



Sustainability Report  
of FC Bayern Munich

2023  
-2024

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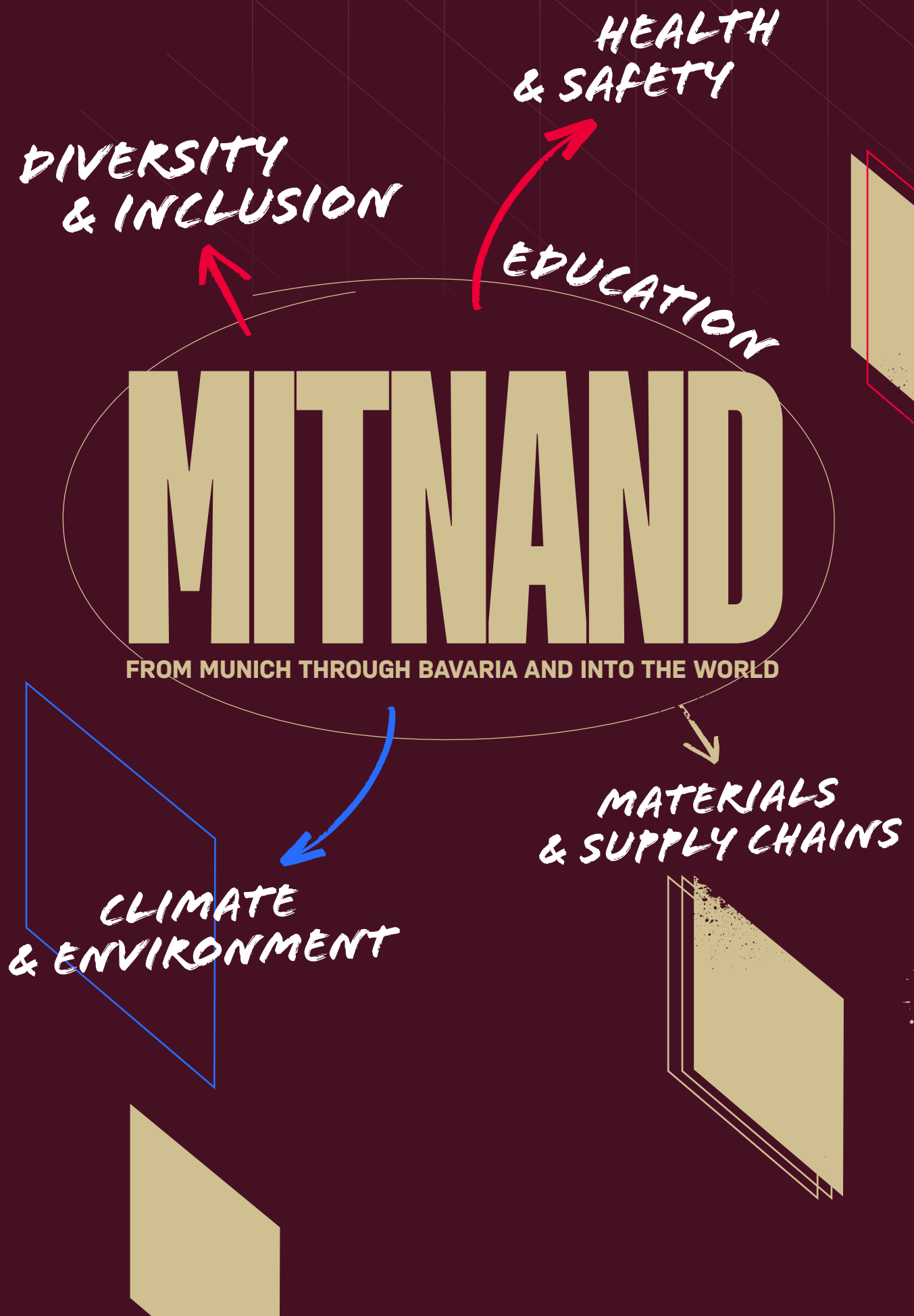
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*Ein hundredt  
Fünfundzwanzig*

# 125 YEARS OF FC BAYERN

## A STORY OF SUSTAINED SUCCESS

**125 YEARS  
WITH YOU**

The 2023/2024 season marked a major milestone in FC Bayern's long history. On 27 February 2024, the club entered its 125th year of existence, culminating in its 125th anniversary celebrations on 27 February 2025. Ever since Kurt Landauer took over the club's management in 1947, the history of FC Bayern has been characterised by an era of steady and sustained growth. Without sustainability as a firm principle, this ascent would not have been possible.

This report detailing FC Bayern's efforts to continue to operate responsibly – thereby positively impacting the environment and society and minimising any negative impacts – is closely linked to the history of the club: 125 years – from Munich through Bavaria and into the world.

*Ein hundredt  
Fünfundzwanzig*

A number of stakeholders are at the heart of our development and of this report: alongside partners, sponsors and the many players who have carried the club over the decades, it is above all the fans of FC Bayern who are central to our club's 125-year success story. It is to them that we dedicate this sustainability report: mitnand – or together – for the next 125 years.



# ESG FACTS

We are taking our 125th anniversary as an opportunity to highlight some key figures from our 125-year success story and illustrate how various sustainability factors have contributed to our successful development.

The term "sustainability" is sometimes abbreviated to **ESG** in the report, an acronym that stands for Environment, Social and Governance. The corresponding sustainability KPIs are therefore referred to as **ESG FACTS**.

# ESG FACTS SPORT

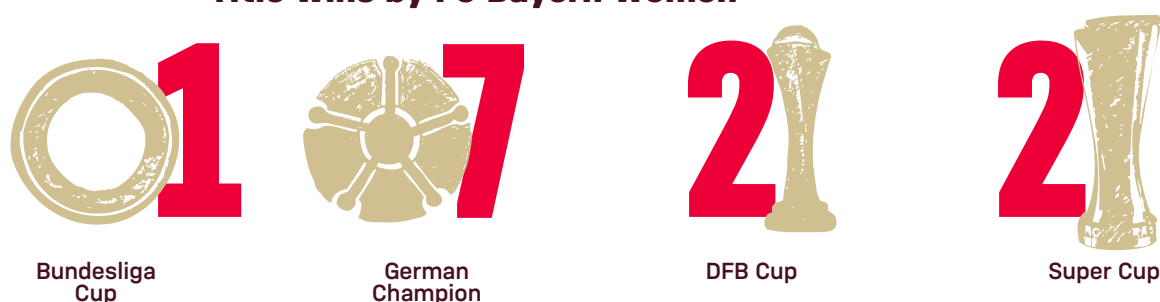
During its 125-year history, FC Bayern has enjoyed many successes and positive developments, which are reflected in the corresponding figures. Although “sustainability” and “ESG” are relatively modern terms, they have been part and parcel of our development for many decades.

## Title wins by FC Bayern Men

Overview as of 2025



## Title wins by FC Bayern Women



## Title wins by FC Bayern Basketball





## FC BAYERN CAMPUS

**ESG fact:** Professional and licensed players from over 45 nations have contributed to the history of FC Bayern Munich. No matter whether on or off the pitch, FC Bayern Munich stands for diversity.

**ESG fact:** Today, 45% of all graduates of the FC Bayern Campus, which opened in 2017, go on to become professional players in the first to third divisions or equivalent leagues – that's four out of ten, or almost half! A comprehensive child and youth protection concept ensures that children and adolescents can concentrate on their development both on and off the pitch. Healthy, confident children who are nurtured and protected as they grow up will develop into the future of FC Bayern and, at the same time, be ready to become valuable members of society, even if they are unable to realise their dream of becoming professional footballers.



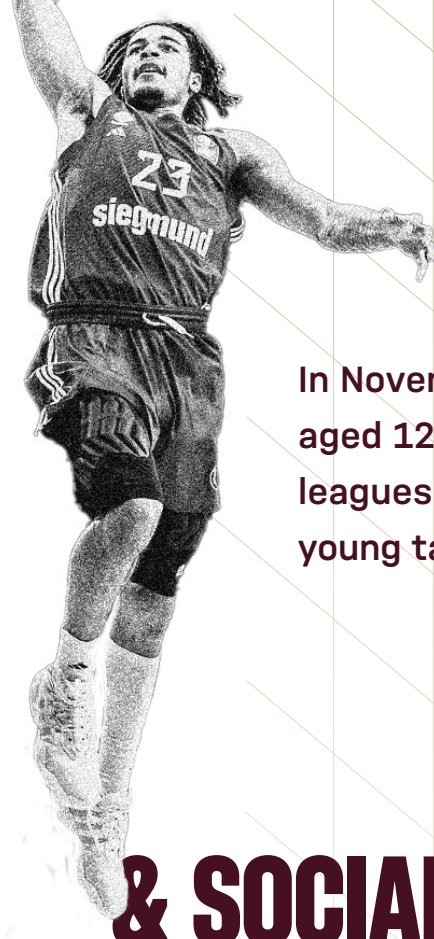
**ESG fact:** We are also making good progress in terms of diversity. With the appointment of Bianca "Jay" Rech as Director of FC Bayern Women, the club now has its first ever women's football directorate. The intention behind this move is not only to further professionalise women's football, but also to demonstrate that FC Bayern is committed to successful organic development on a personal, sporting and business level.

### **ESG facts FC Bayern Basketball:**

FC Bayern Basketball has created its own social project called "Helpside". What makes this project so remarkable is that all members of the FC Bayern Basketball family are involved. Not only employees, but also coaches, staff members and players regularly volunteer to take part in various activities. Helpside allows us to realise a variety of ideas. We are also constantly developing our basketball activities.







In November 2023, we started offering training for girls aged 12 to 16, and we aim to compete in the highest leagues in women's basketball, above all by developing young talent.

# ESG FACTS MEMBERS & SOCIAL RESPONSIBILITY

Peak membership – as of December 2024

# 382,000

Our members could fill  
the Allianz Arena to  
capacity a total of

# 5 times.

With all our fans, we could  
form no fewer than



# 35,000

football teams.



**40,000** new members in 12 months.

**Largest sports club in the world**  
as of the end of 2024

**78%**

of new members state that they wanted to be **part of the FC Bayern family** - in addition to our sporting success, they value the **community** and that our club stands for certain **values and attitudes**.



**509** :

international fan clubs



We have fan clubs in **105** countries, with a total of **42,485 members**, and registered members in **139 countries**. Our fans *follow* our development from Munich to Bavaria and throughout the world, and identify with our club even if they cannot attend every home game at the Allianz Arena.



**ESG fact:** FC Bayern has not only promoted its own sustainable development, but also the sustainable development of the club landscape in Germany. Over the past decades, FC Bayern has helped other clubs overcome financial problems, some of which threatened their very existence, by playing a number of rescue matches. Thanks to FC Bayern's guest appearances, the clubs were able to generate essential additional income.

**1. FC Union Berlin (1997)**

**FC St. Pauli (2003)**

**1. FC Union Berlin (2004)**

**SV Darmstadt 98 (2008)**



# RESCUE MATCHES



**FC Hansa Rostock (2013)**

**Alemannia Aachen (2013)**

**Dynamo Dresden (2015)**

**Kickers Offenbach (2017)**

**1. FC Kaiserslautern (2019)**

**ESG fact:** In addition, FC Bayern donated more than 1,300 fan packages to amateur sports clubs in Germany, Austria and Switzerland during the reporting period to support work at the grassroots level – because without popular sport, there would be no top-level sport in Germany.

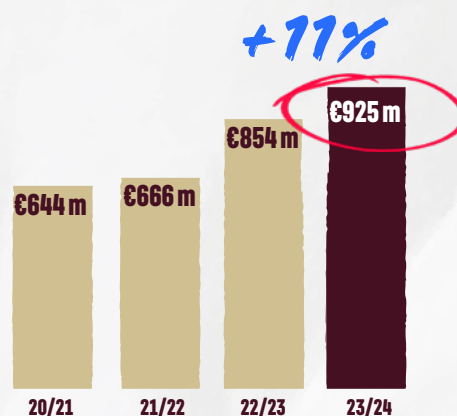


# REVENUE & ANNUAL RESULTS

Annual General Meeting 2023/24

## Record revenue for the Group

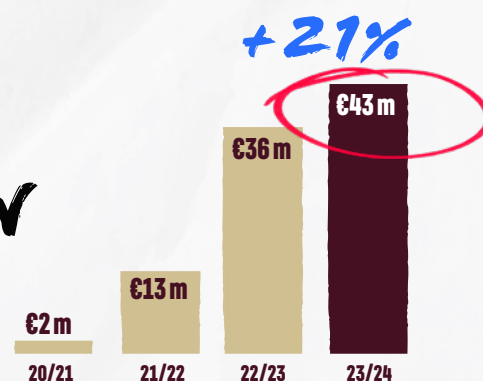
€925 MILLION



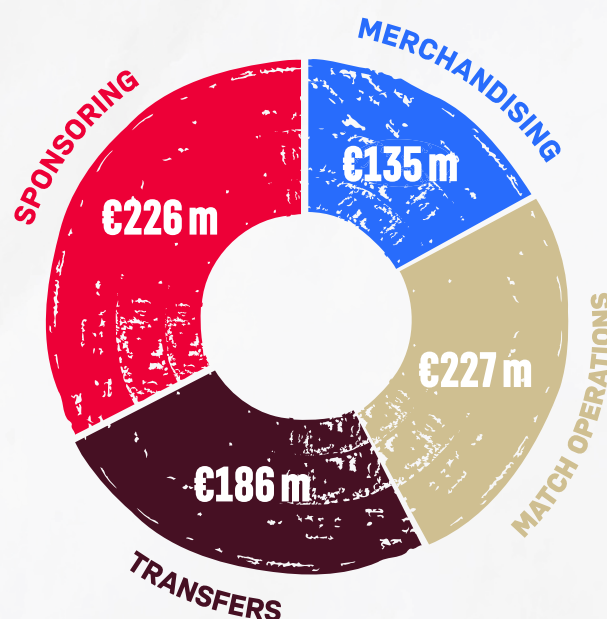
Annual General Meeting 2023/24

## Second-best annual result in the club's history

€43 MILLION



## Largest revenue streams



# ESG FACTS CLIMATE & ENVIRONMENT



**ESG fact:** The Allianz Arena has been certified in accordance with EMAS since 2006. The **Eco-Management and Audit Scheme (EMAS)** is one of the world's most stringent environmental management systems. It was developed by the European Union and is based on the EMAS Regulation (EC No. 1221/2009). Only organisations that meet the scheme's high environmental requirements are awarded the EMAS logo. EMAS records and evaluates an organisation's environmental performance using key performance indicators such as energy use and consumption, material use and consumption, water consumption and wastewater, waste quantities, emissions and biodiversity.



**ESG fact:** The climate crisis is real and affects us as a society and as a sport. In the wake of the devastating floods in 2023, FC Bayern donated over one million euros in emergency aid to organisations in Bavaria and Baden-Württemberg (DLRG, DRK, fire brigades) as well as to severely affected districts in the Allgäu region, affected football clubs and private households.



# SUSTAINABILITY MEANS...



**HERBERT  
HAINER**

President of  
FC Bayern München eV

Sustainability means building a bridge from the past to the present and drawing lessons for the future. And that is exactly what FC Bayern stands for. The club is founded on three pillars: sporting success, financial stability and social responsibility, with the latter taking on more and more importance. If we didn't look beyond the edge of the pitch, FC Bayern wouldn't be what it is today. We are thrilled to see how many committed people get involved in various sustainability projects, including initiatives to protect the climate and environment, as well as in our "PACK MA'S" volunteer programme or the "Red Against Racism" initiative. We are also delighted to receive so many suggestions from our fans and members and to see how strongly they embrace the FC Bayern identity.



**JAN-  
CHRISTIAN  
DRESEN**

Chief Executive Officer  
FC Bayern München AG

At FC Bayern, we can look back on a uniquely successful past, whether in terms of sport, business or overall development. For us, this also means we have a duty to meet the challenges of the future - and not just those relating to sport. We are always on the ball, even off the pitch, so that we can preserve the character of our club. After all, we want to be a reliable constant for our members and fans, a place of community and cohesion. That is precisely why, no matter how successful we are in sporting terms, we continue to enjoy such enduring popularity among our fans.



## MAX EBERL

Board member for sport  
FC Bayern München AG

Our players follow in the footsteps of the greatest legends in German football. On a sporting level, sustainability means that we have to decide who can consistently meet the highest standards and who lives up to everything that FC Bayern has stood for for generations. That means focusing on developing young talent and selecting players who fit our philosophy, who are professionals and role models both on and off the pitch and who can be the face of our club. These objectives have been exemplified and cemented at senior management level, not least by Franz Beckenbauer, Uli Hoeneß and Karl-Heinz Rummenigge, and serve as motivation for everyone who helps shape the future of FC Bayern.



## BIANCA RECH

Director of Women's Football  
FC Bayern München AG

It has taken a long time, but women's football in Germany has finally reached its rightful status and is increasingly receiving the recognition our players deserve. FC Bayern has played a key role in getting there - and we've always been able to count on the support of the club's management in this regard. In my view, women's football represents much of what sustainability stands for: equal opportunities, fair play and strategic foresight. It is not only a top-level competitive sport, but also represents a significant growth market with great potential. These positive developments give me cause for optimism, because they send a strong signal to all girls and boys that all doors are open to them, both on and off the pitch.





## ADRIAN SARMIENTO

Managing Director  
FC Bayern München  
Basketball GmbH

When we talk about sustainability, we're always talking about development too. And development is the perfect word to describe what drives and defines basketball at FC Bayern. We are now a figurehead in professional and youth sport, offering fantastic infrastructure, especially in the new **SAP Garden** and the versatile **BMW Park**. We've achieved what many can only dream of: shaping a world-class football club into a top name in another sport. In the process, we were able to build on existing, proven and sustainable structures that made this kind of development possible in the first place.



# ABOUT THIS REPORT AND THE CURRENT STATUS OF OUR SUSTAINABILITY STRATEGY IMPLEMENTATION

This report provides information on our ongoing efforts to ensure the future viability and sustainable development of FC Bayern Munich. We remain committed to making a positive contribution to the climate, the environment and society. The report covers the activities of FC Bayern München AG and FC Bayern München eV, including FC Bayern München Basketball GmbH, over the reporting period of the 2023/2024 financial year and season.

The measures we implemented during this period are part of our sustainability strategy, which is summarised below.



## OUR SUSTAINABILITY STRATEGY

Our sustainability strategy centres on four areas of action: **Diversity and Inclusion, Health and Safety, Climate and Environment, and Materials and Supply Chains.** Within these areas of action, FC Bayern's overarching objective is to improve its sustainability-related impact and to develop specific concepts, actions and evaluation mechanisms that allow us to review the interim targets we have set ourselves.



# REGULATORY FRAMEWORK

Our sustainability strategy is aligned with the 17 United Nations Sustainable Development Goals (**SDGs**) and other regulatory frameworks such as the United Nations Guiding Principles on Business and Human Rights (**UNGPs**). These soft law requirements (i.e. voluntary commitments) are supplemented by certain regulatory requirements, including the sustainability requirements of the German Football League (Deutsche Fußball Liga, DFL), the German Supply Chain Due Diligence Act (Lieferkettensorgfaltspflichtengesetz, LkSG) and various statutory requirements of the European Union (EU).

The regulatory landscape in the area of sustainability is currently shifting and may be subject to regular change. However, FC Bayern is also striving to improve its sustainability performance regardless of any regulatory developments.

Although there may be specific sustainability reporting requirements in the future, we will retain the current format (possibly in parallel) in order to keep our fans informed about our efforts in this area in the usual manner. Our fans are not only recipients of this information, but also actively contribute to FC Bayern's sustainable development, as do our partners, sponsors and other stakeholders. We therefore want to highlight their commitment in an appropriate manner and retain the format of our first sustainability report, which met with a very positive response from our fans.

# STRUCTURE OF THE REPORT

This report is structured in accordance with the three sustainability/ESG dimensions:

**ENVIRONMENT** Environmental protection and climate action

**SOCIAL** Social responsibility

**GOVERNANCE** Club management and organisation

- In each of the individual sections, we outline the most important developments in those three areas during the 2023/2024 season, with a particular focus on our key areas of action (Diversity and Inclusion, Health and Safety, Climate and Environment, and Materials and Supply Chains).

**FOR THOSE  
WHO WANT TO  
KNOW EXACTLY  
WHAT'S GOING ON  
BUT DON'T HAVE  
MUCH TIME.**

You can use the clickable navigation bar to quickly and easily navigate through our ESG report.



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# 125 YEARS OF ACHIEVING MORE TOGETHER

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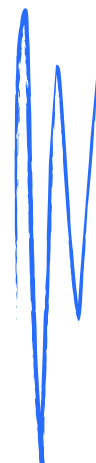
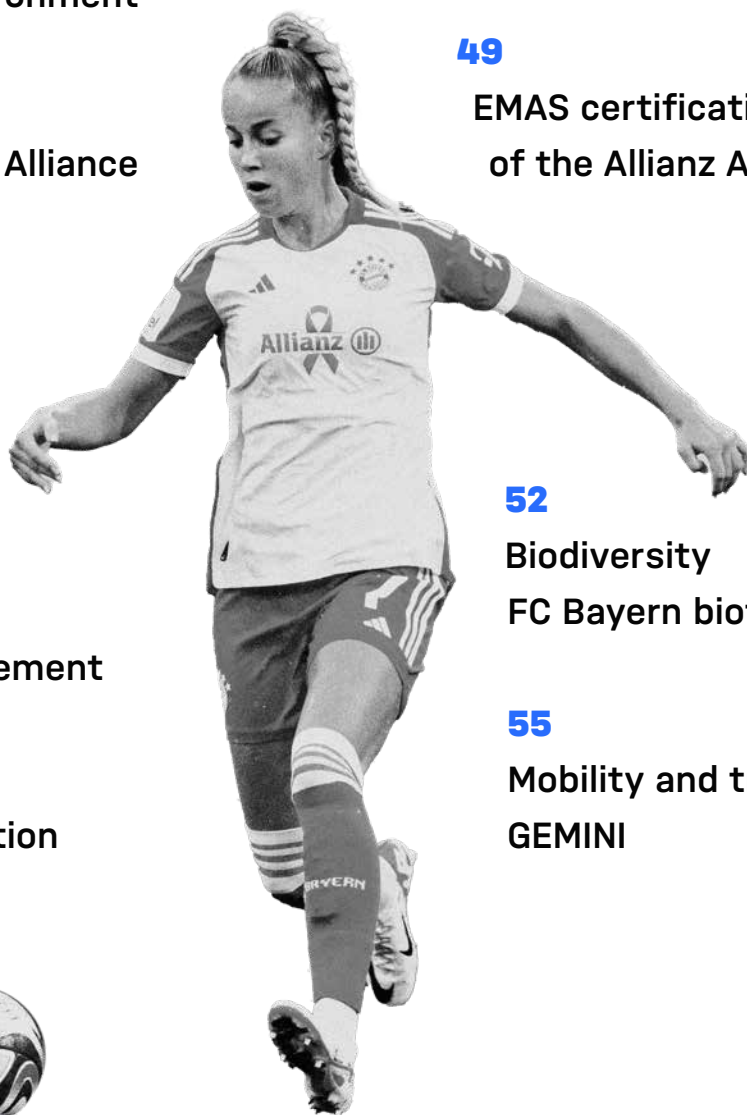
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EMAS certification  
of the Allianz Arena

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GEMINI

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125 YEARS

# OF BEING IDEALLY POSITIONED FOR THE FUTURE

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Compliance and integrity





# 125 YEARS OF ACHIEVING MORE TOGETHER





CO<sub>2</sub>e FOOTPRINT PV  
**BAVARIAN**  
**CLIMATE ALLIANCE SYSTEM**  
 GREENHOUSE GAS REDUCTION GREEN ELECTRICITY  
**ENERGY EFFICIENCY**  
**HEAT PUMP**  
 ELECTRIC TEAM BUS **CLIMATE &**  
 SUSTAINABLE **ENVIRONMENTAL**  
**ROAD TRAVEL STRATEGY**  
**TO ZERO CLIMATE PACT**  
**WASTE FC BAYERN BIOTOPE**  
 RESOURCE MANAGEMENT  
**CIRCULAR ECONOMY**  
 RAINWATER UTILISATION EMAS  
**COLLECTIVE CERTIFICATION**  
**ACTION AWARENESS RAISING**  
**RESPONSIBILITY**  
**LIVING SUSTAINABILITY**

# CLIMATE AND ENVIRONMENT



Over the past 125 years, we have learned that we must act responsible today to ensure a better tomorrow. The challenges that companies and sports clubs face have changed significantly in recent years. Climate action and environmental protection have become two of the most pressing issues of our time. FC Bayern tries to address these challenges through its climate and environmental strategy.

The primary goal of FC Bayern's climate and environmental strategy is to lower our carbon footprint by cutting our greenhouse gas emissions in order to contribute to reducing global warming and climate change.

At the same time, we endeavour to communicate our mindful approach to climate and environmental issues to encourage our stakeholders to take similar measures. In our climate and environmental strategy, we refer to this effect – namely, climate action and environmental protection (communicated) by FC Bayern – as our handprint.

## OUR UNDERSTANDING

We consider protecting the environment to be a key global challenge. The way we deal with our footprint sets an example and promotes climate change mitigation.

## OBJECTIVES

- Reporting, reducing and taking responsibility for our own CO<sub>2</sub>e footprint
- Promoting more climate-friendly behaviour

## CLIMATE ACTION & ENVIRONMENTAL PROTECTION

### AT FC BAYERN

ELECTRIC MOBILITY  
& CHARGING POINTS



PHOTOVOLTAIC SYSTEMS



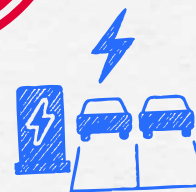
HEAT PUMPS



USING 100% GREEN ELECTRICITY



LED LIGHTING & TECHNOLOGY



CHARGING PARK ALLIANZ ARENA

### BY FC BAYERN

PARTNERSHIPS

VIESSMANN



pre zero



FAN WORKSHOPS



FC BAYERN BIOTOPE



# STRONG REGIONAL PARTNERSHIPS TO ACHIEVE OUR TARGETS

## BAVARIAN CLIMATE ALLIANCE

FC Bayern Munich and Allianz Arena München Stadion GmbH have been members of the Bavarian Climate Alliance since 2015 and have pledged their commitment to the climate change mitigation targets set by the Bavarian state government. The partners to the Bavarian Climate Alliance and the Bavarian state government strive, among other things, to raise awareness of climate change mitigation by communicating information about its causes and possible solutions. In this way, they hope to inspire as many people and stakeholders as possible to adopt climate- and environmentally friendly behaviour.

### CLIMATE ALLIANCE

Objective: to bring together stakeholders from various sections of society with the common mission of raising awareness of climate change among the general public.



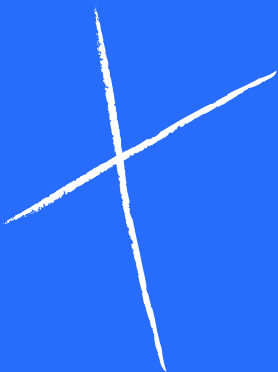
# WE'RE ON BOARD! BAVARIAN CLIMATE PACT

FC Bayern Munich and Allianz Arena München Stadion GmbH joined the Bavarian Climate Pact as founding members in 2024.

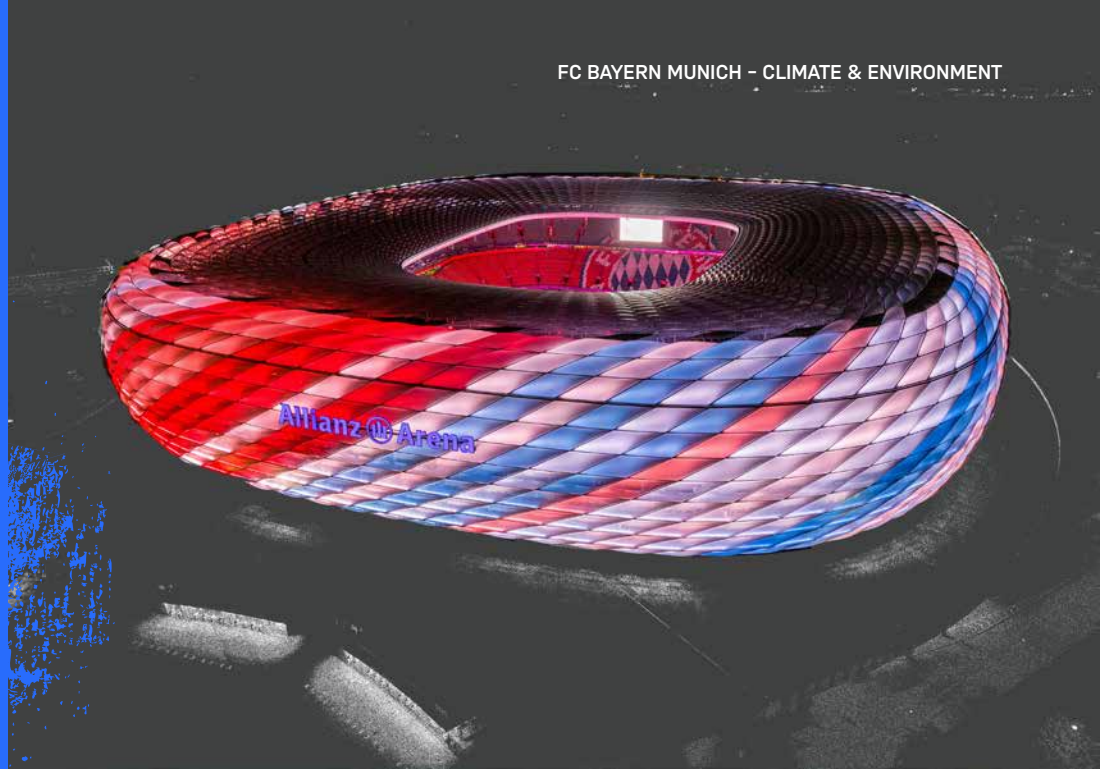
In a declaration of commitment, the signatories to the Climate Pact acknowledge their responsibility for protecting the environment and preventing climate change, and commit to supporting the climate targets of the Free State of Bavaria, the Federal Republic of Germany, the European Union and the international community as set out in the Paris Climate Agreement. Besides aiming to keep global warming below 1.5 degrees compared to pre-industrial levels, participants also pledge to fulfil comprehensive transparency and reporting obligations.

Thanks to our wide-ranging efforts to cut our greenhouse gas emissions and make our football and stadium operations more climate-friendly and environmentally sound, we are actively helping to achieve the targets of the Bavarian Climate Alliance and the Climate Pact. Our reduction measures are described in detail from page 33 onwards.

At the same time, we use our reach as a prominent representative of the Free State of Bavaria to draw attention to the targets of the Climate Pact and the Climate Alliance.



Our 125-year history has taught us that we must begin thinking about tomorrow today if we want to preserve and improve our world in the long term. That is why we emphatically support the Bavarian Climate Pact's future-oriented targets for reducing greenhouse gas emissions.



# KLIMASTREIFEN

Warming stripes are a simple but meaningful representation of climate change. Each stripe represents one year, with the chart running from left to right to illustrate temperature changes over the years. The warmer the year, the more intense the shade of red.

## BAVARIAN WARMING STRIPES

The Bavarian warming stripes follow the same logic as warming stripes, but only refer to the average temperatures in Bavaria.

# KEY FIGURES TO CALCULATE THE CO<sub>2</sub>e FOOTPRINT FOR 2022/2023

We have now also calculated our CO<sub>2</sub>e footprint for the 2022/2023 season. Because we do this retrospectively and only some time after the end of the previous season, this report does not yet include the footprint for 2023/2024. Our focus here is therefore on the footprint for the 2022/2023 season. The data collected for this purpose covers FC Bayern München AG, including its subsidiaries, and Allianz Arena Stadion GmbH. Based on the Greenhouse Gas Protocol Corporate Accounting and Reporting Standard (GHG Protocol), we have recorded greenhouse gas emissions in three comparison groups known as Scopes 1 to 3.

The following categories were included:

## CALCULATION OF THE CO<sub>2</sub>e FOOTPRINT FOR THE 2022/2023 SEASON



<sup>1</sup>Scope 1 (direct release of GHG emissions): Scope 1 covers emissions from sources that are directly owned or otherwise directly controlled by FC Bayern (e.g. its own vehicles).

<sup>2</sup>Scope 2 (indirect release of GHG emissions in the immediate business area): emissions from purchased energy (e.g. electricity consumption, heat).

<sup>3</sup>Scope 3 (indirect release of GHG emissions within the upstream and downstream supply chain): emissions resulting from activities that are not directly related to the organisation of FC Bayern (ownership or direct control). As we understand it, this includes mobility (fans, employees) and the production of merchandise.

<sup>4</sup>By capital goods, we understand investment goods that are required to manufacture or produce other goods, e.g. lighting systems.

## NOTES ON COMPARING THE FIRST FOOTPRINT (21/22) AND THE SECOND FOOTPRINT (22/23)

The first footprint that FC Bayern calculated was for the 2021/2022 season - a period when some matches were still played behind closed doors or with limited stadium capacity due to the pandemic. This meant that one of our key emissions drivers - namely fan mobility (traveling to and from the stadium) - was significantly lower than in normal seasons. It is therefore not surprising that the carbon footprint for the 2022/2023 season (a season without pandemic-related restrictions) is comparatively larger than that for 2021/2022 (a season with pandemic-related restrictions).

In addition, the footprint for the 2022/2023 season is also higher because, unlike in the 2021/2022 season, we also collected data on emissions in the capital goods<sup>4</sup> category. As a result, only the footprint now calculated for the 2022/2023 season can be used as a benchmark for assessing our reduction targets in future reporting periods.



Alongside the increase in total emissions in comparison to the 2021/2022 season, there has also been a change in how the emissions are distributed – both between the individual Scopes and within them. This shift has been caused by the same factors:

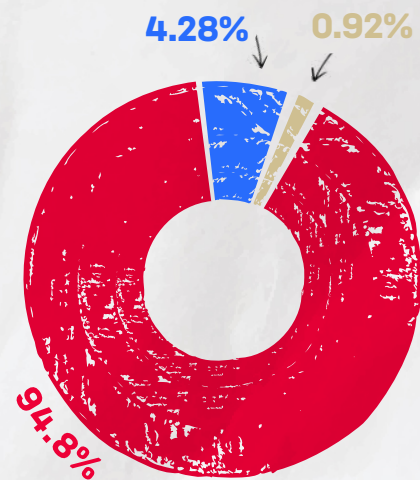
## MEASUREMENT OVERVIEW

Scope 1  
Scope 2  
Scope 3

Emissions by Scope as a percentage of total emissions

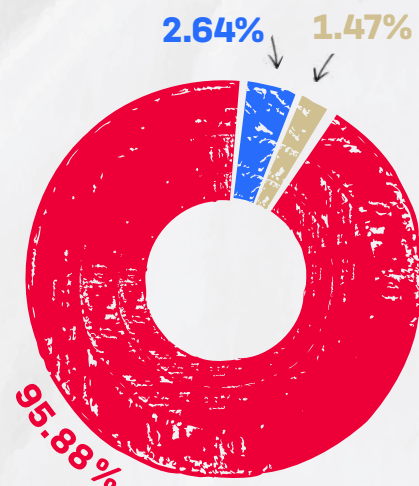
Emissions distribution  
per Scope

2021/2022



Emissions distribution  
per Scope

2022/2023





**How much is a tonne of CO<sub>2</sub> anyway?**  
 One tonne of CO<sub>2</sub> is roughly equivalent to the volume of a cube measuring eight metres high.

## CO<sub>2</sub>e FOOTPRINT 2022/2023

Seasonal footprint and changes compared to the previous assessment period

In total, FC Bayern Munich's greenhouse gas emissions (GHG emissions) for the 2022/2023 season amount to **102,206.88 CO<sub>2</sub>e** (market-based approach).<sup>5</sup>




Of this total, 2.64% can be attributed emission sources that FC Bayern either owns or directly controls (Scope 1), 1.47% to emission sources from purchased energy (Scope 2) and 95.88% to all other emission sources arising from FC Bayern's activities but owned or controlled by a third party (Scope 3: e.g. fan mobility, employee mobility).

A breakdown of FC Bayern's footprint for 2022/2023 and how it has changed since the previous season (2021/2022) is provided below.

<sup>5</sup> The market-based approach focuses on the specific contractual terms and sources of supply of FC Bayern and its energy providers, particularly when measuring and calculating Scope 2 emissions (purchased energy). In contrast to the location-based approach, Scope 2 emissions from purchased energy are therefore measured not by means of the average local grid intensity, but precisely on the basis of the specific conditions for FC Bayern's energy procurement. The data basis is thus much more accurate, enabling a specific analysis of the environmental impact.

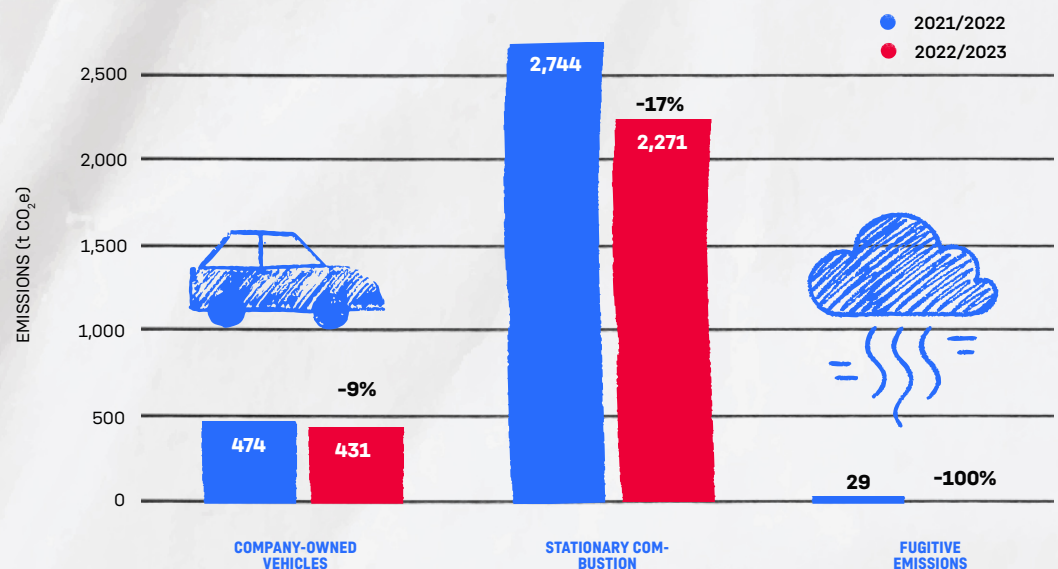
# SCOPE 1

2,703.15 t CO<sub>2</sub>e (2.64%)

Category		Change	Measures /comments
<b>Fugitive emissions</b>		<b>Reduction</b> in GHG emissions by 100%	FC Bayern only uses refrigerants in the event of technical malfunctions; apart from that, we have no intention to use them. There are no plans for their standardised use. Unlike in the 2021/2022 season, no refrigerants were used in the 2022/2023 season.
Includes: refrigerants			
<b>Stationary emissions</b>		<b>Reduction</b> in GHG emissions by 17%	October 2022: installation of an under-soil heating system with a heat pump to replace the previous gas-powered under-soil heating system
Includes: natural gas			From March 2025: installation of heat pumps to replace gas
<b>Company-owned vehicles</b>		<b>Reduction</b> of GHG emissions by 9%	Ongoing transition from diesel- and gasoline-powered vehicles to hybrid / electric vehicles
Includes: cars, buses, vans			The first electric MAN team bus will make its debut in the 2025/2026 season.




## Scope 1 emissions 2021/22 vs. 2022/23

with changes in %



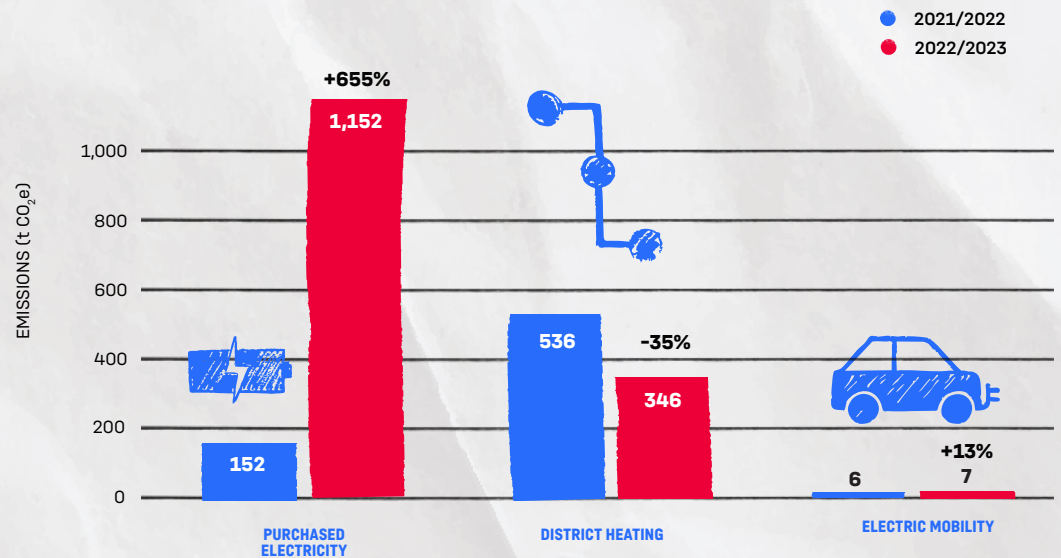
# SCOPE 2

1,506.69 t CO<sub>2</sub>e (1.47%)

Category		Change	Measures / comments
<b>Electricity consumption</b>  Includes: electricity (non-green electricity)		<b>Increase</b> in GHG emissions by 655%	<p>The Allianz Arena, the training facility on Saebener Strasse, as well as the FC Bayern Campus and BMW Park are already powered by 100% green electricity.</p> <p>The emissions shown here are generated by our rented fan shops and international offices, which are not yet powered by green electricity. The rise in Scope 2 emissions is therefore mainly attributable to the commissioning of an additional international office and the end of COVID-19-related restrictions, which led to increased customer traffic and energy consumption in our fan shops.</p>
<b>Heating consumption</b>  Includes: district heating		<b>Reduction</b> in GHG emissions by 35%	<p>We were able to reduce our heating consumption in line with our heating concept.</p>
<b>Electric mobility</b>  Includes: electricity consumption by hybrid company vehicles		<b>Increase</b> in GHG emissions from hybrid vehicles by 13%	<p>Due to our continued transition to electric mobility, we will see an increase in electricity consumption for new hybrid vehicles in this area.</p>

## Scope 2 emissions 2021/22 vs. 2022/23








with changes in %





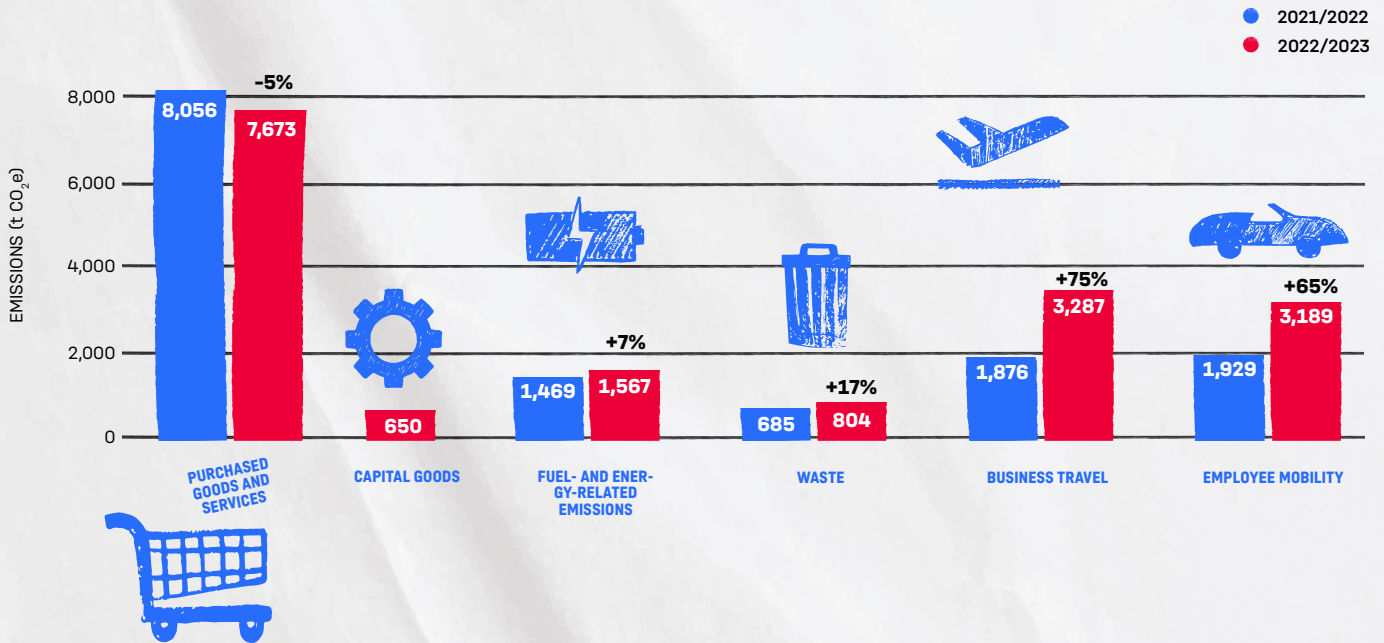
# SCOPE 3

97,997.04 t CO<sub>2</sub>e (95.88%)

Category	Change	Measures / comments
<b>Purchased goods and services</b>  Includes: merchandise & team equipment, catering, office paper & publications, consumables	 <b>Reduction</b> in purchasing-related GHG emissions by 4.76%	The quality of merchandising data has improved significantly compared to the previous season, with fibre codes enabling a more differentiated view of key materials. Compared to the previous season's estimate, we can therefore see a relative reduction in actual emissions.
<b>Capital goods</b>  Includes: information and communication technology equipment, technical equipment, machinery	 This category has been newly added, which is why no comparison with the previous year is possible.	
<b>Fuel- and energy-related emissions</b>  Includes: diesel, petrol, natural gas, heating oil	 The <b>increase</b> in Scope 2 means that GHG emissions in this category also rose by 7% as the two categories are interrelated.	Indirect emissions from Scope 1 and 2 (petrol, diesel, natural gas, green electricity)  Own use of PV systems
<b>Waste produced</b>  Includes: plastic, glass, residual waste, paper and cardboard, metal, bulky waste, organic waste	 <b>Increase</b> in GHG emissions by 17% due to increased waste generation	Our waste generation increased due to higher visitor traffic compared to the previous season after pandemic-related restrictions were lifted.
<b>Business travel</b>  Includes: taxi, train and plane travel; overnight stays	 GHG emissions from team mobility (including marketing trips, etc.) <b>increased</b> by 75% compared to the previous season.	This increase in mobility is due to the lifting of pandemic-related restrictions.  In an effort to reduce GHG emissions associated with team mobility, FC Bayern has developed a travel policy aimed at promoting climate- and environmentally conscious travel.
<b>Employee mobility</b>  Includes: cars, local public transport, rail	 GHG emissions from employee mobility <b>increased</b> by 65% compared to the previous season.	This increase in mobility is due to the lifting of pandemic-related restrictions and an increase in activity at our various offices (instead of employees working from home).  FC Bayern actively encourages its employees to travel around Munich in an environmentally and climate-friendly manner, for example through the newly introduced company bicycle scheme.
<b>Fan mobility</b>  Professional football at the Allianz Arena and professional basketball at the BMW Park	 GHG emissions caused by fan mobility - i.e. fans travelling to and from matches played by the licensed football team at the Allianz Arena or the licensed basketball team at the BMW Park - <b>increased</b> by 39% compared to the previous season.	This increase in fan mobility is due to the lifting of pandemic-related restrictions.  FC Bayern is implementing various measures to make fan mobility more environmentally and climate-friendly. Among other things, the club has organised a shuttle bus service which takes fans from Donnersberger Brücke to the Allianz Arena free of charge on many home match days, providing an alternative to travelling by car or using the busy U6 underground line.  In addition, FC Bayern has installed a secure bicycle garage at the Allianz Arena to make it easier for fans to travel to matches by bike.

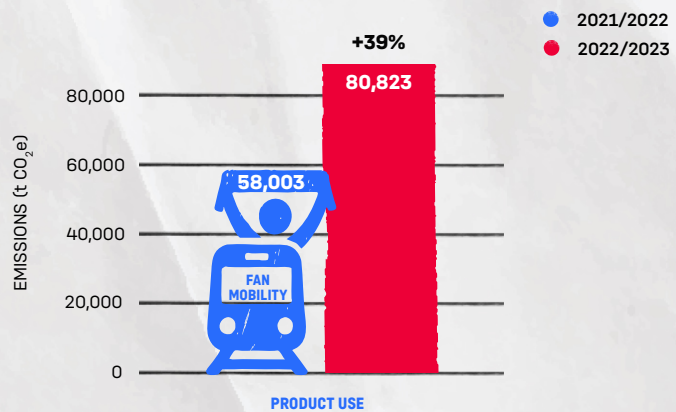
## Scope 3 upstream emissions 2021/22 vs. 2022/23

with changes in %



## Scope 3 downstream emissions 2021/22 vs. 2022/23

with changes in %



# RESOURCE MANAGEMENT

In our daily operations as a sports club and global brand, we rely on various resources. We endeavour to use these resources responsibly in order to respect the planetary boundaries. Besides collecting extensive data with a view to reducing our resource consumption, we also employ efficient technologies in our use of resources. We can draw on a network of experienced internal and external experts to enable more environmentally and climate-friendly resource management and identify potential cost savings. This approach reflects our holistic understanding of sustainability.

Our efforts are focused on responsible resource management rather than entirely new developments. The Allianz Arena has been certified in accordance with EMAS since 2006. As such, using resources responsibly is an integral part of our club's ethos. In the EMAS environmental statement for 2023/2024, Jürgen Muth, Managing Director of Allianz Arena Stadion GmbH, writes:



Last season, we saved considerable energy and gained valuable experience by installing new lighting technology for our turf maintenance. In addition, the installation of three heat pumps helped to make the under-soil heating system, which is necessary in winter, more energy-efficient. By switching to decentralised hot water production, we were able to reduce our heat consumption in the summer months by more than 2,000 kWh per day, while the removal of the recovery pool in the FC Bayern team area will save around 436.8 m<sup>3</sup> of water per season. We've also made great strides with the famous exterior façade of the Allianz Arena: By decommissioning the air drying systems, which are inefficient and unnecessary according to the latest findings, we managed to cut the energy needed to operate the 2,784 air panels by around 50%. We are moving in the right direction day by day - and can confidently say that we want to and are able to drive the industry forward! At FC Bayern, economic efficiency and climate action go hand in hand with carefully thought-out concepts, experience and the necessary expertise. We'll stay on the ball!

Our measures for responsible resource management centre primarily on the areas of energy, water and waste.

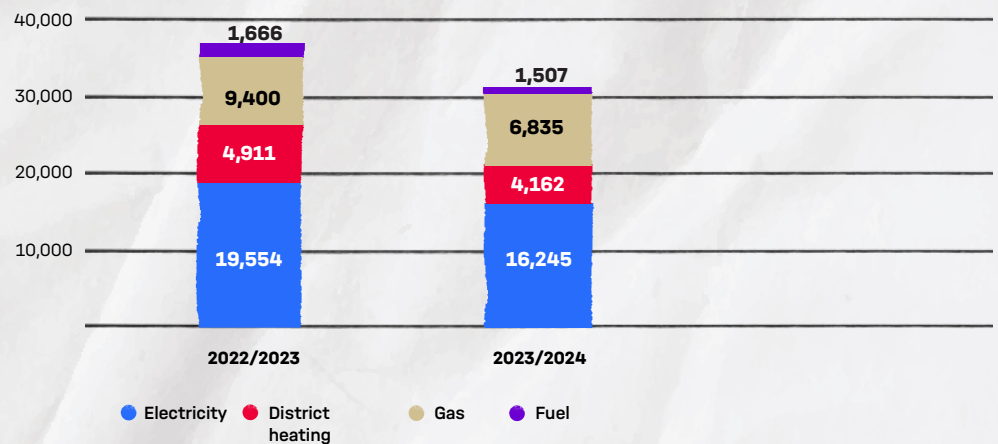




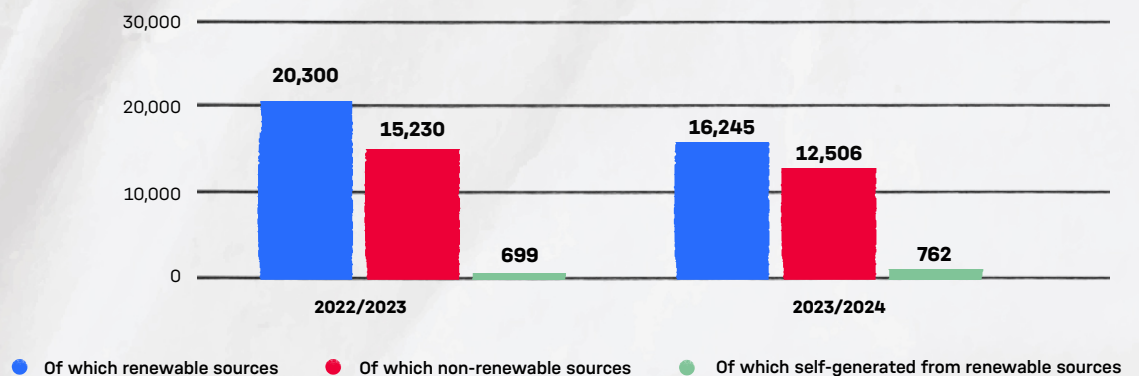
# ENERGY CONSUMPTION OF FC BAYERN

at Allianz Arena, Saebener Strasse, Campus

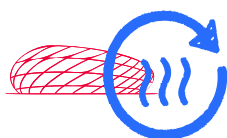
## Energy consumption in MWh



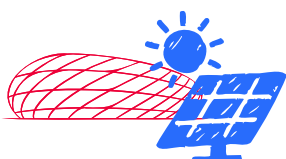
## Total energy consumption in MWh



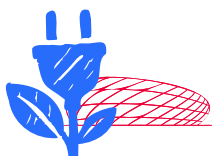
# KEY FIGURES ALLIANZ ARENA



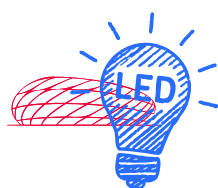
Gas consumption at the arena: Our gas consumption declined by **12.8%** compared to the previous season, mainly due to the installation of a Viessmann heat pump for the under-soil heating system.



We generated **5%** of the arena's total electricity consumption ourselves through our own photovoltaic systems.



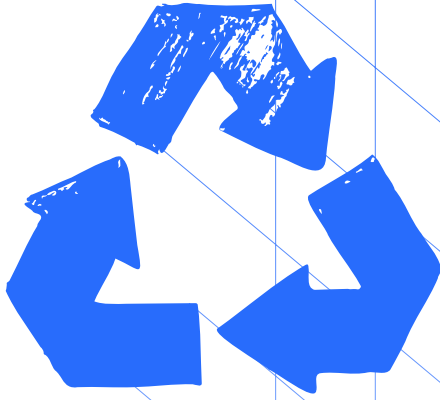
The electricity we purchase for the Allianz Arena is **100%** green electricity.



Thanks to the conversion of our pitch lighting system at the Allianz Arena, we reduced our electricity consumption by **38.7%** compared to the previous season.

We remain committed to expanding the share of renewable energies at all our locations, for example by installing a new rooftop photovoltaic system on the esplanade of the Allianz Arena starting in 2025 and by reducing our use of gas-based energy. To this end, we intend to install another Viessmann heat pump system as a substitute for gas.

**VIESSMANN**



# PARTNERING WITH PreZero ON THE ROAD TO ZERO WASTE AND EFFICIENT WATER MANAGEMENT

One of the most pressing challenges of our time concerns the far-sighted management of emission drivers and resources. In the context of match day operations at the Allianz Arena and the running of our training facilities at Saebener Strasse and our Campus, the areas of waste management and water management play a particularly important role.



Even when faced with complex challenges like these, FC Bayern upholds its approach of value- and purpose-driven partnerships. That is why we work with our partner PreZero – one of the leading providers in the fields of environmentally and climate-friendly waste management and efficient water management – to find the most efficient solutions.







# WASTE MANAGEMENT

The greatest risks to the climate and environment that arise from inefficient waste management are those associated with the disposal of large quantities of waste in landfills and incinerators. Both processes produce greenhouse gases, including CO<sub>2</sub> and methane, which accelerate climate change.





Moreover, incineration or other methods of waste disposal cause a significant loss of resources and energy, as non-recycled materials mean more new production, which in turn leads to more CO<sub>2</sub> emissions.

The best way to minimise these negative impacts is to avoid waste in the first place. Where waste cannot be avoided, it should be recycled as efficiently as possible – for example, by returning it to closed material cycles. These are the two basic principles that guide our joint approach with PreZero.

At the beginning of the 2023/2024 season, we inspected the Allianz Arena, Saebener Strasse and Campus locations together with PreZero in order to collect extensive data on waste volumes and other waste management parameters, such as existing disposal concepts. An initial measure based on this data was the introduction of a number of waste sorting bins with appropriate labeling. These will be installed across all three locations in the future. The waste is sorted into categories including paper/cardboard, plastics, organic waste and glass. Other categories, such as batteries, will be added step by step as new legal requirements emerge. In this connection, we have developed training and awareness concepts that are tailored to different stakeholder groups, such as fans, service providers and employees.



The aim is to bring us as close as possible to our "Road to Zero Waste" vision. One of the main reasons why we are working with PreZero is the fact that waste cannot be avoided entirely, especially at large sporting events. Together, we are therefore looking for ways to reduce waste – for example, through the training and awareness measures mentioned above – but also for innovative ways to recycle it. In the process, we can draw on PreZero's many years of experience and expertise in dealing with challenges of this kind. At the same time, we can leverage FC Bayern's reach and innovative strength to extend our activities beyond the arena and even onto the pitch. After all, waste refers not only to traditional packaging waste, but also to lawn cuttings, for example. We are therefore examining whether they can be used to generate energy or to produce organic packaging material.

Avoid, reduce, reuse, recycle and rethink: At FC Bayern, the holistic approach reflected in this motto is becoming a springboard for our sport in several ways. Given our three very different main locations and their infrastructure, we are in a position to develop various adaptable elements of a uniform waste management concept that can be transferred to comparable infrastructure. For example, elements of the concept for the Allianz Arena can serve as a valuable template for other larger stadiums, while our Campus can serve as the basis for a model featuring "short waste management distances" in multi-sports facilities or smaller stadiums such as the women's and amateur stadium on the Campus. In collaboration with PreZero, FC Bayern is demonstrating how climate-friendly and environmentally sound waste management can be customised to suit any sports venue thanks to data-based planning and a holistic approach.

The partnership with PreZero is designed to be long-term, as the transition to a truly circular economy requires careful preparation, harmonised planning and step-by-step implementation. FC Bayern has always relied on long-term partnerships and mutual trust throughout its history – and is continuing to do so now in the face of climate change.





# WATER MANAGEMENT

While water has traditionally been considered an inexhaustible resource, it is now widely accepted by scientists that it must be used sparingly. FC Bayern has therefore set its sights on water management to ensure that sufficient water is available for the next 125 years and the generations to come.

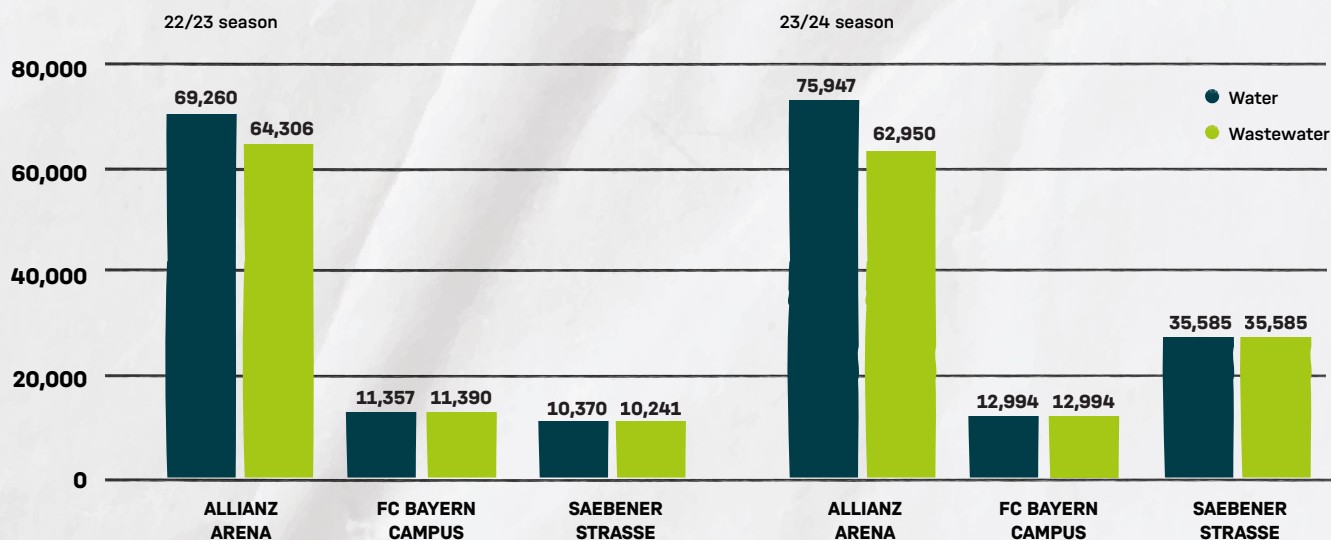
Together with PreZero, FC Bayern Munich aims to ensure a sustainable use of water at all of the club's locations. To this end, we analysed available consumption data, identified current challenges and developed specific proposals for optimisation, with a focus on the Allianz Arena, the Campus and Saebener Strasse.

## OBJECTIVES OF THE ANALYSIS

- Saving fresh water
- Identifying approaches for rainwater utilisation
- Finding and testing approaches for reusing "consumed" water (closed water cycles)
- Raising awareness of water use



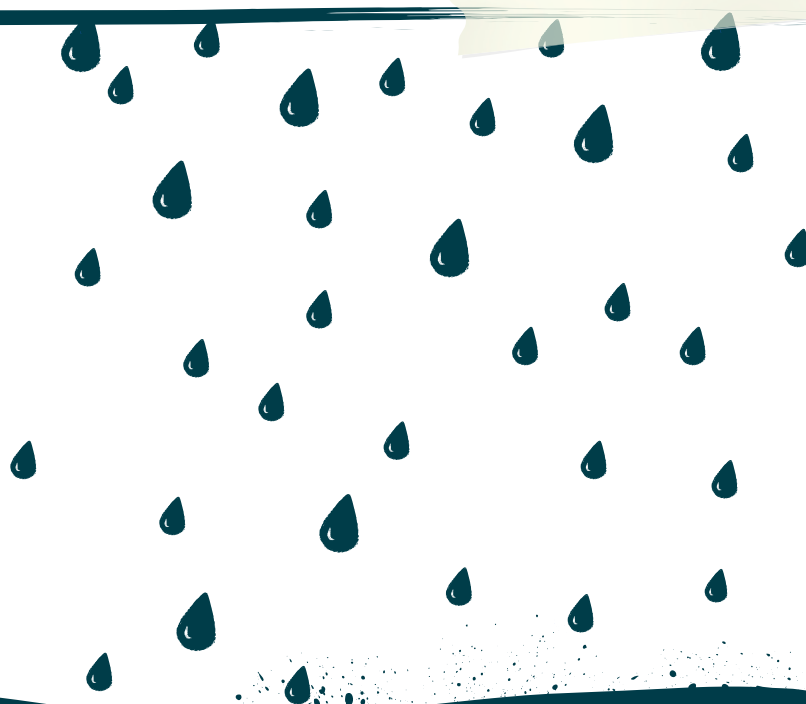
# WATER CONSUMPTION AND WASTEWATER OF FC BAYERN IN M<sup>3</sup>



Initial analyses show that at the Allianz Arena – that is, the FC Bayern location with the highest water consumption – the amount of fresh water consumed remained stable compared to the previous year. Wastewater consumption, on the other hand, was down by around 7,000 cubic metres. This may be a reflection of our efforts to improve wastewater quality and work towards closed water cycles. However, our primary goal is not only to reduce the amount of wastewater, but also to cut down on the amount of fresh water (drinking water) we consume in order to save costs and protect the environment. One way to achieve this is through closed-loop waste management, as this contributes significantly to water savings. For example, lawn cuttings and the water they contain could be used to create new products without the need to add fresh water. We are currently exploring these kinds of steps with PreZero. One option is to examine how rainwater can be used with a view to environmentally friendly water management.

## WATER CONSERVATION MADE EASY: RAINWATER AS A SUSTAINABLE SOLUTION

Rainwater is a readily available and sustainable source of water, and its use conserves valuable drinking water. You can store and use rainwater efficiently by installing cisterns – special tanks that can either be placed above ground or buried underground. Underground cisterns are preferred in Central Europe, because a layer of earth protects the water from freezing in winter and from heating up excessively in summer. Unlike conventional rain barrels, water from a cistern can even be used as drinking water, as it is filtered before being stored. We at FC Bayern are currently investigating various possible uses for cisterns together with our partner PreZero.



# EMAS CERTIFICATION OF THE ALLIANZ ARENA

**The Allianz Arena has been certified in accordance with EMAS since 2006**

Our Allianz Arena is proof that we have been mindful of environmental protection and climate action throughout our 125-year history, long before sustainability became a topic of widespread interest in the world of sport. The Allianz Arena was awarded EMAS certification as early as 2006. EMAS stands for Eco-Management and Audit Scheme, a community scheme for voluntary environmental management and voluntary environmental auditing of companies. It originated as a standard in the European Union and was developed as a tool to help companies improve their environmental performance. Since attaining EMAS certification in 2006, the Allianz Arena has regularly improved its environmental performance, thus fulfilling one of the key EMAS requirements.



## WHAT IS EMAS?

The Eco-Management and Audit Scheme (EMAS) is one of the **world's most stringent environmental management systems**. It is based on the EMAS Regulation (EC No. 1221/2009) issued by the European Union. Organisations that fulfil high environmental standards and regularly improve their environmental performance are awarded the EMAS logo.

EMAS measures and evaluates environmental performance by means of key indicators such as energy use and consumption, material use and consumption, water consumption and wastewater, waste quantities, emissions and biodiversity.

## THE ALLIANZ ARENA AND EMAS

- The Allianz Arena was first certified in accordance with EMAS in 2006
- Ever since then, we have published annual environmental statements
- A comprehensive audit is carried out every two years to ensure the effectiveness of the environmental management system
- Allianz Arena München Stadion GmbH itself is responsible for maintaining the environmental management system
- The stadium's environmental programme was used as a basis for setting specific, quantifiable environmental targets, from which we derive the measures to be implemented



# ENVIRONMENTAL PROGRAMME

EMAS environmental statement 2023/2024

TOPIC	MEASURES	STATUS	OBJECTIVE
<b>Energy management (EMS)</b>	Expansion of the EMS to include additional meters; internal energy analysis	Ongoing	Expanding the EMS allows us to perform more accurate internal analyses and collect more detailed consumption data.
<b>Electricity / heat</b>	Installation of additional heat pumps	In the planning stage	By installing additional heat pumps, we aim to replace fossil fuels entirely in the medium term.
<b>Electricity</b>	Construction of additional photovoltaic systems on site	In the planning stage	Increasing the proportion of self-generated electricity to around 8%
<b>External company management</b>	Ongoing coordination process with partners working in-house in the areas of occupational safety, sustainability, environmental protection, organisation and operational processes	Ongoing	Sustainable operation and preventive measures for occupational safety and environmental protection
<b>Sustainability</b>	Regular information and offerings from the internal sustainability department via MS Teams on topics such as sustainability and environmental protection	Ongoing	Raising employee awareness about environmental protection, occupational safety and sustainability
<b>Electricity</b>	Decentralised hot water production through the use of waste heat from server rooms and process heat from cascade refrigeration systems	Being implemented	Reducing electricity consumption for decentralised hot water production by more than 50%

You can find the accessible EMAS environmental statement 23/24 for the Allianz Arena here (only available in German):

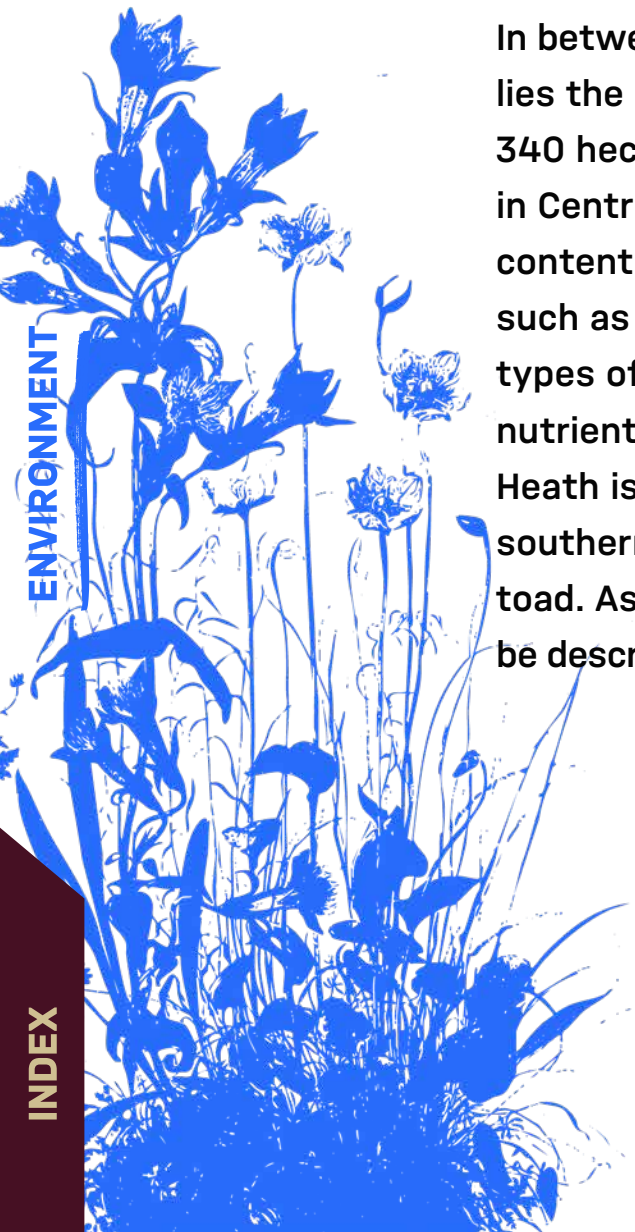


# BIODIVERSITY

## FC BAYERN BIOTOPE

FC Bayern views the climate crisis not as an isolated phenomenon, but as linked to the biodiversity crisis. That is why preserving biodiversity is an important part of FC Bayern's efforts to protect the environment and climate. The first place we try to do this is on our own doorstep, at the Campus, the heart of our youth development programme and women's football.

In between the FC Bayern Campus and the Allianz Arena lies the Southern Fröttmaninger Heath. Covering some 340 hectares, it is one of the largest grass heaths in Central Europe. The poor soil with its low nutrient content makes the area an ideal habitat for plants such as German gentian, carline thistle and various types of lichen, which are rarely found in other, more nutrient-rich areas. Additionally, the Fröttmaninger Heath is the largest and most important habitat in southern Bavaria for the endangered European green toad. As such, the Fröttmaninger Heath can certainly be described as a biotope.





## WHAT IS A BIOTOPE?

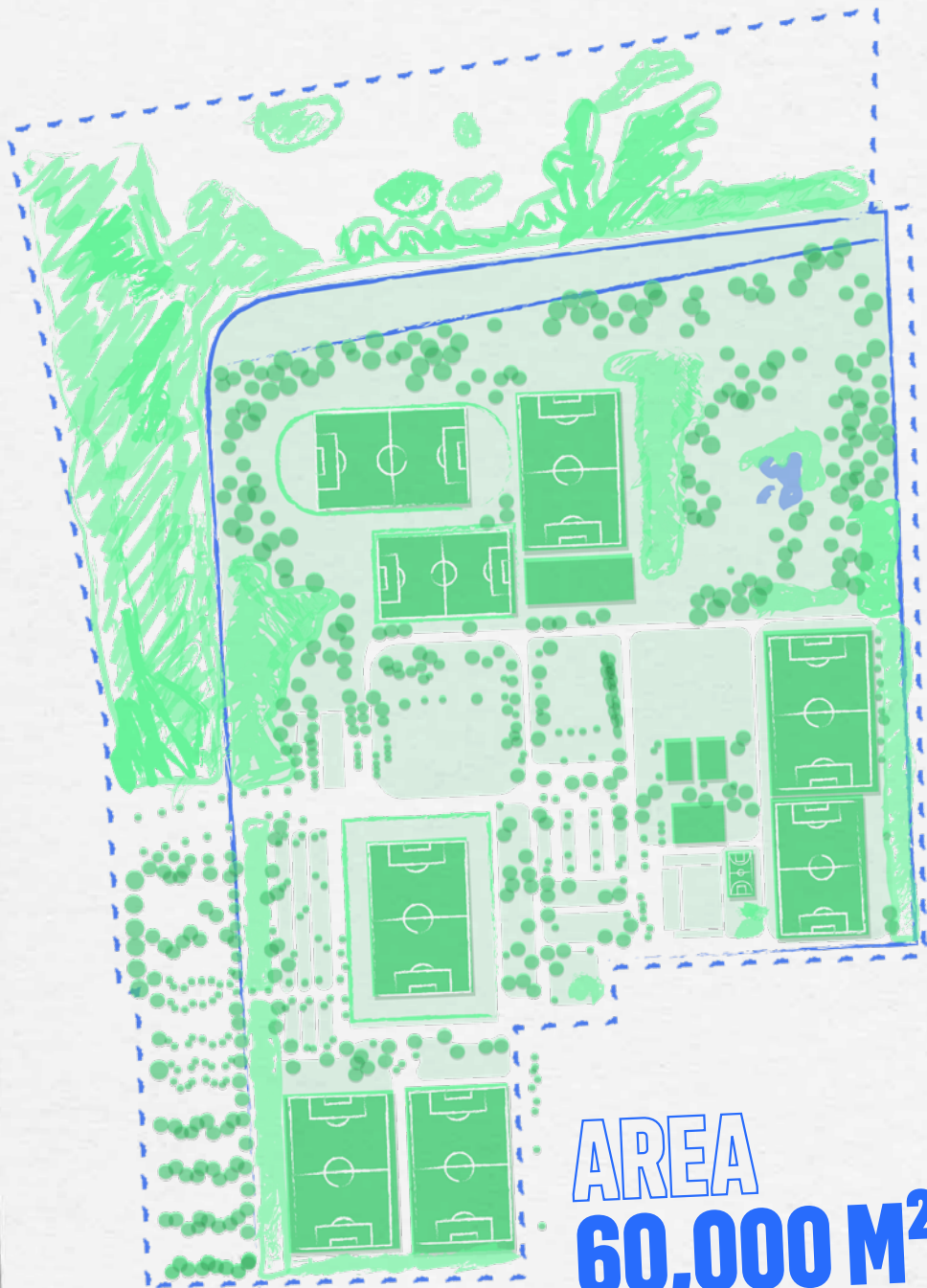
A biotope is a clearly demarcated natural space that is home to certain plant and animal species – i.e. flora and fauna – that are adapted to these specific environmental conditions. Biotopes are extremely important for the protection of species diversity (biodiversity), because if a biotope is endangered, this also threatens the existence of the specialised species living there.

In an effort to preserve and further enhance biodiversity, we agreed on ecological compensation measures with the City of Munich and the municipality of Oberschleißheim during the planning stage of the Campus and also introduced a monitoring concept. This ensures compliance with statutory obligations, as the Campus is located in the immediate vicinity of a conservation area protected by the Upper Bavarian government. That said, we at FC Bayern go far beyond these statutory obligations to protect and preserve “our” biotope.

Among other measures, FC Bayern has developed and planted nutrient-poor, species-rich grasslands with areas of immature soil, gradually cultivated several small pine groves that will also be used to provide shade for sheep and optimised small bodies of water as habitats for endangered tree frogs and European green toads. In addition, we have cultivated a dense mixed deciduous forest as a natural (flood) light barrier for particularly endangered moth species in the heath.

FC Bayern is aware of its responsibility for preserving the Fröttmaninger Heath nature reserve and will continue to improve its protection and compensation measures in collaboration with external experts, adapting them to climate change-related challenges such as extreme weather conditions.

## LOCATION FC BAYERN CAMPUS



AREA  
**60,000 M<sup>2</sup>**





# MOBILITY & TRANSPORT

## WORKING TOGETHER ON NEW MOBILITY SOLUTIONS - THE GEMINI PROJECT

Our fans' mobility is one of the key challenges in relation to our greenhouse gas footprint. It is also an example of why we need to think about tomorrow today if we want to enjoy another 125 years of FC Bayern. With this in mind, FC Bayern continues to actively participate in and support the progress of the GEMINI (Greening European Mobility through Cascading Innovation Initiatives) project. GEMINI is a research and innovation project funded by the European Union that aims to promote climate- and environmentally friendly urban mobility through innovative technologies and business models.

In a total of eight “living labs” across Europe, researchers are developing and testing new, sustainable mobility concepts such as shared transport services and how they can be integrated into local public transport systems. Running from June 2023 to December 2026, the project is being managed centrally by the United Nations Electric Mobility Initiative (UEMI).

## ROLE OF THE ALLIANZ ARENA AND FC BAYERN

FC Bayern is participating in this project together with Allianz Arena Stadion GmbH. Allianz Arena Stadion GmbH, a wholly owned subsidiary of FC Bayern München AG, is an official GEMINI partner and is making the Allianz Arena available as a pilot location (Mobility Living Lab Munich). Through real-time data collection and analysis, especially on match days, the researchers are able to analyse and forecast certain traffic patterns. FC Bayern also supported the project by conducting an extensive fan survey on the topic of mobility, with the results of this survey going towards the development of new mobility solutions. Among the other project partners are organisations from the worlds of science and business, including Volkswagen Data Lab.

Besides the general project goals outlined above, FC Bayern and Allianz Arena Stadion GmbH aim to improve the stadium experience for fans during home matches and events at the Allianz Arena by reducing travel and waiting times on the way to and from the stadium. This goes hand in hand with a reduction in fan mobility-related emissions, as these are a significant factor in our greenhouse gas footprint.



## PROJECT STATUS

The project has already resulted in comprehensive analyses of existing mobility flows around the Allianz Arena. In addition, a mobility survey was conducted among 11,000 fans, which was then evaluated. These findings are currently being used to develop innovative mobility solutions designed to prevent traffic jams, promote sustainability and enhance the stadium experience. FC Bayern will continue to closely involve fans in this development process, as their journeys to and from the stadium are also an important part of the stadium experience for them.





# 125 YEARS OF BEING THERE FOR EACH OTHER





**RESPECT** **EMPOWERING PEOPLE**  
**BUNTKICKTGUT** **ACCESSIBILITY INCLUSION**  
*RED AGAINST RACISM*  
**TOGETHERNESS** **RED LINE**  
**DIVERSITY** **EMPOWERHER**  
**AWARENESS TOLERANCE REMEMBRANCE WORK**  
**ENCOUNTERS**  
**MEMORY CASE FAN WORK** **OBACHT**  
**TEENS & KIDS CLUB** **FCBB HELPSIDE**  
**BELONGING** **INCLUSIVE TRANSPORT SERVICE**  
**RED DEAF** **CIVIL COURAGE**  
**TAKING A STAND**  
**CHANGE OF PERSPECTIVE EDUCATION**  
**CAMPUS RESPONSIBILITY**  
**PSYCHOSOCIAL SUPPORT PRISON VISITS**  
**SOLIDARITY** **ENCOURAGEMENT**  
**VISIBILITY LISTENING**  
**ANTI-DISCRIMINATION** **EQUALITY**  
**CIRCUS RONCALLI**  
**COMMUNITY**  
**ENABLING EXPERIENCES EQUAL OPPORTUNITIES**  
**SCHOOL INITIATIVES**  
**BUILDING BRIDGES**

# RED AGAINST RACISM



## ENCOUNTERS AS A GUIDING PRINCIPLE IN THE FIGHT AGAINST DISCRIMINATION

The "Red Against Racism" initiative was developed internally at FC Bayern in 2020 to promote diversity, tolerance and cosmopolitanism. Since then, it has worked to raise awareness of these issues through ongoing dialogue between employees, members and fans. A team of more than 20 people from a variety of departments at FC Bayern is now involved in the initiative. They meet regularly to work out ways of living and demonstrating FC Bayern's core values of diversity, tolerance and cosmopolitanism both within the club and beyond. This is done through various campaigns and measures that involve taking a stand both internally and in the public sphere and reaching out to as many people from different target groups as possible.

## GUIDELINES FOR DEALING WITH RACISM AND DISCRIMINATION, INCLUDING VARIOUS POSSIBLE COURSES FOR ACTION



GUIDELINES

With "Red Against Racism", FC Bayern Munich seeks to promote diversity, tolerance and cosmopolitanism in its immediate environment and to combat all forms of discrimination. Our employees, members, fans, players and coaches expect us to keep up the fight against all kinds of exclusion. To this end, a set of guidelines developed by "Red Against Racism" not only sensitises readers to various situations of racial discrimination, but also outlines clear courses of action, e.g. for FC Bayern employees, so that they can respond to such incidents. The aim is to motivate employees to actively intervene if they witness discrimination in the stadium or in the fan shop. FC Bayern encourages them to show civil courage and live by the club's values.

## ENCOUNTERS

FC Bayern's anti-discrimination efforts promote diversity in all its dimensions. As a sports club, FC Bayern has always been a place of encounters. That is why our commitment against discrimination is guided by this theme, especially in 2024. Encounters with people from different cultural or religious backgrounds not only shape the sporting landscape at FC Bayern, but also the objectives of "Red Against Racism".

## REMEMBRANCE WORK

Against this backdrop, FC Bayern once again organised extensive remembrance activities in the form of intercultural encounters. These activities should never become routine, but should instead encourage us to pause, reflect and learn from the mistakes and crimes of the past. As a club with 125 years of history under its belt, we make a conscious effort to engage in remembrance work. For the third year in a row, representatives of FC Bayern therefore not only took part in guided tours of synagogues, but also celebrated the Sabbath – the seventh day of the week in the Jewish calendar and a day of rest that begins with a communal feast – together with the organisation Israelitische Kultus-gemeinde München und Oberbayern (Jewish Community of Munich and Upper Bavaria).

Moreover, FC Bayern, represented by President Herbert Hainer and other members of "Red Against Racism", participated in the "Return of the Names" remembrance project in Munich. The club provided some of the more than 1,000 patrons for Nazi victims and, on 11 April 2024, joined them in commemorating the people deported and murdered at the time during a memorial event and demonstration entitled "Return of the Names".









**HERBERT HAINER**

President of  
FC Bayern München eV

FC Bayern stands for diversity and tolerance - and for democracy in action. We want to play an active role in the social life of our city and beyond. In this day and age, it is important to recognise beginnings: Remembrance alone is not enough; we must take action, look ahead and fill the lessons of the past with life. That is exactly what happens with "Return of the Names": history becomes tangible, vivid - and more present. The idea is to raise awareness of the need to actively promote democracy.









**UNITED FOR DIVERSITY:  
AFTERWORK EVENT FOR  
EMPLOYEES ON 16 MAY 2024  
WITH SIMON USIFO TO RAISE  
AWARENESS OF AND DISCUSS  
THE TOPICS OF BIAS,  
PREJUDICE AND IDENTITY**



**SUPERBLOOM:  
INFORMATION STAND ON  
RED AGAINST RACISM**

# RED AGAINST RACISM



**LECTURES IN SCHOOLS  
ON ANTI-RACISM IN  
SPORTS**





## CSD MUNICH WITH QUEERPASS



**INFORMATION STAND WITH  
A SPECIALLY DEVELOPED  
DIVERSITY QUIZ IN THE FAN  
ZONE AT THE EUROPEAN  
FOOTBALL CHAMPIONSHIP  
AND AT THE ANNIVERSARY  
CELEBRATIONS FOR THE  
CITY OF MUNICH**



## PANEL DISCUSSIONS ON THE TOPICS OF DIVERSITY AND TOLERANCE



**ACTIVE PARTICIPANT IN THE  
"DIALOGUE FOR DEMOCRACY"  
EVENT HOSTED BY MUNICH'S  
MAYOR, DIETER REITER**



# ALL FOR ART FOR ALL!



Throughout its 125-year history, FC Bayern has always been committed to giving a helping hand to people in difficult social situations, especially children. We don't want to limit our social initiatives to mere entertainment, but always strive to convey our values as well. On 30 October 2023, at the request of FC Bayern - or more precisely, at the request of Uli Hoeneß - the world-famous **Circus Roncalli** opened its doors for a very special show: 1,000 children and adolescents not only had the opportunity to spend an afternoon discovering the colourful and beautiful world of a circus that is committed to animal welfare, but also shared this joyful experience with the entire FC Bayern team and club officials.



# RONCALLI

GOVERNANCE

SOCIAL

ENVIRONMENT

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Besides Manuel Neuer, Thomas Mueller, Harry Kane, Leroy Sané, Mathys Tel and Joshua Kimmich, board members Jan-Christian Dreesen, Michael Diederich and Andreas Jung were also present. Herbert Hainer, who opened the event together with circus director Bernhard Paul, emphasised the message behind this special event:

**Art, circus performances, football: the beautiful things in life are there for all - for every single one of us. We've invited children from various social organisations who are not so well off, and we're so happy to see you here in the audience alongside our players. This afternoon is yours! Let's share a magical and inspiring time together - and perhaps, in the end, we can take a little bit of the circus world back home with us into the real world.**

FC Bayern had organised the invitation together with the City of Munich, social organisations and foster families, among others. Girls and boys from Ukraine and groups of refugee children were joined by children from the Munich orphanage, the organisation "bunkicktgut", the social welfare organisation Diakonie München und Oberbayern, the Arena of Change at the FC Bayern Campus, the Nicolaidis YoungWings Foundation, the inclusive institution Luzia Sonnenkinder, SOS-Kinderdorf e.V. and Bellevue di Monaco.

The children clearly had a lot of fun and got to experience the values of FC Bayern first-hand. They marvelled as they watched fantastic acrobatics and a well-thought-out, breathtaking show designed for children, which was performed entirely without real animals and instead featured captivating light projections.



**CLIENTS OF  
THE NICOLAIDIS  
YOUNGWINGS  
FOUNDATION**

However, only the children, their parents and the representatives of the social organisations themselves can share the most authentic impressions of this day. Here is a small sample of their comments:

**TESSA, LUIS  
AND FINI**

"Many thanks for this afternoon! Amid all the difficulties we are facing at the moment, it was truly heart-warming for me to see my kids so happy and excited."

**KONSTANTIN  
AND TIM**

"Thank you from the bottom of my heart! You can't imagine what artistic self-experiments we both tried out on the sofa cushions when we got back home ;-)"

"I'm still carried away by the images of the evening. It was like diving into and lingering in another, happier world. Thank you!"





**CONSTANZE BÖHM**

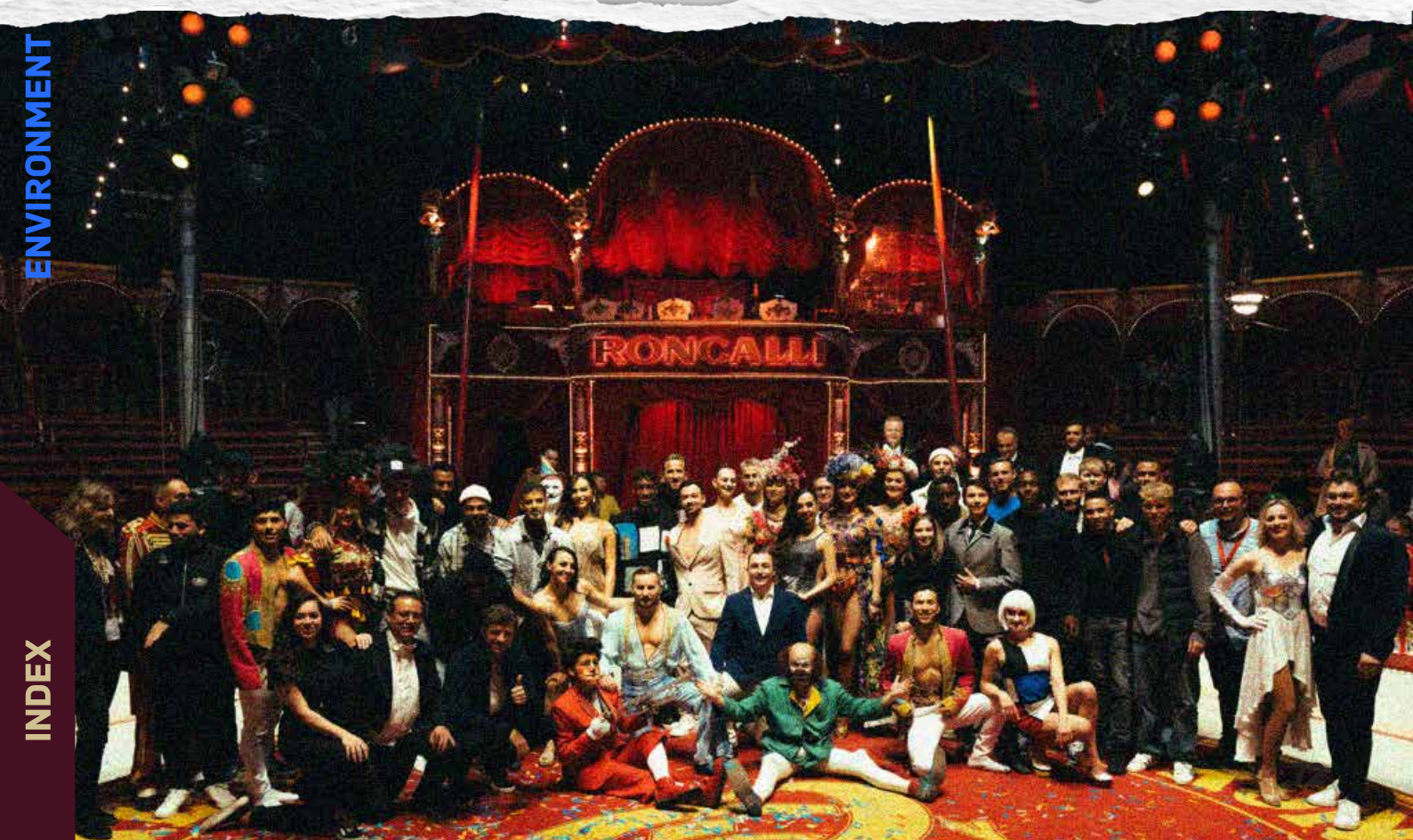
Social Welfare Office  
of the City of Munich

**"A big thank you to FC Bayern for making this possible for the children and teenagers. We have received lots of very grateful and touching messages from the organisations. For many of the children and teenagers, it was the first time they had ever been to the circus. FC Bayern also sponsored drinks, food and sweets for them. Offers such as this circus visit are also a great help to our employees in their daily work, as they enable them to share a joyful experience in direct contact with the people of Munich."**

**EMMANUEL C.**

(11 years)  
member of  
buntkicktgut

**"Roncalli and buntkicktgut definitely have something in common - both are very colourful and very lively. There's never a dull moment. A great circus and an amazing performance in the ring. And then there were the footballers from FC Bayern. That was the icing on the cake for us all. Thanks for this unique experience."**





# SELF-DETERMINED PARTICIPATION - INCLUSION AND ACCESSIBILITY

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# MEMORY CASE

## FROM FC BAYERN FOR DEMENTIA PATIENTS

Everyone is welcome at FC Bayern. To live up to this philosophy, it is vital that we regularly engage with FC Bayern members and fans who face particular challenges. One of these challenges is Alzheimer's disease, or more generally dementia, a neurodegenerative disorder that is associated with a decline in cognitive abilities, such as memory loss. In Germany, over 1.8 million people are affected by dementia, with over 270,000 cases in Bavaria alone - and the number is expected to double by 2050.

So that fans with this serious condition can still be part of FC Bayern and get help with their cognitive challenges, we teamed up with a group of experts to put together a memory case with original FC Bayern memorabilia for people with dementia. Memory cases are a tool that can be used to help dementia patients remember their life stories. They can help bring back memories, evoke emotions, improve communication and give dementia sufferers back a part of their perceived identity. The disease often begins in people over the age of 65, which is why our current memory cases are filled mainly with memorabilia from the 1970s and 1980s. In future, however, additional memorabilia from subsequent decades will be added to them.

Fittingly for our 125th anniversary, the memory cases bear the motto *"Forever Number One"*. The idea is to show those affected by dementia that they will never be excluded, but will always be part of FC Bayern's family and history. The special mementos from 125 years of FC Bayern will evoke emotions in both those suffering from dementia and their relatives. Studies have proven the success of this method of memory stimulation using original historical artefacts. FC Bayern's memory cases can be borrowed by the patients themselves or by their relatives. Volunteer dementia helpers are on hand to assist with the rental and use of the cases.

To borrow a case, relatives of dementia patients or social organisations can register at [erinnerungskoffer@fcbayern.com](mailto:erinnerungskoffer@fcbayern.com).

The first two cases were provided by Manuel Neuer and Joshua Kimmich. One specimen will also become a permanent feature of the FC Bayern Museum.

**"We want to help dementia sufferers and their families relive emotions and memories by taking them on a journey through time with FC Bayern,"** said FC Bayern President Herbert Hainer during the launch of the memory cases at the FC Bayern Museum in the Allianz Arena.



**"Our overall goal is to give this disease greater visibility in society, and in particular to emphasise the importance of participation and break down barriers in dealing with dementia."**

**Uli Hoeneß views the project as "a wonderful sign that FC Bayern always does everything it can to ensure that no one feels excluded at FC Bayern. Our shared passion for FC Bayern can act as a bridge here, helping us to overcome barriers and start conversations. I hope we'll be able to do something good for the people affected by this disease. If you can set something in motion that has a positive effect, you have to give it a try."**

The case comes with a greeting card containing a message recorded by Uli Hoeneß, which can be heard whenever the envelope is opened - because even familiar voices can trigger something in dementia patients.

*UNITED FOR 125 YEARS.  
IN OUR CLUB.*





The memory case is just one of the many and varied social initiatives undertaken by FC Bayern, which have been developed in cooperation with various departments and supported from the outset by Herbert Hainer, Uli Hoeneß and other members of the executive committee and board. And the idea has been very well received, with over thirty individuals and organisations having requested the case during the 2023/2024 season.

Further information:



MEMORY CASE



# ACCESSIBILITY

For us, accessibility encompasses more than just identifying and removing barriers. Rather, the term describes our goal of creating a welcoming environment and surroundings for all people who are interested in FC Bayern. The challenges associated with accessibility have changed over the course of our 125-year history. That is why we view accessibility as a holistic objective, not only in the analogue world, but now also in the digital space. We want all members of the FC Bayern family to be able to access the Allianz Arena as effortlessly as they can access news, offers and ticketing information on our website.

## ACCESSIBILITY AT THE ALLIANZ ARENA

We use a variety of measures to achieve our goal of accessibility at the Allianz Arena. First and foremost, this involves continuous dialogue with our fans and spectators who, in spite of their disabilities, want to – and should be able to – have as relaxed and emotional a stadium experience as everyone else. Through our fan club Rollwagerl 93 eV, we engage in continuous dialogue with various fan groups about the special needs of fans with disabilities. Our efforts are also guided by the UEFA Accessibility Guidelines, although we go beyond these guidelines where our understanding of accessibility or the local conditions require it.



For example, we are increasing the number of wheelchair spaces at the Allianz Arena from **227** to **324** for people with reduced mobility.

And we have been offering our commentary for the visually impaired via a free and accessible app since the 2023/2024 season. This eliminates the need for special receivers, which means the commentary can be used by all fans.

During the 2023/2024 season, we also piloted an organised inclusive transport service to the Allianz Arena for people with disabilities and serious illnesses. On various home match days, fans with disabilities had the opportunity to book a free transfer to the Allianz Arena, organised by FC Bayern, to bring them from their home or wherever they were staying to the stadium.



The main thing for us, besides the stadium experience itself, was getting honest and unfiltered feedback from both fans and the people providing the transport service.

All feedback on the inclusive transport service was positive. What's more, the feedback led to minor adjustments being quickly implemented on the stadium grounds. For us, accessibility is not just an expression of the general principle of equality under Article 3 of the Basic Law of the Federal Republic of Germany; it is also an active dialogue with our fans. Only through this dialogue can we identify barriers and enable fans with disabilities to truly participate in the stadium experience. We plan to evaluate the pilot during the 2023/2024 season in detail and use the results as a basis for a general transfer concept for people with disabilities in future seasons.

**RESERVED  
WHEELCHAIR USERS**



# COMMUNICATION BRINGS PEOPLE TOGETHER

Our players also took an active part in communicating with people with disabilities in both the digital and analogue worlds during the 2023/2024 season. Like so many of our inclusive initiatives, the idea came from our fans. The FC Bayern fan club for people with hearing impairments, called Red Deaf, developed a unique sign for each professional FC Bayern player, whether male or female, and for each member of the coaching team. To do this, they spent over six months studying matches and researching characteristic features. During a full day of filming, the players signed the signs developed for them, which will be shown in the future whenever the team line-up is read out in the stadium or when FC Bayern makes appearances on the internet. The FC Bayern basketball team is already in the implementation phase of the project.

# BALDWIN



# BEST LINE



**"It's difficult to describe what a big moment this is for us,"** Martina Bechtold from the Red Deaf fan club commented through sign language interpreter Daniel Rose. Stefan Kösters from Red Deaf added: **"We're so thrilled that our worlds are growing closer together - we feel more and more like a real part of the FC Bayern family. It would be a dream come true if everybody could remember these signs."**

Players and fans all agree that Uli Hoeness's fundamental philosophy - that FC Bayern brings people together - doesn't need to be reinvented in this age of digitalisation, but that it grows and develops along with FC Bayern. And with this initiative, our fans and players quite literally worked hand in hand to make this change happen.

125 YEARS TOGETHER  
FOR OUR SPORT





GOVERNANCE

HARRY  
KANE



KLARA  
BÜHL



PERNILLE  
HARDER



SOCIAL

JAMAL  
MUSIALA



ALEKSANDAR  
PAVLOVIĆ



JOSHUA  
KIMMICH



ENVIRONMENT

GIULIA  
GWINN



MINJAE  
KIM



MANUEL  
NEUER



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# DIGITAL ACCESSIBILITY

The German Accessibility Enhancement Act comes into force in July 2025, requiring companies to make their digital offerings accessible. At the same time, the DFL's sustainability policy obliges clubs to provide accessible ticketing.

These regulatory requirements, too, come at a time when FC Bayern is already making independent efforts to include all fans and anyone interested in FC Bayern in its digital offerings and online presence.

For several years now, we have been working with various external service providers, regularly checking whether our digital offerings are accessible to people with disabilities. For instance, we worked closely with Münchener Pfennigparade and our fans to make our first sustainability report available in simple language, and we received a lot of positive feedback about this.







FC BAYERN MÜNCHEN

IN EWIGER  
FREUNDSCHAFT

NÜRNBERG UND DAS  
ABSTIEGSGESPENST

SÜDKURVE  
FC BAYERN MÜNCHEN

WENN ARSCHLÖCHER  
FLIEGEN KÖNNTEN

DANN WÄRE DAS  
WISSENT DO  
EIN FLUGHAFEN

SÜDKURVE



# FANS AND FAN CLUBS: OUR HEART



## INTERNATIONAL FAN CLUB CULTURE: DIVERSITY AND COMMUNITY BROUGHT TO LIFE

FC Bayern thrives on its fans and works for its fans. Our fan clubs, which are often organised as registered associations (eingetragener Verein, eV) themselves, play a particularly important role in this regard, helping to represent and perpetuate our club culture in smaller circles. The sense of community that FC Bayern wishes to convey as a sports club can thus be experienced in an organised manner, enabling many fans – including those outside Munich – to perceive FC Bayern as a club that is close to the people, despite its global standing.

Our fan clubs play an invaluable role in communicating our club values – from Munich through Bavaria to the rest of the world. In the 2023/2024 season, there were six regional meetings of various fan clubs: two in Baden-Württemberg, one in Saxony, one in North Rhine-Westphalia, one in Berlin, one in Hesse and, as a special highlight, our first international fan club meeting in New York City, USA. A total of over 15,000 fan club members from 107 fan clubs attended.

Aside from strengthening regional fan culture, these meetings with their many participants highlighted that origin, religion and sexual orientation are just as irrelevant to FC Bayern as gender or other distinguishing characteristics. What really mattered was the love for FC Bayern and the culture of diversity, tolerance and cosmopolitanism that comes with it, plus the sense of community that's part of any sports club, even far away from the Allianz Arena or Saebener Strasse.

## SUPPORTING YOUNG FANS: YOUTH REPRESENTATIVES IN FAN CLUBS

*There's* a lot of talk about the younger generation - sometimes referred to as Generation Z. Not so here. We talk *to* our young fans. FC Bayern is happy and proud to have them. Many of our sustainability initiatives are designed to ensure that our young fans can still enjoy FC Bayern in the future, just like previous generations of fans before them. Along with extensive economic, ecological and social measures aimed at preserving FC Bayern's future viability, this includes, in particular, involving our young fans in the development of the club.

Since the 2023/2024 season, FC Bayern has therefore been supporting its fan clubs in appointing youth representatives who regularly communicate with young fans, who speak their language and who take their interests into account when shaping fan club life.

The aim of this measure is to create offers for children and young people that are in tune with the times – and thus to improve their fan club membership. Among other things, the youth representatives can help young fans in their fan clubs to gain access to FC Bayern and attend home games at the Allianz Arena, for example by requesting tickets that FC Bayern has set aside specifically for children and young people. For the fan and fan club support team, the introduction of youth representatives is also a means of promoting participation. Young fans are to be encouraged to live the values of FC Bayern within the fan clubs and to take on responsibility.

MIA SAN MIA







# FC BAYERN BASKETBALL HELPSIDE

Since 2019, FC Bayern Basketball (FCBB) has been pooling its social and community activities under the heading "FCBB Helpside". The various projects and measures during the 2023/2024 season focused on topics such as education, art and culture. The idea is to use the appeal of sport to convey FC Bayern's values through education, art and culture, while at the same time showing people who face challenging situations in life that FC Bayern lives and breathes diversity and inclusion.







## EDUCATION AND SPORT AGAINST RACISM

The Therese Giese Secondary School in Unterschleißheim has been a partner school of FC Bayern Basketball for several years. In April, FCBB ambassadors Steffen Hamann and Xaver Nassermann met with Year 9 pupils to talk about racism and the dangers it poses to society, as well as to convey the values of FC Bayern: diversity, tolerance and cosmopolitanism. The pupils witnessed the unifying power of sport when they were given the opportunity to shoot hoops together - and all that mattered was whether or not the ball went through, regardless of the player's background.







## ART AND SPORT HELP TO PROCESS TRAUMATIC EXPERIENCES

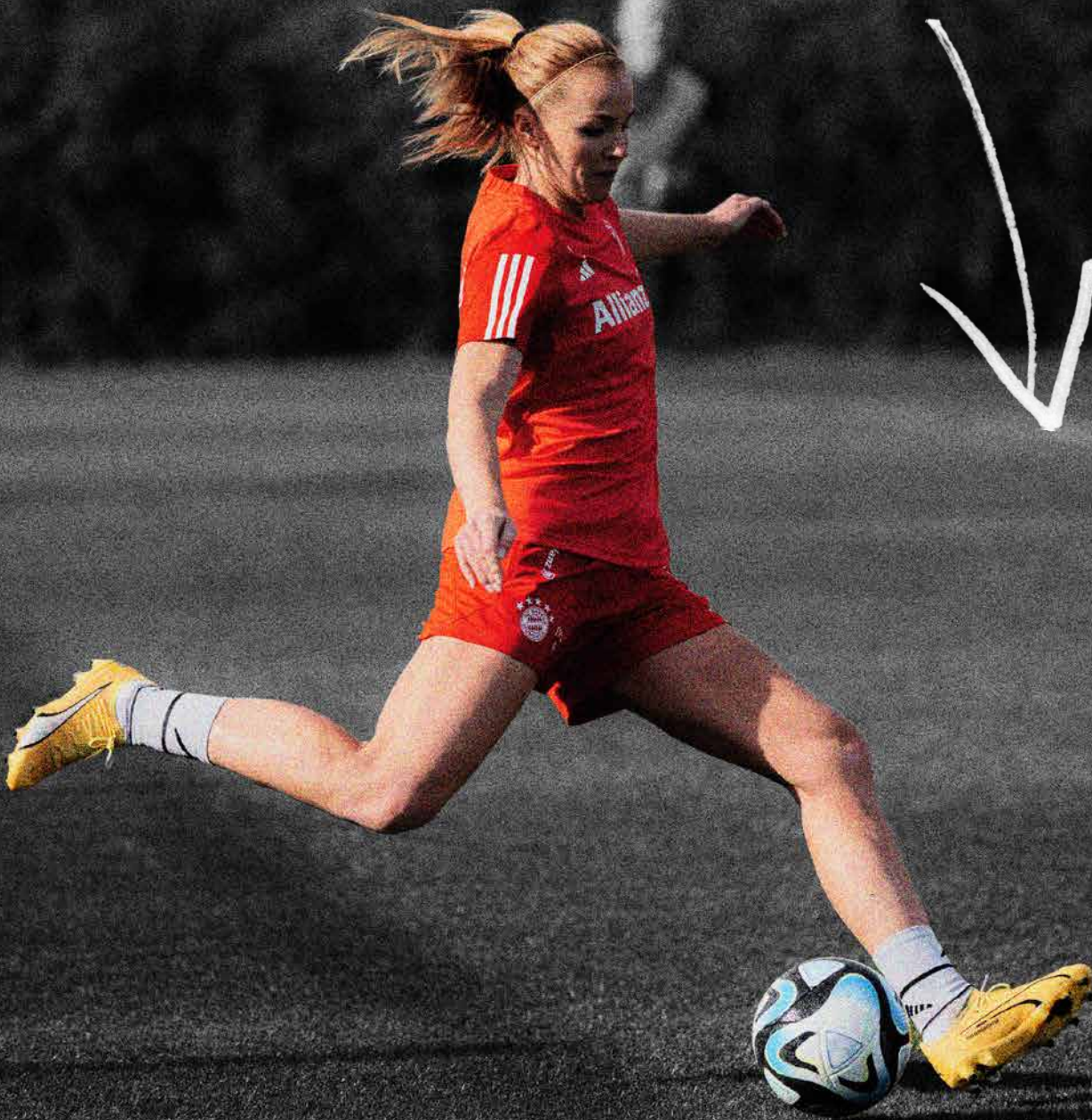
Another long-time partner of FC Bayern is Bellevue di Monaco, a residential and cultural centre for refugees in the heart of the Glockenbach district. In May, FCBB centre player Danko Brankovic and then head coach Pablo Laso joined participants in an art workshop as part of the ONE TEAM EuroLeague project. True to our Helpside philosophy, we were able to show that art and sport can channel, unite and unleash energy, also as a way of processing traumatic experiences.



## INCLUSION AT THE HOOP

In July, pupils from the Samuel Heinicke Secondary School in Nymphenburg, the only secondary school for hearing impaired children in Bavaria, met with a number of FCBB youth players for a Q&A session and a round of training. This was another example of our youth players truly living our club values: everyone is welcome at FC Bayern, sport knows no boundaries and all young people should have the opportunity to shoot hoops together. For FC Bayern's basketball players, inclusion is a matter of course.

# FC BAYERN WOMEN







# NEW DIRECTORATE

## WOMEN'S FOOTBALL AT FC BAYERN

Women's football plays an important role at FC Bayern. A look back at our 125-year history confirms that FC Bayern was already promoting women's football when it was actually still banned in Germany by the German Football Association (DFB) between 1955 and 1970. Yet at FC Bayern, there was a group of women playing football unofficially as early as 1967. This group then essentially became the first women's team in 1970, laying the foundation for later successes.

The sporting success of our women's team (including German champions in 1976, 2015, 2016, 2021, 2023 and 2024) is thus the culmination of a historic development, which we are now recognising by creating a separate women's football directorate. During the 2023/2024 season, we made the necessary preparations and created the staffing and organisational structures to further advance the professionalisation of women's football at FC Bayern. Bianca Rech took up the position of FC Bayern Women's Director on 1 July 2024, bringing energy, vision and determination to the role.

**BIANCA RECH**

Director of Women's Football  
FC Bayern München AG

**I'm delighted and very grateful to FC Bayern for placing their trust in me - and I'm also grateful to Karin Danner, without whom the FC Bayern women's team would not be where it is today. This new structure is a sign of great appreciation: it increases our visibility and represents another major step forward in the professionalisation of women's football at FC Bayern. Going forward, we will be able to plan even more strategically and use the club's resources in a more targeted manner.**

## **EmpowerHer: SUPPORTING OUR WOMEN EVEN AWAY FROM THE PITCH**

Professionalising women's football is an important goal for FC Bayern. At the same time, we want to prepare our players for the risks inherent in a career as a professional athlete (e.g. early career end due to injury) and not only inform them about possible career paths after football, but also ease their transition into these careers. To this end, we have launched the EmpowerHer mentoring programme, which is designed to give our players the opportunity to start looking beyond the pitch while they are still pursuing their careers in football.

We are organising the mentoring programme in collaboration with 28 mentors from various areas in business and society, who will help our players develop their personalities and professional careers off the pitch.



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Podcast  
Interviews with interesting  
people & how to cope  
with challenging  
circumstances

No fix looks,  
but a 1 year old Baby:  
is taking the small  
things

Das Age am Ende  
der Welt  
↳ Finding the success in  
the things you really  
love



The kick-off event took place in January 2024 at the clubhouse on the FC Bayern Campus. The club has brought numerous leaders on board for EmpowerHer, including from MAN, Allianz and Viessmann. Players are assigned mentors based on their personal interests and are also given the opportunity for further training and networking.

And player Klara Bühl is certainly looking forward to the opportunities that EmpowerHer offers. "How else do you meet people from the business world? How else would you get tips from them and learn from their experience? I find this programme very exciting. You have to take advantage of that kind of thing," says the 23-year-old national team player, who is studying media management alongside her football career. Although sport is currently her main priority, she says, "I do have my post-football career in the back of my mind. It's good to know that I'm taking the first steps towards the next stage of my life. Over the next few years, I'll continue to look around to see which direction I might take." That is basically how all the players at FC Bayern feel. Many of them are studying or completing vocational training on the side. Striker Jovana Damnjanović has just started her own business running a coffee roastery. She took this step during a forced break after tearing her cruciate ligament.



Award for EmpowerHer: The European Club Association has presented us with the **ECA Award 2024 for Football Development** for the EmpowerHer project. The award is bestowed for outstanding efforts to promote the development, training and well-being of female players and coaching staff.







## SOCIAL COMMITMENT OF FC BAYERN WOMEN

In mid-January, just before the start of the second half of the season, the FC Bayern women's team ventured into unfamiliar territory. Aichach Prison holds women and men who have been convicted of offences ranging from theft to murder. Like the rest of the team, player Katharina Naschenweng walks through the facility with mixed feelings: **"It feels scary and oppressive; it's not a good atmosphere."** The room the women are currently viewing is for visitors, with a transparent wall separating them from the prisoners. **"You get a different perspective. Before, I only knew this kind of thing from movies,"** notes Giulia Gwinn.

The visit focused not only on a tour of the facility, but also on interacting with the prisoners. A change of perspective – for both sides. Our players learned a lot about the prisoners' stories and were able to offer them a break from their daily prison routine and a perspective on life after their release.

Award for our players: In April, the **DFB Sepp Herberger Foundation** honoured the FC Bayern Munich players for their social commitment. **"This award for the FC Bayern women's team today serves as a testament to the club's decades of social commitment, a club that has done so much good and mostly kept quiet about it,"** said DFB President Bernd Neuendorf.

The FC Bayern women's team has meanwhile donated some of the prize money to the Prison Welfare Association in the district of Aichach. Bianca Rech, director of FC Bayern Women, presented the cheque for €3,000 to Stefan Schrempel, managing director of the Prisoner Welfare Association.





# OBACHT

## FURTHER DEVELOPMENT OF THE OBACHT CONCEPT: REGULAR EVALUATION AND SAFER SPACE

Like all our protection concepts, we also regularly review the effectiveness of our OBACHT awareness concept.



### CREATION

**FC Bayern** stands for diversity and inclusion and fights against discrimination, racism and (sexualised) violence both inside and outside the club. We therefore teamed up with **representatives from the Südkurve** and the **Munich Fan Project** not only to develop the OBACHT awareness concept in the first place, but also to evaluate it jointly. Among other things, this involves **regular monthly working group meetings**, during which we continually review and improve the concept and its effectiveness. In addition, we organised a large **OBACHT fan workshop** in April 2024 to seek suggestions from our fans and members for the concept's further development, particularly in the area of prevention. OBACHT is designed to protect fans and stadium visitors, making their assessment of the concept and its effectiveness invaluable.

# OBACHT

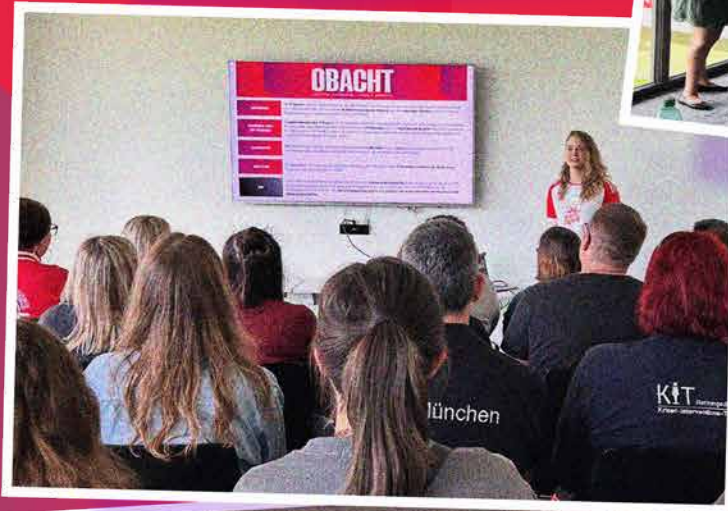
UNSERE HALTUNG - UNSER ANSATZ





Freiraum  
[nehmen]

Rücksicht  
nahme





## OBACHT TEAM

Currently, there is a team of two psychologically trained specialists from the Munich Crisis Intervention Team (KIT-München) on standby at the Allianz Arena during every FC Bayern home game (two hours before kick-off until 45 minutes after the final whistle) to provide emergency psychosocial support and take further action if necessary. KIT-München works alongside other emergency services, including the police, fire brigade, ambulance service and security forces, and cooperates with them should the need arise. The awareness team has no obligation to follow instructions from FC Bayern; its sole purpose is to increase the safety and well-being of our stadium visitors. The visibility of the awareness team acts as a constant preventive measure. Anyone who is in distress can call for help by scanning location-specific QR codes, which are visibly displayed throughout the stadium. Scanning the QR code opens a chat window, establishes a connection to the OBACHT team and transmits the location of the poster on which the code is printed. The OBACHT team then contacts the person concerned via the chat. In addition to the QR codes, visitors to the Allianz Arena can also use an app to contact the OBACHT team during matches. On average, the awareness team responds to five incidents per match day.

## NOTIFICATION

## SAFER SPACE

## OBJECTIVE

For stadium visitors who feel threatened, there is also a physically safe refuge in the Allianz Arena called the Safer Space. Its exact location is not disclosed to the public in order to protect the people at risk. The policy at FC Bayern is: **Everyone is welcome and everyone will receive help. We want to create a culture of awareness.**





We therefore plan to **extend the concept** developed for the Allianz Arena to **other FC Bayern venues** as well. Outside of match days, the OBACHT team can be contacted at [obacht@fcbayern.com](mailto:obacht@fcbayern.com). They welcome suggestions and feedback at any time.

## OBACHT AS AN EXAMPLE

However, the OBACHT concept not only forms the basis for awareness concepts at FC Bayern's venues. It also served as a model for the awareness concept in various stadiums during **UEFA EURO 2024** in Germany. To pass on the relevant expertise, we engaged in various exchanges with UEFA representatives at the Allianz Arena, which laid the groundwork for a safe European Championship that was also full of emotional highlights. Even Germany's then-Chancellor Olaf Scholz saw how effective our awareness concept was when he visited the Allianz Arena ahead of EURO 2024.

The OBACHT concept has also proved its worth at the BMW Park and during the American National Football League (NFL) Munich Games. Naturally, our OBACHT team was also on hand to provide support during our own 2024 Annual General Meeting. In the long term, we are working on rolling out the concept to other FC Bayern venues. The fantastic support of the fan community plays a very important role in this.



# PROTECTING AND EMPOWERING CHILDREN

## REGULAR DEVELOPMENT OF OUR CHILD PROTECTION CONCEPT: RED LINE



**RED LINE**  
in German

Protecting children and adolescents is a top priority for FC Bayern. With our Red Line child protection concept, we have created clear structures in the areas of prevention, intervention and continuous development – particularly with regard to changing social challenges and new risks in the digital space. Our goal is to offer young people an environment in which they can grow up safely and can flourish and develop – free from any form of violence, discrimination or transgressions.



# PREVENTION

Prevention is a central element of FC Bayern's approach to child protection. Children and adolescents should not only be able to develop their sporting abilities, but above all feel safe, respected and protected. This is the kind of environment that's needed for them to grow up feeling sheltered so that they can develop their own personalities in peace. As such, prevention work – that is, all measures to forestall and avoid interpersonal violence and related transgressions – is a central component of the child protection concept.

## ANONYMES DIGITALES HINWEISGEBERSYSTEM

Der FC Bayern München hat ein digitales Hinweisgeber\*innensystem (<https://www.fcbayern.whistleblowing-software.com>). Dieses wurde im Rahmen der Umsetzung der Compliance Strategie zur Sicherstellung eines ethischen sowie gesetzes- und rechtskonformen Verhaltens eingerichtet. Das System dient ebenso der Verhinderung und Prävention von Verstößen. Auch zum Thema Kinder- und Jugendschutz können im Hinweisgeber\*innensystem anonym Meldungen abgegeben werden. Dies bedeutet, dass Hinweisgebende geschützt werden und etwaige Benachteiligungen für Hinweisgebende ausgeschlossen sind.

Verfahren bei Meldung über das Hinweisgeber\*innensystem:

1. Dokumentation der Meldung durch Hinweisgeber\*in
2. Bestätigung des Eingangs der Meldung innerhalb von sieben Tagen
3. Mögliche Ergreifung von Maßnahmen, z.B. interne Untersuchung
4. Rückmeldung an Hinweisgebende zum Stand der Meldung

## EXTERNE ANLAUFSTELLEN

Neben den internen Anlaufstellen stehen auf unserer Internetseite sämtliche externe Beratungsstellen. Diese finden Sie unter:

<https://fcbayern.com/de/club/fcb-ev/kinder-und-jugendschutz>



Some of FC Bayern's prevention work consists of training courses and workshops for children and adolescents, coaches, parents and other people who work with minors. In addition, we have produced an accompanying booklet entitled "Rot & Sicher" (Red & Safe), which is used to put FC Bayern's child protection concept into practice.

It contains, among other things, a voluntary commitment and a Code of Conduct for all employees who may come into contact with children and adolescents in the course of their work. Both of these must be signed. What's more, an extended police clearance certificate is required to work with children and adolescents at FC Bayern.

## BEGLEITHEFT ROT & SICHER

### Selbstverpflichtungserklärung

Selbstverpflichtungserklärung für sämtliche Mitarbeitende, die in ihrer Arbeit mit Kindern und Jugendlichen in Kontakt kommen können, zur Prävention vor interpersonaler Gewalt in der Kinder- und Jugendarbeit.

- » Ich verpflichte mich, alles in meinen Kräften Stehende zu tun, dass in meiner Arbeit bei der FC Bayern München AG keine Grenzverletzungen und keine sexualisierte Gewalt möglich werden.
- » Ich will die mir anvertrauten Kinder und Jugendliche, vor Schaden und Gefahren, Missbrauch und Gewalt schützen.
- » Ich respektiere die individuelle Persönlichkeit von Kindern und Jugendlichen und bringe ihnen Wertschätzung und Vertrauen entgegen.
- » Ich respektiere die Intimsphäre und die persönlichen Grenzen der Scham der mir anvertrauten Kinder und Jugendliche sowie der anderen Vereinsmitglieder.
- » Ich nehme die individuellen Empfindungen der Kinder und Jugendlichen zu Nähe und Distanz gegenüber anderen Menschen ernst und respektiere ihre persönlichen Grenzen.
- » Ich habe eine besondere Vertrauens- und Autoritätsstellung gegenüber Kindern und Jugendlichen. Diese Position darf ich nicht missbrauchen. Als Vereinsmitarbeiter/in nutze ich meine Rolle nicht für sexuelle Kontakte zu mir anvertrauten jungen Menschen aus. Mir ist bewusst, dass jede sexuelle Handlung mit Schutzbefohlenen eine strafbare Handlung ist, mit entsprechenden disziplinarischen und eventuellen strafrechtlichen Folgen.
- » Abwertendes sexistisches, diskriminierendes und gewalttätiges verbales und nonverbales Verhalten toleriere ich nicht und beziehe dagegen Stellung.
- » Ich nehme Grenzüberschreitungen durch andere Mitarbeitende und Teilnehmende in Gruppen (z.B. Gewalt unter den Jugendlichen), Mannschaften, bei Angeboten und Aktivitäten der FC Bayern München AG bewusst wahr und vertusche sie nicht. Ich spreche die Situation bei den Beteiligten offen an.
- » Im „Konfliktfall“ ziehe ich (professionelle) fachliche Unterstützung und Hilfe hinzu und informiere die Verantwortlichen auf der Leitungsebene. Dabei steht der Schutz der Kinder und Jugendlichen an erster Stelle.
- » Ich halte mich an die Verhaltensrichtlinie des Vereins.

Vor- und Nachname

Ort, Datum

Unterschrift

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### Verhaltensrichtlinie

Verhaltensrichtlinie für sämtliche Mitarbeitende, die in ihrer Arbeit mit Kindern und Jugendlichen in Kontakt kommen können, zur Prävention vor interpersonaler Gewalt statt sexualisierter Gewalt in der Kinder- und Jugendarbeit.

Schutzvereinbarungen dienen in erster Linie dem Schutz von Kindern und Jugendlichen vor jeglichem Missbrauch, aber auch dem Schutz von Mitarbeitenden vor falschem Verdacht.

- » **Keine Einzeltrainings ohne Kontroll- und Zugangsmöglichkeit für Dritte:**  
Bei geplanten Einzeltrainings wird möglichst immer das „Sechs-Augen Prinzip“ und/oder das „Prinzip der offenen Tür“ eingehalten, d.h. wenn ein Trainer ein Einzeltraining für erforderlich hält, muss ein weiterer Mitarbeitender bzw. ein weiteres Kind anwesend sein. Ist dies nicht möglich, sind alle Türen bis zur Eingangstür offen zu lassen.
- » **Keine Privatgeschenke an Kinder:**  
Auch bei besonderen Erfolgen von einzelnen Kindern bzw. Jugendlichen werden durch Mitarbeitende keine Vergünstigungen gewährt oder Geschenke gemacht, die nicht mit mindestens einem weiteren Mitarbeiter bzw. einer weiteren Mitarbeiterin abgesprochen sind.
- » **Kinder werden nicht in den Privatbereich mitgenommen:**  
Kinder und Jugendliche werden nicht in den Privatbereich von Mitarbeitenden (Wohnung, Haus, Garten, Boot, Hütte usw.) mitgenommen, ohne dass nicht mindestens eine weitere Mitarbeiterin oder Mitarbeiter anwesend ist. Übernachtungen von Kindern und Jugendlichen im Privatbereich eines Mitarbeiters bzw. einer Mitarbeiterin sind in jedem Fall ausgeschlossen.
- » **Kein Duschen bzw. Übernachten mit Kindern:**  
Mitarbeitende duschen nicht gemeinsam mit Kindern und Jugendlichen. Sie übernachten auch nicht in Zimmern gemeinsam mit Kindern und Jugendlichen. Die Umkleidekabinen dürfen erst nach Anklopfen/Rückmeldung betreten werden.
- » **Keine Geheimnisse mit Kindern:**  
Mitarbeitende teilen mit Kindern und Jugendlichen keine Geheimnisse. Alle Absprachen, die eine Mitarbeiterin oder ein Mitarbeiter mit einem Kind bzw. Jugendlichen trifft, können öffentlich gemacht werden.
- » **Keine körperlichen Kontakte gegen den Willen von Kindern:**  
Körperliche Kontakte zu Kindern und Jugendlichen (Techniktraining, Kontrolle, Ermunterung, Trost oder Gratulation) müssen von diesen gewollt sein und dürfen das pädagogisch sinnvolle Maß nicht überschreiten.
- » **Transparenz im Handeln:**  
Wird von einer der Schutzvereinbarungen aus guten Gründen abgewichen, ist dies mit mindestens einer weiteren verantwortlichen Person abzusprechen. Dabei sind die Gründe kritisch zu diskutieren. Erforderlich ist das beidseitige Einvernehmen über das sinnvolle und nötige Abweichen von der vereinbarten Schutzvereinbarung.

Vor- und Nachname

Ort, Datum

Unterschrift

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## INTERVENTION

Despite all precautions, there may be moments where there is cause for suspicion. To be able to act quickly, sensitively and effectively in such cases, FC Bayern's intervention plan provides for a clearly structured, multi-stage procedure.

It centres on an individual assessment of each specific case in order to take the right steps as quickly as possible – in particular to protect children from harm. At the same time, the intervention plan is designed to ensure that information is treated confidentially and that there are no prejudgements. There will be a multi-stage procedure involving FC Bayern's child protection officers, a case management team and, if necessary, external support. Another essential part of the intervention plan is to involve law enforcement agencies if necessary.



# REGULAR MONITORING AND FURTHER DEVELOPMENT

Child protection is an ongoing process. For this reason, we continuously review and improve our approach. Currently, we are focusing in particular on the following topics:

## **Physical violence**

Actions that cause or may cause physical harm to those affected.

## **Psychological/emotional violence**

Actions that lead or may lead to an impairment of the psychological, mental or social health of those affected.

## **Neglect**

Failure to meet the basic physical and psychological needs of children, e.g. with respect to nutrition or safe training.

## **Peer-to-peer violence**

Violence among children and adolescents themselves

## **Transgressions**

such as inappropriate gifts and ambiguous remarks and/or touching

## **Sexualised violence (including in a digital context)**

Acts of violence – often in connection with an abuse of power – with sexual overtones and without the consent or capacity to consent of those affected (including in a digital context or digital space).



## § 201a StGB

Verletzung des höchstpersönlichen Lebensbereichs durch Bildaufnahmen:

## Abs. 1:

Mit Freiheitsstrafe bis zu zwei Jahren oder mit Geldstrafe wird bestraft, wer

1. von einer anderen Person, die sich in einer Wohnung oder einem gegen Einblick besonders geschützten Raum befindet, unbefugt eine Bildaufnahme herstellt oder überträgt und dadurch den höchstpersönlichen Lebensbereich der abgebildeten Person verletzt,
2. eine Bildaufnahme, die die Hilflosigkeit einer anderen Person zur Schau stellt, unbefugt herstellt oder überträgt und dadurch den höchstpersönlichen Lebensbereich der abgebildeten Person verletzt,
3. eine durch eine Tat nach den Nummern 1 oder 2 hergestellte Bildaufnahme gebraucht oder einer dritten Person zugänglich macht oder
4. eine befugt hergestellte Bildaufnahme der in den Nummern 1 oder 2 bezeichneten Art wissentlich unbefugt einer dritten Person zugänglich macht und dadurch den höchstpersönlichen Lebensbereich der abgebildeten Person verletzt.

## Abs. 2:

Ebenso wird bestraft, wer unbefugt von einer anderen Person eine Bildaufnahme, die geeignet ist, dem Ansehen der abgebildeten Person erheblich zu schaden, einer dritten Person zugänglich macht.

## Abs. 3:

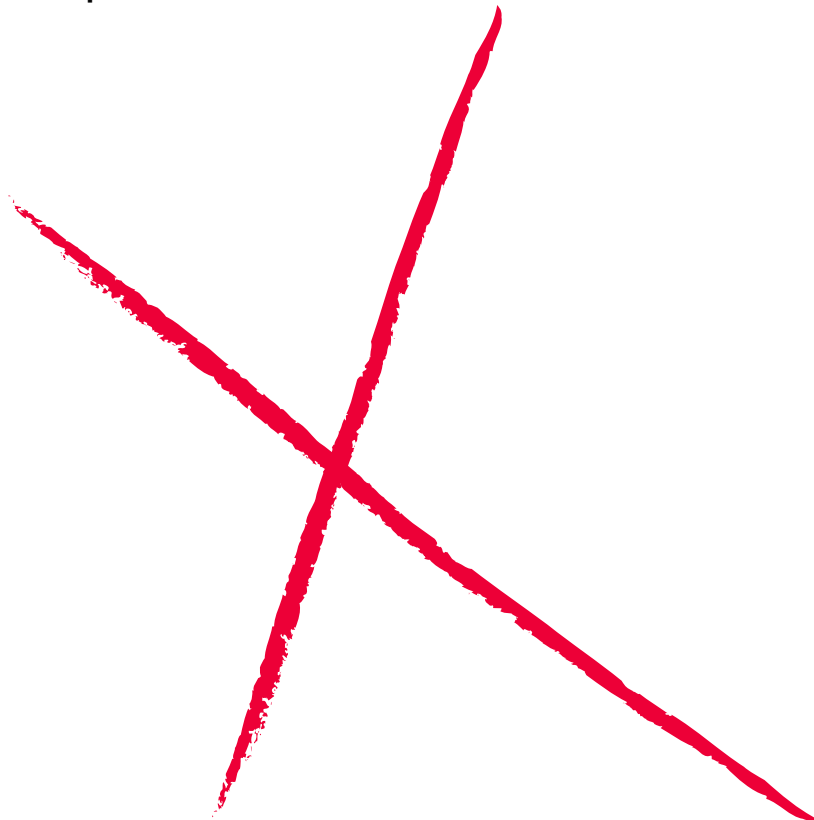
Mit Freiheitsstrafe bis zu zwei Jahren oder mit Geldstrafe wird bestraft, wer eine Bildaufnahme, die die Nacktheit einer anderen Person unter achtzehn Jahren zum Gegenstand hat, 1. herstellt oder anbietet, um sie einer dritten Person gegen Entgelt zu verschaffen, oder 2. sich oder einer dritten Person gegen Entgelt verschafft

The final aspect – sexualised violence in a digital context – encompasses various risks for children and adolescents in the digital space, from cyber grooming (the seduction and enticement of children and adolescents into performing sexual acts in the digital space) to the sending of pornographic content and the preparation or perpetration of serious crimes using digital spaces. This is an area where the need for ongoing monitoring and further development of child protection concepts is particularly evident.





With its Red Line concept, FC Bayern aims to create an organisational culture in which children and adolescents are not only protected, but also empowered and enabled. Child safety is a key concern for the club. FC Bayern makes a point to use its visibility in society to raise awareness of the relevance of this issue outside the club environment as well - and will continue to follow this path in the future.





# CAMPUS

## PROFESSIONAL BREAKTHROUGH FOR OUR CAMPUS TALENTS

At the FC Bayern Campus, we train the professionals of tomorrow. The history of FC Bayern shows that targeted youth development leads not only to sporting success and healthy economic growth, but also to increased identification with our club. And these are not just empty words, as the recent success stories of our former Campus players who have made it onto our professional team demonstrate:

### JAMAL MUSIALA

20 June 2020, Bundesliga  
debut against SC Freiburg



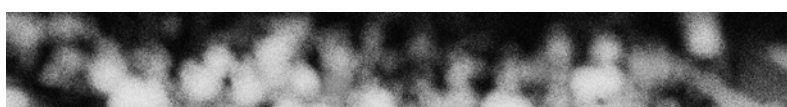
## JOSIP STANIŠIĆ

10 April 2021, Bundesliga  
debut against 1. FC Union Berlin



11 February 2023, Bundesliga  
debut against VfL Bochum

## ARIJON IBRAHIMOVIĆ





## ADAM AZNOU

2 November 2024, Bundesliga  
debut against 1. FC Union Berlin



FC BAYERN MUNICH - HEALTH & SAFETY

## MATTEO PÉREZ VINLÖF

12 May 2024, Bundesliga debut  
against VfL Wolfsburg



## JONATHAN APS-JENSEN



12 May 2024, Bundesliga debut  
against VfL Wolfsburg

## ALEKSANDAR PAVLOVIĆ



28 October 2023, Bundesliga  
debut against SV Darmstadt 98



# SOCIAL ENGAGEMENT AT THE CAMPUS

At the FC Bayern Campus, one of the three pillars of talent development, alongside football and academic training, is personal development. At the heart of this are social projects, which are regularly carried out by FC Bayern's youth teams. These projects give young players the chance to gain new perspectives away from the football pitch and take responsibility for themselves and society. The aim is to broaden their horizons and strengthen both the community within the Campus and social cohesion in society. FC Bayern considers it important that young players develop not only athletically, but also personally, and that they identify with social values. Over the course of a season, each youth team participates in at least one social project on at least three days. These initiatives are intended to help our young talents take on responsibility and to instil FC Bayern's social commitment in them from the very beginning.

Below is a selection of the social projects that our young players supported and actively helped to shape during the season:



**START OF  
YOUTH ACADEMY  
FCB**

## ANIMAL WELFARE

Gnadenhof Gut Aiderbichl &  
Tierschutzverein München e.V.



**Gut Aiderbichl**  
Tiere sind unser Leben.



**tierschutzverein  
münchen e.V.**

## INCLUSION

Football with the team  
Bananenflanke München e.V.



## INTERRELIGIOUS

dialogue



## CHILDREN'S HOSPICE



## ENVIRONMENTAL PROTECTION

Munich Forestry Office

## CREATIVE PROJECT

Little Art



## HELP FOR THE ELDERLY

together with Retla e.V.

**RETJA**  
Lebensfreude im Alter



## PRISON

in Neuburg an der Donau

**END OF  
YOUTH ACADEMY  
FCB**



## DUAL CAREER

To support our youth players as best we can in mastering the dual demands of competitive football and school, we implement the following measures at the Campus:

Even before a player joins our youth academy, we advise them and their parents in detail about which further educational pathways are available or suitable here in Munich, and we assist them in registering at a suitable school.

We can draw on a large network of schools, including some with which we have official partnerships (in particular the Munich South School Network with the Bavarian Football Association (BFV), the Munich North Grammar School and the Unterschleißheim Technical College/Upper Vocational School with the Olympic Sports Centre) and others with which we have built up very good relationships over the years. With these schools, we cover the entire spectrum from middle schools to business and secondary schools to technical colleges, grammar schools and international schools.




To help our pupils fill any gaps in their knowledge, we have employed eight teachers at the Campus. They provide tutoring during regular daily study periods, as well as during individually arranged additional sessions, assist with homework and prepare the pupils for their exams.

For pupils who are about to graduate from school, we offer additional tutoring during the Easter and Whitsun holidays. Several times a year, we assess the pupils' academic performance, discuss this information with the coaching teams and hold career discussions with both the young players and their parents about their current performance and future development.

## PSYCHOSOCIAL SUPPORT



Sustainability takes centre stage in the psychosocial support provided by the Learning & Development department, which was newly established at the FC Bayern Campus in the summer and integrates sports psychology, education and boarding school services. The department pursues the following three key objectives:

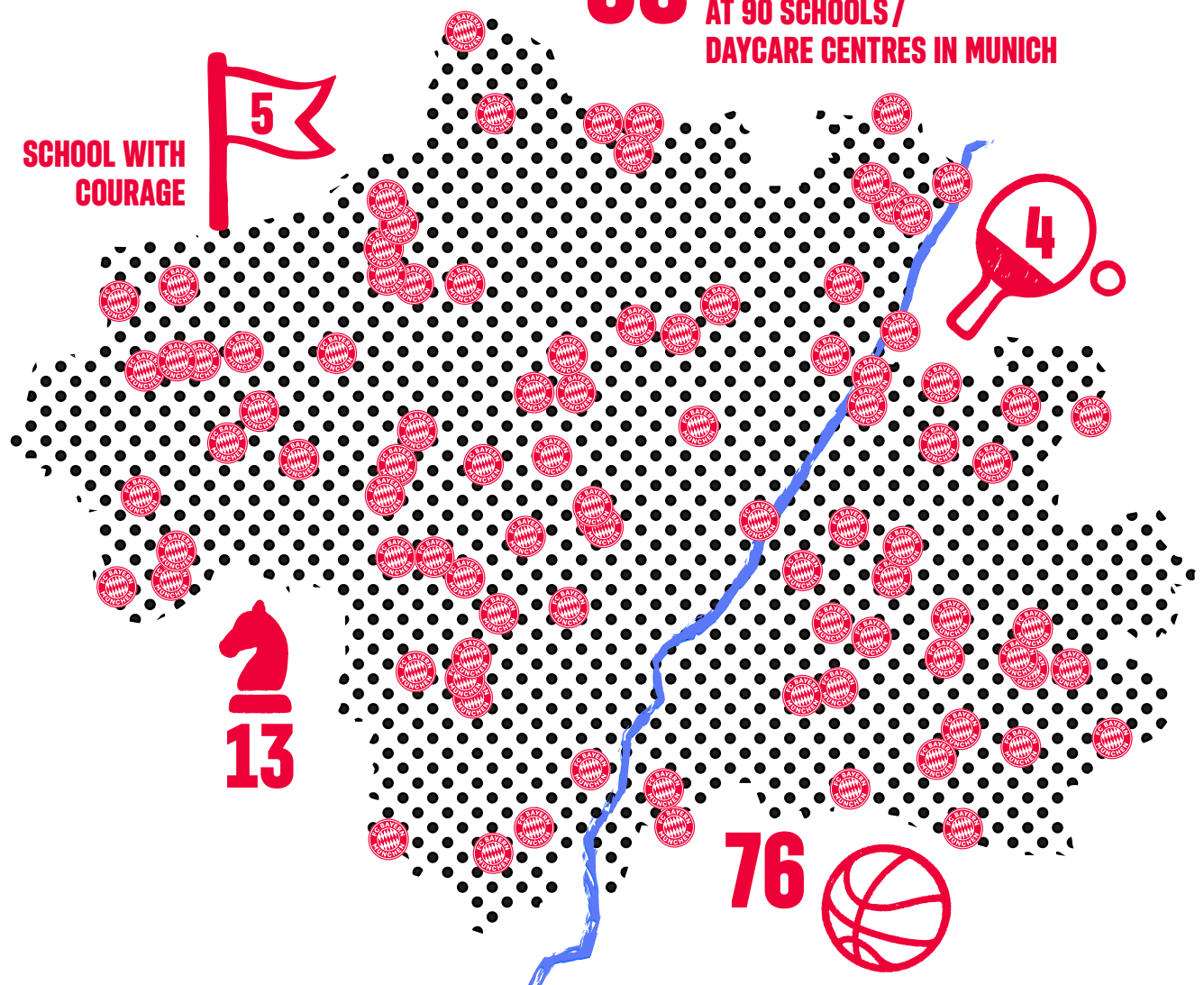
-  **THE JOURNEY OF THE PLAYERS:**  
Sustainable, proactive and holistic guidance and support for career paths, transitions and challenging situations
-  **THE CREATION OF SUSTAINABLE LEARNING ENVIRONMENTS:**  
(Co-)creating learning environments, both on and off the pitch, that are motivating, psychologically safe, resilient and centred on the athletes
-  **A COMPREHENSIVE PSYCHOSOCIAL CONCEPT:**  
Integrating a wide range of psychosocial learning experiences and training programmes into the everyday lives of players, coaches, staff and parents.



# EXERCISE, EDUCATION, FC BAYERN

In the context of sustainability, we have established **education** as the connecting element between our three areas of action.

**98 SCHOOL COMMITMENTS**  
AT 90 SCHOOLS /  
DAYCARE CENTRES IN MUNICH



We also consider it one of our key tasks as a sports club to promote exercise. In order to meet this dual objective, FC Bayern maintains close partnerships with a large number of schools and daycare centres in Munich.

We are currently cooperating with more than 90 partner schools and daycare centres across the city, enabling us to motivate around 450 children to participate in exercise and sport every day – many of them as part of the all-day programme.

Our sports departments also play an important role in this context. For example, the basketball and chess departments organise a variety of multi-sport project groups and activity days with the aim of increasing the amount of time children and adolescents spend being active. In addition, our Red Against Racism team regularly organises small games to combat racism and discrimination and promote diversity, tolerance and cosmopolitanism among the next generation.





# TEENS & KIDS CLUB



Through our KIDS CLUB & TEENS CLUB, we want to build loyalty among young fans - with the aim of winning them over as long-term members of FC Bayern.

**KIDS CLUB**

**TEENS CLUB**

LAUNCH 24/25



0-13 YEARS

14-17 YEARS

18 YEARS AND OLDER

The FC Bayern KIDS CLUB is home to our youngest fans. We want to show them from an early age that they can always count on FC Bayern as a community that is there for its members at all times. In the 2024/2025 season, FC Bayern also introduced the FC Bayern TEENS CLUB for young people aged between 14 and 17 to ensure that members of the KIDS CLUB, which is open to children aged 0 to 13, continue to receive age-appropriate offers even after reaching the age limit. Here, too, we want to appeal to our young members through special offers centred on exercise, education, community and club values. Especially during the often challenging teenage years, FC Bayern wants to be available as an anchor and point of contact that speaks the language of its young fans.

After turning 17, all members of the TEENS CLUB can, if they so wish, become full members of FC Bayern München eV, thus fulfilling their dream of **"FC Bayern - for life"**. Lifelong affiliation with FC Bayern is in keeping with our understanding of sustainable relationships with our members.

Various sustainability aspects also play a central role in the activities we offer our children and adolescents. This encourages and equips our future club members to actively participate in shaping various FC Bayern sustainability initiatives. For example, we have offered craft workshops using environmentally friendly materials and outdoor excursions to explore the flora and fauna around FC Bayern. In cooperation with the WWF, we also organised a camp on the topic of nature conservation.



# EXERCISE PROGRAMME



## KIDS CLUB



# FOOTBALL CAMPS: 2023/24 SEASON

## 23 FOOTBALL CAMPS IN TOTAL

# KIDS CLUB

GOVERNANCE

SOCIAL

ENVIRONMENT

INDEX



**3 \* Europa-Park football camp:**  
approx. 30-35 KIDS CLUB members per camp  
= approx. 100 children

**2 \* 2 days:**  
Goalkeeper camp (approx. 40 children)  
Girls' camp (approx. 40 girls)  
= approx. 80 children





# 125 YEARS OF BEING IDEALLY POSITIONED FOR THE FUTURE



# STABILITY

## GOOD GOVERNANCE

### VALUE-ORIENTED

### SUSTAINABLE BUSINESS PRACTICES

### PARTNERSHIPS

### ALLIANZ

### ADIDAS

### AUDI TELEKOM

### SUPPLY CHAIN MANAGEMENT

### COMPLIANCE HEALTH

### MANAGEMENT & SAFETY

### CODE OF CONDUCT

### TRAINING &

### CHIEF

### AWARENESS

### COMPLIANCE

### OFFICER

## FAIRNESS

### WHISTLEBLOWER SYSTEM

## INTEGRITY

## TRANSPARENCY



# SUCCESS AND VALUES - OUR FORMULA FOR SUCCESS

We understand governance to mean aspects of club and corporate management. For us, this encompasses not only our club and corporate culture, but also the aspects of compliance, supply chain management and dealing with other regulatory requirements. FC Bayern stands for economic stability and commercial success. We have achieved these objectives not despite always operating in a proper and compliant manner, but because we regard integrity and value-oriented management as key building blocks for commercial success.

## SUSTAINABLE PARTNERSHIPS - WORKING TOGETHER FOR OUR VALUES

Our partners are key stakeholders in our commercial success. We share with them not only the common goal of sustainable business practices and resilient, organic growth, but also the desire for value-oriented partnerships. FC Bayern's 125-year history is clear proof that we refuse to pursue success at any price, always remain true to our values and also choose our partners based on these principles.

We will use our main partners adidas, Allianz, Audi and Telekom as examples to show how we work together to promote our values and goals.

## ADIDAS AG



Adidas AG is not only our club's main partner, but also our teams' official kit supplier. As such, many merchandising products for our fans are also manufactured by adidas. The long-standing relationship between adidas and FC Bayern enables us to work closely together. In addition, adidas supports the club's initiatives to promote sustainability and fair and safe working conditions along our supply chains. FC Bayern and adidas also engage in ongoing dialogue to explore opportunities for improving their work processes. The measures in our Materials and Supply Chain field of action (see p. 139) thus often take place in constant dialogue with adidas.

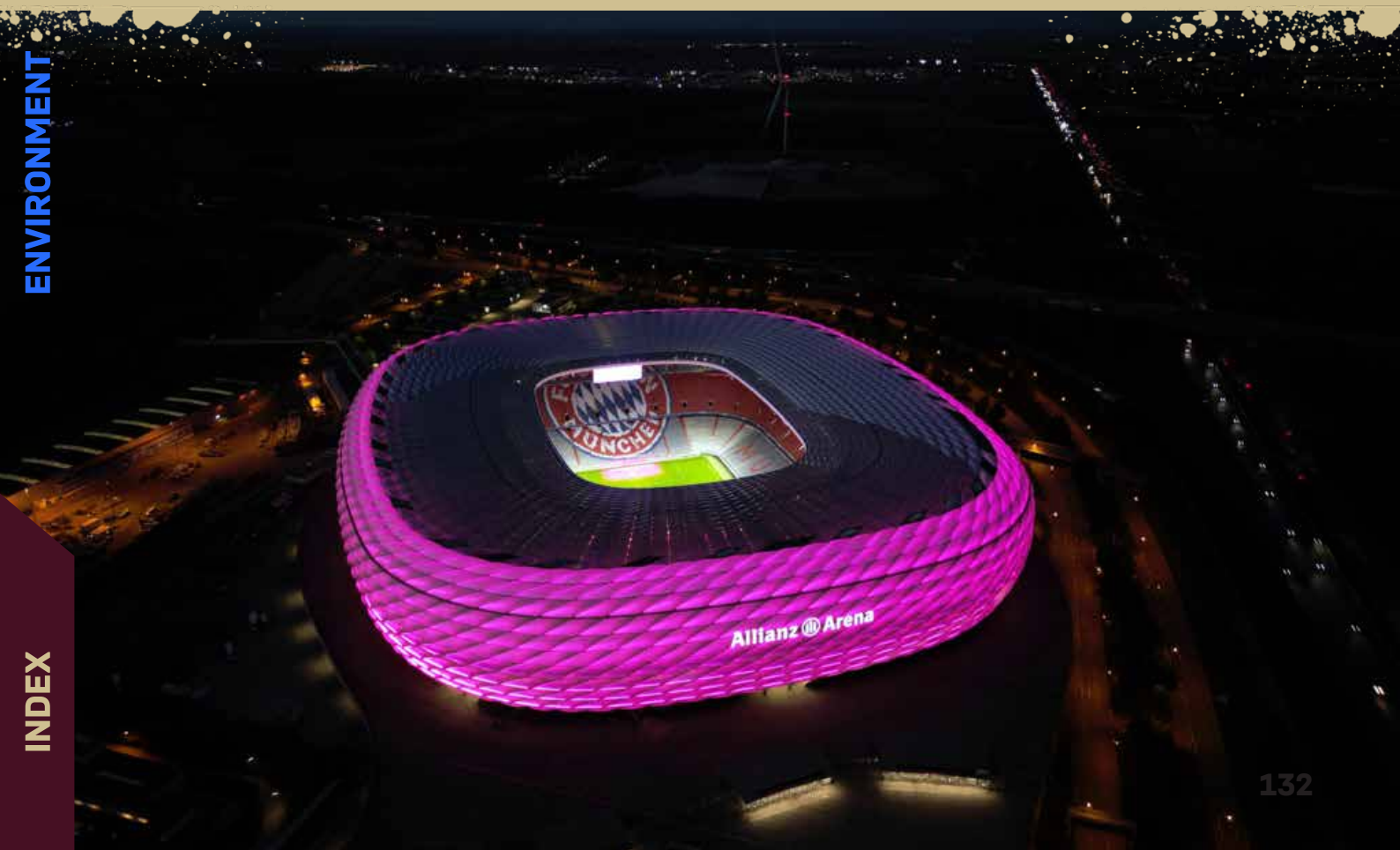




## ALLIANZ SE



Allianz is the namesake of our arena and also sponsors the FC Bayern women's team jerseys. FC Bayern and Allianz, as an insurance company, are united by the common goal of health and safety, in line with our field of action of the same name within our sustainability strategy. Together, FC Bayern and Allianz therefore endeavour to promote the prevention and early detection of diseases and have developed joint initiatives in this area. One focus has been on the early detection of breast cancer in men and women. On 14 October, the Allianz Arena was lit up in pink to mark Breast Cancer Awareness Month. This was the day FC Bayern Women played their first match in the Google Pixel Women's Bundesliga at the Allianz Arena. The players' jerseys also featured the Allianz logo in pink, complemented by a ribbon, the international symbol for the fight against breast cancer.





## AUDI

Audi AG has been the mobility partner of FC Bayern's professional team for over 20 years and, for several years now, has also served as the mobility partner for the FC Bayern women's team and youth football division. Sustainable performance is a priority at Audi. For instance, before the start of each season, the players on the professional football team are provided with electric vehicles so that they produce fewer emissions on business trips. To accompany this development in our partnership, electric charging stations have been installed in various areas of the Allianz Arena for the team and guests, as well as on Saebener Strasse.



Audi is also our first point of contact when it comes to innovative and more climate-friendly mobility solutions. We work with Audi's parent company, the Volkswagen Group, as part of the GEMINI (Greening European Mobility through cascading innovation Initiatives) project, which aims to optimise inner-city mobility by collecting real-time data and providing corresponding mobility recommendations (e.g. via an app). In the second half of the 2023/2024 season, a concept was developed for collecting data on how fans travel to the Allianz Arena, with the aim of evaluating the data obtained as part of the GEMINI project.



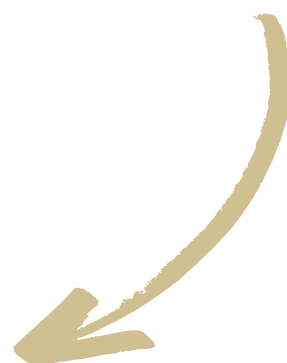
## DEUTSCHE TELEKOM AG

Together with Deutsche Telekom AG, our communications partner, we continue to campaign against online hate and for diversity, tolerance and cosmopolitanism. In a new video clip, our players and Telekom have once again highlighted the impact that hate speech and online bullying can have, especially on young people, thereby taking a clear stand in support of those affected. Telekom and FC Bayern share the conviction that the wide reach of the media must be used to convey these important messages – not least because communication and reach are at the core of both partners' business. This is why we and Telekom are also committed to promoting inclusion.





Together with Telekom, our players developed video formats in which they tried their hand at various parasports alongside professional athletes from the respective disciplines in a bid to promote inclusion and express their respect for the athletes who regularly practise these sports. These activities included dancing with professional dancers who participated in the Special Olympics as well as training sessions in blind football.





Another joint initiative to promote inclusion is "Best Buddies", which aims to give all children the opportunity to participate in the unique experience of walking into the Allianz Arena hand in hand with an FC Bayern player.





# COMPLIANCE AND INTEGRITY

Compliance – that is, adherence to standards and regulations – is a fundamental pillar of our governance structures. FC Bayern's 125 years of success are based not only on sporting excellence and far-sighted strategic business management, but also on compliance with laws and internal rules and the implementation of our corporate and club values. To ensure that these requirements and values are systematically adhered to, FC Bayern has implemented a comprehensive and holistic compliance management system (CMS).

## COMPLIANCE MANAGEMENT SYSTEM (CMS)

FC Bayern has a comprehensive compliance management system in place to ensure compliance with all relevant statutory requirements, internal guidelines and corporate values. The importance of compliance is underlined by the clear commitment of the Executive Board, which serves as a role model to others by living and breathing compliance in its everyday work. The Executive Board expressly and unequivocally commits to complying with all statutory requirements, company guidelines and the values of FC Bayern Munich. At the same time, it expects all FC Bayern employees to comply with these requirements as well.





At FC Bayern, compliance is therefore not merely a matter of "tone from the top," but rather of "action from the top." This is reflected, among other things, in the fact that FC Bayern has established its own binding Code of Conduct, which sets out a comprehensive set of behavioural guidelines.



CODE OF CONDUCT

We also expect our partners, suppliers and sponsors to comply with FC Bayern's principles of compliance. As an equivalent to our internal Code of Conduct, we therefore also have a Code of Conduct for partners, suppliers and sponsors, which forms an integral and binding part of every contractual relationship with FC Bayern.

To identify and deal with potential violations at an early stage, we have a Web-based whistleblower system in place that allows all FC Bayern employees and our business partners (suppliers, contractual partners, fans, customers, etc.) to report violations of laws, the Code of Conduct, the Code of Conduct for Business Partners or other guidelines to us – even completely anonymously if they wish. Our whistleblower system can be found on our website and is also available in English.

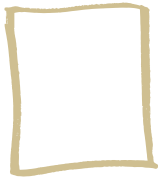
WHISTLEBLOWING  
SOFTWARE

# OVERVIEW

Materials & Supply Chains is the fourth area of action in our sustainability strategy. Since the 2023/2024 season, we have intensified our efforts in this area, both to meet our legal obligations and to live up to our understanding of sustainability.



## REGULATORY FRAMEWORK



Various legal regulations require FC Bayern to examine its supply and value chains. In particular, the German Supply Chain Due Diligence Act (Lieferkettensorgfaltspflichtengesetz, LkSG) has applied to FC Bayern since 1 January 2024. This law requires companies to verify compliance with certain human rights and environmental due diligence obligations within their own business areas and in their dealings with contractual partners, and to take preventive measures and remedial action in the event of corresponding risks.

The regulatory landscape in the area of sustainability is currently shifting and may be subject to regular change. However, FC Bayern is also taking due diligence measures in its supply chains regardless of any regulatory developments.



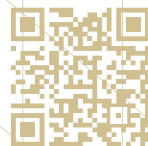
## MEASURES OF FC BAYERN

### A) RISK ANALYSES AND RELATIONSHIP WITH SUPPLIERS

As a globally renowned club with its roots in Munich, FC Bayern has a worldwide network of supply chains that are responsible for various materials. Every product, from merchandising items and catering products in the stadiums to office supplies for our various locations, is part of a supply and value chain. The first challenge was therefore to gain an overview of FC Bayern's diverse supply chains. For this purpose, we not only draw on our extensive experience and expertise in the areas of merchandising, procurement and purchasing, but also utilise technical tools such as supply chain monitoring software. This software enables us, for example, to communicate with our global suppliers and assist them with preventive measures and remedial action.

Due to the interdisciplinary relevance of materials and supply chains, we also organise training courses and exchange formats within FC Bayern with various departments and coordinate closely with our suppliers. Together, we are working towards gradually improving our product range and the materials used in this context in order to better protect human rights and minimise our impact on the environment and climate. In addition, our grievance and whistleblower system gives everyone involved in our value and supply chains the opportunity to submit anonymous reports and grievances about relevant incidents.

As part of its efforts to implement the LkSG, FC Bayern has published a Human Rights Policy Statement.



POLICY STATEMENT  
in German

## B) MERCHANDISING CERTIFICATES

One way of improving the implementation of human rights, climate and environmental standards in the supply chain is through certification by the Global Organic Textile Standard (GOTS). Textiles that are awarded GOTS certification consist of at least 70% certified organic natural fibres and meet additional environmental standards as well as human rights standards based on the ILO's core labour standards.



We are currently working with GOTS-certified suppliers in the area of baby textiles (e.g. baby bodysuits) and offer GOTS-certified products for most items in this category. And we intend to add more certified products from our suppliers to our range in the future.



Another seal we use as part of our merchandise certification is the Standard 100 by Oeko-Tex, which is awarded by the International Association for Research and Testing in the Field of Textile and Leather Ecology.



The seal mainly certifies that the value chains for items such as baby products, products that come into contact with the skin or furnishings (e.g. carpets) have been tested for health safety (in particular the absence of harmful substances) and that production facilities have been checked for socially and environmentally compatible production conditions. The corresponding Standard 100 by Oeko-Tex certificate is valid for one year.

We currently fulfil the Standard 100 by Oeko-Tex for items from our home textiles range (e.g. bed linen and towels) and endeavour to renew the certificate every year.

On the whole, we have only just begun certifying our merchandising items in line with the second phase of our sustainability strategy, initially focusing on particularly sensitive items. However, we are currently looking into extending the certification processes to other items as well.

## COLLABORATION WITH ADIDAS



ADIDAS

Alongside these certifications, we are also in constant dialogue with our kit supplier adidas to explore further opportunities for using sustainable materials and supply chains. By its own account, adidas is increasingly turning to recycled polyester for the production of our FC Bayern jerseys in order to minimise dependence on non-renewable resources.

## PACKAGING, TRANSPORT, DISPOSAL: FROM SUPPLY CHAIN TO VALUE CHAIN

While the supply chain generally covers the process up to the production of a product, we at FC Bayern are already thinking ahead and considering the entire value chain. Given the global networks described above, our top priority is to gain an overview of all relevant processes and gradually make the various value chains more environmentally friendly. Below are four examples illustrating how FC Bayern is focusing on post-production processes.

### PACKAGING POLICY

We have developed a packaging policy that applies in particular to the sale of merchandise. The policy sets out various guidelines for our suppliers, as well as for our employees in fan shops, the online store and similar locations. Under this policy, we try to use natural cardboard to the greatest extent possible, especially for packaging. We also give preference to suppliers with Forest Stewardship Council (FSC) certification, which must demonstrate that they comply with economic, ecological and social aspects of forest use for wood-based products, among other things.





Apart from forest management and the impact of forest use on the environment, this also includes, for example, the treatment of indigenous peoples and compliance with applicable local and national laws.

Besides natural cardboard, we strive to use other recyclable packaging materials and to avoid plastic in the form of polyester bags or films, as well as environmentally harmful material mixtures in our packaging.









## FOOD AND NUTRITION

However, our efforts to make our materials and supply chains more sustainable are not limited to our merchandise. For example, we are in close contact on this topic with our catering partner for the Allianz Arena, DO & CO. The sustainability concept of DO & CO is focused in particular on avoiding food waste, using regional products and preventing waste with the aim of achieving a circular economy. One of DO & CO'S measures is to calculate the percentage of unused food per match day and take this into account when planning the food supply for the next match day. In addition, the company processes unused but still usable food (e.g. into sauces).

DO & CO also meticulously records the regional origin of products and factors this into its food planning. FC Bayern and DO & CO regularly coordinate their respective sustainability strategies.



## PRODUCT PROCUREMENT

PRODUCT	SUPPLIER	DISTANCE Production kitchen to kitchen	PERCENTAGE of total food supply
	Hausladen	15.1 km	25%
	Früchte Feldbrach	18.2 km	5%
	Bäckerei Riedmair	8.8 km	8%
	Bäckerei Piller	15.9 km	2%
	Metzgerei Magnus Bauch	14.4 km	10%
	Kagerer & Co. GmbH	18.9 km	5%
	Ritter GmbH Bauer Foodservice	9.7 km 65.8 km	10% 10%
	Transgourmet Deutschland GmbH & Co. OHG	30.8 km	30%

## TRANSPORT

When we select transport companies, we take into account whether they make an effort to minimise their negative impact on the climate and the environment. This may include, for example, the use of electric vehicles or plans to reduce greenhouse gas emissions during transport. FC Bayern requires the selected transport companies to provide evidence of the measures they have taken.



## NO CARELESS DISPOSAL OF FC BAYERN JERSEYS

Our fans deserve to get up close and personal with FC Bayern. Many fans' passion begins with their first FC Bayern jersey, which also kicks off a very personal journey with the club. Unlike many product groups in other industries, FC Bayern jerseys and other merchandise have a high emotional value for our fans, which generally prevents them from disposing of our products carelessly. Our 125-year-old identity is often manifested in our jerseys. FC Bayern is therefore working with its fans to pass on the memorabilia they have acquired and collected over the years to future generations. One example of this is our memory cases, which enable people suffering from dementia to experience positive emotions through familiar mementos (e.g. jerseys from previous FC Bayern generations) – see page 74. ←





At the same time, we are in discussions with our fans about creating exchange platforms and similar formats to enable the exchange of long-sought-after fan items and simultaneously raise awareness of the need to handle FC Bayern merchandise with care and not dispose of them carelessly in a way that harms the environment.







# SUMMARY & OUTLOOK

Alongside many other topics, this sustainability report focused on one thing in particular: time.

FC Bayern Munich can look back on a unique 125-year history, one that is characterised by commercial and sporting success as well as social cohesion, economic reason, fair play and passion.

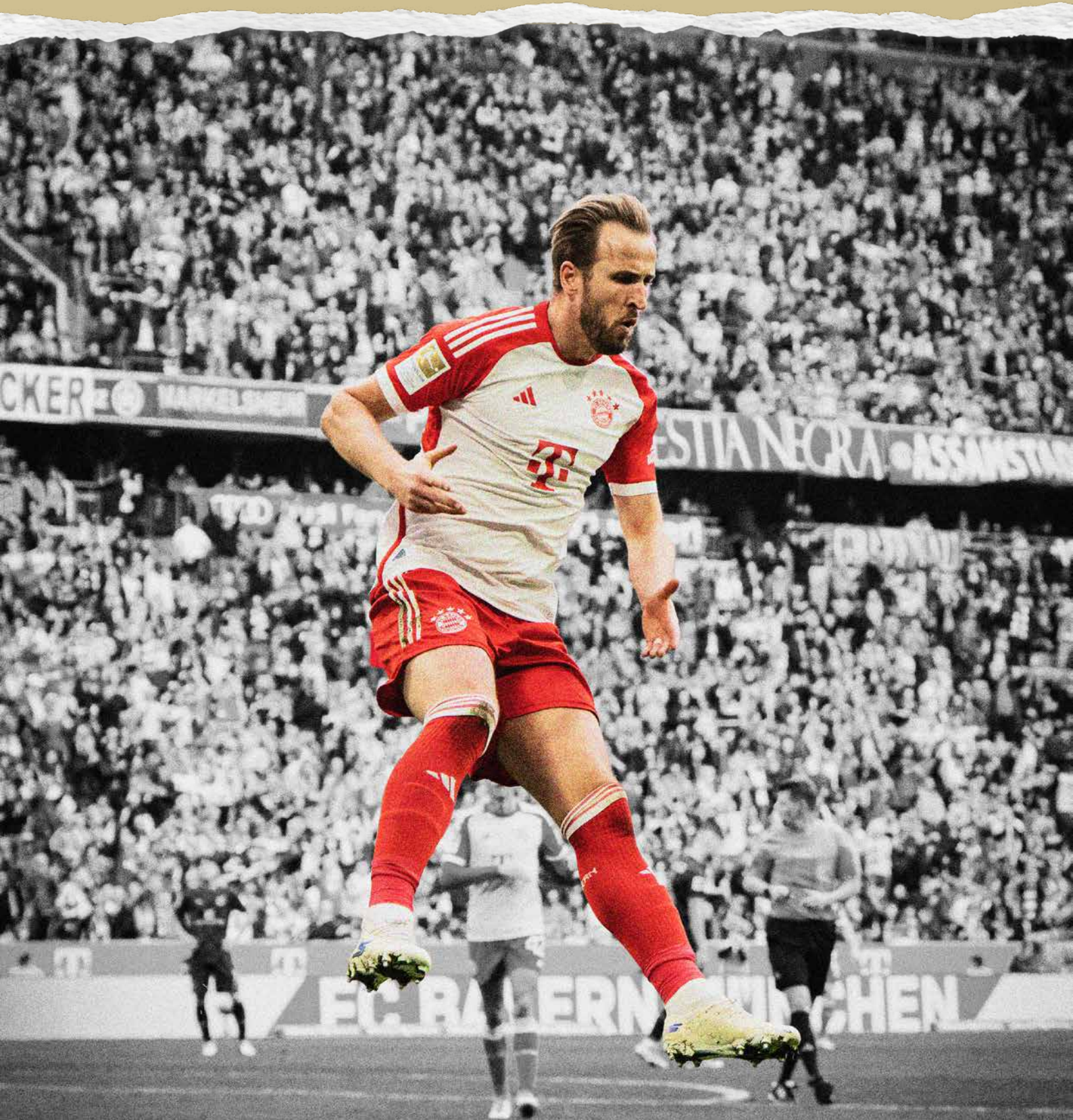


At the same time, our history compels us to continue to take responsibility for people, the environment and society. FC Bayern has often been ahead of the times, for example when it obtained EMAS certification back in 2006, almost 18 years before sustainability criteria were included in the regulations governing professional football in Germany. To continue to live up to this high standard, our second sustainability report is accompanied by an interim review of the first few years of our "Mitnand" sustainability strategy. Our discussions with relevant stakeholders confirmed that we have laid the foundations for effective and impact-oriented sustainability management at FC Bayern and can now enter a new phase in our sustainability strategy. One focus in this context will be on developing new topics and fields of business, for example by intensifying our cooperation with fans, partners and sponsors, politicians and civil society. In doing so, we will never lose sight of FC Bayern's core social values and sense of community, because therein lies the essence

*Ein hundredt  
Fünfundzwanzig*

of our club.

We would like to thank our fans, partners, sponsors and all other stakeholders for their trust in us and their contribution to shaping our development. Together, we want to remain ahead of our time where necessary, while at the same time preserving our tradition and values - now and for the next 125 years.







2023  
-2024

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