

The background of the entire page is a photograph of a cyclist in a black jersey and blue shorts, seen from behind, celebrating with their right arm raised while riding on a paved road. The road stretches into the distance, flanked by golden-brown grass. In the background, there are rolling hills and mountains under a cloudy sky. A large, semi-transparent yellow house-shaped graphic is overlaid on the center of the image, framing the title text.

# Infront Group Sustainability Report 2022



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# WELCOME TO INFRONT

# A message from our CEO

Dear reader,

Our engagement for environmental, social and governance (ESG) aspects in and through sports is long and deeply rooted in our organisation.

With introducing this annual Sustainability Report, we aim for a more concerted and strategic approach and make our actions more tangible and transparent.

Together with our partners and stakeholders we want to jointly drive a sustainable sports ecosystem. We are open for dialogue and seek the exchange.

Infront will continue to actively contribute to innovation and progress within our industry through its value-adding business practices. With our services and as a responsible corporate citizen, we also foster integrity in sports, support public health, promote inclusive growth and engage in climate protection. We are consequently contributing to society at large.

We are committed to our share of the progress along clearly defined action areas and goals. Feel inspired and work together with us towards a sustainable sporting future.



**Philippe Blatter**  
President & CEO  
Infront Sports & Media AG



# A global leader in shaping the future of sports

**At Infront, we believe sport is one of the true unifying forces in the world. It transcends barriers and borders, inspiring billions of fans, and participants from all walks of life every year. We see it as our role to act as a trusted partner for brands and rightsholders to unite people in sport, so that they can live their passion and dreams.**

How do we achieve this? With a global team of professionals and as a pioneer in sports marketing, we have been supporting sponsor brands, media companies and the wider sports industry to connect with and build their audiences, and to grow their presence and impact for half a decade.

We offer a 360° suite of world-class marketing services, including innovative digital solutions and content, event operations, media rights distribution, sponsorship sales and activations, and cutting-edge media production.

We evolve established and emerging spectator and participation sports. We engage, attract, and inspire fans and participants across the world and across channels. And we boost reach, revenue, and customer value for the people and organisations we work with.

Infront's organisation is structured around in-depth sports expertise, with operating business units for Pro Sports, Active Lifestyle and Production & Host Broadcasting. The business units are supported by the various corporate functions including Finance and Tax, People & Infrastructure, Legal, Regulatory & Compliance, Business Development, IT and Strategic Communications.



### ProSports

Infront handles the media, sponsorship, and/or marketing rights on behalf of more than 200 leading rights owners, such as international and national sports federations, sports leagues, and clubs. We are active across numerous professional football, winter, and summer sports, and work with the International Olympic Committee (IOC) and the International Paralympic Committee (IPC). Infront seeks to assist rights owners in maximising coverage to achieve a wider promotion of the sport, which in turn secures its financial stability and allows its long-term development.

Therefore Infront works with more than 120 media partners and more than 750 sponsor brands and contributes to the success of around 15 World Championships every year by providing support along the entire value chain of sports marketing related services. These include media and program production, marketing services, event operations, brand development and advertising solutions. New revenue streams derive from digital and sports tech. Infront Lab is exploring new, innovative approaches and technology to create forward-thinking products and match clients with relevant sports technology partners.



### Active Lifestyle

Infront is a global market leader in the fast-developing market of participation sports. We seek to create inspirational sports event experiences for professional and amateur athletes and cultivate a highly engaged and dedicated community.

As of 2022, Infront owned more than 15 intellectual properties (IP) and has strategic partnerships with leading active lifestyle events of various formats - from classic city marathons and corporate team runs to themed fitness (e.g. obstacle courses) and digital events (e.g. interactive urban challenges). In summary, around half a million athletes are joining one of Infront's Active Lifestyle events each year. Infront continues to invest in premium branded events to strengthen the share of strategic ownership in its business portfolio.



### Production & Host Broadcasting

Infront is a leading provider of sports media production and host broadcast services. Host Broadcast Services (HBS) is Infront's broadcasting arm, with its headquarters in France (Paris/Boulogne). Founded in 1999, HBS was originally established with the core mandate of being the host broadcaster for the 2002 FIFA World Cup Korea/Japan™.

The organisation has since developed into a renowned host broadcast expert, offering expertise and experience in project managing the delivery of some of the world's most prestigious sports events.

To learn more about Infront, scan the QR Code or click on the following link: **About Infront**



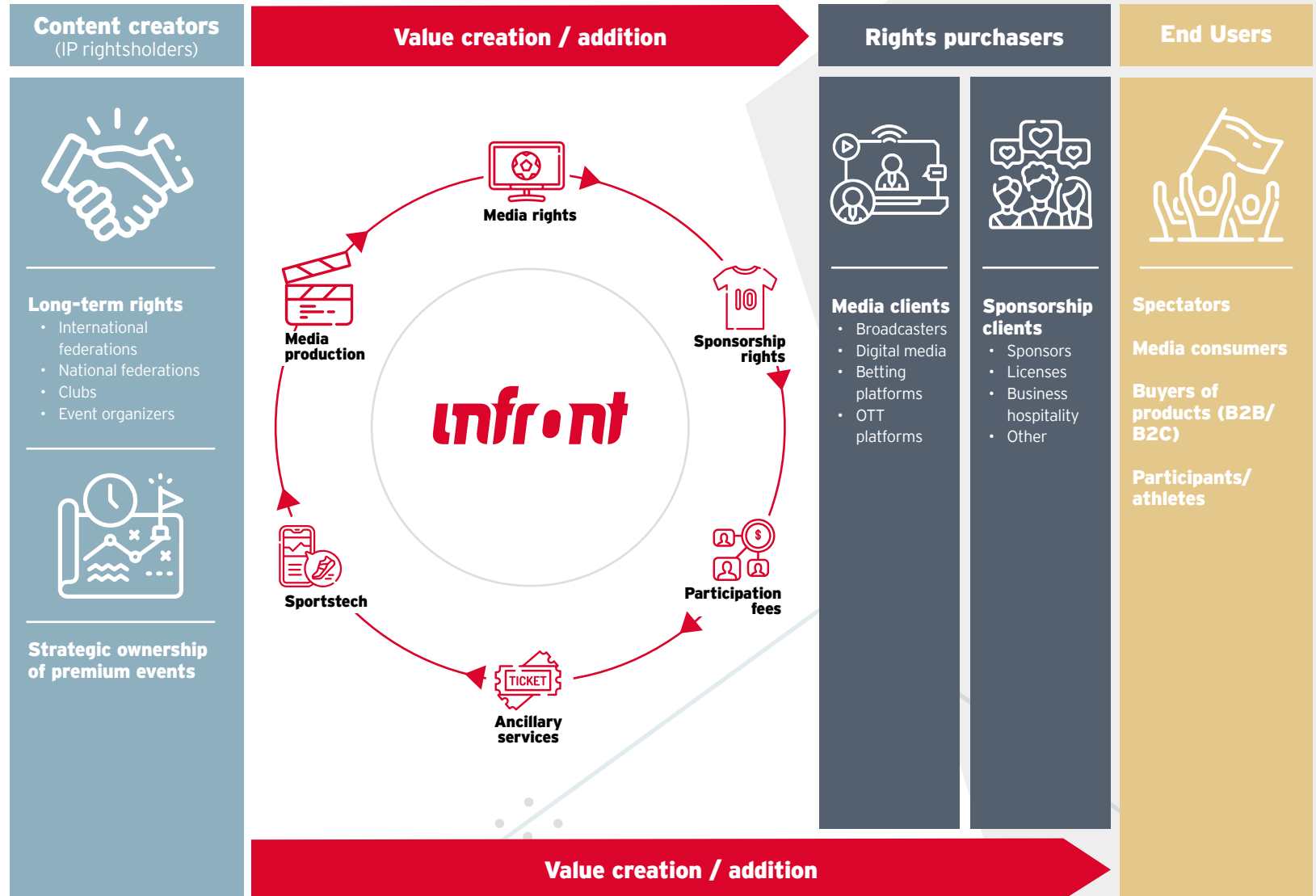


# Business model & value chain

Infront owns, or otherwise controls, contractual rights to an extensive portfolio of global, regional, and national sports properties, from which we seek to generate revenues while providing value to key stakeholders across the sports ecosystem.

We aim to maximise the reach of a sport by creating a link between rightsholders, media partners, sponsor brands and other clients, with the goal to create unmatched fan experiences and cultivate a dedicated and highly engaged community. Our services include events operation, media production and media distribution, sponsorship and marketing services, digital solutions, and ancillary services.

The value added through our global sports events, media and marketing platform ultimately benefits the financial capacity of a sport and allows for its further development.



# OUR FOCUS IN SUSTAINABILITY



# The framework where we operate

Infront's engagement to drive environmental, social and governance (ESG) aspects in (and through) sports is long and deeply rooted in our organisation. Our various activities in ESG are outlined from page 14.

The fundamental principles of sustainable development as set out by the United Nations in their 17 Sustainable Development Goals (UN SDGs) serve as a framework for us in this regard.

## SUSTAINABLE DEVELOPMENT GOALS



# Our material topics

The topics on the right have been identified as material for our organisation and our impact on the Sustainable Development Goals (SDGs).

We commit to annually report on our material topics and continuously address the material issues identified on our way forward.

The process of our materiality assessment is described in more detail from page 56.

Material topic	Contribution to Sustainable Development Goals (SDG)
Business ethics & governance	8 DECENT WORK AND ECONOMIC GROWTH 16 PEACE, JUSTICE AND STRONG INSTITUTIONS
Employee engagement, health & safety	3 GOOD HEALTH AND WELL-BEING
Diversity & inclusion	5 GENDER EQUALITY 8 DECENT WORK AND ECONOMIC GROWTH
Social impacts along the value chain	3 GOOD HEALTH AND WELL-BEING 5 GENDER EQUALITY 8 DECENT WORK AND ECONOMIC GROWTH 17 PARTNERSHIPS FOR THE GOALS
Environmental impacts along the value chain	13 CLIMATE ACTION 17 PARTNERSHIPS FOR THE GOALS
Climate change (GHG emissions reduction, mitigation)	13 CLIMATE ACTION 17 PARTNERSHIPS FOR THE GOALS
Business model resilience	3 GOOD HEALTH AND WELL-BEING 5 GENDER EQUALITY 8 DECENT WORK AND ECONOMIC GROWTH 17 PARTNERSHIPS FOR THE GOALS
Responsible handling of data	16 PEACE, JUSTICE AND STRONG INSTITUTIONS
Product & service integrity	16 PEACE, JUSTICE AND STRONG INSTITUTIONS
Customer & community engagement	3 GOOD HEALTH AND WELL-BEING 13 CLIMATE ACTION 17 PARTNERSHIPS FOR THE GOALS





# Our five strategic focus areas

We cluster our activities in ESG along five strategic focus areas. Here, we want to further bundle our strengths and achieve measurable progress in the future.

In each focus area, we have defined specific targets. They are summarised at the end of the following chapters.



## 01

### Shaping the sports ecosystem

The resilience of our business model is vital for the development and innovation in the sports ecosystem. We are aware that it also depends on our capacity to integrate political, social and environmental transitions into our long-term business planning.



## 02

### Fostering integrity

Integrity is one of our core values. We strive to live up to our Code of Conduct and continuously identify ways to improve and develop our corporate culture and compliance.



## 03

### Promoting health

Health is at our focus. We are keen to share our passion for sports and an active, healthy lifestyle. Our various participation sport events promote public health by being inclusive, motivating and truly inspiring.



## 04

### Enabling inclusive growth

Inclusive growth is key. We know that our strength comes from our differences. Infront is an equal opportunities employer. We believe that everyone should have the opportunity to benefit, work and compete in sports.



## 05

### Fighting climate change

Climate change is jeopardising our business, our health and lives. We aim at reducing our environmental footprint in our own operations and, together with our partners, along the sports value chain.



# SCHLAMMBECKEN



SCHWAIBLMAIR  
MODDY ANGEL  
WOMEN IN SPORTS



Focus area: 01

# SHAPING THE SPORTS ECOSYSTEM



# The resilience of our business model is vital for the sports ecosystem

**Based on its resilient and sustainable business model, Infront drives the commercialisation of spectator sports at all levels of the federation-based sports model therewith providing consistent income and financing. From single clubs and national leagues to international associations and global federations: Our contractual relations are among the longest in the industry.**

At the same time, a significant part of our business is related to participation sports, where Infront hosts more than 500,000 amateur athletes at all levels every year. This is one of the fastest growing units at Infront.

With both our ProSports (spectator sports) and Active Lifestyle (participation sports) businesses, Infront makes a vital contribution to the sustainable development of sports across the entire sporting pyramid.

Furthermore, Infront's business enables the development of sports in underdeveloped geographical regions. It also supports the development of new sports from grassroots to professional levels and it helps to commercially

develop women's and paralympic sports to break down barriers for the next generation of athletes. You can find examples in the following chapter.

Since its inception, Infront has pioneered many media production, digital and advertising innovations, creating new business and partnership models. In addition, we actively drive the dialogue about the future of sports, e. g., through our forward-thinking study "Brave New Sport - Empowering 21st Century Society". We are aware that integrating political, social and environmental transitions into our long-term planning is as vital for the resilience of our business model as any economic and technological advancement.



## +30

sports are covered by Infront. With our value-adding services we help to develop spectator and participation sports on all professional levels.

# Advancing sports development

**Infront covers around 30 different sports and continuously aims for new partnerships and contract prolongations. Our portfolio includes highly popular and commercially viable sports as well as those that still have strong growth potential. Rightsholders benefit from Infront's value-adding services, which maintain financial stability and enable growth.**

Whether its delivering hundreds of women's sport events each year, providing easy access to various participation sports formats or widening our reach to the Global South, Infront helps broaden opportunities in sport. This ultimately caters to more inclusive economic growth. Next we have summarised some key projects we delivered in 2022.

## **Providing sub-Saharan Africa access to the Olympic Games and the English Premier League**

As part of its engagement with the International Olympic Committee (IOC), Infront distributed media rights for sub-Saharan Africa, including 46 countries, for the 2022 Winter Olympic Games. Infront brought Olympic Games coverage to the region supporting the IOC in its attempt to shape the future of sport in Africa. The IOC redistributes 90% of the revenue generated through our commercial agreements to support sport around the world, including in Africa.

Infront's experience in the territory was also used to expand the audience for the English Premier League (EPL). Infront increased the number of broadcasters in the 2021/2022 season by 20%, thus providing the broadest ever EPL coverage on free-to-air television in sub-Saharan Africa.

## **Evolving the coverage of football in the Concacaf region**

Infront's Host Broadcast Services (HBS) has a partnership with the Confederation of North, Central America, and Caribbean Association Football (Concacaf), servicing 41 member associations, from Canada in the north to Guyana, Suriname, and French Guiana in the south. Their shared vision is to develop, promote and manage football across the region.

The partnership, which was extended in 2022 for the next four years until December 2026, includes the audio-visual production of several competitions in the Concacaf region, as well as providing a long-term media server solution, post-production needs and support of Concacaf's social media content strategy.

Through the HBS Broadcast Academy (read page 40) HBS also continues to create a talent pipeline across the Concacaf region, helping further develop coverage of the game. Through the partnership, and in some instances directly via the Broadcast Academy, HBS has also recruited staff for the FIFA World Cup Qatar 2022™ - talents and professionals who were identified while working in the Concacaf territory.

## **Supporting the women's game**

Female sport was on the rise in 2022, propelled by three popular international women's championships in football, basketball and handball. Infront commercially delivers hundreds of women's sport events each year. We were the exclusive media and marketing partner of the European Handball Federation (EHF) Women's Euro 2022. Rights agreements were secured with 35 broadcasters, resulting in tournament coverage in over 80 countries. Audience figures peaked, particularly in Denmark and Norway, where the final match enjoyed a market share of up to 74%.

Also, the International Basketball Federation (FIBA) Women's World Cup 2022 in Australia attracted historically high audience numbers. More than 145,000 attended the event in Sydney. Broadcast audiences multiplied compared to the FIBA Women's World Cup 2018. For the tournament, Infront brokered a sponsorship contract with premium brand Google, a milestone in marketing sponsorship of women sports.

Furthermore, Infront welcomed around 280,000 female athletes at its' participation sports events in 2022. With the Muddy Angel Run, Infront also offers a dedicated event format for women only.



### Promoting Paralympic sport

A record 650 athletes from 49 National Paralympic Committees travelled to the 2022 Paralympic Winter Games in Beijing, which were held under special circumstances to ensure everyone's safety due to the ongoing COVID-19 pandemic. Infront, as the exclusive media rights partner to the International Paralympic Committee (IPC), delivered the most extensive European coverage ever.

More than 30 broadcasters showed the Games across 40 countries, some territories for the first time. Infront also developed behind-the-scenes content in collaboration with the National Paralympic Committees and athletes, which was made available to broadcasters.

### Investing in participation sports

Infront continuously strengthens its participation sports business, providing half a million passionate amateur athletes the opportunity to take part in inspiring events every year.

In July 2022, Infront acquired a minority stake in the Sydney Marathon, the latest event to be announced as an Abbott World Marathon Majors (WMM) candidate.

The Abbott WMM includes the world's six Major Marathons of Tokyo, Boston, London, Berlin, Chicago and New York. To get the Marathon Majors' label, the Sydney Marathon will be required to meet strict criteria over a three-year period and, if successful, will join

as a new member of the Abbott WMM in 2025. During this three-year period, Infront will provide support across various key dimensions to the race throughout the evaluation phase. It is the second time Infront has invested in an Abbott WMM candidate following its investment in South Africa's Sanlam Cape Town Marathon in August 2021.

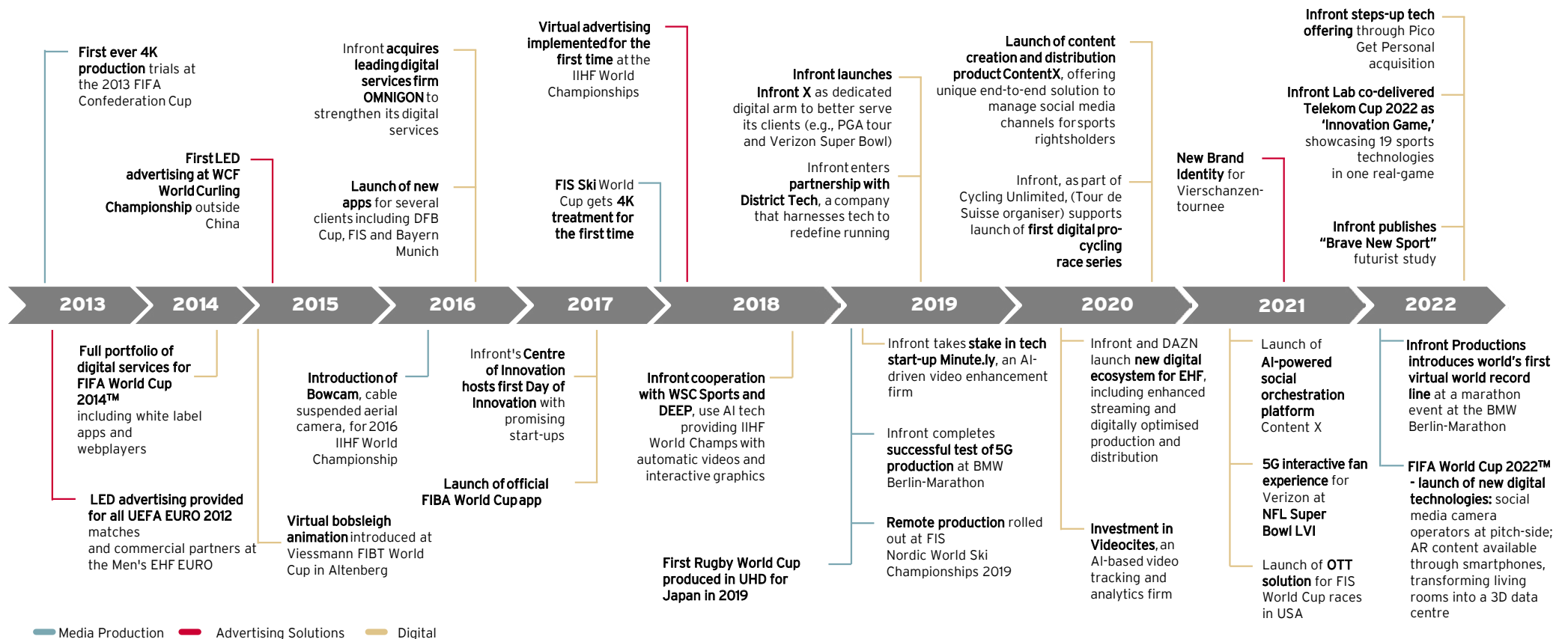
Infront is also successfully developing HYROX, the World Series of Fitness Racing, an indoor fitness race for both amateurs and professionals, in its role as majority stakeholder. Bolstered by the investment from Infront, HYROX has experienced remarkable growth in Europe and the US over the last three years. More than 1,200 enthusiasts from over 20 countries competed in the 2022 World Championships in Las Vegas. The largest HYROX competition so far took place in London with 4,500 athletes.

Further success stories in Infront's participation sports business include the development of new formats for specific target groups. XLETIX Kids, for example, aims at conveying the joy of movement to children and young families. Read more about it on pages 34 and 35.



# Driving innovation across our industry

The last decade has seen an explosion of technology and trends transforming sports marketing, production, digital and advertising solutions. Infront has a strong heritage in driving new developments and immediately applied them in real life environments. Infront Lab is the Group's dedicated tech and innovation hub. The enhancement of fan experience is their focus.





## HIGHLIGHT

# Testing new sports tech in the Telekom Cup 2022 “Innovation Game”

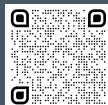
**In 2022, a friendly match between 1. FC Köln and AC Milan served as an opportunity for 19 technologies to be tested in a real-game environment and allowed fans to be part of the club’s decision-making process.**

For the “Innovation Game”, the German football club and Infront Lab collaborated to leverage their relationships with leading sports technology companies. Dozens of technologies were examined, tested and vetted for the game.

Eventually, 19 were chosen and put on display, covering everything from content to data and in-stadium food and beverage. During the Innovation Game, fans were able to test innovations, such as new payment methods, artificial intelligence solutions, or unique streaming offerings, based on their selected fan journey - in stadium, on TV, or mobile.

Approximately 60,000 fans logged on to the specially designed “Innovation Game” web app. Of those, 25,000 tested the technologies available to them and more than 4,000 provided the team with feedback. The most popular journey for those who shared their thoughts was the in-stadium journey, with 2,400 providing feedback. An additional 1,400 were part of the TV journey and 500 used the mobile journey.

The project was recognised at the ISC International Sports Awards, winning the fan engagement award.



Scan the QR code or click on the link too learn more on the **Innovation Game.**



# Considering ESG to strengthen business model resilience

**Infront's services are vital for development and innovation in the sports ecosystem. We aim to run and grow our business in a sustainable and conscious manner. This includes the consideration of regulatory, social and environmental trends into our corporate development and long-term business planning.**

## ESG strategy and reporting

Infront considers this report as a starting point for further developing and embedding ESG aspects in the company and strengthening the respective dialogue with its stakeholders and partners. This report will be used to identify action areas for improvement, particularly regarding the standards of the Global Reporting Initiative and upcoming Swiss and EU regulations.

The materiality assessment and strategic focus areas as presented in this report serve as a framework to further engage with our internal and external stakeholders and align on synergies and objectives.

We will annually report on our progress.

## ESG in treasury

As part of the Group's overall cash flow management, Infront made its first ESG investment in 2022 with a term deposit of USD 10 million at Société Générale declared as "Socially Responsible Deposit" (SRD).

The cash investment in an SRD supports socially responsible businesses as the bank uses an equivalent amount collected through these deposits to fund:

- short term loans to corporate clients that act in accordance with high socially responsible standards, or
- trade finance commodity deals selected on criteria for responsible behavior.

The bank's selection process for funds is based on four steps, including its proprietary ESG rating system. Sensitive sectors and specific commodities are excluded in advance.

## Stakeholder dialogue: Brave New Sport

Infront drives the dialogue on the future of sports. In collaboration with the Think Tank W.I.R.E., which is specialised in interdisciplinary future research, Infront published "Brave New Sport", a forward-thinking study about the future of sports in 2021.

The ideas, predictions and bold scenarios presented in the report paved the way for an extensive interdisciplinary stakeholder dialogue throughout 2022.

The "Brave New Sport" study and subsequent discussions touched on various ESG topics, delivering valuable input for Infront's materiality assessment (see page 10). The study and a summary of the year-long dialogue around it can be downloaded below.

To learn more about Brave New Sport scan the QR Code or click on the following link: [\*\*Brave New Sport\*\*](#)





# Sports ecosystem: Our targets from 2023 to 2025



Enhance internal knowledge on ESG and Infront's material topics.



Improve internal ESG governance and process.



Maintain active stakeholder dialogue and regularly evaluate participation in relevant sustainability networks.



Develop employee engagement framework.





Focus area: 02

# FOSTERING INTEGRITY



# Integrity is one of our core values

**Rules are the prerequisite for competitive sports: “Fair play” has always been a core value for most professional athletes and players.**

In business, as in sport, it is important that everyone understands and follows the rules of the game as well. We all know that even the best players only win when they work together as a functioning team. Integrity is key to fostering mutual trust and protecting the reputation and inspirational power of sports.

With the ongoing globalisation and immense commercial value of many sports today, there is potential for high exposure of sports organisations to corruption, money laundering or fraud. Misbehaviour and non-compliance can result in significant reputational damage, restrictions or market exclusion, long and

costly proceedings and financial loss. All this massively handicaps competitiveness and - in the worst case - risks an organisation's licence to operate.

At Infront, we value ethical business conduct and compliance not only as a matter of risk management, but also as a competitive advantage.

For over a decade, we have been striving to shape our corporate culture as well as to optimise our compliance management system to further ensure we work efficiently together and further uphold our partners' trust.



# 100%

of our permanent employees are regularly trained in compliance topics.

# Living our values

The strength of each top team is built on a clear purpose, mutual respect and support. Our people, their expertise and their unparalleled passion for sport are our biggest assets. Our values provide the foundation for successfully working together. We believe that providing a truly motivating and positive work environment will result in long-term sustainable business success.

## We have **integrity**

We commit to the highest ethical standards  
We are honest and take responsibility  
We show moral courage and speak up

## We are **united**

We respect, trust and inspire each other  
We place “WE” over “ME” and have fun as a team  
We embrace diversity

**This  
isUs**

**infront**

## We show **passion**

We take pride in what we do  
We care about our work  
We learn and evolve from our experiences

## We have a **positive mindset**

We show a strong will to succeed  
We view challenges as opportunities  
We deliver excellence and quality

## We take **initiative**

We embrace change  
We pursue innovation  
We have the courage to try and fail



### Code of Conduct

Infront's Code of Conduct reflects who we are and what is important to us. It guides our employees' behaviour in accordance with our values, and with the laws, regulations and company policies that apply to our everyday work. Everyone at Infront must adopt the Code of Conduct - from the members of the Board of Directors to each manager and employee - and help prevent, detect, and respond to its violations. We expect the same from our business partners.

The Code of Conduct is our ethical charter and our constitution. Its basic principles are specified in our policies on business partner due diligence, anti-corruption, gifts and hospitality, conflict of interest and reporting concerns (speak-up policy) as well as in internal guidelines concerning international sanctioning laws, anti-trust and competition laws. Furthermore, the Code of Conduct includes advice on the responsibilities of holding assets and records as well as personal data. In its' Code of Conduct, Infront also commits to human rights, equal opportunity, and environmental responsibility.

Infront's first Code of Conduct was published in 2007 and was updated in 2012. The current version was updated in 2022. Employees were asked to provide input and feedback during this process. The updated version was approved by the Board of Directors of Infront Holding in the first quarter of 2023 and will be communicated to employees during the course of the year.

### Supply chain due diligence

Infront's business partners are an extension of the Infront brand. Our Code for Suppliers is publicly available on our website. Our employees must ensure that they select and check our business partners in line with our principles and standards. Additionally, Infront applies a risk-based screening and monitoring approach on all actual and potential business partners.

We only engage with business partners who operate in accordance with the legal and ethical standards of all countries in which they do business. This includes, but is not limited to, anti-bribery and anti-corruption laws, such as the Foreign Corrupt Practices Act and the UK Bribery Act, or laws pertaining to trade and financial sanctions, including those adopted by the UN, the EU and the USA, or any other applicable sanctions laws. Funds must derive from legitimate sources. Respective compliance clauses are an integral part of all our contracts.

Freelancers that work for Infront must sign a specific Code of Conduct ensuring that their behaviour and work attitude complies with Infront's values.

### Equal opportunity and human rights

At Infront, we strive to foster a professional workplace that champions teamwork, mutual trust and respect. We recognise that our diverse strengths unite to create a formidable team. We are an equal opportunity employer, and all employment decisions are based on business needs, job requirements, applicant skills and qualifications without regard for race, colour, gender, nationality, disability, age, religion or any other aspect of diversity, citizenship and parental status. We are committed to fostering a diverse and inclusive workplace. Read more on how we enable inclusive growth from page 36.

Infront fully respects and supports the principles established under the UN's Declaration of Human Rights (UDHR). We never knowingly conduct business with any individual or company that participates in the exploitation of children and child labour, physical punishment, forced or prison labour or human trafficking. All Infront suppliers must respect the protection of internationally recognised human rights and comply with all the relevant legislations and regulations for the country where they operate.

### Reporting concerns

Infront explicitly calls on its employees to report observed or suspected misconduct and disrespect of our Code of Conduct and values. We have established a dedicated Speak-Up Line which provides the opportunity for employees to report concerns anonymously. Reports will be submitted to Group Compliance.

Infront does not retaliate nor does Infront tolerate retaliation against anyone who raises a concern under the Code of Conduct or assists in an investigation and has reasonable belief that the information is true.

# Committing to ethical business conduct

**Infront's compliance management system generally focuses on measures concerning anti-trust and fair competition, international sanctions, conflicts of interest and anti-corruption. The focus of activities is defined each year based on an annual risk assessment conducted by Group Compliance.**

## Fair competition

Infront promotes and preserves a free, fair and competitive global market. We abide by the rules of fair competition, which is protected and promoted by competition law. Our actions must always comply with all applicable anti-trust and other laws regulating competition. Infront has clear rules on how to handle sensitive information and joint bids as well as rules on how to handle meetings with competitors.

## Business partner due diligence

Infront applies a risk-based screening and monitoring approach on all (potential) business partners. If a business partner qualifies as high risk due to its domicile or industry (e. g. betting operators, crypto etc.), the Compliance Desk conducts further checks, including research in an acknowledged database for risk control.

A specific focus of these screenings is on international sanctions. Infront is in scope of different jurisdictions and therefore needs to comply with various sanctioning laws. Most important for Infront are the sanctions issued by the EU, USA, UK and Switzerland. Business partners domiciled in a country subject to

international sanctions are usually subject to further due diligence measures, such as ultimate beneficial owner analysis, to ensure that Infront does not violate any international sanctioning laws.

In 2022, Infront flagged 4.4% of its business partners as high-risk due to their domicile or industry. This is a slight decrease compared to 2021 (5.3%). All parties flagged as high-risk were subject to further due diligence. Continuation of collaboration was based on the outcome.

## Conflict of interests

Infront is committed to conducting business with integrity and in a manner that ensures employees' business judgement and decision making is not influenced by undue personal interests. We have a dedicated policy and complementary online trainings to strengthen our employees' ability to identify a conflict of interest, and to avoid situations where it could arise. If it does occur, our employees are requested to disclose the conflict to seek further advice on mitigation. Perceived conflicts of interest can be reported through the Speak-Up line (see previous page).

## Anti-corruption

Infront does not tolerate any form of bribery or corruption. We offer and accept gifts and hospitality only for legitimate business purposes and in a socially adequate manner. Gifts and hospitality need to stay within reasonable limits and must be registered on Infront's compliance platform when exceeding a specified threshold.

A dedicated Gifts and Hospitality Policy supports our employees in identifying critical circumstances that require a more in-depth assessment. All our employees and governance body members regularly receive online training in compliance topics, including anti-corruption. In 2022, Infront did not detect any confirmed incidents of corruption.



# Strengthening our compliance

**Infront began implementing its compliance management system in 2012. Driven by the Group's compliance department it has constantly evolved since then. An internal survey conducted in 2022 revealed that 95% of our employees feel that they have the tools and know-how to act in compliance, and that they know whom to ask for advice if in doubt.**

## Management and governance structure

Infront's compliance management system is managed centrally by Group Compliance, with local compliance desks in Germany, Austria, Italy and France. Together, they ensure the efficient and adequate day-to-day management of all compliance matters arising and offer direct support to management and employees.

A dedicated Compliance Board has been established to ensure adequate organisation and implementation of Infront's compliance management and reviews it regularly. The quarterly meetings are prepared and headed by the Senior Director Group Compliance. The Compliance Board currently consists of six members including the Group's CEO and the General Counsel, as well as an external advisor. Chair and members of the Compliance Board are designated by the Board of Directors on a yearly basis.

## Centrally managed compliance platform

Company policies, guidelines, tools and trainings concerning compliance topics are centrally available on our internal digital compliance platform, introduced in 2020. The platform helps our employees to deal with compliance risks in their day-to-day work.

## ISO certified compliance management system

In 2022, Infront was officially certified by Austrian Standards, that its compliance and anti-bribery management systems meet the requirements of two ISO standards:

### ISO 37001:2017

#### (Compliance Management System).

This standard specifies requirements and provides guidelines for establishing, developing, implementing, evaluating, maintaining and improving an effective compliance management system within an organisation.

### ISO 37001:2016

#### (Anti-Bribery Management System).

This specifies requirements and provides guidance for establishing, implementing, maintaining, reviewing and improving an anti-bribery management system.

Austrian Standards is an accredited certification body. Infront Switzerland, Infront Italy, Infront Germany and Infront Austria were the entities in scope for the certification. They account for 56.5% of our workforce based on the number of FTE. Infront aims for an annual re-certification.

## HIGHLIGHT

# How does an ISO-certified compliance management system benefit Infront's stakeholders?

Barbara Lustenberger, Senior Director Group Compliance, implemented and developed Infront's compliance management and led the ISO certification process in 2022.

## What does the ISO certification of its compliance and anti-bribery management systems mean to Infront?

We have worked hard on our compliance system and have always had faith in the model we have put in place. ISO certification acknowledges that we possess an effective compliance management system according to international standards that serves the purpose of preventing and detecting unethical business conduct early. Our corporate liability and reputational risks are greatly reduced.

## How did the certification process work?

Two audits were conducted. The first consisted of intense interviews with our compliance personnel. The second, which was three months later, conducted over 35 interviews with employees from different departments and hierarchy levels. This was to discover if the compliance management system and anti-bribery management system are implemented effectively. After the interviews, we were given time to work on measures

to eliminate minor nonconformities. Once the proposed measures are approved, the audit report is submitted.

## What is your goal for the upcoming year?

We now have one year to implement our proposed measures. A surveillance audit usually takes place one year after the second audit. We want to be re-certified on an annual basis.

## How does ISO certification benefit Infront's stakeholders?

A state-of-the-art compliance management provides an added level of protection for our staff. It also provides evidence to the supervisory and public prosecution authorities that we go to every length to ensure we operate in an ethical fashion. Our clients and third parties can have trust and confidence that our business is all above board. We will continue to do this and create a positive culture of compliance for the Infront Group as a whole.



Learn more about how Infront is tackling compliance: Scan the QR Code or click on the following link: [\*\*GAN Integrity podcast.\*\*](#)



**Barbara Lustenberger**  
Senior Director Group Compliance



# IT security & data protection

**IT security and data protection are of particularly high priority for Infront.**  
**Technical lines of defence are implemented and overseen by the Group's IT department.**

At Infront, the processing of personal data, such as the name, address, email address or telephone number of individuals is always in line with the General Data Protection Regulation (GDPR), and in accordance with the country-specific data protection regulations applicable to the Infront Group Company involved.

Infront has implemented numerous technical and organisational measures to ensure the most complete protection of customer privacy and the integrity of personal data.

Our IT Policy and Guidelines, which every member of our company must adhere to, are introduced to new joiners as part of our on-boarding process. We conduct regular mandatory cyber security awareness trainings as well as regular phishing simulations for all employees.

Regular IT security audits are conducted. Infront did not receive any complaints regarding breaches of customer privacy or loss of data in 2022.



# Integrity: Our targets from 2023 to 2025



Encourage staff to seek guidance on ethical questions or concerns and report any suspected violations or concerns.



Annual ISO re-certification of compliance management system.



Maintain 100% completion rate in online compliance trainings.



Conduct due diligence analysis of child labour risks in supply chain in 2023 (required by the Swiss Code of Obligations).







Focus area: 03

# PROMOTING HEALTH



# Health is at our focus

## **Sport is inextricably linked with health, physical and mental well-being.**

It prevents lifestyle diseases such as obesity and reduces the likelihood of developing illnesses such as diabetes or heart disease. Sport is also seen to have a positive effect on cognitive capacities and the ability for teamwork. It provides distraction and strengthens mental resilience, improving how we deal with stress or digital information overload.

The advantages of sport have led many employers to support physical exercise for their employees and offer benefits like reduced gym membership fees or possibilities for participation. As an employer in sports, Infront is naturally keen to promote the health

and well-being of its employees, supporting them in their sporting activities and providing a healthy work-life-balance. Numerous people at Infront take on their own challenges, organise training groups and are keen to share their passion and enthusiasm for sports.

With various formats of participation sports events, Infront offers corporate teams, friends, families and individuals the opportunity to experience shared sports experiences. The main goal is to inspire people to have an active, healthy lifestyle by providing easy access to truly inspiring, inclusive and motivating events.



**>500,000**

athletes are joining Infront's participation sports events each year.



# Supporting our teams

**Infront vigorously supports a healthy work-life balance contributing to the physical and mental strength of its employees. Infront works with many self-employed personnel and contractors. We aim to keep health and safety risks that might arise from their role and activities in the workplace to a minimum.**



## Employee well-being

Infront offers part-time work at all levels and up to 40% working from home if the role and function allows it. Employees have the opportunity to take up to four weeks of unpaid leave per year, or more in exceptional cases.

Infront supports a healthy lifestyle for its employees by contributing financially to a yearly gym membership as well as a variety of other sports activities, such as football, fitness or indoor hockey. We encourage our staff to build communities around a particular interest, network internally, socialise and come together on our monthly "Company Days".

Infront supports its employees' passion for sports (see next page) and regularly offers them the opportunity to volunteer at one of our promoted sport events or participate in Infront's Active Lifestyle competitions. In 2022, for example, we sent nine of our colleagues to volunteer at the FIFA World Cup™ in Qatar, where they worked at 64 matches across eight stadiums over a period of four weeks. Our colleagues also had the opportunity to experience what it's like to be a venue manager for the Champions Hockey League or at a basketball match during the FIBA Euro Basket in Milan.

In the interest of long-term development, employees are granted regular training and development on skills needed in the company.



## Health and safety of workers at events

Health and safety risks can arise at all stages of sports event production. This applies particularly to our staff and contractors working in audio-visual production as other activities carried out on-site might interfere with their services. Infront has a dedicated person taking care of health and safety risks in the production area. A risk assessment of the event as well as related information on prevention and emergency measures is part of any assignment contract.

Self-employed personnel and contractors working for Infront's audio-visual production and transmission services need to verify their technical-professional suitability prior to the assignment. The third-party company must comply with the applicable safety regulations on-site and all equipment must comply with the law. The adequate dissemination of all provisions to subcontractors as well as information and training of all staff remains the responsibility of the subcontractor.

## HIGHLIGHT

# Sharing our passion

**At Infront, we are passionate about sports. We are keen to share this passion with others and motivate and inspire people to have an active, healthy lifestyle. Our employees take pride of what they do and care about their work in sports.**

Heidi Böttcher is a Sales Manager for Infront's Active Lifestyle brand B2Run, and a passionate runner herself. Together with her daughter Lisa she is on a Six Star Abbott World Marathon Majors (WMM) journey.

Heidi Böttcher started running with her mother at the age of 14. Running has been a very important part of her life ever since: "I've been studying and working abroad for many years, and I realised that running is a great means to explore new places," she says. By 1998 she had completed the New York, Hong Kong, Gold Coast (Australia) and several other marathons.

As a sales manager for B2Run, Heidi shares her love of running in her job. But it is also a passion she takes home with her. Daughter Lisa started running when she was 14, just like her mother. Since then, the pair are on a "Six Star" journey (see box below). "So far, Lisa and I have finished

four Six Star World Marathon Majors together: Berlin (2019), Boston (2022) and Chicago (2022). In March 2023, we finished our fourth event in Tokyo."

What drives the mother daughter duo? "Running for me is not just a sport, but a way of life," Heidi explains. "Running - particularly in nature - keeps me healthy and fit, not only physically, but even more important: mentally." With a time of 3:22h, Heidi recently qualified for the Abbott WMM Wanda Age Group World Championships. Lisa got hooked by the dazzling marathon atmosphere when she accompanied her mother to the runs in Boston and Cape Town: "Every marathon is different: in Boston, you enter the city from the west, Chicago is a circuit, Berlin celebrates the start." Discovering new places in running shoes, feeling the incredible atmosphere, and sharing these moments with family and friends, brings mother and daughter even closer together.



## What is the Six Star journey?

Anyone who runs one of the six Abbott World Marathon Majors (WMM) is on a Six Star journey. The six Major Marathons are: Tokyo, Berlin, London, Chicago, Boston and New York. The Sanlam Cape Town Marathon and Sydney Marathon have both been announced as Abbott WMM candidates. To become a Major, both marathons will be required to meet strict criteria over a three-year period. Infront has invested in both events, marketing sponsorship and media rights while also providing support through their Abbott WMM evaluation phase (see also: "Shaping the sports ecosystem", page 12).



**Heidi Böttcher**

Sales Manager, B2Run & daughter, Lisa



# Promoting public health

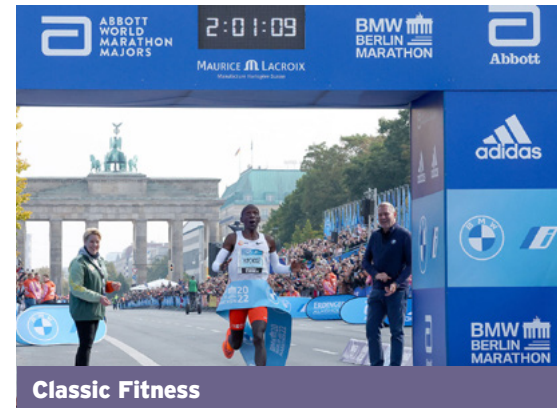
**Engagement in sport goes beyond the professional realm, and society is keen to promote an active lifestyle. Through its various participation sports formats, Infront seeks to create inspirational, inclusive sports experiences that support the health and well-being of participants while strengthening the awareness for physical and mental health within society. Together with our partners, we actively contribute to promoting public health.**

## Inspiring participation in sports through our Active Lifestyle portfolio

From multi-day endurance events to shorter fun runs, Infront owns, organises, supports and licenses a broad portfolio of mass participation sports events for professionals, amateur athletes, and corporate teams, including running, hiking, fitness competitions, road cycling and obstacle course racing.

Infront's Active Lifestyle portfolio comprises, among others, the prime European corporate running series B2Run, outdoor experiences at Megamarsch and Threshold events, the XLETIX, XLETIX Kids, and Muddy Angel obstacle runs, or HYROX, the World Series of Racing.

In addition, Infront holds stakes in the Sydney Marathon and Sanlam Cape Town Marathon - both Abbott World Marathon Major (AWMM) candidates - and has contractual partnerships with Abbott WMM, Acea Run Rome the Marathon, and the BMW Berlin Marathon.



Scan the QR Code or click on the following link to learn more about our **Active Lifestyle** events



## HIGHLIGHT

# Overcoming obstacles together with fun



**Caro Tonn and Frank Fritzsche co-lead the business of XLETIX, a participation sports format of Infront's Active Lifestyle portfolio that also features targeted formats for women and kids.**

**The XLETIX Challenge is an extreme obstacle course. The sight of the obstacles can make you feel queasy. Only for the well-trained, right?**

Well, yes and no - participants in the XLETIX Challenge should have a certain level of basic fitness, but any weaknesses can be compensated for by a good team. For us it's all about team spirit and mutual support - even beyond the limits of one's own team: One team. One goal!

The XLETIX Challenge may have been our first obstacle course series, but it hasn't been the only one for a long time and it's by no means the biggest. With the Muddy Angel Run for women only and XLETIX Kids for all families with children between the ages of 5 and 15, we have established two further formats in German-speaking countries. Here, too, it's all about the team experience, but above all, participants should have a lot of fun. We expect a total of over 225,000 participants this year.

**The Muddy Angel Run is for women only.**

**Why do women need their own event category?**

It's not primarily about the "own category" - it's more about a different approach. Women should and want to have a carefree day with their girls (best friends, mothers, daughters, colleagues), without any comparison of performance and without any evaluation. It's about shared memories and fun and not about competition.

**What can children take away from participating in XLETIX Kids?**

XLETIX Kids is an opportunity for families to create shared memories and experiences. The idea often appeals first and foremost to parents. Often the children are a little sceptical beforehand and find it hard to imagine what to expect. At the latest after the starting signal on the course, you can see the fun and light-heartedness of the children as they master the obstacles and not infrequently the sweating parents a few metres behind them.

The naturalness and fun of movement is the central theme and the most important experience we want to offer the children (and parents). In addition, together with our partner Gut Drauf e.V., we educate about an overall healthy lifestyle in terms of exercise, nutrition, and mental health.





# Health: Our targets from 2023 to 2025



Establish a regular employee campaign to promote holistic healthy lifestyle (body, mind, soul).



Increase participants in Active Lifestyle events by at least 5% on average per year.



Increase roll-out of XLETIX Kids events to promote active lifestyle for families and kids.



Evaluate public-private partnerships and/or campaign support around the Active Lifestyle portfolio to promote public health.







Focus area: 04

# ENABLING INCLUSIVE GROWTH



# Inclusive growth is key

**Sport unites and helps individuals overcome personal, cultural, social or economic differences.**

Many governmental and non-governmental organisations (NGOs) are using the benefits of sport to create a more equal and inclusive society. Infront has partnered with NGOs “Right to Play” and the Ukrainian Hockey Dream (UHD) Foundation, for example (see page 42). Both aim to empower children through sports to help them overcome adverse living circumstances.

However, sport must do its part to foster equality and inclusion in its own ranks as well. Female sport rose further in 2022, propelled by three international women’s championships (UEFA Women’s Euro 2022, EHF Women’s Euro 2022 and FIBA Women’s World Cup 2022). This fuelled more discussion on equal opportunities

and pay for male and female athletes, as well as the equal media coverage of men’s and women’s sport. Infront commercially delivers hundreds of women’s sport events each year, supporting women’s sport (see also page 14).

The organisation embraces the diversity that comes with the globalisation of the sports business. Our international team works in 40 different offices around the world. We are an equal opportunities employer. We support parents and young families by offering part-time working and a flexible workplace. We also offer dedicated programs to help young talent navigate their way into the sports business.

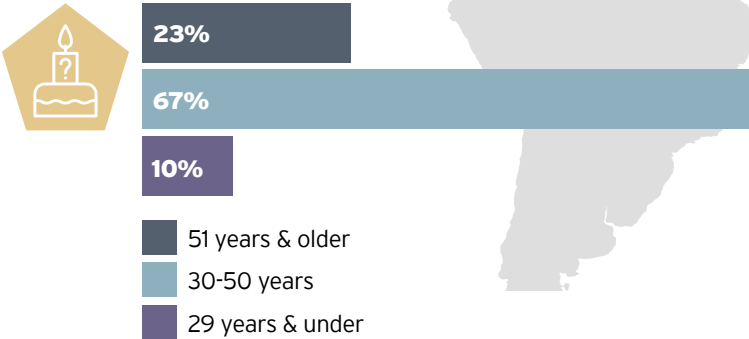


**37%**  
is the ratio of women  
working at Infront.

# Celebrating diversity

The world of Infront as of 31 December 2022

Infront is an international company with a multinational working environment. The 174 people working in our Swiss headquarters come from more than 20 countries. 80% of our staff is distributed around the world.





# Providing equal opportunities

**Infront is committed to fostering a diverse and inclusive workspace. We are an equal opportunity employer and received equal pay certification for our Swiss headquarters in 2022. Infront's employment decisions are based on business needs, job requirements, applicant skills and qualifications without regard for race, colour, gender, nationality, disability, age, religion or any other aspect of diversity, citizenship and parental status.**

## **Equal pay certification received for Infront headquarters in Switzerland**

According to the revised Swiss Gender Equality Act, companies with more than 100 employees based in Switzerland must have conducted at least one internal equal pay analysis since 2020. Equal pay certified companies are not obliged to repeat the analysis. Infront conducted the equal pay analysis, using August as a reference month during the reporting period 2020/2021. All calculations were performed using the Swiss Confederation's standard analysis model ("Logib") and included 100% of employees working in Infront headquarters.

Taking personal qualification and workplace characteristics into consideration, there is not any statistically confirmed, unexplained wage difference between women and men working at Infront headquarters in Switzerland. The analysis was audited by EY Switzerland.

## **Dual bachelor's degree program of Infront Germany**

To promote young talent and create long-term prospects, Infront Germany established the dual bachelor's degree program "Sports management with an industry focus on Sports Marketing & Entertainment" in cooperation with the University of Applied Management (HAM). Students work across six semesters to obtain a Bachelor of Arts degree while working at Infront Germany within their preferred functional area.

Students can gain a long-term, practical insight into sports marketing, helping them prepare for future challenges. At the same time, Infront can support students in a targeted manner with the option to retain them as employees. In 2022, the first group, four women and twelve men, successfully finished the program.

Infront has now opened the program to accept applications from students of various academic disciplines and degrees. They can start on-the-job training with Infront anytime at an individually agreed start date.

## **Contributions to academic dialogue**

As part of the multistakeholder dialogue initiated by its study "Brave New Sport" (see page 18), Infront took part in 25 panels and events in 2022, sharing its insights and scenarios on the future of sports with students, peers and experts from various academic fields. Events included presentations and exchanges at the Swiss Universities of Zurich and St. Gallen, an exclusive Masterclass at one of the largest sports business events in Europe (SPOBIS), or at the Swiss Olympic Forum. Infront also actively contributes to the industry dialogue on good governance practices in sports and regularly initiates or participates in respective events or communication formats.

## **HBS Broadcasting Academy**

Host Broadcast Services (HBS) is Infront's broadcasting arm, with its headquarters in France (Paris/Boulogne). Founded in 1999, HBS was originally established with the core mandate of being the host broadcaster for the 2002 FIFA World Cup Korea/Japan™. The organisation has since developed into a renowned host broadcast expert, offering expertise and experience in project managing the delivery of some of the world's most prestigious sports events.

The Broadcast Academy was established by HBS with the purpose to create a broadcasting legacy, share its knowledge and improve sports broadcasting standards at an international level. It has been delivering its programmes, such as masterclasses in live sports direction, in more than 20 countries around the world.

The Academy relies on broadcast experts to help other professionals develop and improve their broadcasting skills. The modules are aimed at the international broadcast community, broadcasters and broadcasting unions. White-label legacy programmes are created especially for sports federations and event organisers. On average, the HBS Broadcast Academy has trained 6,000 TV professionals a year, from various fields.

### Fostering gender equality and diversity in sports broadcasting

Sports coverage is a powerful tool to engage masses and reshape norms and stereotypes. Sports broadcasting can challenge these norms, promoting balanced exposure of men's and women's sports and a fair portrayal of sports people – irrespective of gender. However, sports directing is itself still a male-dominated industry. The Broadcast Academy offers several initiatives to promote female broadcast professionals. The aim is to give women an opportunity to develop their talent and encourage them to become TV directors in sports.

#### Academy scholarships

Special bursaries are made available for women to participate in the courses to learn from the best sports directors in the world.

#### Project access

This cross-industry initiative to improve opportunities for women professionals to enter and progress in sports broadcast is supported by HBS together with IMG, the English Football League (EFL) and Fédération Française de Tennis (FFT). Project access offers scholarships and bursaries for selected participants to attend industry-led training sessions. Exceptional candidates will be given opportunities to work on, or shadow at, major sports events, as well as longer-term mentorship from experts. The program is complemented by workshops and talks at media universities and broadcast conventions to open doors for the next generation wishing to break into the industry.

#### Partnership with UNESCO

As a joint project with UNESCO, the HBS Broadcast Academy offers an introductory course to Gender Transformative Sports Broadcasting aimed at directors, senior producers and reporters. In line with UNESCO's vision to achieve full gender equality in the media, the Broadcast Academy has also tried to implement Gender-Sensitive Indicators for Media (GSIM) on its courses. Broadcast professionals will be provided with the skills required to avoid potentially biased situations.



For more information scan the QR Code or click on the following link: **HBS Broadcast Academy**





## HIGHLIGHT

# The rise of women in sports TV production

**The final weekend of the Women's EHF EURO 2022 saw a new broadcast record in handball – from behind the scenes. The broadcast crew, which was 50% female throughout the event, grew with more replay operators arriving, taking the representation of women in the team to two-thirds. Director Gudrun Wanek led the team. A mentor of the HBS Broadcast Academy, Gudrun began directing in 2012 after starting her career as a replay operator in 2004.**

"The role of the TV director is basically to make sure that the viewers of the broadcast get to experience every aspect of the event taking place," says Gudrun. "I usually work in an OB-Van (Outside Broadcasting Van), where I am in front of a monitor wall, which displays all the sources available – cameras, slow-motion, replay outputs, TV graphics, picture-in-picture frames for video replay situations, and so on. I operate with a vision mixer, on which every button stands for a different source."

Thinking of differences in men's and women's sport, the thought comes to mind of how athletes have often been presented in the media and by sports fans – it seems clear that some sports photographers, journalists, and TV directors focus more on players they deem more attractive than others, or on trying to highlight features of the athletes' bodies. "That is definitely something I pointed out to my camera operators as well," says Gudrun.

"Discussing some different warm-up games teams might play or exercises they might do that would end up highlighting certain parts of their bodies if shown on TV, as well as particular moments during the matches."

It is not only concerning the athletes where certain shots can be an issue – that can also happen when it comes to the crowds at sporting events. "If you have crowd shots, or if you ask your camera operator to find people in a crowd, they usually pick the most perfect woman – many of them would pick the most beautiful woman they can find," says Gudrun, adding that FIFA have now included avoiding these kinds of choices in their production guidelines.

There is little gender diversity in the sports TV production field – hardly any female commentators across any sport, and very few in positions such as Gudrun's. She does not believe women are not interested in those roles, but that girls and young women choosing their career path may not be aware this is even an option. After all, so many people are unaware of how sports TV production works in the first place, so how often are girls and young women seeing women in these roles and thinking "I could do that"?



This article was written by EHF journalist Courtney Gahan at the Women's EHF Euro 2022.  
**[Read the full version here.](#)**

**Gudrun Wanek**  
Director, Infront Productions

# Enable people to live their passions and dreams

**Many governmental and non-governmental organisations (NGOs) use the benefits of sports in their strive for more equality and inclusion. At the same time, sport is serving them as a platform to spread their message. Infront supports selected organisations in their objective to do good.**

## **2022 donation to the Ukrainian Hockey Dream Foundation**

In December 2022, Infront partnered with the Ukrainian Hockey Dream (UHD) Foundation, the officially registered charity founded by the Ice Hockey Federation of Ukraine, offering support during a devastating period for the country. Hockey remains one of Ukraine's favourite sports. It is a way of life for many, and the war has hindered that. 40% of all hockey arenas have been either seized or destroyed during the war, with the remaining struggling to support training for hockey schools and teams.

As a long-term partner of international ice hockey, Infront made its annual charity donation to the UHD Foundation in 2022 to support them in sustaining Ukrainian Hockey during a difficult time and keeping Ukrainian people united through ice hockey. With its donation, Infront is funding the operations of seven youth hockey schools across Western and Central Ukraine to enable their work through the season and keep young hockey players on the ice, contributing both to their sporting success and their health.

## **Infront's official charity partner in Germany: Right to Play**

In Germany, Infront cooperates with the not-for-profit organisation Right to Play. Right to Play empowers children through any kind of play with the confidence and knowledge they need to rise above adversity and become positive forces of change. The organisation

reaches children in 15 countries in Africa, Asia, the Middle East and Canada, where it helps them to stay in school and graduate, resist exploitation and overcome prejudice, keep themselves safe from disease, and heal from the harsh realities of war and abuse.

Beside its annual donation, Infront supports Right to Play by providing professional expertise and a network to improve fundraising. As an official charity partner of selected Infront events, Right to Play is benefitting from sport as a platform. Infront is therefore helping to widen the organisation's reach and find support for the common goal: support play, sport and peace for development in Africa, Asia and the Middle East.

## **Collaboration with UK-based charities**

Infront's wholly owned subsidiary Threshold Sports partners with over 25 charities and works with hundreds more across the UK. Threshold enables charities such as Macmillan Cancer Support, Big Change, Vodafone Foundation, Comic Relief and Cancer Research UK to maximise their fundraising and supporter engagement by working together across its public portfolio of multi-award-winning endurance challenge (e.g. Threshold's client NatWest Group won "Best Scheme to Encourage Staff Fundraising" at Better Society Awards 2022).

Hundreds of UK charities of all sizes benefit from Threshold's events, with over GBP 2 million raised in 2022.

## **Other charity partners with the Active Lifestyle business**

Within Infront's Active Lifestyle division, numerous group companies have formed dedicated or project-based charity partnerships, including:

- "Gut Drauf" initiative by transfer e.V., a non-profit association based in Cologne, Germany, recognised as an independent child and youth services provider (XLETIX)
- DKMS, an international non-profit organisation dedicated to the fight against blood cancer and blood disorders (B2Run Germany) and Swiss Red Cross (B2Run Switzerland).



# Inclusive growth: Our targets from 2023 to 2025



Extend Infront headquarters' equal pay analysis to all Infront locations.



Run pilot project in employee volunteering and evaluate use case for international roll out.



Increase training to foster inclusive growth both within the Infront Group and the industry.



Conduct in-depth qualitative and quantitative analysis on available data with focus on hiring, retention and career development in selected key markets to identify potential improvement measures (initial focus on gender diversity aspects).







Focus area: 05

# FIGHTING CLIMATE CHANGE



# Climate change is jeopardising our business, health and lives

**Climate change significantly impacts the global sports industry. At Infront, we consider it a crucial matter.**

As the planet heats up, competing in - or even attending - many outdoor sports will become increasingly difficult. High temperatures, heavy rainfall or unpredicted storms are forcing event organisers to cancel or postpone matches. Alpine winter sport is particularly challenged by incalculable weather conditions and less snow at traditional winter sport venues.

The impact the global sports industry has on the environment and consequently on climate change, is evident. The commercialisation of any sport results in the perpetual increase in emissions due to infrastructure and stadiums, energy use at venues for event and media production or the travel of athletes, event staff and fans.

However, the global interest in sport, the billions of fans it reaches and the media coverage it generates is a strong platform. The sector has an opportunity to play a unique role in meeting the challenge of climate change and inspire and engage large audiences to do the same.

Together with our customers and partners, Infront has started exploring ways to deal with global warming, managing our impact and providing a stage to drive climate awareness. Reducing greenhouse gas emissions in our own operations and along the sporting value chain is as vital as finding new solutions to adapt to changing environmental conditions.



## 1,900 tCO<sub>2</sub>

emissions of the corporate running series  
B2Run have been balanced in 2022.



# Assessing our corporate carbon footprint

**The impact of climate change on the global sports industry is increasing, and Infront's business is affected. Vice versa, Infront's business activities have an impact on the environment and climate change as well.**

To assess its corporate carbon footprint (CCF) and have a proper starting point for effective emission reduction measures, Infront began annually reporting on its greenhouse gas (GHG) emissions as of 2022. Meanwhile, several of Infront's Group companies have already taken environmental action (please see page 48).

The CCF identifies the largest sources of emissions of the Infront Group. This is important in driving climate action as it highlights which areas should be prioritised in relation to emission reduction and avoidance.

Infront calculated its first CCF in collaboration with a specialised third-party provider in 2022. This first CCF includes emissions data

of all Infront Group companies (Operational Control Approach) from 1 January to 31 December 2022. Emissions were calculated in CO equivalents (CO<sub>2</sub>e) using the company's consumption data and emission factors researched by the third-party provider.

Wherever possible, primary data were used. If no primary data were available, secondary data from highly credible sources were used. Emission factors were taken from scientifically recognised databases such as The ecoinvent Association and DEFRA.

We are committed to continuously improve the underlying data quality of our CCF and close existing data gaps.





# Infront's corporate carbon footprint 2022

## Largest sources and potential for reduction

Infront's CCF reveals the largest sources of corporate emissions across three pre-defined dimensions:

- Scope 1 includes all emissions generated directly by the Group, for example by company-owned equipment or vehicle fleets. In our 2022 footprint, scope 1 accounts for around 6% of overall emissions.
- Scope 2 lists emissions generated by purchased energy, for example electricity and district heating. In 2022, scope 2 emissions account for around 12% of our overall emissions.
- Scope 3 includes all other emissions that are not under direct corporate control, such as employee travel or product disposal. 82% of Infront's emissions are stemming from scope 3.

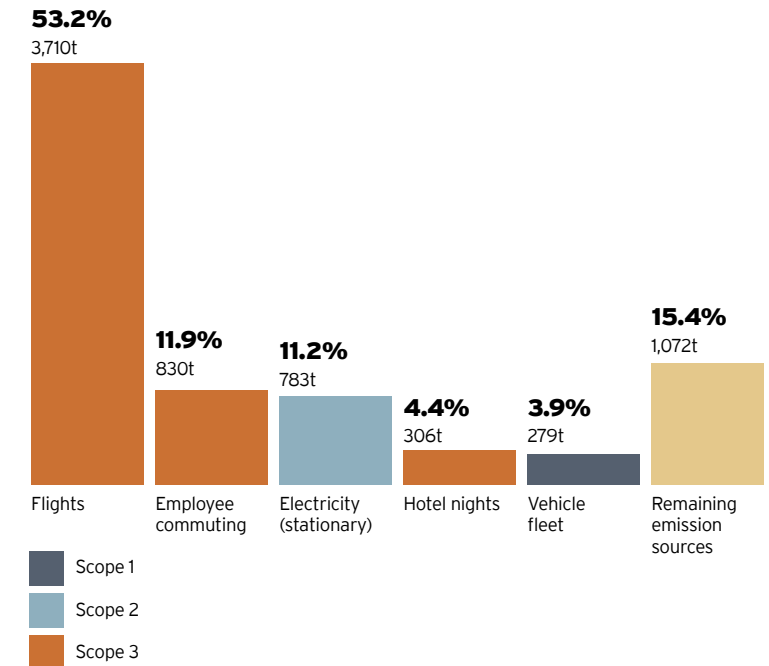
For the 2022 CCF, Infront owned events were still excluded as a category in scope 3. As Infront organises numerous events of different formats each year a systematic approach of calculating and integrating Infront's event footprints in the CCF is considered a relevant next step.

Within scope 3 of the current footprint, business travel is Infront's single largest source of carbon emissions: Around 53% of the Group's corporate carbon footprint comes from business flights. Travel is a necessary part of the way we work as we are organising or delivering to sport events around the globe. Travel is also important for building and maintaining relationships across all stakeholder groups.

However, we acknowledge that air travel is a critical sustainability priority for Infront and we need to optimise our travel footprint in this regard. As a first step, Infront has therefore adapted its travel policy and included environmental considerations. Where reasonable and feasible alternative means to air travel needs to be considered.

Next to business travel, employee commuting and office electricity use are second and third in driving Infront's corporate emissions. However, efficient reduction measures for employee commuting first requires further refinement of the underlying data (e. g. through an employee survey) to better understand actual commuting habits and needs at various Infront locations. We also want to gradually optimise the energy efficiency of our office infrastructure and increase employees' awareness of resources and energy saving.

## Our largest CO2 emission sources



# Taking environmental action

Several of Infront's Group Companies, particularly those operating in participation sports, have already taken voluntary environmental action to reduce or neutralise the climate impact of their events. The following pages give an overview of selected examples and the related commitments to maintain, develop and improve climate action across our Group.



## ISO 20121 certified: Sustainable event management of Acea Run Rome the Marathon

Infront Italy has obtained an ISO 20121 certification for the design, sustainable delivery and reporting of Acea Run Rome the Marathon (Run Rome the Marathon) in 2022 and works on the re-certification 2023. The sustainable event management system is certified by an acknowledged third-party provider.

A long-term roadmap starting from the 2021 edition of Run Rome the Marathon has been developed around the strategic action areas Responsible Management, Circular Economy, Measurement and Reporting of Environmental Impacts, Inclusivity and Accessibility and Governance and Transparency. Environmental commitments include the fight against food waste, promotion of sustainable mobility, measuring and offsetting emissions or implementing initiatives around waste recovery and valorisation.

Infront aims for an annual renewal of the ISO certification through the continuous development and improvement of the sustainable event management system along the defined roadmap.

Goals achieved by the 2022 edition of Run Rome the Marathon:

- 63 tons of food saved and redistributed to Banco Alimentare di Roma
- 60,000 litres of water and drinks saved and redistributed
- 12,320 t-shirts and bags redistributed to marathon participants
- 3,047 trees planted
- 13,910 kg waste separated recycled



## CO2 compensation of the B2Run event series

B2Run is a company within Infront's Active Lifestyle portfolio and delivers a series of corporate running events in Germany and Switzerland. B2Run aims to deliver a climate-neutral event series by following two principles:

- Continuous reduction of avoidable event-related emissions
- off-setting all event-related emissions that cannot be avoided

As assessed in collaboration with a third-party specialist in 2022, the footprint of an exemplary B2Run event with 10,000 participants amounts at approximately 133.6 t CO<sub>2</sub>e. The biggest share of emissions (around 86% of the 2022 event footprint) falls under the travel of participants. Around 10% results from accommodation and catering. The rest is due to logistics, use of paper and waste.

B2Run has already implemented several emission reductions in recent years, including the use of recyclable materials for participants and catering supply, waste separation and recycling, reduction of printed advertising materials, or the use of compostable toilets at B2Run events in Switzerland.

Since 2017, residual emissions are fully offset by investment in certified compensation projects. In 2022, B2Run offset 1,900 t CO<sub>2</sub>e by supporting a forestation project in Borneo (Gold standard certified). The event footprint of 2023 will be offset through investment in a hydropower plant in Uganda (TÜV Nord certified). In addition, B2Run has committed to plant a tree for each team that subscribes to one of its events in Germany in 2023. The goal is to plant 7,500 by the end of the season.



# Threshold Sports: Deliver a net positive impact on the natural world

**Threshold Sports is a UK based company within Infront's Active Lifestyle portfolio that delivers outdoor experiences for the public, corporate and charity sector. The company's vision is to deliver a net positive impact on the natural world through reducing the negative impact of its events while increasing the positive through sharing inspiring experiences and advancing on SMART (Specific, Measurable, Achievable, Realistic, Timely) objectives.**

Threshold's sustainability framework includes a roadmap on the way forward in four pillars: Reducing, Off-setting, Inspiring Change and Advancing Knowledge. Since 2022, Threshold has a sustainable procurement policy in line with its values and sustainability framework.

## Reducing

Various emission environmental and emission reduction measures have already been implemented at Threshold events and at the company's headquarters including, but not limited, to a bike to work scheme for employees, shared transportation options to public Threshold events or donations of surplus food and supplies to charity organisations. Water at Threshold events is provided in tanks instead of cans or bottles.

## Off-setting

In 2021, Threshold introduced carbon balancing at the point of registration for participants and furthermore committed to balancing the transport emissions from its staff on these events. In 2022, just under 200,000 miles and a total of 53 tonnes of CO<sub>2</sub>e have been balanced.

## Inspiring

Threshold supports charities in their fundraising and supporter engagement by either partnering with them on Threshold events or help them to develop their own events (for more details see page 42).

## Advancing knowledge

Threshold's 'Green Team' meets regularly to drive its sustainability agenda which includes reviewing practices, as well as tracking and measuring objectives. In 2022, all employees working for Threshold were trained with a focus on climate and climate action. The next steps considered include the annual review of data and policies with a third-party specialist and setting SMART objectives.





## HIGHLIGHT



# Driving innovations in motocross sport



**Infront Moto Racing (IMR) delivers the most popular off road two-wheel motorsport series in the world – the FIM Motocross**

**World Championship (MXGP).**

It must comply with various regulations targeting the technological improvement of engines as well as the environmental impact and noise of its competitions. With regulations continuously getting stricter, MXGP, together with its partners, is also evaluating more sustainable solutions for the future, says IMR CEO David Luongo.

## **What environmental regulations does MXGP have to comply with?**

MXGP is evolving year after year with the regulations, and it is mostly a pioneer with other motorsports as it is used by the industry to develop the bikes and the technology of tomorrow. The manufacturers are always in contact with the regulators in Japan, Europe and USA and they are part of the homologation program. Motocross bikes are not homologated for the roads, which is why there is a bit more regulatory freedom. We are directly involved in the regulatory process for the FIM Motocross World Championships and FIM Europe Motocross Championship. In collaboration with the International Motorcycle Association

(FIM) and the Manufacturers Association, we put championship regulations in place that aim to improve the attractiveness of the event for the fans. Our regulations concerning the environmental footprint and the noise level have become stricter and stricter in the past years. We are working together to reduce these impacts while at the same time keeping the soul of the sport. As in every technology-oriented sport, our regulations are evolving all the time. For example, in the beginning of 2000, we changed the regulations to adapt the engines of the bikes from two to four strokes which drastically reduced the environmental impact from fuel consumption.

## **Apart from what you need to comply with, do you take further measures to address social and environmental concerns associated with motocross sport?**

Together with KTM Group, one of the manufacturers that participate in the MXGP World Championship, we launched an electric motocross championship for kids between six and eight-year-olds two years ago. I believe, this is a great product, and it targets the perfect age group to educate on what might be one of the future options of motorsport. The kids are racing in front of 40,000 spectators on the Grand Prix weekend, which is a fantastic experience for

them. For decades, we've planted trees in the paddock where we have the possibility and we have applied a very strong and strict management of wasted and used oils and water for the professionals in the paddock. But I would say that this is linked to motorsport for years now. Compared to many other sports, motorsport organisers and promoters are very advance regarding the management of waste material.

## **Where do you see the biggest opportunity to make motocross and motocross events more sustainable?**

We would like to replace our generators to battery or more efficient systems once the technology allows. The problem is that we organise Grand Prix in remote places most of the time, where we are far from big infrastructures. We cannot easily plug our electricity system on green energy. Once the battery systems and related technologies are smaller, easier to transport and more efficient, this will have a big impact on our footprint. We are working also with fuel manufacturers to develop e-fuel to be ready in the upcoming years. This will have a big impact on our lives as it will de-carbonate the fuel, currently the greatest target of the mobility world. Again, all the progress here comes from motorsports and its stakeholders.



# Providing a platform to promote climate awareness

## Sport is a unifying force that has the potential to move masses.

The influential power of sport works particularly well for value-centred, purpose-driven communication, which makes it a perfect platform to create greater awareness for environmental and social topics and climate advocacy.

The concept of sports sponsorship is based on the potential of sport to provide a unique platform for the wider dissemination of messages which secures long-term success beyond the context of sport. In line with the rising importance of corporate sustainability and ESG, purpose-driven sponsorship (also: sustainable sponsorship) and marketing have become a growing focus for brands over the last few years.

The term refers to sponsorship and marketing activities that use a brand's purpose to take a public stand on environmental or social issues and simultaneously sharpen the profile of the brand in this regard.

Infront offers brands a platform for purpose-driven sports sponsorship and supports them in planning, implementation and activation. We aim to drive maximum value from the contractual inventory of our partners while at the same time supporting them in their goal to create awareness.





### Viessmann: Climate partner of the International Biathlon Union (IBU)

As one of the institutional sponsors of biathlon, Viessmann expressed its interest in becoming the IBU's Climate Partner through its agreement with Infront.

This partnership is based on newly defined sustainability aspects and has already translated into projects. This includes a detailed energy efficiency analysis of a World Cup venue (Ruhpolding) along with

communication of initiatives such as the Biathlon Climate Challenge 2.0 and the ongoing Climate Club Trophy aimed at biathlon clubs worldwide.

In cooperation with the European Broadcasting Union (EBU), Viessmann also assessed potential options for the provision of sustainable technical power for broadcast production.



### FSV Mainz 05: Value-driven sponsorship program "Climate Defenders"

The German football club 1. FSV Mainz 05 is the first climate-neutral club of the Bundesliga. It started tracking its carbon footprint in 2009 and has implemented various measures to reduce, avoid and offset carbon emissions since 2010. In parallel, the club began raising awareness for climate protection among fans and staff alike with its "Climate Defenders" mission. In 2022, the club was awarded with the SPOBIS Sustainability in Sports Award.

As the club's exclusive marketing partner, Infront helped adapt the "Climate Defenders" mission into a sponsoring concept. A partner network has been created within the framework of the new value-driven partnership "05ER Climate Defenders". This network will create learning opportunities for sponsors, establishing new and collaborative paths in the field of sustainable management.

The partnership mandates each partner to contribute a designated funding sum for sustainable projects. These financial resources are specifically allocated to mutually selected sustainability initiatives. At the same time, all companies will have comprehensive rights in the future, such as participation in the "05ER Climate Conference" during the "05ER Climate Week" as well as presence on LED boards or the video wall.

So far, 10 "Climate Defenders" partnerships have been successfully brokered by Infront. In 2021/2022, EUR 52,500 was raised for regional climate projects with the financial contribution of the sponsoring partners being added up by contributions from ticket sales and catering on a dedicated match day.



## HIGHLIGHT

# Presenting FIS Nordic World Ski Championships with a focus on sustainability



**As the Presenting Sponsor of the 2023 FIS Nordic World Ski Championships, Stora Enso contributed to the sustainability and circularity of this large-scale sports event and showcased its renewable and recyclable solutions in numerous applications.**

Many of them, such as recyclable catering products, biocomposite trays, fiber-based packaging, and 3D-printed wooden furniture, work particularly well in the context of large events such as the FIS Nordic World Ski Championships.

Forests, where most of the events take place, are at the heart of Stora Enso business. Therefore, Stora Enso referred to the importance of breathing for athletes and illustrated the contextual relationship between the responsible use of natural resources, clean air and the climate in its sponsorship activation.

The company strengthened its positioning as a renewable materials company while creating awareness how fans, athletes, sponsors and event organisers together can make the championships and our planet a better place to breathe and perform. Infront supported Stora Enso in the planning and implementation of its sponsorship activation at FIS Nordic World Ski Championships for the third time following the success of the projects in Seefeld, Austria (2019), and Oberstdorf, Germany (2021).





# Climate change: Our targets from 2023 to 2025



Continuously enhance the data basis of our corporate carbon footprint and close existing data gaps (incl. event CCF footprints).



Systematically optimise energy efficient office infrastructure and related employee awareness.



Assess next steps towards emission reduction and Infront's position on a long-term Net Zero goal.



Further engage in an industry dialogue to orchestrate the collective effort on climate action and better understand climate change issues in the context of sports. Review participations in industry climate action frameworks and/or industry dialogue groups.



Support clients and partners in their attempt to undertake systematic efforts to promote greater environmental responsibility through their respective sports, events, and sponsorship engagements.





# DATA & DISCLOSURE

# Materiality

## Process to determine material topics

As a first step towards a Group sustainability approach, Infront conducted its first materiality assessment in 2022. A list of twelve key ESG topics (see page 10) were defined, which was based on Infront's business model and key industry topics as well as on Infront's potential impact (positive or negative) on the UN SDGs (see page 6).

A quantitative survey among internal and external stakeholders in Q1/2022 was used to prioritise the 12 topics based on the stakeholders' individual evaluation:

- Internally, employees of all hierarchy levels were questioned as part of Infront's first groupwide employee survey
- Externally, the list of topics was sent to partners and clients of Infront with the request to prioritise the topics from their point of view
- Findings from preceding stakeholder dialogues, particularly those resulting from the dialogue on "Brave New Sport", see page 18, were used to complement survey results

In the attempt to balance individual stakeholders' views and to not miss out on material risks and opportunities, research from internal and external sources (risks and regulatory requirements, general social trends, industry benchmarks) was considered for the final prioritisation of topics along the materiality matrix' x-/y-axis.

Five factors, originally defined by the Sustainable Accounting Standards Board (SASB), served for an impact assessment of material topics on Infront's business, finally determining the topic's location along the x-axis:

- Financial impact and risks
- Legal, regulatory, and political factors
- Industry standards and competitive factors
- Concerns of stakeholder groups and social trends
- Opportunities for innovation

A view on Infront's potential impact on the UN SDGs and their accompanying targets was used to finally evaluate a topic's potential impact on sustainable development, therewith determining the location along the y-axis.



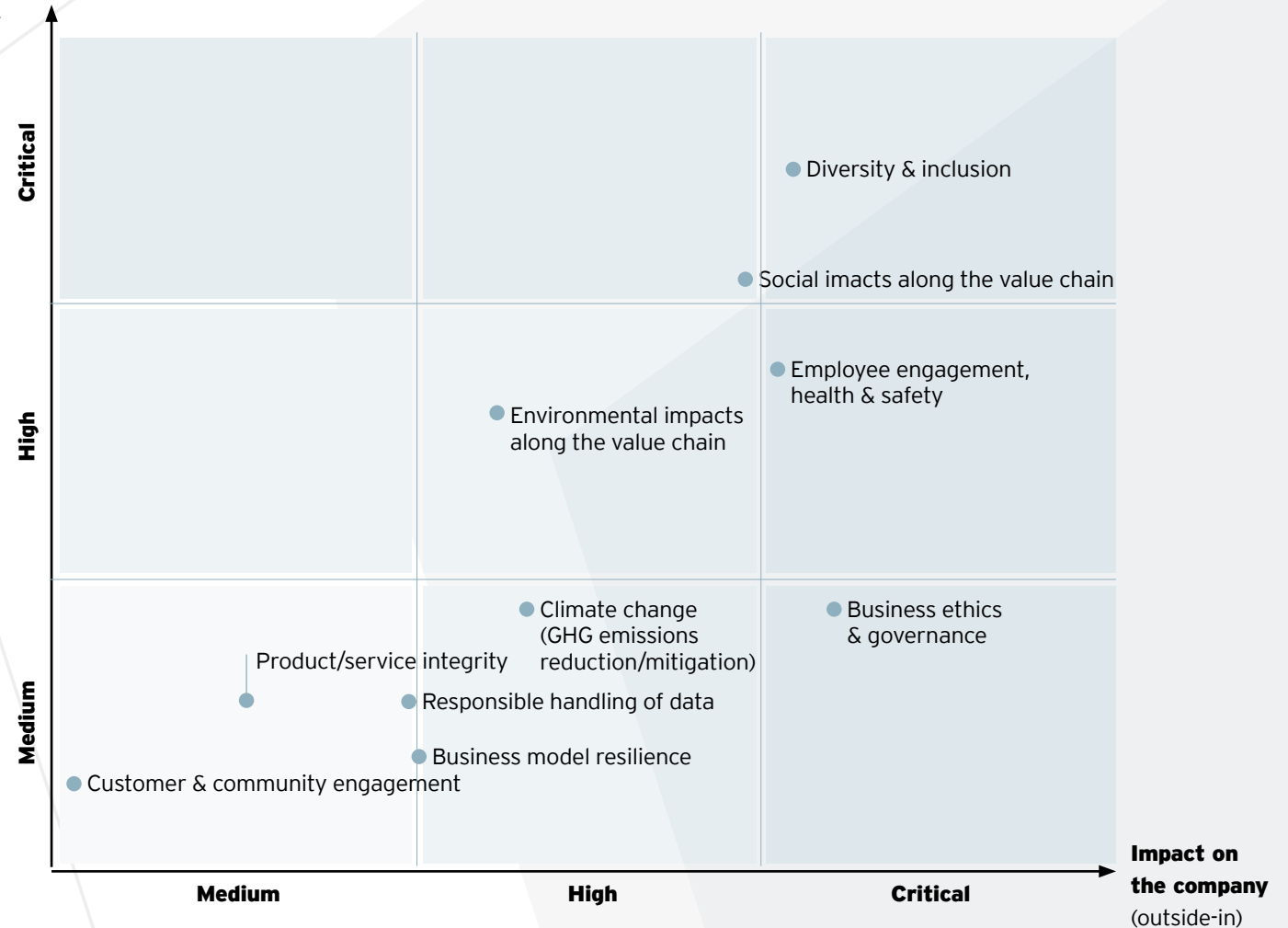


# Materiality matrix

This matrix is based on Infront's stakeholder survey in 2022, as well as internal and external research weighted by SASB-factors (x-axis) and impact of topics on the UN SDGs (y-axis).

Detailed information on the approach to determine material topics on page 56.

Impact on society  
& environment  
(inside-out)



Material topic	Descriptor
<b>Business ethics &amp; governance</b>	Approach to topics incl. anti-fraud, internal controls and audits, anti-corruption, anti-bribery, competitive behaviour, money laundering, transparent management of the legal and regulatory environment, tax and fiduciary responsibilities.
<b>Employee engagement, health &amp; safety</b>	Capacity to ensure readiness for the future of work with upskilling, learning and development; engage employees in the Infront sustainability journey through activities including corporate volunteering; create and maintain a safe and healthy workspace and support well-being.
<b>Diversity &amp; inclusion</b>	Capacity to build awareness of, and reduce, unconscious bias across the company's activities, to ensure fairness, for example in its employment practices, company presentation, partnerships, and business relationships. Ensure that cultural, hiring, and promotion practices support the development of a diverse and inclusive workforce that reflect local talent pools and the stakeholder base, and prevent discrimination and harassment.
<b>Social impacts along the value chain</b>	Societal engagement, worker and community health and safety, local economic contribution and inclusive growth, fair pay, preventing modern slavery (human trafficking, forced labour, child labour, and other forms of exploitation) that could e.g., result in impacts related to economic development, economic and social inequality, poverty, health and well-being.
<b>Environmental impacts along the value chain</b>	Waste, wastewater, and hazardous material management along the value chain that could e.g., result in impacts related to environmental / natural catastrophe, deforestation, loss of biodiversity and habitat, land degradation, water or air pollution, dematerialization, demand-driven production, ecodesign, circularity.
<b>Climate change (GHG emissions reduction / mitigation)</b>	Capacity to limit the firm's climate change impact and related impacts (e.g., pollution, biodiversity, deforestation) through managing its energy consumption, travel, and logistics impact, GHG emissions accounting and mitigation, and setting science-based environmental targets.
<b>Business model resilience</b>	Economic performance, capacity to integrate social, environmental, political transitions and risk management into long-term business planning, supply chain resilience, impacts of external environmental and social factors on material availability and demand.
<b>Responsible handling of data</b>	Data collection and use processes and protocols, information security and privacy, responsible use of information.
<b>Product / service integrity</b>	Service/product design & lifecycle management, service/product quality assurance & safety, traceability, transparency.
<b>Customer and community engagement</b>	Assurance of customer satisfaction, customer privacy and security, timely and relevant response to customer complaints, product quality assurance, public relations, lobbying and advocacy, responsible marketing and advertising.





# Key data

<sup>1</sup>Data are end-of-year unless otherwise stated.

<sup>2</sup>Includes regular, temporary, and fixed term employees, trainees, students participating in the dual study programme, and contractors

<sup>3</sup>Includes trainees, dual students, apprentices, Associate, Manager, and Senior Manager level

<sup>4</sup>Includes Associate Director, Director, Senior Director, and Managing Director level

<sup>5</sup>No end-of-year data. Corresponds to 100% of regular (permanent) employees who were fully integrated into the Infront Compliance Management System and invited to the training in March 2022.

## Reporting period: 1/1/2022 - 31/12/2022<sup>1</sup>

Employees	TOTAL
<b>Number of employees (HC)<sup>2</sup></b>	<b>954</b>
thereof regular (permanent) staff	749
thereof employees covered by collective bargaining agreements (%)	32.0%
<b>Number of employees (FTE)</b>	<b>923.5</b>
of whom in Switzerland (%)	17.5%
of whom in Germany (%)	22.4%
of whom in Austria (%)	1.9%
of whom in Italy (%)	14.6%
of whom in France (%)	18.1%
of whom in UK (%)	4.3%
of whom Rest of Europe (%)	7.0%
of whom in Israel and Middle East (%)	4.8%
of whom in Asia-Pacific (%)	3.6%
of whom in North America (%)	5.8%

## Reporting period: 1/1/2022 - 31/12/2022<sup>1</sup>

Employee diversity	TOTAL
<b>Number of employees (HC)<sup>2</sup></b>	<b>954</b>
of whom 29 years or younger (%)	23.1%
of whom 30 to 50 years (%)	66.8%
of whom 50 years or older (%)	10.2%
<b>Ratio of women (% of total headcount)</b>	<b>37.1%</b>
Women on employee level (% of total employee level <sup>3</sup> )	41.7%
Women in management (% of total management level <sup>4</sup> )	24.1%
Women on the Executive Board (%)	7.1%
<b>Employee well-being and benefits</b>	
<b>Part-time ratio (% of total headcount)</b>	<b>10.2%</b>
Women in part-time (% of total female headcount)	17.2%
Men in part-time (% of total male headcount)	6.0%
<b>Integrity</b>	
Number of employees and governance body members trained in compliance topics (incl. anti-corruption)	836 <sup>5</sup>
Confirmed incidents of corruption and action taken	0
Incidents of discrimination and corrective action taken	0

# Corporate Carbon Footprint

## Methodology

Infront has worked with the specified third-party provider ClimatePartner to calculate the Group's first corporate carbon footprint (CCF). The CCF 2022 is the sum of CO<sub>2</sub> emissions released by Infront Group companies (operational control approach) in the period from 1 January to 31 December 2022.

The calculations were based on the guidelines of the Greenhouse Gas Accounting and Reporting Standard (GHG Protocol). The three scopes of the GHG Protocol are explained on page 47.

The CCF calculates all emissions as CO<sub>2</sub> equivalents (CO<sub>2</sub>e), which this report also refers to as CO<sub>2</sub>. This means that all relevant greenhouse gases, as stated in the IPCC (Intergovernmental Panel on Climate Change) Assessment Report, were considered in the calculation. To make their effect on global warming comparable, they are converted to CO<sub>2</sub>e as a basic unit and multiplied by their global warming potential (GWP).

Infront's CCF 2022 was calculated using consumption data, collected bottom-up from the various Group companies, and emission factors researched by ClimatePartner.

- Wherever possible, primary data were used. If no primary data were available, secondary data from highly credible sources were used, and results were extrapolated.

- Emission factors were taken from scientifically recognized databases such as ecoinvent and DEFRA.
- Emissions for electricity were calculated using both the market-based and the location-based method. This dual reporting approach is recommended by the GHG Protocol.

For the market-based method, Infront provided specific emission factors of the purchased electricity in its various locations. If these specific factors were not available, factors for the residual mix in the country or the average grid mix of the country was used. For the location-based method, the average electricity grid mix of the country is calculated.

As described on page 47 of this report, Infront owned events are still excluded from the CCF 2022. Closing this gap as well as gradually improving the granularity and quality of the CCF's underlying consumption data will lead to more refined results and potential restatements of the CCF in the future.

Infront is committed to continuously enhance the data basis of its CCF calculation, while already assessing next steps towards emissions reduction.





# CCF 2022

<sup>1</sup> Electricity emissions were calculated using the market-based method. This means that calculation used a specific emission factor associated with the purchased electricity or, if this was not available, a country-specific residual factor.

Electricity emissions can also be calculated using the location-based method, which uses national average grid emission factors. Using the location-based method, the result is 465.66 t CO<sub>2</sub>. For more information on dual reporting, visit [https://ghgprotocol.org/scope\\_2\\_guidance](https://ghgprotocol.org/scope_2_guidance).

Emission Sources	[t CO <sub>2</sub> ]	[%]
<b>Scope 1</b>	<b>389.62</b>	<b>5.6</b>
<b>Direct emissions from company vehicles</b>	<b>270.17</b>	<b>3.9</b>
Vehicle fleet	270.17	3.9
<b>Direct emissions from company facilities</b>	<b>119.45</b>	<b>1.7</b>
Heat (self-generated)	100.17	1.4
Refrigerant leakage	19.29	0.3
<b>Scope 2</b>	<b>857.09</b>	<b>12.3</b>
<b>Purchased electricity for own use <sup>1</sup></b>	<b>799.02</b>	<b>11.5</b>
Electricity (stationary)	782.53	11.2
Electricity (vehicle fleet)	16.49	0.2
<b>Purchased heating, steam and cooling for own use</b>	<b>58.07</b>	<b>0.8</b>
Heat (purchased)	58.07	0.8
<b>Scope 3</b>	<b>5724.82</b>	<b>82.1</b>
<b>Business travel</b>	<b>4,295.19</b>	<b>61.6</b>
Flights	3,710.47	53.2
Hotel nights	306.44	4.4
Rental and private vehicles	244.7	3.5
Rail	33.59	0.5
<b>Employee commuting</b>	<b>1,008.92</b>	<b>14.5</b>
Employee Commuting	829.76	11.9
Home office	179.17	2.6
<b>Fuel- and energy-related activities</b>	<b>346.67</b>	<b>5.0</b>
Upstream emissions electricity	190.9	2.7
Upstream emissions vehicle fleet	104.92	1.5
Upstream emissions heat	50.84	0.7
<b>Purchased goods and services</b>	<b>48.91</b>	<b>0.7</b>
Electronic devices	47.42	0.7
Water	1.46	-
External data centre	0.03	-
<b>Waste generated in operations</b>	<b>25.13</b>	<b>0.4</b>
Operational waste	25.12	0.4
Transport to disposal facility	0.01	-
<b>Overall results</b>	<b>6,971.53</b>	<b>100.0</b>

# GRI Content Index

Disclosure / GRI Standard	Location (page)
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2-3 Reporting period, frequency and contact point	p. 64; p. 10 (frequency)
2-4 Restatements of information	Not applicable (first report)
2-5 External assurance	p. 64
2-6 Activities, value chain, and other business relationships	p. 5-7
2-7 Employees	p. 38; p. 59
2-22 Statement on sustainable development strategy	p. 4
2-23 Policy commitments	p. 22-27
2-24 Embedding policy commitments	p. 25-26
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<b>GRI 3: Material topics (2021)</b>	
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3-3 Management of material topics	p. 7; p. 13
203-1 Infrastructure investments and services supported	p. 14-17
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Disclosure / GRI Standard	Location (page)
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305-1 Direct (Scope 1) GHG emissions	p. 47, p. 61
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418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	p. 27



# List of abbreviations

Abbreviation	Definition
Abbott WMM	Abbott World Marathon Majors
CCF	Corporate carbon footprint
CHF	Swiss Francs (currency)
CO <sub>2</sub> /CO <sub>2</sub>	Carbon dioxide
CO <sub>2</sub> e/CO <sub>2</sub> e	Carbon dioxide equivalents
Defra	UK Department for Energy Security and Net Zero emission conversion factors
ecoinvent	A not-for-profit association based in Zurich, Switzerland, dedicated to the availability of high-quality data for sustainability assessments worldwide.
ff.	Following pages
FTE	Full time equivalents
ESG	Environmental, social and governance aspects. (In this report used equivalent to sustainability).
EUR	Euro (currency)
e.V.	German abbreviation for “registered association”
EY	Ernst & Young
HC	Headcount
IP	Intellectual property
IPCC	Intergovernmental Panel on Climate Change
GBP	British Pound (currency)
GHG	Greenhouse gas emissions
GRI	Global Reporting Initiative
GWP	Global warming potential
ISO	International Organization for Standardization
IT	Information technology
SASB	Sustainability Accounting Standards Board
SDG	Sustainable Development Goal
SRD	Sustainable Responsible Deposit
SMART	Specific, measurable, achievable, relevant, time-bound
t	Tons
UDHR	United Nations Declaration of Human Rights
UN	United Nations

**Approach to the report**

This report covers the Infront Holding AG (Infront/Group), which is a limited company incorporated in Switzerland with its registered office located in Zug, Switzerland.

**Reporting period**

Unless otherwise stated, this report covers the reporting period of the calendar year 2022, from 1 January to 31 December. Fully consolidated participations of the Holding are included in the data, which are as per year-end unless otherwise stated.

**Reporting standards**

This is the Group's first Sustainability Report and has been conducted with reference to the Standards of the Global Reporting Initiative (GRI Standards 2022).

**External assurance**

The equal pay analysis conducted for Infront Headquarters in 2022 (see page 39) was externally assured by Ernst & Young (EY). Beside that, no external assurance has been pursued.

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