

2018

*Liseberg*

SUSTAINABILITY REPORT



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### ABOUT LISEBERG'S SUSTAINABILITY REPORT

This is Liseberg's second sustainability report, which is for the fiscal year 2018. The sustainability report covers our entire business and describes how we tackle our most important sustainability topics. This report has been prepared in accordance with the Global Reporting Initiative Standards for sustainability reporting (2016) at the Core application level. The report also includes the statutory sustainability report in accordance with the Swedish Annual Accounts Act.

### HELP US TO MAKE LISEBERG MORE SUSTAINABLE

As you read this sustainability report you may have your own ideas and views on how to improve our sustainability efforts or the content of our report. Please contact our sustainability manager to share your views. You can reach her at: [ylva.linder@liseberg.se](mailto:ylva.linder@liseberg.se)

Enjoy!



# THE SUSTAINABILITY YEAR IN BRIEF

## Diversity

**154...**

... different professions make up the Liseberg organisation. From actors, ride operators and camping hosts, to mechanics, purchasing specialists and restaurant chefs.

## Certifications



In 2018 Järnvägsrestaurangen gained the KRAV (organic) certification. Lisebergs Wårdshus was certified a while back. Certification shows that the restaurants are committed to using KRAV-labelled or otherwise eco-labelled food.



MSC-C-52582

This year more restaurants at Liseberg have obtained MSC certification. MSC stands for Marine Stewardship Council and promotes sustainable fishing. Liseberg has a total of 12 restaurants that serve fish or shellfish, 11 of which are MSC certified.

## Climate saving

**1,400 kg**  
**CO<sub>2</sub>**  
**EQUIVALENTS**

The estimated annual saving for the four electric vehicle charging points that Lisebergsbyn and Lisebergs camping Askim strand will install for the 2019 summer season. The project is partly financed by the Swedish Environmental Protection Agency through the Klimatklivet initiative.

## Global Compact



### WE SUPPORT

Liseberg has supported the Global Compact since 2010 and will remain committed to the initiative and its principles in the coming years. From 2018, membership entails a commitment as a signatory and participant in the UN Global Compact Network Sweden.

## Many small steps



In 2018 Liseberg began charging for its shopping bags. Plastic bags have also been replaced with paper bags. These changes have reduced our environmental impact, by significantly reducing the number of bags used, and by using a more sustainable material.



Our guests now eat candy floss made from KRAV (organic) certified sugar. Each piece of candy floss contains around two sugar cubes.

## Employee survey 2018

**83%**

OF LISEBERG'S EMPLOYEES AGREE WITH THE STATEMENT

**"Overall I would say that this is a very good place to work."**

# FOUR QUESTIONS TO LISEBERG'S SUSTAINABILITY MANAGER, YLVA LINDER



### 1: LOOKING BACK ON THE SUSTAINABILITY MEASURES TAKEN IN 2018, WHAT ARE YOU MOST PROUD OF?

The achievement I am proudest of is reaching agreement on a development plan with measurable sustainability goals and objectives for the whole of Liseberg. This has been a fascinating and challenging journey but it is really good to put this phase behind us. Now the real work begins.

### 2: WHAT IS A DEVELOPMENT PLAN?

The development plan is an important part of our management and governing model. Before we can develop the business in a more sustainable direction, it is vital that we agree within the company on what we want

to achieve and why. This is explained in the development plan that covers the period from 2019 to 2025. Basically, this is a four-page document that sums up why sustainability is important to us, what overall goals we intend to achieve and what objectives we must aim for. Finally, the development plan allocates responsibilities, so that we know who should do what.

### 3: HOW DID YOU DRAW UP THE PLAN?

Our starting point was our overall goal to become a world-leading sustainable amusement park operator. We began by defining what we mean by "world-leading", then we formulated goals and objectives based on that definition, focusing on how to tackle

our key sustainability issues. This work was carried out by Liseberg's sustainability council during a series of workshops. Our recommendations were then approved by the board, executive management and the various managers.

### 4: WHICH OF THE GOALS DO YOU FEEL IS THE MOST INSPIRING?

The part that is closest to my heart is the goal to make Gothenburg a better place to live, work and visit. Liseberg is a fantastic place that should be a part of everyone's childhood.

## SUSTAINABILITY DEVELOPMENT PLAN

Sustainability is now one of five guiding principles at Liseberg and is therefore an integrated part of the company's business planning and development. Our overall goal is that by 2025 we will be the world leader in sustainable park operations. The development plan defines what we mean by world leader and describes the goals and objectives we need to meet to achieve our overall goal. These objectives, which cover all our most important sustainability topics, will be achieved by 2025 at the latest. Actions and initiatives will be implemented in stages and over the course of several years. In 2019 we will give special priority to improving resource and climate efficiency by aiming to:

- Reduce disposable plastic items
- Reduce energy use
- Improve the recycling of waste
- Reduce food waste
- Increase the proportion of eco-labelled products

### ORGANISATION

A new sustainability organisation was added to the executive management team during the year, comprising a sustainability manager and an environmental specialist, reporting to the Information Department.

Liseberg also has a Sustainability Council made up of representatives from company management and other key individuals. The Sustainability Council meets once a month to discuss current sustainability issues.

## »»DECISION-MAKING IN THE 21ST CENTURY««

In autumn, we broke ground for Liseberg's Centennial Project – the indoor water park and theme hotel that will take Liseberg into the future and safeguard our appeal for many years to come. Because the new buildings will be situated in an area where we currently have a car park, we also need to create a new car park next to the amusement park. This got me thinking about the challenges we face today when we make decisions.

A car park should of course be the easiest thing in the world. You need a flat area, some white lines on the ground, maybe an entrance gate, and that's it. But life is not quite that simple today. In our rapidly changing world, decision-making has become considerably more complex.

The car park of tomorrow is not just somewhere to park a car while the owner goes off and does something else for a couple of hours. Because tomorrow's cars are likely to be electric, the car park also has to serve as a charging station. So in addition to white lines, each parking space also needs to be equipped with a charging point and plug. Things are starting to get a bit more complicated.

But if we invest in such a solution, how long is it likely to remain useful to our guests? Will future Liseberg guests even own their own cars? It may not even be a parking space they need; it could be a car pool or shuttle service or large storage lockers. Looking to the future, we may need to rethink both the physical design and the business model for something as simple as a car park. And if it is difficult to make plans for a car park, how difficult must it be to run an entire amusement park?

Nevertheless, during 2018 we have had the courage to make many decisions that we believe will tip the impact of our business on the environment around us in a positive direction. Individually, those decisions may not appear critical or far-reaching, but the overall effect is to steer Liseberg in a direction that ensures our better coexistence with the world outside.

Steps we have taken during the year include eliminating plastic bags from our shops and replacing them with paper bags. More of our restaurants now hold organic and MSC certification. Our staff restaurant now clearly focuses on sustainability, we use biogas fuel instead of natural gas, and we have implemented several energy efficiency measures. These are all important steps on the road to the greater goal we agreed on in 2018 – to make Liseberg a world leader in sustainable park operations.

But the most important step we have taken this year was to formulate the plan for our sustainability efforts. In Liseberg's sustainable development plan, we have defined overall goals for all key issues and then broken these down into measurable objectives. The entire plan,

which extends until 2025, has been adopted by company management at Liseberg and approved by the Board. This means that we, our owners and the entire organisation, have all agreed on this course of action. And now that we have a plan it does not feel quite so difficult to make the right decisions – even though the world is changing faster than ever.

I have actually had more contact than usual with the outside world myself in 2018. I had the privilege of chairing the International Association of Amusement Parks and Attractions (IAAPA), which meant an opportunity to influence the way our industry works. My goal as chairman for the year was clear – to put sustainability issues on the agenda. In our industry, which includes everything from amusement parks and theme parks to water parks and zoos, sustainability is often reduced to one aspect: safety. This is despite the fact that big issues such as animal care, energy consumption and disposable waste have been calling for our attention all the time. I can proudly say that, along with the whole of Liseberg, I have helped to broaden that outlook over the past year. IAAPA is now planning to set up a new working committee on sustainability issues that will guide its members in this area, and all over the world we can see new initiatives that will make the industry more sustainable.

For Liseberg itself, 2019 is going to be an interesting year in several ways. Work is starting on the construction of the Västlänken rail tunnel, and as this will run right through the northern part of the park we will face a number of challenges in the form of entrance logistics, replacement buildings and potential noise problems. When the rail link is complete, Liseberg will have a new train station outside its gates and our guests will have another convenient option for getting to the park. But first we need to get through the construction period.

The decision to build Västlänken has been debated for many years. Is it the right or the wrong investment? We will not know until we have the benefit of hindsight. For who can predict the future with any certainty? There are so many possibilities that the equation becomes almost insoluble. But the alternative – to do nothing at all for fear of making the wrong decision – is not an alternative either.

Or, as Peter Drucker once said: "The best way to predict the future is to create it".



Andreas Andersen, CEO

IN  
BRIEF

ANDREAS  
ANDERSEN

Age: 47.  
Job: CEO  
of Liseberg  
Favourite thing  
at Liseberg:  
My employees.

# This is Liseberg

*Liseberg exists so that people can experience joy together. This is the essence of Liseberg's mission. It is this desire to create unforgettable experiences for our guests, that guides our decisions and the way we organise and run the business.*

**LISEBERG IS OWNED BY** the City of Gothenburg and has been the heart and pride of Gothenburg ever since the park opened in 1923 during the celebrations of the city's 300th anniversary. For almost a hundred years, people have met, danced, socialised and had fun at Liseberg. We often say that we don't operate Liseberg to make money, we make money to operate Liseberg. Liseberg's business concept is to offer the people of Gothenburg and visiting guests entertainment experiences of the highest standard, all year round. Our vision is to be the most-loved amusement park in Europe.

**TODAY, THE COMPANY** Liseberg AB, situated in the heart of Gothenburg, operates Liseberg amusement park, with its 40-plus rides and attractions, games and wheels-of-fortune, music stages, dance floors and a large number of restaurants and cafés in a green park setting. Close to the amusement park we offer convenient and practical accommodation in the form of hotels, hostels, cabins and camping facilities, as well as the Rondo Dinner Show Theatre. The amusement park has three seasons: the summer season, which runs from late April until early October; Halloween, during the school autumn holidays; and the Christmas season, which starts in mid-November and ends around new year. Liseberg is also open for conferences, concerts and corporate events all year round.

**LISEBERG AB**, which manages all our operations, is the parent company of the two real estate companies Hotel Liseberg Heden AB and Lisebergs Gäst AB, as well as the development company AB Liseberg Skår, which is responsible for Liseberg's Centennial

Project. The company is divided into seven business areas and is supported by seven corporate functions, in addition to executive management. Liseberg employs up to 2,600 people. Around 400 are employed all year round, while the rest are seasonal employees who help Liseberg operate its business when the amusement park is open.

Liseberg manages and sets goals for the business based on five priorities:

- **Guests:** Liseberg will be the most highly recommended entertainment experience in Europe
- **Employees:** Liseberg will be the best workplace in Sweden
- **Brand:** Liseberg will be the strongest brand in the Scandinavian visitor industry
- **Sustainability:** Liseberg will be a world leader in sustainable park operations
- **Finance:** Liseberg will be visited by 4 million guests a year

Because Liseberg is a municipal company, the goals that are set out in the City Council's budget also govern Liseberg.

**LISEBERG IS CURRENTLY** one of the leading tourist attractions in Scandinavia, with three million guests annually. The company operates in the regional market of West Sweden, from which around 60 percent of guests come, but visiting tourists from all over Sweden and the other Nordic countries are also an important part of Liseberg's visitor base, as they account for 60 percent of the company's total turnover. In 2018, the company had sales of SEK 1.23 billion and made a profit of SEK 74.6 million,

which, apart from the dividend that is paid out to the owner, is reinvested in the business to maintain Liseberg's long-term attractiveness.

**LISEBERG IS A** service business, and the values of *Safety, Creativity, Quality, Consideration and Joy* form the foundation on which our business culture is built. The same culture that shapes our relationships with our employees will also shape the relationships with our colleagues, also shapes the relationships with our guests. Liseberg operates within the Service Profit Chain framework, which we believe ensures clear links between satisfied employees, loyal guests and economic growth. We therefore believe that a positive, solution-oriented corporate culture is the key to satisfied guests and Liseberg's long-term success.

**AS PART OF THE MISSION** set by its owners, Liseberg must offer something for everyone – a broad choice of experiences. Our ambition is that guests, regardless of their age, gender, ethnicity or level of disability, should find something appealing and accessible in Liseberg's offering. This ambition is also reflected in Liseberg's guest demographics, which include families with children, corporate guests, pensioners and young adults, from a wide range of backgrounds.

## RISK ANALYSIS AND INTERNAL REVIEWS

Liseberg has a systematic, ongoing approach to risk management, assisted by a variety of risk analyses and internal reviews. The purpose of this work is to identify problems, shortcomings and other risks, and

ensure compliance with the law. Internal reviews are intended to ensure that the company produces reliable financial reports and information. The company's working methods are based on the City of Gothenburg's guidelines for governance, monitoring and control.

Risk analysis is divided into two parts; the first provides risk analysis for the business, while the second analyses risks in financial reporting. The first part concerns Liseberg's primary duties and operational goals. The second part concerns items in the consolidated balance sheet and income statement.

Risk analyses for the coming financial year are prepared for each business area and department, and in addition to an overview of risks, also include an action plan. These analyses are prepared in parallel with the budget. Based on the overview of risks, the following risk areas have been identified as priority focus areas for 2019:

- Future disruption and financial consequences related to the Västlänken rail link
- Shortcomings in IT infrastructure, security breaches and temporary system errors
- Employee dissatisfaction
- Lack of expertise
- Weakening of the brand
- Inadequate safety

## FORM OF COMPANY

Apart from two preference shares, Liseberg is owned by the City of Gothenburg through Göteborg & Co AB, which in turn is owned by Göteborgs Stadshus AB.

Liseberg has a politically appointed board consisting of ordinary members and staff representatives. The City Council's ownership policy determines the principles that govern the way Liseberg is managed. The City Council must also be consulted on issues that are of fundamental importance or of great significance to the company. In addition to the ownership policy, the business is governed by the Articles of Association and governing documents, that apply to the entire city.

Multi-year overview	2018	2017	2016
Number of employees	1,112	1,107	1,043
Net sales, thousand SEK	1,228,782	1,219,452	1,169,440
Balance sheet total, thousand SEK	1,917,690	1,673,957	1,603,434
Profit after financial items, thousand SEK	74,596	90,751	100,089
Number of guests in the park, full year (millions)	3.1	3.1	3.1
Total number of guests, full year (millions)	3.4	3.4	3.4
Number of rides/visits to Liseberg's attractions (millions)	15.7	15.9	16.5

## OUR STAKEHOLDERS

Our stakeholders are the people and organisations that influence or are influenced by our business. The stakeholders we regard as most important for our long-term commitment to sustainability are our guests, our employees, our owner, the residents of Gothenburg, our various suppliers and our colleagues in the industry. The perspectives and expectations of our stakeholders are central in developing the business and driving it forward. Outlined below are the ways in which we engage in dialogue with our stakeholders and the sustainability issues important to them.



### GUESTS

Atmosphere and experience  
Something for everyone  
Safety  
Queues  
Equality

Personal meetings and contacts  
Guest Services  
Guest survey  
Social media

Employee survey  
Employee workshops  
Career development plans



**EMPLOYEES**  
Working environment and conditions  
Ethics and values  
Equality

Personal meetings and contacts  
Study visits  
Exchange of experiences  
International Association of Amusement Parks and Attractions, IAAPA

### COLLEAGUES IN INDUSTRY

Sustainable development for the industry  
New management models  
Best Practices



Through owner  
Through the media  
Guest Services  
Social media

**RESIDENTS OF GOTHENBURG**  
Involvement in the local community  
Job opportunities  
Environmental concern

Dialogue with the board and owner



**OWNER**  
Profitability  
Contributions to the city  
Sustainable business  
Resource efficiency  
Goal achievement

Purchasing and procurement



**SUPPLIERS**  
A trustworthy business partner  
Relevant sustainability requirements



## INDUSTRY COLLEAGUES – IMPORTANT NEW STAKEHOLDERS

Liseberg wants to be a pioneer in the industry and thus encourage other amusement parks to act more sustainably. This year, we have therefore chosen to highlight our industry colleagues as one of our most important groups of stakeholders. This also fits with the overall goal – to become the world leader in sustainable park operations by 2025. The industry has many challenges, but if we focus together on sustainable development and share our expertise and experience, the industry can move in a more sustainable direction.



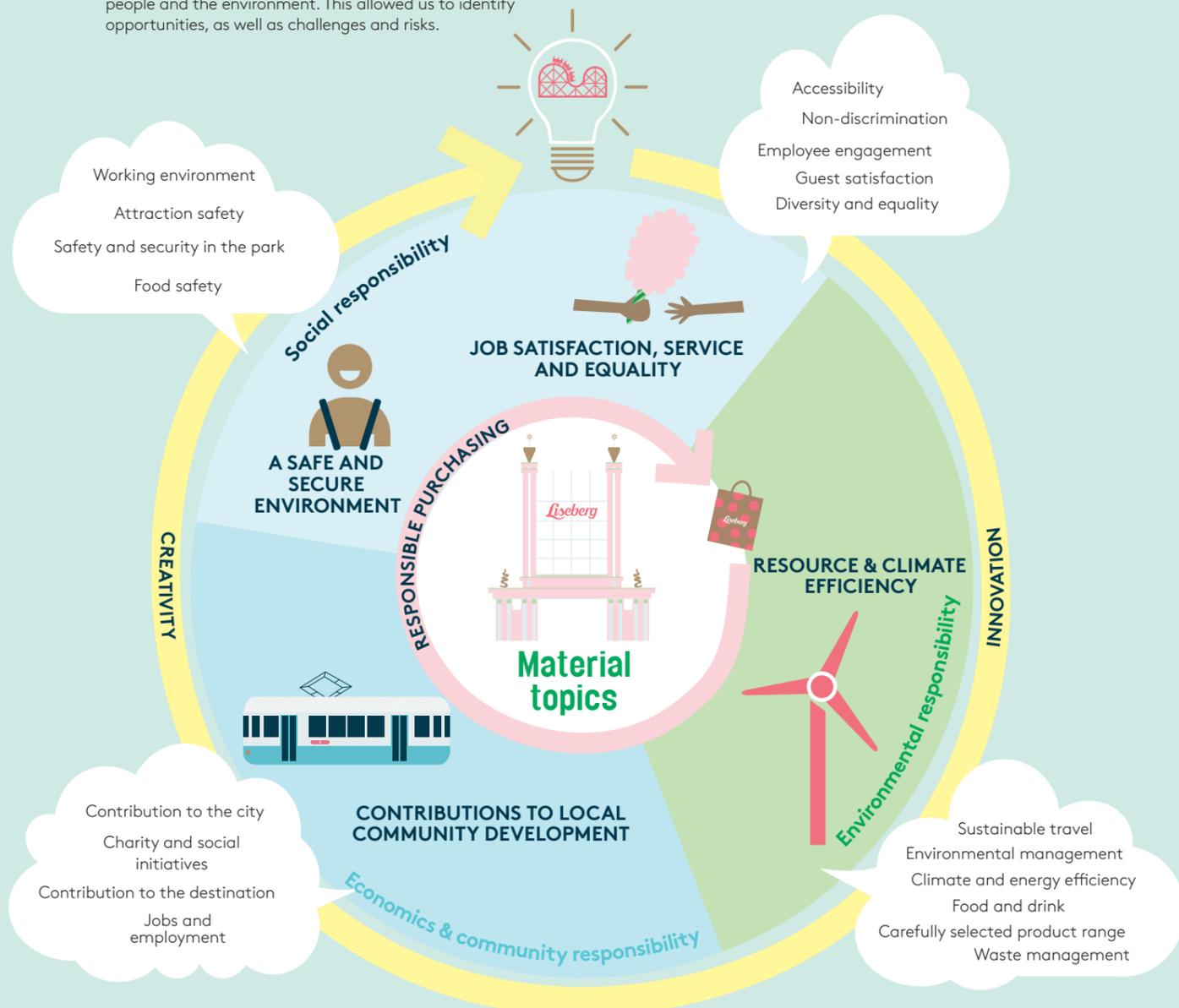
## OUR MOST IMPORTANT MATERIAL TOPICS

For Liseberg, sustainability is about acting responsibly and acting with a long-term perspective. We intend to manage and develop the business so that it continues to exist and flourish in the future, and we want to help make Gothenburg a good place to live, work and visit. We also want to lead the way in our industry and thus encourage other amusement parks to act more sustainably.

### Everything is important, but what is most important?

With the aim of focusing our efforts and communications on the correct material topics we carried out a materiality analysis in 2017 together with representatives from Liseberg's sustainability council and company management. We looked at the issues most important to our stakeholders and also the impact from our business on people and the environment. This allowed us to identify opportunities, as well as challenges and risks.

- Liseberg's most important material topics:
- A safe and secure environment
  - Job satisfaction, service and equality
  - Resource and climate efficiency
  - Contributions to local community development
  - Responsible purchasing



### The development plan sets the course

To develop the business and achieve improvements in sustainability it is vital that the organisation reaches consensus on what must be achieved and why. We have therefore set an overall goal that *by 2025 Liseberg should be the world leader in sustainable park operations*. We have also developed and established a development plan for sustainability. The development plan sets out sustainability goals and measurable objectives that are all linked to our material sustainable topics.

The development plan is an important part of our management and governing model and the long-term sustainability goals have given us direction, priorities and level of ambition. The goals determine what resources our business areas and departments need to allocate to the budget and which measures need to be highlighted in our business plans. This work will be tackled step by step over a period of several years, but by 2025 we should have reached our objectives. The first step is to inform everyone in the organisation about the development plan – a process that will continue in 2019. We will also start working towards our set goals at the same time.

Our sustainability efforts and development plan goals also mean we are contributing to the 17 global goals for sustainable development formulated by the UN. Our internal governing documents and the objectives of our development plan can be linked to the UN's goals in various ways. Our work on chemicals, our purchasing processes and our objectives to use less energy, offer sustainable products and reduce food waste are examples of how our work is linked to goal 12 for sustainable consumption and production. The fact that we offer work to young people and prioritise a safe working environment are further examples that show our work is in line with goal 8 for decent working conditions and economic growth.

The most important thing for us is that we focus on relevant areas and initiatives in which we can make a great difference. The chart on the right shows the areas where we consider our business as having a large direct impact.



<sup>1</sup> www.globalgoals.org



## A SAFE AND SECURE ENVIRONMENT

# How we can become a safe and secure amusement park

*Nothing is more important to us than guest safety. In an industry that brings people and machinery in close proximity, safety inspections, technical maintenance and staff training must be top priorities. But food safety and providing a safe working environment are also important to Liseberg.*

### ATTRACTION SAFETY

The safety of our attractions is absolutely fundamental to Liseberg. We comply with the Swedish law and all applicable standards regarding amusement equipment, including comprehensive procedures for daily, weekly, monthly and annual inspections of our attractions. These procedures are followed very carefully. We are proud of our safety record, which have resulted in a high level of technical availability of our attractions this year, at 98 percent. The aim is to avoid any stoppages at all, as these affect the satisfaction of our guests. But this is also a safety issue, as avoiding ride stoppages, should never compromise guest safety.

To improve the safety of guests Liseberg has introduced age restrictions in addition to our existing height restrictions, as it is important to have a certain level of maturity for some rides. This year's new ride, Valkyria, was given the slightly unusual height restriction of 132 cm. This is because Valkyria was constructed to a US safety standard, and hence a different system of measurements. But reducing this figure by 2 centimetres and setting the height restriction at 130 cm, which is more usual in Sweden, was not an option for Liseberg. The safety bars on Valkyria are designed for a minimum height of 132 cm, so this is the minimum height guests must have in order to ride on the attraction.

To achieve a high level of safety it is important to ensure that rides are operated by well-trained and motivated staff. Liseberg provides an introduction

course for new employees and another course for returning seasonal employees who will operate the attractions. Many new employees are totally new to the job market and their training must ensure that they are well equipped to deal with guests and safety when they start working in the park. In the beginning of the season, returning staff are also brought together for a review of the attractions and restarting procedures.

No serious attraction incidents occurred during 2018. A less serious incident on the FlumeRide water attraction does stick out among the statistics, however. The logs have to be removed from the water before the attraction closes in the evening, and a backlog occurred at the station that resulted in a collision between two logs. The log was occupied by guests and during the collision one of them suffered grazes and a broken bone in the hand. The procedures were reviewed after the incident and we no longer allow logs to be removed in the same way as during the incident. Other reported incidents relate to guests who suffered back pain or neck pain after a ride, and trapping or crushing injuries.

### WORKING ENVIRONMENT

Liseberg must be a safe and secure place to work. We attach great importance to preventive occupational safety work, in line with our health, safety and environment (HSE) policy. Our employees should feel confident that we do our utmost to minimise risks and that we take action when something is

wrong. However, employees themselves have an important part to play in this work. Their experiences in the workplace must be communicated to the relevant managers, who have the authority and the opportunity to rectify any problems. During the year, Liseberg introduced a new digital system for reporting problems in the workplace, i.e. incidents and injuries at work. The system is called DIA and is easily accessed from a link on the Liseberg intranet. All managers and supervisors have been offered training in the system during the year, which enables us to share information about HSE incidents, investigations, measures taken, and learn from our own experiences as well as others. The system also supports preventive action by providing digital checklists for safety rounds, risk analysis, etc. Managers and safety representatives can also extract statistics in the form of charts and reports for their departments, to provide a basis for management decisions on HSE issues. Around 20 minor injuries were reported to the system during the year. Most relate to falls or accidents on the way to or from work. The most serious accident that happened at work during the year was when a glass door in a restaurant shattered as it was being opened, causing cuts to the arms and hands of an employee.

The total number of reported incidents during the year was 349, which is lower than last year. Most incidents were reported from the fast food area, followed by attractions. The most common incidents occur when employees receive burns or slip and fall.

Absence due to sickness at Liseberg in 2018 was on a par with the figures for the previous year.

### ROWDY AGAIN DURING HALLOWEEN IN 2018

Liseberg's investment in Halloween, with new horror mazes and actors scaring guests, has continued to be a challenge for health and safety at work. It is mainly the actors who mingle among the guests in the park's scare zones and the security staff who maintain order who have had a difficult time during the Halloween season. This year the Service and Security department gave employees an introduction to conflict management during difficult guest encounters, in collaboration with the Attractions department. The course was primarily intended for actors in the scare zone, District Z, and those who

work in Gasten Ghost Hotel. The purpose of training was to give the actors tools to help them feel safe while they are working and show them how they can influence their working environment through their own actions.

Attendance figures during the 2018 Halloween season were the highest so far – which led to an even tougher working environment for the most exposed groups of employees. Once again, guests did not always respect boundaries, and because the whole Halloween concept invites mischief and antics, guests sometimes get carried away, which leads to too much conflict. Park hosts and security staff had to deal with several situations where operators were subjected to threats and violence by guests, and there were similar conflicts between guests. These situations arose mainly in the harbour area (Hamnområdet). On the other hand, the working environment improved in the second scare zone, District Z, and there were fewer interventions here than in 2016 (District Z was closed in 2017 for the construction of Valkyria).

An assessment after the Halloween season found that the training that was introduced for actors in District Z helped to create a safer working environment and led to fewer interventions. All actors will therefore attend this training next year.

### SAFE AND SECURE IN THE PARK

Liseberg works continuously with fire safety, access protection and personal safety for our guests and staff, so that everyone can feel safe and secure when they visit Liseberg. We always have a large number of security staff and hosts moving among the guests outside. These staff handle everything from lost children and guests who fall ill, to thefts and restaurant guests who have over-indulged.

The need for risk analysis and preparedness has increased in society as a whole, and Liseberg has invested more to prevent violence and prepare employees for possible crisis situations. Our security staff have received special training and now wear yellow vests to make them more visible and create a feeling of security. There were no serious incidents related to park security during the year.

Another important issue for us is security outside the gates of Liseberg, particularly in car parks around Liseberg where car break-ins are common periodically.

The number of reported car break-ins in Liseberg's car parks has fallen during 2018, according to information from the police.

**FOOD SAFETY**

Every year, Liseberg is visited by the Environmental Authority, which controls food safety. In 2018, four of these inspection visits, out of a total of 63 visits during the year, led to remarks that required action, but no faults were classified as serious.

With over three million visitors to the amusement park each year, Liseberg serves a large number of guests at its restaurants, cafés and fast-food restaurants. We strive to ensure that all employees are well-trained and understand the procedures for food handling and food safety, but occasionally mistakes do occur. One such incident at Stjärnornas Krog during the Halloween season led to an investigation by the Environmental Authority. This incident, in which a guest who ordered a gluten-free dessert instead received a dessert containing gluten, was due to a communication error between the kitchen and the service staff. The restaurant investigated the incident but could not find any deficiencies other than human error. Nevertheless, the procedures for communication between the kitchen and service staff were reviewed and both groups of staff were reminded of the correct procedures. The Environmental Authority was satisfied with these measures.

**Employee absence due to sickness, work injuries and incidents**  
The table shows absence due to sickness and reported work injuries and incidents.

	2018	2017	2016
Absence due to sickness, % (time absent as a percentage of hours worked)	4.59	4.48	4.56
Number of work injuries employees, incl. seasonal staff	46	53	26
Number of incidents involving employees, incl. seasonal staff	349	578	450

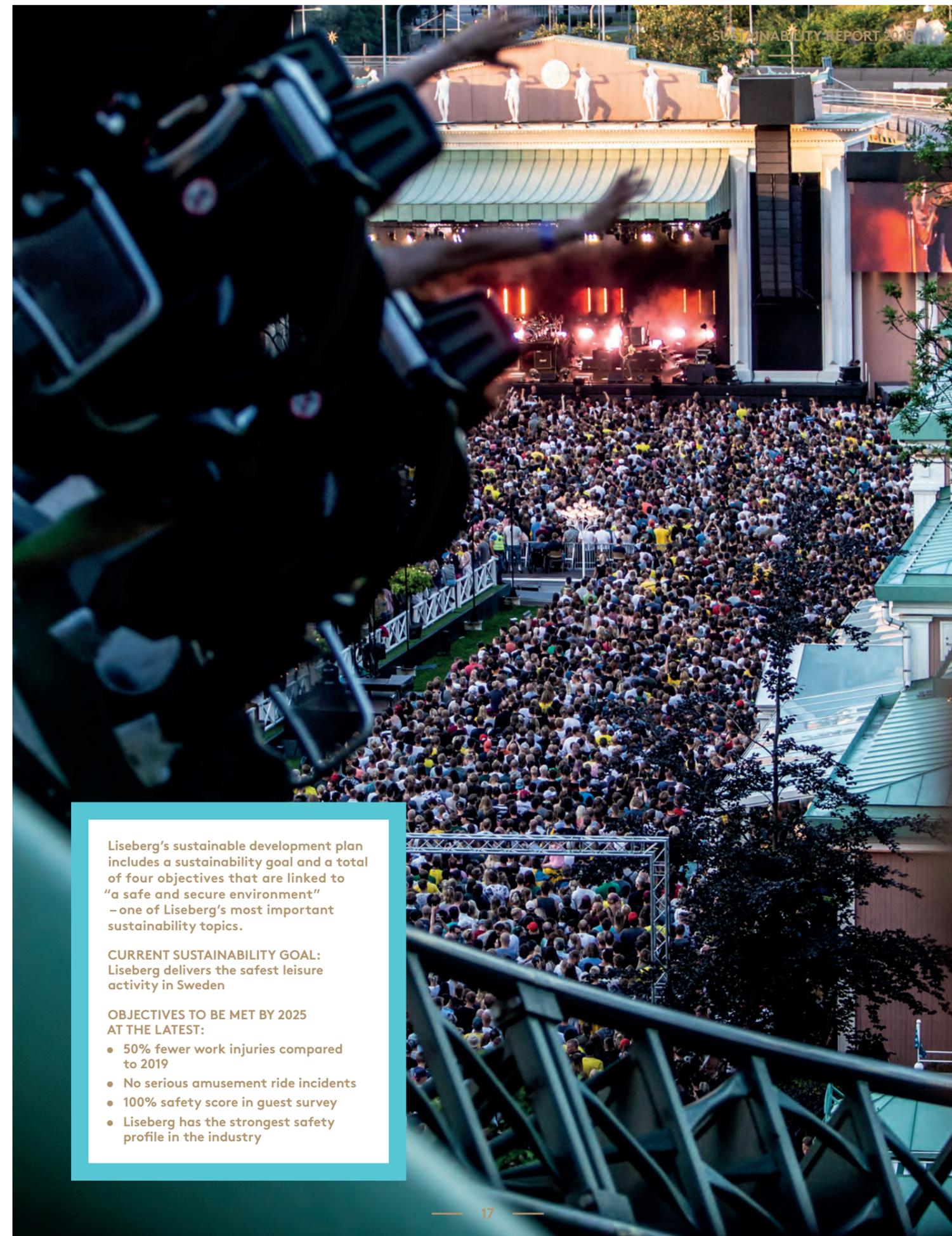
**Safety incidents**  
The table shows incidents on attractions, perceived safety in the park based on surveys of guests, inspections of food safety and inspection remarks.

	2018	2017	2016
Serious attraction incidents (number)*	0	0	0
Reportable attraction incidents (number)**	6	5	9
Perceived safety in the park (scores of 4 and 5) for whole year, %	94	92	93
Inspection visits for food safety (number)***	63	-	-
Serious remarks from food safety inspection visit (number)	0	3	4

\* Injury that leads to a hospital stay longer than 24 hours, for reasons other than just medical observation, or which results in death (IAAPA definition).

\*\* Other attraction incidents that lead to injury (not serious) requiring medical treatment other than routine first aid (IAAPA definition).

\*\*\* Includes inspection visits to units in the park that handle and serve food.



Liseberg's sustainable development plan includes a sustainability goal and a total of four objectives that are linked to "a safe and secure environment" – one of Liseberg's most important sustainability topics.

**CURRENT SUSTAINABILITY GOAL:**  
Liseberg delivers the safest leisure activity in Sweden

**OBJECTIVES TO BE MET BY 2025 AT THE LATEST:**

- 50% fewer work injuries compared to 2019
- No serious amusement ride incidents
- 100% safety score in guest survey
- Liseberg has the strongest safety profile in the industry



JOB SATISFACTION, SERVICE AND EQUALITY

# We want to welcome everyone

Everyone should feel welcome at Liseberg. Whether they are a guest or an employee. Our basic philosophy is that the park should offer something for everyone and provide a tolerant and inclusive atmosphere so that everyone feels welcome at Liseberg, regardless of gender, ethnicity, age, religion, gender identity, language, sexual orientation or disability level.

DIVERSITY AND EQUALITY

We want everyone to feel welcome at Liseberg. Within the company we are guided by our gender equality and diversity policy, and our health and working environment policy. Diversity among our employees is an important tool for creating a tolerant climate. We believe that by creating a diverse workplace, we can create the most welcoming atmosphere for our employees and our guests. However, the ambition to foster diversity can be difficult to realise in practice. The recruitment process is an important key for success at Liseberg. Each year various measures are taken to encourage more applications from ethnic backgrounds other than Swedish. We also try to encourage more male applicants. At the end of 2018, prior to summer recruitment for 2019, Liseberg tried out online advertising in languages other than Swedish. From mid-December, Liseberg posted ads on social media in Arabic, Persian and Spanish. Although the language requirements for working at Liseberg are Swedish or English, we believe that by addressing young people and their parents in their mother tongue we can send a message of inclusion. Through partnership with the Angered Challenge (Angereds-utmaningen) – an initiative to build bridges between schoolchildren, business and the public sector – students from Angered high school are offered internships twice a year.

However, finding a reliable and legal way to safeguard or measure the results of our efforts to promote ethnic diversity among job applicants has been a challenge. Liseberg’s owner policy states that Liseberg should be a mirror of Gothenburg, and this is also one of the goals of our sustainable development plan. In 2018, for the first time,

Liseberg used statistics based on job applicants’ home addresses as a tool for measuring diversity in the recruitment process. By checking applicants’ postal codes we can look at the geographical spread of applications and see whether there is any area of Gothenburg that we do not reach. The statistics show that applicants for seasonal work at Liseberg come from all areas of Gothenburg, but that most live in the city centre area and in Angered. This method could also be applied to examine how Liseberg’s workforce reflects the local community as a whole. However, this method has not yet been implemented.

Number of applicants based on postal areas in Gothenburg. Number of applicants in Gothenburg and the surrounding area: 3,248 Total number of applicants: 5,233

Postal area	Number	Postal area	Number
Gothenburg	1,727	Billdal	32
Angered	325	Öckerö	28
Västra Frölunda	316	Olofstorp	25
Mölndal	191	Bohus	16
Hisingns Backa	126	Gunnilse	12
Torslanda	103	Säve	9
Kungälv	95	Agnesberg	2
Hovås	88	Styrsö	2
Askim	74	Asperö	1
Hisingns Kärra	37	Donsö	1
Nödinge	37	Vrångö	1

NON-DISCRIMINATION

It is Liseberg’s ambition that the workplace should be inclusive and tolerant. In this year’s employee survey, 86 percent of employees agreed with the statement “I can be myself”. This is an increase of 1 percent over the previous year. The survey does not currently include any other questions to find out why 14 percent of our employees do not agree with the statement that they can be themselves, despite our ambitions to be inclusive.

The majority of Liseberg’s seasonal employees are currently women, and we want to try to redress this imbalance. During the recruitment process we try to assess applications in areas other than language skills, and this has proved to benefit male applicants and applicants from different ethnic backgrounds. In recent years Liseberg has not had any cases filed with The Equality Ombudsman. However, a few cases of perceived discrimination have been reported by staff and by guests during the year, and these have been handled internally. Cases reported by staff are handled by the HR department. During the year, two cases of sexual harassment were dealt with through training initiatives, warnings (clarification of expected behaviour) and termination of employment. Cases reported by guests are handled by Guest Services and mainly concern treatment by other guests or the inaccessibility of certain rides. These cases have all been managed and closed.

JOBBSWINGET – AN ACCESSIBLE WORKPLACE

In order to appeal to young people with disabilities, Liseberg has collaborated with the Swedish Public Employment Service since 2013 on a project called Jobbswinget. This project provides support to young people during the recruitment process and to make the working environment more accessible. Managers and supervisors who will work with these young people also receive training on how to give the best support to these employees.

The Jobbswinget initiative has been a big success for Liseberg, and employees who have been assisted by it now work in almost every part of the organisation. Many of our Jobbswinget candidates are later able to take up regular seasonal employment. The project has attracted a lot of media attention over the years and in 2018 one of the employees who started his Liseberg career withing the project, Sharhif Weerow, appeared in social media commercials and campaigns for the Swedish Public Employment Service, among others. In 2018, a total of 37 people who had difficulty finding employment were given the opportunity to work with us.

EMPLOYEE ENGAGEMENT

One of Liseberg’s goals is to be one of the best workplaces in Sweden. Liseberg is a service business and we believe there is a close link between employee satisfaction and guest satisfaction, as set out in the Service Profit Chain (see illustration on next page). This means that we also attach great importance to developing Liseberg as a workplace and building on employee engagement.

Because Liseberg takes on around 600 new employees every year, introduction, education and training are important success factors for the satisfaction of our guests and our employees. New employees are greeted with a comprehensive training package that includes workplace education and service training. Work is now under way to take this introduction process to the next level, as we believe it gives us employees who are ready to tackle their jobs effectively.

To welcome both new and old Liseberg employees for the new summer season, Liseberg’s CEO gathers all seasonal employees together for a kick-off event the week before Liseberg opens its gates. This glitzy event is intended to give them a taste of the Liseberg culture, give them pep talks and provide information on the new additions for the season. However, the real point is to make them realise how important every one of them is to our guests’ satisfaction with Liseberg.

AIMING TO BE SWEDEN’S BEST WORKPLACE

To measure and assess our own development and how we compare with other workplaces, Liseberg participates in the Great Place to Work global survey. This survey comes in two parts: an employee survey that measures employees’ attitudes to their workplace, and a culture analysis that assesses ongoing efforts to create a good workplace. The results of each part are then merged and compared with other workplaces in Sweden that also take part in the survey. In March each year the rankings of the top workplaces are presented, and in the last survey, in March 2018, Liseberg was ranked among the top 10 for the first time.

When the employee survey was conducted for the fourth time in summer 2018, a full 90 percent of Liseberg’s employees took the opportunity to give feedback on their workplace. It is important for us that as many employees as possible take part, since everyone’s opinions are important.

The results of the survey show a very welcome improvement and we scored higher in almost every area. Liseberg’s total Trust Index, in other words the

## SERVICE PROFIT CHAIN



overall score for employee satisfaction, rose by 3 percentage points to 77 percent. The main reason why employees enjoy working at Liseberg so much is the relationship with other employees. The workplace is perceived as friendly and inclusive, and people have fun together. 83 percent of participants agreed with the statement: “All in all, I would say that this is a very good workplace”, and this score again showed an increase of 3 percentage points over 2017.

As in previous years, one of the areas that scored the lowest in the survey was wages. This is not an entirely straightforward challenge to solve, however, as wages in the hospitality industry are generally low. The challenge is instead to highlight and raise awareness of the other benefits that working at Liseberg offers, in the form of job security, collective agreements, professional operation and benefits linked to our product – things that are not widely available in the hospitality industry.

Based on the results, each department focuses on different improvements and initiatives in its own action plan.

### LISEBERG AWARD AND CELEBRATIONS

Every day, Liseberg employees deliver fantastic experiences for our guests. To highlight some of them, Liseberg set up the Liseberg Award in 2016, which is awarded in seven different categories. Individuals and departments are nominated for the Liseberg Award by their employees and to some extent guests, and at the end of the summer season the whole of Liseberg gathers for a party to honour the winners. As well as recognising exceptional service efforts, the party is a showcase for the energy and talents that exist within the company. Employees themselves are responsible for the production,

opening number, acting as master of ceremonies and providing entertainment, and the results are magnificent.

The winners of the individual prizes are awarded a training trip to an amusement park somewhere in the world, while the winners of the team prizes get to do something fun and instructive closer to home along with their team. The 2018 team winners travelled to Tivoli Gardens in Copenhagen in October for a study visit during Halloween. The trip is documented by Liseberg’s own TV reporter so that the experience can be shared and inspire others, and the entries are then published on the intranet.

Other celebrations during the year included the opening of the dive coaster, Valkyria. This project meant a lot of pressure and incredibly hard work for everyone involved prior to the preview, when employees got a chance to test-ride the attraction after working hours – an event that was a mix of joy and relief.

### ACCESSIBILITY

From an accessibility perspective an amusement park such as Liseberg is a challenging environment. The park is hilly, has lots of paving and is rebuilt for each season by adding or removing props and decorations. Then there are all the rides and associated safety provisions. Nevertheless, Liseberg is known for its good accessibility and for looking after guests who need special assistance during their visit. Much of this good reputation is down to Liseberg’s employees, who are incredibly skilled at looking after guests who need extra help – they are always happy to go the extra mile. Liseberg also offers the opportunity for those in need of extra help to bring escorts with them at no extra cost.

Because the safety precautions on rides place certain requirements on those who ride them, such as leg strength or the ability to brace with their arms, some attractions at Liseberg will never be accessible to all guests. Safety always comes first. Our philosophy is that “not everyone can go on all the rides, but we have rides for everyone”.

We have also worked to make things as accessible as possible at Liseberg’s concert stages. Next to Stora Scenen are two raised ramps with space for guests in wheelchairs, and every year there are several performances with narration and signing for guests with visual and hearing impairments at both Stora Scenen and Kvarnteatern, which is the Liseberg Rabbits’ own theatre stage.

Large parts of the park, including Hotel Liseberg Heden and Lisebergsbyn, are mapped out and reported in the Accessibility Database tool, which allows our guests to search for information on accessibility and other aspects. It is a considerable challenge to keep the Accessibility Database up to date and relevant, especially for a business like ours, with renovation and changes to the park prior to each new season. To raise the priority of accessibility improvements, one of the goals of our sustainable development plan for 2025 is to have a systematic and industry-leading approach to accessibility issues in which we consider accessibility during all construction and building projects.

### GUEST SATISFACTION

Liseberg will be the most-loved meeting place in Gothenburg and the most longed-for destination in Sweden. The fact that guests love and long for Liseberg is not just good to know, it is essential for Liseberg’s long-term existence.

To find out what our guests feel about their visit to Liseberg, we gather results from several thousand guest questionnaires every year. An online survey asks guests what aspects we could improve. The survey has a high response rate and the results are overwhelmingly positive, with 89 percent stating that they were satisfied or very satisfied with their Liseberg visit. The thing that guests appreciate most is the atmosphere in the park, but our staff also get high marks. The least satisfying aspect is the time that guests have to spend in queues.

A guest satisfaction score of almost 90 percent may seem high, but we are still not entirely satisfied, as it means that one in ten of our guests are not satisfied with their visit to Liseberg. In February 2018, all permanent staff were brought together in the Employee Forum, a workshop where the big question this year was what we can do to reach those one in ten guests. Together, we set ourselves a significantly higher target for guest satisfaction of 96 percent. The introduction of a new service programme for employees is one of the initiatives that we believe will contribute to achieving this ambitious target.

One important area for attention in the future is to improve flow and logistics, with the help of digital solutions such as e-commerce and effective information before guests visit. The results from the guest surveys are also broken down to give each department an opportunity to focus on quality improvement measures guided by the survey results.

**Employee satisfaction**

The table shows the results from the annual employee surveys.

	2018	2017	2016
Percentage of employees who rated us 4 or 5 in the Great Place to Work employee survey (on a scale of 1-5), %			
Trust index	77	74	72
Overall I would say that this is a very good place to work	83	80	77



**Gender and age distribution**

The table shows the gender and age distribution of the Board, company management and other employees.

	WOMEN	MEN	<24	25-39	40-54	55-59	>60
Company management	5	6	0	0	10	1	0
Board of Directors	4	6	0	3	3	3	1
Permanent, full-time	189	232	7	128	209	41	36
Permanent, part-time	15	16	0	12	11	4	4
Seasonal employee, temporary	1,828	1,056	2,018	665	138	27	36

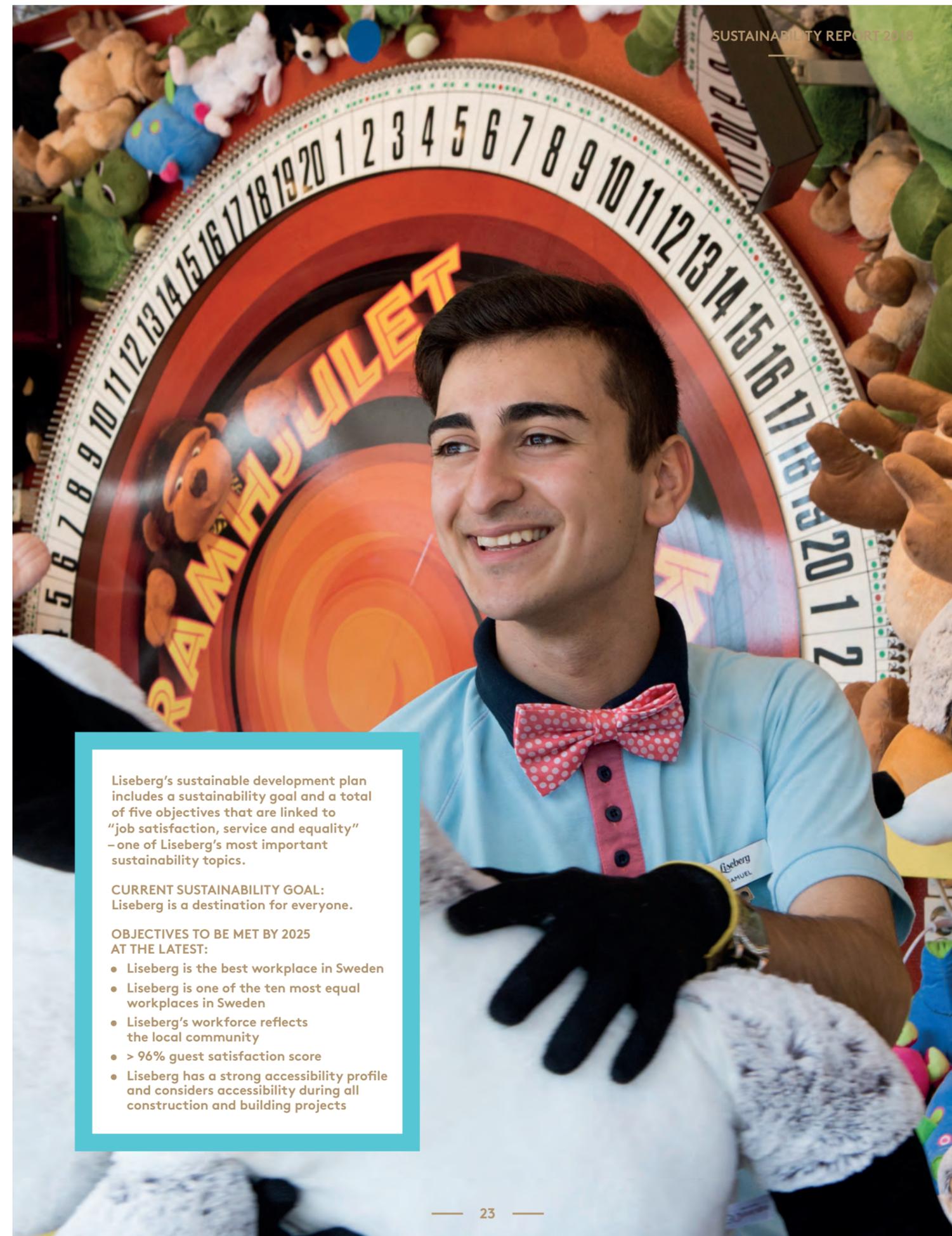
**Discrimination and equality**

The table shows that Liseberg has not had any cases reported to the Swedish Equality Ombudsman in recent years. The table also shows the results from employee surveys regarding equality.

	2018	2017	2016
Number of cases with equality ombudsman	0	0	0

**Number of employees who rated us 4 or 5 in the Great Place to Work employee survey (on a scale of 1-5), %**

	2018	2017	2016
Employees are treated equally regardless of age	84	81	80
Employees are treated equally regardless of gender	88	87	85
Employees are treated equally regardless of ethnic origin	93	93	92
Employees are treated equally regardless of sexual orientation	95	95	94



Liseberg's sustainable development plan includes a sustainability goal and a total of five objectives that are linked to "job satisfaction, service and equality" – one of Liseberg's most important sustainability topics.

**CURRENT SUSTAINABILITY GOAL:**  
Liseberg is a destination for everyone.

**OBJECTIVES TO BE MET BY 2025 AT THE LATEST:**

- Liseberg is the best workplace in Sweden
- Liseberg is one of the ten most equal workplaces in Sweden
- Liseberg's workforce reflects the local community
- > 96% guest satisfaction score
- Liseberg has a strong accessibility profile and considers accessibility during all construction and building projects



RESOURCE AND CLIMATE EFFICIENCY

# How we will reduce our environmental impact

There are many challenges in our industry. Resource and climate efficiency is one such area and includes energy efficiency, waste management, travel and the range of food and other products that we offer. We can improve sustainability by having an effective environmental management system, shared goals and broad agreement on the way we will reduce the environmental impact of our business.

**ENVIRONMENTAL MANAGEMENT**  
ENVIRONMENTAL CERTIFICATION AND CONTINUOUS IMPROVEMENT

Liseberg is actively committed to continuous environmental improvements, and the entire business was environmentally certified several years ago. An effective environmental management system is required in order to be re-certified each year. The environmental management system consists of several policy documents that govern our operations, often to ensure legal compliance. The environmental management system is a structural framework for our environmental efforts and promotes continuous improvement. The annual external audit involved several site visits, and a third-party auditor controls the governing documents and the way that environmental measures are implemented at Liseberg. The audit in 2018 identified five issues, which were addressed immediately, and 16 areas for improvement, the most important of which means that next year we will implement value-adding internal audits. We are especially proud of all the positive comments that were made regarding, for example, the sustainable improvements we have made in the area of food and drink. Although Liseberg has had its environmental certification renewed, we cannot rest on our laurels. Our environmental efforts must continuously reduce our environmental impact, which requires us to keep on making improvements, both large and small.

**CLEARER DIVISION OF RESPONSIBILITY**

For large companies such as Liseberg it is difficult for the Board and CEO to have control over every process and aspect of the business. Responsibility for certain tasks is therefore often delegated to managers who are in a better position to steer and control a particular area of operations. Even if they do not have delegated responsibility in this area, each manager is also responsible for environmental improvements, and this responsibility was clarified by Liseberg during the year through a written delegation and allocation of duties. The managers attended a lecture and workshop that enabled them to learn more about their responsibilities.

**CLIMATE AND ENERGY EFFICIENCY**  
TOWARDS A CLIMATE-NEUTRAL BUSINESS

Liseberg is committed to becoming a carbon-dioxide-neutral business by 2025 at the latest. This is one of the objectives in the sustainable development plan. Although several sustainability initiatives already contribute to this objective, it is important to map out our current position better and identify possible emission-reduction measures. Various forms of climate compensation are also likely to be needed.

Liseberg already offsets the emissions from its business travel. This is based on a decision by the City of Gothenburg, and each year Liseberg allocates around SEK 130,000 to climate compensation

measures that aim to make travel more sustainable. This year, the climate compensation allocation meant that we were able to carry out a survey among employees about how they commute to work and install new bike stands at Hotel Liseberg Heden.

Each year we also offset carbon emissions based on sales from the Max Burger restaurants in the park. These carbon offsets match the carbon dioxide emissions that result – from sowing the seed on the farmers’ fields all the way to the burgers on guests’ plates. Liseberg gives about SEK 100,000 per year to Max Burger, which then offsets the climate impact by planting trees.

**ENERGY AUDIT AND EFFICIENCY IMPROVEMENTS**

It takes a lot of energy to run an amusement park, hotels and campsites. In 2016 and 2017 Liseberg conducted energy audits to get a clearer picture of energy use and possible energy savings. One of the new objectives of our sustainable development plan is that we should reduce our energy consumption by 30 percent by 2025, compared to 2015.

One improvement measure that was introduced during the year involves extending the existing control system for our utility systems by installing a new master control unit. This offers improved functionality and better opportunities to optimise the energy use of our installations.

Other improvements include replacing the direct electric heating system for the Amusement Arcade with a heat pump, and reviewing facilities in the ride control and operator cabins. We now make a distinction between operator cabins, where operators sit throughout their shifts, and more basic control cabins, which only need to provide weather protection. The portable AC units have now been removed from the basic control cabins and more permanent modifications have been made to provide shade and ventilation. This will help to reduce energy consumption in the long run. We also plan to invest in a new, more energy-efficient ventilation system for Magasinet, one of our shops on Storgatan. The new ventilation system will be installed in 2019.

**ENERGY SOURCES AND TRANSITION TO BIOGAS**

The major part of energy used is electricity, but we also use other energy sources such as district heating, district cooling, gas and heating oil. All our electricity

comes from renewable wind power. Liseberg has its own wind turbine, which provides around five percent of our total electricity needs. When we signed a new gas contract at the end of the year, we changed from natural gas to one hundred percent renewable biogas.

**Energy use**

The table shows Liseberg’s energy use broken down into sources of energy.

	2018	2017	2016
Electricity* (MWh)	22,297.3	22,358.1	23,098.5
District heating** (MWh)	6,439.0	6,300.2	6,282.9
District cooling** (MWh)	1,124.5	934.2	1,122.8
Natural gas (MWh)	322.1	426.3	402.9
Biogas***	92.8	0	0
Heating oil**** (MWh)	343.6	191.1	554.0
<b>Total energy use (MWh)</b>	<b>30,619</b>	<b>30,210</b>	<b>31,461</b>

\* 100% renewable wind power  
 \*\* Generated and supplied by Göteborg Energi AB  
 \*\*\* New gas contract from November 2018  
 \*\*\*\* Calculated from volume (litres) and energy density (9.96 kWh/litre)

**Energy intensity**

The table shows various performance indicators for energy intensity.

	2018	2017	2016
Amusement park (MWh per hour open)	15.4	15.3	16.0
Amusement park (kWh/visitor)	8.6	8.5	8.9
Hotel Liseberg Heden (kWh/rented unit)	45	43	41
Lisebergsbyn etc., (kWh/rented unit)	28	28	27

\* Also includes Liseberg’s camping Askim Strand and our motorhome parks

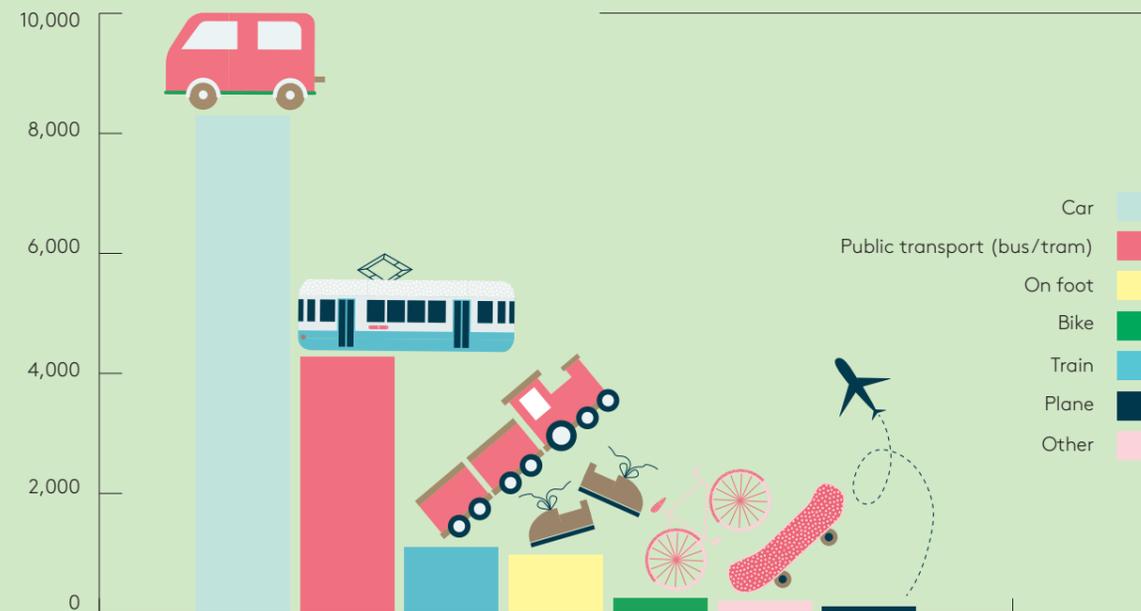
**SUSTAINABLE TRAVEL**

One of the objectives of our sustainable development plan is to increase sustainable travel to the park. This includes guests travelling to the park and commuting by employees. We use surveys of guests to find out how they travel, and we carried out a survey among employees for the first time during the year to find out how they commute.

A study from 2016 shows that travel by guests has a larger climate impact than Liseberg's own operations. Given that we are visited by just over three million guests each year and that most of them get here by car, this is not so surprising. Although we as a company do not have full control over this issue, we want to encourage our guests and employees to travel more sustainably and thus reduce emissions that affect the climate. We can do this through various communication initiatives, campaigns and partnerships.

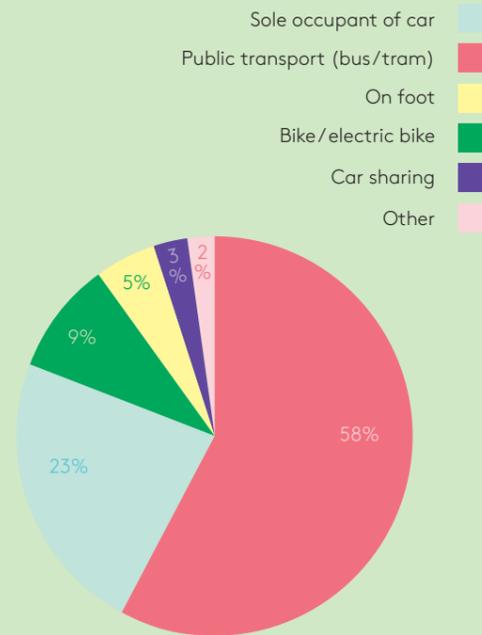
Now that we have information, the next step is to formulate concrete measures to move towards more sustainable travel. Apart from the environmental perspective, we also need to consider the major construction and infrastructure projects that have begun in Gothenburg, including the Västlänken rail link. These projects mean ongoing changes and challenges in traffic and accessibility, particularly in the area around the amusement park.

**TRAVEL BY GUESTS TO/FROM THE PARK IN 2018**



The bar chart shows how around 14,000 guests who completed Liseberg's guest survey answered the question "How did you travel to Liseberg?" The results are comparable with last year.

**HOW STAFF COMMUTE TO/FROM WORK IN 2018**



The pie chart shows how Liseberg's employees commute to work, based on the survey conducted in 2018. The information applies to all employees. If the result is divided between permanent employees and seasonal employees, large differences can be seen between the groups. 40% of permanent employees travel alone in a car, 35% use public transport and 20% walk or cycle, while a full 73% of seasonal employees use public transport, 12% travel alone by car and 11% walk or cycle.

**WASTE MANAGEMENT**

Each year, Liseberg disposes of around 2,000 tons of waste generated by its operations and by guests. We sort waste into around 60 different fractions and most of it is recycled. One example is the decorative pumpkins that adorn the park during Halloween. When the season is over these are gathered and used to produce biogas.

In the park, guests are able to recycle plastic, paper, glass and reusable bottles and cans. There are recycling points for further types of waste at our campsites. In addition to sorting and recycling waste, we also want to encourage the reuse of articles. By using Tage, the City of Gothenburg's own website for exchanging furniture and other items, we contribute to resource management, social value as well as reducing waste. Many of the items we donate go to schools and other municipal activities, which is very much appreciated.

Two of the objectives in our sustainable development plan are linked to waste. One objective states that by 2025 we will have reduced the proportion of general, non-sorted waste by 50 percent compared to 2018, and the other that we will reduce food waste by 5 percent each year. Even though we already have good procedures for waste management, there are always opportunities for improvement. The next step will be to identify the concrete measures we can take to meet our objectives. One measure for next year is to buy measurement equipment for all our departments so that we can monitor food waste accurately. At the same time we need to consider how to minimize the total amount of waste we generated.

**CAREFUL CHOICE OF PRODUCTS**

We are keen that our guests feel that the products we offer are safe and that there are sustainable options. This covers everything from prizes in our games, to the items that we sell in our stores, restaurants and cafés. To highlight this aspect, one of the objectives in our development plan states that by 2025 more than 80 percent of the products we offer should be eco-labelled and this should apply as a minimum to food, Christmas trees and clothing. Although we take active measures to increase the share of organic and eco-labelled food, and the volumes of these products we buy are similar to the previous year, there is no upwards trend in percentage terms. There are several reasons for this, including less organic choice from new suppliers, and increased sales from outlets that have a limited range of organic and eco-labelled products. Another interim goal is that we should not offer any disposable items made from plastic. Our aim is to reduce the use of disposable items as whole, but where such articles are necessary we intend to replace plastic with more sustainable materials. One

example is that we replaced our plastic shopping bags with paper bags during the year, after conducting a life cycle analysis in 2017 to assess alternative materials.

The biggest challenges to achieving a carefully chosen and sustainable range of products are in purchasing and procurement. Among other things this requires a knowledge of the environmental and social conditions in the supply chain. We need to assess our suppliers and set sustainability requirements for the various goods and services they supply to us, both socially and environmentally, and ensure that our requirements are met. This is a difficult and time-consuming process. Despite carefully worded contracts and agreements there is no guarantee that there are no problems somewhere in the supply chain or in the end product. You can read more about our approach to responsible purchasing on pages 30–33.

**Amount of waste**

The table shows waste quantities and types of waste. Demolition waste from Skår, arising from the Centennial Project, accounts for around 200 tons of the total amount of waste in 2018, hence the increase compared with the previous year. Effective from 2018, hazardous waste has been redefined to include additional waste fractions. The table also shows refunded deposits from bottles and cans that go to one of Liseberg's beneficiaries.

	2018	2017	2016
Total amount of waste (tons)	2,044	1,877	1,977
Waste per guest (kg/guest)	0.6	0.6	0.6
Waste converted to biogas (% of total waste amount)	13	13	12
Hazardous waste (% of total waste amount)	4	0.5	1
Refunded deposits from cans/bottles for charity (number)	129,835	101,273	63,022

Source: Annual statistics from Renova AB and the Sustainable Waste and Water Administration, City of Gothenburg

**Recycling**

The table shows how waste from Liseberg is managed and recycled.

	2018	2017	2016
Recycled materials (%)	50	52	50
Energy recovery (%)	26	33	35
Recycled at Renova facilities (%)	12	8	10
Biological treatment, digestion and composting (%)	7	6	4
Processing of hazardous waste (%)	4	1	1

Source: Annual statistics from Renova AB

**FOOD & DRINK**

**MORE CERTIFIED RESTAURANTS**

During the year, Liseberg certified more of its restaurants under the KRAV (organic) and Marine Stewardship Council (MSC) schemes. Lisebergs Wårdshus and Järnvägsrestaurangen hold one-star KRAV (organic) certification, which means that at least 25 percent of the total purchase value of food consists of KRAV, EU organic or MSC labelled products. Alternatively, at least 15 products have been replaced with products that are KRAV, EU organic or MSC labelled. In the park, 11 out of a total of 12 outlets that sell fish or shellfish are MSC certified. This means that at least one MSC certified product is sold at these restaurants. MSC certification is a mark of assurance that the fish or shellfish served is part of a sustainable value chain, all the way from the sea to the plate.

**HEALTHY CHOICES ON THE MENU**

Liseberg aims to serve a healthy and varied range of food to guests. Our menus include vegetarian options, environmentally friendly meals (based on a model used by the City of Gothenburg) and, in most restaurants, MSC certified dishes. Liseberg also has a fully vegetarian restaurant, The Green Room, with a large selection for guests who want to eat vegetarian, vegan or have a food allergy. We also have good alternatives for guests who want fast food. The park has three Max Burgers restaurants, which have received prizes and awards for their sustainability efforts. One big challenge is to combine our aim to serve healthy dishes with guests' expectations, as they often want to "treat themselves" even eat unhealthily when they visit the amusement park.

Liseberg's sustainable development plan includes a sustainability goal and a total of eight objectives that are linked to "resource and climate efficiency" – one of Liseberg's most important sustainability topics.

**CURRENT SUSTAINABILITY GOAL:**  
Liseberg has the smallest possible negative environmental impact.

**OBJECTIVES TO BE MET BY 2025 AT THE LATEST:**

- Liseberg's operations are 100% carbon dioxide neutral
- Sustainable travel to and from the park has increased
- >80% environmentally certified products and food items
- No disposable plastic items
- 30% lower energy consumption compared to 2015
- 100% of Liseberg's new buildings meet environmental certification requirements
- 50% lower general, non-sorted waste
- 5% less food waste every year

**Organic food**

The table shows the proportion of organic, or otherwise eco-labelled food purchased at Liseberg. Figures cover our three largest business areas in food and drink (Restaurants, FastFood, Games) and their purchases from 13 large suppliers. Applicable eco-labels are EKO, KRAV, Fair Trade, MSC, ASC, Rain Forest Alliance and Cocoa Life.

	2018	2017	2016
Percentage of organic or otherwise eco-labelled foods (% of purchase cost)	33.6	35.8	42.7



**SMART CHOICES FOR STAFF**

Liseberg's own staff restaurant introduced a new concept called Matsmart (smart choice) during the year. Every day the restaurant serves dishes from three different menus. Two menus are set well in advance, while the third is flexible and features smart choice dishes. This menu may be set as late as the same morning so that dishes can be based on the food supplies available. The choice of dishes can also change during the day. If an ingredient runs out then a different dish will be prepared. We buy food of the highest quality, but aim to make smarter choices in collaboration with our suppliers. This helps us to reduce food waste and makes work more creative and enjoyable for our kitchen staff.

Thanks to the smart choice concept, Liseberg employees can now choose between a smart choice dish, a vegetarian dish, based on seasonal availability, and a traditional dish of the day. This idea, suggested by the chef of the staff restaurant, won the Liseberg Award for Idea of the Year in 2018.



## RESPONSIBLE PURCHASING

# How we ensure that our guests can enjoy themselves with a clear conscience

*With nearly two thousand suppliers who supply everything from roller coasters to stationery, our purchasing work has a large influence on our operational environment. Our goal is that Liseberg's guests should be able to enjoy themselves with a clear conscience and feel confident that the products and experiences we offer are fairly sourced. But responsible purchasing is also about being careful with the company's resources, since viable finances are vital for Liseberg's long-term survival.*

## PURCHASING TODAY

For the last few years Liseberg has been working hard on revising the company's purchasing culture and procedures, with the aim of becoming a professional and competent buyer, making responsible purchases. Liseberg's values must also apply to the suppliers we choose, as this affects what we offer our guests. This change also aims to create a foundation for making purchases in accordance with the Swedish Act on Public Procurement, LOU. A comprehensive survey of our purchasing activities in 2014 has provided valuable input for this change. Our supplier base has been reviewed annually since then. The survey revealed a series of challenges: fragmented and decentralised purchasing practices, underdeveloped purchasing skills, a lack of system support and long-term supplier relationships. The organisation clearly needed to make a strategic transition from purchasing practices that were dominated by quick-fixes to a well-organised overall approach with a long-term perspective. Potential improvements were also identified in governance. In spring 2015, Liseberg set up a central purchasing function. Today, this department is staffed by four employees with strong purchasing skills and provides guidance and support to the rest of the organisation. The purchasing

department is responsible for Liseberg's overall purchasing strategy, procedures and tools, the implementation of procurement in line with LOU and the City of Gothenburg's purchasing guidelines. Commercial responsibility for purchasing nevertheless remains part of the individual department's P&L mandate.

The development of the purchasing process is far from complete. Different parts of the business have reached different stages in their transition. Not all purchases can be made in the same way. Liseberg's requirements for goods, services and subcontracts is very diverse in nature and complexity. The priority today is to use the City of Gothenburg's general purchasing agreement where possible, and where this does not meet Liseberg's needs, to carry out our own procurement. In certain areas of the business, the emphasis is still on getting suppliers to sign written agreements. In such cases the next step will be to carry out procurement in our own right, in accordance with LOU or by using the City of Gothenburg's framework agreement. This change is a learning experience for the organisation during which we increasingly see the need to clearly define our requirements and challenge our own practices.

## LISEBERG'S SUPPLY CHAINS

The supply chain is the chain of distribution that includes all the parties involved in a purchase. The chain describes the path of a product or service from raw materials to finished product and recycling, including all the steps along the way. In many cases, Liseberg is the end customer, one of the last links in the chain.

Because of the range of its business, Liseberg buys in a wide variety of goods and services. Prizes for our games, decorations for Halloween and Christmas at Liseberg, food for the restaurants, skilled trade services and laundry services are just a few examples. We enlist a large number of suppliers, from small specialist companies to multinational groups. The largest purchasing categories (based on value) are subcontracting, skilled trade and technical consulting services, food and drinks, marketing, and energy, fuel and gas. This all makes it difficult to define the supply chain, since there is no single chain, but hundreds of them.

Understanding and gaining full control of the entire supply chain, from wholesalers and manufacturers to suppliers of input materials and raw materials, is both complex and demands expertise and resources. This is a big challenge for us, as it is for many others. We currently lack knowledge of all the supply chains behind the products we purchase. The production chains are complex and globally branched. The more complex a product is, the longer and more complicated its supply chain. There is always a risk that the core conventions of the ILO, the UN Convention on the Rights of the Child and national legislation will be ignored in some part of the chain. We take steps to safeguard the supply chain by setting requirements, drawing up agreements and monitoring them, but this process often only reaches as far as the next link in the chain.

Monitoring of suppliers and dealing with issues during the year has mainly involved invoicing and delivery. In some cases it has been found that we have been over-invoiced for contracts we entered into and that deliveries were not as agreed. The most significant issue identified in 2018 concerns the delay to the Valkyria ride. Discussions and negotiations with the suppliers concerned are ongoing regarding this issue. Other issues have been settled. Because this type of issue affects our profits, and in the long term our dividends paid to the city, this is a matter

that we take seriously. This is a question of business ethics and Liseberg's desire to be a serious buyer that deals with professional suppliers who meet their commitments. Checks were also carried out during the year on a large number of suppliers in cooperation with the Swedish Tax Agency, looking at employer contributions, taxes and liabilities in an effort to counter black labour and ensure the professionalism of suppliers. Compliance with environmental requirements is not currently monitored. However, this is an area we want to focus on and develop in the future.

## PROGRESS IN 2018

Despite the challenges in purchasing, we have made progress during the year. Because we set sustainability requirements for our suppliers we have been able to offer our guests better products. These include, for example, organic candy floss, more organic and alcohol-free beers, phasing out plastic bags, and enlisting a dry cleaning supplier with a strong commitment to sustainability.

During procurement we set environmental requirements wherever they are relevant. These requirements are set on a case-by-case basis depending on the product or service. The same applies to Liseberg's code of conduct for suppliers. The code is based on accepted international conventions, statutes, regulations and policies, as well as on national legislation, and includes requirements for employees' rights, working conditions, the environment, prohibition of human trafficking and anti-corruption. Where requirements involve social considerations, these vary depending on the labour market in the procurement area. At present, requirements for social consideration are set during the procurement of painting services, cleaning of premises and laundry services. In the case of call-off orders under the City of Gothenburg's general purchasing agreements, we apply the requirements (environmental, social consideration, code of conduct) that are set out in this agreement.

Further progress includes our agreement on two objectives for responsible purchasing, which are now part of Liseberg's sustainable development plan. These goals mean that by 2025 we will set sustainability requirements for all advertised purchases and that we will monitor all suppliers for compliance with these sustainability requirements. Furthermore the

proportion of Liseberg's spending (i.e. remunerations to suppliers) that is covered by contracts or procured in accordance with LOU is steadily increasing.

**BUSINESS ETHICS AND ANTI-CORRUPTION**

Liseberg's code of conduct imposes requirements for business ethics and anti-corruption on suppliers. It states, among other things, that suppliers must not tolerate, allow or take part in bribery, corruption, and/or unethical business practices, whether in contacts with public officials or individuals in the private sector. Suppliers are expected to take active measures to counter bribery and corruption. At Liseberg we follow the recommendations of the Swedish Anti-corruption Institute and have policy documents for business ethics and anti-corruption. The risk of any undue influence is greatest among individuals who work regularly with purchasing and supplier contacts. They therefore receive regular external training in this area.

Purchasers and the purchasing manager also provide internal training on topics such as business ethics and anti-corruption to their employees. If there is any suspicion that something is not right about a purchase or that other irregularities exist, all Liseberg employees can anonymously report their suspicions to the whistleblower system set up by the City of Gothenburg through an external, independent party. Information about the whistleblower system is available on the intranet. Employees are also encouraged to report any infringements they discover to their immediate manager or their manager's superior. If Liseberg discovers an infringement, measures are taken under employment law, and in cases where a crime is suspected it is reported to the police. No notifications were made through the whistleblower system regarding possible infringements at Liseberg in 2018.

We also have a delegation scheme for invoice management. This means that at least three people must check invoices before they leave us. Our invoicing system ensures that each invoice is first sent to the person who ordered the product or service, then to someone with authorisation rights and finally to the finance department for payment.

Despite these security measures, in 2015–2018 an area manager at Liseberg was lured into a costly subscription set up by a scam company. The reason why the company, which deceived a large number of Swedish municipalities, was also successful at Liseberg was due to a series of unfortunate circumstances, including staff turnover.

Liseberg's sustainable development plan includes a sustainability goal and a total of two objectives that are linked to "responsible purchasing" – one of Liseberg's most important sustainability topics.

**CURRENT SUSTAINABILITY GOAL:**  
Liseberg guests can enjoy themselves with a clear conscience

**OBJECTIVES TO BE MET BY 2025 AT THE LATEST:**

- Sustainability requirements are set for all advertised procurements
- 100% of suppliers are reviewed to ensure they meet sustainability requirements

**Suppliers**

The table shows the number of suppliers. Investment projects are excluded for easier comparison between years.

	2018	2017	2016
Total number of suppliers	1,283	1,487	1,575

**Anti-corruption training**

The table shows the percentage of the Board, company management and other employees that have received anti-corruption training.

	Company			Those who handle money receive training.
	Board of Directors	management	Permanent employees	
Percentage trained in anti-corruption (%)	100	100	25	



**COMPANY USED THREATS AND BRIBES TO TARGET LISEBERG**

An agreement over the phone about two trial tubs of ice-melting granules eventually led to a bill for SEK 250,000 for Liseberg. It happened after the supplier, Universal Solutions, used bribery, threats and highly aggressive tactics.

The story began in winter 2014, when an area manager was contacted by a salesman from Universal Solutions. The company was offering a very sophisticated melting agent, which unlike ordinary salt would not damage steel constructions. It was this last bit that got the attention of the area manager, as Liseberg needed a non-corrosive means of melting ice from its rides.

The salesman and area manager agreed that Liseberg would receive two sample tubs of the product in order to assess the quality. That was the start of a story that would turn out expensive for Liseberg. When the two sample tubs arrived it turned out that they were two pallet loads, and in the salesman's eyes that quick phone call marked the agreement to a permanent subscription for ice-melting granules. New pallets of salt were delivered each month, together with new invoices,

which were also well salted. The company also sent gift vouchers to the area manager's home address – gifts which the seller then used to exert pressure on the area manager to discourage cancellation of the subscription, even though the gift vouchers were never used.

It was a tough time for the area manager in question. Time and again he tried to persuade the salesman to stop the deliveries, without success.

"I had a hard time sleeping and felt really awful as a result of their aggressive tactics," says the area manager.

The story came to an end when a vacancy on Liseberg's management team was filled. A clear refusal to pay any more of the company's invoices, formulated by a senior manager, was eventually effective, and the deliveries ceased. In autumn 2018, the company – Universal Solutions – was named in a feature on SVT's Mission Investigate (Uppdrag Granskning) programme as one of the scam companies that have used unethical business practices to extract almost SEK 90 million from Swedish municipalities and county councils.



#### CONTRIBUTIONS TO LOCAL COMMUNITY DEVELOPMENT

## How we contribute to make Gothenburg a better place

*Gothenburg aims to be an attractive city so that people enjoy living here or choose to move here. The same applies to companies and other organisations, who are welcome to set up business in our city. Liseberg can contribute to this appeal by offering jobs and enjoyable experiences. The latter also attracts tourists to the city, which benefits other businesses as well as Liseberg. As a result, Liseberg adds value to the destination and to the local economy.*

#### PROFITABILITY

Liseberg's aim is to be a financially strong company that grows and innovates. The Liseberg park was visited by a total of 3.1 million guests in 2018, the same number as visited the park in 2015, 2016 and 2017. Turnover for the year was SEK 1.23 billion, which is also comparable with previous years. Liseberg is self-financed and parts of its profits are passed on to the City of Gothenburg and contribute to other activities in the city. Liseberg's return on equity was 6.8 percent in 2018. For more financial information, please refer to Liseberg's Annual Report.

#### ECONOMIC VALUE OF TOURISM

Contributing to the city is part of Liseberg's primary mission and it does this both directly and indirectly. The visitors who come to Gothenburg to visit the amusement park also spend money in the city, for example on hotel stays, shopping and meals in restaurants, and this is where the main dynamic economic effects of Liseberg's operations are created. The tourism revenue that Liseberg generated for Gothenburg is estimated at SEK 3.4 billion in 2018, which is slightly higher than the year before.

Liseberg's sustainable development plan includes the goal that the tourism revenue it generates should grow to at least SEK 5 billion by 2025 at the latest. Strong investment in Liseberg's Centennial Project is one of the reasons why we are confident to set such an ambitious goal.

#### EASY ACCESS TO CULTURE

Another important task for Liseberg is to deliver cultural experiences and make them accessible to as many people as possible. Every year Liseberg's stages host a large number of performances in the amusement park, and everything is included in the admission fee. Guests who had an annual pass in their wallet or on their mobile, which costs less than SEK 300, were able to enjoy concerts by The Offspring, Hollywood Vampires and Icona Pop, among others. The concerts at Liseberg have no lower age limit, which means that children and young people can also enjoy the experience.

#### JOBS AND EMPLOYMENT

Liseberg is a big employer in the City of Gothenburg and the average number of full-time employees during the year was 1,107. We are also a workplace that offers jobs to many people who otherwise have difficulty accessing the labour market, including many young people who get their first summer job here and young people with disabilities. We are proud to have added the extra Halloween season, four years ago. This means that we are growing as an employer and offering more new jobs. This also helps to promote Gothenburg as an autumn destination for tourists. In 2018, the Halloween season achieved a record number of visitors, as 320,000 guests visited the park over a 16-day period.

#### LISEBERG'S CENTENNIAL PROJECT

Liseberg's Centennial Project is the name of the theme hotel and indoor water park that Liseberg plans to build in the coming years. The Centennial Project is planned to open during the 400th anniversary of the city in 2021, and the 100th birthday of Liseberg in 2023. Through its Centennial Project, Liseberg is making an investment for the future. By broadening the business, making it less weather-dependent and giving guests a reason to extend their stay in Gothenburg, the Centennial Project is an investment that aims to safeguard Liseberg's long-term existence.



**"Through the Centennial Project, Liseberg will attract even more visitors to Gothenburg. This will not only benefit Liseberg's operations but also the entire city. An indoor water park that is open all year will also make Gothenburg a little more fun for residents of the city."**

**THOMAS SJÖSTRAND**  
CEO, LISEBERG'S CENTENNIAL PROJECT



**CHARITY AND SOCIAL INITIATIVES**

Although Liseberg wants to be accessible to everyone, a visit to the park can be a distant hope for some children and young people. Often it is their parents' financial situation that limits them, and in other cases it may be illness or disabilities. To give more people the opportunity to enjoy Liseberg we have a number of social support initiatives. Through our partners we donate visits to Liseberg to families who normally wouldn't be able to visit the park. The support and initiatives can vary, but usually involves admission tickets and ride passes.

Our ambition is to collaborate with organisations with a long-term perspective and whose initiatives reach a diverse range of people and support varied groups. All these initiatives are governed by agreements. The organisations we support must meet the following criteria:

- They must support children and young people who are disadvantaged economically, socially or by healthwise.
- They must be local and operate in accordance with Liseberg's overall values.
- They should be a public non-profit association, foundation or part of municipal operations.

In 2018, Liseberg collaborated with the following organisations:

- The fundraising foundation for Queen Silvia's Children's Hospital
- Gothenburg Rescue Mission
- The City of Gothenburg's Arts and Cultural Affairs Administration
- The City of Gothenburg's Parks and Landscape Administration
- The City of Gothenburg Executive Office, Individual and Family Care
- The City of Gothenburg Executive Office, Special Schools' Day
- The City of Gothenburg's Social Resources and Service Administration

The total value of Liseberg's charity and social initiatives was approximately SEK 15.7 million in 2018, which corresponds to 1.3 percent of turnover. One of the objectives of Liseberg's sustainable development plan is that support initiatives should account for 2 percent by 2025 at the latest. So we are on the right track.

**Contributions to the city**

The table shows how Liseberg contributes in various ways to the city and destination of Gothenburg.

	2018	2017	2016
Return on equity, %	6.8	8.8	10.5
Tourism revenue generated for Gothenburg, million SEK	3,400	3,300	2,850
Tourism revenue generated*	2.8	2.7	2.4

\* The added value that guests generate for the destination during visits to Liseberg.

**Liseberg's sustainable development plan includes a sustainability objective and a total of three objectives that are linked to "contributions to local community development" – one of Liseberg's most important sustainability topics.**

**CURRENT SUSTAINABILITY GOAL:**  
Liseberg makes Gothenburg a better place to live, work and visit.

**OBJECTIVES TO BE MET BY 2025 AT THE LATEST:**

- Tourism revenue generated ≥ SEK 5 billion
- 5% of revenue is allocated to culture
- 2% of revenue is allocated to charity and social initiatives



**SPECIAL SCHOOLS' DAY**

Because of queues and other factors, students from special schools may find it difficult to visit the park during normal opening hours. Special Schools' Day therefore provides an opportunity for these students to enjoy Liseberg at their own pace and in a slightly calmer atmosphere with their escorts, teachers or relatives. The park is closed to the public and the students have the park to themselves. Refreshments are also provided to keep energy levels up. Special Schools' Day took place on 14 September 2018 and was attended by around 2,000 visitors.



**THE CHILDREN'S HOSPITAL DAY**

To provide a break from the hospital setting, Liseberg offers rides and laughter. The Children's Hospital Day is organised in partnership with the fundraising foundation for Queen Silvia's Children's Hospital, to support children who are patients at the hospital, together with their families. The Liseberg Rabbits also visit the hospital a few times a year. This occasion is very much appreciated. The Children's Hospital Day took place on 16 September 2018. The event enabled the fundraising foundation to distribute 3,500 admission tickets and 1,600 ride passes to families who wanted to participate.



**GOTHENBURG RESCUE MISSION**

Liseberg donates admission tickets and ride passes to Gothenburg Rescue Mission, which the Mission then distributes to children and young people who are marginalised in some way. A visit to Liseberg offers a chance to relax for those who normally have a tough everyday life. Liseberg employees are also given the opportunity to work as volunteers at the Rescue Mission café during working hours, where they serve breakfast to people who are socially excluded.



**CITY OF GOTHENBURG**

Various departments of the City of Gothenburg meet with children, young people and families with limited financial resources. This is a group Liseberg wants to support. We therefore work with several different units within the City of Gothenburg, by donating admission tickets and ride passes that are passed on to families in need.

# GRI Index

The GRI Index is reported below, with relevant remarks and page references. More information about GRI can be found at [www.globalreporting.org](http://www.globalreporting.org).

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