



# Sustainability Report 2019

# Sustainability report

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## A word from our CEO: Making sure it matters

As we enter 2020, we leave behind a decade characterized by a growing awareness of sustainability, from a clearer understanding of the immense challenges that are threatening humanity to the exciting solutions we must seek to create a sustainable society for all. Gone are the days when companies only delivered results to their shareholders. Instead, we should seek to create purpose and long-term value for all stakeholders.

Over the past 20 years the world has been digitized, a process in which Schibsted has been in the front seat and will continue to be. Now it is time to use this expertise to create sustainable solutions. At Schibsted we take pride in offering digital solutions for some of the most pressing issues in society, from independent journalism to second-hand consumption and online tools that allow users to make sound financial decisions.

In the coming decade, sustainability will no longer be optional, it will be a prerequisite for developing our business and for remaining profitable. We continue our commitment as a participant of the UN Global Compact and to the Ten Principles. In 2019 we moved forward in our quest to make sustainability an integral part of how Schibsted operates. The spin-off of Adevinta has meant a consolidation of our operations and has allowed us to focus on our Nordic markets. We updated our materiality analysis to ensure that Schibsted's focus and priorities are in line with our stakeholders'

demands, global developments and our strategy. Based on the materiality analysis we have defined clear ambitions and targets to ensure the maximal positive impact on society and the environment.

Our new sustainability targets have been coupled with relevant Sustainable Development Goals (SDGs) and their targets. We believe that the best possible way of meeting today's challenges contributing to the 2030 Agenda is by doing what we do best as sustainably as possible. One example is the circular economy. Our marketplaces enable items to be reused and rented, thus promoting sustainable consumption behavior. As consumers and as citizens, we contribute to the transition to sustainable consumption by buying things second-hand.

In 2019 we saw many serious threats to democracy, including restriction of free speech, intimidation of human rights defenders, and restraints on free press. Schibsted acknowledges its responsibility to communicate transparently and in an accessible way, counteracting fake news and misinformation. Digitization has brought with it many opportunities, along with various risks. In 2020 we will continue our efforts to protect our customers' integrity and security online, delivering smart, safe and modern solutions at our users' fingertips.

To reach our targets for 2020 and achieve our ambitions for the coming years, we need to continue empowering our users and our employees to contribute to a sustainable society. The power and will of our employees to contribute to creating a sustainable society by maximizing our positive impacts and bringing sustainable innovations to the market will be crucial to our success. We will work tirelessly to deliver innovation that boost independent and high-quality journalism, empowering people to make informed choices and enabling and promoting circular consumption.



*Kristin Skogen Lund*  
Kristin Skogen Lund  
CEO of Schibsted

## Sustainability at Schibsted

### Defining Sustainability at Schibsted

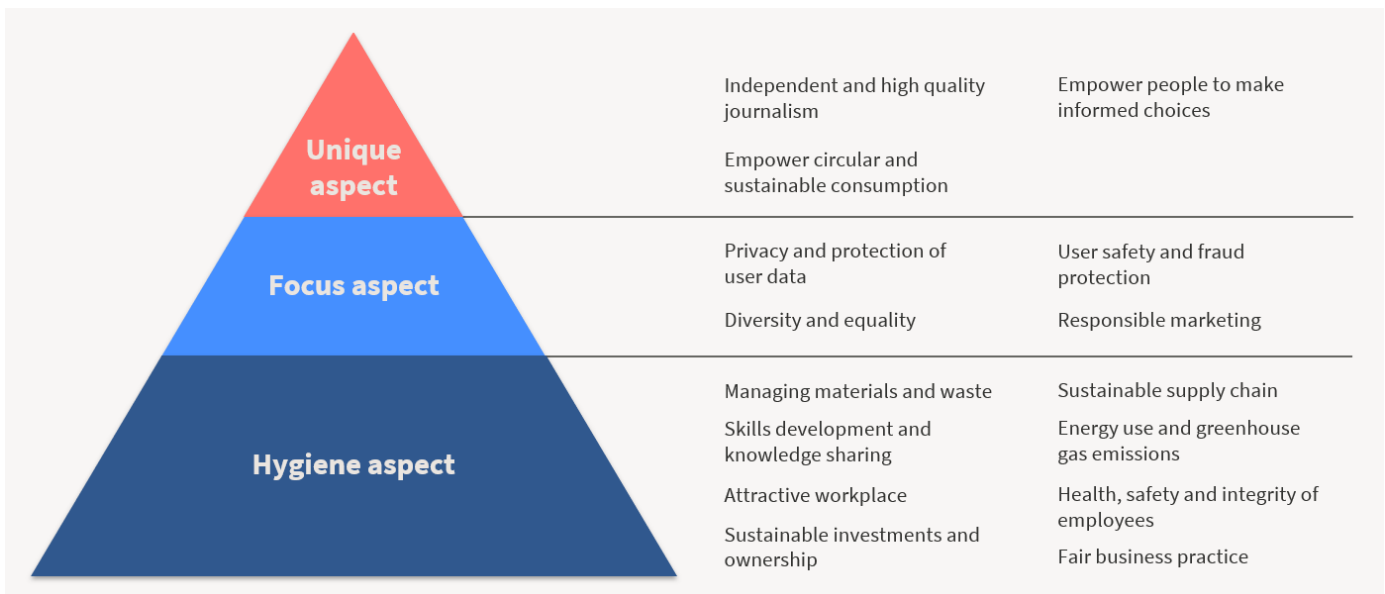
During 2019 Schibsted Media Group was split into two companies; Schibsted and Adevinta. Due to the new company structure and our wish to gain a deeper understanding of our stakeholders' priorities, Schibsted performed a new materiality analysis during 2019.

#### Materiality analysis

We drew up a list of 15 sustainability aspects covering all our material sustainability areas based on previously identified aspects and a risk and opportunity analysis of Schibsted's value chain. We also used an external analysis performed by the Responsible Media Forum and the recommendations on sustainability reporting (GRI Standards and Sustainability Accounting Standards Board, SASB). Our most important stakeholders were identified by mapping stakeholders based on interest in and influence on our business. Through a

combination of interviews, inquiries and surveys we invited our stakeholders to prioritize the identified sustainability aspects. For some stakeholder groups we performed a desktop analysis to identify their priorities.

Our stakeholders were given the opportunity to add aspects to our list which they considered important. An impact assessment was conducted on the identified sustainability aspects, based on their relevance to Schibsted and on the economic, environmental and societal impacts of our operations. By combining the results from our stakeholder dialogues and the impact assessment we could further prioritize and select our material aspects. The result was validated and discussed in a management workshop and presented to the Board. The material topics identified through the materiality analysis were prioritized according to three levels of importance: hygiene aspects, focus aspects and our unique aspects.



## Stakeholder engagement

Who did we engage with?	How did we engage with them?	What is most important to them?
Users and readers	<ul style="list-style-type: none"> <li>• Web surveys to selected brands</li> </ul>	<ul style="list-style-type: none"> <li>• Empower people to make informed choices</li> <li>• Empower circular and sustainable consumption</li> <li>• Privacy and protection of user data</li> <li>• User safety and fraud protection</li> </ul>
Corporate customers (advertisers and business partners)	<ul style="list-style-type: none"> <li>• Interviews with randomly selected customers</li> </ul>	<ul style="list-style-type: none"> <li>• Independent and high-quality journalism</li> <li>• User safety and fraud protection</li> <li>• Privacy and protection of user data</li> <li>• Empower people to make informed choices</li> </ul>
Employees	<ul style="list-style-type: none"> <li>• Web survey to all employees</li> </ul>	<ul style="list-style-type: none"> <li>• Fair business practices</li> <li>• Attractive workplace</li> <li>• Independent and high-quality journalism</li> <li>• Empower people to make informed choices</li> <li>• Diversity and equality</li> </ul>
Investors	<ul style="list-style-type: none"> <li>• Interviews with main investors</li> </ul>	<ul style="list-style-type: none"> <li>• Independent and high-quality journalism</li> <li>• Privacy and protection of user data</li> <li>• User safety and fraud protection</li> <li>• Skills development and knowledge sharing</li> <li>• Fair business practices</li> <li>• Attractive workplace</li> </ul>
Board	<ul style="list-style-type: none"> <li>• Interview and web surveys</li> </ul>	<ul style="list-style-type: none"> <li>• Attractive workplace</li> <li>• Independent and high-quality journalism</li> <li>• User safety and fraud protection</li> <li>• Diversity and equality</li> </ul>
Regulators (National and EU)	<ul style="list-style-type: none"> <li>• Desktop analysis</li> </ul>	<ul style="list-style-type: none"> <li>• Fair business practices</li> <li>• Diversity and equality</li> <li>• Managing materials and waste</li> <li>• User safety and fraud protection</li> <li>• Privacy and protection of user data</li> <li>• Sustainable investment and ownership</li> </ul>
Analysts & rating agencies	<ul style="list-style-type: none"> <li>• Analysis of inquiries</li> </ul>	<ul style="list-style-type: none"> <li>• User safety and fraud protection</li> <li>• Privacy and protection of user data</li> <li>• Fair business practices</li> <li>• Skills development and knowledge sharing</li> <li>• Attractive workplace</li> </ul>
Media	<ul style="list-style-type: none"> <li>• Desktop analysis</li> </ul>	<ul style="list-style-type: none"> <li>• Empower people to make informed choices</li> <li>• Independent and high-quality journalism</li> <li>• Diversity and equality</li> <li>• User safety and fraud protection</li> <li>• Sustainable investments and ownership</li> <li>• Privacy and protection of user data</li> </ul>
Potential employees	<ul style="list-style-type: none"> <li>• Desktop analysis</li> <li>• Reports from employer branding agencies</li> </ul>	<ul style="list-style-type: none"> <li>• Empower circular and sustainable consumption</li> <li>• Diversity and equality</li> <li>• Managing materials and waste</li> <li>• Energy use and greenhouse gas emissions</li> <li>• Health, safety and integrity of employees</li> </ul>
Industry associations (National and international)	<ul style="list-style-type: none"> <li>• Desktop analysis</li> </ul>	<ul style="list-style-type: none"> <li>• Empower people to make informed choices</li> <li>• Independent and high-quality journalism</li> <li>• Diversity and equality</li> <li>• User safety and fraud protection</li> <li>• Privacy and protection of user data</li> </ul>

## Ambitions and targets

Having a greater purpose in one's daily job is critical for a company to retain people and help them thrive and develop. Our journalism, financial services and marketplaces are important cornerstones for building a sustainable and democratic society. With great impact comes great responsibility, and Schibsted's strategy is to create purpose in everything we do. We will consider and manage our environmental and societal impact in all our business decisions.

Going forward, our direction is based on the updated materiality analysis. To ensure an effective strategy that is suited to its purpose

and aligned with the updated materiality analysis, we redefined and updated the scope of aspects, ambitions and targets. We appointed a member of Schibsted's Executive Management Team to be responsible for defining, implementing, measuring, developing and following up our performance on each material aspect. We defined long-term ambitions for our performance as well as short-term targets. Our performance will be evaluated yearly by Schibsted's Executive Management Team. Previously defined targets are included in our updated targets. To ensure our commitment and contribution to the SDGs, we have aligned our activities and opportunities with the SDG Targets.

Material aspect	Ambition (long term)	Targets - 2020 (short term)	Aligned SDG Target
Independent and high-quality journalism	Ensure transparent media practices and contribute to a sustainable and democratic society.	<ul style="list-style-type: none"> <li>Establish an editorial project to define the societal impact of our journalism.</li> </ul>	<p><b>TARGET 16-10</b></p>  <p>ENSURE PUBLIC ACCESS TO INFORMATION AND PROTECT FUNDAMENTAL FREEDOMS</p>
Empower people to make informed choices	<p>Empower and enlighten people to make well informed and sustainable choices through all our operations and drive the innovation for future-fit business models.</p> <p>Double our positive impact on society for our marketplaces by 2023.</p>	<ul style="list-style-type: none"> <li>Identify group wide measurements for content impact, representation and non-compliance with voluntary codes for all our media operations.</li> <li>Identify group-wide needs for training of journalists in relevant sustainability topics.</li> <li>Continue our participation in the Responsible Media Forums project on measuring content impact from journalism.</li> <li>Identify societal impact for Nordic Marketplaces and Next brands and decide on measurements to use for evaluating progress.</li> </ul>	<p><b>TARGET 4-4</b></p>  <p>INCREASE THE NUMBER OF PEOPLE WITH RELEVANT SKILLS FOR FINANCIAL SUCCESS</p>
Empower circular and sustainable consumption	By leading innovation in empowering people to make sustainable choices and enabling circular consumption, we aim to double our positive impact on the society and the environment for our marketplaces by 2023.	<ul style="list-style-type: none"> <li>Establish a cross-brand forum to identify and start to realize our business opportunities related to circular consumption.</li> <li>Further promote, develop and communicate the environmental benefits of circular consumption.</li> </ul>	<p><b>TARGET 12-5</b></p>  <p>SUBSTANTIALLY REDUCE WASTE GENERATION</p> <p><b>TARGET 12-8</b></p>  <p>PROMOTE UNIVERSAL UNDERSTANDING OF SUSTAINABLE LIFESTYLES</p>

**SUSTAINABILITY REPORT**

Material aspect	Ambition (long term)	Targets - 2020 (short term)	Aligned SDG Target
Privacy and protection of user data	Leading the industry in handling and safeguarding personal and sensitive data	<ul style="list-style-type: none"> <li>Zero incidents categorized as personal data breaches</li> </ul>	
User safety and fraud protection	Ensure safe products with zero fraud incidents.	<ul style="list-style-type: none"> <li>Identify areas for group-wide collaboration and KPIs for fraud incidents.</li> <li>Identify possibilities for our media operations to implement a “No Hate”-application for comments fields in digital newspapers.</li> </ul>	
Responsible marketing	Zero incidents of non-compliance with applicable external and internal standards or policies.	<ul style="list-style-type: none"> <li>Establish a cross-brand and cross-functional project to define the needs and scope of a responsible marketing policy and related measurements.</li> <li>Zero incidents of non-compliance concerning product and service information and labelling.</li> </ul>	
Diversity and equality	Ranked as the most diverse and equal employer within our segments.	<ul style="list-style-type: none"> <li>Gender ratio of 60/40 in leadership (three levels) by the end of 2020.</li> <li>Implement the diversity and inclusion policy.</li> <li>Implement our recruitment policy in everyday business operations.</li> <li>Continue roll out of gender pay gap project.</li> <li>Continue unconscious bias training for employees and leaders involved in recruitment.</li> </ul>	<div style="border: 1px solid red; padding: 5px; margin-bottom: 10px;"> <p><b>TARGET 5-5</b></p>  <p>ENSURE FULL PARTICIPATION IN LEADERSHIP AND DECISION-MAKING</p> </div> <div style="border: 1px solid magenta; padding: 5px;"> <p><b>TARGET 10-3</b></p>  <p>ENSURE EQUAL OPPORTUNITIES AND END DISCRIMINATION</p> </div>
Attractive workplace	Be the most attractive employer in our main markets.	<ul style="list-style-type: none"> <li>Implement a new employee engagement survey system to compare and monitor employee engagement for all Schibsted units.</li> </ul>	
Fair business practices	Prevent corruption in our operations and industry and continue to transparently communicate and report on our business practices and purposes.	<ul style="list-style-type: none"> <li>Define a plan for how to create awareness and knowledge regarding Code of Conduct (content and format e-learning) and Speak Up function.</li> <li>Compliant and transparent yearly reporting on sustainability, governance, ownership and public policy (GRI, COP, CDP).</li> </ul>	<div style="border: 1px solid blue; padding: 5px;"> <p><b>TARGET 16-5</b></p>  <p>SUBSTANTIALLY REDUCE CORRUPTION AND BRIBERY</p> </div>

Material aspect	Ambition (long term)	Targets - 2020 (short term)	Aligned SDG Target
Energy use and greenhouse gas emissions	Lower our greenhouse gas emissions in line with Science Based Targets by 2030 and double our improvements in energy efficiency by 2030.	<ul style="list-style-type: none"> <li>Identify material energy consumption activities and how to increase energy efficiency in these activities.</li> <li>Perform efficiency improvements in printing operations in Oslo that will reduce energy consumption.</li> <li>Define a plan for 2021-2030 to reach the emission and energy reduction targets in line with Science Based Targets and SDGs by 2030.</li> <li>Within our newspaper distribution network in Norway, implement our plan to reduce our CO<sub>2</sub>e emissions by 50 percent by 2025.</li> </ul>	<p><b>TARGET 7-3</b></p>  <p><b>DOUBLE THE IMPROVEMENT IN ENERGY EFFICIENCY</b></p>
Health, safety and integrity of employees	Be the leading employer in our industries.	<ul style="list-style-type: none"> <li>Implement a new travel policy and travel portal for our Norwegian operations.</li> <li>Continue to implement safety routines for all operations and offer regular training for appointed employees.</li> </ul>	<p><b>TARGET 8-8</b></p>  <p><b>PROTECT LABOUR RIGHTS AND PROMOTE SAFE WORKING ENVIRONMENTS</b></p>
Managing materials and waste	Ensure circular and environmentally friendly use of materials throughout our value chain by 2030.	<ul style="list-style-type: none"> <li>Identify possibilities to use machine learning to optimize the number of printed newspapers in casual sales.</li> <li>Initiate dialogue with suppliers regarding sustainably sourced paper.</li> <li>Implement management systems for printing operations in Norway that will reduce paper waste significantly.</li> <li>Within our newspaper distribution network in Norway, reduce the use of plastic packaging for newspapers by 90 percent by 2022.</li> </ul>	<p><b>TARGET 12-4</b></p>  <p><b>RESPONSIBLE MANAGEMENT OF CHEMICALS AND WASTE</b></p>
Skills development and knowledge sharing	Offer a workplace where all employees have the opportunity to develop skills and contribute to innovation.	<ul style="list-style-type: none"> <li>Establish a learning and development system to follow-up completed training.</li> <li>Establish a tool for career development paths.</li> <li>Establish Sustainability Change Makers Program.</li> <li>Establish a Future Advisory Board.</li> </ul>	
Sustainable investments and ownership	Be ranked as the industry leader and ensure that invested capital is used to drive innovation for future-fit business models.	<ul style="list-style-type: none"> <li>For our Next operations, establish a sustainable investment policy and establish processes for sustainability screening of potential acquisitions/investments.</li> <li>For our Next operations, establish a roadmap and toolbox for sustainability maturity for brands.</li> </ul>	
Sustainable supply chain	Establish a group-wide approach and process that mitigates and minimize our supply-chain risks.	<ul style="list-style-type: none"> <li>Establish processes for supply chain risk monitoring and follow-up of six of our brands and extend our Speak Up function to suppliers.</li> </ul>	<p><b>TARGET 12-6</b></p>  <p><b>ENCOURAGE COMPANIES TO ADOPT SUSTAINABLE PRACTICES AND SUSTAINABILITY REPORTING</b></p>

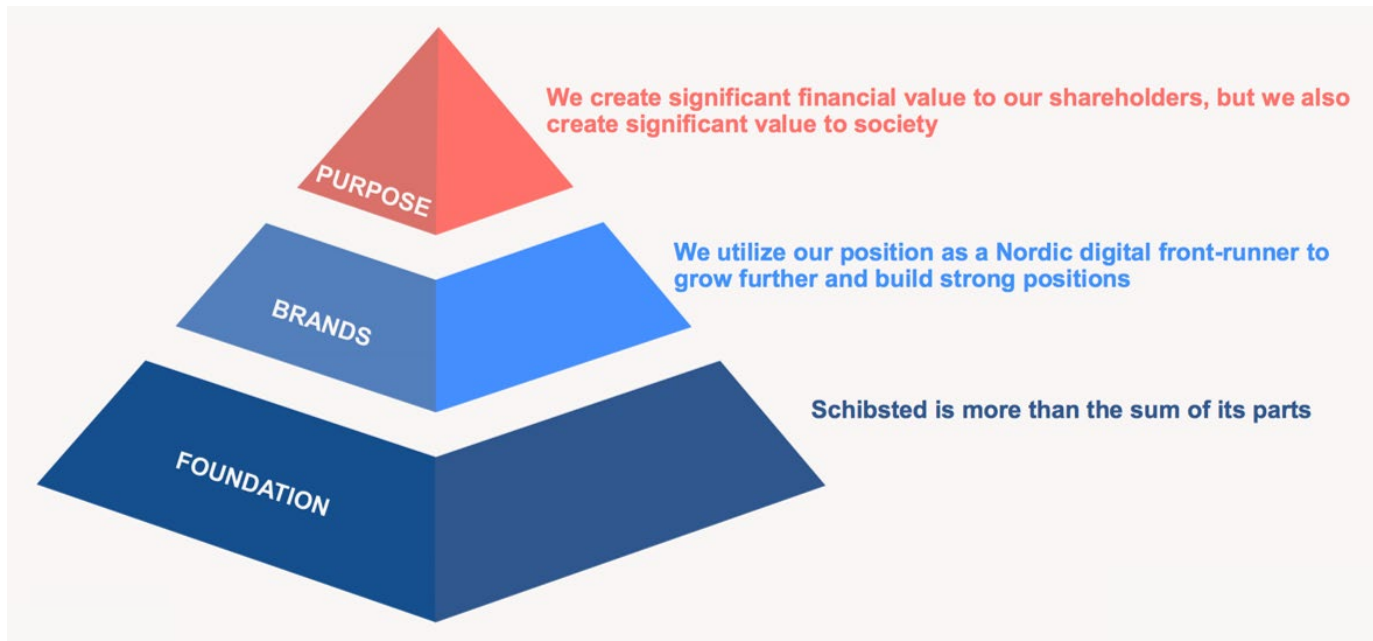
## Governance

### Owner

The Tinius Trust is the major shareholder in Schibsted. The Trust was established in 1996 by Tinius Nagell-Erichsen, the last active member of the founding Schibsted family. Through the Trust, Tinius Nagell-Erichsen wanted to ensure that Schibsted remained

a media group characterized by independent journalism, credible and high-quality services, and long-term, solid financial development. In its capacity as Board Chair, the Trust maintains close dialogue with Schibsted regarding sustainability.

### Our mission and vision



We create significant financial value not only for our shareholders, but for other stakeholders too. Creating purpose and value for our stakeholders and our mission, “**Empowering people in their daily lives**”, guide us in everything we do, from product development to new business ventures, recruitment policy and running our everyday business. We believe that we, together with our users, can contribute to a more sustainable society.

- We empower people by providing transparent and secure marketplaces and financial services.
- We empower people to make sustainable choices by informing about and enabling sustainable consumption and lifestyles.
- We empower people by defending a democratic society, freedom of the press and editorial integrity.

We also rely on our core values as they are articulated in four statements that guide us on a daily basis:

**We have integrity:** Our company is based on a long tradition of independent news, information and transparent marketplaces. Trustworthiness and quality are absolutely essential – people must be able to trust all our products and services.

**We are innovative:** We embrace innovation, it’s at our core. We always put users’ needs first – we go the extra mile. Innovation can be anything from a brilliant new concept to a minor, but no less important, improvement in how we do things.

**We are a team:** We believe in a friendly and open attitude. We also believe in the strength of people and competencies coming together to achieve something great. The companies in our group can reach far better results together than alone.

**We are here to win:** We must always strive to be better than our competitors at understanding our customers and markets – that’s the key to our continued success.

### Sustainability governance model

The Board oversees and governs Schibsted’s sustainability performance. For information about the governance structure of the Board and its committees, see the chapter on Corporate Governance in the annual report.

We aim to incorporate responsibility for sustainability into our core business. For each identified material sustainability aspect, a member of the Schibsted Executive Management Team is assigned responsibility for defining its scope, ambitions and targets and for implementing, communicating and evaluating performance according to the defined ambitions and targets. The general managers in each company are responsible for supporting and monitoring each entity with rollout and implementation of the Code of Conduct and other sustainability-related policies and for retrieving data and information required by law.



The Head of Sustainability has overall responsibility for guiding and communicating the organization of our sustainability ambitions and targets, both internally and externally. The Head of Sustainability reports weekly to the Chief People and Corporate Affairs Officer, who is a member of the Schibsted Executive Management Team.

Schibsted has initiated an internal program to boost implementation of sustainability throughout the organization. In 2020 and the years to come, 15 employees will be appointed as Sustainability Change Makers. The Change Makers will allocate 10 percent of their working hours each year to the program. During

the program, the participants will complete a university course in sustainable business management, support implementation of the sustainability strategy, and act as internal hubs to entrench the sustainability perspective in our business operations.

Effective from April 2019, changes were made in Schibsted's governance structure. Schibsted's marketplaces outside the Nordics were spun off and formed an independent listed company called Adevinta. Today Schibsted holds a majority ownership in Adevinta and exercises its ownership through representation on Adevinta's Board of Directors; see separate section for information about Adevinta's sustainability governance and performance.

## Adevinta – Sustainability at a glance

Adevinta is a marketplace specialist and helps local marketplaces thrive through global connections and knowledge networks. The company operates digital marketplaces in 16 countries in Europe, Latin America and North Africa, with leading local brands including Leboncoin in France, InfoJobs in Spain and Segundamano in Mexico. Adevinta's leading local brands form an integral part of users' lives.

### Initial materiality analysis

In 2019, Adevinta was separated from Schibsted as a stand-alone company. Adevinta performed an initial materiality analysis and started to set the direction of Adevinta's sustainability focus. In the coming years Adevinta will continue to strengthen its materiality analysis and sustainability governance and to engage with critical stakeholders. The result from the initial materiality analysis identified this year's reporting scope and included the following top three material aspects; Contributions to circular economy; Privacy, user safety and fraud protection; and Sustainable investments and ownership.

### Sustainability governance

The CEO has overarching responsibility for Adevinta's sustainability work. The Board oversees and governs sustainability performance, while the Senior Vice President People & Communication is responsible for operational performance and reports to the executive management team and Board at least once a year.

### Environmental impact

Second-hand trade is one of the most efficient ways of contributing to minimizing the negative environmental impact of consumption. Every day, millions of people buy and sell used items on Adevinta's marketplaces around the world, thereby choosing to live in a more sustainable way. In 2019, nine Adevinta sites participated in the Second Hand Effect Project, which resulted in several million tonnes of potential resource savings.

### A trusted marketplace with fair business practices

The importance of trust is a crucial element in Adevinta's business model and its vision: "To create perfect matches on the world's most trusted marketplaces". Therefore, there are strong management systems and programs in place to ensure users' privacy and security, data protection, and fraud prevention and detection across the business. In addition, the marketplaces provide users with advice and recommendations on how to prevent and report fraudulent or suspicious activities.

### Investing in the sustainable marketplaces of tomorrow

Adevinta Ventures, the corporate ventures arm, invests in the sustainable marketplaces of tomorrow. Adevinta Ventures looks to invest in marketplaces or new models that transform the value chain of mobility, real estate and future-of-work categories across Europe. Adevinta strives to ensure that the investments align with the Code of Conduct and purpose: "Make a positive change in the world by helping everything and everyone find new purpose".

### Employee engagement and representation

Adevinta is a people-first organization and aims to offer world-class workplaces where all employees can reach their full potential. Acting responsibly and offering an engaging work environment is crucial for attracting and retaining the right people – the most valuable assets. Adevinta selected Career Development as the company-wide engagement focus area for 2019 and implemented a robust action plan to improve the visibility of career paths and development opportunities across Adevinta. In 2019, Adevinta's staff participated in Schibsted's European Works Council. Meeting twice a year, this council serves as the forum for information, dialogue and consultation between employees and the Schibsted and Adevinta executive management teams. In December the same year, Adevinta established its own Employee Works Council that will include representatives from the company's operations around the world.

### Diversity and inclusion

Adevinta has adopted an action plan aimed at encouraging its workplaces to be more diverse, and for Adevinta's culture to be more inclusive. During the year, Adevinta implemented initiatives to raise awareness about the power of differences, created frameworks that promoted equality and built communities to help its employees belong. Through these initiatives, Adevinta was able to meet four of the six targets in the action plan. Adevinta has also pursued a number of initiatives and countermeasures during the year, such as the Change Makers Initiative in all the local companies and unconscious bias training.

*Find more information regarding Adevinta's sustainability performance in the Adevinta Sustainability Report 2019.*

## Responsible ownership and investments

As a part of our core business, Schibsted is constantly evolving and growing through investments in new operations or divestments. As a responsible owner and actor in the investment industry, we need to be constantly aware of how our companies impact society and the environment. To ensure future-fit investments, we need to be aware of the sustainability risks associated with potential investments and ensure that prospective and existing investments follow our internal sustainability guidelines. Companies that are aware of their sustainability risks and that have a proactive approach to sustainability are generally more attractive and profitable. Our long-term financial success is therefore dependent on sustainable practices in each company's operations. Our Chief Financial Officer and Executive Vice President for Next are responsible for ensuring that our investments are aligned with our internal guidelines. In the coming years, we believe the importance of sustainability will increase for investors, so it is important that we continue to strengthen our efforts to ensure that we continue to make investments that are future-fit. In 2020 we will define an updated investment policy, sustainability screening process and onboarding guidelines for our Next business area.

## Code of conduct and group policies

Everyone in Schibsted has a responsibility to uphold Schibsted's reputation and principles. Through the way we interact with each other, meet our users and relate with our business partners, we build and strengthen Schibsted's reputation as a group with high integrity. Our Code of Conduct outlines our principles and standards for conducting business and serves as our key sustainability policy. It is based on the UN Global Compact and includes principles on human rights, labor rights, business ethics, equal opportunities, anti-discrimination, child and forced labor, anti-corruption and protection of the environment.

The Code of Conduct is implemented through our onboarding process for new employees and training is given when deemed necessary for targeted functions. A total of 57 employees received live training during 2019. The Code of Conduct is available to all our employees on the intranet, along with an e-learning course and a quiz and includes a link to the Speak Up function enabling anonymous reporting of misconduct, breaches or potential violations. The Head of Legal receives these cases and delegates them to the appropriate managers to follow up.

The Code of Conduct applies to all entities in which we own more than 50 percent voting rights. Where Schibsted does not exercise such control, the board members appointed by Schibsted shall promote the main principles outlined in the Code of Conduct.

In addition to our Code of Conduct, our guiding principles for sustainability are stated in our group policies, which are further implemented in policies at company level. Our group policies are:

### Governance

- Corporate governance principles
- Policy for risk management
- Financial policy
- CFO governing document

- Tax policy
- Legal policy
- Schibsted vendor security assessment
- Supplier code of conduct
- Environmental policy

### Our people

- Journalism security policy
- Physical and travel security policy
- Diversity and inclusion policy
- Recruitment policy
- Mobility policy
- Discrimination, bullying and harassment policy

### IT Security and privacy

- Privacy policies and guidelines
- Data security framework
- Company e-mail DMARC security policy
- Employee data security policy
- Company information security guidelines
- Brand data security guidelines
- Schibsted user device policy

## Sustainability risk management

Constantly mitigating risks in our daily operations is key to a successful business. Our risks are annually reviewed by the responsible management teams. All senior managers have a responsibility to understand how sustainability risks intertwine with Schibsted's operational, financial, legal and reputational risks to ensure that we are compliant and proactive at all times. For Schibsted we have identified the main risks presented below. Due to the spinoff of Adevinta and changes in our countries of operations, the risk analysis differs from previous analyses. Risks linked to the rapid growth of sustainability-related legislation and high energy consumption caused by the digital transformation are considered lower compared to the main risks below.

### Cyber threat

External cyber-attacks, misuse of our services and threats against our internal IT security may cause incidents such as loss of personal data, fraud, loss of sensitive business data and inaccessible or unreliable services. Incidents like these may cause reputational loss, litigation and serious leakage of sensitive personal data, potentially threatening the privacy of our users.

### Lower trust for institutions

The increased penetration of social media as a news platform, the occurrence of fake news, press ethics failures and campaigns undermining mainstream media may reduce trust in mass media channels. Lower trust may result in decreased willingness to pay for content and use of products produced by mainstream media.

### Consumer behavior is changing

Heightened awareness of sustainability issues among consumers is changing current consumption patterns. Increased demand for sustainable products and for renting, reusing and repairing items instead of throwing them away will change traditional linear

consumption patterns. We must adapt to changing consumer behavior if Schibsted is to continue to provide products and services that are relevant to our users.

### Ensuring a sustainable supply chain

Given that our business is to run digital services and creating, printing and distributing newspapers, the bulk of our global procurement activity comprises the provision of professional services, electricity, paper, ink, ICT hardware and software. In 2019 Schibsted continued the process of minimizing our risks and negative impact throughout our supply chain. Our Supplier Code of Conduct, to which our business partners will be required to adhere to, was approved by the Board in 2019. The Supplier Code of Conduct is based on the UN Global Compact's Ten Principles and outlines, among other things, our commitment to protecting and upholding international human rights. In 2019 we initiated efforts to include the Code in our contracts with existing and new strategic suppliers. At the end of the year we also initiated a supplier assessment pilot program for six of Schibsted's companies. The pilot will help the participating companies to implement policies, processes and tools to analyze, monitor, assess and develop their suppliers. The tools will include a risk analysis tool and an assessment and monitoring tool. The most important risk evaluation criteria will be country of origin, industry, supplier dependency and spend. The purpose of the pilot is to identify group-wide high-risk suppliers and industries and to define group-wide screening processes for further implementation in other parts of our organization.

### Fair business practices

Long-term sustainable growth can never be built on unfair business practices. Schibsted continuously improves and evaluates the functionality of our policies, processes, controls and procedures to mitigate the risk of corruption and reviews applicable legislation in key markets. None of our employees at operational, strategic or governance level may accept or participate in any form of corruption. Furthermore, everyone is responsible for preventing any kind of corruption in their daily work.

Our Code of Conduct covers our principles for preventing bribery and facilitation payments, gifts, hospitality and conflicts of interests. To ensure understanding and compliance, anti-corruption is an integral part of our Code of Conduct training. It is tailored to address the risks faced by specific business areas and functions. In addition, we created guidelines giving practical examples of how and where corruption practices may occur. When entering into agreements with new business partners, the Legal and Compliance function assesses the need to perform full or limited due diligence procedures based on the nature and scope of the acquisition. Group Treasury is always involved in transactions, and ensures compliance with our principles regarding payments to low-tax countries and other payment-related issues.

Employees can anonymously report actual or suspected misconduct to our external whistle-blower function. All cases of actual or alleged fraud and corruption shall be brought to the attention of the Group Legal Department.

### Public policy

We live in an ever-changing environment where conditions for tech, media and politics are continuously changing. Digital disruption is challenging business models and values crucial to Schibsted's companies. As the digital markets evolve, the need for regulation has become increasingly apparent. Politicians around Europe have been calling for regulation of big tech, putting pressure on the EU to develop new rules for competition policy, liability for products and services on digital platforms and online advertising.

Schibsted's mission to be a leading voice in our industry is demonstrated by our active outreach and position on digital issues towards policymakers in our markets and in the EU. We have a dedicated public policy team that is drafting position papers on prioritized issues and building knowledge about our markets for policymakers. We aim to build advocacy alliances with other actors in our industries, and through opinion editorials raise awareness amongst the general public about the challenges we encounter in our markets.

In 2019 Schibsted drafted a position paper on how we believe the EU competition policy should be modernized, taking into account the realities of the digital markets. We also issued a report on proposals for regulating social networks in order to protect democracy and freedom of speech online. Both were presented to policymakers in Oslo, Stockholm and Brussels. We also actively participate in discussions on the value of data, and monitor regulatory developments in the field of artificial intelligence. We aim to continue these efforts in 2020 and more actively participate in the debate on regulation of the digital markets.

### Partnerships and memberships

To demonstrate our commitment to increased transparency on sustainability issues, Schibsted is a member of several global initiatives, such as the UN Global Compact (participant) and Transparency International. We report yearly to organizations that evaluate our sustainability performance, including the Carbon Disclosure Project (CDP), MSCI, Sustainalytics and ISS. We are also a member of several industry organizations, such as the Responsible Media Forum, the European Publishers Council (EPC), the Swedish Media Publishers' Association (TU) and the Norwegian Media Businesses' Association (MBL). The purpose of these memberships is to unite with our peers and actively participate in the media debate, as well as formulate and put forward questions and statements of importance to the industry.

As part of our efforts to develop and support a sustainable society, we are members of, or have initiated co-operation with, several organizations. When selecting partners or organizations to support, we focus on organizations that contribute to making an

impact in areas that are closely linked to our material sustainability aspects. During 2019 we supported or initiated co-operation with the following organizations:

**One Planet Network:** A network initiated by the UN to meet the 10-Year Framework of Programmes on Sustainable Consumption and Production (SDG 12).

**No Hate:** A non-profit Norwegian organization trying to handle and prevent online hate in new ways.

**Skift - Business Climate Leaders in Norway:** A business-driven climate initiative whose purpose is to be a driving force achieving Norway's climate goals by 2030.

**The Circularity Gap Reporting Initiative:** An initiative that yearly publishes a global circularity metric and keys for transition to global circularity. In 2020 it will launch a Norwegian report initiated by Circular Norway.

**Norwegian PEN:** An organization that supports writers and promotes freedom of expression worldwide. During 2019 it established a Freedom of Expression Fund to which the founders (including Schibsted) each contributed NOK 1 million.

## Societal impact

Due to our size and market presence, our services and operations have significant societal impact. Having such an impact implies considerable social responsibility. Our diverse services and products have different types of impact on society. At its best, our journalism contributes to a functioning democracy by diminishing the gap between what citizens know and what they need to know about the world around them. Our online financial services have dramatically strengthened our consumers' influence and power and our marketplaces facilitate an efficient and transparent market for goods, jobs, education and real estate.

In addition to our positive contribution, we also have a great responsibility to minimize any negative impact associated with our services. Our journalists strive every day to produce factual and reliable media content, and our marketplaces and other digital services have an extensive agenda for continually preventing malicious use of our services, such as fraud and data theft. We also play an important role in informing users of the products they use and buy and of the associated risks.

### A trusted digital partner

In a digital age, transparency, safety and integrity are prerequisites for building trust and a sustainable business model. This applies not only to our journalistic process and our online services, but also to areas such as privacy and integrity, user trust, fraud protection and user security.

### Privacy and integrity

Schibsted's strategic focus on technology and advanced data analytics aims to create insights that benefit our users through building more relevant, better and cheaper products and services. Over the past year we have worked on updating Schibsted's data

strategy ensuring that our users receive value in return for their data and on providing transparency and efficient control options relating to data. We make extensive efforts to ensure that we process data in compliance with applicable privacy regulations and our users' expectations.

Our work on privacy and integrity is led by our Chief Privacy and Data Trends Officer, who is supported by a central team consisting of privacy experts and appointed Data Protection Officers (DPOs) for all our three business areas. Employees receive privacy training to ensure necessary awareness and competence in this area. During 2019 more than 300 Schibsted employees received training in privacy and data protection. Our extensive privacy program has the following key objectives:

- Ensure compliance with our legal obligations on a continuous basis.
- Guide Schibsted's data-driven innovations by executing on privacy by design across our product and tech organization, embedding privacy into our corporate culture, tech stack and products.
- Provide efficient and automated tools to empower users' control over their personal data by, for example deciding how their personal data is used or by accessing or deleting personal data.
- Maintain and increase end-user and public competence, knowledge and trust related to our use of data.

We conduct close and ongoing dialogue with regulators and legislators to understand and influence rules and practices. In addition, we continuously collaborate with other companies on developing industry standards in the best interests of our consumers and the business.

Schibsted has extensive reporting routines for handling complaints and data breaches. Furthermore, we have extensive measures in place for detecting vulnerabilities and thereby preventing breaches. In 2019 we had 24 incidents categorized as personal data breaches, of which three were reported to the relevant data protection authorities. One situation was reported from a user, remaining were identified internally. All situations were solved without any severe consequences and a review was conducted to prevent similar situations happening in the future. We received no substantiated complaints regarding unauthorized access to personal data.

During 2020 our target is to have zero incidents categorized as personal data breaches, and we will continue to facilitate and take part in the public debate on the data-driven society, responsible data and artificial intelligence as well as privacy. We will continue to be highly engaged in discussions, both at national levels and in EU, on how we can ensure European entities' ability to compete with the international data giants.

### Fraud protection

Across our various brands, from our personal finance companies, such as Lendo and Compricer to our leading marketplaces such as Finn and Blocket, dedicated resources focus on providing a protected community. Our fraud protection controls for our finance services include complying with regulatory obligations,

building automated security processes into our product services and providing dedicated customer support to protect our users.

The marketplace brands provide quality assurance to continuously offer high-quality products and services to our users. These activities include security protection to continuously scan, detect and remove fraudulent ads and provide dedicated resources in our customer support centers to respond to any customer complaints. We are dedicated to protecting our user communities against fraud, building a safe and robust set of professional tools to continuously monitor the safety and reputation of our marketplace activities.

The quality and integrity of our media content across our media houses is fundamental to our heritage and our future. Fraud protection is essential to maintaining the trust of our readers and our advertisers; it is critical to our mission. Schibsted's editorial leaders are seasoned professionals, with years of experience in capturing critical news and bringing information to our various reader communities. We embed editorial controls to ensure the accuracy and integrity of our news. To protect our readers across our leading media brands, Schibsted operates identity and payment applications to protect user activities and transactions. These systems are designed to best-practice standards, with regular security monitoring and security testing to protect user data. Our media houses constantly moderate community debates and comments on our community forums to protect our readers. We ensure that any threatening, harassing, hateful or illegal comments are removed, and our media houses are mandated to close down discussions if deemed necessary. Our editors and their staff are dedicated to operating media houses that aspire to accurately and continuously inform our community while also protecting our users. In 2020 we will identify possibilities for our digital media operations to implement a digital tool developed by the No Hate organization to strengthen our fight against inappropriate comments online.

### User security

Schibsted's security management system focuses on continuously protecting our users across our portfolio of companies and the critical brands used in our customers' daily lives. This system's purpose is to protect our brand communities against digital and cybersecurity risks. Our security management system presents a comprehensive set of procedures and technical controls to continuously improve our ability to provide leading products in a secure manner. This approach provides a continuous means to analyze digital security risks and effectively manage risks to maintain the trust of our users and user communities.

Schibsted's Chief Information Security Officer (CISO) coordinates data security activities across all our companies. This is a proactive approach to protecting our brands and user data across all layers of our businesses, products and services. We are committed to securing our brands and our users across our innovative technology services, and to serve as a vital digital partner in our users' daily lives.

Our employees focus on the need to protect our users and readers against security threats and vulnerabilities. Our security

management system is built on industry-proven security-best practices, with dedicated security professionals integrating security-best practices from recognized industry standards, (ISO 27001, NIST Cybersecurity Framework and OWASP).

Schibsted actively maintains security policies and guidelines throughout our operations and brands. This comprehensive security management approach entails constant protection across the following security domain activities:

- Security compliance and risk management
- Access management security controls
- Application security management
- Secure product application design and architecture
- Network security management
- Vulnerability lifecycle management
- Third-party security management
- Security monitoring and security incident management
- Security awareness and security training

### Responsible marketing

Marketing of our own services and lease space for marketing of other organizations' services and products on our platforms constitute a central part of our business. Responsible marketing is crucial in our efforts to ensure that our brands maintain our users' trust.

A significant proportion of revenues from our business areas derive from advertising and partnerships. As a platform that communicates other organizations' marketing messages, we have a responsibility to ensure that these services and products follow our internal guidelines and comply with national and EU marketing regulations and guidelines. For example, in Norway the Marketing Control Act forbids marketing directed at children, and in Sweden the Swedish Consumer Agency has compiled rules and practices governing marketing to children and minors.

Each of our companies has formulated its own guidelines for external advertising, and the general manager/publisher or editor of each company is responsible for ensuring that marketing content follows the guidelines. It is crucial for our media houses to ensure independence of their journalistic content in respect of advertisers and partners. Our media houses in Norway comply with the Ethical Code of Practice for the Press, which also contains rules on marketing.

As we also market our own brands, we have a responsibility for what we offer to the market and how we describe our services. Some of our financial services, such as Lendo, are subject to more stringent national regulations on how they may communicate their marketing messages. The general managers for each brand are responsible for meeting our ethical standards when it comes to marketing.

Our main markets (Sweden, Norway and Finland) all have regulatory bodies (governmental or self-regulatory) that receive complaints about advertising and that assess whether commercial advertising complies with requirements. Some complaints related to Schibsted and our brands were lodged in 2019. In Sweden, the Swedish Advertising Ombudsman (a self-regulatory body)

reviewed three cases, two of which were upheld. In Norway, the Consumer Authority and the Market Council (governmental organizations) received no cases linked to Schibsted brands. In Finland, the Finnish Chamber of Commerce (self-regulatory body) monitors marketing practices, and received no complaints linked to Schibsted brands. No complaints have resulted in any fines or penalties.

In 2020 we will continue our efforts by establishing a cross-brand and cross-functional project team to define the need for and the scope of a responsible marketing policy and measurements in this area. We will also continue our dialogue with policymakers regarding responsible marketing to develop standards for the media industry.

### **Independent and high-quality journalism**

Freedom of speech and a free press are fundamental in a democratic society. At Schibsted we are very proud of how our media houses reach millions of readers, digitally and in print. With this outreach comes democratic responsibilities. We want to contribute to a more democratic and transparent society by providing independent news and information as well as promoting freedom of speech. When we do our job best, our words can change society for the better; such is the power of journalism. Good journalism exposes inequality, opens eyes, puts pressure on politicians to act and ensures that people's voices are heard. This is the core of Schibsted's media houses and represents a unique tool to empower people in their daily lives. Our media houses are members of international global networks promoting high-quality investigative journalism, such as the International Consortium of Investigative Journalists (ICIJ) and the European Investigative Collaborations (EIC). Schibsted is also engaged in combating the spread of fake news.

Since 2017 we have organized The Power of Journalism event together with the Tinus Trust. This event celebrates journalism and its dynamic future, bringing together industry leaders, partners and colleagues to share ideas, discuss important issues, inspire each other, and strengthen ties between those of us who believe in the future of journalism. In 2019 the event was held in both Oslo and Stockholm and was attended by 338 internal and 119 external stakeholders. Our goal for 2020 is to establish an editorial project to define the societal and environmental impact of our journalism.

In Norway and Sweden editors are accountable for any infringements of the law, and self-disciplinary bodies have been established to uphold their respective codes of ethics. These self-regulatory bodies are founded on the principles of freedom of speech and independence of the state. In Norway and Sweden any complaints about our newspapers are reported to the Norwegian Press Complaints Commission and the Swedish Press Council respectively. In Norway, 86 (2018: 65) complaints were filed against our Norwegian newspapers in 2019, and 67 (2018: 71) in Sweden. Eight (2018: 3) complaints against our Norwegian newspapers were upheld and five (2018:14) in Sweden. The number of complaints in Sweden that were upheld reached an all-time high in 2018, due

mainly to the large number of #metoo-related issues. All complaints are taken seriously and studied to avoid upheld complaints in the future.

### **Promoting freedom of expression**

Schibsted's Articles of Association state that the shareholders shall enable Schibsted to operate its information business in such a way that editorial freedom and integrity are fully ensured. In 2011, Schibsted's Editors' Forum adopted a framework for editorial governance in the Group's publishing businesses. This framework safeguards the principle of editorial freedom.

In addition, our media houses defined more detailed in-house ethics on editorial matters. Some of our media houses prepare editorial reports in which they account for decisions by the self-disciplinary councils and legal procedures, and how they work to protect sources and journalistic methodology. To increase transparency and the readers' understanding of how editorial choices and decisions are made, our media houses have created blogs, websites and even podcasts where our editors and journalists speak openly about the dilemmas and choices they face when making editorial decisions.

### **Empowering people to make informed choices**

Through our services we enable Finns, Norwegians and Swedes to make informed choices and access reliable information. Uncertainty about who is behind information is growing, and Schibsted's role as a trustworthy and reliable source of information is becoming increasingly important.

### **Empowering people through journalism**

For our media houses empowerment means to enlighten and give our readers accessible, transparent, educational and balanced media content. In a time when everyone can share their thoughts online, our role becomes increasingly important. Guided by our editorial guidelines, we act responsibly and take our role seriously. Our editors are responsible for ensuring how we impact our readers. One specific topic that has been in the spotlight the past year is the climate crisis. During 2020 some of our journalists will receive education to increase our knowledge and capacity to report on the climate crisis in an accurate and accessible way. We will also continue our cooperation with the Responsible Media Forum to develop measurements on how our media content is impacting its surrounding.

### **Consumer empowerment, transparency and efficient marketplaces**

Power is shifting from companies to consumers. The information revolution has given consumers enormous possibilities to make informed choices, and it has contributed to lower prices and greater accessibility for consumers. Our marketplaces create transparent, reliable and efficient markets for goods, jobs, education and housing. As a provider of these types of marketplaces, we have a great responsibility and possibility to further strengthen consumers' power, and this is something that drives us in our daily business and development of new services. Through our price comparison services and financial services we

empower the consumer by enabling access to comparisons, insights and independent consumer information. During 2020, we will continue our journey to strengthen our users and increase our positive societal impact by identifying group-wide definitions of how our services contribute to society and finding ways of measuring our impact.

### Stories that made a difference

Every year our journalists publish remarkable stories that contribute to social change and public debate. Presented below is a summary of some of the stories that made a difference in 2019.

#### The Tinder swindler – VG (Norway)

Private jets, fraud and Tinder: These are the key words to describe the story about the Tinder swindler Simon Leviev. He has seduced and swindled young women for millions and was a fugitive from justice in several countries. He finds his victims on the dating app Tinder and then seduces them with a luxurious lifestyle. They believe they are dating a wealthy businessman, but women he has swindled before are paying for everything. Norway's biggest newspaper, VG, has spent six months chasing him across several continents. They found him in Germany, at one of Europe's most fashionable hotels. The story about the Tinder swindler has been read and shared all over the world. At the time of publication, the incredible storyline, combined with its innovative presentation, made it the most-read article of all time in VG. Since we published, new victims have come forward and told their stories. Before and after our initial publication we have interviewed women and families in Israel, the Netherlands, Germany, England, Sweden, Denmark, Norway and the US who were scammed by the same man. Simon Leviev was arrested in Greece for using a false passport in July 2019. That created a lot of media attention around him. He is currently in prison in his home country of Israel serving a sentence for fraud crimes committed there.

#### Stories of poverty – Bergens Tidende (Norway)

Bergens Tidende compiled stories of people living in poverty in western Norway, in which they tell their stories in their own words. Bergens Tidende gave a voice to people who are single mothers, unemployed, low-paid workers, people in debt, recipients of social welfare assistance, disabled or who were receiving work assessment allowance. In addition, researchers, politicians and aid organizations highlighted different perspectives on poverty. The result was a series entitled Stories of Poverty. The stories reveal the embarrassment and shame many feel from not having enough money. For parents it can also be a matter of wanting to spare their children from feeling financially insecure. It is almost surprising how many paths to poverty there are in such a rich country as Norway; illness, bad luck or simply bad choices. The common denominator is that a lack of money can pervade every aspect of one's everyday life, yet many people are unaware that friends, neighbors or even family members are facing serious financial problems.

#### The climate change in Sweden – Svenska Dagbladet (Sweden)

In the spring of 2019, a reporter and a photographer traveled the world in search of innovative climate technologies. They wanted to

turn a spotlight on the innovative forces being unleashed to stop climate change. They shifted the focus from current climate disasters to find out what was actually being done. Among others, they found the carbon "vacuum cleaner" on Iceland, an old volcano that had been transformed into a giant battery, and the world's biggest solar cell plant in the middle of the Moroccan desert. During the autumn the journey set off again, focusing on important climate innovations in Sweden. The journalistic pieces ranged from a professor who produces his own petrol and hides his invention from foreign industrial spies to a fish that is cultivated on land; a house that is fully self-sufficient in electricity; how hydrogen technology can revolutionize the market; and cutting-edge solar power technology. The readers were ecstatic, and the amount of e-mails the reporter received from tech-interested readers was overwhelming.

### Initiatives that made a difference

We are proud of how we contribute to society through running our core business and related initiatives. Some of our initiatives that made a difference in 2019 are presented below.

#### megtildeg.no – Helthjem (Norway)

The consumer-to-consumer shipping product launched by Helthjem, called the "meg-til-deg" (me-to-you) service, proved an unprecedented success in 2019. The service opens up the existing newspaper distribution network to consumers wanting to sell used goods through our marketplaces. The online booking solution is simple and intuitive: users simply enter a five-digit code on their package and leave it on their doorstep. The package will be delivered to the receiver using the distribution network. Research shows that 85 percent of users use the service to sell used items through marketplaces in Norway. The "meg-til-deg" service facilitates more sales of used goods across geographies as 55 percent of users sold more due to the convenience of the service. The circular economy in Norway, especially reuse and resell, is growing, and in 2019 Helthjem saw a 2,000 percent increase in volume for this service. "meg-til-deg" has now become an established way of sending packages between private citizens. The service will now focus on growing geographically and providing a more integrated solution in the popular marketplaces.

#### White Monday instead of Black Friday - Blocket (Sweden)

Black Friday has become one of the biggest sales days of the year, and it is exclusively newly manufactured goods that are sold, especially electronics. To try to restrain this trend, White Monday (the Monday prior to Black Friday) was launched, a countermovement to Black Friday. From the start, Blocket has been proud to support this initiative in order to encourage more people to act circular rather than linear. In 2019 we therefore halved advertising rates for the Electronics category. We also released Begagnateffekten.se, an illustrative website that highlights the positive effects of buying second-hand. Through Begagnateffekten.se, our own site, social media, influencers, events and a tactically driven campaign (where we shouted sell, sell, sell instead of new consumption's buy, buy, buy) we managed to get more people than ever before to take part in White Monday and buy used instead of new.

### Take care of your things – Finn (Norway)

In 2019 FINN teamed up with Friends of the Earth Norway (Naturvernforbundet) and launched an awareness campaign (take care of your things) aimed at spreading awareness amongst Norwegians about the importance of making sustainable consumer choices such as buying second-hand and repairing clothes instead of buying new. The campaign was a success and our goal of raising awareness was met. Environmental organizations, research communities and influencers were brought together as part of a further collaboration with Friends of the Earth Norway to discuss how we as a society can live more sustainably and environmentally friendly. A clothes swap was organized, and FINN app users were encouraged to participate in Earth Hour and the Climate Roar. We also provided input to the government's circular economy strategy.

### Second-hand Fashion Show - Tori (Finland)

To celebrate the 10th anniversary of Tori, a Second-hand Fashion Show was organized. It was the first of its kind in Finland, and the models displayed outfits bought from the Tori marketplace, demonstrating key Tori values: promoting smart and sustainable consumption. Using professional models as well as Tori employees and users, we showed the audience that they can be sustainable and fashionable at the same time, highlighting how the clothing

industry has a major impact on sustainability and is therefore an area where everyone can and should make a difference. During one year, 800 tonnes of second-hand clothes were sold through Tori, keeping them in the loop of the circular economy.

## Our people

Schibsted relies on highly skilled people to succeed. Acting responsibly and offering an attractive working environment are crucial for attracting and retaining the right people. At Schibsted we therefore strive to maintain the highest standards in what we and our stakeholders believe should be prioritized regarding our people. This includes promoting diversity and equality, skills development, knowledge sharing, and a safe and healthy work environment that supports a work-life balance and employee integrity.

At year-end, Schibsted had 5,006 (2018: 4,931) employees (full-time equivalents) in 9 countries. Most of our employees are full-time workers employed at our offices. The exceptions are employees with short-term contracts in our media operations, our newspaper distributors in Norway and employees at our printing plants in Norway.

### Employee data

Total number of employees by age group	<30 years		30-50 years		>50 years		Total	
	2019	2018	2019	2018	2019	2018	2019	2018
Norway	481	521	1,815	1,807	671	679	2,967	3,007
Sweden	384	400	1,053	979	187	187	1,624	1,565
Other European countries	149	162	261	197	5	-	415	359
<b>Total</b>	<b>1,014</b>	<b>1,082</b>	<b>3,129</b>	<b>2,983</b>	<b>863</b>	<b>866</b>	<b>5,006</b>	<b>4,931</b>
% change by age category	-6%		5%		-0.4 %		2%	

Total number of employees by gender	Male		Female		Total					
	2019	2018	2019	2018	2019	2018				
Norway	1,935	65%	1,979	66%	1,032	35%	1,028	34%	2,967	3,007
Sweden	958	59%	932	60%	666	41%	634	40%	1,624	1,565
Other European countries	294	71%	245	68%	121	29%	114	32%	415	359
<b>Total</b>	<b>3,187</b>	<b>64%</b>	<b>3,156</b>	<b>64%</b>	<b>1,819</b>	<b>36%</b>	<b>1,775</b>	<b>36%</b>	<b>5,006</b>	<b>4,931</b>

No significant part of our work is performed by seasonal workers or workers who are not employees (external consultants or freelancers). One reason for the increased number of employees in Other European countries is reorganizations between companies related to the split with Adevinta.

### New hires and employee turnover

New hires and employee turnover	New employee hires (rate%)				Employee turnover (rate%)			
	2019		2018		2019		2018	
<b>Total number</b>	<b>167</b>		<b>159</b>		<b>189</b>		<b>125</b>	
Male	98	58%	93	59%	112	59%	78	62%
Female	70	42%	66	41%	77	41%	47	38%
<30 years	73	44%	70	44%	55	29%	40	32%
30-50 years	90	54%	82	52%	115	61%	63	50%
>50 years	4	2%	7	4%	20	10%	22	17%
Norway	93	56%	97	61%	106	56%	78	62%
Sweden	55	33%	51	32%	50	26%	34	27%
Other European countries	19	11%	12	7%	33	17%	13	10%

Data includes transfers between companies within Schibsted.

### People strategy and employee representation

Our goal is to build a world-class workplace for our employees, one that is intellectual, virtual and aspirational, and that offers a safe and healthy working environment (both physically and

psychosocially) while promoting work-life balance as well as diversity and equality. Our people strategy aims to be a competitive advantage for Schibsted. We believe that our employees represent the Group's most important asset.



To develop Schibsted as an attractive employer, we engage with our employees and value-active employee representation. Employees are represented on Schibsted's Board, currently by three representatives. Two of three employee representatives must be elected in Norway, while the third representative should represent a country outside Norway where Schibsted has its most extensive operations, currently Sweden. A further three employee representatives in the Group are elected and act on behalf of all employees, both unionized and non-unionized. Their function is laid down in the central Norwegian collective bargaining agreements. The employee representatives protect the interests of the employees in cases that are dealt with at Group level. These representatives are discussion partners for management to assure the quality of decisions and processes.

As stipulated in our Code of Conduct, Schibsted's employees have full freedom of association and may organize themselves as they choose. Schibsted's European Works Council (EWC) meets twice a year and serves as our forum for information, dialogue and consultation between employees and the Schibsted Executive Team. In 2019 the EWC consisted of 35 representatives (23 men and 12 women) from 12 countries. From 2020 the EWC will be split between Schibsted and Adevinta and Schibsted will continue with 22 representatives. Collective bargaining agreements or working environment committees are in place in all operations to ensure excellent working conditions and to prevent discrimination against employees. 73 percent of all employees were covered by a collective bargaining agreement at the end of 2019 (2018: 76 percent).

## Promoting diversity and equality

At Schibsted we are convinced that our success depends on diversity and equality. To fulfill our mission to empower people in their daily lives, we need a workforce that represents the users we

serve. That is why Schibsted is committed to incorporating values of diversity and inclusion into every aspect of the company with the speed and passion that characterize our organization. We want people at Schibsted to challenge the ordinary and find good ideas and achieve great things. To achieve this, we depend on a workforce with a diverse mindset that contributes with different experiences, backgrounds and perspectives. Diversity at Schibsted means all the differences and similarities that make us unique as individuals.

As clearly stated in our Code of Conduct and in our Discrimination, Bullying and Harassment Policy, Schibsted has zero tolerance for harassment of any kind. This includes all forms of verbal, digital or physical harassment. Our Code of Conduct includes a link to a whistle-blowing function called Speak Up that enables anonymous reporting on misconduct, breaches or potential violations. The Speak Up function is handled by an external party to secure the anonymity and personal integrity of our employees.

To ensure a diverse, inclusive and non-discriminatory workplace where all our employees enjoy equal opportunities and feel safe at work, Schibsted offers unconscious bias training. To make ourselves aware of the biases we might have in our product development, we also offer unconscious bias training for algorithmic bias. During 2019, 183 (2018: 599) of our employees participated in our unconscious bias training.

During 2018 we launched several policies on diversity and equality. In 2019 we focused on education and implementation of the policies in our everyday business operations. The new recruitment policy promotes diversity and inclusion by encouraging managers to build diverse teams. Processes should be equal, fair, unbiased and inclusive. Managers should aim for gender equality in all longlists, shortlists and final interviews. All candidates should meet at least one female and one male interviewer. Implementation of and training in these policies will continue in 2020.

## Composition of governance bodies and operations by gender

Total number of employees by gender	Male				Female				Total	
	2019		2018		2019		2018		2019	2018
<b>Board of Directors</b>	<b>6</b>	<b>60%</b>	<b>6</b>	<b>60%</b>	<b>4</b>	<b>40%</b>	<b>4</b>	<b>40%</b>	<b>10</b>	<b>10</b>
Of which shareholder elected	4	57%	4	57%	3	43%	3	43%	7	7
<b>Operations - Top management</b>	<b>153</b>	<b>62%</b>	<b>143</b>	<b>62%</b>	<b>94</b>	<b>38%</b>	<b>87</b>	<b>38%</b>	<b>247</b>	<b>230</b>
Nordic Marketplaces	16	64%	15	63%	9	36%	9	38%	25	24
News Media	56	57%	56	61%	42	43%	36	39%	98	92
Next	66	65%	52	65%	35	35%	28	35%	101	80
Headquarters/Other	15	65%	20	59%	8	35%	14	41%	23	34
<b>Operations - Other managers</b>	<b>425</b>	<b>58%</b>	<b>371</b>	<b>63%</b>	<b>307</b>	<b>42%</b>	<b>219</b>	<b>37%</b>	<b>732</b>	<b>590</b>
Nordic Marketplaces	73	60%	86	69%	48	40%	39	31%	121	125
News Media	225	53%	178	57%	196	47%	135	43%	421	313
Next	59	61%	51	65%	38	39%	27	35%	97	78
Headquarters/Other	68	73%	56	76%	25	27%	18	24%	93	74
<b>Operations - Other employees</b>	<b>2,609</b>	<b>65%</b>	<b>2,644</b>	<b>64%</b>	<b>1,418</b>	<b>35%</b>	<b>1,467</b>	<b>36%</b>	<b>4,027</b>	<b>4,111</b>
Nordic Marketplaces	388	63%	444	68%	226	37%	213	32%	614	657
News Media	993	57%	1,137	57%	747	43%	859	43%	1,740	1,996
Next	827	72%	747	71%	318	28%	301	29%	1,145	1,048
Headquarters/Other	402	76%	316	77%	127	24%	95	23%	529	411
<b>Operations - Total</b>	<b>3,187</b>	<b>64%</b>	<b>3,158</b>	<b>64%</b>	<b>1,819</b>	<b>36%</b>	<b>1,773</b>	<b>36%</b>	<b>5,006</b>	<b>4,931</b>

Headquarters/Other includes part of Schibsted Product & Tech. The changes in total number of other managers and other employees for News Media and Next is mainly related to changes in classification of companies and redefinition of other employees.

## Age and gender split by business areas

	<30 years				30-50 years				>50 years				Total	
	2019		2018		2019		2018		2019		2018		2019	2018
<b>Board of Directors</b>	-	-	-	-	5	50%	6	60%	5	50%	4	40%	10	10
<b>Operations - Male employees</b>	612	19%	635	20%	1,986	62%	1,916	61%	589	18%	605	19%	3,187	3,156
Nordic Marketplaces	79	17%	104	19%	365	77%	407	75%	33	7%	33	6%	477	544
News Media	122	10%	174	13%	738	58%	763	56%	413	32%	433	32%	1,273	1,371
Next	294	31%	264	31%	539	57%	465	55%	120	13%	121	14%	953	850
Headquarters/Other	117	24%	93	24%	345	71%	281	72%	23	5%	18	5%	484	392
<b>Operations - Female employees</b>	402	22%	447	25%	1,143	63%	1,067	60%	274	15%	261	15%	1,819	1,775
Nordic Marketplaces	68	24%	64	24%	195	69%	183	70%	20	7%	15	6%	283	262
News Media	138	14%	184	18%	626	64%	625	61%	221	22%	221	21%	985	1,030
Next	149	38%	163	46%	218	56%	175	49%	24	6%	18	5%	391	356
Headquarters/Other	47	29%	36	28%	104	65%	84	66%	9	6%	7	6%	160	127
<b>Operations - Total</b>	1,014	20%	1,082	22%	3,129	63%	2,983	60%	863	17%	866	18%	5,006	4,931
Nordic Marketplaces	147	19%	168	21%	560	74%	590	73%	53	7%	48	6%	760	806
News Media	260	12%	358	15%	1,364	60%	1,388	58%	634	28%	654	27%	2,258	2,400
Next	443	33%	427	35%	757	56%	640	53%	144	11%	139	12%	1,344	1,206
Headquarters/Other	164	25%	129	25%	449	70%	365	70%	32	5%	25	5%	644	519

Headquarters/Other includes part of Schibsted Product & Tech. The system is not able to split employee category by age group; hence this is excluded from the report.

## Equality at Schibsted

Our Board is composed of 40 percent women, as required by the Norwegian Limited Liabilities Companies Act. Schibsted has set clear goals against which actual progress is measured. There are long-term and short-term goals on improving gender equality for both divisions and group functions. Schibsted has set a target of a 60:40 gender ratio in all leadership roles by the end of 2020. By 31 December 2019, the share of females in top management positions was 38 percent. The proportion of females in other managers increased from 37 percent to 42 percent. This increase pertains to News Media and Next.

In 2018 we performed a mapping of a potential gender pay gap in parts of the Group. The mapping revealed a gender pay gap for average pay levels, but this is largely attributed to more women working in low-pay positions (such as support) and to more men in leadership and specialist positions. In 2019 we focused on setting up a common process for performing an annual mapping of a potential gender pay gap all Schibsted companies in Sweden. The aim is not only to make mapping of a potential gender pay gap easier, but also to improve quality and find better tools for performing comparisons and analyses across the Group.

The HR departments in each company are responsible for this process, partnering with the Compensation and Benefit department to provide support in discussions on conclusions as well as on regulations and methods. To support our development and analysis in this area, we cooperate with the trade unions and have implemented a new online tool. In addition to identifying salary differences between genders, we also take a closer look at the gender balance in managerial positions professions or divisions. With this new set-up we have seen an improvement in the quality of a potential gender pay gap mapping and an increase in the number of companies that have conducted these investigations. This work will continue in 2020.

Schibsted is a member of a non-profit organization called #SheGotThis. The organization was founded in 2015 with the aim of addressing gender stereotypes and unconscious discrimination in society. In 2019 several of the Norwegian companies submitted

their equality figures to a software program and received an analysis of the status of equality in their respective companies along with a list of actions to improve equality.

## Skills development and performance reviews

To ensure innovation, long-term sustainable growth and an attractive workplace, we need to offer good opportunities for skills development and performance reviews to our employees. We also need to promote sharing our knowledge internally.

Our global people function and local HR business partner offer several face-to-face training programs, including our S-PACE training. S-PACE is a management program based on PACE, the core leadership principles in Schibsted. Great leadership in Schibsted means being People-driven, Agile, Collaborative and Entrepreneurial. The program is designed to train these leadership behaviors and attitudes in order to create a great leadership culture in Schibsted. With a great leadership culture we will succeed in the future and deliver on our strategy. In 2016 - 2018 a total of 760 leaders (including Adevinta) participated in S-PACE. In 2019 the program had 284 participants (excluding Adevinta).

The Schibsted Future Advisory Board was launched at the end of 2019. Fifteen employees were selected to work on strategic issues for the Schibsted Executive Management Team for a period of six months. The purpose is to give management valuable input and strengthen our innovation capability with talented and aspiring Schibsted employees. In addition, the participants will earn a certificate in disruptive strategy from Harvard Business School Online.

To ensure personalized development programs and well-being among our employees, we conduct individual performance and career development reviews at least once a year, and more frequently in some functions and countries. According to our policy, all employees should complete development dialogue with their managers at least once a year. During 2019, 85 percent of our employees completed performance reviews with their manager (2018: 63 percent). Better reporting structures and higher

awareness of our policy has contributed to the increase, but we have still room for improvements to meet our policy. To evaluate our role as an employer, we conduct employee surveys at least once a year, and more frequently in some of our operations. During 2019 the employee satisfaction scores for our companies showed an overall positive trend compared to previous year. In 2020 we aim to implement several new tools and systems to evaluate our role as employer and support our employees and their development. We will establish a group-wide tool for career development paths, a learning and development system to follow up completed training, and a new employee engagement survey system.

**Performance reviews by gender and employee category**

	2019		2018	
	Total number	Rate %	Total number	Rate %
<b>Total</b>	<b>4,272</b>	<b>85%</b>	<b>3,100</b>	<b>63%</b>
Male	2,633	83%	2,020	64%
Female	1,639	90%	1,080	61%
Company top management	201	81%	134	58%
Other leaders	655	89%	403	68%
Other employees	3,416	85%	2,563	62%

The percent rate of performance and career development reviews is calculated based on total number of employees for total, male and female. For top management, other managers and other employees, the percent rate is calculated as total number who received performance and career development reviews based on number employees in each employee category.

**A safe and healthy working environment**

To ensure an attractive workplace and to retain our employees, we are constantly improving our workplace so that we can provide a safe and healthy working environment that facilitates a work-life balance, minimizes stress, prevents physical accidents and protects employee integrity.

Several work-life balance and flexible working arrangements are in place, though they vary across our countries of operations. Inspired by our Scandinavian roots, most of our locations offer fitness activities and wellness grants, generous paid vacation and parental leave as well as flexible working hours and flexible workplace schemes to facilitate, for example, combining work and parenting.

**Parental leave**

	2019	
	Male	Female
Employees entitled to parental leave	3,187	1,819
Employees that took parental leave more than 1 month	189	207
Employees that returned to work during the year	114	91

Data is not available for 2018.

**Health and safety in our operations**

Each company is responsible for conducting a risk assessment identifying occupational health and safety risks. Operations at the printing plants and newspaper distribution units pose the highest risk of work-related injuries while our offices pose a risk of ill health in the form of stress. Following strict national regulations and our own risk-based approach, we have a well implemented and systemized approach to inform, prevent and identify risks related

to health and safety in all our operations. In 2019, 37 (2018: 53) injuries were reported in our printing and distribution operations, mainly incidents in connection with delivering newspapers and minor personal injuries such as cuts. 45 (2018:24) cases of ill health were reported for all our companies during 2019, related mainly to stress. Better reporting structures has contributed to the increase compared to last year.

**Health and safety in our printing and distribution operations**

All workers hired by Schibsted Trykk (printing) and Distribusjon (distribution) are covered by our systematic approach to evaluating, preventing, communicating routines and following up identified health and safety risks. All operations within Schibsted Trykk and Distribusjon have an appointed health and safety committee. Employees and management alike are represented on the committee, and they meet on a quarterly basis, or more often if needed. Relevant information about health and safety is communicated to employees through regular e-mail updates, meetings and through updated routines. In our regular meetings, at which appointed employee representatives participate, we oversee our systematic work on health and safety, review incident records and identify areas of improvements. Appointed representatives, as well as other workers in daily operations are trained in health and safety on a regular basis. In general, no external parties are involved in our preventative and reactive health and safety work, but external consultants may be involved when deemed necessary.

For Schibsted Distribusjon quarterly assessments of local operations are used to identify risks and to follow up previously reported risks. In addition to these local assessments, assessments of new investments are made to prevent incidents, and there are, at least, yearly meetings with regional representatives and management. All employees are provided adequate protective equipment.

The main risks for workers within our distribution network relate to fall accidents in bad weather conditions and threats during night-time distribution. All employees are informed about these risks and receive continuous information on how to prevent them and how to handle incidents that occur. All employees receive clear instructions on how to handle emergency situations. These situations shall be reported directly to the manager and if needed, to the police. The manager shall register all incidents and the underlying reasons. Employees involved in such incidents will, if considered necessary, either be placed on sick leave to recover or be moved within the organization to a position where they feel safe.

**Environmental impact**

At Schibsted we strive to minimize our environmental footprint and to empower people to make environmentally friendly choices in their daily lives. By informing our readers about environmental issues and facilitating circular consumption for our users, we promote informed and environmentally friendly consumption patterns. How we manage our environmental impact is stated in

our Group Environmental Policy. The policy is based on the principles of the UN Global Compact and includes initiatives to promote greater environmental responsibility, use of environmentally friendly technologies and application of the precautionary approach. The Head of Sustainability in Schibsted is responsible for our compliance with the policy and the implementation of sound environmental practices in all our operations. In 2019 we adopted new targets for our environmental aspects. Schibsted regularly reports its environmental performance to the financial market, such as the Carbon Disclosure Project (CDP), and scored B- in the latest report.

## Our marketplaces, the epicenter of circular consumption

Schibsted empowers people to make economically sound and environmentally sustainable choices. With three marketplaces for circular consumption in the Nordics, we empower and inform consumers in their daily lives to act in more environmentally friendly ways. In 2015 we rolled out the Second Hand Effect project in cooperation with Adevinta and the Swedish Environmental Research Institute (IVL). With the Second Hand Effect project Schibsted wants to raise awareness about the environmental benefits of reusing and repairing items and minimizing waste. The work has been driven by a fundamental question: how much material and CO<sub>2</sub>e emissions can potentially be saved through second-hand trade if each second-hand product replaces the production of a new one? Since 2015, more and more marketplaces around the world have joined the project to show the environmental benefits of circular consumption. As of 2020, 12 marketplaces are now part of the project. The total amount of CO<sub>2</sub>e saved through the marketplaces in 2019 was 25 million tonnes CO<sub>2</sub>e, 1.4 million tonnes of plastics, 9.5 million tonnes of steel and 0.9 million tonnes of aluminum. For 2020 and beyond, our insights from this project will guide us in our business development and communication to ensure that we are maximizing our positive environmental impact by enabling circular consumption. Read more about the Second Hand Effect project at [www.schibsted.com/sustainability/](http://www.schibsted.com/sustainability/). For 2020, we will also continue with our contribution to analyze and gain new insights within the area of circular economy. Together with The Circularity Gap Reporting Initiative, Circular Norway and other partners, we will launch a new report about the status of the circular economy

in Norway. In Sweden, Blocket will launch a book on how users can prolong the lifespan of their goods by taking care of, reselling and repairing products.

## Energy consumption and digital services

A considerable share of Schibsted's revenues comes from digital services, and the digitalization of the media sector will continue. Digital services, such as online newspapers, financial services and marketplaces, consume energy in many stages of the value chain. Schibsted is working on minimizing this impact as much as possible by minimizing our own energy consumption, designing services that are energy efficient, and when viable, choosing environmentally friendly data centers. Energy consumption from our data centers and our users' consumption of our digital services are identified as the stages that consume the most energy and generate most CO<sub>2</sub>e emissions. The digital value chain for media companies and its environmental impact is related to many uncertainties. To map the carbon footprint of the digital value chain, Schibsted is participating in the DIMPACT project. The project aims to develop a tool for tracking carbon footprints, and the members include researchers from Bristol University and nine international media companies including Schibsted.

## Environmental impact of our office operations

In our office operations we focus on monitoring and minimizing energy consumption and greenhouse gas emissions derived from our business travels. Energy consumption by our office operations and external data centers accounted for 4 percent of our total greenhouse gas emissions in 2019. During 2019, our business travels represented 5 percent of our total greenhouse gas emissions. We continuously work on minimizing the need for travelling between offices, mainly by improving our video conferencing facilities and monitoring our business travels.

The amount of waste generated from our office operations is significantly less than that from our printing plants and is therefore not a prioritized aspect. We have procedures in place for the safe handling and recycling of electronic waste. For example, in some countries we have partnerships with companies that wipe computer hard drives and sell them second-hand instead of disposing of them.

Energy consumption within Schibsted (MWh)	2019	2018	% change
<b>Consumption of electricity, heating, cooling</b>	<b>35,417</b>	<b>35,594</b>	<b>-0%</b>
of which electricity for printing plants	21,570	21,939	-2%
of which electricity for offices and internal data centers	10,930	10,457	5%
of which heating for offices and internal data centers*	2,610	2,856	-9%
of which cooling for offices and internal data centers*	307	342	-10%

\*The 2018 figures for heating and cooling for our operations in Sweden has been restated following updated data from supplier.

<b>Greenhouse gas emissions (tonnes of CO<sub>2</sub>e)*</b>	<b>2019</b>	<b>2018</b>	<b>% change</b>
<b>Direct Scope 1 emissions</b>	<b>262</b>	<b>270</b>	<b>-3%</b>
Consumption by company own cars	262	270	-3%
<i>of which distribution of newspapers in Norway</i>	253	253	0%
<b>Indirect Scope 2 emissions</b>	<b>1,185</b>	<b>1,187</b>	<b>-0%</b>
Consumption of electricity, heating, cooling	1,185	1,187	-0%
<i>of which electricity for printing plants Norway</i>	174	177	-2%
<b>Other indirect Scope 3 emissions</b>	<b>31,495</b>	<b>32,915</b>	<b>-4%</b>
Leased and privately owned cars	3,720	3,769	-1%
<i>of which distribution of newspapers in Norway</i>	3,436	3,381	2%
Business travel - flights	1,488	1,548	-4%
Energy from external data centers	255	253	1%
<b>Paper used for printed newspapers</b>	<b>26,032</b>	<b>27,345</b>	<b>-5%</b>
<b>Total</b>	<b>32,942</b>	<b>34,372</b>	<b>-4%</b>

\* Scope 2 emissions is reported only with a location based approach. Fuels used for company own, leased and privately owned cars include petrol, diesel and ethanol.

	<b>2019</b>
GHG intensity, tonnes CO <sub>2</sub> e emissions/turnover NOK million	1.73
GHG intensity, tonnes CO <sub>2</sub> e emissions/employees*	6.58

	<b>2019</b>
Energy intensity, electricity consumption gWh/turnover NOK million	1.86
Energy intensity, electricity consumption gWh/employees*	7.07

\*Employees is defined as number of employees 31 December 2019 (5,006). Intensity numbers for 2018 are excluded due to split from Adevinta and change in scope of reporting of energy sources.

## Environmental impact from out print newspapers

Schibsted publishes newspapers in Sweden and Norway, and our focus is to reduce the environmental impact of our print newspapers. Our paper consumption and printing and distribution operations accounts for 91 percent of our total greenhouse gas emissions. 100 percent of the paper used for our newspapers is certified according to FSC and PEFC, and 66 percent of the paper used is certified according to EU Eco Label criteria. Our Swedish media houses procure all the paper used for our newspapers but outsource the printing and distribution operations.

### Print newspapers in Norway

In Norway, Schibsted owns the printing plants and runs a distribution network for print newspapers. All our Norwegian printing plants are licensed under the Nordic Swan Ecolabelling scheme. In our printing operations we focus on monitoring and minimizing our use of energy, paper and ink as well as on reducing waste. Processes involving hazardous chemicals take place in closed systems, and the chemicals are recovered as far as possible.

The use of paper and the energy consumption derived from our printing plants have decreased significantly during the past decade. Our own efforts to reduce our consumption of energy and materials and a decline in readership of print newspapers have resulted in a decrease of 44 percent in energy consumption and a 67 percent decrease in paper consumption compared to 2012.

During 2019 Schibsted Trykk carried out several initiatives to lower our energy consumption, including the use of LED lights, ventilation and lighting timers, and motion detectors. Schibsted Trykk increased its energy efficiency by closing some of the printing machines and increasing the capacity of other machines. In line with our ongoing energy efficiency measures and reduced demand for printing machines, we will reduce our overall capacity in our Oslo plant in 2020 but will increase the efficiency of the remaining machines. In 2019 we reduced the amount of waste paper by 4.5 percent at our plant in Bergen. In 2020 we will continue on this track and plan to streamline the waste management system at our Oslo printing plant.

In Norway we offer printed newspapers for subscription and casual sales. Our casual sales newspapers are distributed by road transport. These deliveries are operated by subcontractors who transport newspapers from the printing plant to the distribution hubs or retailers using trucks or vans. Newspaper delivery to households is performed using smaller vehicles or in some cities distributed on foot. Newspaper companies in Norway arrange a return and recycling program to minimize waste related to unsold newspapers in stores. These newspapers end up in recycling plants.

During 2019, our part-owned distribution company Helthjem initiated a project to identify and minimize the environmental

## SUSTAINABILITY REPORT

footprint of the organization. Helthjem mapped out the organization's material environmental aspects and the carbon emissions that are generated by distribution activities. In the coming years there will be several initiatives to minimize Helthjem's carbon footprint by updating our distribution fleet, optimizing route planning and other related initiatives. The target is to lower the carbon footprint by 50 percent by 2025. Another material aspect for Helthjem is the use of plastics for packaging and protection of newspapers. Together with Schibsted Trykk, Helthjem has defined a goal to lower the use of plastic for protection of newspapers by 90 percent by 2022.

## Print newspaper in Sweden

We currently use the Swedish printing company V-TAB for most of our printing needs. V-TAB operates a system of environmental and quality control, and all their printing plants are ISO 14001:2004 and ISO 9001:2008 certified and are licensed under the Nordic Swan Ecolabelling scheme. Newspaper companies in Sweden arrange a return and recycling program to minimize waste related to unsold newspapers in stores. The newspapers are compressed and used for house insulation.

Materials used - Printed newspapers Norway*			2019	2018	% change
<b>Paper**</b>		<b>Thousand tonnes</b>	<b>39.0</b>	<b>41.5</b>	<b>-6%</b>
Greenhouse Gas Emission (tonnes CO <sub>2</sub> e) generated by production of paper			18,272	19,494	-6%
of which	Share certified FSC	%	100%	100%	0%
	Share certified PEFC	%	100%	100%	0%
	Share certified EU Eco label	%	56%	55%	2%
<b>Printing Ink***</b>		<b>Thousand tonnes</b>	<b>0.9</b>	<b>1.1</b>	<b>-0.2</b>
of which	Accepted by Nordic Eco Label Swan	%	100%	100%	0%

\* Material used for printing external newspapers also included in the data

\*\* 100% renewable material

\*\*\* Non-renewable material

Material used - Printed newspapers Sweden			2019	2018	% change
<b>Paper*</b>		<b>Thousand tonnes</b>	<b>16.5</b>	<b>16.7</b>	<b>-1%</b>
Greenhouse Gas Emission (tonnes CO <sub>2</sub> e) generated by production of paper			7,760	7,851	-1%
of which	Share certified FSC	%	100%	100%	0%
	Share certified PEFC	%	100%	100%	0%
	Share certified EU Eco label	%	92%	94%	-2%
<b>Printing Ink**</b>		<b>Thousand tonnes</b>	<b>-</b>	<b>-</b>	<b>-</b>
of which	Accepted by Nordic Eco Label Swan	%	100%	100%	0%

\* 100% renewable material

\*\* Non-renewable material

## Printing plants Norway

Waste (tonnes)	Year	Recycled	Recovered	Other Disposal	Total weight
Paper (non-hazardous waste)	2019	5,673	-	116	5,789
	2018	6,141	-	125	6,266
Aluminum (non-hazardous waste)	2019	169	-	13	182
	2018	203	-	15	218
Waste water (hazardous waste)	2019	-	-	-	-
	2018	-	-	-	-
Ink waste (hazardous waste)	2019	-	12	-	12
	2018	-	7	-	7

Disposal methods are selected and reported by waste contractor. The use of water in our printing plants are limited and there are low risks related to use of and dispose of freshwater in Norway. Total amount of non-hazardous waste: 5,971 tonnes, total amount of hazardous waste: 12 tonnes.

Efficiency for use of paper	2019	2018
Share of material bought used in newspapers	91%	91%

Waste (degree of sorting for waste contractor)	2019	2018
Hazardous waste	100%	100%
Non-hazardous waste	98%	99%

Waste data is limited to waste from our own printing plants in Norway, This waste stands for the majority of our waste and hazardous waste. Disposal methods are selected and reported by waste contractor.

## About the report

This is Schibsted's third sustainability report and covers the period from 1 January to 31 December 2019. Our ambition for this report is to be transparent and share our approach, performance, progress and targets in the area of sustainability during 2019 onwards. This report has been prepared in accordance with the GRI Standards: Core option. It constitutes Schibsted's Communication on Progress (COP) submission to the UN Global Compact and follows Oslo Børs guidelines set out in the Euronext Guidelines for Environmental, Social and Governance (ESG) reporting. Schibsted publishes a sustainability report on an annual basis; the previous report was published on 29 March 2019. The report is not quality assured by an external body. The sustainability information is provided mainly in the sustainability report, but also in sections of the annual report. Please see the GRI Content Index for further guidance.

## Scope and boundaries

The report includes data pertaining to companies with more than 25 employees, of which Schibsted has had full ownership or operational control throughout the year, with certain scope limitations included below. In total, 35 companies are within this scope. Adevin, which is a listed company, is excluded from the report. Sustainability information related to Adevin is presented in Adevin's first stand alone sustainability statement and in a summary of Adevin's statement in this report.

Data are gathered through central management systems or functions if no other information is stated. Base year for data is 2018.

### Employee data

Some companies are lacking complete internal systems for internal HR data collection, the number of companies that is lacking data, and therefore excluded, are stated for each data category below. Data relating to employee engagement (3 companies), collective bargaining agreements, parental leave (3), health and safety (11), and performance and career reviews was collected via templates completed by each company, this data is stated as head count. Other employee data, as per 31 December 2019, is stated as full-time equivalents (FTE) and covers all Schibsted companies including those who do not fall within the scope of this report. This is because we want to present the same FTE information as the annual report. Data as per 31 December 2019 was compiled using the financial reporting system.

## Environmental data

The consolidation approach for environmental data is operational control. All greenhouse gases are included in the emission calculations and all scopes are included in intensity data. Data is collected via templates sent to each company and derives from third-party sources and available internal reporting data. Our calculations are based on the conversion factors used in the Greenhouse Gas Protocol, or other additional sources when needed. Due to its significant environmental impact, one company's emissions data has been included in the reporting of emissions from cars, although the company itself does not meet the scope criteria.

### Omissions

**102-8:** Data cannot be split on employment contract and employment type due to limitations in our reporting system.

**103-3:** Management approach – Sustainable investments: A new structure for evaluation of performance is under development and cannot be shared in this report.

**205-2:** A new structure for evaluation of performance is under development and cannot be shared in this report.

**302-1:** Total fuel consumptions from renewable/non-renewable sources is not possible to disclose due to limitations in the information from suppliers.

**403-1-403-7, 403-9, 403-10:** Schibsted has chosen to transit to the new GRI Standard 403: Occupational Health and Safety (2018) hence do not have all information and data in place to fully fulfill all the requirements this year.

**405-1:** Data cannot be split on age by employee category due to limitations in our reporting system.

## Point of contact

If you have any questions about the sustainability report, you are welcome to contact Britt Nilsen, Head of Sustainability, email [sustainability@schibsted.com](mailto:sustainability@schibsted.com).

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GRI Standard	Disclosure	Page	Notes
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GRI 305: Emissions (2016)	305-1 Direct (Scope 1) GHG emissions	30	UNGC Principle 7 and 8
	305-2 Energy indirect (Scope 2) GHG emissions	30	
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GRI 302: Energy (2016)	302-1 Energy consumption within the organization	30	Omission, UNGC Principle 7, 8 and 9
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<b>Schibsted topic: Managing material and waste</b>			
GRI 103: Management Approach (2016)	103-1 to 103-3 Management approach	30-31	UNGC Principle 8
GRI 301: Materials (2016)	301-1 Materials used by weight or volume	31	
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<b>Schibsted topic: Empower people to make informed choices</b>			
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<b>Schibsted topic: Privacy and protection of user data</b>			
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<b>Schibsted topic: Diversity and equality</b>			
GRI 103: Management Approach (2016)	103-1 to 103-3 Management approach	26-27	UNGC Principle 6
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<b>Schibsted topic: User safety and fraud protection</b>			
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<b>Schibsted topic: Health, safety and integrity of employees</b>			
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<b>Schibsted topic: Sustainable supply chain</b>			
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<b>Schibsted topic: Skills development and knowledge sharing</b>			
GRI 103: Management Approach (2016)	103-1 to 103-3 Management approach	28	UNGC Principle 6
GRI 404: Education and training (2016)	404-3 Percentage of employees receiving regular performance and career development reviews	28	
<b>Schibsted topic: Responsible marketing</b>			
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