



Group People Policy

Document owner	SVP People & Culture
Approval	Board of Directors
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Applicability	Group

Group People Policy

1. People Statement

We embrace diversity and welcome everyone. Equal opportunities and inclusion are fundamental to our success and help foster a creative culture where the uniqueness of our people is our advantage. Together, we are committed to building an inclusive culture that mirrors the diversity of our audiences and content.

We believe self-leadership is vital for both professional and personal growth. When individuals are empowered to act, collaborate and trust in each other's strengths, our teams achieve more than the sum of their parts.

2. Target Group

This group policy applies to all employees of subsidiaries and entities in which Viaplay Group exercises control (directly or indirectly), as well as contractors or individuals under the company's supervision.

3. Our Culture and Values

We believe that our people are our most valuable asset and that the best solutions are built through collaboration and by diverse perspectives. Different points of view help us gain a comprehensive understanding and achieve collective success. We also understand the importance of engaging personal values. When everyone can be themselves at work, we create an environment in which everyone can thrive.

This philosophy is reflected in our company values: Bold, Engaging, Smart and Curious. Together, they form the foundation of Viaplay Group's culture.

Our values define how we work and engage with each other, both in our immediate teams and across the company. Each value is supported by key guiding behaviours:

Bold	Engaging	Curious	Smart
Be determined, take the initiative, and make decisions.	Create relevant and popular products.	Always ask questions and seek to understand more.	Solve problems and think critically.
Push boundaries and think outside the box.	Be interested in, listen to and understand the customer.	Be open to new ideas and other perspectives – learn from the best.	Understand what is needed and what moves the needle.
Challenge plans, direction, and the status quo.	Building strong relationships with colleagues and partners.	Be committed to continuous learning and personal growth.	First things first.
Face challenges and take risks without fear of failure.	Motivate & energise with enthusiasm, passion and fun.	Think outside –in and inside-out.	Stay ahead of the curve.
Fight hard to succeed.	Be, and stay, relevant.	Understand the point of sale – be that mystery shopper.	Make well -thought-out, data-driven and fact-based decisions that align with local and group goals.
Self-disrupt.	Be a grate storytelling	Research contantly.	Be efficient and effective-
Act fast & move forward together	Use showmanship to engage, entertain and inspire.	Innovate constantly.	Maintain cost control.
Be entrepreneurial.			Share ideas and information, collaborate and be transparent.
Be accountable.			Prioritise capital allocation and return on investment.
Hire & promote the best.			Use common sense.

Living our values is a continuous journey that spans consistency, persistence, failure and learning. The values are embedded into everything we do, from our people processes to ways of working and to the products and content we deliver. We measure our progress through our frequent Employee Engagement Pulses.

4. Equality, Diversity & Inclusion

Viaplay Group is committed to Equality, Diversity & Inclusion throughout the company. We believe that different beliefs, experiences, and cultural traditions add value to our business, and that providing equal opportunities helps our employees grow. Viaplay Group upholds this commitment through fair and consistent policies and procedures that

recognise the expertise and ability of every individual. For more information, refer to our Equal Opportunities Directive.

We strive to have an employee base that reflects the societies in which we operate and the customers we serve, and as such, we emphasise diversity in our recruiting efforts. Viaplay Group has a structured, fair, and bias-aware recruitment process in which hiring and promotion decisions are based on merit and business needs, with a preference for internal candidates wherever feasible.

Being an attractive, professional and inclusive employer is one of Viaplay Group's key priorities. We want to be home to engaged, passionate, innovative and skilled people from diverse backgrounds who can lead and drive our business forward.

5. Non-Discrimination & Anti-Harassment

Viaplay Group fosters an inclusive working environment for everyone regardless of gender identity and expression, sexual orientation, physical or mental disabilities, ethnicity (includes race relations), nationality, age, religion or any other protected category. Viaplay Group has a zero-tolerance policy towards harassments, discriminatory treatment, or any form of offensive behaviour.

At Viaplay Group, every individual, regardless of role, shares the responsibility to treat their colleagues with respect and dignity. Each person plays a role in preventing harassment in the workplace by being mindful of their words and actions, addressing unacceptable behaviour and supporting those affected colleagues. For more information see our Non-Discrimination & Anti-Harassment Directive.

6. Development

We strive to retain our talent by supporting employees in their development and helping them reach their full potential. Leaders at Viaplay Group are responsible for ensuring that their teams possess the necessary skills, competencies and resources to achieve business objectives. Employees are expected to take an active role in their own development by seeking feedback, identifying development opportunities, and taking ownership for agreed actions.

This requires a foundation of shared values, supportive culture and effective leadership at all levels of our company. We aim to offer specific training and development activities aligned with job requirements and individual development needs.

Regular development dialogues serve as a structured framework for setting goals, offering feedback, and planning actionable steps to support personal growth and business success.

Viaplay Group also undertakes succession planning and talent reviews on a continuous basis to secure business continuity.

7. Compensation

At Viaplay Group, we strive to ensure that total compensation is equitable, internally consistent, and competitive within the relevant market and country of employment. Compensation is based on role, level, and responsibilities to ensure that our employees are fairly rewarded. Variable compensation programs are primarily targeted at sales positions and senior levels within the organisation to motivate delivery on key strategic objectives. By applying a consistent framework (“Viaplay Group Job Architecture” and “Viaplay Compensation Directive”) to assess the scope and level of each job, we can compare pay across similar roles and identify potential pay inequities.

8. Employee Engagement

Fostering employee engagement is integral to our shared success. This policy outlines our commitment to creating a culture where every employee feels motivated, valued, and empowered. Engaged employees contribute more significantly to our organisation's growth and innovation.

To ensure continuous improvement, we regularly conduct Employee Engagement Pulses. These surveys allow employees to provide anonymous feedback on key topics, offering valuable insights into areas that need attention. The results are reviewed at relevant organisational and team levels, and managers are expected to follow up on findings with their teams and take appropriate actions where needed. People & Culture supports managers in interpreting the results and identifying appropriate actions in order to improve our transparency, trust, job satisfaction, culture and employee engagement even more.

9. Work Environment

At Viaplay Group, we have a “people first” approach, meaning that everyone matters, and our people’s safety, health, well-being and success are a priority in our daily operations.

Systematic and proactive steps to promote and preserve safety, health and well-being at work must therefore be a natural part of all our operations to maintain employee engagement and well-being.

Employee feedback and engagement survey results serves as important input to our systematic work environment management. Managers are responsible for following up on relevant results with their teams and taking appropriate actions where needed, with support from People & Culture.

For more information about our approach in providing a healthy and safe work environment see our Work Environment Policy.

To protect everyone’s health and safety we have zero-tolerance against being under the influence of alcohol or illegal substances during working hours or in contexts where the employee is representing Viaplay Group. For more information, please see our “Guideline for Substance misuse”.

10. Roles and Responsibilities

Viaplay Group's People & Culture team develops and governs Viaplay Group's overarching P&C strategy, policies, processes and guidelines.

- The SVP People & Culture owns this Group Policy and is responsible for its content and maintenance, updating and ensuring that it is properly published and enforced. Local People & Culture guidelines are owned by the People & Culture team in each market.
- Members of the Group Executive Team are responsible for communicating and implementing this Group Policy, and for ensuring that all employees within their area of responsibility are familiar with and follow this Group Policy.
- All employees of Viaplay Group and our affiliate companies are individually responsible for reading, understanding and following this Group Policy.
- Each employee is encouraged to raise people-related concerns about actual or possible violations of this Group Policy to People & Culture. If a concern relates to severe misconduct that violates applicable laws and can constitute a crime or is otherwise endangering public interest, such as modern slavery, please use the instructions outlined in Viaplay Group's Whistle-blower Directive. For more information see our Non-Discrimination & Anti-Harassment Directive.

11. References

- Equal Opportunities Directive
- Non-Discrimination & Anti-Harassment Directive
- Work Environment Policy
- Guideline for substance misuse

12. Document History and Change Information

For more details of this Group Policy's document history and change information, see [Appendix 1](#).

Appendix 1 - Document History and Change Information

Version	Revision Date	Change information
1	2018-06-15	Initial Group Policy.
2	2019-09-23	Change of document owner due to organisational change of Group HR.
2.1	2019-10-23	Changes in roles and responsibilities due to internal reorganisation. Local CEOs replaced by Members of the Group Executive Management team and the Extended Group Executive Management team.
3	2020-09-24	Policy updated to reflect Viaplay Group's People Mission and our values.
4	2021-09-21	Editorial changes in sections 2, 3 and 4. Updated to include sections on Non-Discrimination & Anti-harassment and Work Environment. New references.
5	2022-09-22	New information in section 7 on compensation. Changed information in section 10 regarding raising concerns. Other minor edits.
6	2024-09-19	Editorial changes in sections 1 and 8. Policy update in section 3 reflecting Viaplay Group new values. Section 9 amendment referring to alcohol & drug prohibition. 1.
7	2025-09-30	Editorial refinements across all sections to improve tone, language consistency and professional clarity. No substantive changes to policy content.
8	2026-09-25	Change to the order of the BESC values in the table in Section 3, and additions to Sections 6–9 clarifying the Company's approach to development, compensation, employee engagement and work environment management.