

XING^X



CSR
REPORT
2018

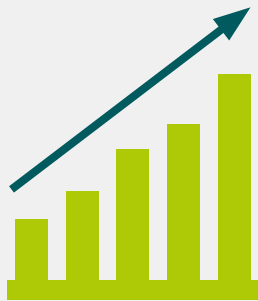
Corporate Social Responsibility

AT A GLANCE



EMPLOYEES

2018: 1,562
2017: 1,290
2016: 961



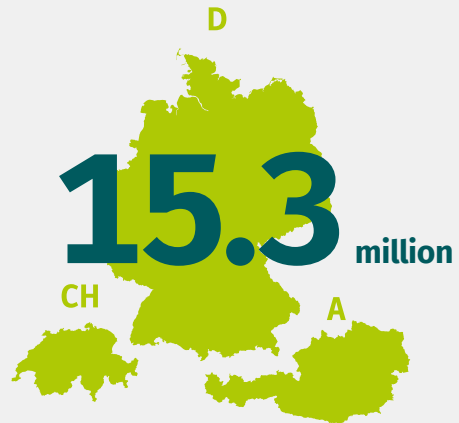
TOTAL REVENUES

€ 235.1

million – up 25%
in comparison to 2017

MEMBERS

15.3 million members
in the entire D-A-CH
region



OFFICES



ABOUT THIS REPORT

This CSR Report is for the 2018 financial year.

Our CSR report covers 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 is a separate combined non-financial report, as defined in section 289b and 315b of the German Commercial Code (HGB).

No external framework was used in the preparation of the CSR Report as this would offer no added value in the context of the business activities of the XING companies.

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.

XING is the leading social network for professionals in the German-speaking market

XING provides advice and support to its members during the upheavals in the world of work. In an environment marked by a shortage of skilled workers, digitalization, and changes in values, XING helps its more than 15 million members achieve as harmonious a work-life balance as possible. This allows members to contact each other directly and stay in touch via messages. They can use XING Jobs to find the job that matches their individual needs while XING News enables them not only to keep up-to-date and participate in the debate but also to learn more about the changes and trends in the new world of work.

In early 2013, XING further strengthened its position as the market leader in social recruiting by acquiring kununu, the leading employer review platform in the German-speaking market. XING continued on its growth trajectory in 2017 by acquiring Prescreen, the fastest-growing applicant tracking system (ATS) provider in Europe, and InterNations, the world's largest network for people who live and work abroad (expats).

Established in 2003, XING has been listed since 2006 and has been a TecDAX member since September 2011.

On XING, members exchange ideas in almost 90,000 groups, or network personally at one of more than 130,000 professionally relevant events each year. XING has a presence in Hamburg, Berlin, Munich, Barcelona, Valencia, Vienna, Porto, Zurich and Boston.

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OUR CSR MISSION STATEMENT

“For a better working life” – XING’s vision plays a pivotal role both in our understanding of responsibility and in our social commitment. Work is a topic that shapes our lives like almost no other. As well as putting food on the table, work can also be the key to a fulfilling life, a path to satisfaction or even self-realization and a tool for social participation. For far too many, however, the reality is that working life still results in discontent, ill health or wasted potential. At the same time, the world of work is currently undergoing radical change triggered by digitalization.

XING is therefore committed to identifying opportunities for this change and opening it up to as many people as possible. This principle guides us when developing our social responsibility. In doing so, XING also draws on its expertise as the largest professional network in German-speaking countries. We continue to develop pioneering working models and initiatives that add to the social debate.

Our responsibility also includes considering the impact of our actions on us, the environment and society as part of our day-to-day work, when developing new products and when making purchasing and business decisions. In this way, we are helping to make the future world of work a better place.

WORK THAT SUITS LIFE



Dr. Thomas Vollmoeller,
CEO XING SE

Dear Reader,

“Most employees in Germany are now practically ‘working to rule’ – and would give up their jobs without a second thought if they only could.” This sentence introduced an article in the *Frankfurter Allgemeine Zeitung*^{*} about a Gallup study published in August 2018. According to the study, only 15 percent of employees in Germany are really comfortable with their jobs.

For many decades, this news would never have made the headlines. In the traditional world of work, the employers made the rules. In the era of “Old Work”, jobs were scarce and the labor market was highly competitive. Anyone who didn’t like their job was welcome to leave. Given that there were usually several hundred candidates for any one job, this was hardly surprising. Too bad for anyone who didn’t like their job. But nobody expected work to be fun anyway.

^{*} “Five million Germans have given up on their jobs” – Anja Engelke, *Faz.net*, August 29, 2018.

Times have changed and labor market conditions have changed drastically, especially in German-speaking countries, where demographic developments have led to a shortage of talent. Moreover, digitalization has meant that we do not always have to work at a specific place at set times. The workplace values and perspectives of the younger generation in particular have changed.

This new attitude is to be welcomed. For work plays far too important a role in our lives. Unlike our parents and grandparents, we should not accept what they believe was their destiny: because you have to work, it doesn't really matter what you do – the main thing is, you earn a good living. No, for many of us, work accounts for a bigger percentage of our lives than anything else. We often spend more time with our co-workers than with our family, children or friends. Because of this, more and more people are now looking for work that suits their own lifestyle, their values and their aspirations. And as these aspirations and needs are becoming increasingly diverse, the world of work is becoming more and more fragmented, more varied – and more colorful.

Here at XING, we see this as a very positive development. We try to help our members lead a better, more satisfying and ultimately happier (working) life. We feel a close connection to the maxim of Frithjof Bergmann, the 88-year-old philosopher who coined the term “New Work” and whose idea of new work was something “you really, really want to do”. Behind Bergmann's words lies a broad-based socio-philosophical idea, whose radicalism and objectives by their very nature go much further than our own endeavors. What we can do, however, is make a practical contribution to ensuring that our members enjoy going to work again, and that they have work that really means something to them and suits their individual way of life. We can help them to feel that their work is not a burdensome, wasteful part of their lives, but something of which they can be proud.

“We can make a practical contribution to ensuring that our members enjoy going to work again.”

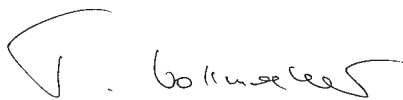
“In an effort to stimulate and strengthen this debate, we offer platforms and forums where these issues can be discussed.”

The ideas and values that guide us when we show our members new ways of improving their working lives are the same ones that underpin our social commitment. We firmly believe that we need social discourse and debate on the question of how we want to work in the future. In an effort to stimulate and strengthen this debate, we offer platforms and forums where these issues can be discussed. We create new, innovative concepts of work visibility. We bring together people with widely differing outlooks so that a wide array of viewpoints can be heard during these discussions. How we go about this forms is part of this CSR Report.

I hope you enjoy reading it! And I hope that it will be much less common in the future to come across a headline about people's dissatisfaction with the work that takes up such a large part of their lives.

For a better working life!

Kind regards,



Thomas Vollmoeller

SELF-MOTIVATION AS A SUCCESS FACTOR

The term “manager” derives from the Italian “maneggiare”, which means to handle horses. Traditional ideas of what a professional manager does are not very far removed from what we think a horse trainer does. Treating people as underlings and “subordinates” was and often still is a way to gain influence, power, possessions and profit for yourself at the expense of others.

So what skills do companies need from their employees if they are to be successful in the 21st century? Well, successful companies will need employees who are prepared to deploy all of their skills, creativity and sensitivity for the benefit of the company – employees who are self-starters and not averse to taking on responsibility. But how can a company build self-motivation and creativity when most of their current workforce is already demotivated and dissatisfied with their lives?

A working world in which the creativity and self-motivation of employees are key success factors must satisfy two requirements: a new understanding of what we call leadership and a new educational culture.

Even in the past, the idea of leaders exercising centralized control and management of human resources and developing their potential was more fictional than factual, as it presented the protagonists – those who wanted to lead as well as those being led – with an impossible task. Surely now is the time to put the beliefs of the old world behind us, no matter how ingrained they may have become.

The creative, self-motivated employee who takes responsibility for his own development, grows and does what he believes in, needs companies who are prepared to adopt new belief systems. Because companies are the ones setting and enforcing boundaries and restrictions, not the individual. The human brain is



Brain researcher Gerald Hüther is a studied neurobiologist and the author of numerous non-fiction books.

able to carry on learning throughout its life, although nobody ever harnesses the full potential of their brain's neural networks. The only problem is that the potential that lies within each employee can only be brought out by the individual himself, and not by his manager. Potential is only developed if the individual himself wants it. You can't persuade or even force someone to do this, although you can invite, encourage and inspire them. But you'll never be successful in this endeavor if you see and treat employees as a human resource or if personnel developers subject them to targets, lecturing, reviews and other measures. This is, of course, a disgraceful way of dealing with employees. Anyone who wants to equip their company for the challenges of globalization and digitalization needs to revise their thinking – and take a closer look at the findings of research into how our brains work.

“The creative, self-motivated employee who takes responsibility for his own development, grows and does what he believes in, needs companies who are prepared to adopt new belief systems.”

To maximize the brain's cognitive potential and enable it to achieve extraordinary things, people need a sense and an awareness of their own worth. This awareness is formed at a very early age, at school. And now we come to the second important reason why change is needed and why it must be brought about by society as a whole: the paradigm shift in our educational system.

The findings of brain research are clear: the school of "rote learning" in which children are compelled to struggle through the learning material is not a place that turns our children into creative and self-motivated people. The situation in these schools is basically the same as at work: there is no external motivation. All we can do is try to avoid destroying the motivation that people bring with them at the beginning. Every human being is endowed with self-motivation and creativity at birth. When we try to shape these characteristics by enforcing the guidelines of the curriculum, we immediately remove anything that does not comply with these standards. This destroys the very attributes that we later complain are missing from the working population.

“There is no external motivation. Every human being is endowed with self-motivation and creativity at birth.”

A society that values free and independent individuals must not prescribe curricula that limit its children's education, nor should it expect its workforce to focus simply on sales targets. The autonomous person is not a resource to be deployed like figures in a strategy game. The primary task of both teachers and managers is to establish an environment in which creativity and personal responsibility will flourish. They must create the conditions that encourage people to grow and develop under their own steam. These words from Antoine de Saint-Exupery aptly describe the art of doing this: "If you want to build a ship, don't drum up people to collect wood and don't assign them tasks and work, but rather teach them to long for the endless immensity of the sea."

CSR GOALS AND STRATEGY

The CSR strategy, which we adopted in 2017, defines our key areas of responsibility and sets concrete goals for what we want to achieve by 2020. The CSR strategy is based on our corporate vision “For a better working life”, which underpins our understanding of corporate responsibility and social commitment.



82.4%

OF EMPLOYEES
are satisfied with
XING as an employer

**WORK-LIFE
BALANCE**

10.7% is the
part-time ratio



**NEW
WORK
AWARD
2018**



47,000

votes for innovative
working models



DATA PROTECTION REPORT

First publication of the
voluntary report



3,805

**MAN-DAYS FOR
INNOVATION**
at our “HackWeeks”

**MARKET
PENETRATION**
in the addressable market



Initially established as a traditional career network, we are dedicated to the vision of a better, more people-focused working environment. This new world of work – or “New Work” for short – is quite different from how we see the old world of work, with its emphasis on obedience and self-sacrifice, and the need for employees to follow the dictates of their employers. XING has set itself the task of being a mentor to its members, of guiding them through the transformations taking place in the world of work and at the same time actively supporting them. 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**:

- 1. Employees
- 2. Society
- 3. Products and services
- 4. Data protection and compliance
- 5. 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 CSR Transparency Directive Implementation Act (CSR-RUG), we also considered the importance of these issues from a stakeholder perspective as well as their impact on our business activities and other associated risks.

OUR KEY TOPICS

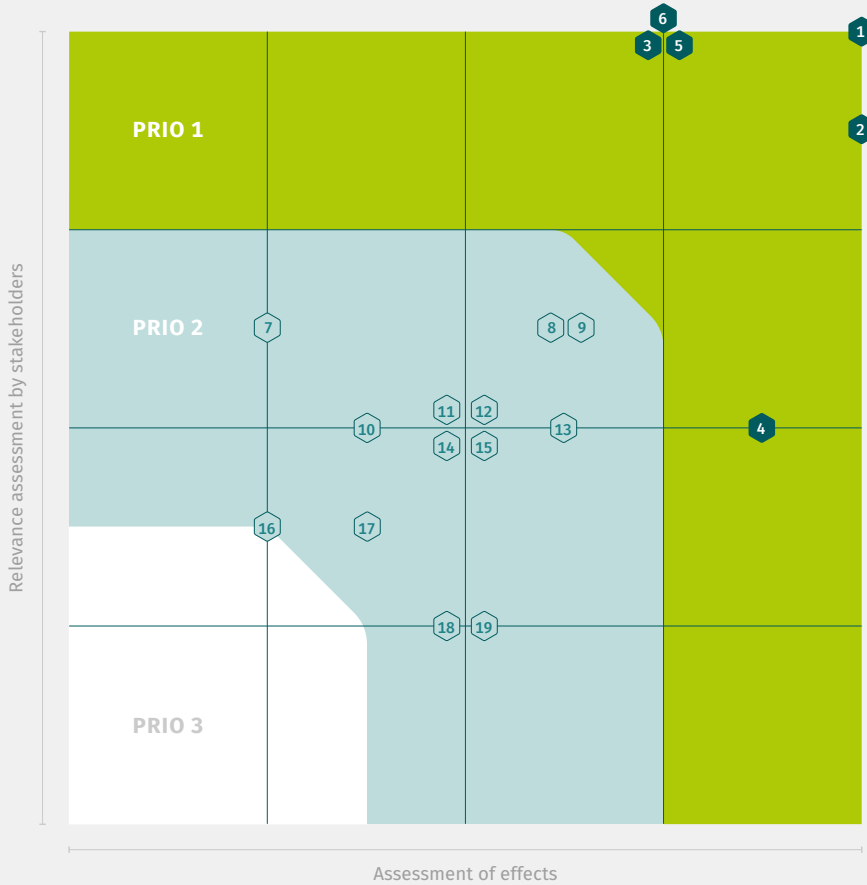
In 2017, we defined six key topics for which we have set ourselves targets up to 2020.

WE ACHIEVED ALL OUR GOALS IN 2018:

- **Employee satisfaction:** employee satisfaction rate, assessed at regular intervals via an online survey (page 16 “Employees”)
 - ☑ Slight increase from 82 to 82.4 percent
- **Work-life balance:** the part-time ratio of our employees, consisting of permanent and temporary work models (page 17 “Employees”)
 - ☑ Target figure of more than 10 percent: 10.7 percent
- **New Work know-how:** size of the vote at the XING New Work Award (page 25 “Society”)
 - ☑ Increase from 25,000 to around 47,000 votes
- **Innovation management:** number of employees from product teams in man-days per year participating in XING “HackWeeks” (page 33 “Products and services”)
 - ☑ Increase from 1,570 to 3,805 man-days
- **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 32 “Products and services”)
 - ☑ Increase from 49 to 56 percent
- **Data protection:** publication of an annual voluntary data protection report by the Data Protection Committee (page 38 “Data protection and compliance”)
 - ☑ Publication of the first Data Protection Report

* 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.

OUR CSR TOPICS – MATERIALITY MATRIX*



EMPLOYEES

SOCIETY

PRODUCTS AND SERVICES

DATA PROTECTION AND COMPLIANCE

ENVIRONMENT

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

- 3 New Work know-how
- 10 Employee commitment

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

- 6 Data protection
- 7 Compliance

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

OUR CSR MANAGEMENT

A Steering Committee, which was established in 2017 and is staffed by the Vice President Corporate Communications, the Director Investor Relations and the CSR Coordinator, helps us to measure progress towards our goals. The Steering Committee prepares forward-looking decision models for the Management Board and advises on the continued development of our CSR effort. It is also responsible for 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 CTO. These persons are responsible for implementing measures and for calculating the key figures for their own specialist areas.

The Management Board is regularly 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.

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. Regular dialogue helps us identify new trends and requirements at an early stage and respond to them by modifying our strategic orientation.

Key stakeholders for us are:

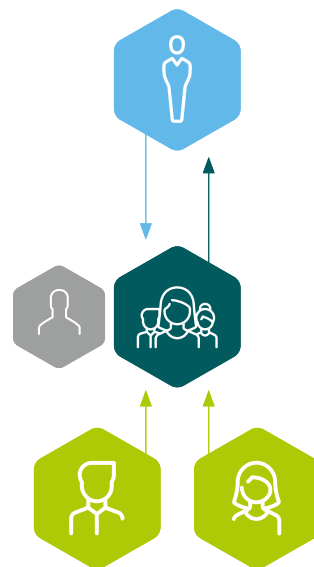
- ➔ Capital providers (investors, analysts, banks)
- ➔ Partners (customers, employees, suppliers, service providers)
- ➔ The public (legislators, authorities, the judiciary, associations)
- ➔ Society (media, education, NGOs)

In order to gain new ideas and feedback for our CSR strategy, we take part in investor conferences like the Berenberg Bank’s West Coast Consumer Conference in San Francisco. At these conferences, we talk to our investors about matters such as our financial performance indicators as well as about our social commitment and environmental targets, like reducing carbon emissions.

CSR-GOVERNANCE

We have established a CSR governance system within the Company to enable us to implement our CSR strategy in a targeted manner.

- 1 Management Board as most senior decision-making body
- 2 A CSR Coordinator is responsible for CSR activities.
- 3 The CSR Steering Committee adopts proposed resolutions and coordinates with the various departments.
- 4 The heads of the various departments ensure that resolutions are implemented.



To extend our commitment to CSR, we have also held discussions with non-governmental organizations (NGOs) such as “commonpurpose” and initiatives such as “wir.zusammen” and the “UN Global Compact”. During these discussions, we have received some valuable insights into how to improve our work on the environment (page 40), for example, or on human rights in a digital context (page 35), and have also gained new ideas for our “Mentor Month” (page 29) refugee initiative.

At the 2018 “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 unconditional basic income.

To keep a watchful eye on important innovations and on political developments that matter to us as a company – so that we can react to them quickly when necessary – we are represented in Berlin and Brussels by a Public Policy Manager, who maintains regular contact with representatives from politics, associations and government offices.

Also, to ensure that our digitally transmitted information continues to enjoy the highest level of trust among our users*, we have collaborated closely with the Hamburg Commissioner for Data Protection and Freedom of Information on our implementation of the General Data Protection Regulation. We are therefore confident that we fully comply with the requirements of the General Data Protection Regulation. We are also a member of the Alliance for Cyber Security, an expert group of the Federal Office for Information Security.

ONGOING DEVELOPMENT OF OUR CSR STRATEGY

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

However, we have decided to further expand our engagement with New Work. We wish to make the opportunities offered by the radically changing world of work accessible to as many people as possible, and to do this where we will be most effective – in education.

After all, rethinking work also means rethinking education. Successful companies need employees who are prepared to deploy all of their creativity and sensitivity for the benefit of the company – employees who are self-starters and not averse to taking on responsibility. They must see themselves as explorers and receive support to implement their ideas. Our education system as it is today does not prepare them for this very well at all.

We have therefore set ourselves the task of supporting initiatives that display innovative thinking about education and explore new ways of encouraging different stakeholder groups in different ways – tailored to their needs.

* Social Media Atlas 2016 / 2017





ACTION AREA

EMPLOYEES

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 to XING and retain them over the long term. Together, we put New Work into practice – and offer the best possible working conditions.



PRIO 1 TOPIC
Employee satisfaction

82%

82.4%

of employees on average were satisfied with XING as an employer in 2018.

The weekly company meeting held in Hamburg is broadcast to all of our offices via a video link.

“For a better working life” – our corporate vision guides us not only in our day-to-day work for our customers, but also in our own corporate culture. Working at XING means working at an agile company that is playing a pioneering role in many areas of the New Work movement. Our goal is to create an environment in which our employees can develop their talents. This involves actively encouraging them and giving them the space to find a good balance between their private and professional lives. To this end, we pressed ahead with successful initiatives in 2018 and established some new ones. This is especially important considering our company’s rapid growth: we now have **1,562 employees** working at our seven offices (2017: 1,290). We consider it a given to hire staff irrespective of their age, gender, sexual orientation, skin colour or nationality. We advertise and fill vacancies in line with the German General Act on Equal Treatment (AGG).

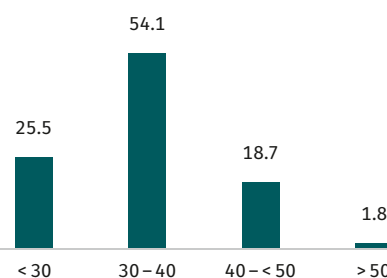
SATISFIED EMPLOYEES ARE OUR GREATEST ASSET

Employee satisfaction is a key indicator of our performance as a company. Satisfied employees identify with their employer and are prepared to commit to the Company in the long term. We therefore measure our employees’ satisfaction weekly across all of our offices using an anonymous online survey. 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. Our goal is to maintain an annual rating of at least 70 percent employee satisfaction until the year 2020. In 2018 we were able to slightly increase the already high ranking of the previous year from 82 percent to 82.4 percent (figure averaged over twelve months).

Employees by gender in %



Employees by age structure in %



To address the issues concerning our employees, a member of the Management Board and a representative of the Employee Committee (Employee Committee, page 21 “Employees”) comment on the five most relevant remarks by employees at the weekly company meeting. The meeting is held in Hamburg and broadcast to all of our offices via a video link. In view of our tremendous growth, we relaunched our most important internal communication tool in 2018: 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.

To make our employees feel at home with us, we offer a range of benefits that can vary from one location to another. These include, for example, a company pension scheme, reduced price season tickets for public transport, in-house sports lessons, discounted gym membership, subsidized restaurant vouchers, organic fruit, and smartphones or tablets for personal use.

REFINEMENT OF SALARY TRANSPARENCY INITIATIVE

We believe that transparent salaries are an important basis for a dialog between equals. We therefore launched a company-wide salary transparency initiative in 2017, which is being continually refined based in part on feedback from our employees. Our first step was to define XING-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. Less than a year later, this figure is under two percent. The salary bands are compared annually with current market data and adjusted if necessary. Our goal is to guarantee competitive, market-based remuneration for our employees and create transparency to enable a dialog on an equal footing when employees talk with their managers.

FOCUS ON WORK-LIFE BALANCE

We firmly believe that work needs to fit comfortably into life. Our employees enjoy flexible working hours and can work from home 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, all employees can reduce their working hours to 80 or 90 percent with advance notice. Temporary part-time work is also possible.

The key indicator we measure ourselves against here is the number of employees who take advantage of the option to work part-time, whether temporarily or permanently. Our goal is to keep the ratio of part-time above 10 percent. In 2018 we reached this goal once again, with 134 employees, or 10.7 percent, working part-time at the end of the year*. Employees are also allowed a special day off in the event of a death in the family, a birth or a wedding.

* Our total workforce comprises 1,251 employees. This includes the active and passive permanent employees of all companies (except InterNations, kununu US and kununu engage GmbH). Passive employees are those on maternity / parental leave or those taking other longer absences such as long-term illness, Holiday+, and sabbaticals.

PRIO 1 TOPIC
Work-life balance

134

employees worked part-time in 2018 (10.7%).
We have thus achieved our part-time target of 10%.

TOP 100

XING was recognized as one of the 100 best companies for women and families in 2018.



The first „Female Executive Learning Journey“ was attended by twelve women from different XING sites.



3 QUESTIONS FOR STEFAN MUNZ Team Lead Engineering, 80 percent part-time:

HOW LONG HAVE YOU WORKED AT XING, AND WHEN DID YOU START WORKING PART-TIME?

I've been at XING for seven years now. My son was born two years ago. I've been working part-time for a year in order to have more time for my family.

WHAT DOES PART-TIME WORK ALLOW YOU TO DO?

Part-time helps us tremendously because we can stick to the fixed daycare center times. My wife works 80 percent as well, and without my part-time schedule it would be difficult to arrange child care in a sensible way.

HOW DOES IT AFFECT YOUR WORK?

I've become a lot more efficient because I only have six hours a day to work instead of eight. My teammates, who supported me during my eight months of parental leave as well, are totally understanding. If meetings run a bit later in the afternoon, I still have to leave promptly. But I did have to learn to sometimes say that I was out of time.



The magazines Brigitte and Eltern also counted us among the 100 best companies for women and families in 2018. Companies throughout Germany were asked about their policies for promoting women and supporting families. 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.

This recognition has confirmed that we have created the right conditions for reconciling work and private life.

DIVERSITY INITIATIVE LAUNCHED

We believe that mixed teams with different points of view are more creative and deliver better results. Diversity is one of our strengths – we see this in our daily work with people from a total of **55 countries** and with English as our official company language. We want to make improvements when it comes to promoting talented women into management positions. At the start of 2018, an average of 21.6 percent of the managers across all management levels at XING 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 were women. This number rose to 19 percent by the end of the year.



Together with their managers, the participants go through four training phases within one year.

To improve this proportion even more, we launched a program in 2018 for offering targeted support to talented women. For our Female Executive Learning Journey, twelve women who already hold leadership roles or are on track for them were chosen from across all of 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.

In 2018 we also held the first Female Innovation Day, a professional development opportunity for women interested in tech from outside of our company. The 30 participants spent a day and a half in our company developing a product with the help

“Thanks to the Female Executive Learning Journey, I started actively thinking about where my career is going and how I can plan it better. Until now, things have always just happened. The program also helped me reflect on critical situations in the past and learn from them for the future.”

Angela Rumpl, participant in the first Female Executive Learning Journey, Team Lead Engineering at kununu



of virtual reality, voice recognition, image recognition, coding and Lego bots. XING employees from each division were on hand as mentors.

CONNECTING WITH DIVERSITY INITIATIVES

To include new ideas in our diversity management activities, we 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, and the Global Digital Women initiative, which also campaigns for more women in tech.

In 2019 we also plan to sign the German Diversity Charter, a voluntary commitment for promoting the recognition, appreciation and integration of diversity in the German business world.

EXPANSION OF TRAINING AND CONTINUED PROFESSIONAL DEVELOPMENT

We consistently invest in the training and continued professional development of our employees, because the promotion of new and existing skills, even those beyond an employee’s area of work, is a key element in managing the entire XING workforce. Our training programs continually evolve, and in 2018 they included an internal workshop on the topic of unconscious bias as well as a training session on remote management and work. The latter helps us provide the best possible support to employees working across all of our offices and from home. The new initiatives supplement our existing program. In addition, our employees can attend weekly language courses for a small monthly fee and take advantage of our internal and external training opportunities in consultation with their supervisor.

Health check-ups are one of the services offered during Fresh Up Weeks.



Weekly exercise courses during lunch break or after work ensure a good balance.



Our CPD program includes numerous workshops, including one on agile work.

Another key factor in our success is the expertise of our 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.

In 2018, XING had twelve trainees (2017: 8) who received training in the fields of media design, office management, marketing communication, and IT as well as the new field of e-commerce.

PROMOTING THE HEALTH OF OUR EMPLOYEES

The health and occupational safety of our employees is a top priority for us. We therefore make sure that all of our offices comply with the statutory regulations such as an annual health and safety instruction. We also run special programs designed to raise the awareness of our employees of their own health. In 2017, XING in Hamburg held the first Fresh Up Weeks, an event that now takes place annually. Over a period of three weeks, our employees can take advantage of various health offers that suit them, such as skin cancer screening, back exercises for the office or a resilience workshop. These are supplemented with expert lectures. Starting in January 2019, the Fresh Up Weeks will spread from Hamburg to all of our other offices, where offers will be provided in three main areas: Action, Health Check-ups and Resilience.

Since January 2018, each employee has had the option to work with standing desk after consultation with their supervisor, without the need for a doctor’s certificate. Sitting is said to be detrimental to health much like smoking, so it is important to us to offer preventive measures here.

Our health services are rounded out by professional counseling for coping with personal difficulties, which we offer in partnership with the Fürstenberg Institute. Employees can take advantage of individual counseling services – anonymously if desired – by telephone, email or in person, on their own or together with family members, to help them better reconcile their work and family life and tackle professional, personal and health issues. In 2018, 140 employees made use of the various services (2017: 155).

EMPLOYEE COMMITTEE EXPANDED

The Employee Committee (EC) is our alternative to a works council. We created it in 2015 as a flexible employee representation body that fits with our company. New committee members were appointed in 2018. Our employees elected 19 of their colleagues – nine more than in 2017 – to serve on the committee for 24 months. Since the election in 2018, the EC has been represented in Zurich and Porto as well for the first time.

The Employee Committee springs into action when employees approach the committee on their own initiative with a problem. 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.

In 2018 the Employee Committee participated in a number of initiatives, including the enhancement of the salary transparency initiative, the new IT policy and the expansion of home office opportunities.

ACTION AREA

SOCIETY

As a professional network, we put millions of people in touch with each other. XING helps its members to build and expand their own networks, many of which form the nucleus of modern and sometimes completely new forms of work. We see it as our responsibility to promote public debate on New Work because we share a vision that the world of work will be better in the future.





The Elbphilharmonie in Hamburg – venue of the second New Work Experience



Richard David Precht speaking at the New Work Experience

“For a better working life” – this is the vision to which we are committed. We strive to improve the working world of tomorrow by giving as many people as possible access to the opportunities resulting from changes in the way we work today. We believe that working time is living time – and everyone should be able to do what they really want.

Globalization and digitalization have led to value changes which mean that nine-to-five jobs, hierarchical structures and traditional power imbalances are no longer the only roles to aspire to. Flat hierarchies, flexible working models and location-independent work are becoming increasingly important.

Through our daily interaction with users and customers, we have developed a deep understanding of the current needs of employers and employees, and we can see which trends are emerging. We feel it is our corporate responsibility to use this knowledge to help shape the discourse around new concepts for the future of work. We represent the interests of our members by helping them develop their networks and configure their work so that it fits with their life.



Each year since 2013 we have presented the New Work Award for innovative work models.

The New Work Sessions in Halle took place in 2018 in a unique location – the historic tram depot.



PRIOR 1 TOPIC
New Work
know-how

1,600
people attended the New Work Experience, the largest conference in the German-speaking countries on the future of work.

25,000
47,000
votes – In 2018, we almost doubled the number of votes year on year.

PROVIDING A PLATFORM FOR DISCOURSE ABOUT NEW WORK

We further enhance our position on the issue of New Work in 2018 and consistently refined our initiatives with the goal of promoting public debate about how we want to work in the future and providing a platform for this discussion. We consider ourselves a pioneer here in the German-speaking countries.

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 second time in 2018 on an even larger scale. Nearly 1,600 attendees and over 80 speakers talked about the working trends of tomorrow in the Elbphilharmonie concert hall in Hamburg.

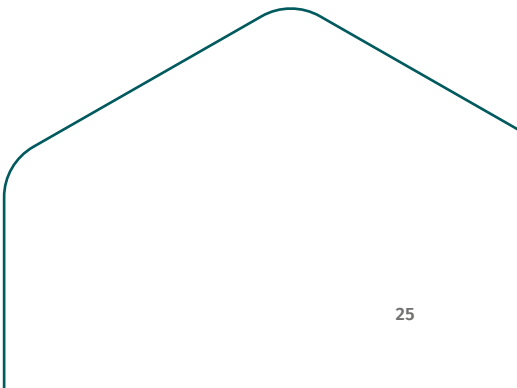
The **New Work Sessions**, a program of smaller events associated with the New Work Experience with a local focus and mixture of impulse lectures and best-practice workshops, were held in three cities in 2018: Vienna, Halle and Cologne.

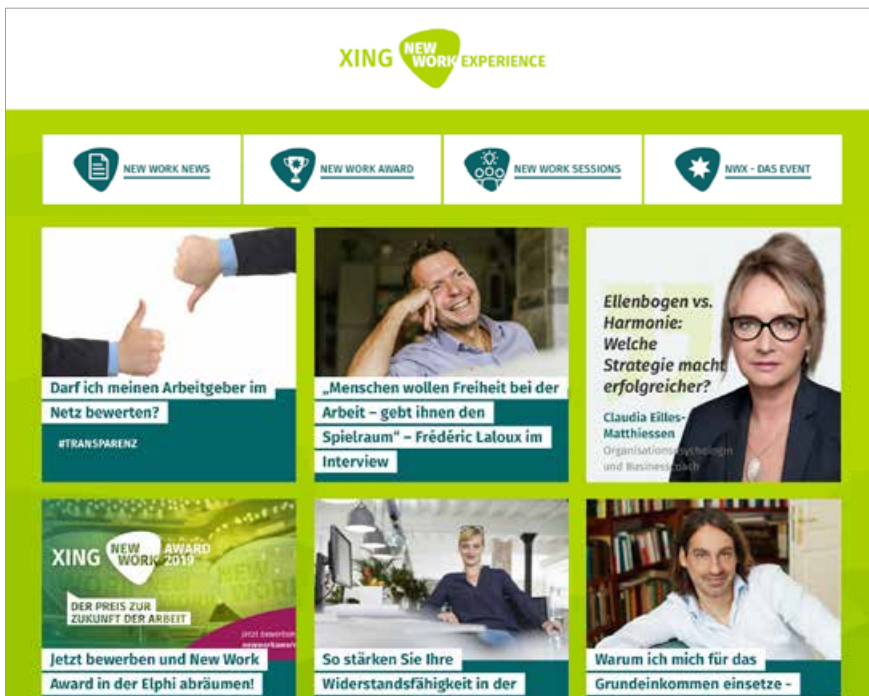
NEW WORK AWARD DOUBLES ITS REACH

Each year since 2014 we have presented the New Work 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. To give the models the greatest possibility visibility, we want to continually expand the reach of the New Work Award through the voting process.

We take the number of user votes as an indicator. In 2018 we received around **47,000 votes** from 15,647 people, almost twice the number of votes from the previous year (2017: 25,000). One of the reasons for this improved reach can be a stronger media presence. The awards are presented to the winners at the New Work Experience conference.





The New Work Experience Hub is a window onto all of our events and articles relating to the topic of New Work.



15 TRENDS FOR THE FUTURE OF WORK – THE NEW WORK TRENDBOOK

What developments will affect the labor market in the coming decade? To mark the 15th anniversary of XING, we worked with futurologist Professor Peter Wippermann to explore the 15 most important trends for the future of work and published them in the **New Work Trendbook**. Leading trends include work-life separation, “silver workers” (working at an older age), and gig working, the rise of project-based work. The Trendbook was downloaded **140,000 times** by the end of 2018. → [Trendbook](#)

To ensure these trends reach as many people as possible, we launched a supporting three-week campaign. Through our XING Klartext online magazine and articles from our XING insid-

The New Work Trendbook contains the 15 most important trends for the future of work.



ers – industry experts who blog about current and future issues – our members could participate in numerous discussions about the new world of work. This campaign reached a total of **214,000 people**. All of the articles can be found at → [Zukunft der Arbeit](#)

In order to track current developments relating to New Work and make valid statements about them, we regularly conduct studies on the topic of work. Last year we carried out a study on salary transparency and a labor market study in cooperation with the Institute of Labor Economics (IZA). One of the findings was that the borders between work and leisure time are becoming increasingly blurred.

NEW CONTENT PLATFORM: NEW WORK EXPERIENCE HUB

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. The leading New Work podcast, “On the way to New Work” hosted by Michael Trautmann and Christoph Magnussen, has also been integrated into the hub as part of a partnership. The podcast regularly features interviews with New Work influencers who describe the dynamics of change and trends in the new world of work.

→ [New Work Experience Hub](#)

EDUCATION IS THE KEY

To make the opportunities offered by the radically changing world of work accessible to as many people as possible, we want to focus more on where the foundations are laid for a better working world – in education. After all, rethinking work also means rethinking education. Successful companies need employees who are prepared to deploy all of their creativity and sensitivity for the benefit of the company – employees who are self-starters and not averse to taking on responsibility. Our education system as it is today does not prepare them for this very well at all. We have therefore set ourselves the task of supporting initiatives that display innovative thinking about education and explore new ways of encouraging different stakeholder groups in different ways – tailored to their needs.

One example of this is the Futurepreneur company, which gives young pupils the opportunity to found a company during their summer vacation. This program helps the students learn to think in an agile way. XING picks up where this “summer entrepreneur” initiative leaves off: Together with one of our XING coaches, we have developed an individual workshop where the students can apply their skills in simulated job application situations. This should make it easier for them to start their working life.



Schoolchildren and students of “ROCK YOUR LIFE” visit XING

We also support other initiatives with educational programs, IT services and donations to help them with employee development or strengthen their connection to the labor market. These initiatives include “Das Geld hängt an den Bäumen” (Money Grows on Trees), which provides jobs for people who have experienced long-term unemployment and those living with handicaps, and the “ROCK YOUR LIFE” initiative, which offers a one-on-one mentoring program by university students for young people from socially difficult backgrounds to accompany them on their journey into working life.

3 QUESTIONS FOR SVENJA WEBER

“Money Grows on Trees” social education initiative:

WHERE DID THE IDEA COME FROM TO FOUND “MONEY GROWS ON TREES”?

We wanted to give people with handicaps a full-fledged job which not only keeps them busy but also enables them to add value to the company. We started with apple harvesting and juice production in the region around Hamburg, and now we also offer gardening services for private households and companies as well as trash removal.

HOW DID THE COOPERATION WITH XING COME ABOUT?

A few XING employees had helped us harvest apples in the past during your “Prototyping and Social Days”. Then last year XING approached us and asked if they could also support the continued professional development of our employees. I thought this fit very well because XING has the necessary know-how and is rethinking the world of work. This perfectly suits our approach, which also involves taking new paths.

WHAT EXACTLY HAVE YOU DONE?

We’ve jointly developed a workshop for our managers with the professional support of a XING leadership trainer. The challenge here is that most of the employees supervised by our managers have different handicaps. We work with people with autism, hearing loss and nearly total sight loss, but also people without handicaps, such as those who have experienced long-term unemployment. These special requirements make the already challenging task of leadership even more difficult. The XING workshop really helped us find new approaches. We look forward to further pursuing them with XING.





Doing handicrafts with the children of the Ronald McDonald House

€25,000

is the budget for the Prototyping and Social Days.

€20,000

was donated to the Sternenbrücke children's hospice and the Rauhes Haus aid organization in Hamburg.



Baking for the Hamburg "Tafel" charity

In the long term we want to integrate this educational approach into our New Work events, so we are introducing an Education Panel at the New Work Experience conference. The experts on this panel will talk about how education should be designed in the future to prepare people for the working world of tomorrow.

More detailed information and first-hand reports about our social initiatives are available on our XING blog: → [XING-Blog](#)

SOCIALLY COMMITTED EMPLOYEES

As part of our commitment to New Work, it is important to us to give our employees space to get involved in social projects or develop new product ideas. Each year we hold "Prototyping and Social Days" at XING, which give all of our employees the opportunity to dedicate three days to the project of their choice, either working for a charitable cause (= Social) or developing new products (= "Prototyping", page 32 "Products and

services"). For the social projects, the company provides a budget of €25,000 and the employees are given three days off work. At the end of the three days, they present their projects to their colleagues and the Management Board, and votes are cast via an app. The winning projects receive an additional budget to further support the social initiatives.

Last year a total of 332 employees participated in the "Prototyping and Social Days", with 279 of them working on social projects. Our employees took part in 25 projects, including one for Hamburger Tafel (Hamburg Table), a meal service for homeless people, and one for Hamburg's Ronald McDonald House, which provides temporary accommodation for families with seriously ill children. In addition to these social projects, some employees spent three days working on environmental protection (page 45 "Environment").



The Mentor Month workshop series takes place up to six times a year



MENTOR MONTH INITIATIVE: XING HELPS REFUGEES ENTER THE LABOR MARKET

Mentor Month was established in 2017 as a sub-project of the “Prototyping and Social Days”. This initiative helps refugees prepare to enter the German labor market. In a one-month workshop series that takes place up to six times a year, 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.

Our goal for 2018 was to give around 20 percent of our participants a foothold in the labor market either as interns, apprentices, trainees or employees. And we achieved this: 24 percent of the workshop attendees subsequently found a job in 2018 – some of them at XING. In the future we want to offer jobs to five participants each year.

We also intend to work more closely with the German Federal Employment Agency, which is often the first port of call for refugees. We plan to coach refugees who contact us through the Federal Agency, and in turn we can suggest suitable jobs to our program participants with the help of the Agency. This will lay the foundations for long-term integration into our society.

24%

of Mentor Month participants have found employment.



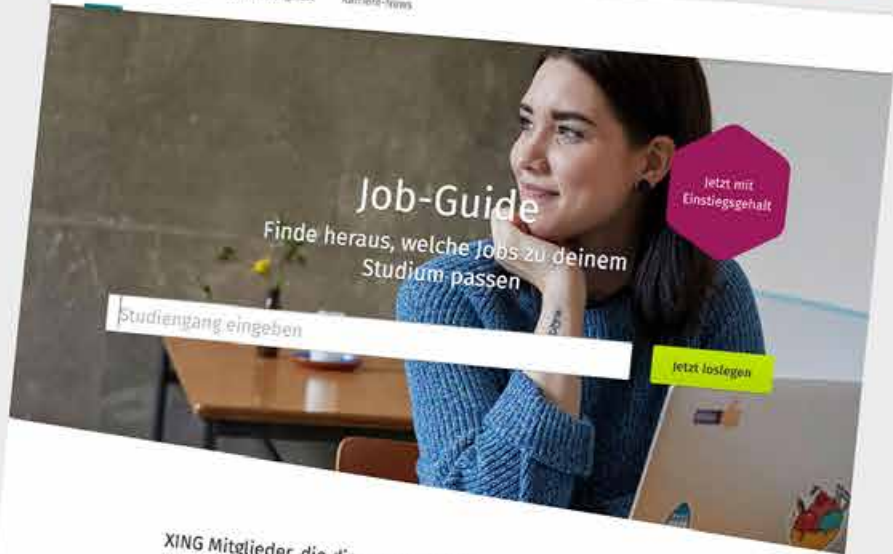
Around 150 parcels were packed by our employees for the “Christmas in a box” initiative.

The Chief Financial Officer’s division also spends half a day each year before Christmas contributing to other social projects. Employees from the Legal, Accounting and Controlling departments, among others, supported 12 initiatives in 2018, including working with Hinz & Kunzt magazine for homeless people and helping senior citizens learn to use digital devices.

FUNDRAISING FOR CHILDREN

Our annual Christmas donation of €20,000 went to the Sternbrücke children’s hospice and the Rauhes Haus aid organization in Hamburg. For the latter, we supported an education fund that provides language trips, music lessons and digital learning devices to children from various backgrounds.

We also support the Christmas in a Box initiative, which distributes packaged presents to needy children worldwide. In 2018 we were able to contribute around 150 boxes packed by our employees.



XING Mitglieder, die dies studiert haben, arbeiten heute als:



Anwalt

Das Berufsfeld von Juristen ist facettenreich. Du kannst dir vorstellen, dich während eines Studiums intensiv mit rechtlichen Normen auseinanderzusetzen, um später Konfliktsituationen zu lösen oder als Beistand bei gerichtlichen...

Mehr erfahren

ACTION AREA

PRODUCTS AND SERVICES

There is one goal underlying all of our products and services: to be a mentor to our members in their careers. Our mission is to support their needs, and by doing so, contribute to a better working environment.



PRIO 1 TOPIC

Use and
growth in
membership**27 million**

is the number of white-collar workers in the German-speaking countries in 2018 according to our calculations.

56%

of white-collar workers use XING.



Through our products and services, we accompany our members in their day-to-day work and support them on their journey through working life. Our mission is to be a mentor to our members and offer them guidance on the individual professional path they want to take. This might be a traditional career, an occupation that can be balanced with their personal lives, or a job with social responsibility. We continually refine our products to achieve this.

In addition to our paid products, we offer free products that meet the various needs of our members. 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. For corporate customers, we offer a number of New Work tools in the form of e-recruiting solutions to help HR professionals find and actively address the most talented individuals – in this age of digitalization, with a shortage of skilled workers – which, in turn, benefits XING's members.

GROWTH IN USE AND MEMBERSHIP

To help bring lasting improvement to the working lives of as many people as possible, we want to reach as many people as possible.

We therefore aim to maintain 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* there are in the German-speak-

ing countries and how many members are registered on our platform. The number of XING members on our platform has grown from 13.4 million (2017) to 15.3 million (2018). According to our calculations, there were around **27 million** white-collar workers in the German-speaking countries in 2018. This results in a relative market penetration of **56 percent** for XING.

In addition to membership numbers, usage figures are an important indicator of our market penetration. We have these figures measured by external sources. In 2018, 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 8.2 million unique users in the period between January and December 2018. This is the number of people using XING as a platform. We therefore saw a slight increase compared to 2017, when we had nearly 8 million unique users. According to the German Audit Bureau of Circulation (IVW), we recorded nearly 50 million visits per month over the same period – compared to just under 48 million visits per month in 2017.

PROMOTING INNOVATION THROUGH “HACKWEEKS” AND “PROTOTYPING DAYS”

Our members expect us to continuously develop our products and services to meet the constantly changing needs of users. Our innovative power comes from our workforce. During our “HackWeeks”, which take place three times a year, members of the product teams in all of our offices have the opportunity to spend a week developing product ideas or testing previously developed products. The “HackWeeks”, which began in 2011

* 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.

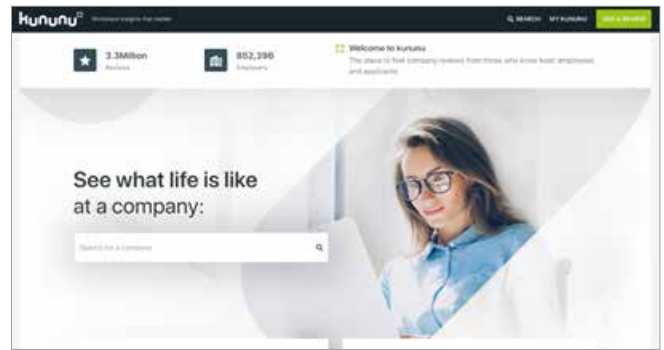
under the patronage of our Chief Technology Officer, are organized independently by the employees, who present their results to their colleagues at the end of the week.

To continue promoting this engagement, we want measure ourselves against a key indicator that we defined in 2017 in the context of our CSR strategy: the number of employees from the product teams participating in the “HackWeeks”, as calculated in man-days. In 2018 a total of 761 employees took part in three “HackWeeks” for five days each. This amounts to 3,805 man-days. We therefore doubled our number of participants (2017: 314 participants) and nearly tripled the number of man-days (2017: 1,570 man-days).

In addition, all employees have the opportunity to develop cross-disciplinary product ideas during our annual “Prototyping Days” (as part of our “Prototyping and Social Days”, page 28 “Employees”). For example, in various projects our employees tested the user-friendliness of products, optimized individual product functions and thought about solutions for eliminating software bugs. One of the products developed during the “Prototyping Days” can now be found in a modified form on the XING Campus.

XING JOB MARKET FOR TARGETED JOB SEARCHES

The XING Job Market enables our users to search for and find jobs that offer salary transparency and a New Work environment, such as flexible working hours, health programs or dog-friendly offices. Employees can thus find the job that suits them, and employers can distinguish themselves by offering conditions for a better working life. With the salary transparency feature, our users in Germany, Austria and Switzerland can see the expected salary range for a specific position. This applies not only to the XING Job Market but also to advertisements



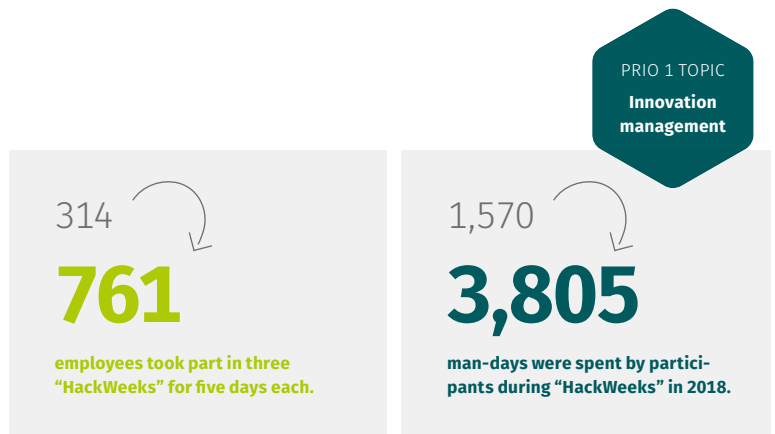
Employer reviews on kununu enable job searches with transparency

on other platforms, which users can store in their XING Job-box – a practical tool that helps job seekers organize and keep track of digital job advertisements. If the salary information is not stated by the company, XING suggests a figure based on an estimation model developed in-house. This was calibrated in 2017 using 500,000 salary figures provided on the platform and is continually updated and adjusted based on user feedback. The results of the study on which this data model was based were published for the first time in 2018 in the XING salary study, so they are now freely available to a wider audience: → Gehaltsstudie

We also create job search transparency through the employer reviews from our subsidiary kununu. Employees provide information about factors such as salaries, career opportunities and benefits. Job-seekers can also view “workplace insights,” such as whether they already know people working for their employer of choice and what the confirmed employee benefits are.



Three times a year, our “HackWeeks” take place at all XING sites.



NEW WORK CALLS FOR NEW RECRUITING

In an age of digitalization and a shortage of skilled workers, human resources faces major challenges. With our XING e-recruiting solutions we offer a number of New Work tools to help HR professionals find and actively address the most talented individuals – which, in turn, benefits XING's members. For example, the XING TalentpoolManager can manage potential candidates in a talent pool and thus shorten the time-to-hire, and the XING ReferralManager can be used to reach suitable candidates who might be looking for a job in the professional and personal networks of a company's employees. Employers can also take advantage of modern employer branding services to attract the attention of talented job-seekers.

We also support HR managers in managing the entire process from vacancy to hiring using a software package, making it effective and efficient. This is made possible by introducing the Prescreen applicant management system in 2017. For instance, HR managers can place job advertisements on the career pages of their own company as well as in networks and on job portals, document applications and sort them by relevant criteria, create a talent pool for filling future vacancies, and even perform assessments to verify the aptitude of candidates.

FREELANCER MANAGEMENT PRODUCT INTRODUCED

Instead of climbing the career ladder in a predetermined way, more and more professionals are experiencing careers with many different phases, in which traditional employment conditions alternate with periods of working as a freelancer. We see a fast-growing market here. XING already has more than 400,000 freelancers on its platform. At the same time, there are no standard solutions for freelancer management or the process of helping companies and freelancers find each other. XING wants to change this with HalloFreelancer and the introduction of a FreelancerManager tool. Freelancers can register for free

on HalloFreelancer. Companies have the opportunity to improve their internal organization. With FreelancerManager, companies can pool the freelancer knowledge they acquire over the years and give everyone in the company access to it.

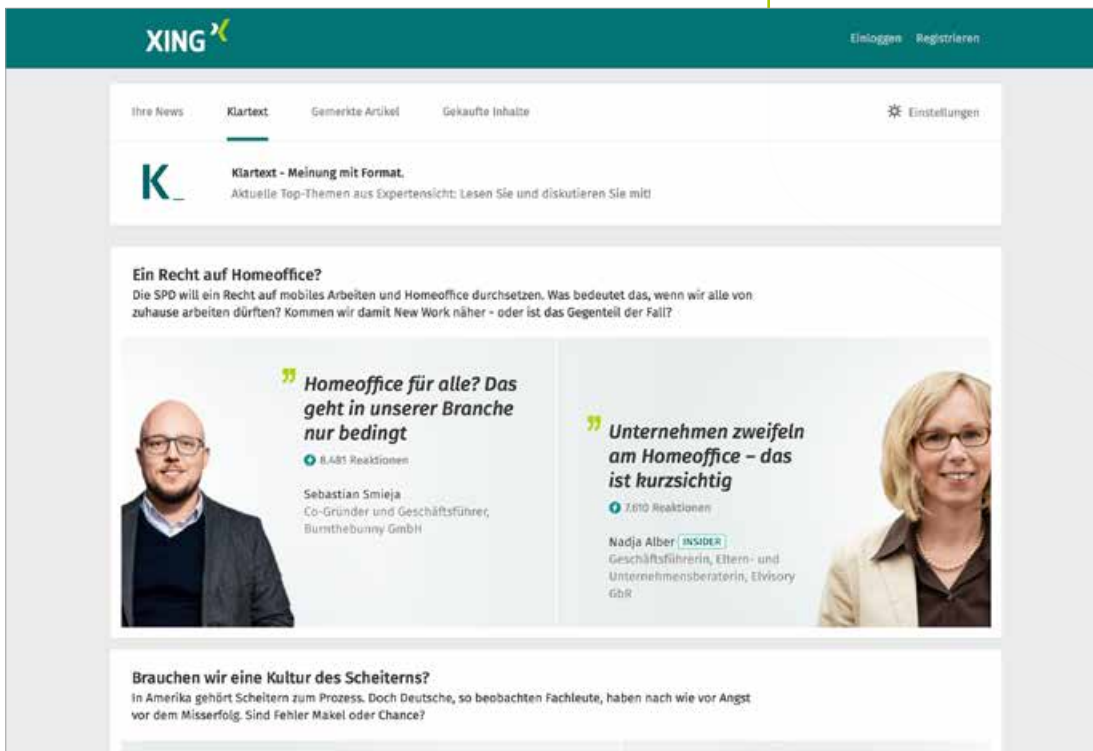
NETWORKING CAPACITY EXPANDED FURTHER OFFLINE AS WELL

Even in the digital age, nothing can replace personal interaction. That's why we regularly bring people together in professional live networks and offer them numerous opportunities at more than 130,000 professionally relevant events per year. With the acquisition in 2017 of InterNations – a specialist for local offline networking – we are further expanding our expertise in this area and offering contact opportunities worldwide. InterNations now has 3.4 million members in 420 cities and offers people who have moved to another country for their career opportunities to network and talk with other members in similar life situations. We offer solutions for companies wishing to help expats relocate and integrate socially in their new homes. Each year, the "InterNations Changemakers" program gets over 10,000 expats in more than 45 cities involved in helping good causes. → [InterNations](#)

XING CAMPUS CONTINUES TO EVOLVE

More than 700,000 students are now registered with XING, and we want to support them both during their studies and especially as they enter the working world. We therefore offer free job guidance information, and in the Job Guide we match students with suitable jobs based on their course of study. We continue to invest in the student segment in order to understand how XING can best meet the needs of students. In 2018, for example, we developed a personality test to offer very individualized career orientation to students. The test provides feedback on characteristics such as a student's aptitude for enterprising, artistic, technical and social occupations. Based on this, XING suggests potential careers that fit with the result: → [XING Campus](#)

Tailor-made solutions for HR managers in times of skilled-labor shortage and digitalization



XING Klartext features new content daily on current cultural and business topics which members can discuss on the platform.

QUALITY IN CUSTOMER SERVICE IMPROVED

The XING platform's customer service function is our way of listening to users – and an important source of feedback. Customers can contact us by telephone to discuss their concerns and urgent issues directly. For this purpose we restructured the telephone menu of our customer hotline in 2018 to route callers even faster and more efficiently to the right contact.

Another way for customers to contact us is by writing to us via the XING platform's Help section. The platform is a way of making sure that user feedback is regularly incorporated into the design of our products. A total of 99.87 percent of all written inquiries to which our customer service department responded received a resolution code in 2018 (2017: 95 percent). Overall, 240 (2017: 229) different codes allocate the queries to the relevant business units, products and processes, which allows for a systematic quantitative and qualitative evaluation. We can see, for example, how well new features are being received by users and where there is still some room for improvement.

HUMAN RIGHTS ON THE PLATFORM

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: guaranteeing freedom of expression. In our XING Klartext online magazine, which features new content daily on current cultural and business topics, experts adopt different positions on controversial issues and XING members 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 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).

As the largest distributor of business news through our XING News format, we are also aware of our responsibility to ensure balanced reporting. Our daily industry newsletters enables users to stay on top of the most relevant issues in each industry and then discuss current developments with other experts and their own boss – as equals.

SUSTAINABILITY IN PURCHASING ENHANCED

We take responsibility not only for our products, but also for the purchase of services. In mid-2018 we integrated a supplier questionnaire into our Synertrade purchasing tool. We ask questions such as whether the supplier's working environment is non-discriminatory, minimum wages are paid, the supply chain excludes child labor, freedom of association and collective bargaining and environmental concerns are taken into account. These questions pertain to the legal requirements arising from the German CSR Directive Implementation Act, which include compliance with human rights, workers' rights and environmental aspects. Completing the questionnaire is still voluntary at the moment, but we are currently reviewing whether we can make it mandatory for our suppliers.

ACTION AREA

DATA PRO- TECTION AND COMPLIANCE

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 digital network, we process large amounts of data – which means that we have a great deal of responsibility.



For a better
working life.

Enable
professionals
to grow.



More than 15 million members trust us with their data. Protecting this data the best we possibly can is our top priority. When the EU General Data Protection Regulation was introduced, we took it as an opportunity to offer our users more transparency – even beyond what is legally required. This is our way of meeting our digital responsibility.

MORE TRANSPARENT DATA PROTECTION

In consultation and coordination with the Hamburg Commissioner for Data Protection and Freedom of Information, we developed the **Privacy at XING** website. The site tells our users:

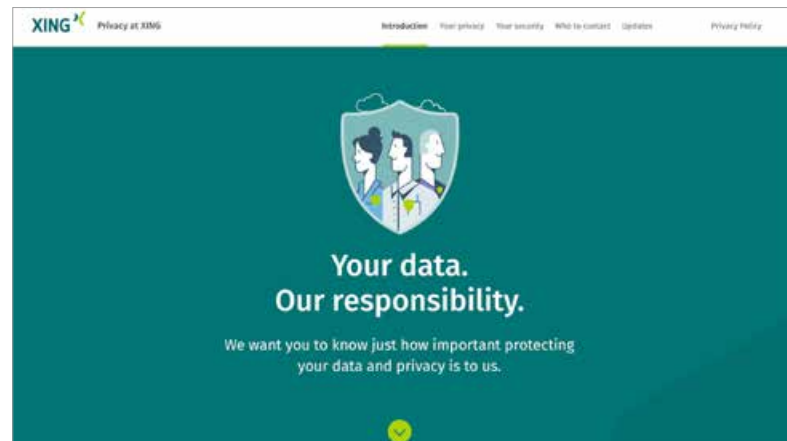
- what steps we take to protect their data as best we can
- where and how their individual privacy settings can be changed
- who to contact at XING about data protection issues
- what updates have been made to data protection at XING

Our Privacy Policy can also be found on the new data protection site. Our goal in designing this site was 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 XING member retains sovereignty over their data and knows what happens to them. We are in strict compliance with applicable law, specifically Article 5 of the EU General Data Protection Regulation (Principles relating to processing of personal data).

Since 2018, we have been using a digital training tool to train our employees annually with regard to principles of data protection.

DATA PROTECTION COMMITTEE ONE YEAR ON

To supplement our compliance with legal requirements, in 2017 we established an internal advisory board for overarching data protection issues – the Data Protection Committee – which regularly publishes a Data Protection Report. This report covers the topics discussed in the meetings of the Data Protection



Transparent information and comprehensible language on our data protection pages

Committee. The Data Protection Committee comprises the company's data protection officer, representatives of the legal department, employees from corporate communications and experts from the security team. The committee advises the Management Board on data protection issues, scrutinizes marginal cases, 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 regularly once per quarter. Through continual dialog, we want to ensure that problems can be 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, improvements have already been made to our data protection and data security, such as how browser extensions are handled within the organization. Internet browser extensions are installed on work devices, which can be problematic from XING's point of view if sensitive information – such as an employee's browser history – is sent to the browser extension provider. With the help of the Data

PRIOR 1 TOPIC
Data protection

2019

saw the publication of the first Data Protection Report for 2018. Among other things, it contains measures to prevent the unintentional outflow of data.

Protection Committee, measures have been taken to prevent the unintentional flow of data to the providers of such services. We cover this issue in the Data Protection Report. The Data Protection Report for 2018 was published in February 2019 and can be viewed at the following link: → [Data Protection Report](#)

XING MESSENGER HAS BECOME EVEN MORE SECURE

XING Messenger enables our members to communicate securely in a professional context. Messenger services are sometimes used to exchange sensitive details such as account numbers or internal company information. This is why we have offered end-to-end encryption for XING messages since April 2018. With end-to-end encryption, messages are encrypted on the sender's device and not decrypted until they reach the device of the recipient. The message content can therefore only be accessed by the sender and recipient. This protects the information from access by third parties. End-to-end encrypted messaging is available to all XING members in the current apps, regardless of whether they have basic or premium accounts.

TWO-FACTOR AUTHENTICATION FOR OUR MEMBERS

We have also introduced two-factor authentication on the XING platform for our members as part of our compliance with the General Data Protection Regulation. This is a security feature – much like the TAN process for online banking – which adds an extra layer of security to XING accounts on top of a password. After users provide their mobile phone number to set up the service, logging in becomes a two-step process: in addition to entering their personal password, users are asked to enter a code they receive via SMS each time they log in. This makes our members' accounts even more secure.

COMPLIANCE

Integrity and transparent business processes form the basis of responsible business management. Our goal is to act with integrity, in accordance with the law, and in compliance with legislation. 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.

As a preventive measure, we introduced a **whistleblowing tool** in December 2017 which employees can use to report suspected violations – anonymously if necessary. The suspected violation is evaluated by the 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 2018 we received two reports through our whistleblowing tool. Both reports referred to the same relatively minor case, which was dealt with immediately. We also experienced a compliance violation by one of our XING companies in 2018. This was remedied immediately, and corresponding preventive measures were introduced. We used these reports to once

COMPLIANCE AT XING

In addition to statutory requirements, we follow the recommendations of the German Corporate Governance Code, which provides recommendations and suggestions on managing and supervising companies listed on the stock exchange in Germany and is of great importance to XING. We publish online the joint declarations of conformity by the Management Board and Supervisory Board of XING SE on the implementation of the proposals contained in Section 161 of the German Stock Corporation Act (AktG) concerning the German Corporate Governance Code. → [Corporate Governance](#)

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.

again raise employee awareness of the whistleblowing tool so that we can identify and rectify any violations as quickly as possible.

INNOVATIONS IN RISK MANAGEMENT

We take **risk management** very seriously in the interests of our stakeholders, in order to reach our organizational goals and maximize our shareholder value. 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 XING in the event of risks in their area of responsibility or indications of other existing or potential risks.

Last year we 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 XING companies or business units, online evaluations and ad-hoc reports as well as an archive function.





ACTION AREA

ENVIRONMENT

Careful management of our environment and natural resources is the cornerstone of our business. Our main focus here is on employee mobility and energy consumption by our internal and operational business.

Energy-efficient buildings help to keep our carbon footprint small.



As a non-manufacturing company with no critical infrastructure, we have focused on those areas where we know we can make a difference: the energy footprint of our day-to-day operations, employee mobility, recycling and energy-efficient buildings. In these times of global warming and natural disasters, respecting the environment and natural resources should be a matter of course and contribute to climate protection.

REDUCING OUR CARBON FOOTPRINT

To continue reducing our carbon emissions, we have instituted the following measures:

ELECTRICITY CONSUMPTION AND ENERGY-EFFICIENT BUILDINGS

We now obtain most of our electricity from renewable sources in order to minimize our carbon emissions. The servers for the XING platform in Amsterdam in the Netherlands are powered entirely by green electricity. There has been no increase in consumption compared to the previous year. We consumed around 133,000 kWh per month on average. From January 2019, we will also be buying only green electricity for all of the buildings we rent at our head office in Hamburg. Our offices in Vienna and Zurich also derive their electricity solely from renewable sources. We are also considering switching to green electricity at our other offices.

To keep our energy consumption as low as possible, we ensure that the buildings we rent comply with current standards and legislation. Our main building in Hamburg complies with the reference values of the German Energy Saving Regulation for Buildings 2007 and the DIN 4108 standard (heat retention and energy savings in buildings). We achieved this by carrying out conversion and renovation work such as, for example, renovating the roof. The building has a passive cooling system with solar glass and sun shading as well as an active cooling system

with refrigeration machines. It is also certified according to the standards of the German Sustainable Building Council (DGNB e.V.).

Also, the energy performance certificate for our new building in Hamburg shows average-to-good energy efficiency for heating and electricity usage, which is better than current reference values.

PUBLIC TRANSPORT AND FLIGHTS

We aim to reduce as far as possible the carbon emissions generated by our employees traveling to and from work. We therefore subsidize their travel by issuing them with monthly tickets for public transport. In 2018, more than half of the staff at our Hamburg office made use of a subsidized public transport ticket. That is an average of 504 employees every month. Our other employees in Hamburg also travel to work using



0%
 is the percentage for the use of company cars at XING.



Video conferences instead of flights to reduce the carbon footprint

transportation with a low or neutral carbon footprint. XING 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 confirm that nearly all of our employees in Hamburg travel to the office by public transport, bicycle or on foot.

What is more, our sales staff don't use company cars: they travel by public transport, something that is quite unusual in sales. Our employees in Hamburg aren't the only ones who receive subsidized public transport tickets: they are issued to staff working at our office in Switzerland as well.

Our employees flew approximately 6,900 times in 2018*. This resulted in carbon emissions of 927,875 kg for the year, and a year-on-year increase due to our larger workforce (2017: 720,000 kg). We try to reduce our employees' business travel by

providing them with video conferencing facilities, which they use for meetings with colleagues from other offices. A total of 41 video conferencing systems and 38 telephone conferencing stations were available to our employees in 2018.

PAPER CONSUMPTION, WASTE SEPARATION AND RECYCLING

To save paper and thus resources, we have decided to supply our employees' pay slips exclusively in digital format from January 2019. This has been 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. All of our Hamburg offices use "Extra Copy pro nature" paper, for example, which has been awarded the Ecolabel and comes in climate-neutral packaging.

* Travel activity excluding our InterNations subsidiary.

Waste separation also helps to reduce carbon emissions. At our two offices in Vienna, our kununu and XING E-Recruiting staff have been separating their waste since 2018. They have separate, labeled containers in all their kitchens for paper, organic, metal, plastic and non-recyclable waste. Our offices also have separate waste bins for paper. We are currently looking at the possibility of extending our waste separation system to other offices.

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. In 2018, we recycled 65 laptops, 44 mobile devices (tablets and mobile phones), 8 monitors and 6 teleconferencing stations. We continue to use all non-recycled devices internally.

CARBON OFFSETTING

Our aim is to become carbon neutral in the future. In 2018, we therefore decided to support climate protection projects that would fully offset the carbon emissions of our Hamburg headquarters and make its activities “carbon neutral”.

Carbon neutral is the term used to describe companies, processes and products whose emissions have been calculated and offset by investing in internationally recognized carbon

offset projects. These carbon offset schemes are another important tool in the fight against climate change, alongside avoidance and reduction.

Our corporate carbon footprint is 1,252 tonnes of CO₂ per annum, calculated on the basis of our electricity, water, heat and paper consumption as well as our rail travel, flights and the amount of waste produced at our head office in Hamburg. It is the equivalent of the annual footprint of 110 people in Germany. We are therefore below average when compared with the reference figures set by ClimatePartner. To offset our carbon footprint, we pay €3.90 per tonne of CO₂ to support a forest project in Portel, Brazil, which protects almost 178,000 hectares of Amazon rainforest by preventing illegal deforestation and aiding reforestation. As a result of this, we have been certified as a climate-neutral company at our head office in Hamburg, where 750 people work.

Further, all tickets transacted via XING Events are climate-neutral. This is achieved by adding a small amount to the cost of each ticket. This means that the tickets for our New Work events, such as the New Work Experience at the Elbphilharmonie and the New Work Sessions (page 24 “Society”) are also carbon neutral. We are currently looking into ways of extending our offsetting program to our offices at other locations.

EMPLOYEE ENGAGEMENT IN ENVIRONMENTAL PROTECTION

As part of our “Prototyping and Social Days” (page 28 and “Society”), our employees contributed to nature conservation last year.



We have been certified as a climate-neutral company at our head office in Hamburg for 2018.

THE IMPACT OF CLIMATE PROTECTION PROJECTS

Because greenhouse gases like CO₂ 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.



In order to create new habitats for endangered species, our employees in Hamburg removed sludge from two streams.



Our employees also collected garbage on land and in the water in 2018 during Prototyping and Social Days.



3 days

a year, our employees do voluntary work supporting environmental or social issues.

In 2018, 34 employees from Hamburg set about saving bees. Together with the “Schutzgemeinschaft Deutscher Wald Landesverband Hamburg”, they helped to plant new bushes and turned an overgrown meadow in the countryside near Hamburg back into a habitat for bees. In the Catalan nature reserve of Els Espais Naturals del Delta del Llobregat and at the Parc de Collserola, for example, our Spanish employees once again spent two days helping to remove non-native plants that pose a risk to the forest’s sensitive ecosystem.

In Hamburg, several employees again helped with the NABU’s (Nature And Biodiversity Conservation Union) “Kingfisher” project – an initiative that seeks to renaturalize the Seebek and Osterbek as a habitat for a number of endangered animal species. They helped to create new breeding grounds for the protected bird by clearing the land and desludging the streams. In 2018, our employees once again put in a lot of hard work cleaning up the Alster river. They spent two days collecting rubbish on land and, with the help of canoes, in the water.

ASSURANCE REPORT

Independent Practitioner's Report on a Limited Assurance Engagement on Sustainability Information of XING SE (CSR-Bericht 2018)¹

TO XING SE, HAMBURG

We have performed a limited assurance engagement on the disclosures of the CSR-Bericht 2018 of XING SE, Hamburg, for the period from 1 January to 31 December 2018.

RESPONSIBILITIES OF THE OFFICERS

The officers of the XING SE are responsible for the preparation of the selection of the disclosures of the "CSR-Richtlinie-Umsetzungsgesetz" (CSR-RUG) to be evaluated.

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

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. This Standard requires 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 1 January to 31 December 2018 has not been prepared, in all material respects.

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.

¹ We have performed a limited assurance engagement on the German version of the "CSR-Bericht 2018" 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.

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
- Inquiries of personnel involved in the preparation of the Sustainability Report regarding the preparation process, the internal control system relating to this process and selected disclosures in the Sustainability Report
- 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 2018 has not been prepared, in all material aspects, in accordance with the legal requirements.

INTENDED USE OF THE ASSURANCE REPORT

We issue this report on the basis of the engagement agreed with XING SE. The assurance engagement has been performed for purposes of XING SE and the report is solely intended to inform XING SE as to the results of the assurance engagement.

LIMITATION OF LIABILITY

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

Hamburg, 21 March 2019

Mazars GmbH & Co. KG
Wirtschaftsprüfungsgesellschaft
Steuerberatungsgesellschaft

Dirk Driesch
Wirtschaftsprüfer
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www.silvestergroup.com

Our social media channels

Corporate blog of XING SE

blog.xing.com

Information and news related to the capital markets

Twitter: [xing_ir](#)

Topics and news related to the Company in

general – German only

Twitter: [xing_de](#)

Corporate information and news in English

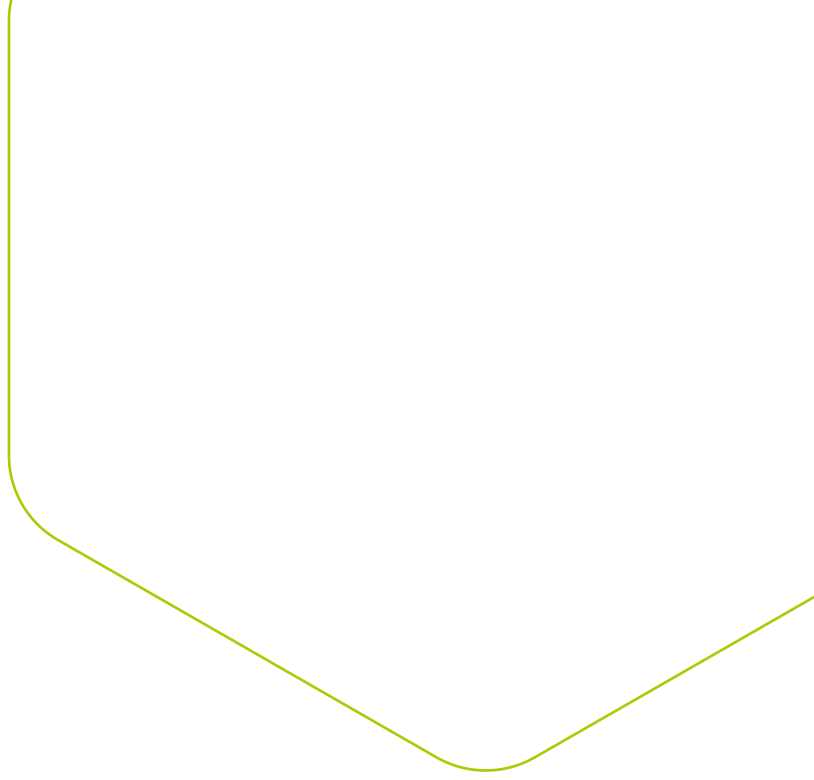
Twitter: [xing_com](#)

XING SE's YouTube channel

YouTube: www.youtube.com/user/XINGcom?gl=DE

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