese microblogs).





Employment  
 Training and education  
 Occupational health and safety  
 Diversity and equal opportunity

# Social responsibility

## Employees



### 103-1 103-2 103-3

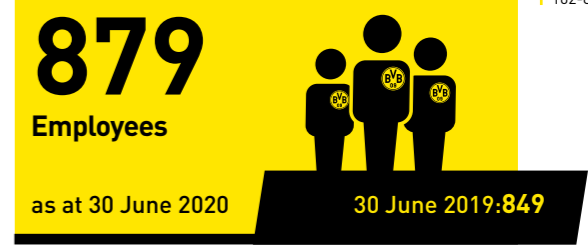
## Employment

### Concept and objectives

Our employees are crucial to our success, because we can only achieve our goals and realise our ambitions as a team. Borussia Dortmund is more than just an employer, a quality that is also reflected in our corporate culture. We belong together – in good times and in bad! “No us without you” – Borussia Dortmund has a moral obligation towards its employees! Our focus is on “we” – there’s no room for “I” or “me” at BVB. This attitude is evident in our daily interactions with each other. We take on board constructive criticism, focus our efforts to develop solutions and make improvements without losing sight of what has worked well in the past. We offer motivated and reliable employees interesting and varied opportunities across a diverse range of departments.

beginning in March 2020 and most vacancies were filled internally. The staff turnover rate was 18.95% (2018/2019 season: 12.5%). Differentiating between the various types of employment relationships provides a more nuanced and informative overview of the staff turnover rate. For instance, player transfers, temporary staff, student employees and interns tend to significantly inflate the turnover rate. By contrast, the turnover rate among our full-time and part-time employees is just under 8% and thus below the average in Germany.

401-1



102-8

102-8 | As at 30 June 2020, the club employed 879 people during the 2019/2020 season, representing a 3.5% increase against the previous reporting period (2018/2019: 849 employees), of which 55% on a permanent basis and 45% were temporary staff (2018/2019 season: 57% and 43%, respectively). Most of the temporary staff work in the Sport division. 55% were employed full-time (342 m/139 f) and 45% were part-time (263 m/135 f). In 2018/2019, 53% were employed full-time (315 m/133 f) and 47% were part-time (265 m/136 f). 190 new employees were hired during the season. However, due to the coronavirus crisis, a moratorium was widely placed on new hires

The average age of employees was 34.1 years (2018/2019 season: 33.9 years). The number of employees with severe disabilities was at 1% (2018/2019 season: 1%). 26 employees were on parental leave (2018/2019 season: 14). 42% returned from parental leave. Aside from our permanent staff, we also have 12 trainees (8 m/4 f; 2018/2019: 7 m/7 f) across 11 different professions.

401-3

Remunerating employees fairly at commensurate levels is one of the cornerstones of BVB's employment policy, and contributes to a working relationship built on trust and appreciation. BVB does not discriminate against employees on the basis of their nationality, gender, religion, ideology, disability, age or sexual orientation, and this also applies to the club's wage policy. BVB makes 16.67% contributions to employee pension saving schemes and capital-forming payments (vermögenswirksame Leistungen) of EUR 13.30/month. In addition, collective bargaining agreements are in place and no provisions for pensions are recognised. Pension contributions are identical for employees, whether they be full-time or part-time. Statutory provisions govern the notification deadlines for any changes enacted by the company.

401-2

The works councils are the first point of contact for any employee complaints. No employee complaints were lodged during the reporting period.

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.

**Measures**

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

In the second half of the season, the HR work was then greatly impacted by the measures to contain the Covid-19 pandemic. BVB reacted quickly and appropriately to the fluid situation and enabled the office staff to work remotely from home. At the same time, 70 workstations were set up at SIGNAL IDUNA PARK to ensure that all employees had a safe place to work. Each workstation complies with the requirements of the Corona Protection Regulation (Coronaschutzverordnung).

To date, the Group has not reduced employees' working hours. One reason for this was the willingness of our staff to offer their help wherever it was needed in other areas. Temporary employees were provisionally transferred to BVB's partners such as REWE (see page 101).

We used the time during the crisis to press ahead with the strategic orientation and further development of the HR department. For more information, see page 72. We are also strengthening our employer brand by launching a new careers page on our BVB website.

We took the important step of suspending the works agreement governing working hours in order to enable parents to balance work with childcare duties even more flexibly during the lockdown. We also offered our employees an extra day of special family leave. To give the employees even greater flexibility, we also gave them the option of reducing their working hours, even for short periods, on an individual basis. Two employees took us up on that offer. We also permitted time owed to be doubled to a maximum of 40 hours.



103-1  
103-2  
103-3

## Training and education

**Concept and objectives**

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 meeting change head on. For this reason, training and educating our employees as needed is a central component of our personnel development concept so that we can continue to meet the demands placed on us in the future and to ensure that our employees keep up on their qualifications in a rapidly changing working environment.

ball 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. Three new traineeship agreements were entered into in the reporting period. Five traineeships were successfully completed, of which three trainees transitioned to employment (percentage of trainees hired: 60%).

BVB disclosure

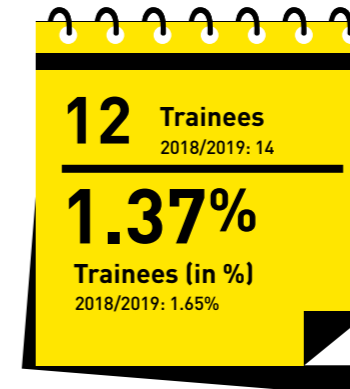
404-2

**Measures**

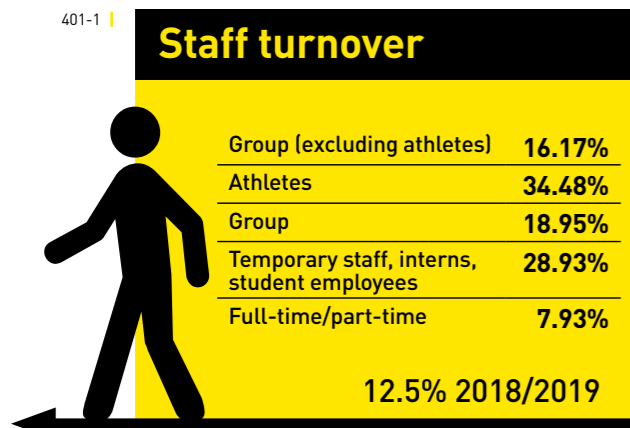
With our management development programme, the intention is to define fundamental management guidelines and provide the corresponding training for our managers. We want to give them the tools to act based on a uniform set of principles, to structure discussions with employees and to instil in them a sense of management responsibility in line with our BVB values. We have introduced "Digital Learnplace", a comprehensive digital learning platform tailored to the individual needs of our employees that covers everything from software training to multiple levels of certifiable content. It gives users the opportunity to focus on content specific to them, work through it at their own pace and directly apply the knowledge gained in their everyday work.

404-3

The need for continuing education and training varies greatly from individual to individual. That is why we do not apply a one-size-fits-all approach and instead plan these measures individually with our employees as part of the annual employee interview. BVB offers its employees individualised internal and external continuing education and training opportunities for this purpose. Against the backdrop of demographic change and to meet our need for qualified employees, we focus on promoting our own talents through the ranks and offer training in 11 professions. BVB offers training not only in professions that are typical for the industry, but also in areas which are not so typical for foot-



401-1



401-3





Part of the Non-financial Statement

## Occupational health and safety

### Concept and objectives

Sport, fitness and health are closely linked to one another. This is why occupational health and safety represents a core component of our corporate culture. Our goal is to ensure that our employees and everyone working on our behalf has a safe working environment. This applies equally to our team and coaching staff as well as our administration, operations and shop employees.

In light of the Covid-19 pandemic, these issues once again gained enormous importance for BVB. This applies to employees in general and professional football in particular. Our concern for the health of our employees stems not only from our moral obligation towards them but also from our economic interest in maintaining a vital, committed staff.

Dr Markus Braun, Head of Sports Medicine at the Klinikum Westfalen medical centre and Borussia Dortmund's team doctor, helped the DFL develop comprehensive health and safety protocols for resuming league play during the Covid-19 pandemic. This "occupational health and safety concept" as it's called, was reviewed by the Ministry of Labour, found to be in conformity with the occupational health and safety requirements and approved. This clearly illustrates BVB's responsibility for providing safe working conditions for and ensuring the health of its employees, especially those in sports-related functions.

Sports, and professional football in particular, are high-risk activities due to the risk of injury during training and matches. However, injury-related risk factors can be identified early and specific preventative action can be taken as a result. This reduces the number and severity of injuries and the resulting player absences. In addition, each player is given an individual training plan designed to address their weaknesses. This not only continuously improves the performance of each individual player, but also strengthens the team overall as player absences are reduced. Hence, a systematic injury prevention concept is fundamental to BVB's athletic philosophy, from its youth setup to the senior team.

In addition to the extraordinary effects of the pandemic, our employees and third parties engaged by us are exposed daily to the risk of work-related health risks and other hazards. BVB therefore is not only interested in ensuring the occupational health and safety of its team but also for that of the team behind the team. We strive to do everything in our power to provide each of our employees with a safe workplace and safe working conditions. We engage external service providers to ensure that the club's various construction projects comply with the statutory occupational health and safety requirements and to conduct corresponding safety audits at employee workstations.

### Measures

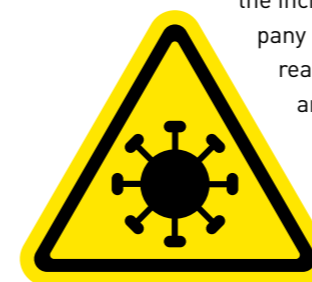
Once training and special match operations resumed, the team and its support staff were required to follow the health and safety protocols under the occupational health and safety concept developed by the DFL's "Sports Medicine/Special Match Operations Task Force", which are designed to prevent the spread of the coronavirus. However, the DFL fined two players for violating these rules during a hairdressing appointment at their private homes.

In response to the Covid-19 pandemic, a majority of our administrative employees began working remotely from home. We quickly made sure that this was technically feasible. Due to the increased risk of infection at the Company on account of the pandemic, we reassessed the occupational health and safety measures with regard to the Federal Government's SARS-CoV-2 Occupational Safety and Health Standard. We developed and executed an action plan to implement the SARS-

CoV-2 Occupational Safety and Health Standard in an effort to protect our employees against the coronavirus.

Due to the restrictions on public life, social distancing and the introduction of remote work from home, our employees are at an increased risk of suffering from psychological stress. In order to afford our employees the utmost degree of flexibility during the coronavirus crisis, works agreements governing working hours were temporarily suspended to enable parents to balance work with childcare duties. These measures were developed in consultation with and approved by the management.

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





## Diversity and equal opportunity

103-1  
103-2  
103-3

### Concept and objectives

As an employer, we have an obligation to work together with our staff to ensure that our employees receive equal treatment and enjoy equal opportunity. Because of the values that we cherish, it goes without saying that we treat our employees and applicants equally, regardless of their nationality, gender, religion, ideology, disability, age or sexual orientation. As a company based in the Ruhr region, we have a diverse, multinational workforce. Borussia Dortmund believes that a corporate culture built on diversity, respect and acceptance is the basis for innovation, creativity and internationality.

405-2

### Gender-specific issues

At just under one-third (31.2%; 2018/2019: 31.7%), the share of women on staff at Borussia Dortmund is clearly small. As at the reporting date, 274 women (2018/2019: 269 women) and 605 men (68.8%) (2018/2019: 580 men (68.3%)) were employed by Borussia Dortmund during the reporting period. The nine-member Supervisory Board includes Silke Seidel as the only woman, and no women are currently included at the management or directors' level at Borussia Dortmund.

102-8

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 nationality, gender, religion, ideology, disability, age or sexual orientation 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.

### Age groups of our staff:

	2019/2020	2018/2019
▶ < 20 years:	12%	13%
▶ 20-34 years:	47%	47%
▶ 35-49 years:	25%	25%
▶ 50-59 years:	10%	9%
▶ 60 and up:	6%	6%

102-8

BVB's professional squad employs players from: **12 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  
103-2  
103-3

### Concept and objectives

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

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

103-3  
416-1

In accordance with the DFB's guidelines concerning the "Certification of security management in professional football" (Zertifizierung des Sicherheitsmanagements im Profifußball), BVB maintains a security management system and documents the organisational processes. The system is audited annually by an independent third party and certified every three years. The system is set to be recertified in 2020. The audit procedures were tailored to the requirements presented by the Covid-19 pandemic and were postponed, where possible.

We promote an awareness of security-related issues among our employees. Accordingly, we conduct drills of recurring safety procedures and ensure that downstream security staff undergo regular training and ongoing advanced training courses. We make an efficient office organisation and the requisite management premises available for the event management team.

403-5  
410-1



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

205-2

That a catastrophe might take place in the stadium also cannot be ruled out. Stadium catastrophes can include fire, stampedes, potential terrorist attacks or other acts of non-political violence. BVB's security plan includes a large number of measures to mitigate these risks, including: structural measures for securing the façade and emergency exits/evacuation routes; organisational measures such as steward performance and reliability reviews, security training programmes to teach stewards how to prevent other types of catastrophes and annual evacuation drills; and technical measures such as safeguarding and monitoring the access roads and safeguarding the property on non-match days. The security situation is reviewed in advance of each match day and subject to ongoing reassessment. This includes weather reports updated by the German national weather service.



### Measures and results

Due to the Covid-19 pandemic, match operations were suspended from 14 March to 16 May 2020 in order to protect spectators and the general public from contracting the virus. Match operations were resumed in strict compliance with the requirements set out for special match operations, which included a ban on spectators and initially limited the number of people allowed in the stadium to 321.

At the copy deadline for this section of the report at the end of June 2020, it was not yet clear when the restrictions would be eased and spectators would be allowed back into stadiums.

In January, the stewards drilled the evacuation of the stadium during a match. The crisis management team also held another drill in January. A stadium evacuation drill with stand-in spectators was scheduled for the second half of the season to simulate the procedures under real-life conditions. This drill has been postponed until the next season on account of the pandemic.

Other steward training courses were also postponed due to the coronavirus.

External crowd management consultants were engaged to optimise the influx of visitors via the forecourt at the stadium's north end through the use of structural and organisational measures. The club is now discussing the first round of suggestions for the north end of the stadium. Measures for optimising the stadium's south end have been defined and are in the planning phase.

In February 2020, the club launched an organisation app to manage and document workflows at the stadium and to streamline the approvals process on match days. The app was also tested in connection with the coronavirus-related access restrictions.

Visitors can now seek the help of stewards when they feel threatened. The phrase "How do I get to PANAMA?" will immediately alert the stewards to the situation, and they can then bring the visitors to a secure location, if necessary.

BVB has equipped some of its stewards with telescopic first aid flags. The stewards can deploy these flags to direct first responders to medical emergencies on the standing-room terraces. Going forward, stewards with these flags will be stationed at every tunnel and every entrance to the seating and standing room areas.







103-1  
103-2  
103-3

## Stadium quality

### 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 primarily focuses on the relevant structural and operational aspects to ensure that the club remains competitive and can provide the expected amenities.

In principle, our aim is to meet the expectations of our stadium visitors and, at the same time, to satisfy the licensing requirements of the relevant associations. We want to give as many of our fans and football enthusiasts as possible a unique and safe stadium experience. That is why we track attendance rates and survey visitors for feedback, which we use to improve our services and to address any complaints.

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

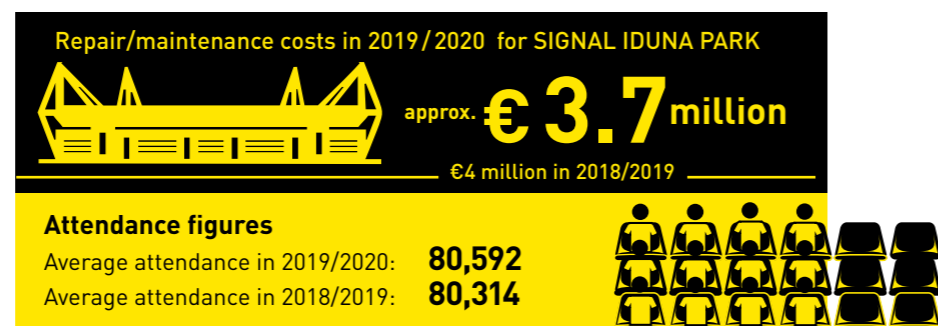
### Measures

We analysed where there was potential to increase the stadium's energy efficiency with regard to heating, cooling, water supply, electricity consumption and building automation, as well as the pitch heating and lighting systems. Because of the coronavirus, we have been forced to put other planning steps on hold for now.

We also had to postpone work to overhaul the meters we use to monitor energy consumption. Once the new meters are installed we will be able to gauge our consumption and the costs per event. The west terrace ventilation system was modernised and the smoke extraction system in the hospitality areas of the north terrace was upgraded.

Following the installation of bee hives on the south and west terraces, the same had also been planned for the stadium's north and east terraces. As with several other projects, this had to be deferred out of an abundance of economic caution during the current crisis.

| BVB disclosure



103-1  
103-2  
103-3

## Service quality

### Concept and objectives

The focus of BVB's high-quality services lies on the fans. Our fans rightfully expect to be treated like family and not like customers. The fans cannot opt for a competing product if they are unsatisfied. "Real love" isn't a commodity, it's a goal we strive to achieve every day by engaging our fans and offering them high-quality services. Whether in our everyday activities, in the stadium, in one of our shops or online, we strive to continuously improve the quality of our services in a way that is economically responsible.

Our goal is to provide fans personal, friendly support when they contact us with questions or concerns. It is important that we harmonise our services on the basis of our defined standards and customer service. The quality of the service should not depend which department or which contact person a BVB fan turns to. The fan's original request must remain front and centre as it makes its way through the various departments. We are improving and at the same time consolidating our customer support services in order to ensure that a high standard of quality across the board. BVB's customer service reps strive to give fans direct support via telephone, e-mail or social media. If this is not possible, they aim to respond within 48 hours. Our goal is for our average customer service rating to be between 1.0 and 1.9 out of 6 (with a score of 1.0 being the best).

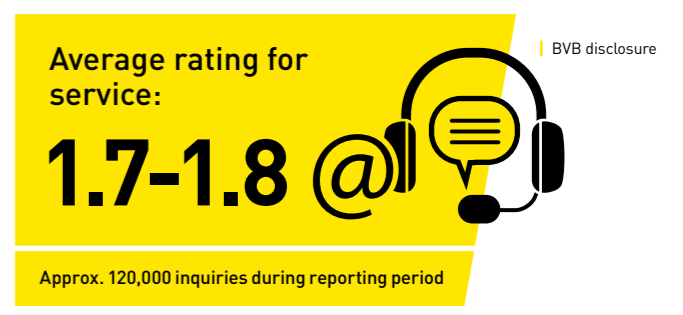
### Measures

In the reporting period, the Service department processed approximately 120,000 inquiries. This figure was significantly lower than in previous years due to the fact that there were almost no inquiries on match days after the season restarted without spectators in accordance with the rules for special match operations. But the enormous demand for BVB's face masks and the limited special edition kit commemorating the coal and steel industry nevertheless caused the service hotline to ring off the hook. Questions concerning ticket refunds for BVB's cancelled home matches also led to a peak in calls.

At the end of 2019, we installed new customer relationship management (CRM) software to modernise the ticket system and better process fan inquiries. We developed a training programme to train all BVB customer service representatives in the club's uniform service standards. To the extent possible during the pandemic, these training sessions have already been carried out.

More on service on page 76.

| BVB disclosure





## Product safety and product quality

### Events and catering

#### Concept and objectives

SIGNAL IDUNA PARK has been expanded in several phases. The focus of this expansion has always been to give as many fans as possible the best possible experience. Catering to the fans' growing demands for high-quality facilities and refreshments presents enormous logistical challenges in what is a very confined space. We strive to enhance the stadium experience through first-rate facilities and by offering our fans premium services. BVB complies with the strict legal requirements governing product quality in Germany and always strives to meet the expectations of its discerning fans. We offer our products and services at affordable prices. Our prices for beer and bratwurst on the circulation levels are some of the most affordable of all first and second Bundesliga clubs.

As a rule, where possible, we no longer want to buy convenience food products for the VIP areas so that we will be able to offer our fans a wider range of quality, fresh food. We are steadily reducing the share of convenience food products. Space constraints limited the resulting change-over in kitchen appliances and equipment in certain sections of the stadium. We had planned an expansion to meet the logistics and catering requirements, but this comprehensive solution had to be postponed due to the pandemic.

BVB is very selective in its choice of vendors. Its decisions take into account the certificates awarded to the companies in question, as well as the efforts made by them to improve sustainability and quality. Particular emphasis is placed on the "QS certification mark", the "IF Wholesale" and the "MSC sustainable fishery certification" certificates.

Naturally, this quality is maintained by adhering to refrigeration chains and by ensuring that products are stored and processed properly and in line with stringent hygiene standards (HACCP).

#### Measures and results

The service supervisors stationed in our hospitality areas are very popular with our visitors. These competent supervisors afford the service staff greater flexibility and engage directly with the fans to ensure that their every request is met.

The Covid-19 health and safety protocols have had a tremendous impact on catering. The added and unexpected pressure that our team faced as it had to discuss contract situations with the club's vendors and the considerable organisational measures implemented to partially restart event operations were not offset by any corresponding earnings. Furthermore, due to the aforementioned health and safety protocols, it is currently very difficult to market SIGNAL IDUNA PARK – usually one of the largest and most attractive event locations in Germany – as a ven-

ue for live events. Despite this, management intends to keep its promise and not reduce the working hours of any full-time staff.

Following the cancellation of the derby against FC Schalke 04 at short notice, the entire team's top priority was to ensure that no food spoiled. Normally, the stadium is filled to be brim with food and beverages for this marquee home match. Ultimately, we achieved this goal thanks to the joint efforts of our vendors, employees and partners and a number of creative ideas to support local charitable organisations.

### 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 review and update on a regular basis. We have revamped our product range strategy in order to offer our fans a more attractive products between seasons. The seasonal catalogue's set product range was replaced by a dynamic product range. While the basic collection will continue to be sold during the course of the entire season, special collections and limited edition products will be added to the product range in order to encourage fans to visit the BVB fan shops and the online shop.

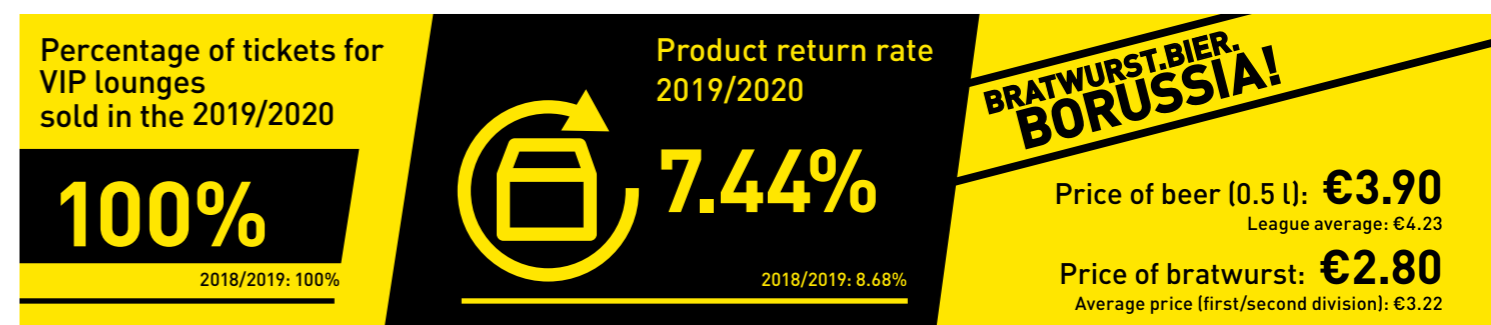
We moved away from sourcing our products from Asian companies to more efficient European agents once it became evident that the effort required to maintain these relationships was disproportionate to the relatively limited quantities and large number of articles sourced.

#### Measures and results

After consolidating our efforts and switching to a new product range strategy, we achieved our own revenue targets in the reporting period. This was thanks in part to the face masks sold and other textiles that BVB rolled out as a part of promotional campaigns during the Covid-19 pandemic. The 9,009 limited special edition "coal and steel" commemorative kits sold out in no time, and the online shop unfortunately went down for a brief period as the server was unable to cope with the huge rush in customers to the site. The exceptional relationships we have with our vendors and our flexible supply chain enabled us to react quickly to the unanticipated demand for face masks.

We are currently drafting purchasing terms and conditions that take CSR into account and dictate compliance and product safety during the manufacturing process. We furthermore ensure the safety of our products through an external service provider: a DAkkS-accredited testing institute tests all products in accordance with European standards and laws to ensure that our products do not contain hazardous chemicals. Together with external experts, a risk assessment is carried out at an early stage of the product development phase. Hence, no products reach the market without having been reviewed. Every production batch and every production run is examined. The pandemic has prevented us from entering into structured dialogue with our vendors as planned. We are looking to revive this dialogue once business processes return to normal. The value chain should also reflect ecological considerations, as fans are paying more and more attention to these criteria.

BVB disclosures |





Energy and emissions

Mobility

Water and waste water

Use of resources

# Environmental responsibility



103-1  
103-2  
103-3

## Energy and emissions

### Concept and objectives

The responsible consumption of energy and the reduction of harmful emissions are 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 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 on both aspects in our Sustainability Report. We use renewable energy as part of an integrated energy plan to power the properties we develop, as is currently the case at our training centre in Brackel.

### Results and indicators

Match operations require lots of energy. Since 2014, Borussia Dortmund has powered SIGNAL IDUNA PARK and its FanWelt service centre using 100% green energy generated from hydroelectric power plants in Germany. On 1 July 2019, BVB also made the switch to 100% green energy at the Brackel training ground and the sports management offices. BVB thus sources 99.8% of its electricity from renewable energy. Once the contract expires, we will also make the switch to

renewable energy for the remaining 0.2% of the electricity that is still generated from conventional sources.

Borussia Dortmund sources the heat needed for SIGNAL IDUNA PARK, the training ground and the sports management offices from Dortmunder Energie- und Wasserversorgung GmbH (DEW21), a local supplier. In 2011, the Borussia Dortmund invested EUR 1.9 million to install 8,768 solar panels across 8,300 m<sup>2</sup> on the roof of SIGNAL IDUNA PARK. In 2019, BVB fed 467,000 kWh of green electricity back into Dortmund's electricity grid (2018: 485,000 kWh), reducing CO<sub>2</sub> emissions by 230 tonnes (2018: 227 tonnes of CO<sub>2</sub>) compared to the German electricity mix – enough to power 130 three-person households with clean energy for an entire year. As part of the sixth expansion of the senior team training facility and Youth Academy, the two new buildings (sports management offices, and the gatehouse and media centre), the existing buildings (residence hall, Youth Academy and the Footbonaut) have been connected to a new integrated energy supply system (see page 67). This includes solar panels on the roof of the sports management offices that will generate 17,000 kWh of renewable energy for the club's own use.

In 2014, we teamed up with our electricity provider LichtBlick and our fans and launched the "Strom09" energy conservation campaign to further reduce our CO<sub>2</sub> emissions and the resources

305-5

305-5

we consume. At the end of the season, we reached our goal to collectively reduce CO<sub>2</sub> emissions by 81,365 tonnes – equivalent to one tonne per seat in the world's most beautiful stadium. The more people are supplied with green energy, the cleaner the energy that flows through our electricity grids. BVB uses the campaign to raise its fans' awareness of environmental issues and encourage them to make the switch to green energy. To reinforce this message throughout the region, BVB is now working closely with its cooperation partner DEW21 and has planned numerous initiatives beginning in the 2020/2021 season to promote the green energy revolution locally and e-mobility in the region.

**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 2019, the scope 1 emissions amounted to 1,135.9 tonnes of CO<sub>2</sub> (2018: 1,115.8 tonnes of CO<sub>2</sub>), of which 314.4 tonnes of CO<sub>2</sub> (2018: 308.1 tonnes of CO<sub>2</sub>) was attributable to the heating systems and 821.5 tonnes of CO<sub>2</sub> (2018: 807.7 tonnes of CO<sub>2</sub>) to the fuel consumed by the vehicle fleet. The year-on-year increase in scope 1 emissions by 20.1 tonnes of CO<sub>2</sub> (1.8%) was due primarily to the rise in fuel consumed by the vehicle fleet. Scope 1 emissions were calculated in accordance with GEMIS 5.0.

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

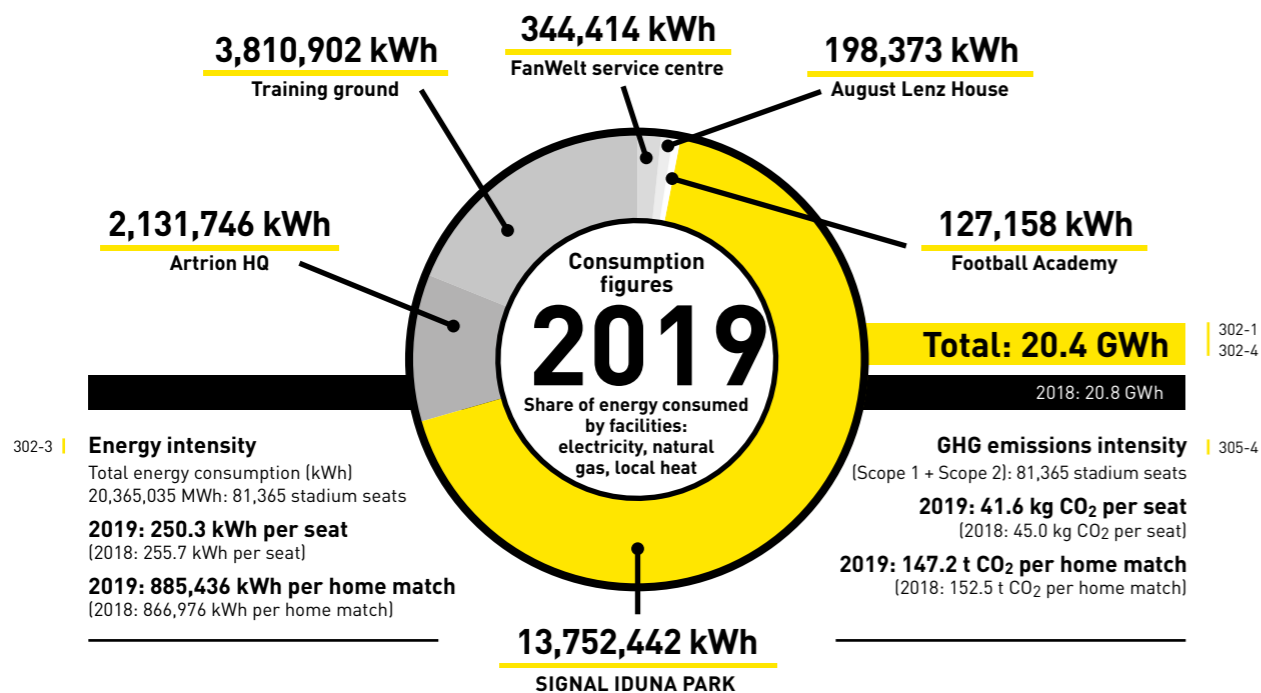
the CO<sub>2</sub> emissions from the local heating supply for SIGNAL IDUNA PARK, the Brackel training ground, the Footbonaut and the August Lenz House. In 2019, the market-based scope 2 emissions amounted to 2,249.5 tonnes of CO<sub>2</sub> (2018: 2,543.2 tonnes of CO<sub>2</sub>), of which 191.5 tonnes of CO<sub>2</sub> (2018: 301.5 tonnes of CO<sub>2</sub>) was attributable to the electricity consumed and 2,058.0 tonnes of CO<sub>2</sub> (2018: 2,241.7 tonnes of CO<sub>2</sub>) to the supply of local heating. Based on the forecast average German electricity mix of 401 g of CO<sub>2</sub>/kWh in 2019 (German Environment Agency; 2018: 468 g of CO<sub>2</sub>/kWh), location-based emissions attributable to the consumption of electricity amounted to 4,198.5 tonnes of CO<sub>2</sub> (2018: 4,770.8 tonnes of CO<sub>2</sub> (recalculated)). This results in a reduction of 4,007.0 tonnes of CO<sub>2</sub> due to the use of green energy (2018: 4,469.3 tonnes of CO<sub>2</sub> (recalculated)). The data on the CO<sub>2</sub> emissions attributable to electricity were provided by the utilities and the figures on the emissions attributable to heating were 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**

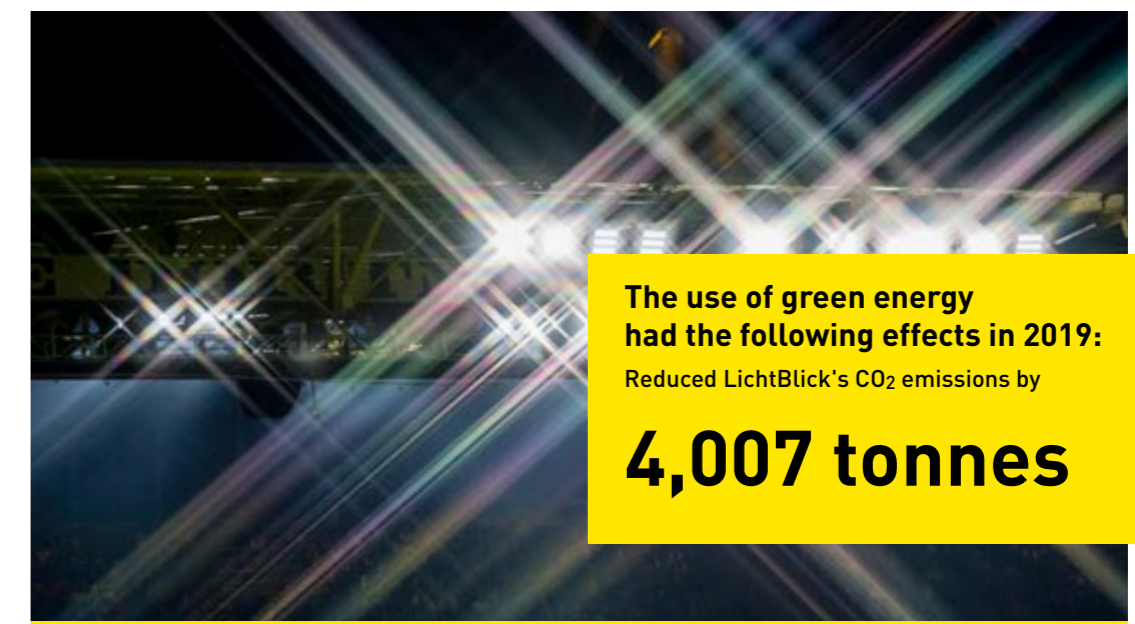
Borussia Dortmund obtains its heat from Dortmundenergie- und Wasserversorgung GmbH (DEW21). In a local heating system, thermal energy produced at a central heating plant is distributed to various customers in a city or town. In contrast to district heating, local heating pipelines are seldom longer than 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.

**Borussia Dortmund's total energy consumption**



**Energy intensity – SIGNAL IDUNA PARK**

Energy consumed at SIGNAL IDUNA PARK: **13,752,442 kWh**  
 Energy intensity per seat in 2019: 169.0 kWh  
 Energy intensity per match and seat in 2019: 7.3 kWh  
 Energy intensity per home match in 2019: 597,932 kWh





## Mobility

103-1  
103-2  
103-3

### 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 and from 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. Employees can lease bicycles from their employers under the new employee mobility concept. We collected data on our vehicle fleet's fuel consumption and the number of kilometres travelled by train for business trips.

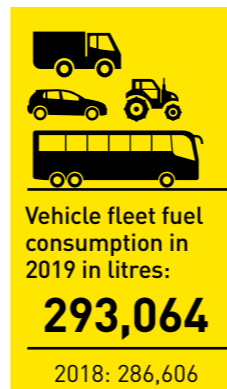
number of passengers, Deutsche Bahn works with the City of Dortmund to draw up special match-day timetables and operates extra trains. However, the roads in the immediate vicinity of the stadium reach full capacity on match days on account of the extra traffic, particularly if other events are held simultaneously at the nearby trade fair grounds. Therefore, BVB teamed up with the trade fair grounds to commission a transportation study. In this connection, BVB was also involved in the City of Dortmund's plans for the Strobelallee trade fair grounds and convention centre. Our vehicle fleet includes an electric car that we use for courier services. We also use alternative means of transportation for travelling between the stadium, the training ground and the headquarters building.

### Measures and results

Reducing travel time to a minimum is an important part of optimally preparing the team for matches. That is why we will only be able to reduce our reliance on air travel to a limited extent going forward. BVB incurred EUR 10,664 in expenses to offset the carbon footprint of its air travel with recognised certificates. In the first half of the season, an average of 80,592 spectators (2018: 80,314) travelled to the stadium, of which just under 14,500 from Dortmund. Some 34,000 season ticket holders live in North Rhine-Westphalia. More than half of the fans can use public transport to travel to and from the stadium at no extra charge. In order to accommodate the large

In 2019, the fleet consumed 293,064 litres of fuel (2018: 286,606 litres). This includes the team bus, the management's vehicle fleet, company cars used by employees, the vehicles used at the stadium and the training ground (lawn mowers, tractors, etc.) and the transport service for youth players. This rise was primarily due to the increased size of the vehicle fleet and use of the club's own transport service for youth players. That same year, in an effort to go climate neutral, our employees travelled a total of 523,863 kilometres by train (2018: 375,680 km).

BVB disclosure



BVB disclosure

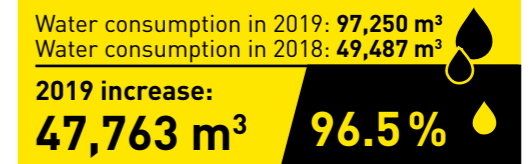
## Water and waste water

103-1  
103-2  
103-3

### 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 fresh water. Furthermore, we use rainwater to irrigate and water our pitches in Brackel in an attempt to reduce our use of fresh water to the bare minimum. To this end, we are continuing to gradually install water metres at individual locations in order to collect more detailed information about our water consumption and determine further savings potential.

work of pipes. SIGNAL IDUNA PARK has a different watering system. However, the monitoring system was updated 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.



303-3

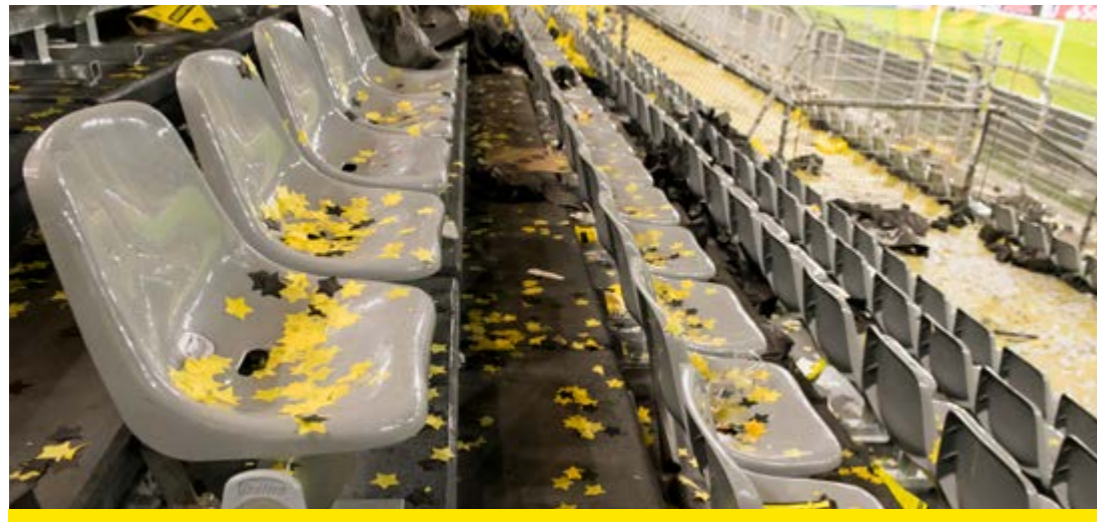
Borussia Dortmund's wastewater is routed to the city's canal system in compliance with the applicable requirements. The water used for the pitches is absorbed by the grass or evaporates; any excess water seeps into the ground. The responsible handling of fertilisers or pesticides verifiably prevents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

The fresh water consumption in calendar year 2019 totalled 97,250 m³ (2018: 49,487 m³), of which 55,476 m³ for SIGNAL IDUNA PARK (2018: 23,549 m³) and 38,484 m³ for the Brackel training ground (2018: 22,760 m³).

### 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 net-

Following three straight years of reduction in fresh water consumption, the fresh water used at SIGNAL IDUNA PARK increased by 31,927 m³ on account of the hot summer in 2019 (2018: reduction of 18,997 m³) The fresh water used at the Brackel training ground also increased, by 15,724 m³ (2018: increase of 7,569 m³). In total, we increased the amount of fresh water we used in 2019 by 47,763 m³ or 96.5% (2018: reduction of 11,402 m³ or 18.7%).



103-1  
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103-3

## Use of resources

306-1

### Concept and objectives

306-2 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.

In terms of recycling, our 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 for further processing.

### Food management

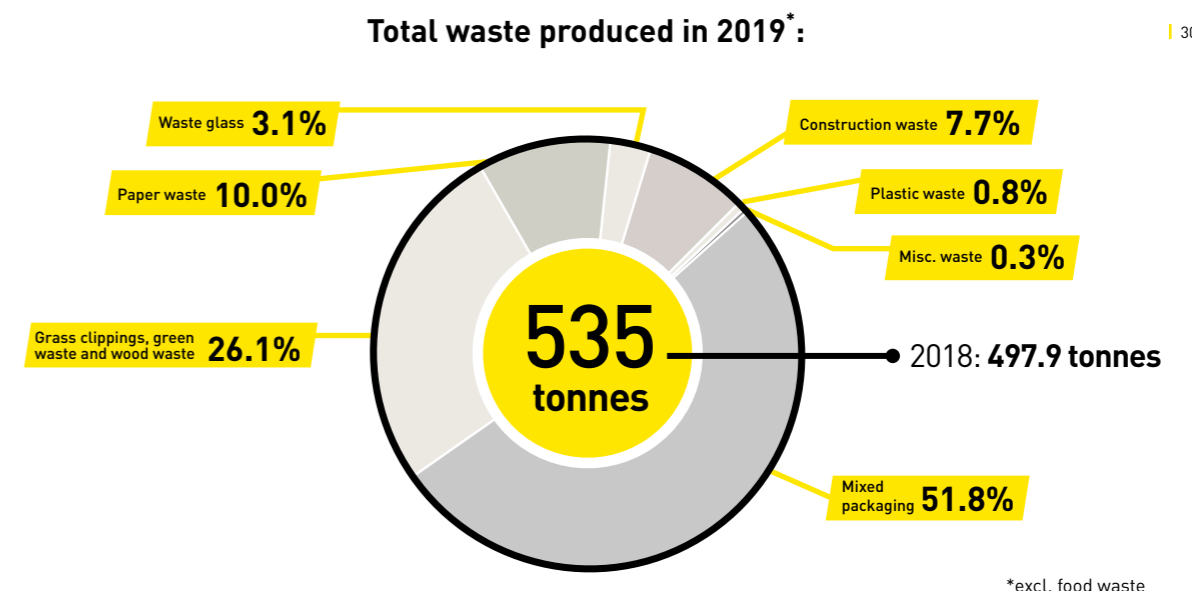
When the stadium is open to visitors, we are committed to using our resources, in particular food, responsibly. The strains wasting food places on the environment are manifold because food has to be grown, cultivated, produced, processed and recycled. Our aim is to achieve a preferably high level of vertical integration in the production of prepared food in catering in order to ensure quality and prevent food waste. We play our part in achieving this objective by employing our accurate and professional food management system to procure preferably certified food products that we process in an environmentally and efficient manner. Any unavoidable food waste is then transported 20 km to a nearby biogas plant

for recycling. Most of our primary vendors are members of United Against Waste, which champions an environmentally friendly, sustainable approach to food and whose objective is to reduce the mountain of food waste that is produced in Germany every year.

### Measures and results

At the start of the 2019/2020 season, BVB introduced its reusable cup system at SIGNAL IDUNA PARK as promised. Together with the German environmental organisation Deutsche Umwelthilfe, the club arrived at an environmentally- and fan-friendly solution that also takes safety concerns into consideration. Visitors to Germany's largest football stadium are served cold beverages in 0.5 litre reusable cups. This means some 1.5 million disposable cups will be replaced by reusable cups. Due to safety concerns, but also at the request and advice of the security authorities, the reusable cups will not be used on the south terrace or in the away team block on the north terrace.

We also analysed all of the packaging materials used at SIGNAL IDUNA PARK to determine what if anything could be optimised. The life cycles of the materials used are assessed with the aim of reducing the number of different materials so that the packaging materials can be better sorted for recycling in a closed-loop system. We tested this by painstakingly sorting by hand the waste that was produced during the first five home



matches of the season. We found that hardly any mixed packaging was sent to be incinerated to produce energy and that 90% of the recycled materials were PET plastic cups. This work was put on hold during the pandemic and will proceed once normal match operations resume and spectators are allowed back into stadiums.

Of the waste we sorted by hand at the first matches of the season, 4,008 kg (+1,136%) of plastic waste was sent for recycling. Furthermore, we professionally disposed of 710 kg of paints and varnishes (-70%), 360 kg of used textiles (+/- 0%) and 590 kg of fluorescent tubes (+354%). 80% of the total waste was produced at SIGNAL IDUNA PARK (2018: 81%).

306-3  
306-4

### Waste

BVB quantified the total volume of waste disposed of in 2019 in a waste balance sheet. In 2019, the club produced a total of 535 tonnes of waste, 7% more than in 2018 (498 tonnes). This is due primarily to the increase in paper waste (53 tonnes, +33%) and green waste and wood waste (119 tonnes, +33%), as well as the 41 tonnes of construction waste that was produced in 2019. The club also produced 277 tonnes (+1%) in mixed packaging (primarily as a result of match operations) and 17 tonnes in waste glass (-1%).

Despite our best efforts, food waste is unavoidable. Due to the increase of fresh ingredients in the food we offer, food waste increased by 17.7% from 172.0 m<sup>3</sup> in 2018 to 202.4 m<sup>3</sup>.





Promoting youth football

Peak performance

**Athletic development**



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103-3

## Promoting youth football

102-10

The foundation for achieving our sporting goals is laid at the youth level. BVB has therefore established a broad youth development network that combines sporting, social and economic aspects in various functional areas. The key pillars are the Youth Academy and the BVB Evonik Football Academy (FBA), which was restructured as a new independent entity under German law (GmbH) and will play an even more important role in youth development at BVB going forward.

### BVB Youth Academy

#### Concept and objectives

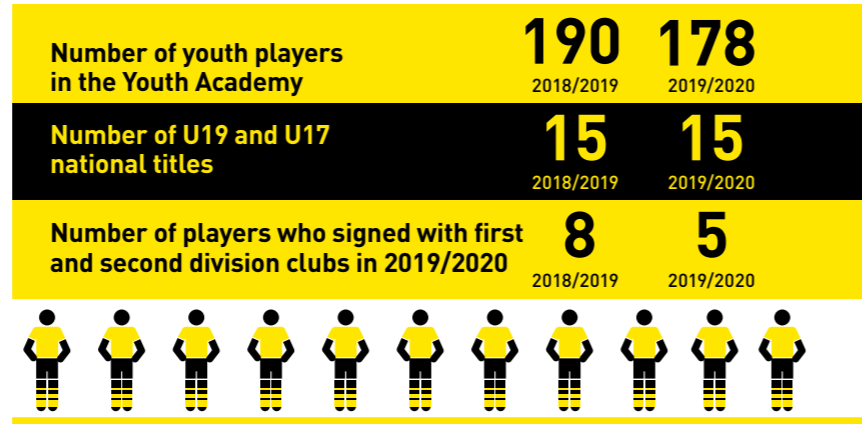
At our Youth Academy, our highly-qualified team provides the ideal conditions for developing young, talented players into professional footballers. In principle, Borussia Dortmund focuses on building and developing young talent to strengthen the senior team and meet the club's high sporting aspirations. We want to increase the number of players from our Youth Academy that go on to play for our senior team, a Bundesliga rival or another top-flight club abroad. Our goal is to sign at least two players from our Youth Academy to the senior team per season.

We will prepare these highly talented young players for the pros by having them join the senior team's training sessions and camps as well as play in team's friendlies and competitive matches. The long-term development of our talented

youngsters is more important than the team's short-term successes. Accordingly, we do not shy away from playing youth players from the older age groups, even if this could limit the senior team's success. At the same time, our goal is also to develop strong teams in which every player can tap into his full potential and be the best they can be.

TEAM GOALS	
<b>U14-U19</b>	All teams in the top 2 teams in their respective leagues
<b>U17-U19</b>	Reach the playoffs for the league championship
<b>U19</b>	Win the DFB Cup
<b>U19</b>	Reach the knock-out stage of the UEFA Youth League
<b>U9-U13</b>	<ul style="list-style-type: none"> <li>Teach players the fundamentals</li> <li>Diverse range of training activities</li> <li>Have fun!</li> </ul>

| BVB disclosure



**Individual goals**

Our overall goal is to develop our youngsters into the best players they can be by analysing their strengths and weaknesses. Their school education plays a key role in this process. To ensure that every Youth Academy player graduates school with the best possible marks, we ensure that they receive the individual support they need. We observe and analyse the growth of each individual player, both in terms of their personal development as well as their progress at training sessions and in matches. This helps the players to grow personally and to develop quintessential Dortmund character traits: intrinsic motivation, a high degree of resilience, a strong will to win, humility and absolute identification with BVB. Otto Addo, who coaches BVB's top young talents, and the individual support and one-on-one training he gives the U17–U23 standouts is key to this.

**Youth Academy's approach to education**

BVB is committed to its responsibility for the overall development of the youngsters in its Youth Academy and is increasingly positioning itself as an educational partner on an equal footing with its partner public schools. Our primary focus is on giving the players the individual support they need while also taking the immense training and competitive situation into account.

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. Our customised approach will continue to bear the hallmarks of professionalism and a family atmosphere.

Despite the challenges posed by the coronavirus crisis, we continued to systematically expand on the primary pillars of our education concept at the Youth Academy during the reporting period: "Dortmund lads", "School 2.0", infrastructure projects in Brackel and the our efforts to prevent sexual abuse. These challenges included the need to completely restructure our training operations and to postpone or cancel team building exercises across all age groups such as sailing

trips with the U14 team, camping trips with the U9–U11 teams, activities with the Neven Subotić Foundation and other activities to strengthen the players' identity with the club.

These unprecedented challenges also meant that the directors of the residence hall had to delay the launch of the "school for parents" programme at the Youth Academy. While the residence hall at the Youth Academy was closed, Julia Porath personally paid all of the kids' families a visit in order to maintain the special bond with the players and to familiarise herself with the family environment of each player.

Other measures, particular those for preventing sexual abuse, are described in detail on page 95.

**BVB Evonik Football Academy**

**Concept and objectives**

In addition to ensuring that it remains economically viable, the BVB Evonik Football Academy's overarching goal is to consolidate BVB's standing as a regional powerhouse for youth football and generally to develop talents in line with BVB's footballing philosophy – regionally, nationally and internationally. The training concepts of our cooperation partners Heidelberger Ballschule and Life-Kinetik complement BVB's training programmes for children.

The FBA comprises four structural pillars (see graphic) that we use to reach our target groups. The "Recreational sports" pillar comprises a range of age-appropriate but stimulating holiday, training, match day and birthday courses designed primarily to help children from the age of 4 develop a love of the game and Borussia Dortmund. Some of the courses that were cancelled due to the coronavirus will be held online.

The "Competitive sports" pillar includes intermediate and advanced courses. We also work closely with our regional partner clubs to further develop players aged 6 and up. During the lockdown, we worked with our coaches to develop and post a range of very successful online, age-appropriate training courses for kids and young people on our very own YouTube channel.

We added two off-campus locations in Brilon and Wülfrath to our existing locations in Münster, Bocholt and Moers, bringing the number of partner clubs we will cooperate with in a radius of 100 km from 2020/2021 onwards to five. This allows us to scout the top talents on a weekly basis, follow their development over the course of a year and tie them to the club at an early stage.

During the reporting period, 260 children were enrolled in the Football Academy's competitive courses and another approximately 120 kids trained at the three off-campus locations. Of the 48 kids and teenagers that made the jump to a youth academy, 35% were accepted to BVB's Youth Academy. We plan to partner with additional clubs going forward.

Our goal is not just to scout players, but to give back to the region by offering qualified training programmes. For instance, we have partnered with Ruhr University Bochum to ensure that future requirements in youth football will be covered by sports science programmes. We want to significantly improve the job prospects for highly-qualified youth football coaches in particular. We already had some initial success in the previous reporting period.

**FBA trains competitively**



**260** kids in Dortmund

**120** in Münster, Bocholt, Moers

Of which **48** accepted to a youth academy

| BVB disclosure

As part of the "Preschools/schools" pillar, we worked with 4 schools in one of Dortmund's socially disadvantaged areas as part of our "Große Klasse" project, in connection with which we send BVB coaches to assist teachers whose primary area of expertise is not physical education.

Together with our partner IKK classic, we generated funding for prevention work.

On the international stage, we staffed offices in the United States, Mexico, Poland, Singapore, Egypt, China and Japan year round. We currently have 11 permanent sport directors and coordinators stationed abroad.

For addition information about the BVB Evonik Football Academy, please see pages 90-95.

<b>Recreational sports</b>	<ul style="list-style-type: none"> <li>■ Holiday courses in Dortmund</li> <li>■ Out-of-town holiday courses</li> <li>■ Training courses</li> <li>■ Match day courses</li> <li>■ Birthday courses</li> <li>■ Walking football</li> </ul>	<b>Competitive sports</b>	<ul style="list-style-type: none"> <li>■ Intermediate courses</li> <li>■ Advanced courses</li> <li>■ Partner clubs</li> <li>■ U9–U11</li> </ul>	<b>Preschools/schools</b>	<ul style="list-style-type: none"> <li>■ Hiking trips and fitness courses at the Strobelallee training centre</li> <li>■ Promoting social measures</li> <li>■ Primary School Cup</li> </ul>	<b>International</b>	<ul style="list-style-type: none"> <li>■ Sponsors courses</li> <li>■ Club partnerships and consulting</li> <li>■ German schools abroad</li> <li>■ International groups at the Strobelallee training centre</li> </ul>
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Part of the Non-financial Statement

## Peak performance

103-1  
103-2  
103-3

### Concept and objectives

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

At the Company's Annual General Meeting in November 2019, CEO Hans-Joachim Watzke summarised the club's performance on the pitch over the past decade as follows: "We won two league titles, lifted the cup twice and finished runners-up on four occasions. This is the first decade that we qualified for international competitions year in and year out – eight times in the UEFA Champions League and twice in the Europa League. These are the best ten years that Borussia Dortmund has ever had."

In light of this excellent performance record over many years and the fact that the team again qualified for the Champions League at the end of the 2019/2020 season, Borussia Dortmund continues to set itself ambitious sporting goals, even though it has not publicly declared these goals. Doing so would have at any rate been difficult given the considerable uncertainty during the Covid-19 pandemic. "But that doesn't mean we haven't set clear goals for ourselves," says Watzke. It goes without saying that BVB's aim will be to continue to qualify for the Champions League and to leverage every realistic opportunity to prepare the squad for the upcoming tasks.

However, due to the Covid-19 pandemic and its wide-ranging consequences for the market, a conservative approach has to be taken with regard to the latter. Careful attention must also be

paid to the club's Bundesliga rivals. The positive development of BVB's direct competitors – while welcomed by neutral observers – means that in all likelihood four to five clubs will regularly compete for the coveted Champions League spots in the future. However, FC Bayern clearly remains the Bundesliga's dominant force from a revenue standpoint. Due to scheduling delays and the uncertainty on the transfer market and with regard to the start of the new season as a result of the pandemic, the club will have to negotiate its way through an unprecedented summer. Despite this challenging competitive environment, Borussia Dortmund is entering the new season brimming with confidence. This is due not least to a decent points tally (39) in the second half of the season and the record number of goals (84) scored in the season. In addition to the results on the pitch, the club has a long-term plan of action.

### Measures and results

Despite all of the current uncertainties, BVB can continue to rely on the experience of its sporting director Michael Zorc for another year, after the 57-year-old extended his contract early until June 2022.

### The Squad

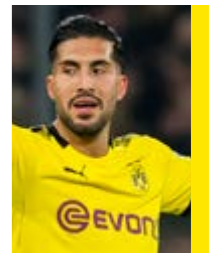
BVB is proud to boast a squad that can compete on the international stage. The squad's balance of experienced key players and international top talents with enormous potential is down to the club's structured approach to planning its roster. BVB's excellent reputation helps it to beat out other international top clubs in the race to sign the world's most sought-after talents.

Case in point: Erling Haaland. "Despite receiving many offers from absolute top clubs from all over Europe, Erling Haaland opted for the sporting challenge and the prospects we offered him at BVB. Our persistence paid off," said Hans-Joachim Watzke. Michael Zorc, who led the negotiations, added: "We're all looking forward to welcoming an ambitious, athletic and physically strong centre-forward with a keen eye for the goal and impressive speed who we'll help to develop further in Dortmund." The same can



be said for Giovanni Reyna, who, in his first season at BVB, immediately made the jump from the U19s to the senior team and showed why he should also be considered for the starting eleven. In July 2020, the club signed 17-year-old phenom Jude Bellingham.

BVB also signed Germany international Emre Can, who can play in numerous positions as both a defender and central midfielder across various formations. "He's a player who, in addition to his technique, can also bring his physicality to bear and has an absolute will to win," says Michael Zorc.



### The coaching and support staff

Under the direction of Sebastian Kehl, Borussia Dortmund's Head of the Professional Squad, BVB has driven forward the professionalisation of the team behind the professional squad. "It's our aim to position BVB as best as possible in all relevant areas of the sport and to establish a network of specialists who together to pursue a holistic approach. Against this background, we wanted to add a sports psychologist to the team beginning in the 2020/2021 season who would work with each individual player to improve their potential," said Sebastian Kehl after Dr Philipp Laux was hired as the senior team's sports psychologist. "We fast-tracked this step to the spring of 2020 during the Covid-19 crisis, which suddenly presented us with completely new challenges."

Our interdisciplinary team of workload management, fitness and nutrition experts forms a key component of our development work. Digitalisation has played an increasingly important role here in recent years, allowing the players' individual workload and performance metrics to be tracked. By working together more closely with the fitness team, the medical department headed by Dr Braun and our nutrition experts, team chef Dennis Rother and nutrition consultant Vanessa Oertzen-Hagemann, BVB strives to lessen the effects of frequent travel on the players and to achieve more homogenous fitness levels across the entire squad, especially after international breaks and injuries.

BVB disclosure |

### Standings in the 2019/2020 season

		Played	W	D	L	GF/GA	Diff.	Pts.
1.		34	26	4	4	100:32	+68	82
2.		34	21	6	7	84:41	+43	69
3.		34	18	12	4	81:37	+44	66
4.		34	20	5	9	66:40	+26	65



- Our financial performance
- Economic factor in the region
- Responsible procurement
- Compliance and risk management
- BVB brand
- Sponsors

# Economic approach



103-1  
103-2  
103-3  
102-2  
102-6

## Our financial performance

### Concept and objectives

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

Borussia Dortmund pursues the objective of defending its position in the top flight of the Bundesliga and sees itself well on the way to accomplishing that goal. But since footballing success is difficult to plan, the management is responsible for creating a solid and ambitious foundation for success. Sporting investments – in the professional squad, the support staff, in the promotion of up-and-coming talent and in the requisite infrastructure – are an absolute must if BVB wants to meet its sporting and thus its financial objectives.

At the same time, a sustainable economic approach also means having to postpone or redefine investment decisions if conditions change. The Covid-19 pandemic has changed the world and has presented and will continue to present Borussia Dortmund with significant challenges. Thus despite, or perhaps precisely because of, the new situation we find ourselves in, we are proud of what we have achieved. Although the Bundesliga season was interrupted, it was ulti-

mately completed. As league runners-up, we are once again looking forward to leaving our mark in Europe and the UEFA Champions League in the coming season.

We have taken the necessary action to secure Borussia Dortmund's economic stability. Nevertheless, we were unable to report a consolidated net profit for the first time in nine years, and, for the first time since 2012, the management recommended to the Annual General Meeting that our shareholders not receive a dividend. Due to the positive results of operations in recent financial years and in the period leading up to the outbreak of the Covid-19 pandemic, the sufficient level of consolidated equity available and the Company's long-term focus, Borussia Dortmund nevertheless considers itself prepared to handle the losses sustained in financial year 2019/2020.

In order to also make its future financial performance less dependent on sporting success, Borussia Dortmund is driving forward the national and international marketing of its popular brand name. BVB intends to use the potential at its disposal to optimally exploit the commercial opportunities inherent in professional club football. The club's long-term relationships with its partners such as SIGNAL IDUNA (ending 2026) and Puma (ending 2028) as well as 1&1 as the second primary sponsor in addition to Evonik (both ending 2025), play a key role in this process.

**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**

Due to the interruption of the season on account of the Covid-19 pandemic, the income accrued for the first 25 match days was calculated as at 31 March 2020 and the disbursement of TV marketing funds was subsequently recalculated. This led to a decrease in income from domestic and international TV marketing. Likewise, the disbursement dates have also been postponed accordingly into the new season. Borussia Dortmund's second-place finish and its 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 expansion of the infrastructure for the team continued with the construction of the new sports management offices and the gatehouse and media centre as part of the sixth expansion of the Brackel training ground and the investment in the new flood lights at SIGNAL IDUNA PARK. However, the other construction projects planned at the training ground were postponed in light of the economic uncertainty in the wake of the pandemic.

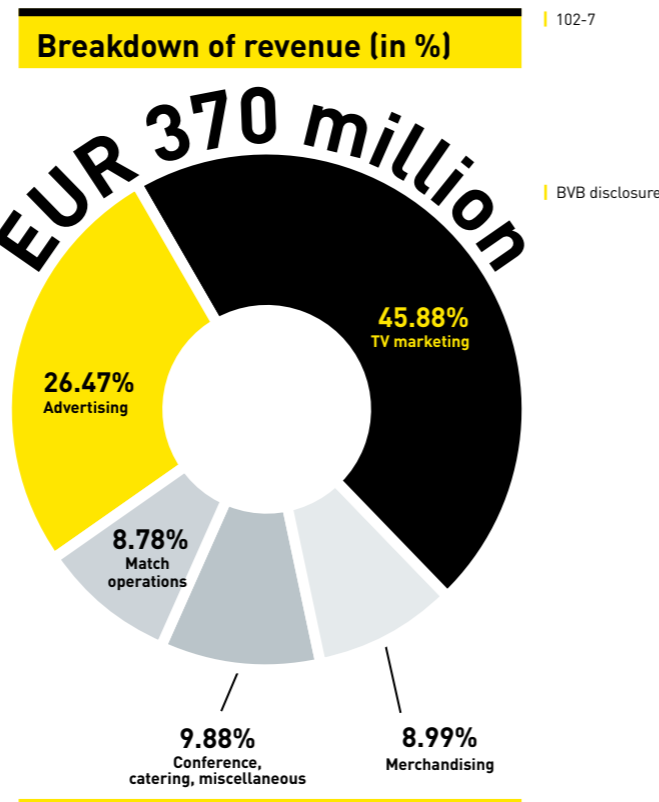
Continuity remains the focus of Borussia Dortmund's approach to marketing advertising space. The analogue advertising boards in the upper stands were replaced by the new digital boards at the start of the 2019/2020 season. These new boards give the club more sponsorship opportunities and also reduce the costs associated with preparing the stadium for international matches. The Covid-19 pandemic significantly impacted sponsoring at the end of the past season. Due to the suspension of match operations, Borussia Dortmund was unable to render all of its advertising services. The loyalty and tremendous will-

ingness to compromise displayed by advertising partners has been remarkable in these difficult economic times.

**Economic value generated and distributed** | 201-1

Borussia Dortmund's direct economic value generated, which amounts to EUR 496,079 thousand (2018/2019: EUR 497,270 thousand), corresponds to the total of its revenue (EUR 370,196 thousand; 2018/2019: EUR 370,256 thousand), transfer proceeds (EUR 116,688 thousand; 2018/2019: EUR 119,268 thousand) and other operating income (EUR 9,195 thousand; 2018/2019: EUR 7,746 thousand).

By contrast, the economic value distributed totals EUR 540,032 thousand (2018/2019: EUR 479,879 thousand) and comprises the following items: materials (4.15%), personnel expenses for the professional squad (32.05%), administration (5.54%) and youth squads (2.25%), amortisation (17.07%) and depreciation (2.58%), other operating expenses for advertising (5.00%), transfer deals/residual carrying amounts/transfer costs from sales (15.03%), match operations (8.74%), retail (1.20%), administration (4.69%), the total financial result (0.64%), taxes (-0.49%) and miscellaneous items (1.55%).



The difference between the economic value generated and distributed corresponds to the net loss of the year of EUR -43,953 thousand (2018/2019: net profit of EUR 17,391 thousand). That is why, for the first time since 2012, the management will recommend to the Annual General Meeting that it resolve to not distribute a dividend for the 2019/2020 financial year.

**Other results and indicators**

Of the numerous financial indicators available, Borussia Dortmund focuses on those specific indicators that have been primarily used to steer the Company in recent years. Revenue, for example, is a decisive indicator of the Company's financial position. Management uses this indicator to internally manage the Company, knowing full well that this indicator alone is not sufficiently meaningful.

Revenue in 2006/2007 amounted to EUR 97.1 million. Since then, revenue has more than quadrupled, thanks to a combination of solid commercial performance, sporting success and stringent brand management. Borussia Dortmund generated revenue of EUR 370,196 thousand in the financial year (2018/2019: EUR 370,256\*\* thousand, excluding transfer proceeds).

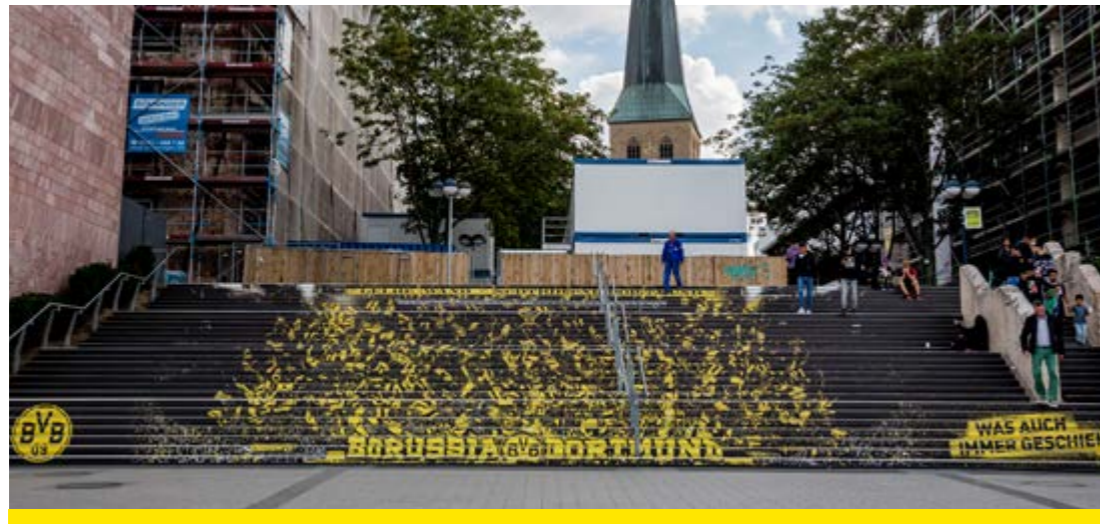
Other key financial indicators that BVB considers to be of particular importance are the result from operating activities (EBIT) and net profit/net loss for the year. These indicators play a key role in preparing the budget for the coming financial years and in interim controlling. The result from operating activities amounted to EUR -43,138 thousand (2018/2019: EUR 23,501 thousand), while the consolidated net profit for the year totalled EUR -43,953 thousand (2018/2019: EUR 17,391 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 62,992 thousand (2018/2019: EUR 115,983 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 -362 thousand in the 2019/2020 season (2018/2019: EUR 28,721 thousand\*\*).

For more financial information, please see our Annual Report.

**Consolidated expenses\*, Breakdown of net accumulated losses (KGaA)\*, consolidated income\***

Cost of materials	-22,392	Merchandising	33,292
Personnel expenses	-215,157	Conference, catering, miscellaneous	36,553
Other operating expenses	-119,010	Total consolidated income	370,196
Depreciation, amortisation and write-downs	-106,130	Transfer proceeds	116,688
Financial result	-3,445	Residual carrying amounts	-69,040
Taxes	2,630	Transfer costs	-7,488
<b>Consolidated expenses</b>	<b>-463,504</b>	Net transfer income	40,160
Match operations	32,510	Other operating income	9,195
Advertising	98,005	Consolidated net loss for the year	-43,953
TV marketing	169,836	Distribution	5,519
		Change in equity (KGaA)	-55,181

\* EUR '000 \*\* Change in prior-year items. Restatements in accordance with IAS 8.42.



## 103-1 103-2 103-3 | Economic factor in the region

### Concept and objectives

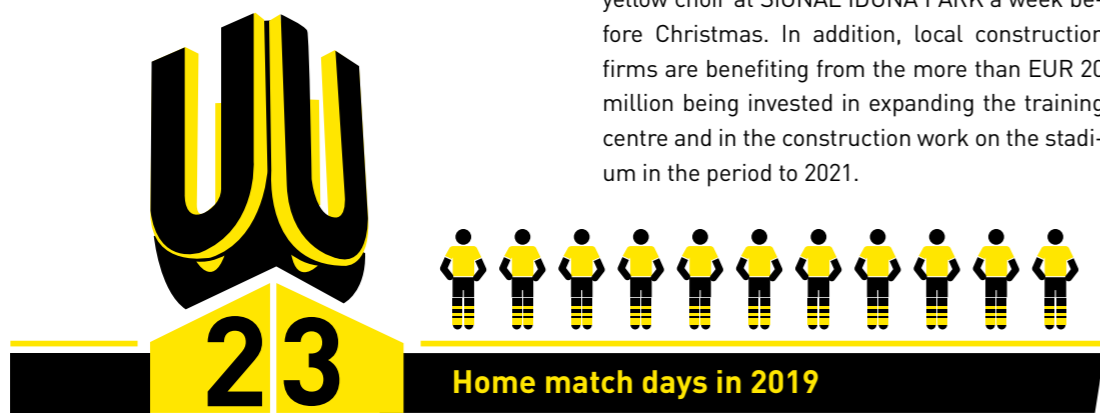
Borussia Dortmund's athletic and financial activities have a significant direct and indirect economic impact on the City of Dortmund and the surrounding region. People identify with BVB and – until match operations were suspended in March – the club was drawing an average crowd of 80,600 to home matches at SIGNAL IDUNA PARK. This was felt particularly acutely as fans were forced to stay away due to the Covid-19 pandemic, firstly as matches were suspended and subsequently as league play resumed behind closed doors. It came as another blow, notably for retailers, bars and eateries, entertainment venues, event organisers and the hospitality and travel and tourism sectors on top of what were already tough restrictions imposed in response to the pandemic. The acts of spontaneous solidarity shown by BVB's fans or the club itself pay testament to the bond we have with our home region.

### Measures and results

The many international visitors drawn by the club's four home matches played after again qualifying for the Champions League also provided a boost to the city's hospitality sector and tourism in the region. The idea of a "digital match day" was born as a gesture of solidarity to help the city's food scene. Fans could retrace in virtual form the exact steps they take to SIGNAL IDUNA PARK on a normal BVB match day. EUR 201,613 was raised for 143 businesses that were unable to carry on as a result of the Covid-19 crisis. The goal was to ensure that the venues where BVB fans gather are still around when the club resumes playing to the public.

As an event location, the stadium was also an attractive asset for the region. For example, Dortmund came together for a third time to celebrate the highlight of the holiday season, with more than 60,000 people forming a massive black and yellow choir at SIGNAL IDUNA PARK a week before Christmas. In addition, local construction firms are benefiting from the more than EUR 20 million being invested in expanding the training centre and in the construction work on the stadium in the period to 2021.

203-2 |



## 102-9 102-10 | Responsible procurement

### Concept and objectives

BVB is well aware of its responsibility to its fans, guests and society for implementing responsible procurement policies for goods, products and services. One objective is to ensure that our strict quality requirements are met, while on the other hand we want to ensure that our environmental and social standards are upheld in the upstream value chain.

We thus apply stringent criteria when selecting our food vendors. Reliability and consistent high quality are particularly important to us. When it comes to vendor origin, we give preference to regional partners where the product selection allows. Short delivery routes and proximity facilitate collaboration, ensure the delivery of fresh products and allow Borussia Dortmund to support regional distributors and producers. This is in line with our goal of offering our guests a wide range of authentic, fresh food. Our supplier relationships have proven to be very reliable during the Covid-19 crisis.

Our purchasing and product range policy in merchandising was adapted to our goal of offering fans a more flexible range. For example, purchasing was streamlined by reducing the num-

ber of suppliers, and lead times were shortened by increasing production levels in Europe and Turkey. Product quality is guaranteed by independent testing. A laboratory tests all batches of our merchandising products for possible harmful substances before they hit the shelves. Despite all the change, the Business Social Compliance Initiative (BSCI) is the minimum criterion for selecting our partners in the supply chain. Our principle is to work exclusively with vendors who as a minimum can demonstrate that they adhere to the BSCI standard. Motivated by the public discussion, we are currently working to revise our purchasing and product range policy step-by-step to reflect sustainability aspects.

### Measures

Our measures focus on contractual adjustments to our supplier relationships. It goes without saying that quality aspects remain a key focal point. We are in dialogue with our partners to discuss the challenges of ensuring a supply chain based on sustainability. This goes hand in hand with regularly assessing the vendor and product portfolio, which has been expanded to include sustainability criteria.





Part of the Non-financial Statement

## Compliance and risk management

### Concept and objectives

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

### 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. It also helps to ensure compliance with data protection laws and the Financial Fair Play rules. Controls are built into the business processes to ensure compliance with the applicable rules and regulations. For instance, all financial decisions are subject to a structured approval process and the principle of dual control. In order to prevent abuse, we also established clear rules and a structured application and approval process governing the provision of match day tickets to employees, partners and third parties.

### Risk management

Exploiting opportunities lies at the very core of our entrepreneurial activities. Borussia Dortmund's divisions are, however, exposed to a wide variety of risks that are inseparably linked to the conduct of our business. The management has a due diligence obligation to identify these risks early on and develop corresponding measures to control and manage them. This is a fundamental prerequisite for successful business activities. The individual and cumulative risks facing BVB are systematically monitored and managed as part of the risk management apparatus, which has been incorporated into the organisational structure of the entire Group. Generally speaking, risks are assessed over a medium-term observation period of three years.

All departments and divisions are required to immediately report any material market-relevant changes in the risk portfolio to the management. The risk management system is also an integral component of the overarching planning, steering and reporting process. The governing bodies of Borussia Dortmund are informed of the Group's current risk profile on a regular and ad hoc basis. Risks are identified, discussed and reviewed in consideration of current circumstances in one-on-one meetings or plenary sessions in order to assess the current likelihood of their occurring and their potential consequences.

### Measures

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

No material risks were identified as part of the risk management that, in accordance with § 289c (3) sentence 1 nos. 3 and 4 HGB, very likely have or will have material adverse effects on the reportable topics. Further information on compliance and risk management can be found in the 2019/2020 Annual Report.

During the reporting period, one risk was added and none removed, bringing the number of individual risks to 62 (2018/2019: 61 individual risks), with 20 individual risks being classified as high-priority risks (2018/2019: 19). Of these high-priority risks, the following relate to sustainability:

- Financial planning dependent on sporting success (peak performance)
- Loss of the player base due to travel and other accidents or terrorist attacks (peak performance)
- Periods during which professional players are unable to play (peak performance)
- The risk that key players might switch clubs (peak performance)
- Interruptions to match operations (peak performance)
- Player salary levels (peak performance)
- Increasing fan violence / defamations and insults (fan community and fan behaviour)
- Right-wing extremism (diversity and anti-discrimination)
- Outbreak of epidemics/pandemics (Occupational health and safety/spectator safety)
- Cost of providing security at home matches (spectator safety)
- Potential stadium catastrophes (spectator safety)
- Structural defects to SIGNAL IDUNA PARK (spectator safety)
- Consequential damage arising from mining (spectator safety)
- Social media/social networks (media and social networks)
- Protecting confidential information (compliance and risk management)
- Financial Fair Play (compliance and risk management)



103-1  
103-2  
103-3

## Brand

### Concept and objectives

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

BVB's identity forms the basis for all decisions and actions relating to the BVB brand. This is why strategic brand management also forms part of corporate governance at BVB. Our economic objective is to make the "Borussia Dortmund" brand

even more valuable. Regardless of our success on the pitch, we want people to permanently fall in love with the club. This is why we aim to reach as many people, as much and individually as possible: locally, regionally, nationally, globally.

### Measures and results

The Covid-19 pandemic has shown us very clearly how closely our fans identify with the BVB brand. Seldom before has the fan community been more actively engaged outside the stadium as during the coronavirus crisis. You will find stories and reports of some of their activities throughout this report.

**Borussia Dortmund was crowned the leading brand manager for the eighth time running in 2019 and has the strongest club brand among the 36 teams in the first and second Bundesliga divisions.**



| BVB disclosure

### 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.**

103-1  
103-2  
103-3

## Sponsors

### Concept and objectives

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

### Measures and results

Starting in the summer of 2020, Borussia Dortmund will have two kit sponsors for the first time in its history. These sponsors are also shareholders: the specialty chemicals group Evonik and the telecommunications company 1&1. Evonik paves the way for an innovation-driven approach, with the group steering its long-standing partnership with BVB more sharply in the direction of international target groups and sustainability themes. It will be joined by 1&1, which is also set to become a kit sponsor in the attractive Bundesliga environment. The partnership goes far beyond the classic sponsorship model, however. Together, new possibilities will be explored in future, particularly in the area of social media and

content, to win over interesting target groups. The agreements run until 30 June 2025.

A long-term partnership deal running until 30 June 2028 was also sealed with Puma. Extending the existing cooperation between the two companies is a milestone for BVB as it seeks to secure a permanent position among the leading clubs in the Bundesliga and the top 15 in Europe.

"For a long time, Puma has been not just an equipment supplier and sponsor of BVB, but also an important shareholder of our club. This reflects the enormous extent to which Puma and its employees all over the world identify with us. Our partnership has grown and goes far beyond an ordinary business relationship. We will be looking to add another chapter to our shared success story over the coming years," says BVB's CEO Hans-Joachim Watzke. SIGNAL IDUNA and Opel complete the circle of long-standing strategic partners.

**Average contractual term with Champion Partners**

**5 years**



2018/2019: 4 years

| BVB disclosure



# Appendix

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

Part of the Non-financial Statement

## Non-financial Statement

102-15 | 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 and included in BVB's Sustainability Report. The standards set by the Global Reporting Initiative (Core option) were used as a framework for the Sustainability Report. The material topics were identified in 2018 in accordance with the GRI and updated as part of the annual review. In accordance with the statutory requirements, we reviewed topics identified in accordance with the GRI for "double materiality" to determine whether (I.) the disclosures are required to facilitate an understanding of business performance, business results and the Company's position and (II.) the disclosures show how the BVB's business activities have an impact on non-financial aspects.

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

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

Unlike in the previous year, the "Occupational health and safety" topic was also classified as being doubly material in accordance with § 289c HGB. This decision was taken in light of the Covid-19 pandemic and the risks it presents to the health of our employees in general and more specifically the health of the squad, coaches and support staff as well as the related economic consequences for BVB. This report presents the individual concepts, including the due diligence processes and the results of the concepts, for the aforementioned material topics.

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

Pursuant to § 289c (4) HGB, any reportable topics not covered in the report must be disclosed. In our case, this relates to environmental issues, employee matters and respect for human rights. Environmental issues such as energy and emissions, mobility, water and waste water as well as the use of resources are relevant to BVB and are covered accordingly. However, they are not currently considered necessary to facilitate an understanding of the Company's business performance, business results or position.

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

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

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

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

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

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

We have performed an independent limited assurance engagement on the non-financial consolidated statement of Borussia Dortmund GmbH & Co. KGaA according to §§ 315b and 315c in conjunction with 289c to 289e HGB (German Commercial Code), further „separate non-financial group report“ integrated in the Sustainability Report for the 2019/2020 season of Borussia Dortmund GmbH & Co. KGaA (further “Borussia Dortmund” or “Company”) for the period from 1 July 2019 to 30 June 2020, published online at <https://verantwortung.bvb.de/en>.

### Management’s Responsibility

The legal representatives of Borussia Dortmund are responsible for the preparation of the separate non-financial group report in accordance with §§ 315b and 315c in conjunction with 289c to 289e HGB (German Commercial Code).

This responsibility of the legal representatives includes the selection and application of appropriate methods to prepare the separate non-financial group report and the use of assumptions and estimates for individual disclosures which are reasonable under the given circumstances. Furthermore, the responsibility includes designing, implementing and maintaining systems and processes relevant for the preparation of the separate non-financial group report in a way that is free of – intended or unintended – material misstatements.

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

We are independent from the company in accordance with the requirements of independence and quality assurance set out in legal provisions and professional pronouncements and have fulfilled

our additional professional obligations in accordance with these requirements.

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

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

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 separate non-financial group report for the period from 1 July 2019 to 30 June 2020, has not been prepared, in all material respects in accordance with §§ 315b and 315c in conjunction with 289c to 289e HGB (German Commercial Code). 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 environmental, employee and social matters, respect for human rights, and combatting corruption and bribery, 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

Düsseldorf, 17. August 2020

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

**Stauder**  
Wirtschaftsprüfer  
[German Public Auditor]

### 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 for the period from 1 July 2019 to 30 June 2020 is not prepared, in all material respects, in accordance with §§ 315b and 315c in conjunction with 289c to 289e HGB (German Commercial Code).

### Restriction of Use / General Engagement Terms

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 German Public Auditors and Public Audit Firms (Allgemeine Auftragsbedingungen für Wirtschaftsprüfer und Wirtschaftsprüfungsgesellschaften) in the version dated January 1, 2017 ([https://www.kpmg.de/bescheinigungen/lib/aab\\_english.pdf](https://www.kpmg.de/bescheinigungen/lib/aab_english.pdf)).

By reading and using the information contained in this assurance report, each recipient confirms notice of 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 attached General Engagement Terms with respect to us.

\* Our engagement applied to the German version of the separate non-financial group report 2019/20. 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)

	Specification	Page/Direct answer	Compliance	Comments
<b>GRI 101: Foundation 2016</b>				
	101	Foundation	34, 166	●
<b>GRI 102: General disclosures 2016</b>				
Organizational profile	102-1	Name of the organization	166	●
	102-2	Activities, brands, products, and services	30, 147	●
	102-3	Location of headquarters	166	●
	102-4	Location of operations	30	●
	102-5	Ownership and legal form	30, 31	●
	102-6	Markets served	30, 147	●
	102-7	Scale of the organization	4, 5, 30, 148-149	●
	102-8	Information on employees and other workers	72, 119, 124	●
	102-9	Supply chain	131, 151	●
	102-10	Significant changes to the organization and its supply chain	31, 53, 79, 82, 89, 141, 151	●
Strategy	102-11	Precautionary principle or approach	152	●
	102-12	External initiatives	37	●
	102-13	Membership of associations	37	●
	102-14	Statement from senior decision-maker	6	●
Ethics and integrity	102-15	Key impacts, risks, and opportunities	28, 34, 36, 152, 157	●
	102-16	Values, principles, standards, and norms of behavior	28, 36, 39, 97, 107, 152	●
Governance	102-18	Governance structure	30	●
	102-40	List of stakeholder groups	32	●
Stakeholder engagement	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	34, 166	●
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	102-48	Restatements of information	34, 166	●
	102-49	Changes in reporting	34, 166	●
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<b>Material topics</b>				
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<b>Our financial performance</b>				
GRI 103: Management approach 2016	103-1	Explanation of the material topic and its boundary	147	●
	103-2	The management approach and its components	76, 80, 147	●
	103-3	Evaluation of the management approach	34, 36, 37, 147	●
GRI 201: Economic performance 2016	201-1	Direct economic value generated and distributed	4, 148-149	●
	201-2	Financial implications and other risks and opportunities due to climate change	152	●
	201-4	Financial assistance received from government	None	●
		Attendance figures	128	● BVB disclosure
		Season ticket holders	107, 111	● BVB disclosure
		Revenue trend and breakdown	148	● BVB disclosure
	Ticket prices	77	● BVB disclosure	
<b>Economic factor in the region</b>				
GRI 103: Management approach 2016	103-1	Explanation of the material topic and its boundary	150	●
	103-2	The management approach and its components	150	●
	103-3	Evaluation of the management approach	34, 36, 37, 150	●
GRI 203: Indirect economic impacts 2016	203-1	Infrastructure investments and services supported	97 ff, 150	●
	203-2	Significant indirect economic impacts	5, 58, 97-98, 100, 102, 115, 150	● Foundation

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

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

## Index in accordance with the GRI Standards (Core option)

<b>Responsible purchase</b>				
GRI 103: Management approach 2016	103-1	Explanation of the material topic and its boundary	151	●
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GRI 204: Procurement practices 2016	204-1	Proportion of spending on local suppliers	151	○ TBD. Currently: number of vendors
GRI 308: Supplier environmental assessment 2016	308-1	New suppliers that were screened using environmental criteria	151	●
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GRI 414: Supplier social assessment 2016	414-1	New suppliers that were screened using social criteria	151	●
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<b>Compliance and risks</b>				
GRI 103: Management approach 2016	103-1	Explanation of the material topic and its boundary	152	●
	103-2	The management approach and its components	152	●
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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	127	○ 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	111, 153	●
<b>BVB brand</b>				
GRI 103: Management approach 2016	103-1	Explanation of the material topic and its boundary	154	●
	103-2	The management approach and its components	154	●
	103-3	Evaluation of the management approach	34, 36, 37, 154	●
		TU Braunschweig popularity ranking	154	● BVB disclosure
<b>Sponsors</b>				
GRI 103: Management approach 2016	103-1	Explanation of the material topic and its boundary	155	●
	103-2	The management approach and its components	155	●
	103-3	Evaluation of the management approach	34, 36, 37, 155	●
		Term of agreements	155	● BVB disclosure
<b>Athletic development</b>				
<b>Promoting youth football</b>				
GRI 103: Management approach 2016	103-1	Explanation of the material topic and its boundary	141	●
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	103-3	Evaluation of the management approach	34, 36, 37, 90, 141	●
		Number of youth players who become pros	143	● BVB disclosure
	Kids and teenagers in BVB Football Academy	142	● BVB disclosure	
<b>Peak performance</b>				
GRI 103: Management approach 2016	103-1	Explanation of the material topic and its boundary	144	●
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<b>Environmental responsibility</b>				
<b>Energy and emissions</b>				
GRI 103: Management approach 2016	103-1	Explanation of the material topic and its boundary	133	●
	103-2	The management approach and its components	66, 69, 133	●
	103-3	Evaluation of the management approach	34, 36, 37, 133	●
GRI 302: Energy 2016	302-1	Energy consumption within the organization	5, 134	○ Electricity/gas/heating/fuel consumption
	302-2	Energy consumption outside of the organization	66	○
	302-3	Energy intensity	5, 134, 135	●
	302-4	Reduction of energy consumptions	134	●
	302-5	Reductions in energy requirements of products and services		○ Not covered
GRI 305: Emissions 2016	305-1	Direct (Scope 1) GHG emissions	134	●
	305-2	Energy indirect (Scope 2) GHG emissions	134	●
	305-3	Other indirect (Scope 3) GHG emissions	135	○ Not covered
	305-4	GHG emissions intensity	5, 134	●
	305-5	Reduction of GHG emissions	66, 69, 133-136	○

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

Index in accordance with the GRI Standards (Core option)

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GRI 103: Management approach 2016	103-1	Explanation of the material topic and its boundary	136	●	
	103-2	The management approach and its components	136	●	
	103-3	Evaluation of the management approach	34, 36, 37, 136	●	
		Travel to/from stadium by fans	136	●	BVB disclosure
	Vehicle fleet fuel consumption	136	●	BVB disclosure	
Water and wastewater					
GRI 103: Management approach 2016	103-1	Explanation of the material topic and its boundary	137	●	
	103-2	The management approach and its components	137	●	
	103-3	Evaluation of the management approach	34, 36, 37, 137	●	
GRI 303: Water and effluents 2018	303-1	Interactions with water as a shared resource	137	●	
	303-2	Management of water discharge-related impacts	137	●	
	303-3	Water withdrawal	137	●	
	303-4	Water discharge	137	●	
Use of resources					
GRI 103: Management approach 2016	103-1	Explanation of the material topic and its boundary	138	●	
	103-2	The management approach and its components	70-71, 138	●	
	103-3	Evaluation of the management approach	34, 36, 37, 138	●	
GRI 306: Waste 2020	306-1	Waste generation and significant waste-related impacts	138	●	
	306-2	Management of significant waste-related impacts	70-71, 138	●	
	306-3	Waste generated	5, 139	●	
	306-4	Waste diverted from disposal	5, 71, 139	●	
	306-5	Waste directed to disposal	139	●	
Social responsibility					
Fans, club members and society					
Identity and tradition					
GRI 103: Management approach 2016	103-1	Explanation of the material topic and its boundary	107	●	
	103-2	The management approach and its components	60, 107, 108	●	
	103-3	Evaluation of the management approach	34, 36, 37, 107	●	
		Number of season tickets	107	●	BVB disclosure
Fan community and fan behaviour					
GRI 103: Management approach 2016	103-1	Explanation of the material topic and its boundary	110	●	
	103-2	The management approach and its components	46, 50, 110	●	
	103-3	Evaluation of the management approach	34, 36, 37, 51, 110	●	
		Incidents of racism, discrimination and violence	111	●	BVB disclosure
		Number of fan clubs and members	5, 48	●	BVB disclosure
Diversity and anti-discrimination					
GRI 103: Management approach 2016	103-1	Explanation of the material topic and its boundary	112	●	
	103-2	The management approach and its components	52, 54-57, 109, 112	●	
	103-3	Evaluation of the management approach	34, 36, 37, 112	●	
		Projects promoting a remembrance culture	113	●	BVB disclosure
"leuchte auf" foundation					
GRI 103: Management approach 2016	103-1	Explanation of the material topic and its boundary	114	●	
	103-2	The management approach and its components	58, 114	●	
	103-3	Evaluation of the management approach	34, 36-37, 114	●	
		Donations "leuchte auf" foundation	115	●	BVB disclosure
GRI 413: Local communities 2016	413-1	Operations with local community engagement, impact assessments, and development programs	114-115	●	
	413-2	Operations with significant actual and potential negative impacts on local communities	None	●	
Media and social networks					
GRI 103: Management approach 2016	103-1	Explanation of the material topic and its boundary	116	●	
	103-2	The management approach and its components	61, 116	●	
	103-3	Evaluation of the management approach	34, 36, 37, 116	●	
		Number of followers on social networks	117	●	BVB disclosure
Employees					
Employment					
GRI 103: Management approach 2016	103-1	Explanation of the material topic and its boundary	72, 119	●	
	103-2	The management approach and its components	73, 74, 119	●	
	103-3	Evaluation of the management approach	34, 36, 37, 119	●	
GRI 401: Employment 2016	401-1	New employee hires and employee turnover	72, 119-120	●	
	401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	72, 120	●	
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Compliance: ● full, ● partial, ○ non-compliance

Index in accordance with the GRI Standards (Core option)

Occupational health and safety					
GRI 103: Management approach 2016	103-1	Explanation of the material topic and its boundary	122	●	
	103-2	The management approach and its components	122	●	
	103-3	Evaluation of the management approach	34, 36, 37, 122	●	
GRI 403: Occupational health and safety 2018	403-1	Occupational health and safety management system	122	●	
	403-2	Hazard identification, risk assessment, and incident investigation	122	●	
	403-3	Occupational health services	123	●	
	403-4	Worker participation, consultation, and communication on occupational health and safety	75, 126	●	
	403-5	Worker training on occupational health and safety	126	●	
	403-6	Promotion of worker health	122-123	●	
	403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	122, 128	●	
	403-8	Workers covered by an occupational health and safety management system	123	●	All
	403-9	Work-related injuries		○	Planned
	403-10	Work-related ill health	165	●	
Training and education					
GRI 103: Management approach 2016	103-1	Explanation of the material topic and its boundary	121	●	
	103-2	The management approach and its components	121	●	
	103-3	Evaluation of the management approach	34, 36, 37, 121	●	
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	74, 75, 121	●	
	404-3	Percentage of employees receiving regular performance and career development reviews	75, 121	●	
		Number of trainees	121		BVB disclosure
Diversity and equal opportunity					
GRI 103: Management approach 2016	103-1	Explanation of the material topic and its boundary	124	●	
	103-2	The management approach and its components	124	●	
	103-3	Evaluation of the management approach	34, 36, 37, 124	●	
GRI 405: Diversity and equal opportunity 2016	405-1	Diversity of governance bodies and employees	124	●	
	405-2	Ratio of basic salary and remuneration of women to men	124	●	
GRI 406: Non-discrimination 2016	406-1	Incidents of discrimination and corrective actions taken	120, 124	●	
Product responsibility					
Spectator safety					
GRI 103: Management approach 2016	103-1	Explanation of the material topic and its boundary	126	●	
	103-2	The management approach and its components	64, 126	●	
	103-3	Evaluation of the management approach	34, 36, 37, 126	●	
GRI 410: Security practices 2016	410-1	Security personnel trained in human rights policies or procedures	5, 126	●	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	111, 126	●	
	416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	111	●	
Stadium quality					
GRI 103: Management approach 2016	103-1	Explanation of the material topic and its boundary	128	●	
	103-2	The management approach and its components	128	●	
	103-3	Evaluation of the management approach	34, 36, 37, 128	●	
		Attendance figures	128	●	BVB disclosure
Service quality					
GRI 103: Management approach 2016	103-1	Explanation of the material topic and its boundary	129	●	
	103-2	The management approach and its components	78, 129	●	
	103-3	Evaluation of the management approach	34, 36, 37, 78, 129	●	
GRI 417: Marketing and labeling 2016	417-2	Incidents of non-compliance concerning product and service information and labeling	None	●	
	417-3	Incidents of non-compliance concerning marketing communications	None	●	
		Average rating of customer service	129		BVB disclosure
Product safety and product quality					
GRI 103: Management approach 2016	103-1	Explanation of the material topic and its boundary	130, 131	●	
	103-2	The management approach and its components	130, 131	●	
	103-3	Evaluation of the management approach	34, 36, 37, 130, 131	●	
		Return rate for merchandise	131	●	BVB disclosure
		Percentage of VIP lounges sold	131		BVB disclosure
GRI 417: Marketing and labeling 2016	417-1	Requirements for product and service information and labeling	131	●	
	417-2	Incidents of non-compliance concerning product and service information and labeling	None	●	

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

## Key figures at a glance

<b>Economic approach</b>	<b>2017/2018</b>	<b>2018/2019</b>	<b>2019/2020</b>	<b>GRI index</b>
Equity	343,585 EUR '000	354,919 EUR '000	305,447 EUR '000	201-1
Revenue	316,427 EUR '000	370,256 EUR '000	370,196 EUR '000	201-1
Gross revenue	536,043 EUR '000	489,524 EUR '000	486,884 EUR '000	201-1
Operating result (EBITDA)	137,306 EUR '000**	115,983 EUR '000	62,992 EUR '000	201-1
Consolidated net profit for the year	31,705 EUR '000**	17,391 EUR '000	-43,953 EUR '000	201-1
Earnings per share	0.34 €**	0.19 €	-0.48 €	201-1
Number of shares (in thousands)	92,000	92,000	92,000	201-1
Average attendance	79,864	80,314	80,592	BVB disclosure
Home match days per year	2017: 25	2018: 24	2019: 23	203-2
Food vendors based in NRW	59%	43%	80%	204-1
On-site visits with manufacturers	26	Not determined	Not determined	414-1
Negative social impacts in the supply chain and actions taken	None	None	None	414-2
Confirmed incidents of corruption and actions taken	None	None	None	205-3
Legal actions for anti-competitive behaviour	None	None	None	206-1
TU Braunschweig popularity ranking	1st Place	1st Place	1st Place	BVB disclosure
Average contractual term with Champion Partners	3 years	4 years	5 years	BVB disclosure
<b>Athletic development</b>	<b>2017/2018</b>	<b>2018/2019</b>	<b>2019/2020</b>	<b>GRI index</b>
Bundesliga ranking	4	2	2	BVB disclosure
Points	55	76	69	BVB disclosure
Champions League qualification	Yes	Yes	Yes	BVB disclosure
Number of youth players in the youth academy	190	190	178	BVB disclosure
Number of U19 and U17 national titles	14	15	15	BVB disclosure
Number of youth players who signed with 1st and 2nd division clubs	12	8	5	BVB disclosure
BVB Evonik Football Academy: number of kids accepted to a youth academy	Not determined	32	48	BVB disclosure
<b>Environmental responsibility</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>GRI index</b>
Total energy consumption	19.2 GWh*	20.8 GWh*	20.4 GWh*	302-1
Energy used per stadium seat and year	235.9 kWh*	255.7 kWh*	250.3 kWh*	302-3
Energy intensity per home match	767,752 kWh*	866,976 kWh*	885,436 kWh*	302-3
Green electricity fed back into Dortmund's electricity grid	521,000 kWh*	485,000 kWh*	467,000 kWh*	302-4
GHG emissions intensity per seat and year	42.1 kg CO <sub>2</sub> *	45.0 kg CO <sub>2</sub> *	41.6 kg CO <sub>2</sub> *	305-4
GHG emissions intensity per home match	137.0 t CO <sub>2</sub> *	152.5 t CO <sub>2</sub> *	147.2 t CO <sub>2</sub> *	305-4
Reduction of CO <sub>2</sub> emissions by use of green energy in SIP and FanWelt	3,931 t CO <sub>2</sub> *	4,530 t CO <sub>2</sub> *	4,007 t CO <sub>2</sub> *	305-5
Water consumption	60,889 m <sup>3</sup> *	49,487 m <sup>3</sup> *	97,250 m <sup>3</sup> *	303-3
Vehicle fleet fuel consumption	249,603 l*	286,606 l*	293,064 l*	BVB disclosure
Kilometres by train travelled by employees	355,320 km*	375,680 km*	523,863 km*	BVB disclosure
Total waste produced excl. food waste	448 t*	498 t*	535 t*	306-3
Gesamtmenge Speisereste	188.5 m <sup>3</sup> *	172.0 m <sup>3</sup> *	202.4 m <sup>3</sup> *	BVB disclosure

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

\*\* Change in prior-year items. See also notes to consolidated financial statements. Restatements in accordance with IAS 8

<b>Social responsibility: Fans and club members</b>	<b>2017/2018</b>	<b>2018/2019</b>	<b>2019/2020</b>	<b>GRI index</b>
Season ticket holders	55,000	55,500	55,500	BVB disclosure
Numer of fan clubs	827	862	952	BVB disclosure
Members	> 150,000	> 151,000	> 150,000	BVB disclosure
Donations – "leuchte auf" foundation	273,958.76 €	470,947.14 €	approx. 380.000,00 €	BVB disclosure
Fines during the season	111,000 €	355,000 €	137,125 €	419-1
No. of criminal acts during the season	13	12	6	BVB disclosure
Followers on social networks	25,8 million	29,1 million	35,9 million	BVB disclosure
<b>Social responsibility: Employees</b>	<b>2017/2018</b>	<b>2018/2019</b>	<b>2019/2020</b>	<b>GRI index</b>
Number of employees as at 30 June	790	849	879	102-8
Number of employees	804	833	902	102-8
Average age of employees	33.4 years	33.9 years	34.1 years	102-8
Ratio of women/men	33.8 w/66.2 m %	31.7 w/68.3 m %	31.2 w/68.8 m %	102-8
Staff turnover	12.30%	12.50%	18.95%	401-1
Number of employees on parental leave	17	14	26	401-3
Number of sick days taken	2,971,5	2,709	2,423	403-10
Illness rate	1.5%	1.4%	1,2%	403-10
Number of trainees	12	14	12	102-8
Trainees (in %)	1.52%	1.65%	1.37%	BVB disclosure
Trainees hired (in %)	80%	No traineeships complete	60%	BVB disclosure
Number of incidents of discrimination	None	None	None	406-1
<b>Social responsibility: Product responsibility</b>	<b>2017/2018</b>	<b>2018/2019</b>	<b>2019/2020</b>	<b>GRI index</b>
Average number of stewards on match days	750	720	720	BVB disclosure
Incidents of non-compliance concerning product and service information	None	None	None	417-2
Incidents of non-compliance concerning marketing communications	None	None	None	417-3
Merchandise return rate	5.43%	8.68%	7.44%	BVB disclosure
Average rating of customer service	Not determined	1.7-1,8	1.7-1,8	BVB disclosure
Percentage of VIP lounges sold	100%	100%	100%	BVB disclosure



## About this report/Publication details

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**101  
102-54  
102-49  
102-52  
102-48** **Notes**  
This report has been prepared in accordance with the GRI Standards: Core option. This is Borussia Dortmund's fourth annual Sustainability Report. The basis of reporting has not changed as against the prior year. Please see pages 160-163 for an overview of the relevant GRI disclosures.

**102-50** The reporting period is the 2019/2020 season. Unless explicitly stated otherwise, all information pertains to the period from 1 July 2019 to 30 June 2020.

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

KPMG reviewed the Non-financial Statement and issued a limited assurance report, which can be found on pages 158-159.

**Editorial notes** **102-51**  
The copy deadline for this report was 30 June 2020. Material developments up to 30 August 2020 were included in this report and explicitly referred to as such. The most recent Sustainability Report was published on 31 October 2019 for the 2018/2019 season.

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

**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 offices in Singapore and Shanghai as well as the local fan shops were not included in the environmental figures.

## Our progress at a glance

### Environment

Goal achieved: CO2 emissions reduced by more than 81,365 tonnes since 2013 using Strom09 green energy supplied by our partner LichtBlick

We offset the CO2 emissions from our team flights

In 2019, the solar panels on roof of SIGNAL IDUNA PARK generated 467,000 kWh of electricity that was fed back into Dortmund's electricity grid

Reusable cups introduced at stadium

LED flood lights installed

Bicycle leasing scheme launched for employees

A total of nine charging stations available

Club sorts cardboard packaging and plastic cups

Institute for Energy and Environmental Research analysed material flows in stadium

No more plastic lids for coffee cups in stadium

No more plastic straws in VIP areas

Wooden instead of plastic snack forks for stadium currywurst

Biodiversity: repurposing green areas around the stadium to promote wildlife

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

In 2019, employees travelled a total of 523,863 kilometres by train (2018: 375,680 km)

Bee hives installed on SIGNAL IDUNA PARK's south terrace

### Social

More than 150,000 club members

952 fan clubs worldwide with 64,000 members

Attended World Holocaust Forum

879 employees as at 30 June 2020

"leuchte auf" foundation donated approximately EUR 380,000 in 2019/2020

35,900,000 followers on social media

Supported the "Goals Require Action" sustainability campaign

Developed and implemented protocol to protect fans against sexualised violence

Shelter put in place at the stadium as part of the "Panama" safety protocol

Stadium is ideal site for project to promote diversity in football together with the KoFaS research group

Attendance at organised events promoting a culture of remembrance: > 1,400

### Economy

55,500 season tickets sold – demand for more than 80,000 additional season tickets

Revenue adjusted for transfers: EUR 370.2 million

Borussia Dortmund's equity: EUR 305.4 million

EUR 3.7 million invested for maintenance work at SIGNAL IDUNA PARK

Percentage of tickets for VIP lounges sold: 100%

Average contractual term with Champion Partners: 5 years

Establishment of sustainability partnerships