

CSR REPORT

**Corporate Social Responsibility** 





## COMPANY PROFILE

New Work SE offers a wide range of brands, products and services for a better working life, thus continuing the success story of the former XING SE. Founded by Lars Hinrichs as the openBC professional network, the Company was renamed XING in 2006 and New Work in 2019. The Company's commitment to a better world of work is now also reflected in its name, which serves as the visible framework for all corporate activities.

The Company has been listed since 2006.

New Work SE is headquartered in Hamburg and employs a total of 1,928 staff¹ at several locations including Munich, Vienna and Porto.

For more information, see → new-work.se and → nwx.new-work.se

<sup>&</sup>lt;sup>1</sup> The total number of employees at the New Work Group including trainees, students and interns; employees at the New Work SE as of 31 December 2019: 585

New Work SE CSR Report 2019 Contents

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Environment action area



Data protection and compliance action area



Products and services action area



## **ABOUT THIS REPORT**

This CSR Report is for the 2019 financial year. Our CSR Report is published once a year in German and English. The most recent report was published on March 21, 2019.

Our CSR report covers New Work SE (formerly XING SE) and all of its subsidiaries. Any deviation from this is mentioned in footnotes. There have been no material changes to the scope and purpose of this report since it was first published in 2017.

This report was prepared in consideration of the reporting standards of the Global Reporting Initiative (GRI standards)<sup>2</sup> and provides information on our objectives and measures relating to employees, society, products and services, data protection and compliance, and the environment. This

CSR Report therefore supplements and extends our Annual Report. The main sustainability issues were identified in 2017 in a materiality analysis based on the findings of a stakeholder analysis that was reviewed in 2018 and 2019 (page 11 "CSR Goals and Strategy"). This is the summarized, non-financial statement for the year 2019 (Sections 289b and 315b HGB), which has been externally reviewed. Details of the persons responsible for the report are contained on page 54.

To improve readability, we try to use gender-neutral language, but where this is not possible, we may use masculine or in some instances feminine terms. Regardless of gender, these usages always implicitly refer to all sexes.

- <sup>2</sup> The GRI criteria used may be found on pages 50 and 51.
- Measured against the statutory materiality criteria for reporting on non-financial risks specified in the German CSR Transparency Directive Implementation Act (CSR-RUG), non-financial risks are not significant. This is particularly important in view of the fact that an occurrence is very likely.

## OUR CSR MISSION STATEMENT

"For a better working life" – The vision of New Work SE shapes both our understanding of responsibility and our social commitment. Work is a topic that shapes our lives like hardly any other. Work not only feeds us, it can also be a source of a fulfilled life, a path to satisfaction or even self-realization and a means of social participation. However, the reality of work is for far too many people still a cause of dissatisfaction, illness or waste of potential. At the same time, the world of work is undergoing radical change, triggered by digitalisation and a lack of skilled workers.

New Work SE is therefore advocating to recognize the opportunities of this change and to open it up to as many people as possible. This claim guides us in shaping our social responsibility. We repeatedly provide trendsetting work concepts and initiatives and bring them into the social debate.

At the same time, it is part of our responsibility to ensure that our day-to-day work, the development of new products, purchasing and business decisions are aligned to the effects of our actions on ourselves, the environment and society. In this way we make our contribution to making the working world of the future a better place.

New Work SE CSR Report 2019 Letter from the Management Board

# FOCUSING ON THE INDIVIDUAL



## Dear Reader,

More than six years ago, I had the pleasure of writing a guest article for the Handelsblatt magazine together with the politician and ex-top manager Thomas Sattelberger in which we formulated five proposals for a new and better world of work.

Today, some things haven't changed; but some have. More and more companies are thinking about new forms of working relationships, and some are even experimenting with new concepts. Whether these new approaches affect things like flexibility, responsibility, relinquishing control, or new management structures, they generally have one thing in common: the individual is becoming increasingly important. Human resources have had their day – what remains is the human being.

The conditio humana is making inroads into companies, as the individual human needs, desires and characteristics that used to be handed over at the company gate, are receiving growing attention. This development is based on the realization that a company's culture is a key success factor. The same applies to the recruitment of new talent, for whom "soft" factors are apparently becoming increasingly important – often more important than even the job title and salary. But culture is much more than a feel-good factor; it also has a direct influence on the company's innovative capacity. How can a company benefit from the expertise of its employees if they are constantly worried about making mistakes – or if they cannot think, speak, or act freely? And let's be clear: who really wants to invest large parts of their time and energy in a restrictive, patriarchal company?

"There is an increasing focus on the individual.

People are no longer seen merely as resources –
what truly counts is the human being."

The trend is gratifying, and it's moving in the right direction. However, it is extremely important for us, it seems to me, to lend further stability to this development. Because we know that in ten or fifteen years – as a result of digitalization, demographics, etc. – our working practices will be completely different to today's. Jörg Dräger's foreword to this report describes, for example, the influence that artificial intelligence will have on our working lives in the future. What is certain is that a lot will change. And the action we take today will decide whether the world of work will really be better and more people-focused tomorrow.

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Petra von Strombeck will take over as Chief Executive Officer of New Work SE in May 2020.

We want to continue doing our best to ensure that we are heading in the right direction in the future. We actively help our members and the users of our products to do what they really want to do. Not just to find their next job but to find one that suits their goals and lifestyle. We promote discussion about the future of work both on our platforms and through numerous event formats such as the New Work Experience. Because we believe in a world of work where people can find their true self and achieve their full potential. This not only makes individuals more satisfied and happier, but – and our experience confirms this – it also makes companies more successful.

When we published our discussion paper six years ago, I didn't think that, just a few years later, we would be renaming our company, and that name "New Work" would also be the most appropriate way to describe all our activities. But at the end of 2019, XING SE became New Work SE. The name describes both our mission and our commitment. We will continue to do everything in our power to see that more and more people experience paid work not simply as a burden but as an important part of their lives of which they are proud. I will continue to contribute to this work until May 2020. Petra von Strombeck will then take my place as Chief Executive Officer of New Work SE. And as I know that the topic of "the future of work" also means a lot to her, the necessary continuity will be assured.

"We will continue to do everything in our power to see that more and more people experience paid work not simply as a burden but as an important part of their lives of which they are proud."

I myself was socialized in a workplace in which none of these considerations came into play. It took some time before I could even listen to the ideas of people like Frithjof Bergmann, who was largely responsible for establishing the term "New Work". Which makes me all the more fascinated today by the idea of a better, more people-focused working world. We want to make this world of work accessible to as many people as possible. This affects not only members of the platform and our own staff, but also people who are having a difficult time because they are displaced, disabled, long-term unemployed or have other personal impediments. The CSR strategy is based on our corporate vision "For a better working life", which defines our understanding of corporate responsibility and social commitment. The purpose of this CSR Report is to explain in more detail what this means.

I hope you enjoy reading it – for a better working life!

6 muse leas

Kind regards,

Thomas Vollmoeller

# ALGORITHMS FOR A BETTER WORLD (OF WORK)

How do automated decisions affect us, our lives, our work, and our society? Who are the winners and losers of the digital transformation? These are some of the great questions of our time. How will we work in the future in a world where intelligent machines are no longer science fiction but play an increasingly important role in our everyday lives?

Very few people will not be affected by automated decisions, because they change the fundamental nature of our society. It is a change as profound as it is ambivalent. Companies face tough challenges when employees live in fear of being replaced by machines and becoming redundant. But dystopias are not very helpful because algorithmic systems can also be used to create new opportunities for the previously disadvantaged – in important areas of our lives such as work, education, and health. As with all technological revolutions, the road to socially meaningful deployment is paved with trials and tribulations. Not everything can be planned; some things will require correction. Innovations create new challenges, which we have to keep responding to. Political honesty means not giving the impression that we can foresee and prevent every negative consequence. Without some tolerance for frustration, no new beginning will ever succeed.

"Innovations create new challenges, which we have to keep responding to." Foreword by Jörg Dräger New Work SE CSR Report 2019



## DR. JÖRG DRÄGER

has a doctorate in physics and was Senator for Science and Research of the Free and Hanseatic City of Hamburg from 2001 to 2008. Dräger has been a member of the Bertelsmann Stiftung Executive Board since 2008. He is in charge of the foundation's education, integration and digitalization programs, serves as CEO of the Center for Higher Education Development (CHE) and mentors young entrepreneurs in the non-profit Founders Foundation gGmbH, an Bertelsmann Stiftung initiative.

What really matters for this new beginning, however, is that every one of us contributes to shaping the road map – for both our personal and professional lives. This will require a strong belief in the need for man and machine to work together to master the complex challenges of the future. This is not a trivial insight, because the algorithmic revolution is fundamentally deeply offensive: the individual, their cognitive thinking and the quality of their decisions are being overtaken by the machines they have created. The difficulty of processing this "offense" is reflected in the rather overblown formulation of the codes of ethics we have written for these supposedly intelligent machines.

## "This is why work will be geared to people's needs – even in the era of artificial intelligence."

The great challenge of the next few years will be not only to understand cognitively but also to accept emotionally that algorithms can sometimes do better than we can. However, no cognitive insult should prevent us from seeing precisely what these intelligent machines are – digital assistants. It is only we humans who can conceive of a better or a worse world. We are the ones who develop the strategies and define the objectives for our world. This is why work will be geared to people's needs – even in the era of artificial intelligence. Genuine creativity, empathy, and trust continue to be our unique characteristics – and these become more valuable when we allow others to take over some of our work. Algorithms can give us more time for what really matters. By taking on tasks that are difficult or boring, for example,

or tasks that require an excessive amount of time, they can help meet individual needs for a better work-life balance. This development also gives added impetus to the search for a better world of work in which the needs of the individual receive much greater attention than is the case today. Nevertheless, algorithms still cannot represent what makes us fundamentally human.

## "Algorithms can help to meet individual needs for a better work-life balance."

Yet artificial intelligence forces us to rethink our prejudices and enables us to share opportunities more fairly. In the labor market, for example, not everyone has equal access to jobs. Formal qualifications often count for more than real skills; people with an immigrant background receive fewer job interview requests; women are much less likely to be found in management positions than men. Ultimately, this is all a consequence of decisions made by people. If we give an artificially intelligent machine the task of finding people with specific skills while at the same time creating mixed teams and maintaining gender parity, it will do so with clinical precision. This diversity not only offers a competitive advantage, since homogeneity tends to produce routine results, it also leads to greater justice in the jobs market.

Ultimately, we are the ones who have to give form to the change. Algorithms are created by humans; they therefore do what humans tell them to do and not the other way around. This means that the fateful relationship is not and can never be an equal partnership. Because there must not be any doubt about the principle: machines must serve people.

## CSR GOALS AND STRATEGY

In 2017, we adopted our CSR strategy and defined our key areas of responsibility. We set concrete goals for what we wanted to achieve by 2020. The CSR strategy is based on our corporate vision "For a better working life", which defines our understanding of corporate responsibility and social commitment.



Launched as a conventional career network, we are now called "New Work" – a name that encapsulates the aim of our company's activities. It is some time since we were solely a professional network. Nowadays, all of our brands are dedicated to the vision of a better, more people-focused world of work. We are pioneers of the new world of work and have set ourselves the task of actively supporting and guiding our members through this changing world. We also believe that, because time spent at work accounts for a considerable part of our lives, we should have the opportunity to do work what we really want to do.

Our corporate vision motivates us every day to make the opportunities offered by the fundamental changes to the world of work accessible to as many people as possible and to encourage debate on the question of how we want to work in the future. We also put this vision into practice in our own company: our corporate culture emphasizes respect, transparency, dialogue between equals, and flexibility.

In 2017, to do justice to our self-concept and strengthen our commitment to New Work, we defined our five action areas: employees, society, products and services, data protection and compliance, and the environment.

This strategy is based on a materiality assessment, which we used to identify the issues that were most important to us. To ensure we had addressed all the fields of activity specified in the German CSR Transparency Directive Implementation Act (CSR-RUG), we also considered the importance of these issues from a stakeholder perspective, the impact of our business activities on sustainability issues and other associated risks.

## **OUR KEY TOPICS**

In 2017, we defined six key topics for which we have set ourselves targets up to 2020. In 2020, we plan to restate our strategy together with our new CEO and refine it further in line with our new corporate structure.

- White-collar workers include occupational groups with an emphasis on commercial, consulting, administrative and engineering sciences and the production of artistic and creative work, as well as medical professionals, remedial education professionals, and social professionals.
- We will reassess this key figure with our new CEO in 2020 based on our modified target groups and our new company structure.

## WE WERE ABLE TO ACHIEVE THE FOLLOWING GOALS IN 2019:

- → Employee satisfaction: employee satisfaction rate, assessed at regular intervals via an online survey (page 19 "Employees")
  - ☑ Target figure of more than 70 percent: 78.3 percent
- → Work-life balance: the part-time ratio of our employees, consisting of permanent and temporary work models (page 23 "Employees")
  - ☑ Target figure of more than 10 percent: 12.8 percent
- → New Work know-how: size of the vote at the New Work Award (page 27 "Society")
  - ✓ Target: increase to 30,000 votes by 2020: 31,977 votes
- → Innovation management: number of employees from product teams in person-days per year participating in HackWeeks (page 36 "Products and Services")
  - ☑ Target figure of more than 1,570 persondays: increase to 4,545 person-days with 909 participants
- → Growth in use and membership: penetration rate of the addressable market based on the ratio between the number of white collar workers in German-speaking countries and the size of our membership (page 35 "Products and Services")
  - ☑ Target figure of more than 49 percent:
    64 percent
- → Data protection: publication of an annual voluntary data protection report by the Data Protection Committee (page 40 "Data protection and compliance")
  - Publication of the second Data Protection Report

## **OUR CSR TOPICS - MATERIALITY MATRIX**<sup>6</sup>



Assessment of effects



**EMPLOYEES** 

- Employee satisfaction
- 2 Work-life balance
- 13 Employee participation
- 9 Diversity
- 12 Training and continued professional development
- Strengthening of leadership skills



## SOCIETY

- 3 New Work know-how
- 10 Employee commitment



## **PRODUCTS AND SERVICES**

- 4 Innovation management
- Use and growth in membership
- 17 Purchasing
- 19 Customer service
- 16 Human rights



## **DATA PROTECTION AND COMPLIANCE**

- 6 Data protection
- 7 Compliance



## **ENVIRONMENT**

- 8 Employee mobility
- 11 Energy consumption
- 15 Environmentally-friendly buildings

New Work SE CSR Report 2019

(18) Recycling

Measured against the statutory materiality criteria for reporting on non-financial risks, and following the implementation of risk mitigation techniques, non-financial risks are not significant. This is particularly important in view of the fact that an occurrence is very likely.

New Work SE CSR Report 2019 CSR goals and strategy

## **OUR CSR MANAGEMENT**

We are committed to embedding CSR in our daily business. A CSR Steering Committee, which was established in 2017 and is staffed by the CSR Coordinator, the Vice President Corporate Communications and the Director Investor Relations, helps us to measure progress towards our goals. The Steering Committee

### **OUR STAKEHOLDERS**

We enter into dialogue with our stakeholders on a regular basis. Their trust is essential to the long-term success of our company. This dialogue helps us identify new trends and requirements at an early stage and respond to them by modifying our strategic orientation.



prepares forward-looking decision models for the Management Board and advises on the continued development of our CSR effort. It also handles communication with the divisional managers, who are in charge of the five action areas. The divisional managers form a group of permanent contact persons from each of our divisions, including managers from Human Resources, Corporate Communications, Product Management, Procurement, Legal, Investor Relations, UserCare, and Assistant to the Chief Technology Officer. These persons are responsible for implementing measures and for calculating the key figures for their own specialist areas.

The Management Board is extensively informed of changes to key performance indicators and future initiatives, as are our employees. As soon as they start, new employees attend an information event ("onboarding") covering a number of topics, one of which is our CSR strategy.

"ESG ratings" (environmental/social/governance) are becoming increasingly important for our **investors**. These ratings evaluate companies based on an extensive catalog of criteria related to the three central factors of environmental, social and corporate governance. In this year's report, we have provided additional information in some sections to make it easier to find the relevant information. In addition, at investor conferences such as the "ODDO BHF Forum" in Lyon, for example, we receive feedback for our CSR Report including, more recently, feedback on the way the information is presented. After carefully evaluating this feedback, we have decided to base our report on the GRI standards and to employ standard GRI indicators to make the information easier to find.

CSR goals and strategy New Work SE CSR Report 2019

We involve our **users and customers** in a variety of ways, such as via our customer service, interviews, in-depth panel discussions, and product reviews. Our users can raise any data protection-related concerns directly with our data protection officer. We also receive many queries from users of our XING community about our social commitment, for example, and the carbon footprint of our servers. We incorporate the lessons we learn from these queries in the continued development of our CSR strategy. Through our journalistic publications on the XING platform, such as "XING Klartext", we offer our users a forum for discussing topics such as work-life balance, data protection, and the environment that are often relevant to our CSR Report. We gain inspiration from these discussions and our CSR team takes them into consideration.

We involve **society/the public** primarily through our New Work events. At the 2019 "New Work Experience" (the largest conference in German-speaking countries on the future of work), which we organized, we once again brought a wide range of stakeholders together to enable the sharing of innovative work concepts and to discuss socially relevant topics such as the impact of artificial intelligence.

We are also involved with associations such as the Bundesverband Deutsche Startups (German Startups Association), and cooperate with universities. Having joined the German Federal Association of the Digital Economy (BVDW) in 2019, we will be pursuing a common mission focused on the topic of New Work as well as on important digital and Internet-related issues. In 2019, we also became a digital technology partner of alumniclubs.net (acn) and will now be helping them to support universities in their digitalization efforts.

We expanded our CSR commitment in 2019 to include partnerships with local non-profit initiatives such as ROCK YOUR LIFE!, the Hacker School and the MUT Academy. We have gained ideas from these organizations on how to integrate into the job market people who have difficulty getting into work and have organized workshops to support them. We exchanged views with UNESCO on concepts of "lifelong learning" and our Mentor Month enterprise initiative for refugees (from page 30 "Society").

To keep a close eye on the important innovations and political developments that matter to us as a company – so that we can react to them quickly if necessary – we are represented in Berlin, Brussels, and Hamburg by two public policy managers, who maintain regular contact with representatives from politics, associations and government offices.

## CONTINUATION AND ONGOING DEVELOPMENT OF OUR CSR STRATEGY

Following reviews of our strategy in the Steering Committee and with our divisional heads, we have elected to retain for 2019 the action areas and targets that we originally defined in 2017.

We have also strengthened our commitment in areas that our materiality matrix rates as being non-essential for our business model (see graph page 13) but that we, as a socially responsible and ethical business leader, nevertheless want to develop further. This includes, in particular, the "environment" action area. Although the environment is not a primary component of our business model, we view environmental protection as a responsibility for the whole of society that we as a company share. To reduce our carbon emissions, we therefore put further measures in place in 2019 (from page 46 "Environment").

We are also continuing the collaboration we began in 2018 with initiatives aimed at supporting people who, for various reasons, find it difficult to get into work – whether due to disabilities, long-term unemployment, or a lack of school-leaving qualifications – and we have also introduced further initiatives. We take action where we know we can achieve the most with our know-how and networks: in education and continued professional development to facilitate access to work for people who do not find it easy. We explain how this approach works in the chapter "Society" (page 30).

In 2020, we will review our strategy with our new CEO and develop it further in line with our new corporate structure.

## **OUR REPORTING STRUCTURE**

In 2017, we defined five action areas highlighting our responsibility, and since then our CSR reporting has reflected this structure: employees, society, products and services, data protection and compliance, and the environment.

**GRI** 413-1







## EMPLOYEE ACTION AREA

They are the number one success factor, the central source of innovation, and therefore the basis for everything we do: our employees. We want to attract the best minds for our company and retain them over the long term. Together, we put New Work into practice – and offer the best possible working conditions.

New Work SE CSR Report 2019 Employee action area

PRIO 1 TOPIC

Employee
satisfaction

78.3%

of employees on average were satisfied with our company as an employer in 2019.





## Our aim

We want to create an environment where our employees can do what they love, and love what they do. "For a better working life" – our corporate vision guides us not only in our day-to-day commitment for our customers, but also in our own corporate culture.<sup>7</sup>

It enables us to create an agile environment for our 1,928 employees<sup>8</sup> (2018: 1,562) and a workspace which fosters their talents. This involves actively encouraging our staff and giving employees the space to find a healthy balance between their private and professional lives. To that end, we continued our successful innovations in 2019 such as the Female Executive Learning Journey, and launched new initiatives such as including mandatory annual training for management.

We used the past year and our CSR strategy to monitor employee values and applied research to analyze how companies can keep their employees engaged in the long term. Since 2001, the  $\rightarrow$  "Gallup Engagement Index 2019" has been investigating how emotionally connected employees are to their employer. The survey found that 69 percent of people do only the bare minimum at work, 16 percent have already mentally resigned

from their jobs and only 15 percent feel really satisfied at work. On the other hand,  $a \rightarrow Bertelsmann study$  published in 2018 found that 48 percent of those surveyed ocnsidered a better work-life balance an opportunity for a satisfactory working life.

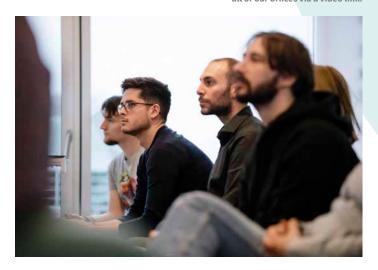
The goals and actions set out in our 2017 CSR strategy focus specifically on the above issues of employee satisfaction and work-life balance. Both topics were considered of key importance to our CSR strategy, and each has been assigned a key indicator against which we want to measure ourselves annually.

- On joining our company, new employees learn about our values and principles during the onboarding process. This value workshop is run by different members of the Management Board.
- 8 The total number of employees at the New Work Group including trainees, students and interns.
- In companies classed as digitally transformative or pioneering, the figure is as high as 73 percent.

18 **GRI** 102-16

Employee action area New Work SE CSR Report 2019

The weekly Company Meeting is held in Hamburg and broadcast to all of our offices via a video link.



## Our goal

## **EMPLOYEE SATISFACTION**

We want our employees to be satisfied to enable them to create strong ties between their private and professional lives. Satisfied employees identify with their employer and are prepared to commit to the Company in the long term. Employee satisfaction therefore is a key indicator of our performance as a company. This is why we identified employee satisfaction as one of the key aspects of our business and are keen to measure our performance in this regard on a weekly basis. We carry out an anonymous online survey for employees at all our offices.

Our employees tell us whether they are satisfied or dissatisfied with us as an employer, and they can add comments to explain their vote. Other employees can read these comments and rate them as relevant or irrelevant. In 2017 we set ourselves the goal of maintaining an annual rating of **70 percent** employee satisfaction until 2020. We achieved a figure of **78.3 percent** (2018: 82.4 percent; mean value over 12 months). This is similar to figures for 2018, despite key developments such as restructuring the XING product department and changing our name to New Work SE. We rolled out the following actions to achieve our goal.

## Our actions to increase employee satisfaction

## MANAGEMENT BOARD RESPONDS TO EMPLOYEE FEEDBACK

A member of the Management Board and a representative from our Employee Committee (see "Employees", from page 22 for more details) will respond to the matters raised by our workers in the weekly employee satisfaction survey at the weekly company meeting in relation to the top five comments. Thus we ensure that the Management Board can receive feedback on each matter of importance to our employees, meaning that their suggestions and concerns will be taken seriously and followed up. This allows us to recognize issues early on and to ensure that they are resolved to our staff's satisfaction. The Company Meeting is held in Hamburg and broadcast to all of our offices via a video link. An editorial team, consisting of employees from each office, which chooses the topics to be discussed alongside the top five comments at the Company Meeting in order to ensure their relevance to the Company as a whole.

## Age structure and gender distribution by country in %



Our total workforce comprises 1,517 employees. This includes the active and passive permanent employees of all companies (except InterNations and Honeypot). Passive employees are those on maternity/parental leave or those taking other longer absences such as long-term illness, Holiday+, and sabbaticals.

## **PROMOTING DIVERSITY**

We believe that mixed teams with different points of view are more satisfied and creative and deliver better results. In our case it goes without saying that age, gender, sexual orientation, skin color or nationality etc. do not come into play when recruiting our employees. We advertise and fill our vacancies in compliance with the German General Equal Treatment Act.

Diversity is one of our strengths - we see this in our daily work with people from a total of 58 countries and with English as our official company language. In 2019 we also decided to sign the German Diversity Charter, a voluntary commitment for promoting the recognition, appreciation and integration of diversity in the German business community. This public statement also allows us to communicate our internal company values to the world. Each year we participate in the Diversity Charter's Germany-wide Diversity Day. On this day in 2019, we highlighted the topic of diversity through our various media channels. We held a special episode of our XING E-recruiting podcast with the Diversity Manager of Hamburg Hochbahn, and we also encouraged discussion in our journalistic debate program "XING Klartext". We also organized an internal workshop with our employees 11 on unconscious bias to promote awareness of unconscious gender and ethnicity prejudice.

Another company goal is to foster female talent with an eye to increasing the number of females in management roles. We have made advances in these areas over the past couple of years: At the start of 2018, an average of 21.6 percent of the managers across all management levels at our company were

women. By the end of the year, this figure had already increased to 23.2 percent. On the leadership team – the level that reports directly to the Management Board – 10 percent of the members in early 2018 were women. This number rose to 19 percent by the end of the year. In 2019, we once again increased the percentage of women in management roles. It saw our management 28 percent female, while in our leadership team the figure was 36 percent. Additionally, Petra von Strombeck has been a member of the Management Board at the New Work SE since January 1, 2020. She will take over the office of the CEO of New Work SE from the current CEO at the next Annual General Meeting, which is likely to be held on May 29, 2020.

To increase the number of female managers, we also launched a program in 2018 to promote female talent. Again in 2019, twelve women who already hold leadership roles or are on track for them were chosen for our Female Executive Learning Journey from across our offices. Together with their respective managers, they go through four phases of training in the space of a year which focus on examining gender-specific behaviors and investing in the further development of the leader. Part of the program also involves establishing a career development plan with concrete goals. The respective managers are included to heighten their own awareness of gender-specific behaviors and unconscious prejudices. By training not just the talented women but their managers as well, we are ensuring a lasting effect for the Company as a whole.

11 Employees at our Hamburg offices



TOP 120 Brigitte magazine named us one of the 120 best employers for women in Germany. Employee action area New Work SE CSR Report 2019



In 2019, the Brigitte magazine again <sup>12</sup> named us one of the 120 best employers for women for our commitment. This was based on a survey among companies who were asked about their policies for promoting women and supporting families. Particular mention was made of the career opportunities we offer for women in top management, our actions to reconcile work and family life, and the support we provide for starting a career after parental leave.

To include new ideas in our diversity management activities, we also cooperate with other diversity initiatives such as moinworld e.V., a community for women in technical jobs which aims to increase the proportion of female employees in tech roles.

## **HEALTH AND OTHER BENEFITS**

The health of our employees is a top priority for us. Employees who can lower their stress levels and switch off from their daily work are more satisfied. With that in mind, we offer our staff different ways to maintain their physical and mental health. Job stress has increased in general: A 2019 → survey by EY found that two out of three workers are suffering from increased stress levels. Our employees can participate in yoga classes during their lunch break, and we also offer fitness classes twice a week. Not only that, but our employees have also started jogging groups, which all staff members are welcome to join. To complement our health program, we arranged professional consulting for career, personal and health matters with the Fürstenberg Institut (see above for more details). Our Fresh-up Weeks have been running each year since 2017. We rolled out

this initiative to all our offices in 2019 in the following areas <sup>13</sup>: action, health check-ups and resilience. Over a period of three weeks, our staff could select programs in different areas that suited their individual needs. In addition to expert presentations, they could avail themselves of cancer screening, back exercises for office workers, or a workshop on resilience.

To make our employees feel at home with us, we offer them a range of benefits varying from one location to another. These include a company pension in Germany, health insurance for children at our Porto office, discounted season tickets for public transport, special offers for gym membership, subsidized restaurant vouchers, smartphones and tablets for personal use, and organic fruit. At the end of 2017, all permanent staff received a XING share (since Q3 2019 New Work-share) that was transferred in 2018. The gesture made our employees symbolic company shareholders.

Apart from that, we make sure that all our offices comply with the statutory regulations for occupational health and safety and we implement initiatives such as an annual health and safety instruction for all staff.

- The magazines Brigitte and Eltern counted us among the 100 best companies for women and families in 2018. Special emphasis was placed on our measures for achieving a balance between job and family, the flexibility of our working hours, career opportunities for women in top management and the importance we place on promoting women in the Company.
- <sup>13</sup> Not including our subsidiaries Honeypot and InterNations

New Work SE CSR Report 2019

## TRAINING AND CONTINUED PROFESSIONAL DEVELOPMENT FOR OUR STAFF AND MANAGEMENT

Our employees can trust us to give them the space to follow our joint goals in harmony with their own beliefs. That is one of the biggest contributors to their job satisfaction. And the reason we place such an emphasis on training and CPD for our staff and management. Expanding new and existing abilities beyond one's own area of responsibility is an essential element in the management of all employees at the New Work Group. To do that, we are continually adding to our training programs and introduce new workshops every year. One example is a company workshop entitled "How to hire (the best) young professionals", which helps our team to cater for students and recruit young talent.

Our employees can also attend weekly language classes for a modest monthly fee or, after consulting with their line manager, can attend internal and external training to develop their personal or professional skills. To that end we allocate an annual training budget of €1,000 per employee. We are also willing to increase that figure in certain circumstances if approval is granted by HR and management. The required content of CPD training is discussed annually with management in an employee development appraisal.

We also believe in the importance of training our management team. Our management's skills are of key importance to our success. Bad management leads to unsatisfied employees and costs the economy between €105 and €122 billion per year. ¹⁴ In 2019, we added new training programs to our CPD offering for management including Leadership Communication and From Colleague to People Manager. The latter training is aimed at providing support to first-time managers.

All new managers attend a basic leadership training course with several modules and one-on-one coaching. Once a year they receive structured feedback from their employees, which is used to develop team-specific measures for improving teamwork. We have also ramped up all our offerings for management, added new methods, and set ourselves the goal that each manager should complete one training course annually from 2020. That should ensure that even the most experienced managers will continue their professional development. The training courses are captured using our employee tool, enabling us to follow our managers' progress.

We employed 15 trainees in 2019<sup>15</sup> (2018: 12, 2017: 9). They received training in professions such as media design, office management, marketing communications, IT and e-commerce.

### TRANSPARENT SALARIES

We believe that transparent salaries are an important basis for a dialog between equals and thus for satisfied employees who receive competitive remuneration in line with the market. To achieve this goal, we launched a company-wide salary transparency initiative in 2017, which is being continually refined based in part on feedback from our employees. We defined specific salary bands for job areas and career levels in each of the countries our offices are found, guided by industry-standard salary ranges. All employees can view these salary bands and see where they stand within the bands and in comparison to colleagues in comparable positions. The salary information is anonymized so that it is not possible to draw conclusions about individual employees.

We also introduced salary development principles along with the salary bands. One of these principles is that employees whose salary is below the respective salary band will be developed to advance into the band within twelve months. This means there are minimum salaries for each position in the Company. When the bands were introduced in 2017, around seven percent of the salaries were lower than the band. In 2019, the figure is less than 2 percent. The salary bands are compared annually with current market data and adjusted if necessary, most recently in the fourth quarter of 2019.

## EMPLOYEE COMMITTEE: FLEXIBLE REPRESENTATION FOR WORKERS

The Employee Committee (EC) is our employee representation body. We created it in 2015 as a flexible employee representation body that fits with our company. The members hold office for a period of two years and represent all our offices, thereby ensuring that they deal with the unique needs of each site and also advance local initiatives.

The Employee Committee springs into action when employees approach the committee on their own initiative with a problem. Those may include difficulties with management or ideas to improve the Company's green activities such as subsidizing a cycle-to-work scheme using company bicycles. The EC actively supports these cases by advising the employees in question and advocating for them. To this end, the EC is in close contact with the Management Board, the HR department and the managers. The EC also closely follows change processes in the Company, such as the renaming of our company as New Work SE. The EC reports on its activities regularly each month at the Company Meeting. In the same forum, it also responds weekly to employees' concerns and feedback (page 19 "Employees"). Additionally, we communicate our EC activities regularly to our staff via our intranet, and they can use our internal communication channels to make suggestions.

See → "Gallup Engagement Index 2019"

<sup>&</sup>lt;sup>15</sup> Applies to our offices in Germany only; trainees at the New Work SE: eleven

In 2019 the EC in conjunction with the legal and CSR departments initiated and agreed a New Work SE Code of Conduct (from page 42 "Data protection and compliance") and together with HR introduced an employee cycle-to-work scheme.

## Our goal

## **WORK-LIFE BALANCE**

One of the main contributors to employee satisfaction is a healthy work-life balance. We believe that your job should fit around your life. And that is why we want to be measured by the number of employees, whether permanent or temporary, who avail themselves of part-time work. Our goal is to keep the ratio of part-time above 10 percent. In 2019 we reached this goal, with no less than 194 employees, or 12.8 percent <sup>16</sup> (2018: 134 employees / 10.7 percent), working part-time at the end of the year <sup>17</sup>. The number of our part-time workers has increased. Employees are increasingly opting for part-time employment, even if they don't have children. They do this to develop a healthier work-life balance.

## Our actions for a healthy work-life balance

## FLEXIBLE WORKING HOURS AND CAREER BREAKS

Our employees enjoy flexible working hours and can work on the go if they want in order to adapt their working life to their individual living situation. Along with the option of taking several months leave or additional unpaid vacation <sup>18</sup>, all employees can reduce their working hours to 80 or 90 percent with advance notice. Temporary part-time work is also possible. The Füstenberg Institut is a consultant for everyday health in relation to work and is available to our staff for professional support such as planning their own tailored work-life balance model. Individual consultancy appointments can be anonymous at the employee's request and can be undertaken by telephone, email or in person, alone or together with the family members concerned. In 2019, 199 employees made use of the various services (2018: 140).

- <sup>16</sup> The part-time ratio for New Work SE was 18.2 percent as of 31 December 2019.
- <sup>17</sup> Our total workforce comprises 1,517 employees. This includes the active and passive permanent employees of all companies (except InterNations and Honeypot). Passive employees are those on maternity/parental leave or those taking other longer absences such as long-term illness, Holiday+, and sabbaticals.
- Employees are also allowed a special day off in the event of a death in the family, a birth or a weddina.



Our employees enjoy flexible working hours and can work on the go if they want.



**GRI** 103-1, 103-2, 103-3



## SOCIETY ACTION AREA

We believe in a world of work where people can find their true self and achieve their full potential. We are convinced that this not only makes individuals happier and more satisfied, it also makes companies more successful.





New Work SE CSR Report 2019 Society action area



Bielefeld was among the venues in 2019 for the New Work Sessions, a program of smaller events associated with the New Work Experience with a local focus and mixture of impulse lectures and best-practice workshops.

New Work SE is committed with its brands, services and products for a more fulfilling world of work – "For a better working life." Today we are experiencing a paradigm shift in what we call "work." Demographic change is intensifying the shortage of skilled workers and altering the balance of power between employers and employees. Digitalization is not only drastically changing entire industries, it is enabling individuals to work without being constrained to a particular time or place. And values are shifting particularly among younger people, who are reassessing the relationship between work and life. These drivers are already radically transforming the world of work.

## Our aim

We believe it is our corporate responsibility to help shape these massive changes and offer solutions to the associated challenges through our brands and products. All brands in the New Work Group aim to shape the future of work in the interests of individuals - while simultaneously helping companies achieve even greater success with employees who are able to do what they really want.

Our insights are based on our studies, our New Work events, the New Work Award and daily interaction with our users and customers through our XING platform and our other brands. We have developed a deep understanding of the current needs of employers and employees, and we can see which trends are emerging. We use this knowledge to help shape the discourse around new concepts for the future of work. We represent the interests of our members and customers by helping them configure their work so that it fits with their life.

## Our goals and actions

## WIDE REACH FOR INNOVATIVE WORK MODELS

We want to give as many people and companies as possible access to various work models that offer solutions to current and future challenges. This is our goal and the key issue we measure ourselves against.

To this end, we seek innovative models that can positively change the working world of tomorrow, and we encourage participation in our annual New Work Award. Each year since

26 **GRI** 103-1, 103-2, 103-3

Society action area New Work SE CSR Report 2019



PRIO 1 TOPIC
New Work
know-how

31,977

votes from 16,604 people were received for
the New Work Award in 2019.

2013, we have presented this award to companies that have developed and implemented innovative work models. Our users choose the winning model by selecting their favorites online in three categories. In 2019, more than 200 companies once again applied for the award. To give the models the greatest possibility visibility, we want to continually expand the coverage of the New Work Award through the voting process and reach as many people as we can - outside of our events as well.

We take the number of user votes as an indicator of our reach. In 2019, we received **31,977 votes from 16,604 people** (2018: 47,000 votes from 16,443 voters) and were thus able to achieve our goal of increasing our reach to over 30,000 votes by 2020. We maintain a strong media presence in order to attract a large number of voters. The decline in votes from 2018 to 2019 was the result of a modified voting process which meant that votes no longer had to be cast in every category. The number of voters actually increased by more than 150 people from 2018 to 2019. Our own employees are also continually on the lookout for new companies working in a different and more humane way. This is how we ensure that we can offer our users and members a wide variety of models to improve the working

world of tomorrow. The awards are presented to the winners at our New Work Experience event, the largest conference on the future of work in the German-speaking market.

This year we revised our concept for the New Work Award. With the next award, we want to acknowledge not only established companies but also social enterprises and start-ups who are working to solve social challenges with the help of innovative products and services, thus making the world of work better for everyone. We also continue to recognize companies that have developed special forms of collaboration, as well as New Work pioneers – individuals who are rebelling against the system and creating momentum for the working world of tomorrow.

## **ANALYZING THE CHANGE PROCESS AND DISSEMINATION**

Along with the New Work Award, we gain insights into the needs of employers and employees primarily through the studies we initiate, such as the labor market study conducted in cooperation with the Institute of Labor Economics (IZA) in 2019 <sup>19</sup>. We also hold events on the future of work and address this topic in editorial content on the XING platform, where our users are invited to take part in the discussion.

### STUDY FINDINGS

Over the past years we have used external and internal studies and analyses as a basis for expanding our product portfolio and offering products that meet the challenges of tomorrow's world of work. In this way, we can make a social contribution to a better working world. The biggest drivers behind the transformation in the working world of tomorrow are digitalization, a shortage of skilled workers, changing values which emphasize a better, more flexible way of reconciling working and professional life, and demographic change.

In a digitalized world, networking and interacting with others are more important than ever before. Work often consumes the majority of the day and has become increasingly intertwined with private life for many people. This makes it all the more necessary for people stay in contact, exchange ideas and share knowledge of opportunities that aim to increase job satisfaction – by helping people who are unhappy in their current job 20 or looking for a new challenge, as well as people in demand by companies who need skilled workers and use networks to find them. After all, nearly 40 percent of all German employees are open to changing jobs. 21

<sup>&</sup>lt;sup>19</sup> → "Arbeiten in Deutschland" (Working in Germany) study by the Institute of Labor Economics (IZA) in 2019 in cooperation with New Work SE (formerly XING SE)

<sup>20 →</sup> Gallup Engagement Index 2019, available online

<sup>21 →</sup> forsa online study commissioned by XING E-Recruiting 2019

New Work SE CSR Report 2019 Society action area

Despite the slowing economy, many companies still face a shortage of skilled workers. To counter this, modern recruiting measures are just as important as establishing and nurturing a company's own brand as an employer. The structural shortage of data scientists, engineers and online marketing specialists will continue to exist regardless of whether the labor market supply sinks by 5 percent or not. Talent shortages are a structural problem, not an economic one.

Furthermore, the working world is becoming increasingly flexible. There were around 1.5 million freelancers in Germany in 2018, 100,000 of whom worked in the IT industry, with annual growth of 8 to 10 percent<sup>22</sup>. People are working in a location-independent way and following various time models. Half of all employees can imagine working as a freelancer<sup>23</sup>. This is confirmed by a survey we conducted in 2018 on the 15 most important trends for the future of work, according to which "gig working" or project-based work is on the rise. The labor market study<sup>24</sup> we carried out in 2019 in cooperation with the Institute for Labor Economics (IZA) also showed that the borders between work and leisure time are becoming increasingly blurred.

## **EVENTS**

With our events relating to the topic of New Work, we foster a discussion about the future world of work. We consider ourselves a pioneer here in the German-speaking countries. We provide a variety of platforms and forums for our participants to talk about the future of work while addressing their specific questions and concerns. At our events, we gain important insights from our speakers and participants into issues such as how job-sharing models can function in practice, which challenges freelancers have to face and how algorithms can replace headhunting.





The New Work Experience, the largest conference in the German-speaking countries on the future of work, was held for the third time in 2019.

> 1,800
attendees and over 40 speakers talked about the working trends of tomorrow at the New Work Experience in the Elbphilharmonie concert hall in Hamburg.

- 22 → Study IT freelancers 2018
- <sup>23</sup> → forsa online study commissioned by HalloFreelancer in 2019
- 24 -> "Arbeiten in Deutschland" (Working in Germany) study by the Institute of Labor Economics (IZA) in 2019 in cooperation with New Work SE (formerly XING SE)

28 **GRI** 102-43

Society action area New Work SE CSR Report 2019





The New Work sessions follow an open, barcamp-like conference format featuring a mixture of keynote speeches and best practice workshops.

Our most substantial initiative is the **New Work Experience**, the largest conference in the German-speaking countries on the future of work, which was held for the third time in 2019 on an even larger scale. More than **1,800 attendees and over 40 speakers** talked about the working trends of tomorrow and the topics mentioned above in the Elbphilharmonie concert hall in Hamburg. We intend to expand this event even further in 2020 and would like to welcome well over 2,000 participants.

The New Work Sessions, a program of smaller events associated with the New Work Experience with a local focus and mixture of impulse lectures and best-practice workshops, were held in three cities in 2019: Bielefeld, Zurich and Vienna. In the previous year, we held events in Halle an der Saale and elsewhere. Another three sessions have been planned for 2020, including the New Work Sessions in Montabaur. In this way, we ensure that even smaller cities outside of major metropolitan areas have access to the change dynamics in the labor market. Topics such as digitalization and the shortage of skilled labor are no less pressing here. We view it as our responsibility to reach as many cities in the German-speaking countries as possible in order to provide a platform for discussion.

## **EDITORIAL CONTENT ON THE PLATFORM**

Through editorial content on our platform, we provide access to the topics discussed at our events and pressing issues relating to tomorrow's world of work. In our XING Klartext online magazine, we present for-and-against articles on topics chosen by our editors as a starting point for our users to engage in daily discussions about everyday working life. In our XING Talk video podcast, we interview people who are contributing ideas to the working world of tomorrow, many of whom are also speakers at

our events. Our video team also interviews and profiles thought leaders from the new world of work in our own special XING video series. Finally, over 400 selected experts known as XING Insiders share their know-how exclusively on the XING platform and expand our perspective on the working world.

## **CONTENT PLATFORM AND PODCAST**

Since the fall of 2018, information about our New Work projects has been pooled together on our New Work Experience hub, an online platform that takes the place of our previous Spielraum portal. This hub is a window onto all of our events and articles relating to the topic of New Work: → nwx.new-work.se. In 2019 we launched New Work Stories, a podcast that we produce ourselves. This podcast, which was nominated for the German Podcast Award, presents the most exciting and enlightening New Work stories, including trends, insights, data, facts and best practices. All of this content is available free of charge.



Wladimir Klitschko and Thomas Vollmoeller talked about second careers and the future of work in the "New Work Stories" podcast.

New Work SE CSR Report 2019 Society action area

### **PRODUCTS AND BRANDS**

We now have ten different brands that offer our users and customers solutions for meeting the challenges of the working world. Our XING platform is a free network for maintaining professional contacts. The XING Job Market enables users to search for jobs that meet New Work criteria and view salary information for individual positions.

Our e-recruiting products give HR managers a number of tools for finding suitable candidates in this age of digital challenges and a shortage of skilled workers. For example, algorithms can be used to determine a candidate's willingness to switch jobs, and the XINGTalentpoolManager can manage potential candidates in a talent pool and thus shorten the time-to-hire. Employers can also take advantage of modern employer branding services to attract the attention of candidates.

Our Prescreen applicant tracking system makes it possible to manage candidates clearly and efficiently. HalloFreelancer makes work more flexible by facilitating cooperation between companies and the freelancers who meet their respective needs the best. kununu creates transparency in the labor market by giving applicants and employees the ability to learn about and rate companies and potential employers. It also allows companies to present themselves as attractive workplaces and to actively communicate their strengths and advantages. kununu engage provides solutions for gauging a company's culture and identifying factors such decreasing employee satisfaction early

INITIATIVES WE WORK WITH:









on. Honeypot turns the traditional applicant system upside down and lets companies apply to candidates. An overview of all of our products can be found on page 34 "Products and Services".

## **ACCESS TO THE LABOR MARKET FOR EVERYONE**

We also use our expertise to support people who have difficulties accessing the labor market. We want to make the opportunities offered by the radically changing world of work accessible to as many people as possible – for a better working life for everyone. We take action where we know we can achieve the most with our know-how and networks: in education and continued professional development. We have made it our mission to support initiatives that pursue innovative approaches to education and continued professional development in order to encourage different stakeholder groups in accordance with their needs and enable them to participate in working life.

In 2019 we supported the ROCK YOUR LIFE!, MUT-Academy, Hacker School and "Das Geld hängt an den Bäumen" (Money Grows on Trees) initiatives. ROCK YOUR LIFE! is a one-to-one mentoring program by university students for young people from socially difficult backgrounds to guide them on their journey into working life. We invited the mentors and mentees to visit us to discuss training opportunities at the New Work SE and help them with application questions. We plan to hold further application training sessions in our offices. We also support the MUT-Academy with a "working world etiquette manual" that helps students about to graduate from secondary school prepare for working life. We continued the successful workshops with "Das Geld hängt an den Bäumen" and offered additional workshops this year for managers with the help of our XING coaches. This initiative is dedicated to integrated cooperation between people with and without handicaps, people who have experienced long-term unemployment and others living in difficult circumstances for various reasons.

In 2019 we were able to offer an internship to one of the participants in the workshops we held last year with the Future-preneur initiative. Futurepreneur gives young students the opportunity to found a company during their summer vacation. The students had the chance to test their newly acquired skills in a workshop we hosted in 2018. We will continue the workshops in the coming year.

Internally, we have actively the integration of refugees in the German labor market supported with our Mentor Month initiative since 2017. This initiative was established during our "Social Days" (page 31) and is run on a volunteer basis by our employees, who set aside up to eight hours per workshop.

30 **GRI** 102-43

Society action area New Work SE CSR Report 2019

## **3 QUESTIONS FOR SAHAR MOHAMMAD REZA**

## Former participant and since March 2020 a permanent employee of the Mentor Month program

## **HOW WOULD YOU DESCRIBE THE WORKSHOP FORMAT?**

It's a series of workshops that take place five to six times a year and last one month each. Four sessions are held for around 15 participants each to provide insights into the culture and specifics of the German labor market and to teach networking skills. After the workshops are over, the Company stays in contact with the participants and helps them with their job search. Some participants managed to snag an internship or even a permanent position right after the workshop.

## HOW MANY PARTICIPANTS WERE ABLE TO ENTER THE GERMAN LABOR MARKET IN 2019 WITH THE HELP OF THE MENTOR MONTH PROGRAM?

In 2019, we gave 29 percent of the participants a foothold in the labor market (2018: 24 percent). Unfortunately, we did not reach our goal of giving five Mentor Month participants an internship or other position in our company. This was due in part to a lack of internal capacity, and in part to official requirements that we were unable to resolve in 2019, despite great effort. This meant that only

two program participants completed an internship with us. However, in 2019 we were actually able to create a fulltime position for the Mentor

Month program, so it will no longer have to be run by volunteers starting in 2020. This is a great boost for the program and for me personally.





## **SOCIALLY COMMITTED EMPLOYEES AND DONATIONS**

As part of our commitment to New Work, it is important to us to give our employees space to get involved in social projects. Each year we hold Social Days, which give all of our employees the opportunity to dedicate themselves to the social projects of their choice. For the social projects, the Company provides a budget of €34,000 and the employees are given one day off work. Until the end of 2018, our employees were also able to try out product ideas instead of supporting social projects. But since most employees were interested in social projects, we introduced a pure Social Day in 2019 with the slogan "train and sustain." As befits our positioning, our employees could apply their know-how and support various projects in keeping with the "train" approach. For example, they helped with job applications, developed a concept for the Hacker School that teaches programming and coding to young people, and taught senior citizens about the World Wide Web and how to use a smartphone. With the new Social Day format, we were able to increase the number of participants to 441 people

who contributed to 41 projects (2018: 332 participants, 279 of whom worked on social projects) and thus encourage even more employees to get involved for a good cause. In addition to these social projects, some employees spent the "Social Day" working on environmental protection, following the motto of "sustain" (page 49 "Environment").

Our annual Christmas donation of €20,000 went to the GoBanyo project, which runs a shower bus to help homeless people take the first step back into the labor market, as well as to the Hacker School in Hamburg. The latter project encourages children and adolescents to take an interest in IT jobs by cooperating with companies offering Hacker Schools run on a volunteer basis by their employees, which provide free access to training and hardware for young people who would otherwise not be able to take part.





# PRODUCTS AND SERVICES ACTION AREA

There is one goal underlying all of our products and services: to make tomorrow's world of work better with solutions that address the challenges posed by the changing nature of work in an era of digitalization and skills shortages.

## Our aim

We fulfill our corporate social responsibilities by providing products and services that help our users to meet as effectively as possible the challenges that have been identified in tomorrow's world of work (from page 28 "Society").

At the same time, we always listen to what our customers are saying and incorporate the suggestions they make, whether via our customer service, events, or the forums on our platform, into our product development. We also take responsibility for our products within the Company and consciously endeavor to create space in which our employees, alongside their normal work, can test product developments and have time to develop new ideas.

Other aspects of our product responsibility include paying attention to sustainable purchasing, ensuring the availability of our products, and being aware of the impact that our products can have on human rights, in the sense of the right of everyone to participate.

PRIO 1 TOPIC
Usage and membership growth

17.2
million

members are registered on

our platform.

27 million

white collar workers 25 make up the main target group of XING. This results in a relative market penetration of 64 percent.

As well as paid products, we offer a number of **free** products. These include the XING Campus, which helps young people enter the working world, and the XING Job Market, which allows members to search for jobs that meet specific criteria to enable a good work/life balance. Our brands InterNations, XING Events, Honeypot (for employees), kununu and HalloFreelancer (for freelancers) also have free access options. In the **B2B sector**, we make our e-recruiting solutions available to non-profit companies at reduced rates.

25 We will reassess this key figure with our new CEO in 2020 based on our modified target groups and our new company structure.

## **NEW WORK SE BRANDS:**

## XING

is the leading online business network in German-speaking countries and supports its 16 million members in working in line with their way of life and individual preferences. Professionals from every industry connect with one another, look and apply for jobs, and seek inspiration about the latest trends in the world of work. Thanks to the broad news portfolio, XING members can keep their finger on the pulse and discuss the latest developments

→ www.xing.com

## **XING Marketing Solutions**

offers modern ad formats companies can use to promote their business within a professional environment.

→ werben.xing.com

## XING Events

connects people with over 130,000 business events each year, in turn helping them to boost their professional networks in real life. The platform offers organisers targeted event promotion options and simple attendee management to ensure their events are a sell-out.

→ www.xing-events.com

## XING E-Recruiting

offers tools and solutions that help companies find the right employees amid the onset of digitalisation and the shortage of skilled workers. XING E-Recruiting also offers an extensive employer branding portfolio so customers can draw more attention to themselves as an employer.

→ www.recruiting.xing.com

## InterNations

is the leading global social network and information portal for expats. It offers digital networking opportunities as well as events where global minds can meet up in person.

→ www.internations.org

## HalloFreelancer

uses intelligent matching to bring companies together with the right freelancers from the XING network. As a result, companies and freelancers can work together in a way that best suits their needs. By doing so, Hallo-Freelancer is helping to drive one of the main New Work trends – work flexibility.

→ www.hallofreelancer.com

## kununu

enables applicants and employees to learn about and rate companies and potential employers. As a result, kununu fosters transparency on the labour market, while providing companies with the option to showcase themselves as appealing employers and actively promote the benefits of working for them.

→ www.kununu.com

## kununu engage

offers companies solutions where they can benchmark various aspects of their corporate culture to foster employee commitment and loyalty.

→ engage.kununu.com

## Prescreen

is the future of applicant tracking systems and enables companies to find the right candidates who are passionate about their job.

prescreen.io/en

## Honeypot

is a tech-focussed job platform that turns the conventional job board principle on its head as companies apply to potential employees, not the other way around.

→ www.honeypot.io

Products and services action area New Work SE CSR Report 2019





# Our goals and actions

#### **INCREASE IN USAGE AND MEMBERSHIP GROWTH**

To enable us to help as many people as possible develop their potential and do what they are passionate about – thus also making their companies more successful – we need large numbers of people to use our XING platform. Without this market penetration, we could not provide this level of support. We have therefore identified usage and membership growth on the XING platform as a key issue and have assigned it a benchmark.

In 2017, we set ourselves the goal of maintaining our already high market penetration ratio of 49 percent (2017) until the year 2020. This ratio indicates how many people we were able to reach in our main target group. To calculate the ratio, we have determined how many white-collar workers <sup>26</sup> there are in the German-speaking countries and how many members are registered on our platform. The number of XING members on our platform has grown from 15.3 million (2018) to 17.2 million (2019). According to our calculations, there were around 27 million white-collar workers in the German-speaking countries in 2019. This results in a relative market penetration of 64 percent for XING. We will reassess this key figure with our new CEO in 2020 based on our modified target groups and our new company structure.

In addition to membership numbers, usage figures are an important indicator of our market penetration. Until 2019, we had these figures measured by external sources. In 2019, user activity increased on the XING platform. According to the Working Group for Online Media Research (AGOF), an association of online marketers in Germany, we had 9.06 million unique users in the period between January and December 2019. This is the number of people using XING as a platform. We therefore saw a considerable increase compared to 2018, when we had 8.2 million unique users. According to the German Audit Bureau of Circulation (IVW), we recorded 59.2 million visits per month over the same period – compared to just under 50 million visits per month in 2018, which means that we recorded strong growth here as well.

**GRI** 103-1, 103-2, 103-3

White-collar workers include occupational groups with an emphasis on commercial, consulting, administrative and engineering sciences and the production of artistic and creative work, as well as medical professionals, remedial education professionals, and social professionals.

#### **ENHANCED INNOVATION MANAGEMENT**

Our members expect us to continuously develop our products and services to meet the constantly changing needs of users. We therefore want to create space for our employees to develop product ideas, test newly developed products, and correct faults, in addition to carrying out their day-to-day work. Because this means they can try things out without being under any pressure, it encourages creativity and provides motivation. This is why we have identified "innovation management" as a key issue and have given it a KPI: the number of participants to our HackWeeks. We intend to increase this number annually in order to develop and expand this initiative in the future.

These HackWeeks, sponsored by our Chief Technology Officer, take place three times a year at nearly all of our offices<sup>27</sup>. Each one lasts for one week and is organized by the staff from our product teams. At the end of each HackWeek, the results are presented to interested employees at all company locations.

In 2019, a total of 909 employees took part in three HackWeeks for five days each. This is the equivalent of 4,545 person-days. We were also able to increase the number of participants significantly in 2019 (2018: 761 participants, 3,805 person-days).

Next year, we will have two to three Hacker Schools (page 30 "Society") during one of the three HackWeeks, to give the staff from our product teams the opportunity to use their know-how for the benefit of children and young people who would like to learn programming and coding.

#### **ENGAGING OUR USERS**

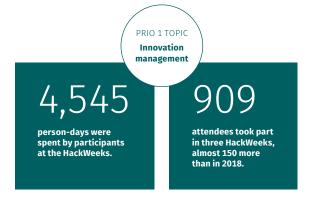
To enable us to incorporate the suggestions of our users into the development of our products, we encourage suggestions via a variety of channels. Our customer service staff pass on the suggestions they receive by phone and email, but other important sources for positive and negative feedback include interviews and in-depth discussions with our users and carefully targeted product tests containing a request for user feedback.

Our customer service makes sure that user feedback is regularly incorporated into the design of our products. A total of 99.9 percent (2018: 99.87 percent) of all written inquiries to which our customer service department responded received a resolution code in 2019. Overall, 251 (2018: 240) different codes

<sup>27</sup> Hamburg, Munich, Porto, Barcelona, Valencia



We involve our users and customers in a variety of ways in the development and enhancement of our products.





We create conscious space for our employees to develop product ideas, test newly developed products, and correct faults.

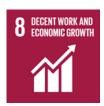
Products and services action area New Work SE CSR Report 2019

# Sustainable Development Goals

Our commitment pays off in terms of the Sustainable Development Goals.







allocate the queries to the relevant business units, products and processes, which allows for a systematic quantitative and qualitative evaluation. This is the basis for the dialogue with the responsible colleagues. We can see, for example, how well new features are being received by users and where there is still some room for improvement. Our reachability by telephone in 2019 was 97.47 percent.

In 2019, we stepped up the dialogue between our customer service and product teams by holding joint meetings to discuss user feedback and incorporate it into the design of our products. In order to provide more personal support to our customers on how best to use our product, we began offering webinars in 2019 on topics such as using the platform for networking.

#### RESPECT FOR HUMAN RIGHTS AND CONTRIBUTION TO SDG 28

As a non-manufacturing company in the D-A-CH region (Germany, Austria, Switzerland), our human rights activities do not focus on the supply chain. Human rights play a major role for us in different respect: Ensuring freedom of expression in our formats such as XING Klartext, an online magazine which features new content daily on current cultural and business topics. In XING Klartext, experts adopt different positions on controversial issues and XING users can discuss them on the platform. The network thus functions as a digital democratization tool. Networks used to be the preserve of elites who had gone to the "right" university or grown up in the "right" social environment. But our XING product enables everyone - regardless of hierarchy, background or social status – to create and nurture such a network. What makes our product unique is that any of our members can be found through a search and contacted in principle (premium function). We also enable our users and customers to make their own decisions about their private sphere on our platforms.

Our commitment and our business model contribute to the global sustainable development goals of the United Nations. Our work on promoting a better world of work supports Goal 8, "Decent work and economic growth", while our education and training initiatives to promote access to the labor market for all, contribute to Goal 4 "Quality education". Our drive to promote women within the Company supports Goal 5 "Gender Equality", which is "women's full and effective participation and equal opportunities for leadership at all levels of decisionmaking".

#### SUSTAINABILITY IN PURCHASING

We take responsibility not only for our products, but also for the purchase of services, which, at 75 percent, make up the lion's share of our purchasing activities. In mid-2018 we integrated a supplier questionnaire into our Synertrade purchasing tool. We ask suppliers to provide answers on a voluntary basis to questions such as whether the supplier's working environment is non-discriminatory, minimum wages are paid, the supply chain excludes child labor, and environmental concerns are taken into account. These questions pertain to the legal requirements arising from the German CSR Transparency Directive Implementation Act<sup>29</sup>, which include compliance with human rights, workers' rights and environmental aspects. We are currently examining how we can further refine our supplier management.

#### **ENSURING THE AVAILABILITY OF OUR PRODUCTS**

We have put a number of measures in place to ensure that our servers operate 24/7 so that our products are available at all times. Contingency plans exist for all infrastructures and infrastructure components, and these may be viewed via our intranet. Responsibility for these plans has been assigned to senior staff and deputies have been nominated. Our business organization is also described in an operations manual. Furthermore, our current hardware strategy stipulates that servers must be maintained at all times and replaced at regular intervals, and that active hardware monitoring with a manufacturer notification system is implemented. In the event of a hardware failure, our internal processes can be operated in accordance with the operations manual.

**GRI** 102-9, 102-12

<sup>&</sup>lt;sup>28</sup> Sustainable development goals

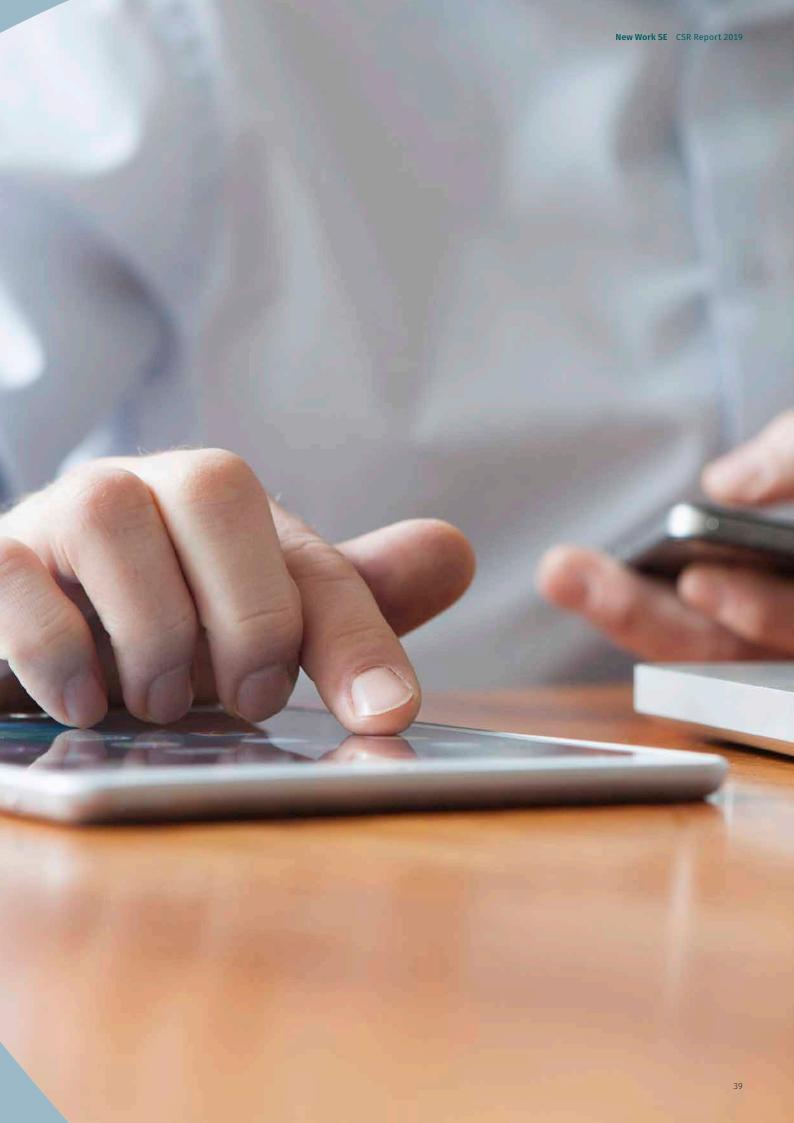
<sup>&</sup>lt;sup>29</sup> CSR-Richtlinie-Umsetzungsgesetz



# DATA PROTECTION AND COMPLIANCE ACTION AREA

Sustainable corporate governance goes hand in hand with integrated and transparent business processes. The areas of data protection and compliance are important aspects of this. As a company with a digital network at the core of our business model, we process large amounts of data – which means that we have a great dea of responsibility.





### DATA PROTECTION

## Our aim

We want to protect our users' data the best we can. Data protection is a high priority for our company, which has a digital network at the core of its business model. Potential breaches pose a major risk to our business activity and would have serious consequences for our organization. We are therefore very aware of our tremendous responsibility in handling the personal data of our users, customers, employees, business partners and other third parties. We ensure the strict confidentiality of personal data, handle it especially carefully and protect it to the best of our ability, meeting and in many cases even surpassing the standard demanded by the relevant laws and regulations.

The visibility of approved information between our users is the basis of the value proposition of many of our products. It is also essential for a functioning social network. With this fundamental principle in mind, we enable our users and customers to make their own decisions about their private sphere on our platforms.

This commitment is also reflected in our Code of Conduct published in 2019, and it should prompt our employees to keep data protection in mind in their daily decisions. To this end, our employees are required to undergo data protection training once a year. A great deal of trust has always been placed in us when it comes to handling our members' data, as indicated by the Social Media Atlas 2017 <sup>30</sup> and, most recently, by a Burda study conducted by the TÜV Nord Group together with Statista ("Ein Jahr DSGVO – Vertrauen in soziale Netzwerke"). We want to continue to live up to this good reputation and become even better.

In the context of our CSR strategy, we have categorized data protection as an essential topic and assigned it a key indicator against which we measure ourselves annually.

# Our goal

We want to offer our users as much transparency as possible, even beyond what is legally required. We have therefore set the goal of keeping our members and the general public informed of our activities through the publication of an annual Data Protection Report.

# **Our actions**

#### INTERNAL ADVISORY BOARD FOR DATA PROTECTION ISSUES

The Data Protection Committee is responsible for putting together the Data Protection Report. We established this internal advisory board for overarching data protection issues in 2017 to supplement our compliance with legal requirements. The annual Data Protection Report covers the topics discussed in the meetings of the Data Protection Committee, which comprises the Company's data protection officer, representatives of the legal department, employees from corporate communications and experts from the security team. The Data Protection Committee advises the Management Board on data protection issues, assesses whether breaches have taken place, reviews internal processes, acts as the point of contact for all business units and participates in projects where data protection and privacy could be problematic.

The Data Protection Committee meets at least once per quarter. Through continual dialog, we ensure that problems are identified quickly and solved in the best way possible. The individual committee members bring up topics from their departments to be discussed in the meetings. On the initiative of the Data Protection Committee, additional actions were established for data protection and data security in 2019, including the introduction of a Group-wide data protection manual and the revision of our existing processes for handling data protection and information security incidents. The → 2019 Data Protection Report was published in February 2020 and can be viewed online.

We immediately look into complaints from external parties, take action to resolve them and inform the people affected. For reasons of confidentiality, we do not comment on data protection incidents.

<sup>30 →</sup> The Social Media Atlas is a study of trust in social media that has been conducted since 2011 by Faktenkontor in cooperation with the IMWF Institut für Management- und Wirtschaftsforschung and the panel provider Toluna.

Our employees are required to undergo data protection training once a year.

PRIO 1 TOPIC

Data protection

# 2<sup>nd</sup> report

2019 saw the publication of the second Data Protection Report. Among other things, it contains measures such as the implementation of a Groupwide data protection manual.





We ensure a maximum level of transparency in providing our users with information on data privacy.

#### TRANSPARENT PRESENTATION OF INFORMATION

We developed the Privacy at XING data protection website in consultation and coordination with the Hamburg Commissioner for Data Protection and Freedom of Information. The site tells our users what steps we take to protect their data as best we can, where and how their individual privacy settings can changed, who to contact about data protection issues, and what updates have been made to data protection.

Our Privacy Policy can also be found on the data protection site. We want to present the information as transparently as possible, in a generally comprehensible way and with an attractive design. It is important to us that each individual user retains sovereignty over their data and knows what happens to it. We are in strict compliance with applicable law, specifically

Article 5 of the EU General Data Protection Regulation, which outlines the principles relating to the processing of personal data with respect to lawfulness, fairness, transparency, purpose limitation, data minimization, accuracy, storage limitation, integrity, confidentiality and accountability.

In addition to our Group data protection officer for New Work SE, there are separate data protection officers for each of the subsidiaries, such as Honeypot, InterNations and Prescreen, who are responsible for compliance with the EU General Data Protection Regulation. One reason for this is that the subsidiaries have different business models. These data protection officers work in close coordination with the Group data protection officer.

**GRI** 102-43, 418-1 41

# **COMPLIANCE**

## Our aim

Integrity and transparent business processes form the basis of responsible business management. Our focus here is on prevention: educating our employees and introducing appropriate internal standards and processes. Our Chief Compliance Officer is responsible for all compliance matters together with the Management Board and the Supervisory Board.

## Goal and actions

Our goal is to act with integrity, in accordance with the law, and in compliance with legislation. To this end we have established measures for preventing potential violations or identifying them early on.

#### **POLICIES AND STANDARDS**

In addition to statutory requirements, we follow the recommendations of the German Corporate Governance Code as a guideline for good corporate governance. The German Corporate Governance Code provides recommendations and suggestions on managing and supervising companies listed on the stock exchange in Germany and is of great importance to New Work SE. We publish online the joint declarations of conformity by the Management Board and Supervisory Board of New Work SE on the implementation of the proposals contained in Section 161 of the German Stock Corporation Act (AktG) concerning the → German Corporate Governance Code

Other points of reference include various internal policies for IT, purchasing, booking and billing travel, IT security, reviewing contracts, acting as an authorized representative of the Company, and using powers of attorney. The policies may be viewed by all employees on the intranet and serve as guidelines for their daily work.

#### WHISTLEBLOWING TOOL

As a measure to prevent violations, we introduced a whistle-blowing tool in December 2017 which employees can use to report suspected violations – anonymously if necessary. This enables us to become aware of suspicious cases at the earliest possible stage, to initiate appropriate action in good time and thus prevent any damage to the Company or its reputation. Each reported incident is evaluated by the Chief Compliance Officer in cooperation with our Legal department. If it is found to be justified, the behavior will be prosecuted under labor and/or civil law. In cases of sexual harassment, employees can choose whether a case is handled by a female or male member of the Legal department. Detailed information on the whistleblowing tool can be viewed by our employees via the intranet. In 2019 we received no reports through our whistleblowing tool.

#### **CODE OF CONDUCT**

The success of our company relies heavily on the trust placed in us by our users, customers, business partners, investors, public institutions and colleagues. We do our utmost to safeguard and foster this precious asset. For this reason, we adopted a Code of Conduct in 2019. The Code of Conduct is essential to our compliance system and guides us in our daily work. It helps us to act with integrity in our daily business and avoid risks to the Company. The Code must be observed by all employees at all times.



"With the Code of Conduct we take responsibility for the effects of our daily activities, since the success of our company depends to a large extent on the trust placed in us by our users, customers, business partners, colleagues, investors and public institutions".

Kai Hollensteiner, Vice President Legal

42 **GRI** 102-12, 102-16

Our Code of Conduct covers the topics of Integrity, Respect, Data Protection and Privacy, Conflicts of Interest, Company Property, Conduct with Users, Customers and Business Partners, Fair Competition and Confidentiality.





We adopted our Code of Conduct in 2019, which applies company-wide.

The Code of Conduct applies to all companies in the New Work Group and can be amended for subsidiaries outside of Germany where necessary. The Code of Conduct is available to our employees in English, our official company language, both via e-mail (PDF) and permanently on our intranet. When the Code of Conduct was introduced, we explained it in detail to all of our employees at a Company Meeting (page 19 "Employees"). New employees receive a copy of the Code of Conduct as part of their digital onboarding documents. For the coming year, we are also considering offering training on the Code of Conduct for all employees.

The → Code of Conduct can be viewed online and it covers the topics of Integrity, Respect, Data Protection and Privacy, Conflicts of Interest, Company Property, Conduct with Users, Customers and Business Partners, Fair Competition and Confidentiality <sup>31</sup>.

Violations of the Code of Conduct, pertinent law and internal policies and regulations may have serious consequences. Misconduct and violations will therefore always be penalized regardless of the rank and position of the people involved and affected or of the importance of the business partner. With business partners, this penalty may lead to the termination of our business relations with them. When it comes to employees, we will review the potential consequences under labor law. We reserve the right to initiate criminal proceedings as and when warranted.

#### **RISK MANAGEMENT**

We take **risk management** very seriously in the interests of our stakeholders. To this end, we have established a process that helps us improve our management of existing risks. Our risk early-warning system allows us to quickly identify and systematically deal with existing risks while keeping the Management Board, Supervisory Board and shareholders fully informed about the Company's risk exposure at any given time. We have a network of risk managers who ensure that efficient work processes are consistently followed. Furthermore, each individual employee is required to actively avert potential damage to the Company by notifying their respective risk management contact at New Work in the event of risks in their area of responsibility or indications of other existing or potential risks.

We also implemented a software solution which fully covers and controls the risk management process. This involves the central distribution and management of tasks, the consolidation of the risk reports from the individual New Work SE companies or business units, online evaluations and ad-hoc reports as well as an archive function.

**GRI** 102-11, 102-41 43

<sup>31</sup> As a non-manufacturing company, our human rights activities do not focus on child labor but rather on the private sphere and freedom of expression with respect to our products. The Code of Conduct also does not make any statements about the freedom of collective barqaining or association, as we do not have any collective agreements.



# ENVIRONMENT ACTION AREA

Careful management of our environment and natural resources is part and parcel of our understanding of responsible corporate governance. Our main focus here is on employee mobility and energy consumption by our internal and operational business.



#### Our aim

The Environment action area is not a key issue for our business model, but it is increasingly becoming important for our employees. We see the topic of the environment as a matter of social responsibility and, as a service provider, we want to contribute by reducing our emissions as much as possible.

We used the past year to identify the biggest contributors to our carbon emissions as a digital company without any major infrastructure. First, we analyzed the areas in which digital service providers can contribute to carbon emissions. We compared the results of the benchmark analysis with our internal goals, taking the experience of other digital companies as a guide. The analysis revealed that companies with a digital business model avoid carbon emissions by focusing on energy consumption in their operations and limiting business travel.

That ties in with the environmental goals developed as part of our 2017 CSR strategy: employee mobility and energy consumption in our company and business operations. These areas are our two biggest contributors of carbon emissions: In our Employee Mobility category, workers' flights have the greatest carbon footprint, at 1,533 metric tons of CO<sub>2</sub> annually <sup>32</sup> (2018: 1,555 metric tons). With reference to energy consumption, our servers in Amsterdam emit around 439 metric tons <sup>33</sup> of CO<sub>2</sub> per year.

# Our goal

We want to significantly reduce our  $CO_2$  emissions for both leading contributors, energy consumption in our operations and flight emissions, and be climate-neutral in the long term. We introduced the following actions to achieve this goal.

- Includes all our businesses, apart from Honeypot; flight numbers calculated using the travel agent's air travel table; the ClimatePartner carbon calculator was used to calculate CO<sub>2</sub> emissions.
- 33 This figure was calculated from the energy consumption of the two data centers in Amsterdam. They emitted a total of 138,456 kWh per month, whereby AMS1 is powered by green energy only and emits 73,032 kWh per month, and AMS2 emits 62,424 kWh with a conventional energy miss. As AMS1 is 100 percent powered by green energy, our entire CO<sub>2</sub> emissions have been reduced from around 866 metric tons to 439 metric tons per year. For information on kWh calculations for CO<sub>2</sub> and green energy versus conventional energy, see below.
- 34 Used interchangeably with "energy from renewable sources".
- <sup>35</sup> Conserns our locations, does not refer to our servers, see below.
- Excluding Prescreen: The switch to green energy will be made in 2020.
- Pertains to all the employees (1,823), with the exception of Honeypot (105 employees).
- 38 Includes all our companies apart from Honeypot; calculations for the number of flights based on the travel agency's air travel table; CO<sub>2</sub> emissions calculated with the ClimatePartner carbon calculator.
- <sup>39</sup> 1,928 employees compared with 1,562 in 2018

# Our actions

# OUR ACTIONS TO REDUCE ENERGY CONSUMPTION IN OUR OPERATIONS

We plan on switching our entire operations to green energy  $^{34}$  by the end of 2020  $^{35}$  with a view to reducing our carbon emissions at each office which arise from energy consumption. We have examined which actions could be taken to reduce carbon dioxide considerably: The switch to renewable power leads to much less carbon dioxide emissions. There are currently no binding guidelines for offsetting green energy as the  $\rm CO_2$  emissions depend on the renewable energy mix and the emissions for the building and operations. However, there are some points of reference based on a kilowatt hour value of  $\rm 0.05g~CO_2/kWh$ , compared to a conventional energy mix of  $\rm 0.65g~CO_2/kWh$ .

Currently, our offices in Hamburg, Berlin, Munich, Vienna<sup>36</sup>, Zurich, Barcelona and Valencia and our servers in one of our two data centers are powered by green energy. By the end of 2020, our office in Porto and our subsidiary Prescreen in Vienna will have switched to renewable energy.

Now looking at our server, we are examining the extent to which our second data center in Amsterdam can run on green energy. The present contract will run until 2021. We are considering renewable energy for subsequent plans. The first data center is already powered by 100 percent green energy with an air-based cooling system.

#### **OUR ACTIONS FOR SUSTAINABLE AIR TRAVEL**

Our employees  $^{37}$  flew approximately 6,075 times in 2019  $^{38}$  (2018: 6,405 flights), culminating in  $CO_2$  emissions of 1,533 metric tons. The figures show that despite a large increase in staff numbers  $^{39}$ , the number of flights taken decreased considerably on the previous year. With an eye to reducing our flight emissions even further, we set about researching the most popular flight routes for our employees. They are Hamburg – Munich, Hamburg – Vienna, Hamburg – Zürich and flights from Germany to our offices in Porto, Valencia and Barcelona. That means distances spanning more than 800 kilometers each. If we were to switch to rail travel it would mean that hotel stays would be necessary and  $CO_2$  emissions would increase, as would costs and time. For shorter distances, air travel was rarely chosen.

The most effective way for us to avoid air travel is to arrange video conferencing. We provide our staff with video conferencing facilities in almost all our meeting rooms, which they can use for meetings with colleagues from other offices. Each of our employees can access video conferencing on their own laptops, meaning they can take place via virtual meeting rooms outside of the designated physical meeting rooms.

Environment action area New Work SE CSR Report 2019



Apart from organizing more video conferences rather than flying, we want to create awareness among our employees to consider if the flight is actually necessary before booking. We therefore added an extra sentence to our **Travel Policy** asking each member of staff to check if the meeting can take place via video conferencing instead of travel. We also added this requirement in our booking tool for business travel. As a company that practices the New Work philosophy, we trust in independent employees who act responsibly.

Our company-wide **Code of Conduct** (page 42 "Data protection and compliance"), introduced in 2019, also includes our commitment to respecting the environment and making our employees aware of such issues. To inform our users and customers about climate issues, we feature them in our XING Klartext and XING Talk journalistic formats, which have a wide reach. We encourage discussion on topics such as the advantages and disadvantages of electric cars or imposing stricter climate action rules on companies.

At our New Work Experience 2020 (page 28 "Society"), the biggest event on the future of work in German-speaking regions, we feature the topic of "Environment and Sustainability", thereby putting it in the spotlight in front of a large audience.



Replacing air travel with video conferences enabled to reduce our number of flights in 2019.

#### **FURTHER ACTIONS TO REDUCE CARBON DIOXIDE EMISSIONS**

In addition to our buildings, recycling hardware, our paper consumption and employee mobility in terms of flights we look for low-emission alternatives and give our staff the opportunity to support the environment on our annual Social Days (page 31 "Society").

#### **Eco-friendly buildings**

The buildings we rent comply with the latest standards and applicable legal frameworks. The New Work SE headquarters in Hamburg is also certified according to the standards of the German Sustainable Building Council (DGNB e.V.). Sustainability also played a role in our search for a new head office in Hamburg, which we will move into at the start of 2021 on account of steady company growth. We are delighted to have found a building which boasts the Hafen City Environmental Label 40. In 2019, we also performed an energy audit at our German offices that are subject to mandatory auditing; these audits revealed some specific opportunities for saving energy.

#### Daily employee mobility on the way to work

In addition to reducing air travel, we also want to minimize carbon emissions generated by the daily commute of our employees. We therefore subsidize their travel by issuing them with monthly tickets for public transport. In 2019, just under 70 percent of the staff at our Hamburg offices made use of a subsidized public transport ticket. That is an average of 700 employees every month (2018: 504 employees). Our other employees in Hamburg also travel to work using transportation with a low carbon footprint. New Work SE has only four parking spaces at its main building in Hamburg. There are no parking spaces on offer at any of our other Hamburg offices either – so we can assume that nearly all of our employees in Hamburg travel to the office by public transport, bicycle or on foot.

Rail travel is booked via the Deutsche Bahn's business portal which offers carbon neutral options. What is more, our sales staff don't use company cars: they travel by public transport, something that is quite unusual in sales.

At the end of 2019, we introduced a Germany-wide cycle-towork scheme for the first time through Jobrad.org. It encourages our employees to increase their use of green transportation. Each employee can select their ideal model from numerous providers.

#### Paper consumption and recycling

To save paper and thus resources, we made the decision to supply our employees' pay slips exclusively in digital format since 2019. This was made possible thanks to the introduction of a new employee tool. The paper that we do use in our German offices is purchased exclusively from certified suppliers. For example, all of our Hamburg offices use "Extra Copy pro nature" paper, which has been awarded the Ecolabel and comes in climate-neutral packaging.

In order to recycle the hardware we use and thus avoid generating more carbon emissions, we make sure that our used equipment is disposed of properly by returning it to the manufacturer or retailer at the end of its useful life or donating it to companies with whom we work as part of our CSR commitment, such as the Hacker School. We also have recycled laptops, mobile devices, monitors and conference phones. We continue to use all non-recycled devices internally.

We encourage our employees to increase their use of green means of transportation.



<sup>40</sup> Sustainable buildings in Hamburg's Hafen City are awarded the Hafen City Environmental Label.

Environment action area New Work SE CSR Report 2019

#### Offsetting emissions

Although there are certain emissions that we can reduce, there are also some that we are unable to reduce at the present time. In 2018, with the intention of becoming carbon neutral, we decided to offset the carbon emissions of our workforce at our head office in Hamburg. We did this by supporting climate action projects. This involved calculating our CO<sub>2</sub> emissions which we ultimately offset by funding well-known global climate projects. These carbon offset schemes are another important tool in the fight against climate change, alongside avoidance and reduction.

In 2019, we decided to offset the emissions of all flights taken by employees of New Work SE. The different travel bookings via various tools were all added together. For 2019, the result was a total carbon footprint of almost 1,533 metric tons of CO<sub>2</sub> for 6,075 flights <sup>41</sup> (2018:1,550 metric tons of CO<sub>2</sub>, 6,405 flights), which we will offset by supporting Gold Standard projects. This is the strictest standard for offsetting emissions, and it has been developed by the WWF in collaboration with environment and development experts, and scientists. The standard aims to ensure projects are suitable from a climate and developmental perspective. We support a clean water project in Cambodia and the development of small biogas systems for households in rural Nepal as an alternative to cooking with firewood.

Further, all tickets transacted via XING Events can be purchased in a way that generates low carbon emissions. This is achieved by adding a small amount to the cost of each ticket. This also concerns the tickets for our New Work events, such as the New Work Experience at the Elbphilharmonie and the New Work Sessions (page 29 "Society").



#### Employee engagement during company-wide Social Days

For this year's annual Social Days (page 31 "Society") we also called on our staff to support the environment.

Our parent group Hubert Burda Media in partnership with the "beebetter" initiative, saw our employees not only fill the rooftop terraces of our head office in Hamburg with special plants for bees, but also wildflowers throughout the city which create a natural habitat for bees. In 2019, just shy of 80 employees from Hamburg set about saving bees (2018: 34 employees). Elementary school students were involved in another one of our projects. It aimed to develop the children's awareness of energy consumption in a fun way and measures to reduce it. Our staff in Vienna organized a similar project with elementary school students, namely a workshop dedicated to sustainability issues. In 2019, our colleagues in Barcelona once again contributed to the fragile forest ecosystem in the natural park Parc de Collserola by removing non-indigenous species. Our staff in Porto collected waste at Matosinhos beach. Our employees in Munich collected trash at the Isar and organized a zerowaste workshop to highlight the issue of reducing waste in our daily lives.

- <sup>41</sup> Includes all our subsidiaries apart from Honeypot
- 42 All flights of the New Work employees, except the flights of our company Honeypot

#### THE IMPACT OF CLIMATE PROTECTION PROJECTS

Because greenhouse gases like CO<sub>2</sub> are distributed evenly throughout the atmosphere, the concentration of greenhouse gases is roughly the same all over the world. Consequently, where emissions are caused or prevented makes no difference to global greenhouse gas concentrations or to the overall greenhouse effect. Emissions that cannot be avoided in one part of the world can therefore be offset by climate protection measures in another. This is achieved through carbon offset projects. These work by converting a carbon footprint into a sum of money that is then invested in climate protection projects.

Carbon offset projects are a proven method of reducing greenhouse gases by, for example, carrying out reforestation or increasing investment in renewable energies. Independent organizations such as TÜV, SGS, PWC and others keep a careful watch on the exact amounts saved.

# GRI CONTENT INDEX

# The report was prepared in accordance with the GRI standards

ategory	Aspects	Indicator	Description	Page references and comments
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		102-3	Location of headquarters	Company profile, page 1
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		102-5	Ownership and legal form	Company profile, page 1; Products and services, page 34; Annual report (Management report) page 46 f.
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		102-10	Significant changes to the organization and its supply chain	No significant changes
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	Strategy	102-14	Statement from senior decision-maker	Letter from the Management Board, pages 4f.
	Ethics and integrity	102-16	Values, principles, standards, and norms of behavior	Employees, page 18
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		102-41	Collective bargaining agreements	No information available.
		102-42	Identifying and selecting stakeholders	CSR goals and strategy, Our stakeholders, pages 14 f.
		102-43	Approach to stakeholder engagement	CSR goals and strategy, Our stakeholders, pages 14f.; Employees, Employee Satifaction, pages 19f.; Society, Events, pages 28f.; Products and services, pages 36f.; Data protection and compliance, pages 41
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Category	Aspects	Indicator	Description	Page references and comments
General Disclosures	reporting practice	102-45	Entities included in the consolidated financial statements	Company profile, page 1; Annual report (Consolidated financial statements), page 98
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		102-47	List of material topics	CSR goals and strategy, Materiality analysis, stakeholder dialogue, pages 13 f.
		102-48	Restatements of information	No new wording relevant for reporting
		102-49	Changes in reporting	None
		102-50	Reporting period	About this report, page 2
		102-51	Date of most recent report	About this report, page 2
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Manage- ment Approach		103-1	Explanation of the material topic and its boundary	CSR goals and strategy, pages 12 f.
		103-2	The management approach and its components	CSR goals and strategy, pages 12 f. See in detail the main topics
		103-3	Evaluation of the management approach	CSR goals and strategy, pages 12 f. See in detail the main topics
Material Topics	Customer privacy	418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	Data protection and compliance, page 41
	Employee satisfaction	no GRI Indicator	Employee satisfaction rate, assessed weekly via an online survey	Employees, pages 19 f.
	Work-life balance	no GRI Indicator	The part-time ratio of our employees, consisting of permanent and temporary work models	Employees, page 23
	New work know-how	no GRI Indicator	Increase the size of the vote at the New Work Award	Society, pages 26 f.
	Innovation management	no GRI Indicator	Number of employees from product teams in person-days per year participating in HackWeeks	Products and services, page 36
	Growth in use and membership	no GRI Indicator	Penetration rate of the addressable market based on the ratio between the number of white collar workers in German-speaking countries and the size of our membership	Products and services, page 35

# EXTERNAL ASSURANCE

# Independent Practitioner's Report on a Limited Assurance Engagement on Sustainability Information 42

#### TO NEW WORK SE, HAMBURG

We have performed a limited assurance engagement on the disclosures in the sustainability report of New Work SE, Hamburg, for the period from 1 January to 31 December 2019.

#### **RESPONSIBILITIES OF THE OFFICERS**

The officers of the New Work SE are responsible for the preparation of the report in consideration of the principles stated in the Standards of the Global Reporting Initiative (GRI criteria) and in accordance with the principles in the "CSR-Richtlinie-Umsetzungsgesetz" (CSR-RUG).

This responsibility of Company's officers includes the selection and application of appropriate methods of sustainability reporting as well as making assumptions and estimates related to individual sustainability disclosures, which are reasonable in the circumstances. Furthermore, the officers are responsible for such internal control as they have considered necessary to enable the preparation of a Report that is free from material misstatement.

#### PRACTITIONER'S DECLARATION RELATING TO INDEPENDENCE AND QUALITY

We are in accordance with the provisions under German commercial law and professional requirements independent of the New Work SE, and we have fulfilled our other ethical responsibilities in accordance with the relevant provisions within these requirements.

In a limited assurance engagement the assurance procedures are less in extent than for a reasonable assurance engagement and therefore a substantially lower level of assurance is obtained. The assurance procedures selected depend on the practitioner's professional judgment.

Mazars GmbH & Co. KG Wirtschaftsprüfungsgesellschaft Steuerberatungsgesellschaft applies the German national legal requirements and the German profession's pronouncements for quality control, in particular the by-laws regulating the rights and duties of Wirtschaftsprüfer and vereidigte Buchprüfer in the exercise of their profession (Berufssatzung für Wirtschaftsprüfer und vereidigte Buchprüfer) as well as the IDW Standard on Quality Control 1: Requirements for Quality Control in Audit Firms (IDW QS 1), that are consistent with the International Standard on Quality Control 1 issued by the International Auditing and Assurance Standards Board (IAASB).

### PRACTITIONER'S RESPONSIBILITY

Our responsibility is to express a limited assurance conclusion, based on the assurance engagement we have performed. We conducted our assurance engagement in accordance with the International Standard on Assurance Engagements (ISAE) 3000 (Revised): Assurance Engagements other than Audits or Reviews of Historical Financial Information, issued by the IAASB. These Standards require that we plan and perform the assurance engagement to allow us to conclude with limited assurance that no matters have come to our attention that cause us to believe that the information for the period from January 1 to December 31, 2019 has not been prepared, in all material respects, in accordance with CSR-RUG and the GRI criteria.

We have performed a limited assurance engagement on the German version of the sustainability report and issued an independent assurance report in German language, which is authoritative. The following text is a convenience translation of the independent practitioner's assurance report.

External assurance New Work SE CSR Report 2019

Within the scope of our assurance engagement, we performed amongst others the following assurance procedures and further activities:

- Obtaining an understanding of the structure of the sustainability organization and of the stakeholder engagement
- Assessment of the conception and implementation of systems and processes for the collection, management and monitoring of data, including data consolidation
- → Inquiries of personnel involved in the preparation of the Sustainability Report regarding the preparation process and the internal control system relating to this process
- → Analytical evaluation of selected disclosures in the Sustainability Report
- → Evaluation of the presentation of the selected disclosures regarding sustainability performance

#### **ASSURANCE CONCLUSION**

Based on the assurance procedures performed and assurance evidence obtained, nothing has come to our attention that causes us to believe that the disclosures in the Company's Report for the period from 1 January to 31 December 2019 has not been prepared, in all material aspects, in accordance with the legal requirements of with CSR-RUG and the GRI criteria.

#### **LIMITATION OF LIABILITY**

The report is not intended to provide third parties with support in making (financial) decisions. Our responsibility lies solely toward New Work SE. We do not assume any responsibility towards third parties.

Hamburg, March 26, 2020

Mazars GmbH & Co. KG Wirtschaftsprüfungsgesellschaft Steuerberatungsgesellschaft

Dirk Driesch Wirtschaftsprüfer Kai M. Beckmann

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#### Concept, design and implementation

Silvester Group, Hamburg www.silvestergroup.com

#### **Photo credits**

New Work image pool Getty (Cover) Arne Weychardt (page 9) unsplash.com (page 44/45)

#### Our social media channels

https://nwx.new-work.se/ (New Work Experience)

#### http://blog.xing.com (Corporate blog)

#### Twitter: NEW\_WORK\_SE\_IR

(Information and news related to the capital markets)

#### Twitter: NewWork\_SE

(Topics and news related to the Company in general – German only)





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