CSR Report 2008

The economic, ecological and social performance of Ringier Holding AG
The Corporate Social Responsibility (CSR) Report of the Ringier Holding AG has been illustrated with photographs from the international Ringier photo award. The pictures appeared 2007 in one of the over 120 Ringier newspapers and magazines. An international jury annually selects the best entered pictures.

The report that lies before you has been illustrated with these photos, as they exhibit economic, social and environmental realities. At the same time, they also represent the main topics of our CSR Report. Ringier journalists are confronted and concerned about such topics and report about them daily.
▲ Bushfire; Budapest.
Gábor Fuszek for Blikk (Hungary)

▲ Pump station; Sins, Canton of Aargau: 2007 Flood.
Bruno Voser for Schweizer Illustrierte (Switzerland)
Mr. Ringier, what does sustainability mean to you?
It means looking at things on a long-term basis in all their complexity. That’s difficult and demanding, because we often lack the sense and knowledge about the possible consequence of our doings. One has to regularly examine and question one’s own way of dealing with things and be prepared to confront new findings. Because what was yesterday considered sustainable or environmentally friendly may be valued very differently today.

What is the role of the economy in the field of sustainability?
It plays a central role. The economy should show politics the way and not vice versa. People and hence employees, too, want sustainability – sustainability is an attractive factor in the job market.

Are specific demands placed on media companies?
Yes. And our journalists rightly assess other companies, among other things concerning the sustainability of their activities. Those that lag behind in the media business lose a part of their credibility.

As an internationally active company with Swiss roots, how is Ringier best distinguished?
Switzerland has an excellent reputation as a country where social and environmental concerns are handled progressively but at the same time pragmatically. Hence, one expects of us that we can introduce this attitude abroad.

Is sustainability a fashion trend or a question of survival?
Neither nor. Firstly it’s simply sensible on a long-term economic basis, and secondly, a social obligation for each and every company.
Mladen Petric, Hamburger SV (formerly FC Basel).

Marcel Schaar for GOAL (Switzerland)

▲ Millionaire during game. Zhang Min for Oriental Sky (China)
Climate change, threatened biodiversity and evanescent forest areas: these are matters which preoccupy and concern the public worldwide. More than ever, companies are called upon to pursue their economic goals in keeping with society and the environment. Corporate Social Responsibility (CSR) has become a global challenge.

For around 25 years, Ringier has operated an active environment policy: in 1992 we were the first media company in Switzerland to publish an environmental report, while the first CSR report was issued in 2003. Until now, however, reporting was restricted to Switzerland. Now for the first time – in the 175th year of its existence – Ringier presents a comprehensive report on CSR that also takes account of the business activities in the other European states as well as Asia.

Companies generally prefer to portray themselves in the best light, not least through CSR reporting. Yet Ringier’s commitment is founded on the desire for transparency. That is why the Group Executive Board has appointed a delegate for CSR, under whose leadership a project team has drawn up this CSR Report in accordance with the established guidelines of the Global Reporting Initiative (GRI).

This report provides our company, its associates, subsidiaries and all management bodies with another comprehensive foundation for guidance and decision-making for their future work. We are going to use it! In some countries we have already made much progress with our efforts towards sustainable development, whilst in others we are only just beginning. This is no surprise when one considers that in various countries where Ringier operates the “pioneer era” is still under way or took place just a short time ago.

The photographs in this report are taken from prize-winning entries to the international Ringier Photo Award 2008. Our colleagues captured these images for one of more than 120 Ringier publications. The photos not only demonstrate the opportunities for a media company to inform the public about important social issues. They are themselves an example of an aspect of sustainability, for they derive their quality not from a superficial, striking sense of topicality but from their long-term effect on those who view them.

Martin Werfeli
CEO
Ringier AG
▲ ▲ Clean-up operation after derailment; Hungary.
Zsolt Reviczky for Népszabadság (Hungary)

▲ Fabio Coltorti, goalkeeper, Racing Santander (formerly Grasshoppers Club Zurich).
Rolf Edelmann for GOAL (Switzerland)
For Ringier, CSR means acting with responsibility – towards society as a whole, towards our customers, our colleagues and the owners of the Group.

Ringier has been reporting on this for years now, though reports to date have been restricted to Switzerland and largely to environmental topics. It was therefore a big step to compile a CSR Report providing information about the activities of the entire Group in nine countries and about all activities relevant to CSR.

For the first time we are reporting in accordance with the internationally accredited Global Reporting Initiative (GRI) standard, as we are convinced that reporting on ecological and social aspects of business will become just as important and as much of a routine as financial reporting. That is why we are doing so transparently and in a comparable manner.

This report would not have been achieved without the active cooperation of a large number of people. Special thanks are due to the General Managers and officers in the individual countries who compiled the necessary data with great dedication, though also in particular to the team that advanced this project step by step, not to mention the experts called in from outside.

Yet it is with the publication of this CSR Report that Ringier’s commitment to a sustainable corporate policy begins in earnest. On the basis of the report, a Group-wide CSR strategy is being defined and a genuine CSR management system is in operation. You can read about the things we have tackled and when, where and how we approached them in the next CSR Report, which will be published in 2011, and under the continuously updated rubric “CSR” at www.ringier.com.

Marco Castellaneta, CCO
Delegate for CSR and member of the Group Executive Board
Sound basis for the future

The power of innovation is a central theme of Ringier’s history. The media company has always relied on new technologies as it responds to the needs of a rapidly evolving society. Now active in nine countries, the multimedia company wishes to pursue growth whilst honouring its ecological and social responsibility.

1.1 History

Ringier has been active in the Swiss publishing business for 175 years. The company successfully expanded abroad 20 years ago.

It was in 1833 that Johann Rudolf Ringier, the son of a pastor, purchased a printing office in Zofingen and thus laid the foundation for a success story: over the years, the small local business grew into a successful media company operating worldwide.

Among other things, Johann Rudolf Ringier printed official ordinances, teaching syllabuses, regulations and also the “Roggwiler Chronik”. He published his first newspaper, the Zofinger Wochenblatt, acting as printer and publisher at the same time.

In 1911, the Schweizer Illustrierte Zeitung was first published. Paul Ringier thought and acted innovatively: whilst the newspapers of the day were dominated by the written word, he relied on the power of pictures. As newspapers described current events in words, Paul Ringier let the photographs do the talking. Thanks to autotype, pictures could be spread among the people swiftly and cheaply in mass circulation. Ringier was quick to recognise this technical and social trend and successfully acted on it.

That was also the case in 1959 when Hans Ringier, the son of Paul Ringier, launched Switzerland’s first tabloid newspaper, Blick. The new paper caused some fierce reactions. Convinced by the product, however, Hans Ringier stuck to it with patience and persistence, leading the newspaper to success.

Producing high-quality newspapers and magazines takes good journalists. Hans Ringier was conscious of that when he founded the Ringier School of Journalism in 1974 to support his employees. It was the first academy for journalists in Switzerland.

Michael Ringier opened up a new field of activity for the media house in 1984 when he ventured into electronic media. Together with partners he founded the TV programme production company Zürivision. Ringier is now one of the largest producers of TV programmes in Switzerland and holds a stake in the Romanian broadcaster Kanal D.

In 1987, the company ventured into Asia with the establishment of TimesRingier (HK) Ltd., in cooperation with Times Publishing Co., Singapore. Shortly afterwards, in 1990, Ringier launched the business paper Cash in the Czech Republic, thus laying the foundation for expansion into Central and Eastern Europe.

In the mid-1990s, the Internet began its rise to victory. Ringier recognised the potential of the new technology, launching its first Web platform, Blick Online, in 1996.

For 175 years now, Ringier has examined technological and social change and observed it with foresight. Thanks to courage, candour and innovation, what was once a Swiss printing company has become an international provider of multimedia platforms.

1.2 Structures and locations

The Swiss family company is now active in nine countries and has a wide range of products in its portfolio.

Headquartered in Zofingen, Ringier is a pure family business, and even in its fifth generation, it is still run by a family member: Michael Ringier is the Chairman of the Board of Directors of Ringier Holding AG, which owns Ringier AG and Ringier Print Holding AG.

Ringier Holding AG and Ringier AG are managed by a Board of Directors of at least three people, which meets at least four times a year. It is responsible for the mission statement, strategy and organisation as well as the supervision of business operations.

Ringier Print Holding AG is managed by a separate Board of Directors.

Ringier has adopted clear management structures, which are defined in the organisational and business rules of Ringier Holding AG and Ringier AG. All boards have clearly defined tasks and are equipped with the required authorisations so that they can do their job efficiently and effectively. These authorisations as well as the decision-making processes are defined in the “Ringier Group Management Overview”.

The operational business of Ringier AG is the responsibility of the Group Executive Board under the chairmanship of CEO Martin Werfel, who makes decisions after close consultation with the members. The Group Executive Board of Ringier meets at least once a month for a full day and is responsible for the operational business of Ringier AG as well as its subsidiaries and associates.

The operational business at national level is run by the management appointed locally.

The executive boards are supported at Group level by the following committees, which have clearly defined areas of responsibility and meet regularly:

- Finance Committee
- IT Committee
Organisation

Ringier Holding AG
Board of Directors: Michael Ringier (Chairman), Dr. Uli Sigg (Vice Chairman), Oscar Frei, Jan O. Frøshaug, Prof. Dr. h.c. Hans-Olaf Henkel, Christiane zu Salm

Ringier AG
Board of Directors Ringier AG
Michael Ringier (Chairman), Dr. Uli Sigg (Vice Chairman), Oscar Frei, Jan O. Frøshaug, Prof. Dr. h.c. Hans-Olaf Henkel, Christiane zu Salm

Group Executive Board Ringier AG
Martin Werfeli* (CEO)

Ringier Switzerland
Marc Walder*

Ringier Hungary, Ringier Romania
Alexander Theobald*

Ringier Czech Rep., Ringier Slovakia
Peter Mertus*

Ringier Pacific, New Media
Thomas Trüb*

Corporate Center
Marco Castellaneta*

Finances & IT
Samuel Hügli*

Ringier Print Holding AG
Board of Directors Ringier Print Holding AG
Martin Werfeli (Chairman), Ulrich Flörchinger, Samuel Hügli, Peter Karlen

Ringier Serbia
Jelena Drakulic-Petrovic

Ringier Print Europe
Radomir Klein

Ringier Print HK
Albert Lee

Legal Service
Caterina Ammann

Media Development
Jacques Pilet

* Members of the Group Executive Board

- Compensation Committee
- New Media Committee
- Communication Committee (Communication Net)

Four times a year, the CEO of Ringier AG, the Group divisional managers, all the national General Managers and staff officers also meet for an informal Group management meeting.

Locations

Ringier is active in the following countries: China, the Czech Republic, Germany, Hungary, Romania, Serbia, Slovakia, Switzerland and Vietnam. Publishing print products is one of the company’s core businesses. The Swiss media house publishes more than 120 newspapers and magazines around the world. The product portfolio is broad, ranging from tabloids and business papers, magazines and family titles to cookbooks and inflight magazines. Ringier not only publishes print products but also operates eleven printing plants in Europe and Asia. In recent years the company has also invested in digital media and has around 50 Web platforms today. Ringier also produces and markets more than 20 TV programmes and holds considerable shares in television and radio stations. A list of all the products made by Ringier can be viewed on the Internet at www.ringier.com.

1.3 Reporting

For the first time, Ringier presents a CSR Report covering all locations where the Group is active.

Ringier has long been conscious of its responsibility to society and the environment. As early as 1992, the company published its first environmental report relating to business operations in Switzerland. Key environmental figures were subsequently collected and published at regular intervals. In 2003 came the first CSR Report which also covered the topics of social culture and product responsibility. In connection with the new Group strategy, which came into force in 2006, it was decided that CSR reporting would be extended to the whole Group.

Report parameters

This CSR Report is the first of its kind at Ringier. It forms the foundation of Ringier’s CSR reporting and is also the starting point for all future activities in this area. Thanks to the tradition of reporting, comparison figures are already available for Switzerland, though this is not yet the case for the other countries. That is reflected in this report, which,
in a manner of speaking, represents the zero meridian of Ringier’s CSR performance in the economic, environmental and social fields.

The data for this report were gathered in 2008 for the financial year 2007 in all countries where Ringier is active. The Ukrainian (activities sold in 2008), Chinese and Vietnamese publishing locations were only included in parts. Each of those are small editorial offices and company sections that operate exclusively in collaboration with external printers. Figures for the Zürcher Druck + Verlag AG were not collected. This printing plant with 62 employees was integrated into NZZ Fretz AG in spring 2008.

All subsidiaries in which Ringier holds a stake of at least 50 per cent are covered in this CSR Report. A list of the holdings can be viewed in the Annual Report at www.ringier.com/publications.

The table on page 11 offers an overview of the scope of reporting.

1.4 Business development

Ringier successfully publishes and prints over 120 newspapers and magazines worldwide and operates printing plants as well as TV and radio stations. In addition, the company is constantly expanding its range of multimedia platforms.

Ringier has a firm economic footing. The Group’s turnover rose in 2007 thanks to marked growth in Central and Eastern Europe, the Switzerland print division and Asia, increasing by 120.9 million Swiss francs, or 9 per cent, to 1.46 billion francs. Profit after tax amounted to 102.7 million francs. This meant that Ringier was able to show a record result for the sixth time in succession.

The industry-wide fall in newspaper sales revenues also made itself felt at Ringier. Tough competition in the European print market led to a reduction in revenues, particularly in the export market of Swissprinters. Trends in the markets of Central and Eastern Europe were highly variable: powerful growth in Serbia (advertising revenues up 113 per cent), rapidly rising advertising revenues in Slovakia and Romania, but moderate growth in Hungary and consolidation in the Czech Republic. The booming inflight magazine business brought further expansion of turnover in Asia, most of all in China.

Publishing and editing newspapers and magazines is and remains the core business of Ringier. In 2007, our presence was further expanded in certain European countries: the takeover of Aha!, number two in the Czech tabloid market, boosted our market leadership, as cemented in Serbia with the launch of the ALO! tabloid newspaper.

Ringier intends to remain among the leading European media companies with a multinational business in the future. 2007 therefore saw investment in the future and substantial progress on digitisation. In Hungary and Switzerland, the websites of the Blick and Blick titles were developed further with success. Blick.ch was the most visited media...
As part of the digitisation of media content, Ringier is also increasing its investments in the development of new distribution channels, for example the mobile channels.

Local collaboration

A publisher’s business model is mainly of a local nature. The cost and revenue streams flow into the same geographical area. The essential materials that enter the value chain are paper, ink and printing plates.

Most Ringier companies collaborate with the local subsidiaries of multinational groups. Payments are generally made to the groups’ domestic subsidiaries. Only in Romania and Switzerland are other, smaller local producers occasionally considered. According to GRI, suppliers are considered to be local if the payments for purchased services flow into the same geographical area as the sales market.

1.5 Corporate strategy

Ringier’s success is based on the knowledge and commitment of its staff and the innovative spirit that characterises the business. Innovations in new technologies or new processes are consistently supported.

The central foundation of Ringier’s actions is the corporate mission statement, which was introduced in 1996. It formulates principles of CSR, such as environmentally sound behaviour, gender equality or the commitment to responsibility towards employees, customers and media consumers.

Ringier has made its mission in each country to adopt the role of a guarantor of the diversity of information and opinion. Using high-quality content, Ringier seeks to stimulate its customers and exert a positive influence over their experience. The staff play an important role here and they are the greatest asset. It is only their strength that enables Ringier to be better than the competition.

The Ringier Group strategy is based on five principles:

1. Leading in innovations: in saturated markets, growth can be generated mainly with new ideas, new titles or portal in Switzerland. Under the Cash umbrella brand, a print title was developed into a multimedia business and finance platform. Last year Ringier also acquired media swiss AG, a successful provider of online services and products. With the takeover, Ringier is opening up interesting new business models whilst also securing know-how that can be employed at Group level in all countries.

Locations included in the report

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1 Group Executive Board, staff. 2 Only applies to China.
Cow Inga and Hans-Kaspar Schwarzenbach, Director of Tourism Arosa. Marcel Nöcker for Schweizer Illustrierte (Switzerland)

Philippe Senderos, centreback of the Swiss national team. Pål Hansen for GOAL (Switzerland)
new formats. The innovative potential of the staff plays an important role in that process. Yet innovations not only relate to new titles or formats but also to process optimisations and cultural innovations. They must always be associated with particular aim and have an economic or strategic rationale. This does not mean that all innovations must carry the same importance or that they must be implemented. What it does mean, however, is that each of these ideas should represent potential for the company and justify the preparation of a business plan.

2. Building and expanding digital channels: Ringier AG is intensely developing its ability to offer its content via the rapidly evolving digital channels. Strategies are being devised for the online editions of the print titles to make even better use of cross-media potential (print, online, TV, etc.). In future Ringier will offer its content even more forcefully across all media channels.

3. Developing employees: the success of Ringier depends on the motivation and performance of the employees, who are therefore taken into account a great deal. Investing in good employees keeps them at the company, thus guaranteeing performance even in tough economic times.

4. Exploiting synergies: cooperation across divisional and national boundaries and the exploitation of internal synergies are strongly encouraged, for Ringier sees itself as an integrated business shaping its future and using its resources across borders and business units.

5. Efficiency on costs: Ringier achieves an optimum ratio of costs and revenues.

These strategic principles form the basis of all subordinate strategic corporate and divisional objectives. As a whole, the aim of this strategic approach is continuous change, as befits the history and culture of the leading Swiss media company.

Ringier is a media group with multinational operations. Yet, since the media business, as mentioned above, is mainly of a local nature, management at Ringier is also locally organised. The local business is run on the spot by the local management. Ringier thus follows the principle that those who know the market best should run the business. This also explains the fact that the managers are local, with a few exceptions. All decisions are guided by the Ringier Group strategy, which was established in 2006.

The turnover of the group rose last year thanks to growth in Central and Eastern Europe, Print Switzerland and Asia, to over 1.4 billion francs.

The largest division of added value is for the benefit of employees. The division for foreign services and material costs is almost equally as large.
Ein Mann versucht, einen Bahnwaggon mit einer Hand abzustützen, während die Passagiere nach einer Entgleisung aus dem Zug evakuiert werden. Zsolt Reviczky für Népszabadság (Ungarn), Ringier Photo Award 2008

Child workers; Phnom Penh, Cambodia.
Jan Šibík for Reflex (Czech Republic)

Thunderstorm; Sziget Music Festival, Budapest.
Simon Móricz for Népszabadság (Hungary)
1.6 Values and attitudes

The Group as a whole and each individual employee follow clearly defined ethical and corporate principles.

Sustainable action

At Ringier, CSR relates to the areas of business, environment and society.

Preserving an intact environment for future generations is a key concern for Ringier. 98 per cent of the pollution caused by Ringier is due to paper and printing. Wood is an important raw material for the production of paper, so in the Print division, Ringier takes care wherever possible to use certified paper from sustainable forestry. This principle has been defined accordingly for internal printed matter in the Corporate Design Manual. Customers are also constantly advised of the advantages of these kinds of paper. Ringier is also anxious to reduce energy consumption and organise production in such a way as to minimise the formation of climate-damaging gases such as VOCs and CO₂.

Ringier’s responsibility is complex; it encompasses more than environmental protection. As a media company, Ringier has a journalistic responsibility towards business, politics and the population. Ringier’s responsibility also relates to its role as an employer and a member of society. Ringier senses its obligation to society, which it expresses not least through the establishment of foundations, support for charitable institutions and campaigns as well as sponsorship of art and culture.

For Ringier, CSR means incorporating economic, social and ecological aspects into all decision-making processes and seeking a balanced solution.

Journalistic responsibility

Newspapers and magazines, Internet platforms, radio, TV and books: Ringier uses a wide variety of channels to carry information to people. The journalists report on the facts behind the stories with analysis, interpretation and comment. In certain countries, Ringier plays a substantial part in shaping public opinion. The company thus makes a contribution to social and political life, which entails great responsibility towards politics, business and society.

The Ringier media operate independent and critical journalism. Those who work in this way need curiosity and openness, though also passion and persistence. Ringier recognises the principle of journalistic responsibility but eschews any publishing dogma. All employees are expected to stand by their mistakes. Fairness is part of the corporate culture.

The publishing company’s business interests are clearly separated from publishing services; advertising and journalistic content are kept apart from each other. The journalists are not only bound by the laws of the respective country but also by the country-specific guidelines on professional ethics. In their work, the editorial teams must be guided by the following aims:

- Communication of current information
- Comprehensive opinion formation
- Critical commentary
- Respect for human dignity
- No exercise of influence in the sense of general support for particular parties
- Tolerant attitude towards minorities
- Advice on practical life issues
- Appealing design and consideration of the need for entertainment

Great requirements are placed on the journalists at Ringier, who therefore receive support through in-house training. The Ringier Academy was launched during the anniversary year 2008. This new facility supports the training and education of employees in all countries and intensifies the transfer of knowledge within the company. The Academy is conceived as a Group-wide platform to link existing training programmes and initiate new ones. In the process it starts from the specific needs of the individual countries and markets.

As a special incentive, the Hans Ringier Foundation awards the Ringier Media Award annually in Switzerland. It is given to one or two media representatives who have distinguished themselves by outstanding achievements over a long period. Prizes for Ringier media representatives are also awarded in the Czech Republic, China and Hungary. Furthermore, the international Ringier Photo Award recognises three photographers from across the Group each year for an outstanding picture published in a Ringier publication.

Code of Conduct

For a media company such as Ringier, credibility is of the utmost importance. In order to be credible, the employees at all hierarchical levels must do more than simply obey laws: they must also behave in an ethically correct manner.

However, internationalisation and the evermore complex environment may make it difficult to determine the correct ethical behaviour in each case. This fact has persuaded Ringier to formulate guidelines for ethical behaviour. The Code of Conduct was introduced in all locations in 2007 and issued to all employees in their national language. It helps them to distinguish between appropriate and questionable behaviour. From 2009, the Code of Conduct will be an integral part of the employment contract. Yet, the handbook contains more than one-sided duties incumbent on the staff. It also represents a commitment by Ringier: as an employer, the company guarantees to abide by fundamental ethical principles that protect the rights and identity of the employees.

The Code of Conduct not only lays down rules for ethical behaviour but also for the information procedures. It ensures that the employees as well as their supervisors are offered independent points of contact. The Ringier Code of Conduct can be accessed at www.ringier.com.

Idea management

Innovation is a component of the Ringier strategy. It is not just a matter for the managers, as shown by ideas management. With the “Idea radar”, Ringier has established a central collection point for employee suggestions in Switzerland. In 2008 a pilot project was launched in Switzerland with the aim of furthering the expansion of idea management. The project is based on the supervisor model, in which managers sponsor their employees’ ideas, as well as the group suggestion scheme, where staff are motivated to use their varying know-how to generate ideas together. Suggestions for new or improved products and processes are developed in workshops and brainstorming sessions. The staff are motivated to develop and contribute even more ideas. There are plans to institutionalise idea management Group-wide from 2009.
▲ ▲ Watch and Jewellery Fair Basel: shortly before the opening.
Christophe Chammartin for Montres Passion (Switzerland)

▲ Manfred Güllner, Director of the Forsa Institute Berlin.
Götz Schleser for Cicero (Germany)
1.7 Environment and CSR

Ringier is bound by strict environmental principles and will present the first comprehensive CSR strategy in 2009.

Environmental principles

With this CSR Report, Ringier also lays the foundation for Group-wide environmental management. Environmental standards vary widely in the countries where Ringier operates. Given the different print processes used, various problems occur at the individual production locations.

In other words: the initial conditions within the Group are not all the same. But the aim is the same across the entire business: Ringier takes its obligation to the environment seriously and is striving to make continuous improvements. The environmental targets are therefore not set strictly but formulated so as to be realistic for the individual locations. The starting position for improvements is always the specific situation at the individual location. The local management endeavours to achieve as much as possible whilst allowing for the local conditions.

CSR management

The Group management has appointed a delegate for CSR: Marco Castellaneta. To prepare an initial Group-wide CSR Report, a project group has also been founded under his chairmanship.

Once the report has been published, a CSR strategy will be formulated and should be completed by 30 June 2009, covering the most important topics in the areas of working conditions, the environment and society. To implement this strategy, the delegate for CSR will ask the Group Executive Board to introduce a CSR management system and an internal organisation for the purpose.
**Dialogue is part of the corporate culture**

Ringier maintains dialogue with political, economic and cultural representatives as well as customers and competitors. Providing information to employees openly is part of the corporate culture.

Ringier maintains relations with the stakeholders listed on the basis of an explicit communication strategy and an internal communication manual. Information and communication are essential elements in the configuration of corporate policy and thus pivotal managerial functions which cannot be delegated. Those affected are informed of decisions first. Ringier sets itself the aim of communicating openly, comprehensively and credibly, inside and outside. An open dialogue is maintained with customers and market partners.

### 2.1 Internal communication

Information and dialogue are important at Ringier. The employees are thus offered a variety of channels.

Internally, Ringier reports rapidly, openly and coherently through appropriate channels on the people, topics and changes affecting the company. There are many different means of internal communication directed at employees and managers. **DOMO International** is a bi-monthly magazine aimed at employees in all countries where Ringier operates and providing them with topical information and background knowledge from the company and the media industry. **DOMO Schweiz** is published in newspaper form in Switzerland as an additional local edition of the employee magazine. There are also special employee magazines in Slovakia and Hungary. Most of them are also distributed to retired staff.

The information on my.ringier, the employee portal accessible Group-wide on the Internet, is continuously updated. The portal includes a news page with the title **eDOMO**, which covers local, national and Group-wide events. eDOMO reaches all Ringier employees in their national language and is operated jointly by the communication officers at Group and national level, in other words centrally as well as locally.

The **DOMO daily newsletter** is aimed at the members of the management in Switzerland, where it plays an important part in the information chain.

Communication means dialogue and thus involves more than conveying information. It therefore goes without saying that the channels of internal communication include opportunities for feedback.

### 2.2 External communication

Ringier engages in a lively dialogue with the media, customers and public representatives.

Open media relations and regular events are used to provide the external target groups, first of all the media, with infor-
Information about the company. The communication channels used are Internet sites of the Group and the individual countries (links at www.ringier.com), the annual national media conferences, media releases and additional events/invitations for the media representatives. In national and international trade associations and organisations, the members of the Executive Boards at national level and the Group Executive Board of Ringier AG campaign for the interests of the media and also maintain contact with other publishers. Customers of Ringier products can contact the editors online, by e-mail or phone.

Members of the Ringier Group Executive Board meet regularly for high-level meetings with important business representatives, thus guaranteeing the exchange of ideas. Meetings like this are also held at national level. Ringier also maintains contact with government agencies in all countries where the company operates.

Primarily the respective account managers handle direct customer contact with advertising, third party and delivery customers. Business partners and personalities from politics, culture and sport are also invited to social events; for example, the Group organises the Ringier Forum for these guests every year. Regular customer events take place at national level; the Swiss management regularly invites selected customers to cultural events (Lucerne Festival, Locarno Film Festival, Zurich Opera House, Schauspielhaus Zurich).

2.3 Communication objectives by 2010

Ringier is advancing the implementation of the communication strategy and also relying on electronic media in internal communication.

The communication strategy approved by the Group Executive Board of Ringier AG at the end of 2007 should be implemented in the next two years. The main purpose of the strategy is to communicate internal and external value messages which are generally agreed across the Group and geared to their target groups. The defined standards and procedures ensure standardised processes, which help to shape a standardised Ringier communication culture. This way Ringier can guarantee a coordinated and thus also a credible image. All the processes should be established in all countries by the end of 2009. Various communication disciplines, services and tools should be set up or completed by 2010.

The primary aim of external communication is to develop collaboration with the relevant external stakeholders (particularly the media). The main focus across the Group is online communication; a national site is to be built in each country, based on the Web presence at Group level (www.ringier.com). A (media) monitoring system is also to be established in all countries, supporting a central issue management system. At the same time, a Group-wide crisis communication plan is to be devised and established.

The main aim of internal communication is to promote staff communication, particularly through the use of electronic media. The eDOMO information channel on my.ringier and the whole my.ringier employee portal in general should be constantly enhanced, not least in order to make it clear that we have entered the digital age as a media company. At the same time, making specific use of my.ringier as a communication platform should reduce the flood of internal e-mails. Management communication is set to be established in all countries in line with the DOMO daily pilot project in Switzerland.

In internal and external communication, the corporate messages conveyed and their perception by the target group should match. This should shape and thus strengthen the overall Ringier brand. The approach is part of a Group-wide corporate identity project, which encompasses both the audiovisual implementation (corporate design) as well as content (corporate wording, corporate messages).
The employees are the heart of the business

Ringier employs more than 7,000 staff around the world. The success of the business is based on their skill and commitment.

3.1 Human Resources management

Ringier aims to boost employee satisfaction further.

The data collection was performed for the first time in spring 2008, so comparisons cannot be made with key figures from the previous year. 95 per cent of the employees were surveyed. The data highlight the main challenges faced by Ringier in terms of the social dimension of CSR.

A higher-level management system is still under development, so there is no Group-wide human resources strategy and policy. However, the Group strategy and the Code of Conduct are vital documents for the Human Resources division. One of the five strategic objectives relates to the employees: "Ringier attracts the best journalists and publishing staff and is able to retain them in the long term. Employee satisfaction will stand at 85 per cent in 2010."

Based on this strategic target, the Group Executive Board has decided to conduct a Group-wide employee survey, which is currently in the pipeline.

Group-wide responsibility for staff is regulated and assigned to the Head Human Resources, who is also in charge of Human Resources for Ringier Switzerland at the moment. As at 1 April 2009, the structure will be changed. There will be two positions, a Head Human Resources at Group level and a Head Human Resources for Ringier Switzerland.

Management approach:
- Ringier encourages active thinking, participation and personal responsibility
- Ringier supports training schemes.
- Ringier sees to it that employees are treated equally
- Ringier promotes dialogue, providing open information about the context and background of decisions and general business processes

Staff structure

Ringier employed a total of 7,016 people as at 31 December 2007. Of those, 3,295 employees work in Switzerland, 54 in Germany, 793 in the Czech Republic, 769 in Hungary, 734 in Romania, 301 in Slovakia, 340 in Serbia, 135 in the Ukraine and 595 in Asia (China and Vietnam).

58 per cent of the employees are men, 42 per cent are women. 19 per cent of the female employees work for Ringier on a part-time basis. Among the men, the proportion of part-time workers is markedly lower at 5 per cent. 80 per cent of the part-time employees work in Switzerland. The proportion of women at executive level is 33 per cent.

The age structure shows that the bulk of the employees are between 30 and 40 years old, which makes Ringier a relatively young company overall. For instance, Ringier Beijing currently has no member of staff over 40 years old, as the required skills are mainly found in younger employees. This effect is less pronounced at Ringier Switzerland, where the average age is over 40 years. More than 90 per cent of the staff under 20 are employed at Ringier Switzerland, most of them as trainees.

3.2 Conditions of employment

Ringier does its utmost to attract the best employees and retain them in the long term.

Wages

In 2007, Ringier spent 465 million francs on wages and salaries, social security contribution and personnel costs (previous year: 414.4 million francs). In addi-
tion to the payments required by law, at various locations Ringier also provides its employees with benefits that exceed the required minimum. These include contributions to life insurance, health insurance or pension plans, continuation of payments in case of sickness or accidents, maternity/parental leave or paid holidays. Contributions to a season ticket for public transport, discounted lunches or contributions to health promotion are other offers extended by Ringier to the staff at certain locations. The additional benefits are summarised in the following table.

**Gini index**

In various countries, Ringier measures the Gini index, a ratio for the uneven distribution of salaries. The Gini index shows values between 0 and 1. The closer to 1 the Gini index is, the more uneven the salaries. A value of 0 means that all employees earn the same amount, whilst 1 means that one person earns all the money and the other employees receive nothing. Ringier Switzerland has an extremely low Gini index (0.21). For comparison: the average Gini index in Switzerland as a whole is 0.34 (source: UNDP Human Development Report 2007/2008). This means that salaries are more evenly spread at Ringier than the average company in Switzerland. In Serbia and Slovakia, the Gini index is 0.24 (RS average (source: CIA Worldfactbook, 2003): 0.30; SK (source: UNDP): 0.26), whilst in the Czech Republic it varies between 0.27 and 0.38 according to location (average 0.25).

**Staff turnover**

In some countries, for instance Romania, Ringier operates in an extremely dynamic labour market. The unemployment rate in Bucharest stands at just 2 per cent, which makes it difficult to recruit the necessary staff. Suitable employees receive a large number of job offers. This is shown by the staff turnover rate at Ringier, which fluctuated around 22 per cent in 2007. This is set to be lowered in the future: that is why the Group Human Resources department is working on an identity management programme which will motivate the staff not to change jobs and to stay at Ringier. As well as analysis of the reasons for leaving, the programme also includes opportunities for executive exchanges between the individual countries or training programmes.

**Pension and retirement**

At certain locations, Ringier supports its employees as they go into retirement. At certain locations, Ringier supports its employees as they go into retirement. At certain locations, Ringier supports its employees as they go into retirement. At certain locations, Ringier supports its employees as they go into retirement. At certain locations, Ringier supports its employees as they go into retirement. At certain locations, Ringier supports its employees as they go into retirement. At certain locations, Ringier supports its employees as they go into retirement. At certain locations, Ringier supports its employees as they go into retirement. At certain locations, Ringier supports its employees as they go into retirement. At certain locations, Ringier supports its employees as they go into retirement. At certain locations, Ringier supports its employees as they go into retirement.

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**Company benefits above the statutory minimum**

<table>
<thead>
<tr>
<th>Benefit</th>
<th>CH</th>
<th>CN</th>
<th>CZ</th>
<th>HK</th>
<th>HU</th>
<th>RO</th>
<th>RS</th>
<th>SK</th>
<th>UA</th>
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<tbody>
<tr>
<td>Life insurance</td>
<td>✓</td>
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<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Health care / Health insurance</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Disability insurance (continued payments in case of sickness and accidents)</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Maternity leave / Parental leave</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Pension plan</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
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</tr>
<tr>
<td>Paid holidays</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
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</tr>
<tr>
<td>Contributions to journey to work by public transport</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
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<td>✓</td>
</tr>
<tr>
<td>Reduction in price of midday meal</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
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<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Contributions to health promotion</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
</tbody>
</table>

Overview of the company benefits offered to the employees of Ringier that exceed the statutory minimum. Abbreviations: see glossary. ¹Contributions to the health insurance fund in China are paid only to non-Chinese staff. ²Applies only to the publishing staff. ³Applies only to the staff of the printing plants in Ostrava and Prague. ⁴Also for part-time employees.
Simona Krainova, super model. Ivan Pastor for EuroTelevízia (Slovakia)

Forest fire; Kotálió, Greece. Árpád Kurucz for Népszabadság (Hungary)
3.3 Health and safety

Ringier relies on prevention.

Ringier measures the accident rate at all printing plants. This also includes accidents with minor consequences that only involve basic first-aid treatment on site. At the printing plants there are comprehensive health and safety management systems in place. The table above gives an overview of occupational accidents in 2007. Happily, no fatal accidents were recorded.

Ringier does not yet have a health and safety strategy in the Publishing division. However, measures are being implemented at various locations.

In Switzerland, Ringier is currently setting up a comprehensive case management system, which is set for introduction within 2008. The aim is to prevent long-term incapacity for work and retirement cases. Employees suffering from sickness or accidents are contacted after a certain time by an external case manager, who takes charge of coordination between the departments involved and supports the insured person with their reintegration into the company.

The Ringier Academy launched in the anniversary year also represents a platform for the education and training of the staff at all locations.

3.4 Training and education

Qualified employees contribute to the business success of Ringier.

Switzerland is the only country in which Ringier has an explicit training and education policy, currently being revised. However, Ringier offers internal education and training schemes or financial support for external education and training services in all countries. At many of the international subsidiaries, staff with managerial functions are specially trained. The table above gives an overview of the various training and education programmes at the various locations of the Group.

When an employee attends an external training or education course, the mutual obligations are set in a written agreement. The topic of professional development must be addressed in every appraisal interview.

Ringier will offer management training in every country in the future. Well-qualified bosses encourage staff loyalty and identification with the company, thus making for lower turnover rates in dynamic labour market environments.

The Ringier Academy launched in the anniversary year also represents a platform for the education and training of the staff at all locations.

Employee appraisal

In 2007, a number of international subsidiaries conducted formal performance appraisals. 100 per cent of the staff in Hungary, Hong Kong, China and the two printing plants in Ostrava and Prague were appraised, compared to 80 per cent in Slovakia and 4 per cent in Serbia. Overall, 24 per cent of all Ringier employees thus underwent a formal performance appraisal. Employee appraisals are an important management tool, providing an overall picture of the individual employee’s performance. Ringier has set itself the objective of institutionalising performance appraisals at all international subsidiaries.
3.5 Employee relations

As a responsible employer, Ringier finds socially acceptable solutions for all employees, even in tough economic times.

Employee representation

In Switzerland, Ringier conducts a constant dialogue with the staff committee. At the two Czech printing plants in Ostrava and Prague, a large number of the employees are members of a trade union; in Ostrava there are 29 per cent, with 65 per cent in Prague. There is no established employee representation at the other international subsidiaries.

Ringier is a secure employer, even in tough economic times. Where restructuring proves unavoidable, Ringier prepares the arrangements with great social responsibility and offers guidance to the employees in good time and with openness and transparency. When it comes to solving economic and social problems, Ringier exceeds the requirements of its social partnership. When restructuring occurs, internal solutions are always sought first. There are no redundancies for business reasons without a redundancy programme. Those affected are offered support in the medium term, whilst social provisions are continuously evaluated in the process of separation and professional reorientation.

Employee survey

In October/November 2007, Ringier conducted a comprehensive survey among all the employees of Ringier Switzerland, which took place online and anonymously. The aim of the survey was to gain comprehensive insights into motivation, identification with the company and the fulfilment of employees’ needs. The employees’ sense of identification with Ringier stood at 69 out of 100 index points. Fulfilment of employees’ needs scored 66 index points. Identification and fulfilment of employees’ needs go together to form motivation, which stood at 67 index points. Employee surveys were also conducted in Ostrava and Prague in 2007 and in Hungary in 2006. As mentioned above, implementation of a Group-wide survey is planned. These measures will help to make the strategic objective of 85 per cent employee satisfaction achievable.

Whistle-blowing

Should Ringier employees discover a breach of the Code of Conduct, they must report it to their supervisor. If there are cogent reasons why they do not wish to contact their supervisor, they can contact the Head of Human Resources or the General Manager of their company or the respective Ringier national organisation directly. Journalists can contact the responsible Editor-in-Chief. As a final point of contact, employees can also call the whistle-blowing number at their company or the Ringier national organisation. Information can also be given anonymously and in confidence. Ringier pledges that employees who make bona fide reports will not be punished in any way.

3.6 Work-life-balance

Facilities such as flexible working hours, paid maternity leave, parental leave and childcare make it easier for employees to reconcile their professional and private lives.

Unlike the pharmaceutical or financial sectors, companies in the publishing and printing industry cannot (yet) use work-life balance as a means to position themselves as attractive employers. Particularly in the media industry, irregular working hours with evening and weekend shifts are widespread, which has an aggravating impact on the compatibility of professional and private life. According to the 2007 Ringier Switzerland employee survey, 36 per cent of the employees are unsatisfied with their work-life balance, 21 per cent are satisfied and 43 per cent are very satisfied.

Only 11 per cent of the staff at Ringier are employed in a part-time post, most of them in Switzerland. In Central and Eastern Europe as well as Asia, where part-time work is of marginal importance, all but 143 people have a full-time post.

In Switzerland and China, Ringier offers maternity leave that goes beyond the statutory minimum. It is also possible in Switzerland to claim unpaid leave, which can be used for a family break or personal development.

Ringier has its own nursery in Zofingen. At the other locations of Ringier Switzerland, employees who entrust the care of their children to a nursery or childminder are offered financial support. The employer takes responsibility for childcare costs of up to 60 francs per day.

Achievement social aims 2003

Achieved:

- Implementation of a dialogue-circuit between company heads and employees (CEO-Chat)
- Establishment of a trainings concept to promote character development for those with leadership potential
- Conscious and continuous implementation of electronic work methods for internal and external communications
- Extension of journalistic training according to an internal further education programme for media workers

Not achieved:

- Development of a quality management system in the editing departments
- Further promotion of flexible worktime models
3.7 Human Resources objectives by 2010

Ringier aims to develop a standardised Human Resources strategy and policy for all locations by 2010.

- Strengthening of the Human Resources structure across the Group and at the various international subsidiaries
- Formulation of quality principles in staff management
- Enhanced systemisation of data collection on the basis of the present procedure
- Offering a management training scheme at all locations
- Establishment of a Group-wide management seminar at top management level
- Implementation of employee appraisals at all locations
- Implementation of the employee survey at all locations
4 Environment

Responsible handling of the environment

Ringier is taking a big step forward in environmental management: for the first time, the environmental impact of the entire Group is being measured. Ringier is thus laying the foundations of systematic environmental management for the whole company.

4.1 Environmental management

The existing environmental management system at Ringier was restricted to Switzerland. Now the plan is to extend it to all locations.

In Switzerland, the first steps towards an environmental management system were taken back in 1991 with the formulation of an environmental mission statement. Another milestone was reached in 1997, when the printing plants in Adligenswil and Zofingen achieved certification to ISO 14001 standard. In those parts of the company, the issue of the environment is now incorporated into a comprehensive system. Yet, environmentally conscious purchasing, production and transport will still be demanding managerial functions in the future. More recently, the important issues of occupational safety and health protection have also emerged. The basis is formed by a management system that supports efforts towards more sustainable behaviour in all areas. The results of managerial efforts are reviewed as part of continuous improvement processes and the system is continuously enhanced. A wide variety of certifications and our participation in national and international competitions are the outwardly visible results of these efforts.

The Swiss printing plants of Zolliker AG, Imprimeries Réunies Lausanne SA and NZZ Fretz AG, subsidiaries of the Swissprinters Group, are subject to the same standards and objectives in terms of environmental behaviour as the original Ringier businesses. Although the key data for the printing plants are not yet prepared according to the same system, all of the printing plants fulfil the main requirements. When it comes to paper, ink and printing plates, they collaborate with the same certified key partners as the whole Swissprinters Group.

The businesses in Central and Eastern Europe as well as Asia comply with the various country-specific environmental regulations and have in some cases adopted measures that go further, albeit not systematically. Now, with the collection of the key figures, a first step has been taken towards the systematisation of environmental efforts.

For the first time it is possible to provide an almost complete overview of the material and energy flows as well as the environmental balance sheet of the whole company. Over the coming years, the collection of data will be systematised and specific measures will be applied to improve the location-specific environmental balances. The printing plant in Hong Kong has set itself the target of obtaining ISO 14001 certification by the end of 2009.

Management approach:
• Ringier promotes environmental awareness
• Ringier collaborates with partners who share its vision for CSR

4.2 Ecological fields of activity

Ringier constantly seeks possibilities to improve its eco-balance.

The diagram on the next page depicts the stages in the life of print products: recovering wood in the forest, converting it into fibres, turning the fibres into paper, printing the paper for newspapers and magazines, distribution, collecting used paper and finally reconversion into fibres for paper. Some years ago, Ringier identified the main areas where influence is required to alleviate environmental pollution and, where possible, it sets a course accordingly.

4.3 Balancing the environmental data

Ringier is pushing ahead with the systematic collection of environmental data. There is still potential for enhancement in Central and Eastern Europe as well as Asia.

The material and energy balance sheet includes all environmentally significant materials and energy used by Ringier. It thus offers a detailed picture of the various types of material and energy purchased by the company (input) and those that it releases again (output). These flows of material and energy form the basis of a rating with so-called environmental pollution points (EPP). EPPs in turn convey an overall picture of the various types of pollution.

The Ringier environmental balance sheet was prepared in accordance with the ISO 14040 standard, which defines an environmental balance sheet as a compilation and assessment of the input and output flows as well as the environmental impact of a product system in the course of its life.

It was not possible to obtain environmental data from the external printing plants that print individual products for Ringier. This mainly affects Romania,
where Ringier only prints a selection of products in its own printing plant, as well as Slovakia and Vietnam, where Ringier has no printing plants of its own. As the external printers do not always match the technical standard of the Ringier plants, their environmental pollution levels are likely to be higher on average.

The expansion of the data pool since the 2003 CSR Report for Switzerland made it necessary to simplify the performance measurement system. For that reason, the data available for 2007 cannot be entirely compared with the data from previous years.

Data gaps in this environmental balance sheet were not filled in with estimates. However, in each case there is an indication of the areas covered by the data.

**Inputs**

As with environmental pollution, most of the direct input and output figures are determined by the activities of the printing plants. As mentioned above, com-
Comparisons with previous years can only be made for the locations also covered in the previous environmental reports.

Paper consumption has risen slightly in comparison to 2003 and stands at the level of the years 2000 to 2003. It is pleasing to note that the Adligenswil and Zofingen locations managed to reduce their energy consumption despite high production. The proportion of gravure and roll offset printing has even risen compared to 2003, whilst the percentage of more energy-efficient newspaper printing has fallen. The performance of these two printing plants must therefore be rated that much higher. It was only achieved thanks to the consistent implementation of all energy efficiency measures.

Outputs

By reviewing the key data, the individual locations, local conditions and legal framework must also be taken into consideration. In some cases it is not yet possible to calculate the VOC emissions (Volatile organic compounds) with the required accuracy. Enhancements to the data collection are still needed here.

4.4 Environmental balance sheet

The main sources of the environmental pollution caused by Ringier are paper and the energy consumption of the printing plants.

The causes of pollution

Two values are crucial for the interpretation of the environmental pollution caused by Ringier: environmental pollution points and eco-efficiency. The absolute pollution, expressed in environmental pollution points (EPPa), shows the overall level of environmental pollution caused by the company as a whole or by its individual locations.

However, as companies are engaged in a constant process of adjustment and are always changing (for example in terms of staff numbers or production output), specific ratios must be defined. For instance, higher production volumes inevitably cause higher levels of pollution. But if the pollution is considered in relation to the volume produced, this yields a significant value, namely eco-efficiency. This shows the amount of pollution caused by each product unit (for example per tonne of paper consumed). Eco-efficiency can serve as the basis for a comparison with other companies or production locations.

Ringier bears responsibility for 393.2 billion environmental pollution points in 2007, of which the largest part came from the printing processes. Products printed at external printing plants are not included.

Around 90 per cent of the environmental pollution originated from external sources. Ringier "purchased" them in

## Inputs at Ringier AG

<table>
<thead>
<tr>
<th></th>
<th>Ringier Switzerland ¹</th>
<th>Ringier Switzerland ²</th>
<th>Ringier Holding AG</th>
</tr>
</thead>
<tbody>
<tr>
<td>Preliminary products (tonnes)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Paper</td>
<td>128,684</td>
<td>111,844</td>
<td>117,324</td>
</tr>
<tr>
<td>Supplied products</td>
<td>20,095</td>
<td>20,565</td>
<td>4,800</td>
</tr>
<tr>
<td>Paper supply (million tonne-km)</td>
<td>107.7</td>
<td>72.1</td>
<td>86.2</td>
</tr>
<tr>
<td>Printing ink (excl. NZZ Fretz AG)</td>
<td>3,873</td>
<td>3,356</td>
<td>3,406</td>
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<tr>
<td>Consumables (tonnes)</td>
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<td></td>
</tr>
<tr>
<td>Printing chemicals</td>
<td>124.6</td>
<td>160.1</td>
<td>186.2</td>
</tr>
<tr>
<td>Cleaning agents / inkjet ink</td>
<td>81.3</td>
<td>99.2</td>
<td>55.4</td>
</tr>
<tr>
<td>Other consumables</td>
<td>10.2</td>
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</tr>
<tr>
<td>Isopropyl alcohol / toluene</td>
<td>1,561</td>
<td>1,172</td>
<td>1,225</td>
</tr>
<tr>
<td>Energy (megawatt-hours)</td>
<td></td>
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<tr>
<td>Energy consumption total</td>
<td>72,815</td>
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<tr>
<td>Electricity</td>
<td>40,781</td>
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<tr>
<td>Heating oil</td>
<td>8,503</td>
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<td>23,531</td>
<td>25,039</td>
<td>23,217</td>
</tr>
<tr>
<td>Propane gas</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Water (cubic metres)</td>
<td>37,189</td>
<td>50,197</td>
<td>46,959</td>
</tr>
</tbody>
</table>

¹Ringier Publishing, printing plants Adligenswil, Zofingen and Rotkreuz. ²Data 2007 without Rotkreuz.
the form of paper and its delivery, printing inks as well as miscellaneous supplies and consumables. Paper and its delivery accounted for 83.2 per cent of the company’s total environmental pollution. Printing inks are another major contributor (around 5 per cent), whilst miscellaneous supplies and consumables (around 1 per cent) play a less important part.

At just under 8 per cent, energy consumption accounts for a substantial portion. In contrast, downstream disposal processes (effluents, waste, etc.) are less important (around 1 per cent).

Data collection for the supplies and consumables still needs to be enhanced. However, a projection shows that environmental pollution rises by less than 5 per cent when average values are substituted for missing data. Despite the absence of values in some cases, the main causes of pollution can therefore be clearly identified.

A comparison with previous years is only possible for the Adligenswil and Zofingen printing plants and Ringier Publishing Switzerland: the figures indicated here for the year 2007 differ only slightly from those disclosed by Ringier Switzerland in the last environmental report in 2003. This is due to the fact that the main pollution comes from paper and its delivery. Ringier purchases the majority of the paper from large manufacturers, which determine the best production site for the printing locations in terms of logistics and availability. Changes in the consumption of energy or auxiliary materials have only a slight leverage effect on the overall environmental pollution.

The printing plants in Central and Eastern Europe as well as Asia are modern and match the technical standard of the facilities in Switzerland. There must be further improvement in the data collection in future to allow the identification of specific potential for improvement.

### Printing plants

The environmental efficiency of the individual printing plants depends primarily on the print process used, the age and the technical standard of the machinery, and only secondarily on the implementation of environmental measures. There is little sense in comparing the print processes with each other, as they cannot be substituted. For instance, gravure printing is distinguished by realistic colour reproduction, a quality demanded by customers at fashion catalogues among others.

Comparisons made within the processes, however, reveal far greater differences. Yet it was not possible to document all of the detailed figures on a consolidated basis. There is thus a need for further refinement of the data collection in this area in future. The Belgrade printing plant is not listed due to the size of the data gaps.

### Publishing companies

Around half of Ringier’s employees work at the publishing companies. Power consumption is somewhat higher than the average office workplace. This is likely to be related to the fact that media companies have a larger amount of computer equipment.

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### Output of Ringier AG

<table>
<thead>
<tr>
<th></th>
<th>Ringier Switzerland</th>
<th>Ringier Holding AG</th>
</tr>
</thead>
<tbody>
<tr>
<td>Residues / waste (tonnes)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Waste paper for recycling / used paper</td>
<td>20,812</td>
<td>19,905</td>
</tr>
<tr>
<td>Other recycled materials</td>
<td>319</td>
<td>299</td>
</tr>
<tr>
<td>Rubbish / bulk goods</td>
<td>350</td>
<td>335</td>
</tr>
<tr>
<td>Hazardous waste</td>
<td>141</td>
<td>184</td>
</tr>
<tr>
<td>Emissions production (tonnes)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Carbon dioxide CO₂</td>
<td>17,985</td>
<td>18,023</td>
</tr>
<tr>
<td>of which toluene</td>
<td>264</td>
<td>141</td>
</tr>
<tr>
<td>of which isopropanol</td>
<td>222</td>
<td>106</td>
</tr>
<tr>
<td>of which other VOCs</td>
<td>12</td>
<td>4</td>
</tr>
<tr>
<td>Effluents (cubic metres)</td>
<td>99,533</td>
<td>115,998</td>
</tr>
<tr>
<td>Traffic flows (man-kilometres)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Business travel by road</td>
<td>6,432,391</td>
<td>5,671,177</td>
</tr>
<tr>
<td>Business travel by air</td>
<td>2,677,600</td>
<td>5,435,880</td>
</tr>
</tbody>
</table>

¹Ringier Publishing Switzerland, printing plants Adligenswil, Zofingen and Rotkreuz. ²Data 2007 without Rotkreuz. ³With the exception of Switzerland, the data at the other locations were not collected in detail.
▲ Kanal D; Romania. TV station's opening ceremony.
Codrin Prisescu for Evenimentul Zilei (Romania)

▲ Old warhorse: Norbert Növenyi, former Olympic champion, still climbs into the ring at age 50. Tamás Korponai for Blikk (Hungary)
Depending on country, power consumption varies from 2,500 to 4,900 kilowatt-hours per full-time position. In Serbia, electricity and heating costs are included in the rent. For technical reasons it is not possible to calculate separate figures for the consumption of electricity and heat energy in the rented buildings.

For the time being it was only possible to collect data on the business volume for Ringier Publishing Switzerland. It may be assumed that the spread of pollution types at the other locations matches the figures from Switzerland. Most of the environmental pollution in the publishing area originates from the course of business (58 per cent). This is followed in second place by energy consumption due to electricity and heating (38 per cent).

The overall traffic volume has increased in recent years, with the slight decrease in road travel, offset by a substantial increase in air travel. This is primarily due to the internationalisation of the company, which necessitates more air travel between the various locations.

The publishing companies in Central and Eastern Europe as well as Asia are housed in rented buildings, which offer limited scope for the implementation of environmental measures.

At its properties in Switzerland, however, Ringier has implemented a whole range of environmental measures. For instance, the Ringier Pressehaus on Dufourstrasse in Zurich was given a thorough clean-up. Energy optimisation allowed a 30 per cent reduction in consumption. For its dedication to climate protection, Ringier Switzerland received the “CO₂ reduced” certificate from the Swiss Energy Agency of the Economy (Energie-Agentur der Wirtschaft).

**Ringier Publishing Switzerland target achievement**

The environmental target was to maintain the environmental pollution and energy consumption figures from 2003 through green office management.

In 2003, energy consumption per full-time position stood at 4,755 kilowatt-hours. In 2007 the figure was 3,658 kilowatt-hours. This reduction of 23 per cent is mainly due to the extension of the main building in Zurich to Minergie standard specifications. As a whole, the decrease in EPP per employee between 2003 and 2007 amounted to 8.7 per cent.

### 4.5 Paper

Where possible, Ringier selects certified paper producers as suppliers and relies on paper from sustainable forests.

Ringier printed around 234,000 tonnes of paper at its own printing plants worldwide in 2007, whilst another 62,000 tonnes were required at external printing plants for the printing of Ringier products.

**Environmental efficiency of the printing plants primarily depends on the printing methods and age and technical standards of the machinery. Due to a lack of sufficient details, Belgrade is not included in this graphic.**
Because paper is by far the most important raw material for Ringier and at the same time represents the largest source of environmental pollution, it offers great potential to alleviate the environmental balance sheet. Paper is therefore Ringier’s main field of activity.

Selection of environmentally certified suppliers
Whenever possible, Ringier sees to it that the paper suppliers are certified to the ISO 14001 environmental standard. In 2007, almost 99 per cent of the paper was sourced from certified manufacturers. In rare cases, paper shortages and supply guarantee issues force Ringier to resort to non-certified producers.

Papers with FSC/PEFC certification
1.6 per cent of the graphic papers surveyed at Ringier’s Swiss printing plants came from certified production; at the printing plants in Central and Eastern Europe as well as Asia this percentage is also within the single-digit range. So far now it is still very low, which is why Ringier is endeavouring to achieve a marked increase in the proportion of virgin fibre paper with the FSC or PEFC label.

To encourage the use of FSC papers, all the printing plants of the Swissprinters Group have Chain of Custody certificates from the Swiss Working Group for FSC. This puts Ringier in a position to offer environmentally and socially conscious customers an alternative to conventional graphic papers.

Recycled percentage of the papers
At the printing plants in Adligenswil and Zofingen, comparisons with previous years can be made in terms of the use of recycled fibres. For newsprint this figure fell slightly (around 2 percentage points) to 84.3 per cent. With such a high percentage of recycled fibres, there is almost no room for improvement. What is more, around 14 per cent of the paper fibres also come from waste wood. The proportion of recycled fibres in the graphic papers again fell slightly to 12.5 per cent. It was not possible to achieve the environmental target of a 20 per cent recycled fibre content.

Overall, the newsprint papers are made from 78 per cent recycled fibres, whilst the graphic papers contain 14 per cent. The aim is to maintain the present percentage in the graphic papers and also to make a further increase in the recycled fibre percentage of newsprint papers at the printing plants in Central and Eastern Europe as well as Asia.

4.6 Energy and climate
Next to paper, the consumption of energy is the second largest source of pollution. By 2010, Ringier aims to reduce consumption at the printing plants by 3 per cent.

Energy
Ringier consumed around 125 million kilowatt-hours of energy in 2007. Fuel consumption in Central and Eastern Europe as well as Asia is not included, as no data pool is available. The printing plants consumed by far the largest proportion of the energy used at 87 per cent. The main energy source is electricity (56 per cent), followed by natural gas (36 per cent) and heating oil (7 per cent).

Energy efficiency varies markedly between the individual printing plants. The crucial factors involved are the print processes. A number of energy-saving measures have already been implemented at the printing plants. These included enhancements to the thermal afterburning of exhaust air (Zollikofer AG) and the heating, ventilation and air conditioning system (Hungary).
Energy consumption per tonne of paper in 2007
kWh per tonne of paper

Target achievement at Adligenswil and Zofingen printing plants
Energy consumption per printed surface at the Swiss printing plants of Adligenswil and Zofingen has fallen by 3.3 per cent since 2003 and now stands at 32 megawatt-hours per square kilometre of printed surface. The target of reducing energy consumption at these production locations by 4 per cent was therefore only narrowly missed. In the long term there is a clear trend towards greater energy efficiency. The year 2000 was an absolutely exceptional year in terms of the actual power mix at the locations. in

Climate and CO₂ balance sheet
Direct CO₂ emissions at the Ringier locations stand at 30,676 tonnes and are closely related to the use of fossil fuels and electricity consumption. Detergents as well as emissions of isopropanol, toluene and other solvents also have a damaging impact on the climate. These substances have several times the climate-changing potential of CO₂. However, Ringier has taken specific steps to reduce these emissions. Toluene is recovered from the exhaust air as far as possible and can even be used again in production. Isopropanol is eliminated in the heatset print process by means of afterburning with natural gas. The heat used for the purpose is employed to speed up the drying of the ink or partially re-used via a heat recovery plant.

Electricity consumption has an indirect impact. If the UCTE power mix (statistical data on power generation in Europe, collected by the Union for the Co-ordination of Transmission of Electricity, UCTE) is taken as a basis for all locations, an estimated 31,300 additional tonnes of CO₂ were emitted into the environment in 2007. An accurate calculation would require information about the actual power mix at the locations. In less liberalised markets, however, this information is not always provided to companies.

4.7 VOC balance sheet
Ringier deploys state-of-the-art technologies to reduce air pollutants at its printing plants.

NMVOCs are volatile organic compounds found in inks, roller detergents and cleaning agents. Through voluntary agreements with the environmental protection agencies, Ringier Switzerland has pledged to reduce NMVOC emissions. This has been achieved in the last ten years.

The energy consumption per printed area has sunk 3.3 per cent in the Swiss printing plants Adligenswil and Zofingen since 2003.

At the Zofingen printing plant, the largest emitter, the replacement of gravure printing machines with offset machines brought a 53 per cent reduction in NMVOC emissions between 2000 and 2003. On the remaining gravure machines, toluene recovery is of the highest possible technical standard. However, NMVOC emissions caused by toluene rose continuously until 2006. This increase was largely due to changes in the ink formulation, which made toluene recovery more difficult. Between 2006 and 2007, however, emissions of NMVOCs were substantially reduced once again from 146 to 134 tonnes.

At the Adligenswil newspaper printing plant, large volumes of NMVOC components in the roller detergents and cleaning agents have been replaced by less volatile substances in recent years. These measures went so far that successful cleaning was no longer assured, which necessitated a slight increase in the VOC percentage.

At the printing plants in Central and Eastern Europe as well as Asia, NMVOC emissions are comparatively low. However, assured data are not available for all locations. Total NMVOC emissions at the locations surveyed amount to 271 tonnes, of which around half comes from Zofingen.

In terms of environmental importance, reducing the NMVOC emissions is
▲ At Lake Liptovska Mara: Manager Brario Báhradník startling his girlfriend with a fish. Vlado Anjel for Nový Čas L’Udia (Slovakia)

▲ Dolphin show; Mirage Hotel, Las Vegas. Zita Pozsonyi for Vasárnapí Blikk (Hungary)
still a primary objective. Yet, the technical implementation is not always simple, given that the most effective technologies are already in use at many printing plants.

4.8 Waste

Paper, inks and hazardous waste must be recycled wherever possible or cleaned up by certified disposal companies.

Reliable data were collected for the main waste categories such as used paper, recycled waste and hazardous waste. Rubbish at the publishing companies was not surveyed in a standardised manner. In terms of volume and environmental pollution, however, this is of secondary importance.

At all locations, close attention is paid to ensuring that all waste is professionally cleaned up. This is particularly important in the case of hazardous waste. Whenever possible, Ringier collaborates with disposal companies that are certified to ISO 14001.

Naturally, used paper accounts for the vast majority of the waste. The printing plates used in large quantities at the printing plants also lead to large amounts of scrap metal, though these are recycled in full. Almost two-thirds of the hazardous waste consists of residues of roller and blanket washes. Ink waste accounts for another significant proportion (35 tonnes).

**Target achievement at Adligenswil and Zofingen printing plants**

In the final target period, efforts were made to reduce hazardous waste at Zofingen and Adligenswil. Though this was achieved, for example in Zofingen with a reduction of around 9 per cent between 2003 and 2006, the ambitious target of 20 per cent was not reached.

In future it must be ensured that the waste is cleanly separated and hazardous waste is professionally cleaned up; but most importantly, we must ensure that the amounts can be reduced.

4.9 Delivery and distribution

**Wherever possible, Ringier is shifting the transportation of raw materials such as paper and inks as well as the delivery of products onto rail and ships.**

The main raw materials in terms of volume, paper and ink are delivered by rail and ship over major distances. This means different transport distances depending on the location of the printing plants and the paper supplier. Ringier generally requires the suppliers to use the most ecologically sound mode of transportation. As booking situations become ever more urgent, restrictions on the choice of the most ecologically sound option increasingly arise. The market demands more and more flexibility. In some cases, short-term plans can only be implemented using truck transportation.

The average transport distance for the paper between the factory and printing plant was 932 kilometres, with around 55 per cent carried by rail, 34 per cent by road and 11 per cent by ship. Ecologically sound modes of transportation thus accounted for two-thirds of deliveries. However, not all printing plants have a rail connection.

The printing plants in Adligenswil and Bucharest are at opposite extremes. Adligenswil is just a few kilometres away from one of the paper factories that delivers some of the paper. In contrast, there is a very long distance between the printing plant and paper factories in Bucharest. Though the situation in Bucharest is not ideal from an ecological point of view, care is taken to maximise the proportion of transports carried by rail.

The trend of the market continues to head towards ever greater deadline pressure. In this environment it is becoming increasingly difficult to organise deliveries by rail or ship, as the road is more flexible and makes it easier to meet deadlines than the more ecologically friendly alternatives. In future the main focus will therefore be on attempting, in spite of

**Waste**

*In tonnes*

- Rubbish: 719
- Scrap metals: 1,927
- Used paper: 44,473
- Hazardous waste: 219
- Other recycled waste: 334

Used paper is by far the biggest waste component. The majority of hazardous waste consists of residues from roller and blanket washes.

**Delivery distances for paper and modes of transportation in 2007**

- CH: Adligenswil
- CH: NZZ Freyung
- CH: Zofingen
- CH: Zollikofer
- CZ: Ostrava
- CZ: Prague
- HU: Budapest
- RO: Bukarest
- RS: Belgrade

The average transport distance for paper from the factory to the printing works amounted to approximately 930 kilometres, whereby around 55 per cent travelled per rail (dark red bars), 34 per cent by road (■) and 11 per cent by ship (■). Thus, two-thirds of deliveries travelled with ecological transport means.
Ueli Steck; Nepal: The Swiss mountain climber abandoned his attempt to climb Annapurna. Robert Bösch for Schweizer Illustrierte (Switzerland)

Pascale Vögeli; Nyon: UEFA media speaker before the Euro 08. Fred Merz for GOAL (Switzerland)
the market trend, to minimise the transport distances whilst allowing for security of supply and also to replace road consignments with rail or sea transport.

Publishing logistics, product shipment
At present, only the figures from Switzerland are available for this area. The cooperation between Ringier Verlagslogistik (VLO) and Valora AG Transport und Presseservice AG (TPS) is a great economic and ecological success. VLO transports its own and other publishers’ titles to the TPS distribution hubs. From there they are distributed by TPS to the customers. The ideal combination of distribution of in-house and external print products reduced the duplication of effort and increased the use of the vehicles’ capacity. Expressed in tonne-kilometres, the transported volume of our own products has fallen by 5.7 per cent since 2003, whilst the weight has decreased by only 2.8 per cent. The external products raised the average capacity from 61.4 to 65.3 per cent.

4.10 Environmental targets by 2010
An extensive range of measures is set to make further reductions in the company’s environmental pollution.

- Institutionalisation of environmental data collection at all locations (in the form of a data warehouse) and consolidation of the key data set
- Enhancement of the data collection infrastructure
- Reduction of the specific energy consumption at the production locations by 3 per cent
- No increase in VOC emissions at the production locations
- Reduction of hazardous waste by 10 per cent through new components and manufacturing processes
- Increase of the recycled fibre percentage in offset and gravure printing papers to at least 15 per cent (here the market will decide – Ringier’s targets often conflict with the wishes of the market)
- Promotion of sustainable forest management through the use of certified papers (FSC, PEFC)
- Maintenance of all the environmental pollution and energy consumption figures achieved in 2007 in green office management
- Continued participation in the “graphic industry” energy model group of the Swiss Energy Agency of the Economy, in order to provide active support to the objective of reducing CO₂ emissions
Helping shape society

As a media company, Ringier bears a special responsibility, not only as a communicator of information but also as a member of society. Ringier therefore involves itself in cultural sponsorship and support to the disadvantaged.

5.1 Taxes and donations

Ringier pays its taxes where the profits are earned.

Media companies like Ringier play a special role in society: the media inform, entertain and comment, build bridges between politics, business and society and contribute to opinion formation. Yet, they also have the opportunity to highlight issues and raise awareness in society, business and politics. This role in the overall social system involves responsibility, of which Ringier is conscious.

Ringier also bears a social responsibility as an employer and a taxpayer. Furthermore, the company makes donations to charitable and cultural organisations in support of their work.

At individual locations, Ringier invests considerable sums in the development of infrastructure, thus contributing to local business development while preserving and creating jobs. For instance, a new printing plant is being built in Bucharest. Companies that invest like Ringier are offered one-off support by promotional programmes at the individual locations, for example in the form of a tax reduction.

Tax policy

A functioning state requires funds, which it acquires through taxes such as the corporation tax paid by companies. Ringier considers it as a duty towards the general public to pay taxes wherever the profits are earned.

As mentioned before, publishing is a local business: in its commercial activities, Ringier operates within the respective national economies and is subject to the laws of the national sales and procurement markets concerned. The cost and revenue streams flow within the same corporate body. For this reason, it is not in the nature of the media business to shift profits to countries with low tax rates.

Nor does Ringier pursue any tax optimisation strategy, for fundamental reasons. A company that brings misdeeds to light through investigative journalism must also hold itself to high ethical standards. For its credibility might be damaged by a policy of tax avoidance.

5.2 Corporate citizenship

Ringier actively helps to shape society – through donations, sponsorship and foundations.

Ringier supports art, culture and charitable organisations and also campaigns for the socially deprived. Because for Ringier, taking responsibility means more than paying taxes, protecting the environment and being a good employer. The corporate citizenship mix at Ringier comprises corporate giving, social sponsoring, corporate foundations and corporate volunteering.

Corporate giving

By corporate giving, Ringier understands the donation of money, material resources or products. There are many sides to Ringier’s corporate giving activities. In 2007, 4.733 million francs were spent worldwide for the purpose. The commitment has traditionally been in the fields of art and culture. Charitable organisations and their social campaigns are also supported in Switzerland and at other locations. Furthermore, Ringier is represented in trade associations and supports activities of strategic importance or those closely related to the core business.

The General Managers at national level are responsible for the local corporate giving activities. Their decision-making powers depend on the value of the sum to be committed. In some cases the amount requires the approval of the Group Executive Board. The individual associated companies or titles such as Blick and Népszabadság also support organisations or even selected campaigns. The list on the following page shows some of the corporate giving activities in 2007.

Social sponsoring

By social sponsoring, Ringier understands the support of organisations, campaigns or projects by means of the mass media. This involves offering publicity, either in the form of editorial coverage or through advertising discounts. Thus for example the Blick Group in Switzerland supported the campaign “Lights out for our climate” and Népszabadság in Hungary campaigned repeatedly for the well-being of children.

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Donations and benefits in 2007

| Donations by Ringier to the community | CHF 4,733,000 |
| Donations by the public authorities to Ringier | CHF 1,628,000 |
Most important corporate giving activities in 2007

China (CHF 30,741)
- American Chamber of Commerce
- Charity Gala 2007

Hungary (CHF 148,670)
(Ringier Hungary and Népszabadság)
- Christmas donation action and charities
- Newspaper for students
- Peto Institution (advancement of adults and children suffering from cerebral palsy)
- Vegyel Vissza (“Do your bit against climate change”)
- International Children’s Safety Service
- Camp of Courage Foundation

Serbia (CHF 48,589)
- World Press Freedom Committee

Slovakia (CHF 68,905)
- Heart for Children
- Faculty of Journalism

Switzerland (CHF 2,018,180)
- Humanitas Foundation (support of persons in need in Switzerland)
- Various organisations

Vietnam (CHF 100,000)
- Dariu Foundation

Most important social sponsoring activities in 2007

China (CHF 1,650)

Czech Republic (CHF 1,600,000)
- Foundation Charta 77
- Avon Cosmetics campaign against breast cancer
- Foundation Our Child
- Amnesty International Czech Republic

Hungary (CHF 144,708)
(Ringier Hungary and Népszabadság)
- International Children’s Safety Service
- Patrons’ Day of the Arts Sponsoring Foundation
- Together for Children with Leukemia Foundation

Slovakia (CHF 102,790)
- League against cancer
- Ministry of Internal Affairs
- Slovak Red Cross
- Country Fest

Switzerland (CHF 300,000)
- Advertising discounts for organisations recognised by ZEWO (Swiss certification agency for charitable, donation-collecting organisations).

The three largest items:
- Terre des Hommes
- Caritas Switzerland
- HEKS

Corporate foundations

Ringier has established three foundations, which are active in various fields and different geographical regions:

1. Hans Ringier Foundation: The Hans Ringier Foundation was founded in 1998 with the aim of promoting and developing Swiss journalism, particularly through the theoretical and practical training and education of journalists. The Foundation runs the Ringier School of Journalism and awards the annual Ringier Media Award, as well as the European Prize for Political Culture since 2005.

2. Dariu Foundation: The Dariu Foundation based in Zofingen provides children in Vietnam and Third World countries with a school education in order to improve their living conditions. Four years ago the Dariu Foundation successfully took on its first major project in Vietnam. The concept of the Foundation is based on three pillars: school building, scholarships and microloans. In Dong Nai province, the Foundation has built 50 schools for 3,000 children, whilst scholarships are also awarded to more than 2,000 children each year. Children in remote areas are given access to computer-aided learning. In addition, the Dariu Foundation runs a microfinance project in Dong Nai. Over 3,000 families have already received loans to free themselves from poverty and establish a livelihood of their own. In December 2007 the Dariu Foundation received three awards at once for the best microfinance programme. It received awards in all categories sponsored by Citibank: best microfinance institutes, best employees and most successful borrowers.

3. Ringier Foundation: In 2007, final preparations were made in Romania for the establishment of the Ringier Foundation, which became operational in spring 2008. The aim of the Foundation is to initiate campaigns against poverty in Romania. The Foundation cares for elderly people and children from poor families. For example, it pays young people’s training fees and supports senior citizens suffering from poverty. This spring, the Foundation launched its first campaign, a programme of support for the St. Luca medical centre in Bucharest. The centre offers support and shelter to the homeless, outsiders and those in need of care.

Corporate volunteering

By corporate volunteering, Ringier understands the unpaid deployment of staff for the benefit of a charitable project. For the time being, plans are being developed and cooperation with selected charitable institutions is being examined. The first campaigns should be carried out by the end of 2008 or in 2009.
▲ ▲ Dropouts from all over Europe; Abruzzo, Italy.
Sabine Wunderlin for SonntagsBlick Magazin (Switzerland)

▲ Who is “he”? Fashion photography.
Ciprian Strugaru for Bolero (Romania)
The Global Reporting Initiative (GRI) represents a multi-stakeholder initiative and develops generally acknowledged principles for the presentation of economical, ecological and social services. The current Ringier Holding AG CSR report is based on the GRI report framework. This chart shows to which degree the GRI indicators are covered and where the corresponding information can be found.

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<td>4.2 Position and autonomy of the executive board: <a href="http://www.ringier.com">www.ringier.com</a> › Ringier AG The Chairman of the Board of Directors, Michael Ringier, is not a member of the Group management.</td>
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EN2 Materials: recycled input materials: page 32

EN3 Energy: direct energy consumption: pages 27–28, 32–33

EN4 Energy: indirect energy consumption: pages 27–28, 32–33

EN5 Energy: efficiency savings: page 33

EN6 Products: energy-efficient: ○

EN7 Indirect energy consumption: page 33

EN8 Water: consumption: pages 27–28, 32–33

Ringier sources water exclusively from the municipal water supply or other water suppliers.

EN9 Water: sources: ○

EN10 Water: recycled: ○

EN11 Biodiversity: land use: ○

EN12 Biodiversity: impacts on: ○

EN13 Biodiversity: habitats, protected or restored: ○

EN14 Biodiversity: managing impacts: pages 31–32

Ringier is endeavouring to achieve a marked increase in the proportion of virgin fibre paper with the FSC/PEFC label. FSC paper comes from sustainably managed forests. One side effect of sustainable forestry is greater biodiversity in the forest areas concerned.

EN15 Biodiversity: Red List species: ○

EN16 Greenhouse gas emissions: direct and indirect: page 33

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LA6 Health and safety: workforce in committees: ○

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- Management approach: ○

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HR4 Discrimination: number of incidents: ○

HR5 Freedom of association: ○

HR6 Child labour: precautions: ○

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SO2 Corruption: number of business units analyzed: ○

SO3 Anti corruption: training: page 15

SO4 Corruption: actions taken in response to: ○

SO5 Public policy development (lobbying): ○

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- Management approach

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PR2 Non-compliance: customer health and Safety: ○

PR3 Products: information requirements: ○

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PR5 Customer satisfaction: ○

PR6 Marketing communications: voluntary codes: ○
| PR7  | Non-compliance: marketing communications: ○ |
| PR8  | Customer complaints: customer privacy: ○ |
| PR9  | Non-compliance: provision of products: ○ |

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**Key**
- ● Reports take place through the indicator, or the reason for a lacking report is given.
- ▷ A partial report takes place through the indicator.
- ○ There is no report through the indicator.
- ❌ The indicator is not relevant for Ringier.
- ➜ Reference to another Ringier publication
- AR Annual report
Glossary and list of abbreviations

**Biodiversity:** Diversity of plants and animals

**Carbon dioxide (CO₂):** Main product of any combustion; 1 kg of gas produces 2.5 kg of CO₂, 1 kg of fuel oil, diesel or petrol produces 3.2 kg CO₂; carbon dioxide generated by the consumption of fossil fuels (oil, gas, coal) is the principal climate-changing trace gas generated by human activity.

**CH:** Switzerland

**CN:** People’s Republic of China

**Corporate citizenship:** Civil commitment within and from companies which actively campaign for local civil society or for ecological and cultural interests beyond their actual business activity.

**COC:** Chain of custody

**CO₂:** See Carbon dioxide

**CZ:** Czech Republic

**DE:** Germany

**Eco-efficiency:** Eco-efficiency or environmental efficiency is a unit that measures the consumption of energy in relation to a reference value, for example per employee or, in the printing industry, per square metre of printed paper. Eco-efficiency is expressed in kilowatt-hours per square metre of printed paper for the printing plants and in kilowatt-hours per employee for editorial offices and publishers.

**Emission:** Pollution released into the environment by machinery, vehicles or products.

**Emitter:** Pollutant source

**Energy efficiency:** Energy efficiency is a unit that measures the consumption of energy in relation to a reference value, for example per employee or, in the printing industry, per square metre of printed paper. Energy efficiency is expressed in kilowatt-hours per square metre of printed paper for the printing plants and in kilowatt-hours per employee for editorial offices and publishers.

**Environmental pollution points:** Unit for the rating of environmental pollution. The method makes it possible to express environmental pollution in various areas (water, air, soil) in one unit of measurement.

**EPP:** Environmental pollution point(s)

**FSC label:** A certificate of sustainable forest management (www.fsc.org)

**Gini index:** Index showing the uneven distribution of salaries

**Greenhouse effect:** Warming of the lower strata of the atmosphere due to the fact that short-wave solar radiation penetrates the atmosphere without noticeable absorption and is only absorbed to a great extent on the earth’s surface, whereas long-wave earth radiation of the atmosphere is absorbed much more readily; comparable to the effect of a greenhouse.

**GRI:** Global Reporting Initiative

**HK:** Hong Kong

**HR:** Human resources; personnel

**HU:** Hungary

**Immission:** Pollution at its point of impact on humans, animals, plants, soil and material goods

**IRL:** Imprimeries Réunies Lausanne

**Isopropanol (isopropyl alcohol):** Used in offset printing to reduce the surface tension of water. Classified as > NMVOC.

**Kilowatt-hour:** Unit of energy; consumption of electrical energy is indicated in kilowatt-hours.

**kWh:** Kilowatt-hour

**NMVOC:** Non-methane volatile organic compounds, formerly known as hydrocarbons (HC); excluding methane and CFCs. NMVOCs include a large number of compounds used as solvents in paints, varnishes and adhesives, in detergents and cosmetics or as propellants in aerosols.

**PT:** Part-time

**RO:** Romania

**RS:** Serbia

**SK:** Slovakia

**SQS:** Swiss Association for Quality and Management Systems

**Sustainable development:** Development capable of covering today’s needs whilst allowing for ecological and social considerations, without impairing the chance for future generations to cover their own needs.

**Toluene:** Solvent used in gravure printing as an ink thinner or cleaning agent.

**TQM:** Total quality management is based on the idea that quality control is not restricted to the end of the production chain but pervades the whole organisation. TQM also refers collectively to quality, environmental, occupational safety and health protection management systems.

**UA:** Ukraine

**UCTE:** Union for the Coordination of Transmission of Electricity

**UNDP:** United Nations Development Program

**VN:** Vietnam

**VOC:** Volatile organic compounds; precursor substance for ozone formation in summer

**ZEWO:** Certification agency for charitable, donation-collecting organisations in Switzerland
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