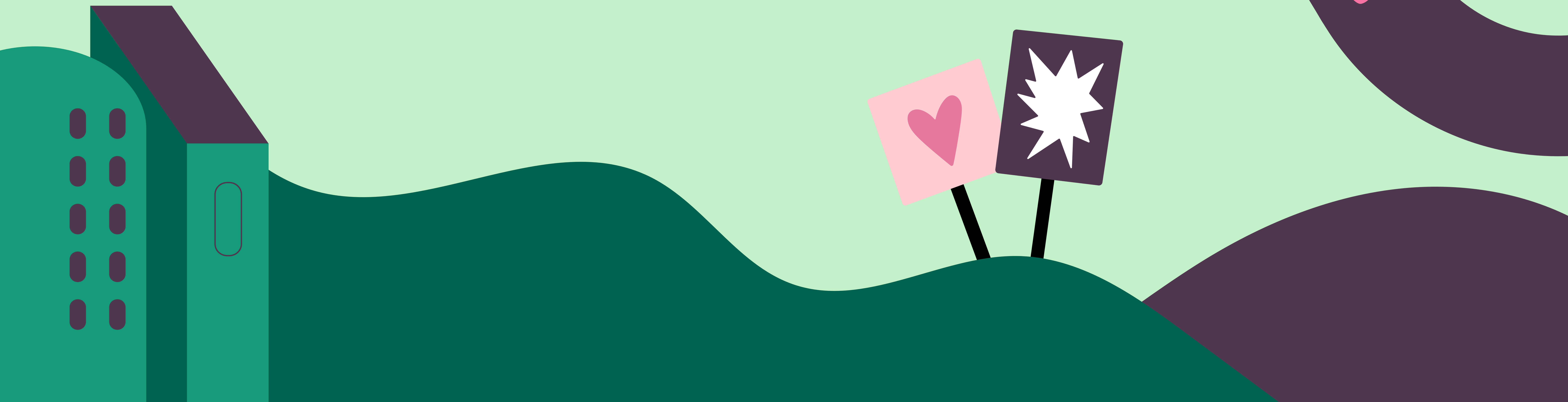


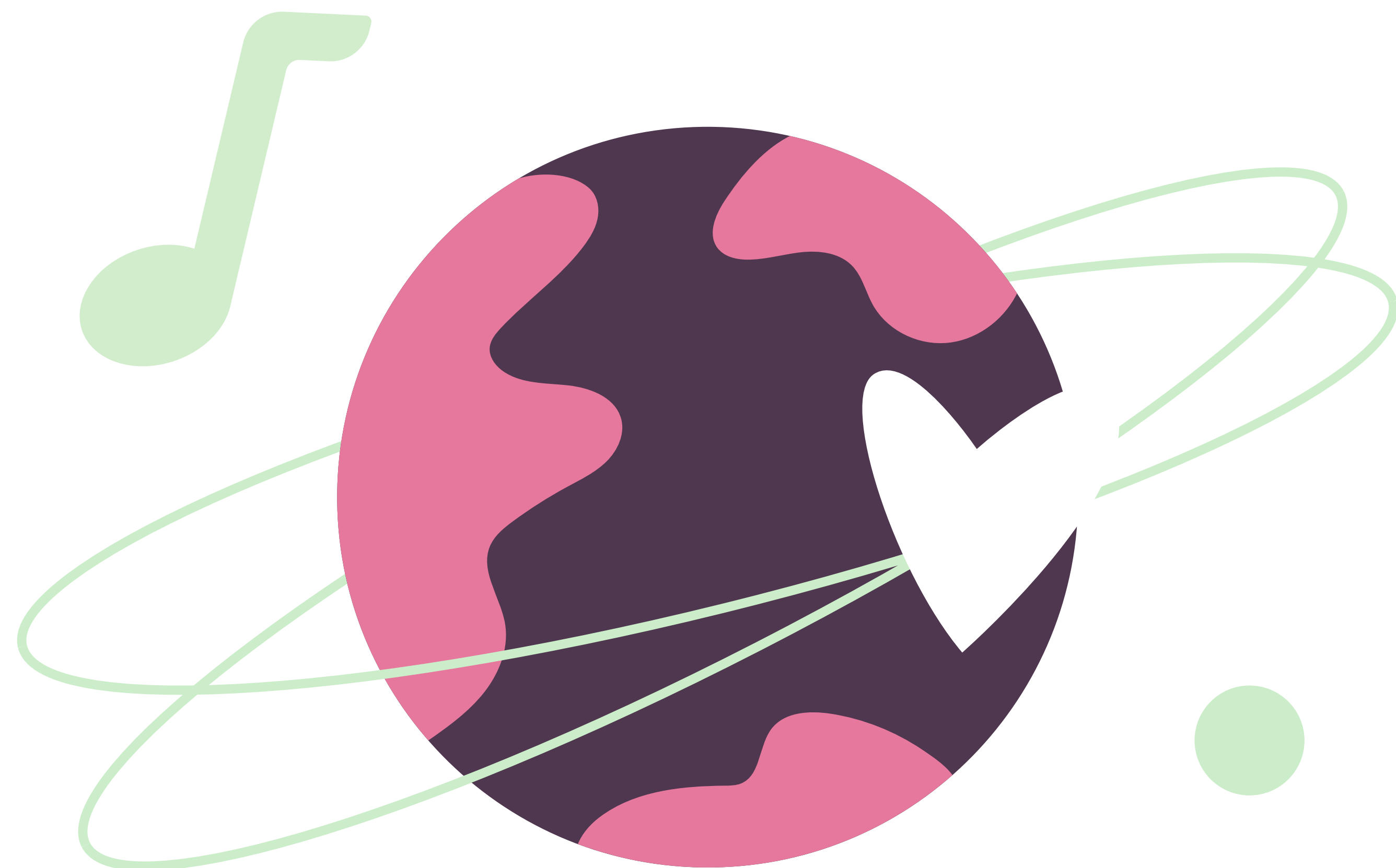
Equity & Impact Report 2022



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01. Introduction



This is Spotify

We're here to unlock the potential of human creativity by giving millions of creative artists the opportunity to live off their art and billions of fans the opportunity to enjoy and be inspired by it. This mission guides everything we do, from the features we develop to where we invest our resources to how we engage with and support creators, listeners, and our employees.

We are the world's most popular audio-streaming subscription service, with 489 million Monthly Active Users (MAUs)—including 205 million Premium subscribers—across 184 markets as of December 31, 2022.

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This is Spotify

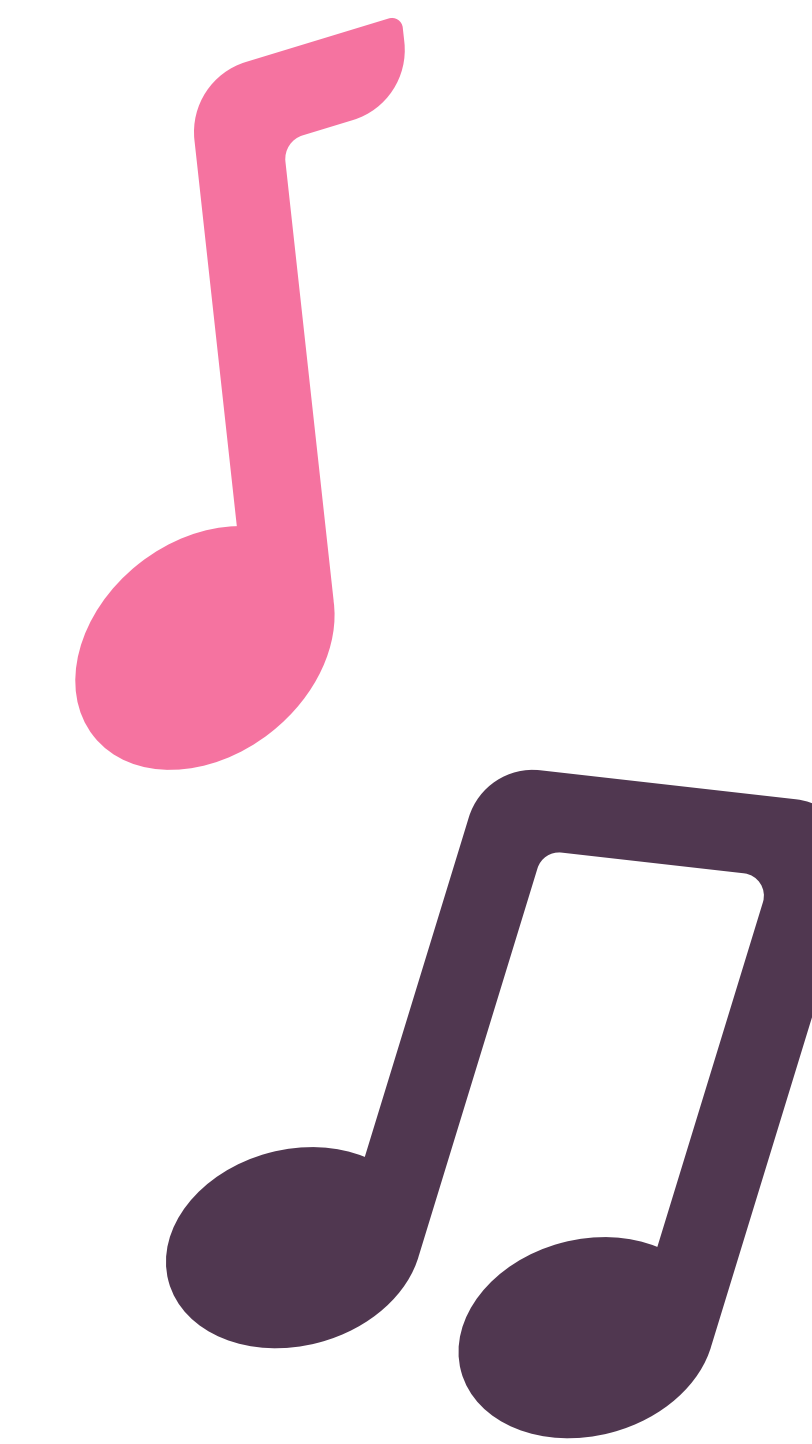
We recognize that Spotify has an ability and a responsibility to help create a more equitable and sustainable world for our employees, creators, and listeners. We take a proactive and intentional approach, developing global programs and strategies that drive systemic change across the audio industry. We seek to empower voices from marginalized communities and to protect and nurture our planet.

For Spotify, this work starts with driving equity both within and beyond our organization. Everyone we interact with should feel like they are welcome, heard, and celebrated for who they are. This commitment runs deep, and you will see evidence of it through the actions cataloged in this report.

When it comes to the environment, we're working to measure and reduce our climate impact in line with our net-zero pledge, and to share a clear message of hope and action about the climate to our millions of listeners.

As the world's most popular audio-streaming subscription service, Spotify seeks to model best practices and inspire wider change in our industry and beyond. We welcome you to Spotify's sixth annual Equity & Impact Report.

Unless the context requires otherwise, when the report refers to "we", "us", "our", "Spotify", or "Company", we mean Spotify Technology S.A. and its direct and indirect subsidiaries on a consolidated basis.



Equity & Impact Mission

To create a more equitable and sustainable world for our employees, creators and listeners.

Our Values

Innovative: We move fast and we take risks.

Sincere: We have no time for internal politics.

Passionate: We revel in what we do.

Collaborative: We recognize that we're all in this together.

Playful: We don't take ourselves too seriously.

In This Report

You are here

The report covers our 2022 financial year and focuses on the following key areas: Climate Action; Diversity; Equity; Inclusion & Belonging; Mental Health; Civic & Community Engagement; and Responsible Business & Governance.

Climate Action

Read

The scale and urgency of the climate crisis is becoming clearer and clearer. In this chapter, we describe our climate action work on our journey to net-zero greenhouse gas (GHG) emissions. We also demonstrate how we're using our platform to inspire, inform, and engage listeners, artists, and creators who use our platform.

Diversity, Equity, Inclusion & Belonging

Read

We focus on diversity, equity, inclusion, and belonging (DEIB) because it's the right thing to do, and because its value to our business and the wider world is well-proven. We continue to strive to shape an organization and a society that welcome and nurture everyone, no matter their backgrounds, beliefs, or identities. In this chapter, we cover our initiatives to further equity and inclusion, create opportunities for the advancement of historically marginalized communities, and leverage our employees, creators, and platform to drive real impact.

Mental Health

Read

We're working to create a culture of openness and support toward mental health issues and to normalize conversation about mental well-being for our employees and listeners. Our internal global strategy Heart & Soul guides our efforts—raising awareness, providing learning opportunities, reducing stigma, and offering direct, practical help. We also support our listeners through external initiatives, such as our Wellness hub and World Mental Health Day campaign.

Civic & Community Engagement

Read

The size and nature of our business means we have a unique responsibility and opportunity to positively impact society. In this chapter, we explain how we're using our platform to educate, entertain, and inspire in pursuit of positive social impact. We also share our work to strengthen and support our employees by helping them contribute to their communities. Finally, we summarize our 2022 grantmaking—how we're investing in causes to help create a more just and equitable world.

Responsible Business & Governance

Read

Good governance provides a framework of principles and practices that ensure we run our business in a responsible, ethical, and transparent manner. It keeps our work effective and efficient with regard to our stakeholders' priorities. In this chapter, we share our business model and the

policies and processes we use to keep thriving as an organization while delivering maximum value to our employees, creators, and listeners, as well as to the wider audio industry and our environment. We also explain how we're striving to make our platform safe for all users.

Focus Areas

Our Equity & Impact team works on five focus areas. These areas help them align on initiatives, guide priorities, and communicate the work.

Lead climate action

Help tackle the climate crisis by reducing our emissions to net-zero by the end of 2030 and by using our platform to raise awareness, drive action, and amplify voices of the people most affected by climate change.

Focus on equity and inclusion

Design systems, ways of working, and initiatives that drive inclusion, equity, and belonging for everyone at Spotify, and for our underrepresented communities in particular. We believe in a growth mindset and an equitable workplace and world. This in turn needs an inclusive approach that embraces challenges and thrives in the face of adversity.

Create access and opportunities for underrepresented talent

Impact the careers of emerging and experienced talent from underrepresented communities by cultivating career-affirming opportunities and incubation programs.

Support and enable employee well-being

Welcome, respect, support, and champion all mental health and lived experiences so that every employee feels a strong sense of belonging and can do their best work.

Leverage our people, creators, and platform to drive real impact

Deliver a more just and equitable future that celebrates and positively impacts people of all backgrounds and identities by empowering employees and creators, and by using our platform and brand to create meaningful change.

Focus Areas

Create access and opportunities for underrepresented talent

Lead climate action

Support and enable employee well-being

Focus on equity and inclusion

Leverage our people, creators, and platform to drive real impact

A Message From Our CEO

From the early days of Spotify, we've shaped our platform to connect listeners with artists and creators that engage, entertain, and inspire. Our company was built on innovation and problem-solving, and we feel we can use those key strengths to impact society in creative and positive ways.

The uncertain global economic environment has helped us realize that meeting challenges and driving impact are more important than ever. And to bring in the most effective change we can, we've focused our efforts on a set of targeted priority areas that support global efforts in each of our business areas. Those efforts from the past year are explored in detail here, in our 2022 Equity & Impact Report.

I'm pleased with our progress across initiatives, especially our continued commitment to providing an experience on Spotify that, while combating harmful

content, reflects and amplifies the millions of unique and diverse voices and perspectives of all who use our platform. As a part of this, we're continuously working to develop intentional and proactive global programs and strategies that empower the voices of marginalized communities, protect our planet, and power systemic change across the audio industry.

While we've made significant advances across all of our Equity & Impact initiatives, we recognize that there's more to be done. We remain confident that our current policies, research, and expertise are driving impact but it is our commitment to learning and improving these efforts that ensure our best days are ahead.

Daniel Ek
Chief Executive Officer



Our Equity & Impact Progress

Spotify is dedicated to providing a platform, and a workplace, that we can all be proud of. This means that while we are focused on maintaining a positive work environment for Spottifiers around the world, our commitment to Equity & Impact extends much further.

As Spotify continues to grow across the globe in these uncertain and challenging times, we will take on greater levels of responsibility and look for ways we can positively impact the world around us. We believe in working together with our listeners, creators, and employees to create a better future for our communities, the industries in which we operate, and the planet.

Spotify's impact strategy is as multifaceted and global as our platform—ensuring our focus areas are aligned with our priorities and values. In 2022, we made significant progress across several of those areas: working to address the climate crisis by further developing our path toward reaching net-zero greenhouse gas (GHG) emissions, designing ways of working that are more inclusive to all, creating broader access and opportunities for underrepresented talent, championing mental health, and supporting employee well-being.



But the work doesn't end there. We know that our equity, societal, and climate change efforts must be proactive and ongoing. Our platform reaches hundreds of millions of people every day, providing us with an incredible opportunity—but also a tremendous responsibility to have a meaningful impact.

Our Equity & Impact progress in the past year includes the following notable efforts:

- Continued to make climate-related content more accessible through our Climate Action hub, at live events, and by broadcasting from COP27, the 2022 United Nations Climate Change Conference. We also developed strategies to further measure and understand our climate impact to help us reduce our GHG emissions to net-zero by the end of 2030.
- Launched our Disability Inclusion Plan in partnership with our Community Groups for Spottifiers with Disabilities.

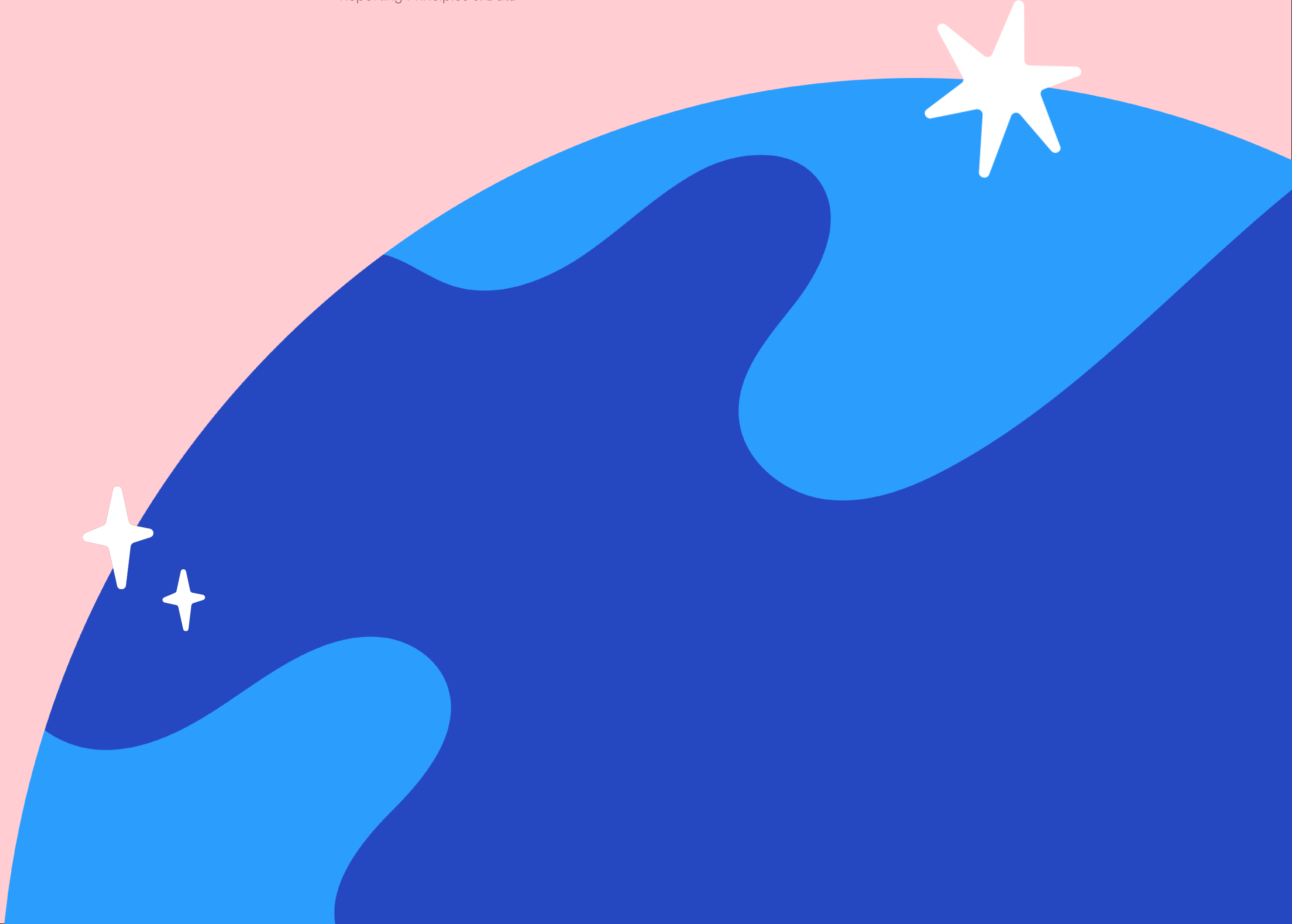
- Committed to further elevating mental health awareness. For 2022's World Mental Health Day, we invited listeners to turn down the noise and [tune in](#) to themselves. Additionally, through on-and-off platform messaging, as well as partnerships with artists and creators, we pointed people toward our [Wellness Hub](#).
- Established civic engagement campaigns in five countries: Brazil, the U.S., France, Italy, and Sweden. Our messaging reached 57 million listeners.
- Launched the [Spotify Safety Advisory Council](#) as part of our commitment to improving platform safety and transparency in ways that keep our users safe while respecting creator expression.
- Committed \$10 million from our Spotify Gives Back program, which supported more than 3,400 NGOs and clocked over 3,000 volunteer hours. Over 20% of our committed funds supported organizations championing racial equity.
- Established the Creator Equity Fund (CEF), a \$100 million investment spanning multiple years, that powers the company's commitment to uplifting creators who have historically been underrepresented in the audio industry.

Looking ahead, we'll continue to leverage our global network of talented creators, artists and employees to expand our strategic partnerships and initiatives around the world. Our goal is to foster a deeper sense of community and belonging for our Spottifiers that welcomes all people from all backgrounds.

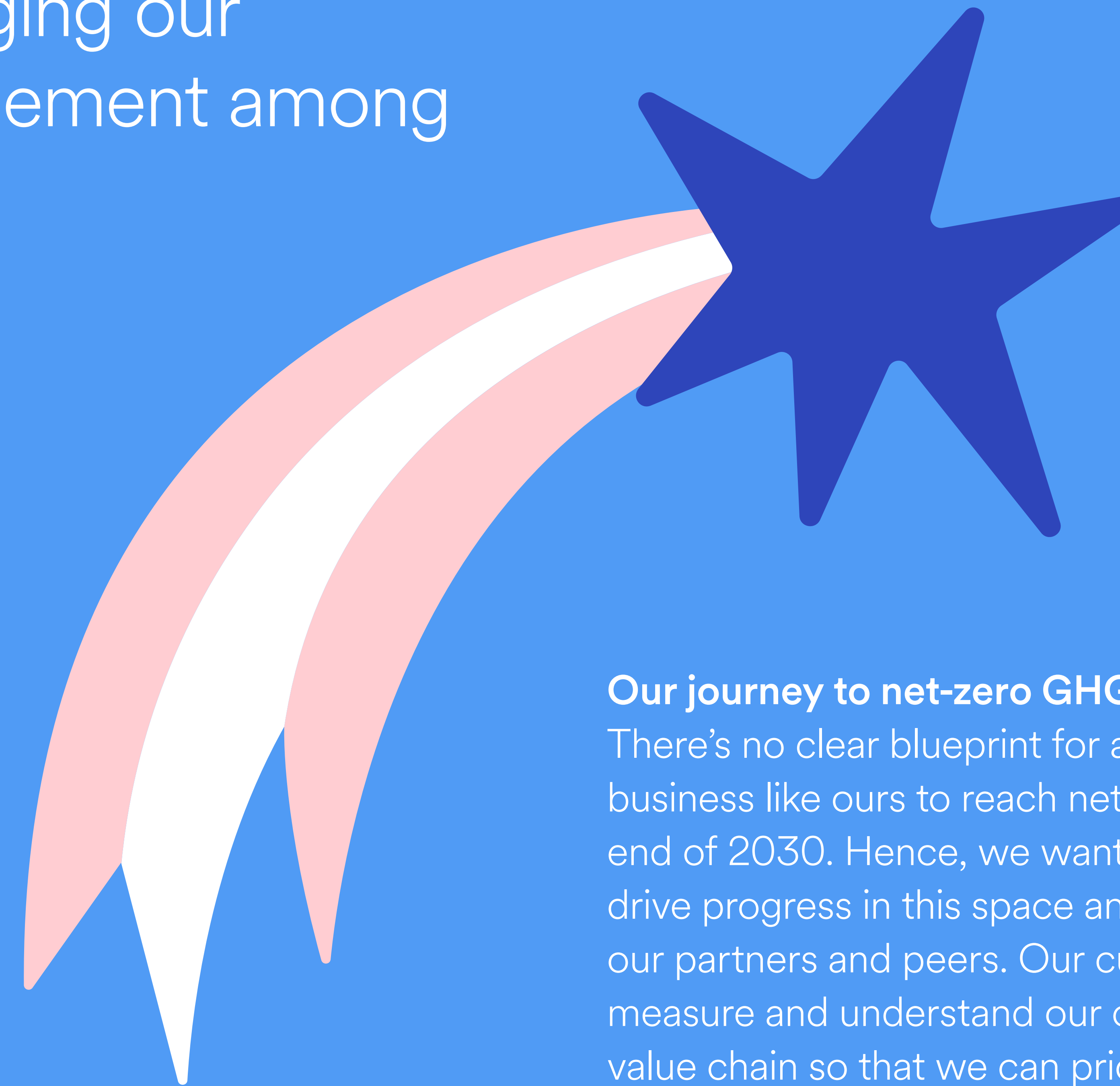
It's essential that every one of us takes responsibility for our role in these ambitions. We must build productive relationships across Spotify and the industry, where everyone feels seen, valued, and respected. The power of people and their unique stories are the spark that fuels art and change. It's how we're making the world a better place, now and in the future. Thank you for tuning into Spotify's Equity & Impact efforts.

Elizabeth Nieto
Global Head Equity & Impact

02. Climate Action



Our approach to tackling the climate crisis has two parts: We're committed to reaching net-zero greenhouse gas (GHG) emissions by 2030, and we're leveraging our platform to raise awareness and drive engagement among our millions of listeners and creators.



Our journey to net-zero GHG emissions

There's no clear blueprint for an audio-streaming business like ours to reach net-zero emissions by the end of 2030. Hence, we want to take responsibility to drive progress in this space and share our journey with our partners and peers. Our current focus is to further measure and understand our climate impact along our value chain so that we can prioritize the right actions, scale those actions, and collaborate to reduce our footprint.

Of course, we are already making changes where we can, including increasing energy efficiency in our offices, supporting internal climate communities, and updating our climate-tracking and risk-assessment processes.

Using our platform to educate and inspire

Our platform is uniquely placed to educate and influence millions of people. During 2022, we continued to create and amplify engaging content on science, stories, and solutions related to the climate crisis. And we seek to provide more perspectives by, for example, elevating the voices of underrepresented groups and young climate champions. Last year, we also continued to make climate-related content more accessible through our Climate Action hub, at live events, and by broadcasting from COP27, the 2022 United Nations Climate Change Conference.

Measuring & Reducing Our Climate Impact

As a digital platform with limited ownership of physical assets, 98.9% of Spotify’s GHG emissions are Scope 3, which means they fall outside our direct control. We’re teaming up with academics and partners across our value chain to investigate how we can better measure and understand these emissions as we continue our work to set tangible reduction pathways.

Spotify’s 2022 GHG emissions

In 2022, Spotify’s total GHG emissions were 391,483 metric tons of CO₂e, an increase in absolute terms of 9.9% compared to 2021. Our CO₂e intensity, however, has continued to decrease, in terms of both per employee and per revenue.

Please see the graph for additional context on our key emission sources and 2022 activities, and refer to the chapter [Reporting Principles & Data](#) for further information on our methodology.

We measure and report our GHG emissions according to the GHG Protocol, which divides emissions into three scopes.

Scope 1
0.1%

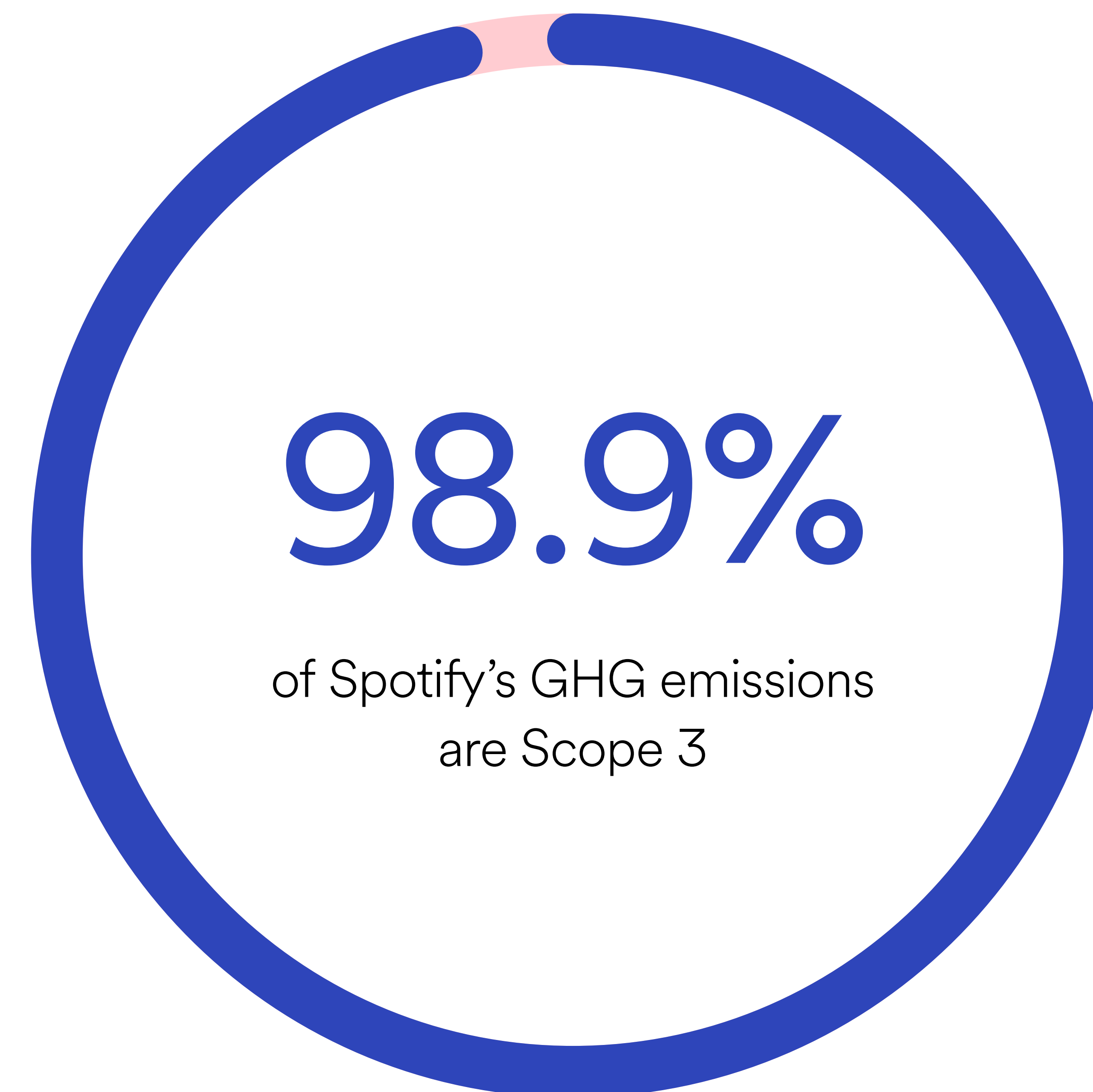
Those from sources directly owned or controlled.

Scope 2
1%

Those caused by the electricity or energy purchased for heating and cooling leased buildings.

Scope 3
98.9%

Those created along the value chain, not directly controlled.



Scope 3 breakdown




Key Actions 2022

The core of our business is our platform and the listeners and creators who use it. In 2022, as part of our efforts to embed sustainability into our business practices, we prioritized further developing strategies, goals, and processes within our core platform operations—with a focus on our Research & Development (R&D) team. R&D-related activities involving cloud and end use are key emission sources for Spotify, thus need to be addressed to reach net-zero.

We also continued to work with, scale, and deepen our climate initiatives across our other operations, striving to reduce emissions related to offices, employees, and goods and services. Keep reading to learn more about climate action for our key emission sources in 2022.

Cloud and end use

In 2022, we implemented climate-related initiatives for key R&D teams that focus on ways to reduce emissions related to our cloud and end-use activities. These initiatives include prioritizing platform solutions that can reduce emissions per content hour streamed and finding ways to collaborate with partners along our value chain to drive reductions in emissions.

Now our focus is to see these metrics rolled out and understood across our business, guided by a streaming-emissions data model created through our work with DIMPACT.  is a collaborative project that brings together world-class researchers from the University of Bristol and several of the most innovative media and technology companies. This work has allowed us to better track our emissions reductions and improve efficiency with clear accountability.

Our goal is to refine our methodology for measuring cloud and end use in 2023 based on the above collaboration, and move to a more activity-based approach.

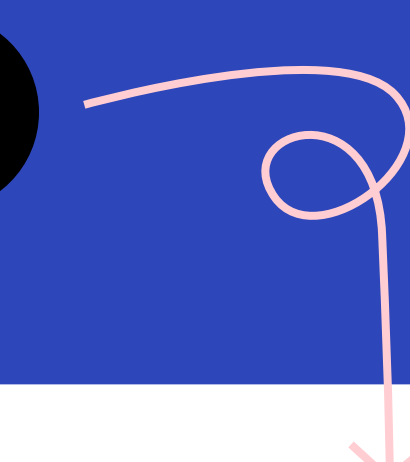
Marketing

Marketing was a major source of our emissions in 2022. To reduce our marketing emissions, we focused on understanding them better and exploring ways to advertise using more sustainable practices. For example, with the help of a local charity in Nigeria, we converted used billboards in Lagos into bags for local schools. The material is safe to use, and repurposing it instead of sending it to a landfill helps reduce emissions. We will continue to implement further environmental initiatives in 2023 to ensure our approach to marketing aligns with our values.



More key actions

Next page



Key Actions 2022

Travel

Following two years of decreased travel as a result of the COVID-19 pandemic, travel saw a large increase in 2022 as many teams and partners had a need to meet in person. However, we implemented several measures to support more sustainable and less frequent travel. These measures include an updated booking tool that checks whether the trip is necessary and whether other modes of transport have been considered before booking a flight, and it recommends low-emission flight and hotel options first.

Workplaces

We have offices around the globe, and we're constantly looking for ways to make them more efficient and sustainable. These include the following efforts:

- Our existing Sustainable Building Spotify Guidelines has continued to guide our selection and maintenance of offices. We prioritize buildings that are certified by third parties such as LEED, Energy Star, or WELL.
- Our dynamic space-optimization approach means we can provide the same workplace experience for employees but with less space and, therefore, less impact.
- Our offices are fitted with sustainable modular furniture and energy-efficient lighting.
- We strive to run our offices on 100% renewable electricity. In markets where this isn't possible, we purchase Energy Attribute Certificates to cover our consumption.
- We optimize our water use by installing efficient water fixtures, making thoughtful site selections, aligning with local ecosystems, and managing our discharge responsibly.

Carbon Removal and Avoidance

Our primary focus is reducing our negative climate impact and using renewable electricity for our operations.

We complement this work with an impact-first approach to carbon removal and avoidance.

In 2022, some examples of projects we've supported include direct air capture, biochar, protection and restoration of nature, and decarbonization advocacy and policy. In 2023, instead of directly compensating our 2022 emissions, we will contribute to climate projects that deliver decarbonization, nature protection, and carbon removal in line with global climate targets. Through this approach, we seek to support projects with the largest potential long-term and catalytic effects for our planet—whether the solutions are nascent and need investment to scale, or are grassroots organizations like forest protection.

Using Our Audio Platform to Educate & Inspire

As we reach half a billion monthly active users worldwide, Spotify has a responsibility to curate and create climate content. In 2022, we continued to leverage the power of storytelling to inspire, educate, and engage listeners by highlighting the many people and initiatives combating the climate crisis, as well as the ways we can all get involved. On this page we present some examples of content from 2022.

In addition to supporting climate content on our platform, we seek to influence action in society by sharing knowledge through networking, collaborations, and partnerships. The Climate Action Studio, our pop-up podcast format, traveled to Egypt for COP27 to bring inclusive and accessible content from the conference to a wide audience around the world. In 2022, we also hosted climate sessions at local events, such as the Way Out West festival in Sweden.

This content, and much more, has a home in our Climate Action hub, which launched in 2021 in preparation for Earth Day. Since then, it's become a source of compelling and helpful information about climate change for our listeners.

Podcast



Twenty seventy-two

Written by Tuva Novotny, Henrik Björn, and Nathalie Álvarez Mesén, and told by Gizem Kling Erdogan, Edvin Ryding, and Maxida Mäarak, this collection of short stories creatively explores future climate scenarios. The stories are based on the research of Dr. Andrew Merrie, Head of Futures at Planethon.

Listen now

Podcast



Youth Dispatches: Our Earth

This podcast playlist features young climate change activists telling their stories about the future of our planet. With insight from a climate scientist, these young voices from around the world talk about their personal experiences of climate change and what we can all do to enact change in ourselves, our communities, and our world.

Listen now

Podcast



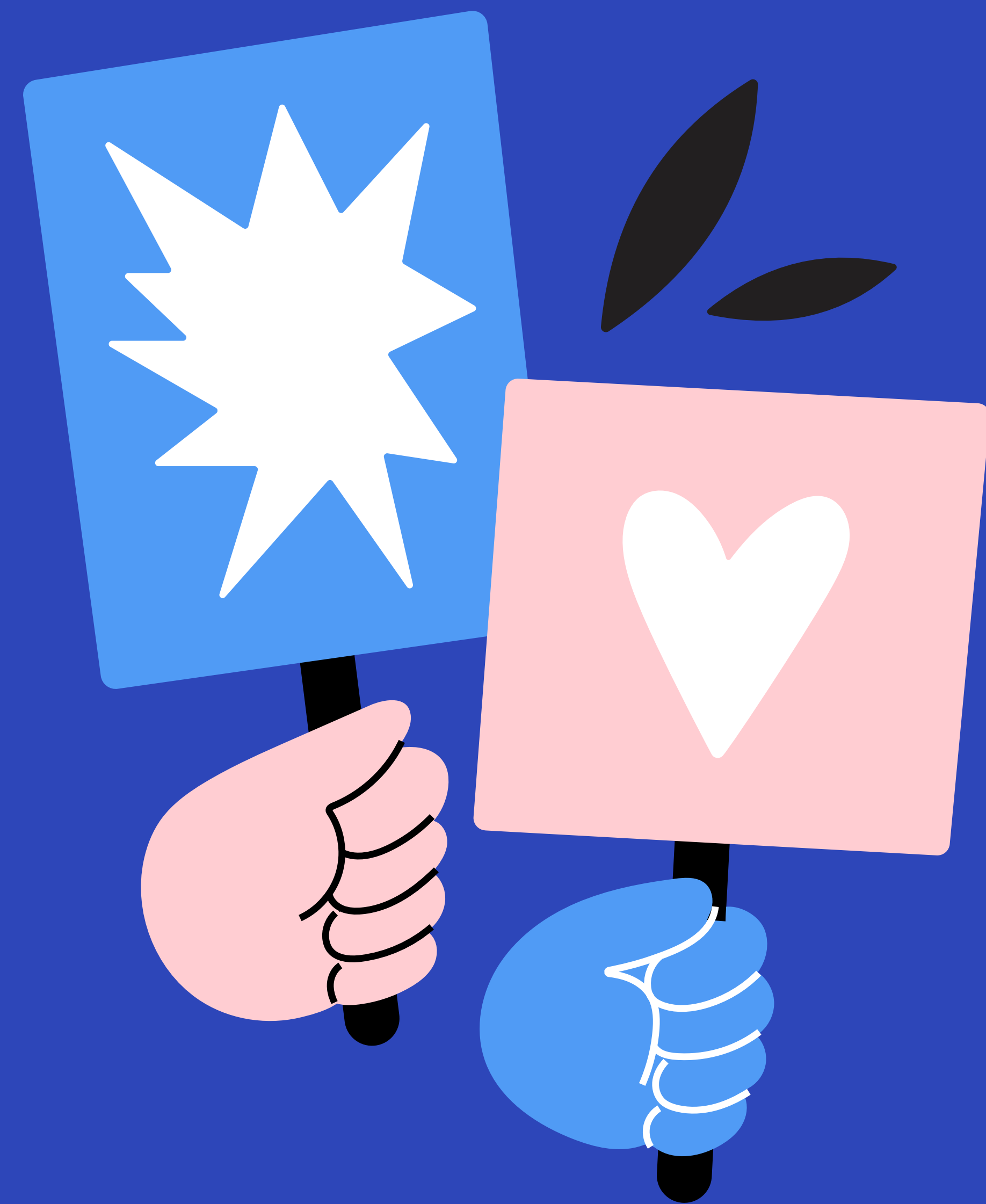
1.5 Degrees

Luisa Neubauer, a leader of the youth-led climate movement, speaks to world-renowned scientists and activists in her podcast about how climate change is impacting people around the world.

Listen now

Our Employees Take Climate Action

Spotify employees play an important role in our climate work and are key to making real impact happen, so we make sure everyone is engaged and empowered to act.



The Climate Champions Network

In 2021, we created an internal Climate Champions Network, bringing together representatives from across our business to inspire, collaborate, and drive action on our climate commitments.

In 2022, we formalized and grew this network. For example, the R&D team now has dedicated resources who are working to drive emission-reduction initiatives and increase awareness and skills associated with climate action. We also added climate responsibility guidelines to the handbook for our engineering teams. Climate awareness and responsibility now sit alongside other engineering best practices such as reliability, compliance, security, and cost management.

2022 Hack Week

Each year, Spotify arranges a company-wide Hack Week during which our engineers, data scientists, designers, and product managers get the time and space to focus on new ideas that leverage both our technology and the reach of the Spotify platform.

The theme of the 2022 Hack Week was Making the Planet Cooler. Around the world, Spottifiers spent five days coming up with exciting ideas and solutions for climate action, from a green tour planner for artists to a climate footprint calculator for listeners.

During Hack Week, we also built and released the Cloud Carbon Footprint plug-in for Backstage, our open-source developer portal. The plug-in—which anyone can use for free—helps development teams understand how their cloud usage impacts the environment and what they can do about it.

03. Diversity, Equity, Inclusion & Belonging



We want a fairer and more equitable society in which everyone’s voices can be heard—whatever their backgrounds or identities. We live and breathe these values in how we run our business, proactively nurturing a culture of true diversity, equity, inclusion, and belonging (DEIB).



By making our business more diverse and inclusive, we can unlock so much potential for problem-solving, creativity, and joy. We strive for a workforce that represents our creators, artists, and consumers, because we value different perspectives, experiences, and ideas. For us, we start with inclusive hiring— attracting and hiring from different backgrounds, genders, races, ethnicities, and identities.

But welcoming diversity isn’t enough. We also need to foster a culture of inclusion and belonging. That means integrating our equity principles into the systems and structures of our organization. It also means adapting our approach to suit local circumstances—there is no “one size fits all” solution.

In this chapter, we outline our approach and strategy for improving diversity, equity, inclusion, and belonging, both inside Spotify and on our platform. We also share our priorities and progress.

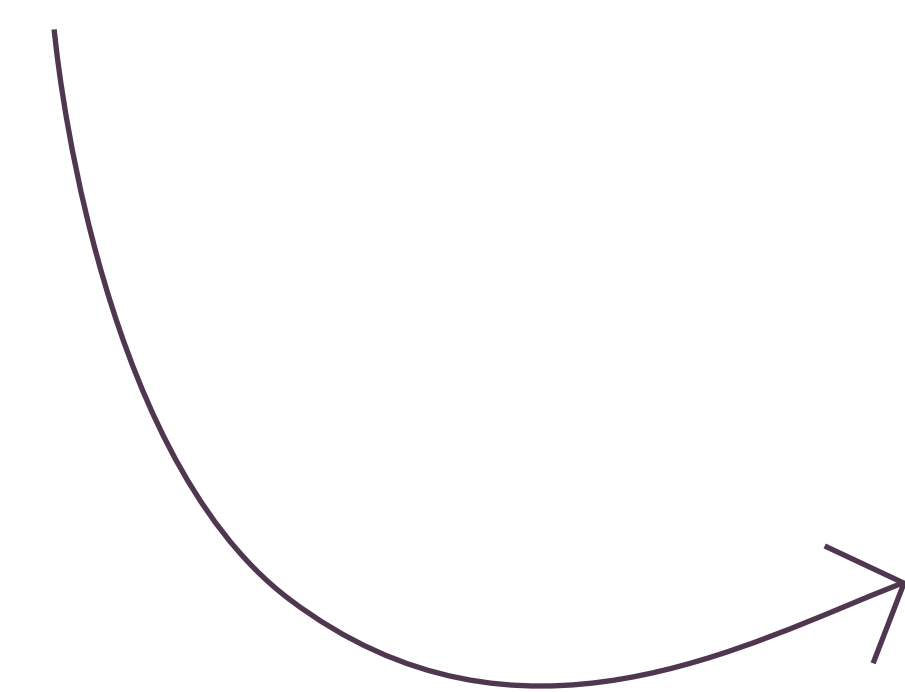
Strategy

We revamped our strategy for diversity, equity, inclusion and belonging in 2022, prioritizing Racial Equity and Disability Inclusion while still delivering on our broader set of goals. As with all our impact work, we look at the challenges and opportunities through the eyes and ears of our employees, creators, and users.

For our employees, we know that accelerating diversity is not only about hiring. We also need to develop and retain talent—at all levels of our business—as well as invest in a new generation of audio creators and tech professionals.

Speaking the same language

We want everyone to feel they can have open and honest conversations about diversity, equity, inclusion, and belonging. That starts with creating a shared understanding of what we mean by those terms. Here are the definition statements we use:



Diversity

Diversity is the range of unique characteristics, perspectives, similarities, and differences an individual or organization has that shape Spotify's workplace and culture. These may include national origin, language, race, education, disability, ethnicity, gender, gender identity, age, religion, sexual orientation, socioeconomic status, military status, life experiences, mental health, neurodiversity, and family structure.

Belonging

Belonging is the experience of Spotifyers when they are accepted, valued, and trusted as true members of the organization.

Inclusion

Inclusion is the intentional action to connect each employee to Spotify's mission and values, and to encourage collaboration, flexibility, and fairness so that Spotifyers from all backgrounds can thrive.

Equity

Equity is the fair and equitable treatment of all Spotifyers, so that everyone has access to the opportunities, systems, and resources needed to do their best work.

2022 Highlights

- Reached most of our 5-Star Strategy goals in support of the growth and development of our Black employees, expanded to a Racial Equity Strategy with a global footprint, and added focus in the U.S. on the Latinx/Hispanic community and the Asian American Pacific Islander (AAPI) community.*
- Developed our Disability Inclusion Plan with resources and support for Spotifyers. Centralized guidance on workplace accommodations, making the process clearer and easier. Also created our Disability Inclusion Playbook for managers and made our recruitment process more accessible for candidates with disabilities.
- We conducted a DEIB survey in the Nordics to inform plans in the region.

* We describe more in the Racial Equity, Inclusive Hiring, Philanthropic Work & Employee Engagement and Frequency sections.

Racial Equity

In 2022, we continued to focus on how we attract, hire, and retain people from diverse backgrounds and support them with the tools to thrive. We also focused on making sure everyone feels seen, heard, and valued at Spotify, educating our content teams on inclusive storytelling and building cultural competency



around diversity, equity, inclusion, and belonging at every level of our business. We started activating our Black equity work in Brazil, the U.K., and Sweden. We also continued to expand our efforts to further drive inclusion, belonging, and retention, amplifying Black, Latinx, and AAPI voices and supporting these communities externally.

Created in 2020, our 5-Star Strategy exists to accelerate our anti-racism and racial equity work, both internally and on our platform.

In partnership with our Belonging Group, BLK, and a cross-functional group of leaders who oversee the implementation of the 5-Star Strategy, we've been working collaboratively across business units and global functions to drive our racial equity plans. We do this by focusing activities through five key areas: content, people, culture, giving, and policy.

Through a focus on music and talk, talent, culture, giving, and policy, the 5-Star Strategy has already made a holistic and lasting impact at Spotify and on our listeners and employees.

For our Spottifiers

- We hosted our first BLK Workforce Development Conference in two European locations to focus on the support and development of Black Spottifiers in

the region. We also expanded our long-standing U.S. conference to become a truly Americas conference, with presenters from Brazil in our live event in NYC and participants from Brazil joining virtually.

- We created a scholarship program in partnership with the United Negro College Fund (UNCF) to create pathways into the tech industry for Black students.
- We conducted listening sessions and surveys for the Black community so we can better understand opportunities to increase our support of the community in a meaningful way.

Frequency

Frequency is our global initiative and holistic destination for celebrating Black art, entertainment, creativity, culture, and community both on- and off-platform. On-platform, Frequency has continued to operate with an always-on approach to support Black artists and creators. Highlights from 2022:

- Hosted Frequency's Free Studio—a four-day "residency" that provides space and resources for Black creators across various disciplines and mediums.

- Launched the [Sunday Dinner](#) series. This documentary film series is a celebration of Black artists and music from different regions. Through conversations over dinner from Black-owned restaurants, the documentary highlights Black regional music making waves in Washington, D.C., Maryland, and Virginia (DMV); California; and Texas. The artists discuss how the region has influenced their craft and what the future of music looks like for their area. This series is an extension of Spotify's Frequency platform and the Ripple Effect, a playlist series that uplifts Black artists from a regional scope to amplify their cultural power and value beyond their cities.

- Launched two three-day song shops, in partnership with Songwriter Producer Relations, for almost 30 producers, songwriters, and creators to raise awareness and amplify our Ripple Effect playlists.
- Launched the Spotify x PLUS1 for Black Creatives Fund Frequency Scholarship Program, which provides renewable two-year need-based scholarships to Black students attending any accredited college or university who are interested in pursuing a career in music.

Disability Inclusion Plan

We launched our Disability Inclusion Plan in partnership with our DEIB Able Belonging Group. The plan is focused on four key areas:

- Raising awareness of and removing stigma about people with disabilities.
- Providing support through a global workplace-accommodations process.
- Creating an inclusive hiring experience; ensuring barriers are removed for candidates.
- Building an inclusive community for Spottifiers with disabilities.

As part of our external commitments, we joined the Valuable 500, a global collective of CEOs and their companies committed to disability inclusion. Our [Valuable 500 commitment](#) means we're making sure our platform and workplaces are accessible to all Spottifiers, listeners, and creators.

In December 2022, we announced that Spotify is partnering with the Inevitable Foundation to launch Elevate for Podcasters, a program that empowers professional podcasters with disabilities with the funding, mentorship, equipment, and accommodations they need to level up their careers. Those who are accepted into the program receive a \$10,000 grant to be used for professional development, equipment, show marketing, living expenses, and IP licensing.

Focus Areas

Raising awareness and removing stigma about people with disabilities.

Create an inclusive hiring experience, ensuring barriers are removed for candidates.

Support through a global workplace accommodations process.

Building an inclusive community for Spottifiers with disabilities.

Workforce Representation

Our journey to building a diverse team will continue to be a priority whether we're hiring a few or plenty. Ultimately, we strive for a workforce that reflects our creators, artists, and consumers, because we value different perspectives, experiences, and ideas at decision-making tables. Inclusive hiring means attracting and hiring from different backgrounds, genders, races, and ethnicities, and from a multitude of identities.

Our commitment is unwavering, but our approach will continue to evolve as the business does. Our Diversity, equity, inclusion & belonging (DEIB) team will continue to collaborate with Talent Acquisition and our HR partners to support and drive our efforts to achieve the aspirational inclusive hiring goals we made in 2020.

Our future looks bright, and to move the needle on inclusion and diversity, we believe it's important to cultivate deeper relationships with people from all backgrounds. There are three things we can all do with meaning and intentionality to continue this journey:

- Diversify our social networks, our neighborhoods, the businesses we frequent, and the partners we work with.
- Seek out diversity professionally by building diverse professional networks to engage in dialogue, advertise positions, and build meaningful relationships for when the right opportunities arise.

- Encourage diverse perspectives in everything we do in every room we're in.

Looking ahead, we will reset our aspirational goals from 2023 to 2025 to reinforce these commitments. Establishing aspirational goals focuses our attention, establishes accountability, and drives change and results.

Inclusive hiring

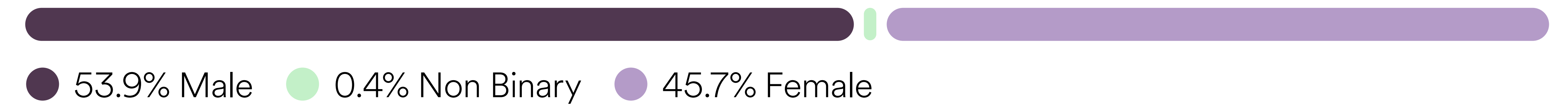
Our inclusive hiring initiative is dedicated to accelerating representation across our business and ensuring that our hiring managers and recruiters have the tools, resources, and support they need to attract and retain diverse talent globally. Our work focuses on the retention and development of underrepresented communities.

We are working toward three key outcomes:

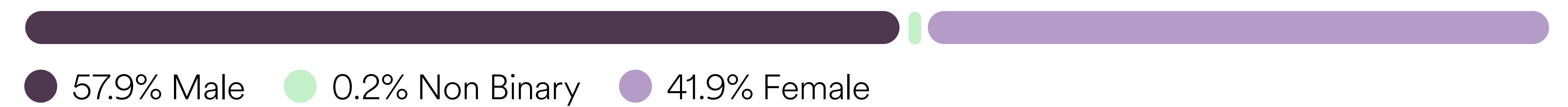
- Company-wide understanding of representation and inclusion.
- Best-in-class practices, processes, and preparation for inclusive hiring.
- Tools and resources for recruiters and hiring band leaders.

Spotify Demographics

Workforce by Gender (Global)



Leadership (Director+)



Leadership (VP+)



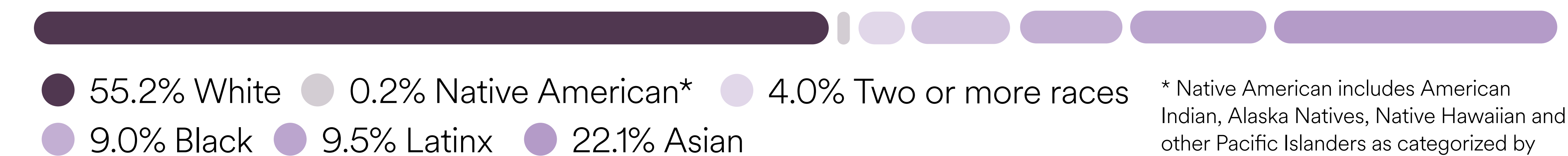
Leadership (C-suite)



Board of Directors



Race/Ethnicity (US Only)



* Native American includes American Indian, Alaska Natives, Native Hawaiian and other Pacific Islanders as categorized by U.S. government reporting standards

Internal Tools & Practices

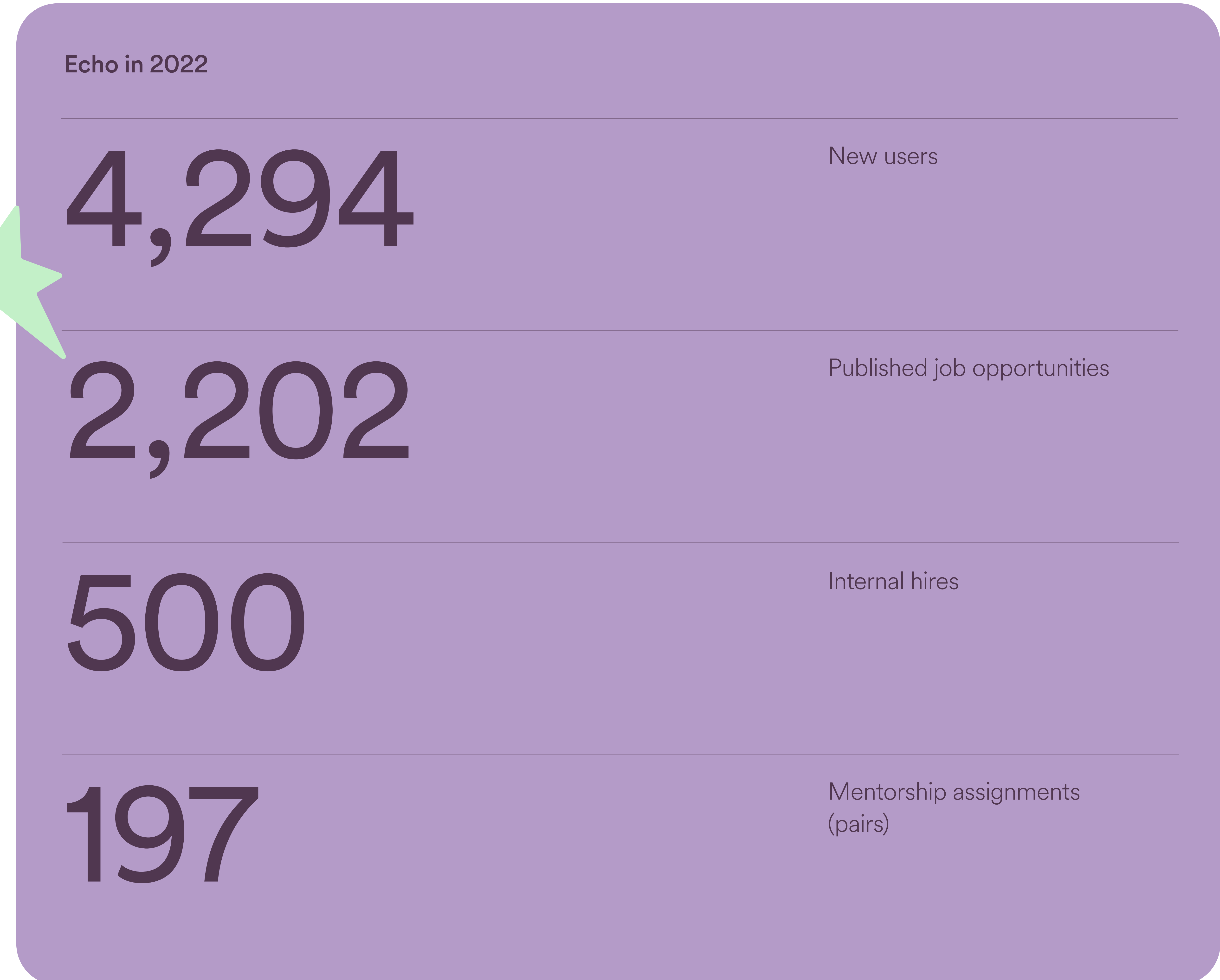
We believe that being transparent about our workforce demographics and the opportunities available to Spottifiers is key to creating a culture of diversity, equity, inclusion, and belonging. There are two tools we use to help us provide and maintain this transparency.

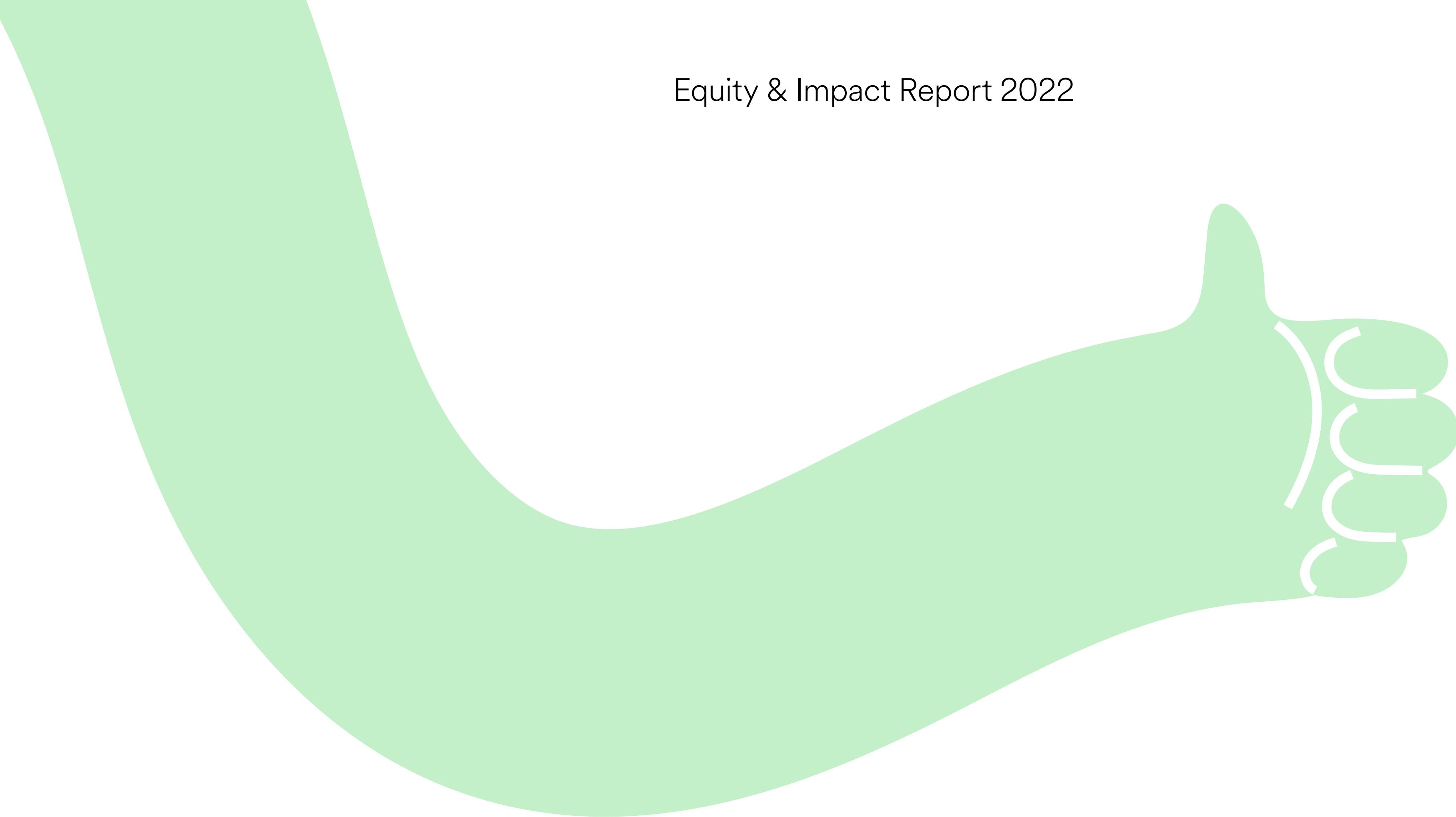
Echo

Launched in 2021, Echo is our Internal Talent Marketplace. Our people can use Echo to find growth opportunities based on their skills, experience, and development goals. The AI-powered tool also helps band leaders, project owners, and mentors find and connect with talent from all over the world. We designed Echo so everyone at Spotify can thrive, be seen, and access opportunities from anywhere. In this way, it helps remove biases and ensures that opportunities are inclusive to all. In 2022, we saw our employees take full advantage of this tool.

More tools & practices

Next page





Internal Tools & Practices

Interview training and support

We equip our employees, especially our interviewers and hiring managers, with the tools, resources, and training to emphasize inclusivity throughout the hiring process. Our interview training modules provide education on how to make hiring, the recruitment process, and the selection process more inclusive.

Pay equity

Since 2015, Spotify has conducted an annual pay equity review comparing the pay of Spottifiers who are doing “like for like” work. The objective of these reviews is to course correct if needed and ultimately ensure we’re applying equitable pay practices. Pay equity is also taken into consideration when we make any pay decision, like during the hiring process or our compensation review windows.

Inclusive storytelling training

Stories have the power to drive real change. We’re focused on sharing narratives that both celebrate and propel diversity, equity, inclusion, and belonging. In 2021, we conducted six training sessions in inclusive storytelling for over 200 members of our U.S. marketing team. In 2022, we delivered another 17 training sessions in the U.S., the APAC region, Europe, North America, and Latin America. With these sessions, we spanned our marketing and podcast teams and reached nearly 300 more Spottifiers.

We provide this training to help our teams understand the power of story in changing narratives and creating empathy, and to empower them with the tools and vocabulary to be effective agents of change in their day-to-day work.

Early Career Pipeline

We can position ourselves as an employer of choice by sharing who we are—our brand, culture, and work—with the world. We strive to attract top-notch talent through a focus on access, diversity, equity, and inclusion. Our Early Career Pipeline programs help us identify and hire the very brightest students, graduates, and young professionals.

- Summer Internship Program: In 2022, we hired 217 interns for our global program, with 65% of those who were eligible becoming full-time Spottifiers.
- Financial Analyst Rotational (FAR) Program: This develops a diverse cohort of graduates into finance professionals through an immersive 24-month rotation program.

- Rotational Product Manager (RPM) Program: This one-year European program gives aspiring product leaders real-world experience.
- Aspiring Marketing Professionals (AMP) Rotational Program: This is a two-year opportunity for diverse emerging talent in the marketing sector.
- Technology Fellowship Program: With an 80% conversion rate, this program hires candidates who either are self-taught, attended a coding boot camp, or have degrees from community colleges and are not usually reflected in traditional talent pipelines.
- Opening Act: This innovation challenge enables Spotify to hear solutions to real problems from creative students attending historically Black colleges and universities (HBCUs) and Hispanic-serving institutions (HSIs).
- Sponsors for Educational Opportunity London partnership: This strategic partnership helps us further amplify the diversity of our pipeline.



Internal Tools & Practices

Talent Acquisition Partnerships

We work with external partners to complement our own efforts and further embed inclusive hiring practices. These partners include Valuable 500, Action to Catalyze Tech, Lesbians Who Tech, Jopwell, Afrotech, National Association of Black Journalists, Corporate Counsel Women of Colour, the National Association of Black Accountants Inc. and Leadership Council on Legal Diversity.

Raising the Volume Conference

On June 29, we hosted our second Raising the Volume (RTV) conference, where we welcomed 822 women and non-binary professionals to hear from speakers and engage in networking opportunities. We designed the conference to inspire, motivate, and teach about careers in tech and audio, and to ultimately attract talent to Spotify. We also welcomed a global virtual audience of 569 to participate.

They could access the content, have one-on-one and group networking opportunities, and meet in the recruitment hall. We had three tracks, each of which was designed to provide general industry advice as well as insight into career pathing, our products, and our culture.

BLK Workforce Development Conference

As part of our Global Racial Equity work, we continued our BLK Workforce Development Conference. This year we expanded the event beyond the U.S. to include Europe, the Middle East, and Africa (EMEA), and Latin America (LATAM). The EMEA event focused on building community and addressing racism and inequity, and on the intersectionality of the Black experience across the region. We hosted the hybrid in-person and virtual experience simultaneously from our London and Stockholm hubs.

The second conference, once dedicated to the U.S. and now expanded to include LATAM, centered around the theme FWD: Pack Light. The focus was on the intersectionality of the Black experience across the regions, but also on career development and advancement, community, and celebration.

Both regions hosted internal and external speakers who left our audiences with takeaways and tools for the road ahead.

Diversity, Equity, Inclusion & Belonging Community Groups

Our 18 Diversity, equity, inclusion & belonging Community Groups (previously Employee Resource Groups) elevate voices of people who are underrepresented in our industry or historically marginalized. Led by our employees, these groups provide a vital space for people to share their experiences, support each other, develop leadership, and help Spotify better understand their needs. Here you can find a full list of the [Belonging Groups](#).

Everyday inclusion through Fikas

We're working hard to improve how we create space for our employees to discuss topics relating to diversity, equity, inclusion and belonging. We hold regular virtual inclusion Fikas¹ to globally raise awareness and understanding of key diversity, equity, inclusion and belonging topics. These bi-monthly gatherings provide a friendly space to discuss a range of topics including allyship, representation, inclusive leadership, and gender identity. The virtual events are globally streamed and recorded to ensure that as many employees as possible can engage in discussions.

Intro Days

Intro Days is a live experience where our new hires gather in Stockholm, where it all started. During three intense days, new employees acquire a sense of our Swedish roots and unique Spotify culture and meet

senior leaders who paint the picture of where we're from and where we're going.

We believe that getting together in the beginning of the employee's career at Spotify positively affects their sense of belonging and connectedness. It accelerates a sense of belonging and an understanding of our culture and how it all connects in the world of Spotify.

In the beginning of 2022—while still unable to travel—we hosted two virtual editions of the event, in February and June, with 681 attending.

Later in the year, in August, we had the opportunity to host the largest-ever Intro Days event, live in Stockholm, welcoming 1,950 Spotifiers. We followed that with another event in November, with 850 in attendance.

Inclusive benefits

Offering the right kind of benefits to every employee at Spotify is another way for us to enhance diversity, equity, inclusion, and belonging. We do more than provide standard medical, dental, vision, and retirement plan benefits. We also offer globally:

1. Fika is the Swedish tradition of taking time to share coffee, cake, and conversation.

All the Feels

This Employee Assistance Program (EAP) provides Spotifiers and their loved ones with therapy coverage and access to free, confidential, professional counseling sessions.

Family-forming and expansion

We offer family-planning benefits, including in vitro fertilization (IVF), egg freezing, and adoption services to all Spotifiers.

Work from anywhere

The value created by our people doesn't depend on where they work, so we support Spotifiers' working from anywhere in the world.

Parental leave

We provide a minimum of six months' paid gender-neutral parental leave, both for biological and adoptive parents. In 2022, 10% of permanent Spotifiers took parental leave. Out of these, we saw that 58% were male and 39% were female.



Creators & Contents

We believe in using the reach of our platform to empower and celebrate creators of every race, ethnicity, religion, sexual identity, and gender. We want to keep finding new and better ways to amplify the voices of artists and creators from marginalized and underrepresented communities, connecting them to more fans around the world.

To this end, we've launched programs and engaged external groups to connect them with the tools, resources, and skills they need to thrive.

Using our platform to celebrate and uplift underrepresented communities

Identity is multidimensional and always evolving. Cultures aren't a monolith, and we aim to use the power of our platform to provide a source for storytelling, solidarity, and inspiration, and to increase awareness of the pressing issues facing underrepresented and historically marginalized communities.



Frequency

Frequency, launched in May 2021, is Spotify's global initiative and holistic destination for celebrating Black art, entertainment, creativity, culture, and community—both on- and off-platform. The mission of Frequency is to create a space that represents the wide spectrum of Black artistry.

To date, Spotify has provided editorial support to over 16,000 artists through our Frequency hub & Afro-centric hubs. The Frequency team has created franchise playlists like [This is Frequency](#), [Ripple Effect](#), and [House Party](#) and has introduced initiatives like [Ripple Effect's Sunday Dinner series](#), [The Free Studio](#) and the Ambassador Program, to name a few.

Additionally, Frequency is dedicated to inspiring, connecting, and elevating the next generation of Black voices and creators. In partnership with UNCF and our 2022 Ambassadors, Frequency launched a scholarship to help young Black creatives at various stages in their artistic journeys access education and career opportunities.

EQUAL

In 2021, Spotify launched the EQUAL Global Music Program and hub to empower and highlight the work of women artists and podcasters through global partnerships, activations, new content experiences, and on- and off-platform support.

On Spotify, listeners can find the [EQUAL hub](#) which is a dedicated space to highlight women creators. And the [EQUAL Global Music Program](#) extends resources and opportunities to women artists and amplifies their music through the flagship [EQUAL Global playlist](#) and through EQUAL local playlists.

From the launch of the program to date, we've supported over 700 women, on- and off-platform, in their home countries and beyond. Together, they received more than 700 million editorial streams within the first month of joining the program, and they've been added to more than 4,700 different playlists on Spotify, showing that when we commit, we support way beyond what we call "identity spaces", and we can make a difference.

Celebrating Cultural Moments On-Platform to Uplift Communities and Their Causes

International Women's Day [↗](#)

Spotify celebrated International Women's Day by sharing the music and stories of women creators, artists, activists, and nonprofits around the world.

We kicked off International Women's Day with a podcast playlist series called With Love. The series celebrated and honored 24 women, each of whom shared a "love letter" to their past self or to a key supporter who changed their life during a pivotal moment in time. There were three playlists: one [for artists](#), one [for storytellers](#) and one [for changemakers](#).

We also highlighted five global nonprofits focused on the wider spectrum of gender equity by amplifying each nonprofit's own curated playlist themed around the voices of the community it serves.

Organizations included:

[The Okra project](#) A mutual aid collective that provides support to Black trans, non-binary, and gender-nonconforming people.

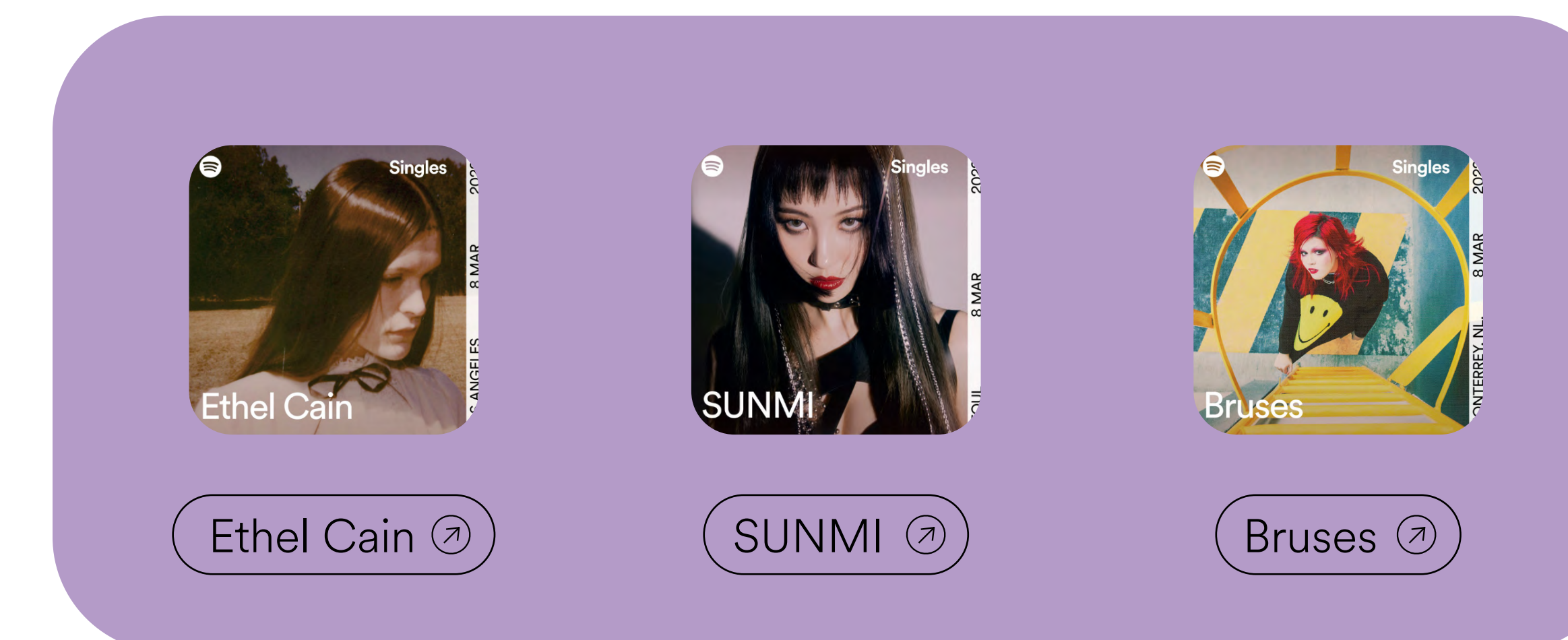
[Vital Voices](#) Focuses on uplifting women leaders.

[Women in Music](#) Works to advance equity for women in the audio space.

[Mama Glow foundation](#) Supports women during the birthing processes.

[Casa 1](#) Focuses on shelter for LGBTQIA+ people expelled from homes throughout South America.

In addition, we collaborated with the Spotify Singles franchise to produce three songs created exclusively by women—from production to recording to engineering.



Finally, we awarded grants of \$50,000 to two teams, totaling four organizations, to bring the following concepts to life:

Femme Africa and P_ssy Party are helping solve representation of women creators in Africa by developing a curriculum and an online directory to connect creators within the industry.



[MEWEM](#) (France) and [MIM](#) (Spain) partnered to develop the MEWEM Golden Ticket, a concept that will award eight women entrepreneurs from across Europe free access to international professional festivals to pitch their own projects and new ideas, develop their businesses, and meet future partners within a high-level network.



PRIDE [↗](#)

Pride Month is an annual opportunity to increase knowledge of the issues LGBTQIA+ communities still face globally.

At the heart of our campaign was the desire to shine a light on new, untold stories from within the LGBTQIA+ community. We centered conversations around the importance of community, particularly for mental health and well-being, by focusing on a diverse group of traditionally underrepresented queer activists from the U.S., Sweden, the U.K., Japan, and Mexico. On our platform, we elevated, uplifted, and spotlighted these voices in an effort to drive cultural change. We also donated to grassroots nonprofits doing important work for the community, including U.K. Black Pride, GiveOut, Regnbågsfonden, Casa Frida Refugio, ReBit, and the National Black Justice Coalition.

The activists we highlighted included [Jonathan Lykes](#), [Phyll Opoku-Gyimah \(aka Lady Phyll\)](#), [Karolyna Polloreña](#), and [Fumino Sugiyama](#). Each one curated a playlist that celebrates their work and their community.

We also unveiled an audio series entitled [RAISE YOUR VOICE](#) from these activists, who are using sound, voice, and music as part of their work.

In addition to refreshing our flagship Pride playlists, such as [Out Now](#) and [Transcend](#) we launched new music playlists and podcasts that feature stories and music from all corners of the LGBTQIA+ community.

- [Pioneer](#): A music playlist for artists whose music has pushed sonic boundaries and led LGBTQIA+ movements around the world.
- [Gay Pride & Prejudice](#): A new Spotify Original podcast. The show is an LGBTQIA+ spin on the book *Pride and Prejudice*.
- [Sound Barrier](#): A new documentary podcast about artists who break barriers in music and culture, beginning with [Sylvester](#).
- [A Gay in the life](#): A talk show that provides a safe space for conversation about the LGBTQIA+ experience, current events, history, and culture.



Latinx Heritage Month [↗](#)

Latinx culture transcends borders and defies expectations. Just look at how musical genres like salsa and reggaeton have traversed the globe, or how the stories and conversations of Latinx individuals have spread in recent years through podcasts. For the 2022 Latinx Heritage Month, Spotify launched Lo Nuestro es Arte, which features creators in the music, podcast, and visual art spaces who are helping reinforce and affirm Latinx culture—and the work of Latinx creators—as invaluable art.

Lo Nuestro es Arte aims to celebrate the past, present, and future of the Latinx community and raise awareness of its biculturalism while recognizing its ongoing strength in the face of adversity.

Our [Latinx Heritage Month Club](#) includes curated playlist collections that amplify Latin culture and reinforce the bicultural identity of Latinx individuals through the sounds of Latin music legends and up-and-coming talent. The Sounds of Latinx playlist showcases the fluidity of genres and styles that define Latin music today, while the Future of Latin anoints the hottest artists on the rise in tropical, regional Mexican, and every genre in between.

Finally, through the Beyond the Music playlist collection, we amplified the voices of the immigrant, Afro-Latinx, Indigenous, and LGBTQIA+ communities.

Asian American Pacific Islander Heritage Month [↗](#)

Each May on our platform, we amplify and honor the cultures and traditions of the Asian and Pacific Islander (API) communities for Asian American and Pacific Islander Heritage Month. This past year, our campaign expanded from an American observance to a global celebration and highlighted the full Asian and Pacific Islander diaspora.

We refreshed our Asian Pacific Islander Heritage Month [content hub](#) with new activist-created playlists and a spotlight on up-and-coming artists. With API artists representing every genre, and in all stages of audio creation, this campaign continues our efforts to create awareness and expand the API community's presence on Spotify.

We also partnered with the Coalition of Asian Pacifics in Entertainment ([CAPE](#)) to create a playlist that highlights and celebrates API talent from film and television favorites, and with [Gold House](#), a nonprofit that works to connect and uplift API creatives by providing them with opportunities to take their music and careers to the next level.

In addition to our partnership with CAPE and Gold House, we're working with [Stop AAPI Hate](#), an organization that combats the racial and ethnic discrimination targeting Asian American and Pacific Islander communities, which has risen during the COVID-19 pandemic.



Elevating Underrepresented Creators

We're committed to identifying and, where possible, removing barriers that make it harder for creators from marginalized groups to flourish. One way we do this is by providing opportunities that support these creators.

NextGen

NextGen is a Spotify initiative designed to infuse, activate, and grow podcast culture on college campuses. From the program's inception, Spotify has partnered with the University of Southern California, the University of Pennsylvania, and New York University to offer podcast programming and curriculum to students, allowing us to get closer to an exceptional pipeline of Gen Z talent and storytellers. In 2022, in partnership with the CEF (Creator Equity Fund), Spotify [expanded this program](#) to HBCU campuses across the U.S. Spelman College in Atlanta, Georgia, signed on as our first HBCU partner, inspiring the next class of Black content creators and storytellers and equipping them with tools and resources to develop their podcast skills.



Sound Up

[SoundUp](#) is our global program for empowering the next generation of podcasters through education, tools, workshops, and support. We want to create a space for new voices, stories, and perspectives. In 2022, Sound Up operated in 11 countries, including Mexico, Italy, and Japan. We also supported an additional 120 emerging creators last year (totaling 280 program alumni) and have seen many of our creators go on to release chart-topping content and become full-time podcasters.

Behind the Mic

Behind the Mic is Sound Up's career development program to support members of underserved communities who are aspiring to careers as producers, sound engineers, and other behind-the-scenes roles in podcasting.

Elevating Underrepresented Creators

Diversity and inclusion scholarships

Back in 2021, we announced an educational partnership with the prestigious music college BIMM Institute to provide eight fully funded diversity and inclusion scholarships to students from underrepresented backgrounds, with the aim of accelerating diversity in music education and the creative industries.

In 2022, [we announced](#) the first batch of scholarship recipients, who will each attend one of BIMM's eight campuses across the U.K., Ireland, and Germany. We recently welcomed the students to our London and Berlin offices to show them a day in the life of a Spotifier and introduce them to their Spotify Music Team mentors. Over the course of 2023, their individual mentors will share insight and guidance for their first steps into the industry. We also supported the wider BIMM student body with a number of opportunities in 2022, including free studio time at our Noteable Studios at Metropolis, London, as well as feedback sessions, masterclasses, and access to Spotify educational resources.

Industry partnerships

We work with partners that help us lead the way toward a more inclusive and equitable audio industry. In 2022, those included:

- ADCOLOR: Helps underrepresented groups in creative industries by forming a community of diverse professionals who support and uplift one another.
- Gold House: Nonprofit collective of API founders, creative voices, and leaders working toward more authentic multicultural representation and societal equity.
- UNCF: Continued our UNCF scholarship program.

During 2022, we expanded our partnership with ADCOLOR to support its Futures Summit, which identifies and nurtures the next generation of leaders in the advertising, marketing, media, and public relations industries. We also supported Gold House's Futures Event, which seeks to address the historical challenges of API contributions' being under-supported and undervalued across various industries.



Creator Equity Fund

In February 2022, Spotify established the Creator Equity Fund (CEF), a \$100 million investment spanning multiple years, that powers the company’s commitment to uplifting creators who have historically been underrepresented in the audio industry.

Today, the CEF team is primarily focused on amplifying Black and LGBTQIA+ musical performers, songwriters, and podcasters in the U.S., the U.K., and Brazil. We believe this is where Spotify will have the most impact given our current footprint and relationships in these markets, but we also think it’s essential to approach the fund with fluidity and flexibility as we strive to elevate emerging creators and reflect the diversity of our world.

Looking ahead, the CEF team’s efforts aim to continue supercharging long-standing Spotify programs, introducing new initiatives, and highlighting the next generation of creators.

In CEF’s first year, the team accomplished the following:

- Supporting the year-round representation of Black and LGBTQIA+ artists through programs like Frequency, AMPLIFIKA, and GLOW.
- Funding the production and creation of several Black-led podcasts, including those launching new seasons in 2023.
- Helping expand the Spotify Global Summer Internship program by funding for additional HBCU students to gain experience in audio during the 10-week program.
- Sponsoring a music and arts festival founded to support and amplify LGBTQIA+ creators, artists, and songwriters.

The CEF team will continue to identify and create the right opportunities to support underrepresented artists while approaching its work with fluidity and flexibility as they strive to uplift and amplify the global creator community.



04. Mental Health



We believe that everyone’s experience of mental health should be welcomed, respected, and supported. Heart & Soul, our global mental health initiative, is helping us cultivate an open, caring, and stigma-free workplace. And because we understand the power of music and podcasts, we also support our listeners through external initiatives, such as our Wellness hub and World Mental Health Day campaign.



Working Toward Better Mental Health

We want our people to feel they belong at Spotify, no matter what experiences they bring with them. That's why we decided our diversity, equity, inclusion and belonging team was the true home for Heart & Soul. And because it's a strategy rather than a program with a start and end date, Heart & Soul is always evolving and finding new ways to drive behavioral and cultural changes at Spotify.

Mental health has always been important at Spotify, but our journey really took off in 2018 with the launch of Heart & Soul. The initiative has three pillars:

- Raise awareness and build knowledge around mental health and mental health issues.

- Enable self-care and professional support so that everyone can find their unique way of taking care of themselves.
- Normalize the conversation to reduce mental health stigma at work.

We know that the best approach to any health issue is preventive, so we provide the space, opportunities, tools, and resources for our people to seek and receive the support they need.

In 2022, we expanded this work with the launch of our Domestic Abuse Support Program and our Substance Use Awareness and Support Program.

3 pillars of Heart & Soul

Raise awareness and build knowledge around mental health and mental health issues.

Enable self-care and professional support so that everyone can find their unique way of taking care of themselves.

Normalize the conversation to reduce mental health stigma at work.

Heart & Soul Ambassadors

Our network of Heart & Soul Ambassadors is key to implementing our global strategy across the business. Our 70 Ambassadors in 2022, up from 60 in 2021, spread Heart & Soul's message in their offices or business units, acting as human touchpoints for anyone who needs mental health support. They have the budget, autonomy, and trust to drive initiatives that are relevant for the location or business unit they support, and are in alignment with the global strategy.

“

Heart & Soul just expands the space of dialogue, of potential things that are OK to say or issues that are OK to raise at work.

— Heart & Soul BU Ambassador, Sweden

We've trained most of our Ambassadors in Mental Health First Aid (MHFA). That means they know how to spot and support colleagues who may be struggling with their mental health, and can connect them with the support they need.

We suggest our Ambassadors give an average of two hours of their working week to Heart & Soul, avoiding more time to prevent burnout. Every Ambassador's manager supports them in this mission.

Being a Heart & Soul Ambassador means being more exposed to complex topics and conversations that are not always easy to navigate without training. We want to ensure that our employee volunteers feel supported in their role. That's why we not only train them in MHFA, but also provide continuous learning moments and space for reflection and connection within the Ambassador team. On a monthly basis, we offer Ambassador Circles hosted by our mental health partners on specific topics. We've been running these sessions since 2020, and the Ambassador team really appreciates them. In addition, we offer all Ambassadors unlimited access to counseling.

Our mental health partners team

In 2020, we formed an external mental health partners team. It consists of mental health professionals from Singapore, the U.K., and the U.S., and it acts as an advisory board.

The purpose of the partners team is to consult the Heart & Soul leads, provide external mental health trends from the regions where the partners are based, and develop programming and resources, as well as safety-check communications.



How Spotifiers Can Access Mental Health Support

All the Feels Employee Assistance Program

Through our All the Feels Employee Assistance Program (EAP), we offer short-term counseling from third-party mental health care professionals to all Spotifiers and their dependents ages 16 and older. Anyone can access up to five sessions per issue per year. Issues include relationships and parenting, stress and anxiety, major life changes, and surviving loss.

During 2022, the Heart & Soul team has continued to keep awareness high about All the Feels. In 2022 we saw approximately 7% of our employees (which can include employees' dependents or family members) taking advantage of the program. In addition to All the Feels, we also offer comprehensive medical insurance, which includes long-term therapy.

Premium access to Headspace app

We give every Spotifier free premium access to Headspace, an easy-to-use meditation app.

Heart & Soul programming

The Heart & Soul team curates a range of workshops, fireside chats, and panels delivered locally and

globally, as well as the Heart & Soul podcast. Subjects are wide-ranging and include PTSD, postpartum depression, imposter syndrome, and domestic abuse. The programming also creates opportunities for colleagues to share with one another their mental health stories, which resonate powerfully with Spotifiers around the world.

Wellness Week

In late 2022, we celebrated our second annual Wellness Week, during which the whole company shuts down to allow Spotifiers to rest, restore, and recharge in whatever way works for them.

Guides for managers

We want our managers to feel confident about, and capable of, talking with their team members about mental health. We provide guidance to help managers recognize common signs of mental health struggles and to know what support to offer.

Understanding boundaries

With so many of us working from home, we need to set boundaries to help us avoid anxiety, fatigue, and

November

Wellness Week



burnout. Our Understanding Boundaries resource provides all Spotifiers with knowledge, evidence, and tips for healthy boundary setting.

Substance Awareness & Support Program

We launched our Global Substance Awareness & Support Program in September 2022. The program provides resources and tools to help individuals seek help, make a change, or support someone else.

In collaboration with mental health experts and partners, we invited all employees to participate in this carefully curated and compassionate program, which focuses on alcohol, drugs, and over-the-counter or prescription medications.

The program offers recommendations and resource library, a collection of talks and webinars from our partners, and a Language and Attitude Guide to help everyone communicate more mindfully on this issue. This initiative helps us all become better allies to those struggling, and it plays an active role in creating inclusive teams.

Heart & Soul Domestic Abuse Support Program

Domestic abuse is more prevalent than many realize. An average of 1 in 3 women and 1 in 6 men experience domestic violence in their lifetime.¹ And the problem intensified during COVID-19. In nearly 54% of cases, domestic abuse continues at or near work, for example, via abusive texts and emails. This directly impacts the safety and well-being of victims and those around them.

However, the workplace can also represent a refuge where those affected can seek help safely, maintain financial stability, and regain self-worth. Only 5% of organizations have a domestic abuse policy. That means that while 82% of victims disclose their abuse to a coworker, their colleagues may not know how to help.²

At Spotify, we believe violence and abuse is unacceptable. Our Domestic Abuse Support Program, launched in 2022, will help us better understand, recognize, and effectively respond to domestic abuse.

Through the program, we provide training on how to identify the signs of domestic abuse and respond with appropriate support; plus, we have a directory of organizations that can help. We also support all Spottifiers affected by domestic abuse through the following initiatives:

1. MacGregor, J. C. D., Wathen, C. N., Olszowy, L., Saxton, M., & MacQuarrie, B.J. (2016). Gender differences in workplace disclosure and supports for domestic violence: Results of a pan-Canadian survey. *Violence and Victims*, 31(6), 1135-1154
 2. Office for National Statistics (2020). *People, population, and community*

Subsidies for temporary accommodation

Training & resources

Paid leave

Work adjustments

Confidential referral service*

Safety planning

* 1:1 sessions with social workers through an external partner

Tuning In to Our Spotifiers

We conduct our employee survey, Tune-In, twice a year. This gives us invaluable insights into our performance on a range of mental health and well-being issues.

In September 2022, we received a response rate of 82% to Tune-In. Using a 0-to-100 scale, where 0 = strongly disagree and 100 = strongly agree, we saw that Spotifiers strongly agreed (score of 88) that Spotify advocates for positive mental health and well-being. And we saw a 5% increase in this score from March 2022 to September 2022.

Survey respondents also said they felt comfortable approaching their managers for support regarding their mental health (83). Across the last three survey cycles, this score has increased by about 1%. We were also pleased to see Spotifiers reporting a strong sense of belonging at Spotify (74) in 2022.



Our Key Learnings About Mental Health at Spotify

When trying to drive behavioral and cultural change, we recognize that approach and mindset can be the difference between box-ticking activities and positive impact. We take an evidence-based approach to mental health, which helps build trust among our employees.

However, this doesn't mean we always know what will work. We learn by doing. And this is what we've learned so far:



Position mental health strategy within diversity, equity, inclusion and belonging

Underrepresented communities are disproportionately affected by mental health issues. The work involved in creating and delivering our Heart & Soul strategy has helped us improve our diversity, equity, inclusion and belonging work. For example, it has facilitated more open conversations—both internally and externally—about topical events during times of unprecedented global social change.

Keep equity in the forefront

Mental health resources aren't always equitable, and access to professional support varies. For example, there's a shortage of therapists from underrepresented communities. We always keep equity front of mind while designing our support and resources.

Gather a team of ambassadors to promote your message

As a global company, we might have been able to spread the Heart & Soul message, but the actual implementation happens thanks to our Ambassadors. Having people on the ground who can drive change with localized initiatives has been essential.

Get buy-in from the leadership team

We anchored our strategy by finding senior advocates within Spotify. When our leadership team stood onstage and spoke about their own mental health experiences, it raised the profile of our message across the company.

Embrace discomfort

We knew that talking about mental health would create uncomfortable conversations. Rather than avoiding this, we tried to prepare ourselves as well as possible, and we gave people the time and space they needed to adjust.

Drive change through a strategy, not a program

By making Heart & Soul a strategy, rather than a program with beginning and end dates, we have baked it into Spotify culture for the long term.

Lean on partners

The Heart & Soul team is not made up of mental health specialists. We draw on external experts who can give Spotifiers evidence-based information in a digestible format.

Listen

We listen to our employees before we roll anything out, while we're implementing, and then again after. We also listen to our colleagues in Human Resources, who have their ears to the organization. And finally, we stay tuned to the external environment.

Supporting the Mental Health of Listeners

Music and podcasts can provide invaluable help and inspiration to those facing mental health struggles. We seek to support our listeners through the following activities.

The Mental Health hub

When someone performs a high-risk search on our platform, a message directs users to the Mental Health hub, where they're connected with an easy-to-navigate list of local resources. This online hub, with support from the global youth charity Ditch the Label, makes it easier for our listeners and creators to find help.

Mental Health moments

In 2022, we leveraged several key moments to open up the mental health conversation among our employees and users. This typically involved sharing

messages on our platform that click through to a resource hub on the relevant issue. We've started measuring the impact of these moments by tracking how many people click through and engage with the content we've shared.

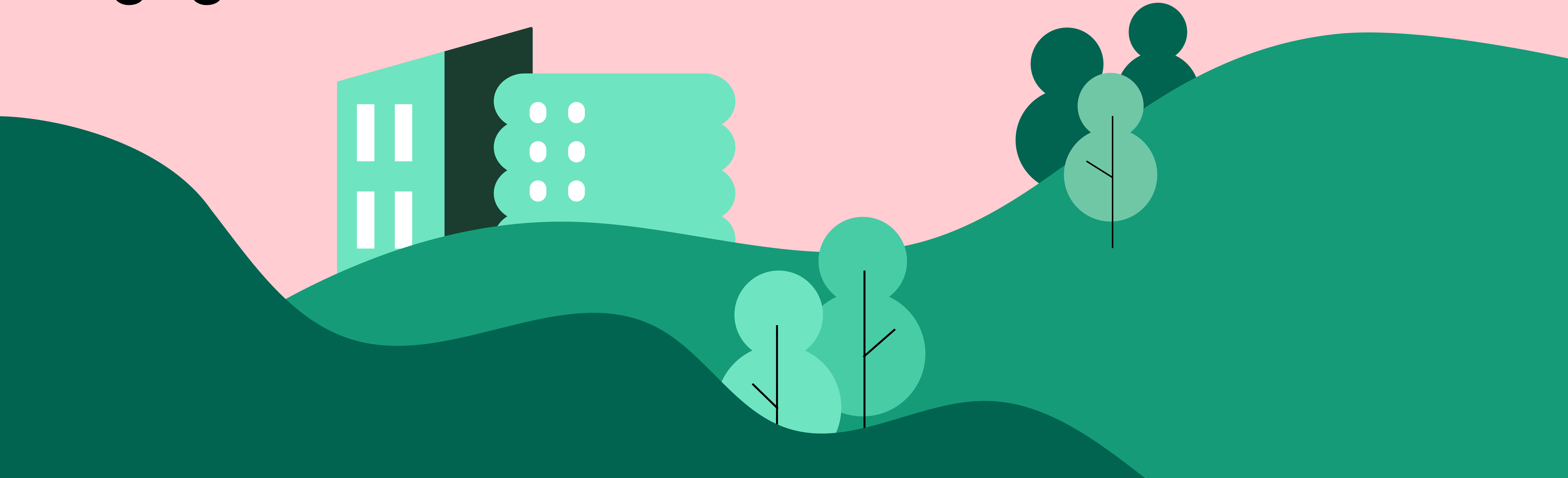
World Mental Health Day

For 2022's World Mental Health Day, we invited listeners to turn down the noise and tune in to themselves. Through on- and off-platform messaging and partnerships with artists and creators, we pointed people toward our [Wellness hub](#). There, we highlighted new playlists and revamped content on a wide range of mental health topics.

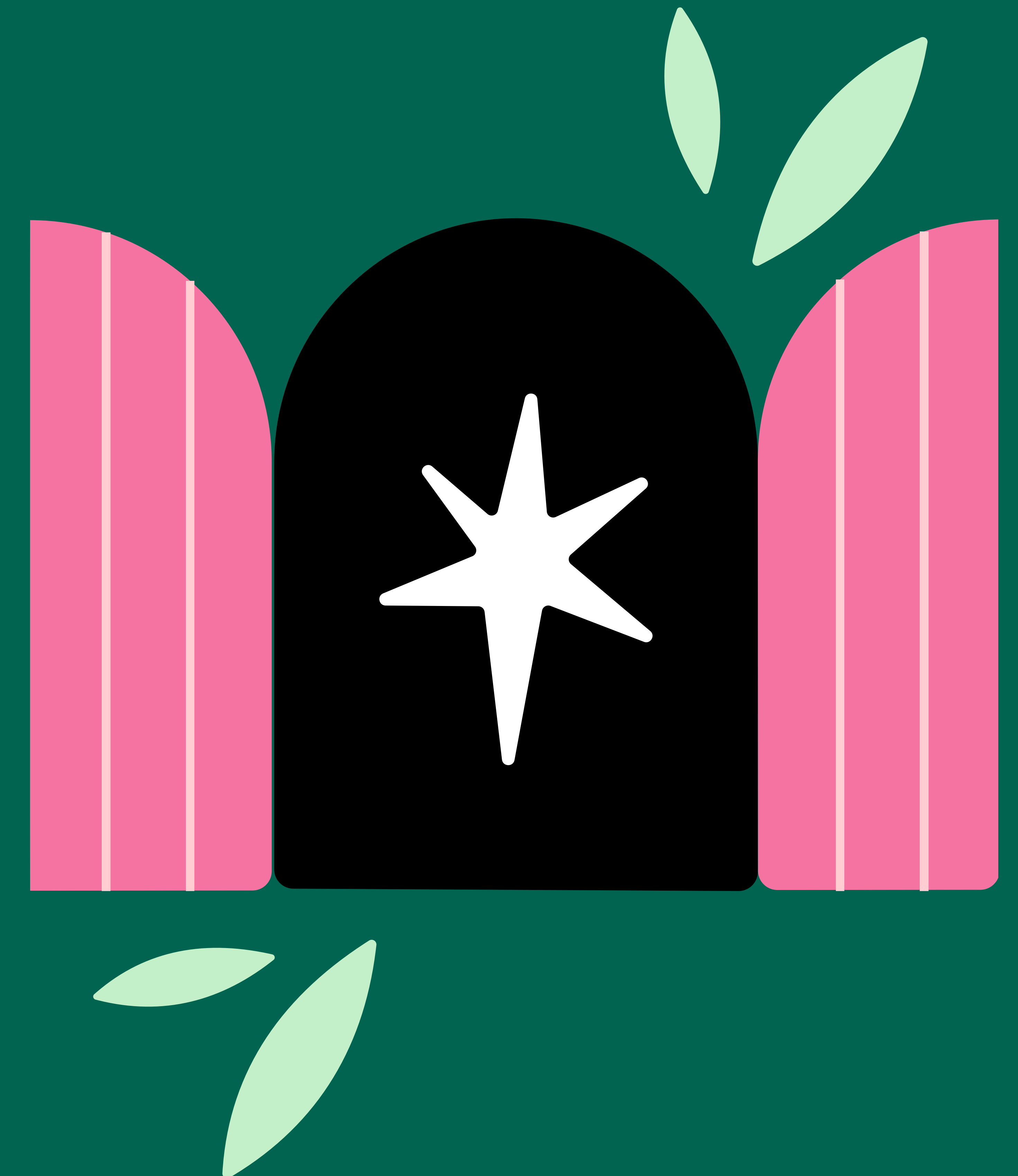
The World Mental Health Day campaign was live in 23 markets, including Sweden, India, Canada, Taiwan, and Thailand.



05. Civic & Community Engagement



Civic & Community Engagement continues to be a critical aspect of our social impact work. As our world experiences unprecedented shifts, our commitment to making a positive social impact grows ever stronger. As a global platform, we are strongly positioned to show up in a meaningful way for people, culture, the audio industry, and our employees.



Media Responsibility & Impact

For Spotify, media responsibility means supercharging the impact of our audio platform through accurate, trustworthy, and progressive storytelling. We prioritize stories from historically marginalized communities and focus on issues that resonate with our listeners. We do this by:

- Increasing the reach of potentially impactful content.
- Connecting stories to opportunities for listeners to take real action.
- Showcasing positive depictions of historically marginalized and underrepresented communities in order to shift narratives.

Creating impact through storytelling

Our media responsibility work centers on providing support to Spotify's storytellers to help them deliver greater positive impact. Through our podcast impact programs, we work with existing podcasts that are using the power of story to shine a spotlight on an issue or community, and are building campaigns that empower inspired listeners to learn more and take action on the relevant issues. In 2022, we launched three podcast impact programs to accompany three of our high-profile podcasts.

Podcast



Kim Kardashian's The System

A Spotify Original podcast, shines a light on the issues of racial discrimination in the American justice system. The podcast takes a deep dive into the case of Kevin Keith, who has spent 28 years in prison despite there being no physical evidence linking him to the triple homicide he's serving time for. This true crime series reaches a huge audience and raises important questions about racial inequality in legal systems—questions many listeners may never have engaged with before. We partnered with Color of Change, a U.S.-based nonprofit civil rights advocacy organization, to create tools for listeners who want to learn more and find ways to take action on criminal justice reform.

Listen now

Podcast



Heather McGhee's The Sum of Us

A Spotify Original podcast in partnership with Higher Ground, takes a tour of the United States while documenting stories of hope and solidarity in a time of great division and peril for democracy. We worked with Color of Change to create a robust [resource guide](#) to serve as a companion to this podcast.

Listen now

Podcast



Quiet Part Loud

A Spotify Exclusive by Jordan Peele's Monkeypaw Productions, is a scripted series that follows a fear-mongering and xenophobic radio host who, years later, is offered a bargain for vindication. We partnered with the Muslim Public Affairs Council, which received a grant from Spotify to further its work in fighting anti-Muslim hate, and are exploring additional ways to use the show to drive action in 2023.

Listen now

“Color of Change is proud to be a Social Impact partner for Spotify, offering listeners tangible actions they can take to address the issues raised in the storytelling they listen to. It's not enough to tell stories about the issues that impact our society; projects like Heather McGhee's The Sum of Us podcast allow listeners to move from passive to active, giving people real ways to take action and demand change. When we work together, anything is possible.”

Kelle Rozell, Chief Marketing & Storytelling Officer at Color of Change

Encouraging Users to Participate In the Democratic Process

Our mission is simple: Help our consumers, creators, and employees feel empowered to vote while providing real, actionable solutions to the problems faced by voters. To do that, we bring messages about civic engagement to our audience wherever they are, from the voices they trust the most. Our campaigns are nonpartisan and focus on making voting easier and more exciting for our audience.

We've been running voter engagement campaigns since 2016. While we initially focused our efforts on the U.S. and the EU, we've expanded into more countries every year. We've now reached nearly 57 million listeners worldwide, encouraging people globally to play their part in their local elections. Since we started our efforts, these campaigns have driven nearly 4 million visits to resources on civic engagement, such as helping users check their voter status, register to vote, or learn more about their local elections.

Why do we care about voting?

Spotify is all about the power of voices being heard, so encouraging our listeners, employees, and creators to get loud about civic engagement makes perfect sense. No matter what issues they're passionate about, showing up to the polls to make sure their voices are heard is essential. As a global audio platform with a huge reach, Spotify has the responsibility and the opportunity to encourage people to vote and to do our best to make sure no one's left out of the process.

Our global and in-market teams work together closely to build campaigns that are culturally relevant and speak to the market's electoral environment. For each of our campaigns, we produce locally relevant information that's focused on overcoming barriers to voting by, for instance, explaining how it works, how to register, and where to go. Where possible, we also prioritize reaching people who may be interested in voting but need a little extra help to get to the polls.

We focus our civic engagement efforts on those areas where we can make the most impact. That means looking for opportunities where we can move the needle and actually increase voter engagement.

Testing and improving our approach

The electoral landscape is always changing, and we use that as an opportunity to test and pilot our engagement programs. For example, in the U.S. in 2022, we hosted a forum for artists and podcasters to learn how they can use their platforms for civic engagement.

By empowering them with credible information from external partners and with advice on how to start the conversation, we were able to make them more confident in engaging in this space. We plan to build on this program in future civic engagement campaigns.

Our guiding principles

- Drive action, not just awareness.
- Stay nonpartisan in an increasingly divisive environment.
- Reach less-likely voters where they are by engaging trusted voices.

Civic engagement efforts

Next page



Our 2022 Civic Engagement Efforts

In 2022, we ran civic engagement campaigns in five countries: Brazil, the U.S., France, Italy, and Sweden. Our messaging reached nearly 57 million listeners, with nearly 4 million resources on voting accessed as a result. Our campaigns primarily targeted Gen Z listeners, as many of them were making their electoral debut.

Our 2022 U.S. midterm elections campaign was our most successful campaign to date. Building on our 2020 U.S. election campaign, which targeted first-time voters, this time we focused on helping second-time voters return to the polls. Leveraging in-app notifications, a hub featuring podcasts about the election, an original playlist, social media, and more, our listeners accessed nearly 4 million election resources. This, in turn, led to at least 84,000 concrete voting actions, including registrations, plans to vote, and reviews of state information. We're proud to have played a part in contributing to the estimated 27% of young

people who participated in these critical elections to make it the second-highest youth midterms turnout ever.

Our pilot poll worker program

Because every market has different needs, there are unique ways we, as a community of creators, listeners, and employees, can be useful.

Poll workers are an essential part of democracy in the United States, helping to ensure the voting process goes smoothly on the big day. A shortage of poll workers can lead to long queues and confusion among voters, all of which potentially reduces turnout.

In the U.S. in 2022, we launched a program to encourage Spotify employees to volunteer as poll workers. With our support, Spottifiers signed up to become poll workers across 42 cities and 21 states.

5x

Civic engagement campaigns

57m

Listeners reached by campaigns in 2022

4m

Accessed resources as a result of this messaging

“

I loved it! I worked 17 hours straight at my district, which was so minimally staffed they almost couldn't open. The people were kind and patient. It was really great to get to know my community across all party lines.

— Spotify employee

Philanthropic Work & Employee Engagement

Giving plays a critical role in our integrated approach to impact and sustainability. It's imperative that our external philanthropy work aligns with our internal work on climate action, civic engagement, mental health, employee well-being, and gender and racial equity. This year, we committed over \$10 million to support nonprofits around the world through our employee match program and corporate grantmaking.

Supporting NGOs through employee matching and strategic grantmaking

This year, we supported over 3,400 nongovernmental organizations (NGOs). While our grantmaking is mostly focused on assisting existing programs, we did create powerful bespoke programs with our nonprofit partners, including the following:

UNICEF and Ukraine

In October 2022, Spotify and UNICEF embarked on a multiyear partnership that will explore innovative ways to use digital media and the power of music and audio to support the mental health and well-being of young people and their caregivers, including those affected by war.

Together, we'll also explore ways in which these innovative approaches can alleviate mental health distress and promote psychosocial well-being in the

Funding Racial Equity

Over 20% of our committed funds supported organizations championing racial equity.

long term for young people around the world, starting with Ukrainian youth and refugees and expanding to other communities in the near future.

Inevitable Foundation

Spotify partnered with the [Inevitable Foundation](#) to launch Elevate for Podcasters, a program that empowers professional podcasters with disabilities

“

We want to create a world where disabled storytellers are able to create projects about anything they want, regardless of whether their stories contemplate disability, which is only one part of their complex identities. Podcasting creates a fruitful starting point for the next generation of disabled storytellers.

Richie Siegel and Marisa Torelli-Pedevska,
cofounders of Inevitable Foundation.

with the funding, mentorship, equipment, and accommodations they need to level up their careers. Participants receive ongoing support through quarterly check-ins with the Inevitable Foundation team, as well as community-building events where members can expand their professional networks and meet other creatives with disabilities in podcasting, film, and television.

4A's Foundation x Spotify Pulse Fellows

Behind Spotify's platform, playlists, and programs are passionate individuals who harness creativity in their work every day. And because creative thinking is at its best when pulled from a variety of backgrounds and experiences, unleashing the full scope of creative potential at Spotify means giving as many people as possible a seat at the table.

That's why we partnered with the 4A's Foundation to launch the [Spotify Pulse Fellowship](#): a co-created, year-long creative development program for Black professionals with one to three years of professional experience in the advertising industry. To bring it to life, we partner with programs that are already doing inspiring work supporting, developing, and empowering Black creatives, like [MAIP](#) (Multicultural Advertising Internship Program), [D&AD Shift](#), [Marcus Graham Project](#), [ONE School](#), and our newest program partner [BLAC Internship](#).

Tapping into organizations already created for and by Black creatives is key to finding talent for the Spotify PULSE Program. It initiates opportunities for individuals in underrepresented communities to gain access to careers at the top, and ensures the opportunities and offerings we're enabling are even more intentional, impactful, and meaningful.

Encouraging Employees to Give Back & Make a Difference

At Spotify, it's important to us that our people have the tools and resources to live by their values. Together, we can do so much more.

Spotify Gives Back

Our internal program Spotify Gives Back enables employees to contribute to causes they care about and amplify the positive impact of their activities. For us, supercharging the charitable impact that Spotifiers can make is one way we foster a sense of belonging within the company and wider community.

Through this program, Spotifiers can support their favorite nonprofit organizations and participate in company-wide community impact activities.

In 2022 over 52% of employees participated in our Spotify Gives Back program. They supported over 3,400 NGOs and clocked in over 3,000 volunteer hours.

Giving Tuesday

For our second annual Giving Tuesday global campaign, we seeded all full- and part-time employees with \$100 to support global or local nonprofit organizations, allowing them to participate in giving without having to use their own money. In addition, we matched all employee (non-seeded money) donations 2:1.

We partnered with our diversity, equity, inclusion & belonging community groups to create a custom list of NGOs doing great work for their communities so that employees could make a direct donation. Any seed funds not earmarked by employees were distributed among the group of organizations. No waste, and maximum impact!



Spotify community impact activities:

Impact Day

Each employee has one paid day a year to volunteer at a nonprofit of their choice.

Donations Matching

Spotify matches donations made to eligible charities either on a 1:1 or 2:1 basis. Every full- and part-time employee has the ability to have up to \$15,000 in donations matched by Spotify.

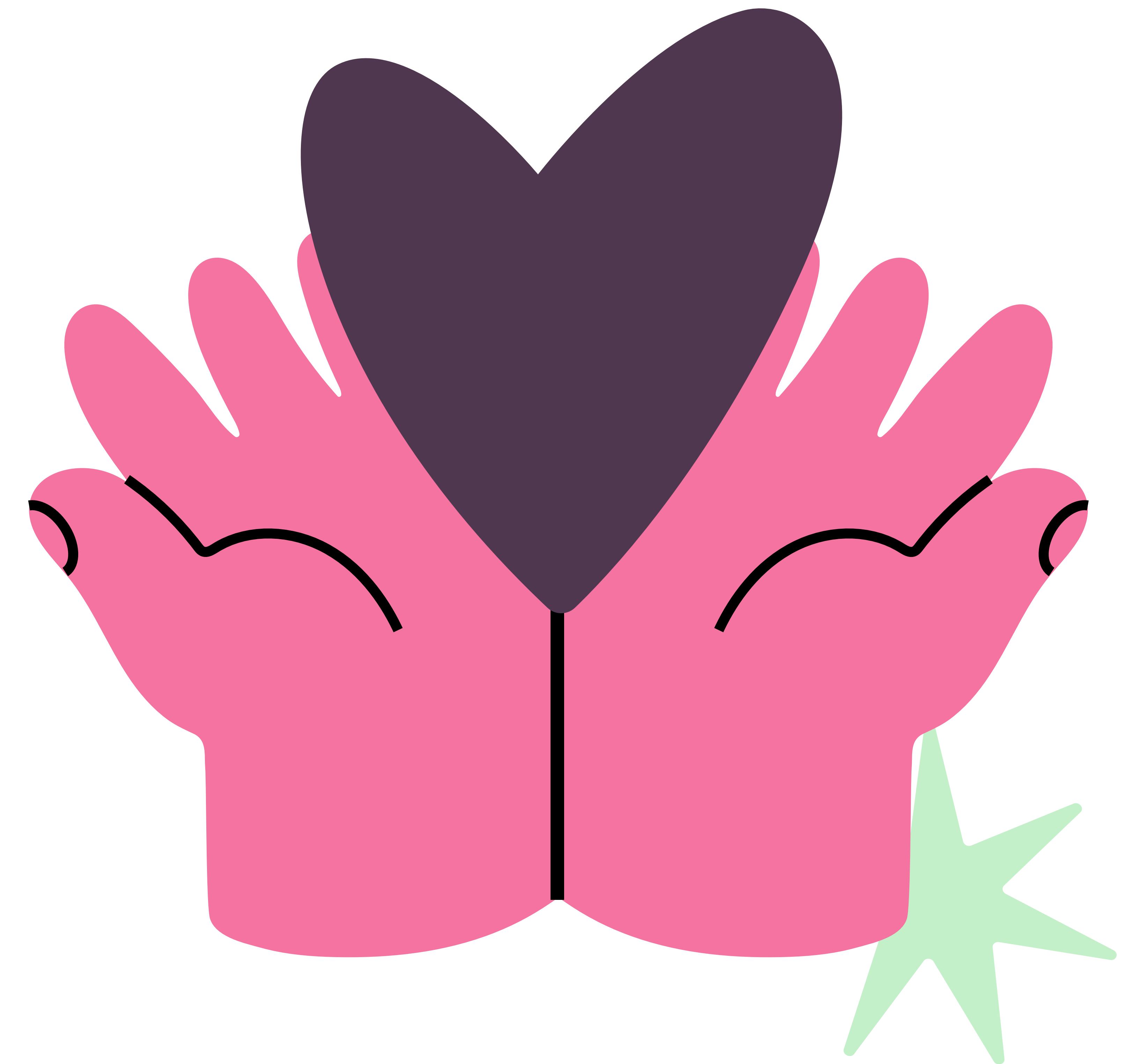
Dollars for Doers

Spotifiers who volunteer with eligible organizations earn a donation for their service.

06. Responsible Business & Governance



As part of our commitment to running a responsible business that lives up to the highest ethical standards, we apply sound governance practices and have adopted several policies to support our company values and stakeholder interests.



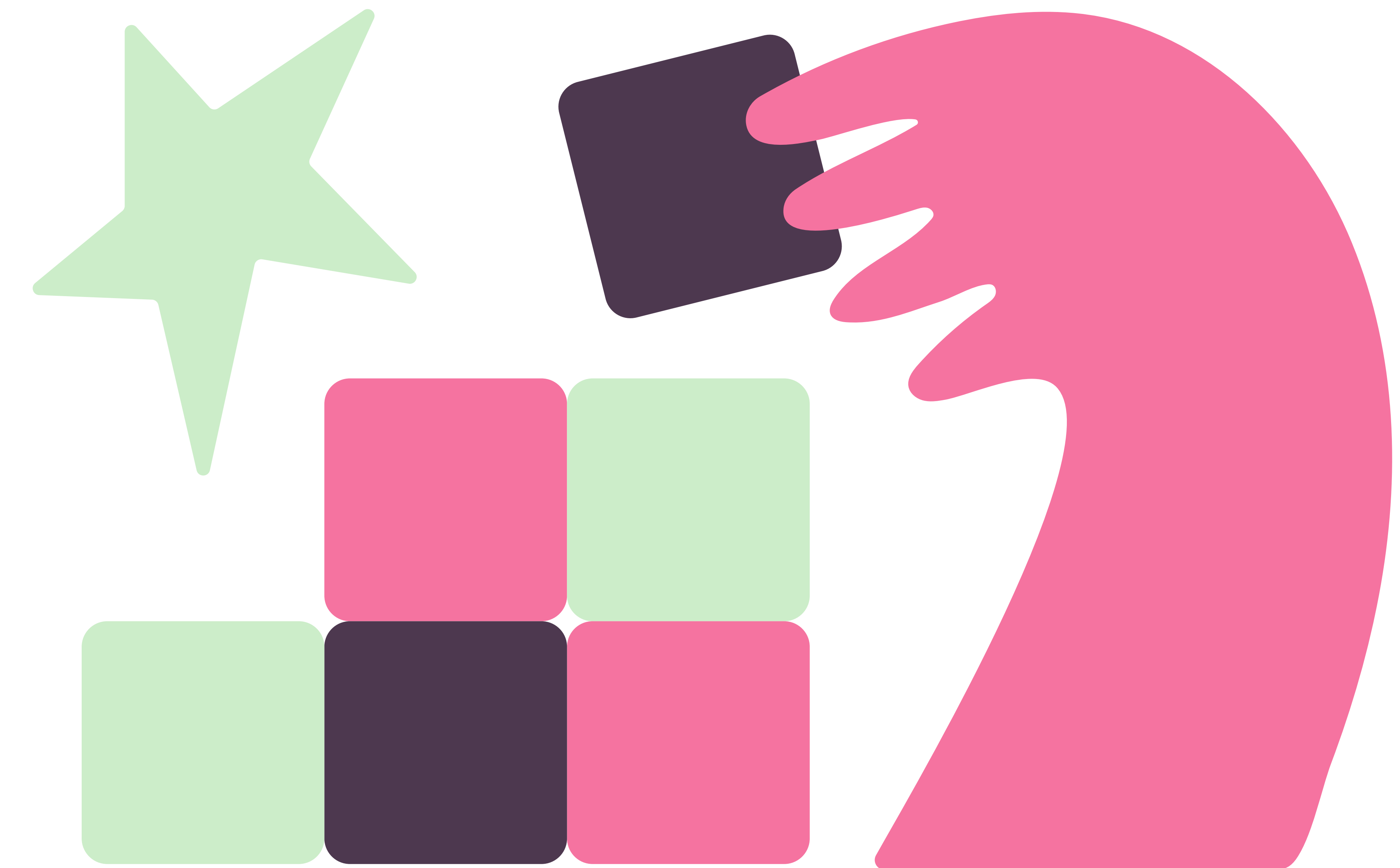
Our Business Model

Spotify has transformed the way the world accesses and enjoys music and podcasts. Today, millions of people around the world have access to over 100 million tracks and 5 million podcast titles. And during 2022, we rolled out the beginnings of our audiobooks offering in select markets where people now have access to more than 300,000 audiobooks.

Yet Spotify is more than an audio streaming service. We are in the discovery business. Every day, fans from around the world trust our brand to guide them to entertainment that they would never have discovered on their own.

If discovery drives customer satisfaction and delight, and customer satisfaction and delight drive engagement, and engagement drives discovery, we believe Spotify wins, and so do our users and the creators who connect with fans through our platform.

We're continuing to build a two-sided marketplace for users and creators that leverages our relationships, data analytics, and software. We've been instrumental in reshaping the way our users enjoy, discover, and share audio content. And with our marketplace strategy, we're empowering creators by offering unique insights and developing new tools designed to give them more power and control to unlock new monetization opportunities. Spotify is uniquely positioned to offer creators and fans access to one another, and to provide creators with analytics and tools that help them better understand their fans, support themselves, and be able to live off their creative work.



Spotify's Board of Directors

Our Board of Directors currently has 11 members. The Board provides Spotify's management teams with strategic guidance and ensures that management adopts and implements procedures designed to promote both legal compliance and the highest standards of honesty, integrity, and ethics throughout the organization. The Board and its committees conduct annual self-evaluations of their performance to make sure they are functioning effectively.

The majority of our Board is considered independent, including our Lead Independent Director. Our independent directors appoint our Lead Independent Director annually. The Lead Independent Director's role is to liaise between the chairman of the Board and the non-management directors, and to coordinate with the chairman to set meeting agendas and schedules. For more information on our governance practices, please visit our [Governance](#) webpage.

Our Board oversees Spotify's environmental, social, and governance (ESG) strategies and initiatives, assisted by its standing committees. Specifically, our

Audit Committee oversees the goals, objectives, opportunities, resources, and initiatives related to Spotify's climate strategy, while our People Experience and Compensation Committee (P&C Committee) oversees those relating to Spotify's diversity, inclusion and belonging strategy. The P&C Committee also reviews our incentive compensation plans and equity-based plans and makes recommendations to our Board.

Our Equity & Impact team

Spotify's Equity & Impact (E&I) team leads the company's work in the areas of environmental and social impact, diversity, equity, inclusion and belonging, with the mission of creating a more equitable and sustainable world for our employees, creators, and listeners.

The E&I Reporting Steering Circle consists of the E&I team and representatives from other parts of the business. The Steering Circle oversees the work for creating transparent and accurate disclosure for E&I reporting.

Gender*



Independence*



* As of the end of 2022

Materiality Analysis & Stakeholder Engagement

An ESG materiality analysis is the process of identifying which topics are most relevant to our business and stakeholders. It's a broader conception of materiality than may be used in other situations. The process typically involves reviewing and aligning business priorities with topics that are most important to internal and external stakeholders. This helps businesses make more informed decisions.

We conduct materiality analysis based on world events and on feedback from our employees, investors, financial analysts, and advertisers, as well as the media. Other external stakeholders we take into account include creators, users, suppliers, and the communities we operate in. We also consider legal requirements on non-financial reporting such as the Swedish Annual Accounts Act and the Non-Financial Reporting Directive (NFRD) when conducting this analysis.

1. Diversity, equity, inclusion & belonging

Diversity, equity, inclusion & belonging drives our success. Our extensive, continuous work in this area allows us to better serve our employees, creators, and users, and to foster an environment of creativity and collaboration.

2. Climate impact

Our goal for net-zero emissions by the end of 2030 will require ongoing progress across a broad range of initiatives. Although most of our emissions fall outside our direct control, we can influence wider change in our supply chain, in our industry, and among our millions of users.

3. Sustainable business practices

We are committed to doing business in a sustainable way. That includes ensuring that social and environmental issues are integrated in our risk process and ensuring that third parties act consistently with our expectations and values.

4. Content & moderation policy

Our long-standing Platform Rules help make Spotify a destination where everyone has a safe and enjoyable experience.

5. Data protection & privacy

We want everyone who uses Spotify to know their data is safe and respected by us and to feel confident and in control of the data they share with us. Maintaining this trust retains users and protects us from regulatory and reputational risk.

6. Ethical business practices, including the prevention of corruption

We continue to clearly communicate our expectations for ethical business conduct, particularly concerning bribery and corruption, to our employees and supply chain partners.

Risk Management

During 2022, we assessed high-level risks to our business through our Enterprise Risk Management Program. Those assessed include the ESG risks identified as higher priority in our ESG materiality assessment. We created a management-level Enterprise Risk Committee with cross-functional representation, which reports quarterly to the Audit Committee.

In 2023, our management, led by our Risk Advisory team, will continue to enhance our risk management processes, policies, and tools.



Disclosure requirements	Spotify Response	Section in Report
Business Model	Key aspects of the Spotify business model are described in the report.	Responsible Business & Governance
Risks	<p>We report our most material impacts with respect to the areas mentioned in the legislation:</p> <ul style="list-style-type: none"> • Environment: Energy use, greenhouse gasses, and sustainable materials • Employees: Diversity, equity, inclusion and belonging, nondiscrimination, implementation and communication of corporate values and ethics • Social matters: Content responsibility • Human rights: Data privacy • Anti-corruption: Business ethics <p>We consider these impacts to correspond with the most significant risks for Spotify and/or stakeholders. We have addressed how we manage these impacts and risks throughout the report.</p>	Climate Action Diversity, Equity, Inclusion & Belonging Mental Health Civic & Community Engagement Responsible Business & Governance
Policies	<p>We have policies, or a position and management approach, in place for most of the areas and impacts and risks mentioned above. With regard to our environmental impact, although not a formal policy, we have developed a strategy aimed at achieving our targets of net-zero emissions.</p> <p>Our priorities and activities in each area are reported in relevant sections of the report.</p>	Climate Action Diversity, Equity, Inclusion & Belonging Mental Health Civic & Community Engagement Responsible Business & Governance
Performance Indicators	<p>We report measures of performance of each impact and risk mentioned above, where relevant data is available.</p> <p>The performance indicators are reported in each section of the report, and details on data collection procedures are presented in the chapter of Reporting Principles & Data.</p>	This is Spotify Climate Action Diversity, Equity, Inclusion & Belonging Civic & Community Engagement Responsible Business & Governance Mental Health Reporting Principles

Creating a Safe, Secure & Transparent Platform



We're aware of the impact our platform can have on people, society, and the world. Spotify is committed to making sure our platform is safe for both our listeners and creators.

We understand our responsibility in handling data from users, creators, and employees, and we're proactive when it comes to content moderation and policy, data protection, and privacy. We describe our approach in the following sections.

Our Platform Rules

We welcome all different kinds of ideas, perspectives, voices, and artistic expression. Inevitably, there will be some content on our platform that individuals don't like, or that Spotify doesn't endorse. However, that doesn't mean that "anything goes". It's important that our creators are aware of what is not allowed on Spotify. For that reason, in 2022, we published our long-standing Platform Rules, which help ensure that everyone has a safe and enjoyable experience on Spotify.

The [Platform Rules](#) were developed by internal teams in concert with global external safety experts to address dangerous, deceptive, sensitive, and illegal content. They are not static: the abuse landscape constantly evolves, and our rules must evolve along with it.

All content is subject to the same rules and enforcement actions. As outlined in our [Content Actions](#) article, Spotify may take a variety of actions on content, including removing violative content from our platform. Repeated or egregious violations of our Platform Rules may result in accounts' being suspended and/or terminated.

In 2022, we explored how best to highlight our rules in our creator and publisher tools by providing an in-product notification linking to the Platform Rules and encouraging creators to read them. This helps creators understand their accountability for the content they post on our platform.

Launch of the Safety Advisory Council

In 2022, Spotify took another step in our commitment to improving platform safety and transparency: the establishment of the Spotify Safety Advisory Council ([SAC](#)). Management established the SAC as a dedicated body to help our various business teams inform and evolve our policies and products in a way that keeps our users safe while making sure we respect creator expression.

The Spotify SAC is globally focused, with each member bringing a distinct expertise on the online safety space. Council members advise our teams in key areas like developing policy and safety features, and they help inform our approach to equity, impact, and academic research. While members don't make specific enforcement decisions, they help shape the policies and processes we use to keep our platform consistently safe.

SAC is also the first safety-focused council of its kind at any major audio company. While we've worked closely with many of the council's founding members for years, we're excited to deepen our relationship with them to expand and evolve the SAC in the months and years ahead.



Creating a Safe, Secure & Transparent Platform

Data protection and privacy

We're committed to data protection because we believe privacy is a fundamental human right. As part of this commitment, we regularly update our [Privacy Policy](#) and [Privacy Center](#) to ensure they comprehensively describe data processing at Spotify in simple and accessible language. We want everyone using our services to understand what data we collect, how we use and protect it, and what their rights and controls are over it.

All our users have access to a suite of tools to exercise their privacy rights, as well as a knowledgeable staff of advisors to answer their questions about data processing at Spotify. In 2022, we enhanced our "Download your data" tool, making it easier for our users to identify and download a comprehensive set of their personal data, or just the particular types they're interested in. This past year, almost 800,000 people used the "Download your data" tool to download their account data.

We prioritize the protection of user data from unauthorized use and inappropriate disclosure, and we follow a formal incident response process to identify and respond to data security incidents. In 2022, our Data Protection Office identified two incidents that met the reporting threshold for security incidents under relevant data protection laws, and these were reported to the appropriate privacy regulators.

Acquisition of Kinzen

In 2022, we made strides to further improve our ability to detect and address abusive content and misinformation with the acquisition of Kinzen, a global leader in protecting online communities.

Kinzen's technology combines machine learning and human expertise—backed by analysis from leading local academics and journalists based in countries around the world—to analyze potential harmful content and hate speech in multiple languages and countries.

We'll use Kinzen's insights, together with feedback from experts on our Safety Advisory Council, to continue developing local guidelines for tackling misinformation.

Continuing to combat misinformation about COVID-19

Two years on from creating the COVID-19 hub for sharing trusted, up-to-date news about the pandemic, we're still learning and working to build ever-more-robust processes and systems to better serve our listeners.

One of our key interventions in 2022 was the rollout of a content advisory label on podcasts that discuss COVID-19. This label connects interested listeners with more information about COVID-19. We also published our Platform Rules policy on content that promotes dangerously false or dangerously deceptive medical information.



Algorithmic Impact

Understanding the impact our algorithms have on the listeners and creators we serve is core to our business and product success. We evaluate, and mitigate against, potential algorithmic inequities and harms, and we strive for more transparency about our impact.

We have a dedicated company-wide effort on algorithmic responsibility. The effort includes policy, algorithmic assessment, and work with product teams, as well as governance and support infrastructure.

Our Spotify Algorithmic Policy, Guidelines, and Best Practices, which was implemented in 2021, continues to provide our teams with centralized guidance on facilitating safer approaches to personalization, data usage, content recommendation, and discovery.

Our approach

Our investment into improving our algorithmic impact comes in three parts: direct work with product teams to better assess and address our impact, research and case studies, and external collaboration and

engagement with communities and researchers outside the company, including Spotify's Safety Advisory Council.

Cross-functional collaboration

In 2022, we published an overview of our Algorithmic Impact Assessment [\(AIA\)](#) process, which we've used to assess over 100 internal systems. The process helps us implement policy and serves as an instrument for teams to self-assess where there may be potential harms to listeners or creators.

The policy also creates space for teams to further investigate potential inequitable outcomes for creators and communities by providing guidelines and best practices to mitigate algorithmic harms.

Beyond this, our collaboration with specific product teams continues to allow us to create more granular guidance. We ask teams to evaluate existing or potential algorithmic harms, such as stereotyping, and provide customized guidance based on the recommendations found through the assessment process.



Research and case studies

While industry methods and guidance in this space are still limited, we continue to collaborate with teams across the company, translate new research from the wider research community into Spotify-specific approaches, and develop additional tools and playbooks to fill gaps.

Industry standards are evolving, and we continue to develop methods to advance responsible product development. We also share our research into algorithmic responsibility on [Algorithmic Responsibility](#) [\(Spotify Research\)](#).

External collaboration

Spotify is part of a broader industry conversation about algorithmic responsibility, impact, and accountability, and these past years we've contributed to external events such as FaCCT, NeurIPS, and the T&S Research Conference. In academic and industry forums, we share our best practices, and we learn from others and apply those insights, including through establishing structures internally to operationalize algorithmic responsibility.

Business Ethics

Our values are designed to build and maintain trust among our employees and with those outside the company, such as our users, creators, advertisers, and partners. One of our key values is sincerity. It drives us to do the right thing, be nice, and play fair. We strive every day to conduct business ethically.

In addition, our community is committed to cultivating an environment where: 1) employees are not subjected to discrimination or harassment of any kind, and 2) employees feel comfortable raising concerns about such issues without fear of facing retaliation or reprisal. This commitment ensures we treat others with respect and promotes a safe workplace where all of us can thrive.

Policies and standards

These values are cemented through our Code of Conduct and Ethics (Code), which provides an overview of what we expect from our employees in terms of ethical behavior. We require respect for and compliance with laws, rules, and regulations.

This is reinforced by robust ethical policies and procedures, including our prohibition of bribery and corruption; conflicts of interest; discrimination, harassment, and retaliation; the misuse of data; insider trading; and supplier misconduct. Through our Code and policies, we also prohibit all forms of human trafficking, slavery, servitude, and forced or compulsory labor in our business and supply chain.

All Spotifiers are prompted to annually review and acknowledge their compliance with the Code and with many of these key global policies (“Global Policy Review”). This exercise is reinforced by accompanying training videos (including an anti-corruption video training) and messaging from senior leadership. By the end of 2022, 97% of Spotifiers completed their assigned Global Policy Review (company departures excluded), and the final 3%, often employees on leave, have a follow-up to prompt completion. All new Spotifiers are also expected to complete review of these global policies within their first 30 days of hire and confirm their commitment to abide by policies prohibiting corruption, discrimination, and harassment.



Business Ethics

Spotify Ethics Line

The ability of Spottifiers to raise compliance concerns comfortably, without fear of reprisal, is essential to conducting our business with honesty, integrity, and fairness.

These concerns could be anything relating to compliance with our Code, employee policies, and the law, and could span issues such as workplace harassment and discrimination, conflicts of interest, and suspicions of theft, bribery, or fraud.

We've made it a point to offer multiple ways to raise concerns so that employees can pick the path that feels most comfortable to them. Options include communicating with their manager, Human Resources, through a mailbox to a cross-functional team that helps with ethical conduct inquiries, or through our Legal department (which includes our Compliance and Employment Law teams).

Additionally, our [Spotify Ethics Line](#) is available to all employees and others for raising compliance

concerns. It's hosted by a third-party whistleblower hotline and web interface that sends concerns to the appropriate teams for handling. It provides options to submit concerns either by web, phone, or SMS (in North America), and, where applicable, to route a concern through a local reporting tier. Our Spotify Ethics Line is governed by our Whistleblower Policy, which is subject to oversight by our Audit Committee.



Supplier responsibility

At Spotify, we want to be as open and transparent with our business partners as possible while being responsible for where and how we source services. Our Supplier Code of Conduct [SCoC](#) defines the basic expectations of our suppliers' and third-party intermediaries' responsibilities toward their stakeholders and the environment. Our SCoC and statement concerning modern slavery underscore our commitment to high ethical standards for our supply chain and to the promotion of fair and safe working conditions.

We are committed to doing business ethically, and that includes ensuring that third parties act consistently with our expectations and values. As a result, several teams partner to review our third-party relationships based on their risk profiles. This is done to drive compliance with our policies—including our SCoC—and with laws that are designed to prevent bribery, corruption, fraud, money laundering, and terrorism financing and promote the protection of privacy, information security, and user safety.

07. Reporting Principles & Data





About This Report & Reporting Principles

This is Spotify AB's sixth Equity & Impact Report and refers to the financial year 2022 from the months of January through December. While this report brings the opportunity to share our work, our progress, and our commitments to push ourselves to be better every year, it also fulfills disclosure requirements from the Swedish Annual Accounts Act (implementing EU Directive 2014/95 regarding disclosure of non-financial information).

The report covers Spotify AB (corporate ID no. 556703-7485), subsidiary of Spotify Technology S.A., headquartered in Stockholm, Sweden, and all other subsidiaries as per Note 12 of the Spotify AB annual financial statements, unless otherwise noted in this report. In signing the annual financial statements, the Board of Directors of Spotify AB has also approved the Equity & Impact Report.

Data Appendix

This data appendix consists of additional information on data and KPIs. The information aims to provide stakeholders and readers with supplementary ESG information in order to gain a deeper understanding of the company's activities and operations.

Our People

Method(s) for data collection

Employee data is collected and stored in Spotify's HR system. The data is compiled on an annual basis. Figures include permanent and fixed-term contracted employees. More detailed data on Spotify's Board of Directors can be found on investors.spotify.com.

Metric	Unit	2019	2020	2021	2022
Number of permanent employees	Headcount	4,924	6,133*	7,146	9,468
Age distribution (total)	<30	35.3%	28.0%	24.4%	24.0%
	31-50	62.3%	69.0%	72.4%	73.0%
	50+	2.4%	3.0%	3.2%	3.0%
Represented Nationalities		103	101	111	125
Gender distribution					
Overall	Female	41.0%	44.0%	45.0%	45.7%
	Male	55.4%	55.8%	55.0%	53.9%
	Non-Bin	0.2%	0.2%	<1%	0.4%
Director +	Female	36.0%	39.9%	42.0%	41.9%
	Male	64.0%	60.1%	58.0%	57.9%
	Non-Bin	0%	0%	0%	0.2%
VP+	Female	30.4%	34.7%	36.7%	34.0%
	Male	66.0%	65.3%	63.3%	66.0%
	Non-Bin	0%	0%	0%	0%
Board of Directors	Female	33.3%	30.0%	36.4%	36.4%
	Male	66.7%	70.0%	63.6%	63.6%
	Non-Bin	0%	0%	0%	0%
C-suite	Female	33.3%	37.5%	28.6%	44.4%
	Male	66.7%	62.5%	71.4%	55.6%
	Non-Bin	0%	0%	0%	0%
Ethnicity (US employees only) **					
US Latinx	US employees	7.0%	7.8%	9.0%	9.5%
US Black	US employees	5.7%	8.3%	9.0%	9.0%
US Asian	US employees	Not previously reported	19.0%	20.0%	22.1%
US White	US employees	Not previously reported	Not previously reported	57.0%	55.2%
US Native American	US employees	Not previously reported	Not previously reported	<1%	0.2%
US Two or more race	US employees	Not previously reported	Not previously reported	4.0%	4.0%

*

* Reported number for 2020 has been recalculated to reflect only permanent employees, excluding 421 consultants.

** Our numbers reflect U.S. employees who have declared their ethnicity (approximately 94%).

Climate Data

Method for collecting climate data and calculating GHG emissions

The climate impact is measured using a combination of activity and spend data to calculate emissions results, and the methodology has been refined throughout the year. The calculations follow the GHG Protocol Corporate Accounting and Reporting Standard and the Corporate Value Chain (Scope 3) Accounting and Reporting Standard. Emissions in the report are presented in metric tons of CO₂e.

For Scopes 1 and 2, a combination of data from third-party utility bills (natural gas, electricity) and estimated usage based on office square footage (where actual data is not available) is used. A market-based approach has been applied, and these emissions are calculated using contract-specific emissions factors where available, data on grid-residual emissions factors, or location-based emissions factors where there are no contracts or residual emissions factors. Location-based emissions are calculated using the emissions intensity of the relevant grid region and that approach results in

98,502 t CO₂e higher GHG emissions for Spotify in 2022.

Scope 3 emissions are primarily calculated using spend as a proxy and applying industry standard (or supplier-specific, where available) emissions factors to monthly spend data. Certain Scope 3 subcategories such as business travel-related emissions, are based on activity data (e.g. flight logs obtained from travel agents). Because we're committed to accuracy and transparency, we will continue to refine our methodology and sources of data, focusing on key areas of our Scope 3 emissions, such as cloud computing and end use .

Changes in Spotify's 2022 GHG emissions can be attributed to activity changes and/or methodology changes including updated emission factors. See below for examples of such changes in 2022.

Activity changes

- Increases or decreases in activity, e.g., purchasing more IT equipment, resulting in higher emissions intensity from IT equipment;
- Mixshifts in activity, e.g., employees' moving to a region that has a cleaner grid, resulting in lower work-from-home office emissions intensity;
- Changes in activity measurement type, e.g., moving

from estimating buildings emissions from square footage estimation to utility bills, improved input data granularity.

Methodology changes

(the methodologies applied to activity data between measurements)

- Changes in climate science, e.g., the IPCC (Intergovernmental Panel on Climate Change) regularly updates its estimate of the warming potential of non-CO₂ greenhouse gases, changing the CO₂ equivalent values of those emissions;
- Market and societal developments, e.g. the U.S. Department of Energy's Buildings Performance Database's 2021 version shows that buildings have become more efficient on average, using less electricity and natural gas per square foot;
- Improvements in GHG emission accounting methodologies, e.g., adding vendor-specific emissions factors based on newly reported data.

Emissions factors have also been updated based on improved availability of suppliers' reported emissions via the Carbon Disclosure Project (CDP).

***** Note: Spotify will acquire Energy attribute certificates (EACs) for its non-renewable office and home office electricity. 2021 numbers have been restated to reflect the GHG emissions before EAC acquisition.

Emissions t CO ₂ e	2021	2022
Scope 1	682	299
Scope 2*	3,124	4,141
Scope 3	352,372	387,043
Total Scope 1-3	356,178	391,483
Scope 3 breakdown		
End use	81,202 / 22.8%	103,920 / 26.5%
Marketing	98,855 / 27.7%	101,670 / 26.0%
Goods & services	67,080 / 18.8%	83,982 / 21.5%
Business travel	3,021 / 0.8%	43,250 / 11.0%
Cloud use	45,897 / 12.9%	26,218 / 6.7%
Offices	2,551 / 14.8%	19,248 / 4.9%
Employees	7,992 / 2.2%	13,194 / 3.4%

Governance Data

Method(s) for data collection

Data on data privacy is measured and tracked by the Data Protection team. Data on algorithmic impact and responsibility is measured and tracked by the Algorithmic Impact & Responsibility team.

Activity	2021	2022
Anti-corruption		
Percentage of employees who have completed anti-corruption training	97%	97%*
Data privacy		
Number of users who downloaded their account data (Privacy)	708,123	799,492
Number of reported data breaches	2	2
Algorithmic impact and responsibility		
Number of algorithmic impact assessed internal systems	+80	+100

* Number of employees confirmed to have read and agreed to follow key global policies during 2022 through the “Annual Policy Review and Confirmation” process (company departures excluded). The final 3%, often employees on leave, have a follow-up to prompt completion.

Auditor’s report

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Auditor's Report On the Statutory Sustainability Statement

To the general meeting of the shareholders of Spotify AB, corporate identity number 556703-7485.

Engagement and responsibility

It is the Board of Directors who is responsible for the statutory sustainability statement for the year 2022 and that it has been prepared in accordance with the Annual Accounts Act.

The scope of the audit

Our examination has been conducted in accordance with FAR's auditing standard RevR 12 The auditor's opinion regarding the statutory sustainability statement. This means that our examination of the corporate governance statement is different and substantially less in scope than an audit conducted in

accordance with International Standards on Auditing and generally accepted auditing standards in Sweden. We believe that the examination has provided us with sufficient basis for our opinions.

Opinions

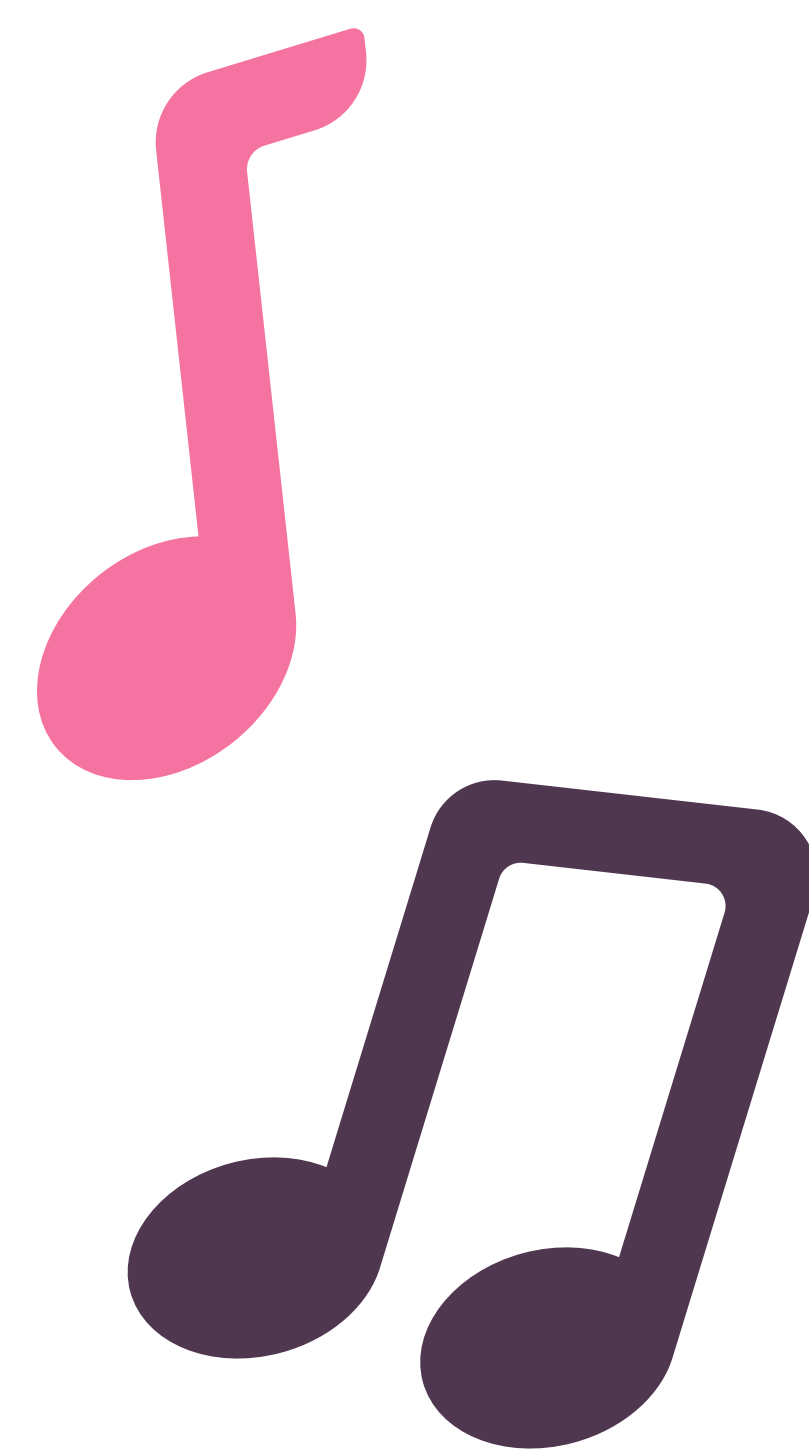
A statutory sustainability statement has been prepared.

Stockholm March 22, 2023

Andreas Nyberg Selvring
Authorized Public Accountant
Ernst & Young AB



Notes & Disclaimers



The statements, estimates, projections, guidance or outlook contained in this report include “forward-looking” statements that are intended to take advantage of the “safe harbor” provisions of the federal securities law. The words “may,” “might,” “will,” “could,” “would,” “should,” “expect,” “plan,” “anticipate,” “intend,” “seek,” “believe,” “hope,” “want,” “strive,” “aim,” “goal,” “target,” “estimate,” “predict,” “potential,” “continue,” “contemplate,” “possible,” and similar words are intended to identify forward-looking statements. These statements may contain information about financial prospects, economic conditions and trends and involve risks and uncertainties. Our actual future results, including the achievement of our targets, goals or commitments, could differ materially from our projected results as a result of changes in circumstances, assumptions not being realized, or other risks, uncertainties and factors. Such risks, uncertainties and factors include but are not limited to unexpected delays, difficulties, and expenses in executing against our environmental, climate, diversity and inclusion or other “ESG” targets, goals and commitments outlined in this report, changes in laws or regulations affecting us, such as changes in data privacy, environmental, safety

and health laws, and the risk factors discussed in the filings by Spotify Technology S.A. with the U.S. Securities and Exchange Commission, including the reports on Forms 20-F and 6-K. Any forward-looking statements speak only as of the date on which such statement is made, and we do not undertake, and expressly disclaim, any obligation to correct or update any forward-looking statement, whether as a result of new information, future events or otherwise, except as required by applicable law, and we caution you not to rely on them unduly.

This report contains statements that may be based on hypothetical scenarios and assumptions as well as estimates that are subject to a high level of uncertainty, and these statements should not necessarily be viewed as being representative of current or actual risk or performance, or forecasts of expected risk or performance. In addition, historical, current, and forward-looking environmental and social-related statements may be based on standards for measuring progress that are still developing, and internal controls and processes that continue to evolve; while these are based on expectations and assumptions believed to be reasonable at the time of preparation, they

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While certain matters discussed in this report may be significant, any significance should not be read as necessarily rising to the level of materiality used for the purposes of complying with or reporting pursuant to the U.S. federal securities laws and regulations, even if we use the word “material” or “materiality” in this report. Website and document references throughout this document are provided for convenience only, and the content on the referenced websites or documents is not incorporated by reference into this document.

