



# ABOUT THIS REPORT

DO & CO presents its sustainability report, which offers an overview of essential sustainability topics and our efforts to address them throughout our global activities.

This report illustrates how DO & CO brings its mission of conscious leadership to life and covers our environmental, social and governance (ESG) initiatives. This report documents key figures collected in the business years 2018/19, 2019/20, 2020/21, 2021/22 and, where possible, data from prior business years.

The most important sustainability topics and projects were determined by means of a materiality analysis, conducted with the involvement of internal and external stakeholders. Special attention was given to ensure the relevance, accuracy and comparability of information and data; however, readers should note that the COVID-19 pandemic has had and continues to have a significant impact on DO & CO's business activities. Important projects that have been realized in the past business year include, amongst others, introducing whistleblowing policies, linking executive pay to sustainability targets and an updated materiality survey conducted with all units that are in accordance with SASB reporting.

DO & CO included references to the UN Sustainable Development Goals ("SDGs") into those sections of the report where the greatest relevance for the business was identified, embedding them into the company's governance and operations to support the progress towards collective sustainability goals and increased transparency.

This report was presented to our auditor CENTURION Wirtschaftsprüfungs- und Steuerberatungs GmbH to have its preparation notified. DO & CO followed an internal assurance process to give its stakeholders confidence in the

accuracy of the reported information. All reporting and performance data is limited to information for the owned and operated facilities of DO & CO Aktiengesellschaft and its subsidiaries unless stated otherwise. For environmental reasons, this report is solely available as a free download on our website [www.doco.com](http://www.doco.com) in German and English.

For better readability, the masculine form is used for personal names and personal nouns in this report. Corresponding terms apply in principle to all genders for the purposes of equal treatment. The abbreviated form of language is for editorial reasons only and does not imply any valuation.

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Vienna, 8<sup>th</sup> of June 2022



DO & CO Aktiengesellschaft supports the SDGs.

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Chairman of the Management Board

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Member of the Management Board

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# FOREWORD

FROM ANDREAS BIERWIRTH,  
CHAIRMAN OF THE SUPERVISORY BOARD



This past business year 2021/2022 has been an interesting as well as challenging one for DO & CO. On the one hand, the continuous restrictions of the COVID-19 pandemic in some parts of the world, specifically in Europe, and an economic contraction and job losses continue to be felt. On the other hand, the business has seen expansion especially in the United States, as well as an increase in sporting events and a glimpse of normality after two years of a global pandemic. I am therefore particularly pleased to present the results of DO & CO's fifth sustainability report.

As the chairman of the supervisory board I would like to avail myself of this opportunity to clarify that DO & CO, different to the opinion of some rating agencies, is not a waste disposal firm. DO & CO is a world-leading hospitality company. Less than 1% of DO & CO's revenues is generated by logistic fees stemming from waste disposal and recycling. More than 90% of the single use plastic waste reported is not caused by DO & CO, but from airlines, still choosing to have plastic cups and stirrers on their aircraft. Since 2018, DO & CO has implemented biodegradable packaging in all its gourmet shops. In addition, at all our events worldwide DO & CO has switched to rotatable (re-usable and washable) equipment, reducing single use plastics by 92%.

Food trends in society as well as eating behaviours have changed dramatically and will continue to do so. DO & CO sits at the heart of these changes. With our catering services onboard of aircrafts, at events, restaurants and hotels, DO & CO will keep fulfilling culinary expectations also in this new environment

Throughout this report, we will give you the opportunity to gain insights on how the company managed to navigate through a second year of a global pandemic, the uncertainty this brought, together with new rules and regulations, all whilst staying true to its commitment of working towards a sustainable future. This report summarizes the success accomplished by DO & CO, as well as the areas that provide additional opportunities for development and ongoing improvement. There is another important detail, which I would like to point out. In all DO & CO Gourmet Kitchens, the food is produced daily from fresh ingredients, without any additives, preservatives, or flavour enhancers. Most importantly however, we have managed to increase the ratio of ingredients sourced locally to 83% thus significantly lowering third party emissions in transportation and at the same time supporting local suppliers.

As all meals are produced fresh each day and according to prebooking numbers in the airline segment and to our demand forecasting algorithms in the retail segment, we have managed to reduce the kitchen waste from production and overproduction to the low figure of 3.87%.

Whilst our CO<sub>2</sub> emissions increased by 50.6% versus the business year 2020/2021, this figure is worthy of a much more detailed look given that this compares to a period where business itself was greatly reduced. Versus a more comparable business year 2019/2020 we have in fact decreased emissions by 38.7% to an absolute figure of 8,924 tons. This reduction was achieved despite having opened three new locations in the US. An additional highlight in this area was the switch to CO<sub>2</sub>-free electricity in all of our Austrian locations.

Here are some of the highlights:

- ▶ Introduction of new packaging concepts that are either reusable or recyclable.
- ▶ Donation of more than 63 tons of food items including donations of over 12 tons to the people of Ukraine.
- ▶ Display of DO & CO's adaptability by close cooperation with long-term partners in planning and organizing events allowing for a COVID-safe environment.
- ▶ Adhering to EU guidelines and laws by introducing whistleblower and supplier guidelines.
- ▶ Introducing a dedicated ESG Committee to the supervisory board.
- ▶ Switching to CO<sub>2</sub>-free and renewable energy at all locations in Austria.

While the path ahead will be challenging, I am confident in DO & CO's capacity to effect substantial and long-term change. Our confidence stems from the employees who have driven DO & CO's success and outstanding achievements despite the challenging circumstances of the previous business year.

**Andreas Bierwirth**  
Chairman of the Supervisory Board



# HIGHLIGHTS



# ABOUT DO & CO

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# BUSINESS STRATEGY

DO & CO stands for handmade premium quality, freshly cooked every day by our culinary specialists. We only use market fresh ingredients across all products and services within our three divisions. For this reason, we try to source as much as possible from local suppliers, and where needed from international premium suppliers. Currently, 83% of our ingredients are locally sourced. For DO & CO its employees, customers and guests always come first, and it is the company's utmost priority to ensure that every one of our guests enjoys a unique culinary experience with us.

**Our vision:** DO & CO strives to have a positive impact on its stakeholders through the provision of a unique hospitality experience, always aiming to deliver an added value. Independent of whether we provide our services in a desert tent with +40 degrees Celsius or 35,000 feet above ground on board of an airplane, our customers can rely on receiving a safe and high-quality product.

**Our mission:** We aim to extend our positive impact to our customers and on to the environment. Our aspiration is to offer premium quality, implementing less resource consuming processes whilst finding sustainable food solutions for every occasion. As leading provider in the catering industry, DO & CO is aware of its intrinsic pioneer role for innovative sustainability solutions in an industry driven by a high-volume, single-use and commodity approach. Knowing where to leverage our impact on the industry trends and considering our stakeholders interests is what drives our company.

# BUSINESS ACTIVITIES

DO & CO is a listed Austrian company active on a global level:

**31 Gourmet Kitchens in 12 countries on 3 continents**

Ever since the company's founding, DO & CO has positioned itself as a Gourmet Entertainment Company, whereby Gourmet Entertainment is used as synonym for delivering a premium customer and hospitality experience all over the world. DO & CO maintains the highest standards of quality in both products and services, be it in one of our restaurants, at events or in the air, as part of a sophisticated and holistic concept. We refine the classics, develop the unknown and grow continuously – sometimes beyond our own expectations.

The most important ingredient in the recipe for our premium offering is our staff, each one of whom has a unique personality and a passion for hospitality. It is our chefs and service teams who deliver the world of DO & CO's culinary hospitality. They provide a unique flair for more than 60 airlines, the most exclusive international sporting events, as well as in restaurants, hotels, and airport lounges. The quality of the food and customer experience we deliver is assured by complete control of the value chain from procurement to preparation and onto the service provided directly to our customers. DO & CO combines high attention to detail with the know-how required to scale this concept and simultaneously serve large numbers of freshly prepared dishes of highest quality "à la minute".





# BUSINESS MODEL

From its early days as a delicatessen shop in Vienna, through to operating 31 Gourmet Kitchens worldwide, DO & CO has grown whilst maintaining at heart an essence of 'Gourmet Cuisine'.

All three divisions of DO & CO source their output from Gourmet Kitchens, our production facilities in twelve countries, as well as from four mobile kitchens deployed on event sites. DO & CO's Gourmet Kitchens are usually located between major airports and the respective city centre.

The company has established a unique product portfolio turning itself into a "one-stop" service provider.

- ▶ Offer fresh and nutritious meals, that are produced daily without additives, preservatives or flavour enhancers.
- ▶ Our in-house industrial design department provides customized on-board concepts tailored specifically to each client's need.
- ▶ Our marketing and design department provides visualization of entertainment concepts and brings the plans of DO & CO's construction and building team to life.
- ▶ A dedicated team of specialists advises clients on staff training or the coordination of large-scale events.

All DO & CO's services serve to present its culinary offering in the most appropriate manner. As such, the starting point of any business activity is the establishment of a culinary concept. As a gourmet entertainment company DO & CO's focus lies in providing food to business partners, such as airlines or event organizers. Depending on the partner's specific needs, DO & CO will offer services extending beyond culinary products but always working along the line of a holistic culinary experience.

## DIVISION

### RESTAURANTS, LOUNGES & HOTELS

The heart of DO & CO's business. This division gives DO & CO close customer proximity and daily direct contact with end consumers, thus a constant stream of direct feedback on products and service quality. This division is of great importance for our approach in other operational areas, as it is here that trends are identified and brand awareness is created. Once tested and approved by customers throughout conscious buying decisions, our products are scaled and offered through the other divisions.

This division operates restaurants, hotels, first and business class lounges as well as staff restaurants around the world. It owns Austrian patisserie brand Demel and French delicatessen brand Hédiard.

## DIVISION

### INTERNATIONAL EVENT CATERING

The International Event Catering Division of DO & CO combines culinary skills with best-in-class logistics and operational efficiencies. This division demonstrably shows our ability to deliver an exceptional product in the most remote places around the world. Its contribution to the expansion of DO & CO's brands positioning as a general contractor for "Gourmet Entertainment" with innovative solutions, aids our recognition as a reliable partner across the globe.

Leveraging the capacities of its Gourmet Kitchens and mobile kitchens and using its expertise in high volume production of freshly cooked meals, DO & CO is a specialist for premium large-scale events and provides catering and hospitality management to high profile customers. The company's value proposition includes the provision of core services such as food, beverage and staff but also planning, design, equipment, logistics and ambience creation.

## DIVISION

### AIRLINE CATERING

Thanks to our farm-to-table approach, more than 83% of our ingredients are sourced locally, thus supporting local communities and producers, while at the same time reducing emissions. DO & CO sells its premium meals directly to its airline partners. At the discretion of some airline customers, specific products, such as desserts or snacks, are procured on behalf of/or provided directly by these airline customers rather than produced by DO & CO. Where necessary the products are, assorted on airline food trolleys and then prepared for loading in airline trolleys along with beverages and other items.

TextfeldMaking up around 74% of group sales, DO & CO services more than 60 airlines around the world. Through its unmistakably innovative and competitive product portfolio, DO & CO's "non-airline-catering" approach naturally attracts airlines that focus on quality as a unique selling point.





# ONE TEAM ONE DREAM





# GOVERNANCE

Good governance is a fundamental principle at DO & CO and we work to ensure that we are at the leading edge of best practices. We strive to maintain the highest standards of ethical conduct, reporting with accuracy and transparency and maintaining compliance with the laws, rules and regulations that govern DO & CO's businesses.

DO & CO is committed to operating its business with integrity, adopting governance policies that promote the thoughtful and independent representation of our shareholder interests. Our governance structures, policies and processes serve employee and guest needs, promote a culture of accountability and ethical conduct across our group and support our commitment to address global challenges through our core business.

The board members reflect the diversity of the company's workforce, shareholders, and consumers. Currently, 25% of the members of our Supervisory Board are female while two members are not Austrian nationals. Our Supervisory Board is comprised of independent members. Andreas Bierwirth is the chairman of the supervisory board and Peter Hoffmann-Ostenhof acts as its deputy chairman. Cem Kozlu is the sustainability expert. Daniela Neuberger is the board's financial expert.

Standing committees of our Supervisory Board include:

- ▶ Audit Committee
- ▶ Nomination Committee
- ▶ Compensation Committee
- ▶ Executive Committee
- ▶ ESG Committee

The Supervisory Board follows guidelines that address, among other things, its composition and functions, its members' independence, stock ownership by and compensation of the members, management succession and review, board leadership, board committees, the selection of new members to the Supervisory Board and the review of the company's social responsibilities.



# OUR RECIPE FOR SUSTAINABILITY

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# ESG GOVERNANCE

Our longstanding commitment to corporate social responsibility is an important part of who we are as a company. Consumers are increasingly conscious of the environmental and social impacts of the products, content, and experiences they choose. Consumers expect a brand like DO & CO to operate as a socially responsible company. And that is what we strive to be in all that we do.

Our approach to ESG (Environmental, Social and Governance) is supported by strong operating policies, planning and performance management systems as well as governance structures that help to embed our social and environmental initiatives throughout our company.

ESG is directly overseen by our Co-CEO, who guides the company's efforts in close coordination with our Chief Executive Officer and our business leaders. They are supported by a network of teams addressing policy development, strategy, business integration and compliance. DO & CO's Green Team acts as a central coordinating staff unit. The Green Team is responsible for defining the company's CSR and ESG road map.

Our Management Board has ultimate oversight of DO & CO's approach to considering and evaluating climate-related risks and opportunities throughout the organization. The Management Board receives reports from key personnel on DO & CO's progress and key issues on a periodic basis.

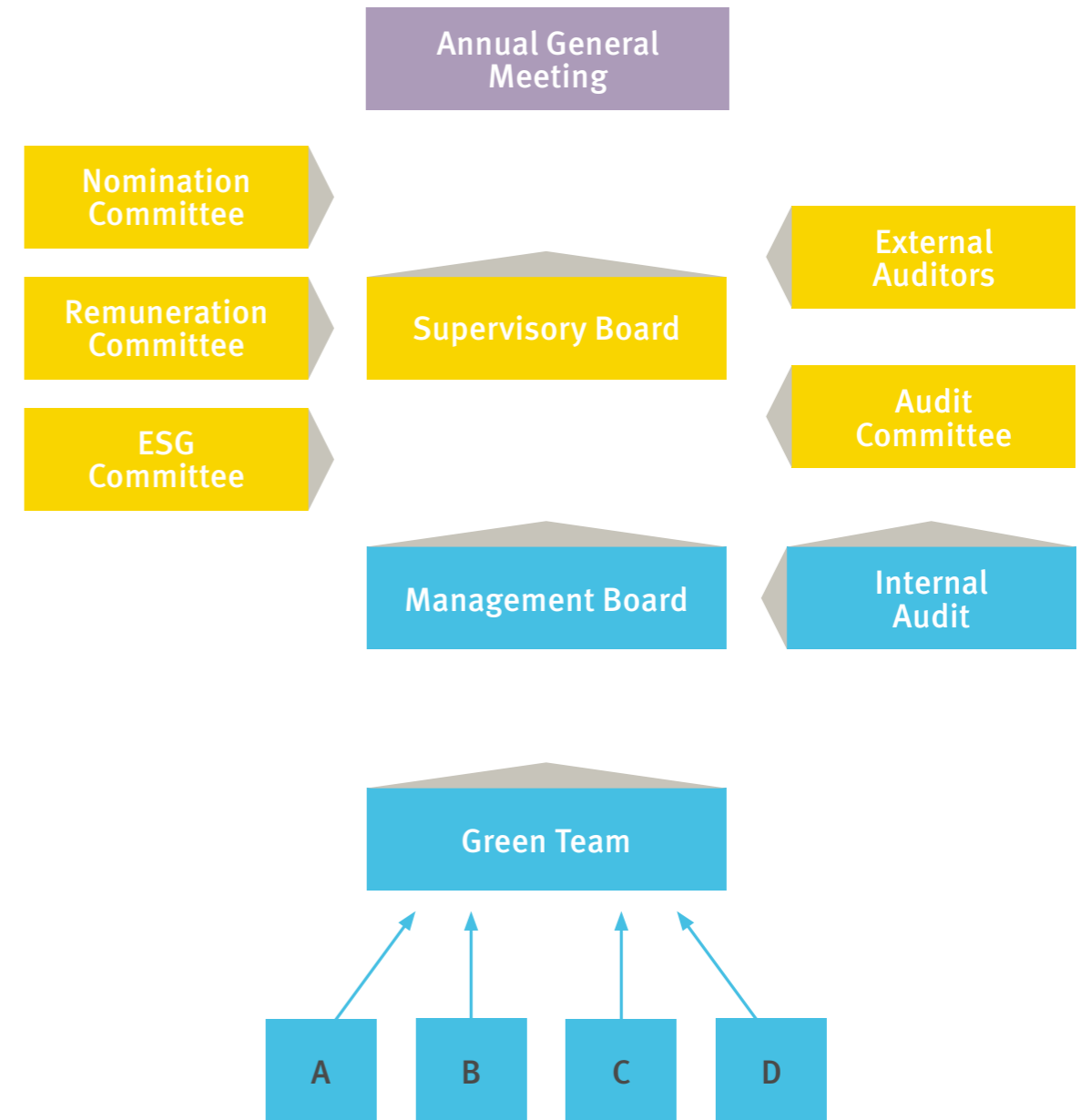
Executive leadership councils are also in place to guide key decisions. The responsibilities include reviewing the policies and programs for sustainability, climate change, human rights, diversity, and other CSR issues. They advise management on the engagement with investors and external stakeholders on sustainability and climate change matters. Senior managers from diverse departments like our risk management, finance, legal or IT-department alongside various business units from our Group contribute expertise to address the challenges presented by climate change and other material topics.

Ultimately, it is our brands and local teams who bring our ESG goals to life as they are the driver behind our business activities. As such we have formulated dedicated commitments for each material topic which will guide our sustainability journey and help us in achieving our formulated goals.

In the third financial quarter of 2021/2022, the supervisory board voted for the introduction of an ESG committee, and it was set up shortly thereafter. Two members of the supervisory board, Dr. Cem Kozlu and Dr. Andreas Bierwirth, were appointed as members.

DO & CO has chosen to highlight the importance of ESG through encompassing corresponding targets in its global remuneration policy. Through creating incentives at the management level, the company intends to accelerate sustainable corporate development on a permanent basis and to avoid disproportionate risks. DO & CO has chosen to link 20% of management remuneration to ESG targets. To achieve them, specific short-term and long-term strategies have been developed to make DO & CO steadily more sustainable throughout the coming year.

Whilst a long-term incentive plan (LTIP) encompasses the strategic focus of the company, a short-term incentive plan (STIP) ensures that long-term goals are achieved through the means of immediate targets. DO & CO is also proud to be able to say that full gender pay parity has existed in the organisation for years.





**OUR UNDERSTANDING:**

Business as usual does not exist at DO & CO. Instead, not a day goes by that we're not asking ourselves how we can do more and do better.

DO & CO takes a shared value, whole-system approach to ESG going beyond mitigating business risk. We aim to create value for stakeholders by addressing societal issues through our business activities and maximize value for shareholders by serving all stakeholders through delivering gourmet entertainment around the globe or providing good job and development opportunities.

DO & CO seeks to transform underlying systems (such as retail workforce development and food industry supply chains) for long-term social, environmental, and economic sustainability. We provide growth opportunities to suppliers, strengthen the communities where we live and operate and try to bring change on central issues affecting the planet like climate change and waste management.

**OUR CORNER STONES:**

We have defined four principles which build the corner stones of our ESG Strategy.





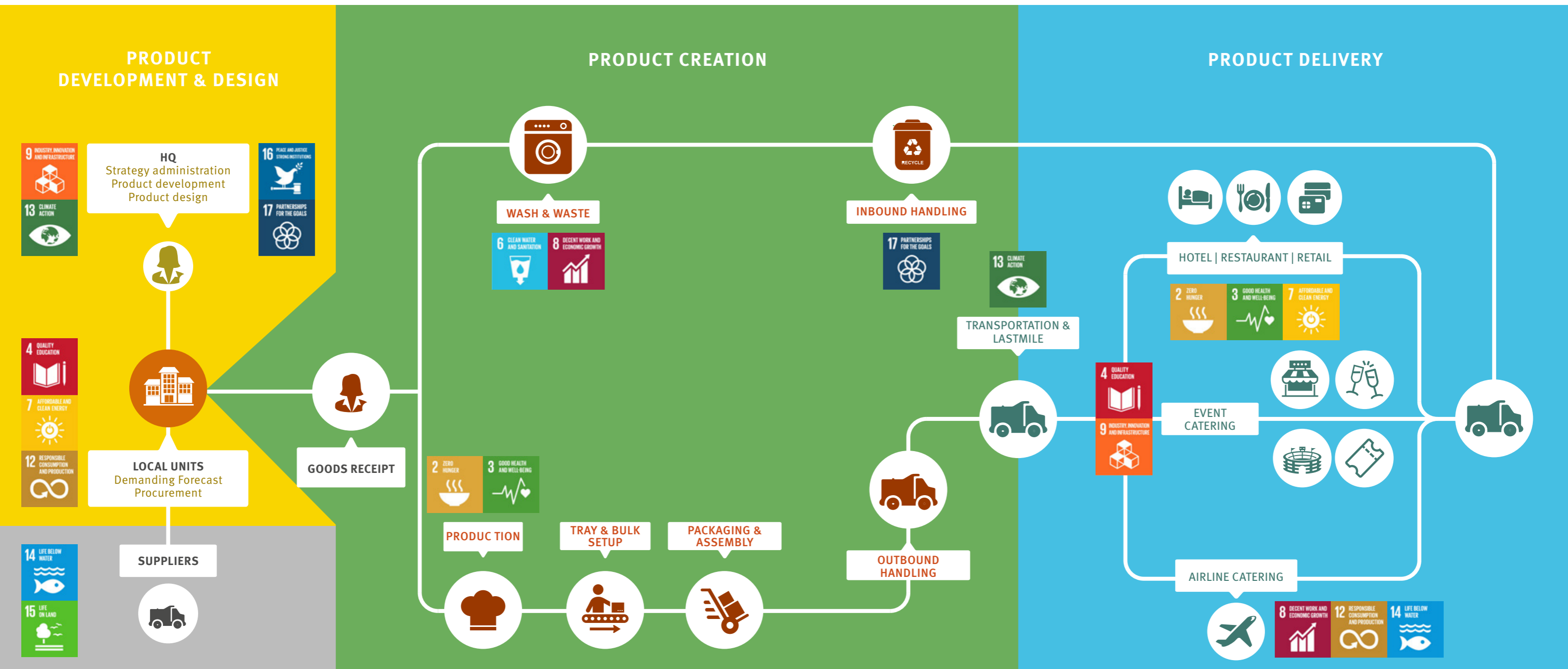


**What we mean by “sustainability“**

*DO & CO uses the term “sustainability“ whenever it refers to ethical, social and environment-related aspects as a whole and in connection with our economic activities. That makes sustainability one of the central principles for our actions. In combination with our company values, this concept creates a clear framework for our entrepreneurial activities, which, in turn, is the foundation for our core strategies.*



# DO & CO'S VALUE CHAIN AND SUSTAINABLE DEVELOPEMENT GOALS (SDGs)



# EU TAXONOMY

## EU TAXONOMY

As part of the EU Commission's Sustainable Growth Financing Action Plan, the regulation establishing an EU classification system for environmentally sustainable economic activities (EU Taxonomy) with respect to certain environmental objectives entered into force in 2020.

The EU taxonomy is a classification system with a list of environmentally sustainable economic activities with regard to certain environmental objectives. The EU taxonomy defines six environmental objectives:

1. mitigation of climate change
2. adaptation to climate change
3. sustainable use and protection of water and marine resources
4. transition to a circular economy
5. pollution prevention and control
6. protection and restoration of biodiversity and ecosystems

The EU taxonomy is an important instrument for the European Union to redirect capital flows towards sustainable investments and to create market transparency. It promotes better governance of investments by companies, investors and policy makers in the areas where they are most needed for sustainable development.

According to § 8 section 1 of the Taxonomy Ordinance, DO & CO must disclose information on how and to what extent its economic activities are defined in the EU taxonomy definition as environmentally sustainable.

## PROCESS

Based on the regulations and delegated acts in force as of the balance sheet date, the economic activities of the DO & CO Group were analyzed to determine whether there are tax-deductible economic activities within the meaning of the EU taxonomy Regulation. In a first step, it was determined at the company level whether and to what extent tax-deductible economic activities exist. In a second step, the share of the identified economic activities in relation to the total Group activities was determined.

The key figures sales, capital expenditures (CAPEX) and operating expenditures (OPEX) are derived from the figures reported in the consolidated financial statements according to IFRS. Subsidiaries that are not fully consolidated and joint ventures have been excluded from the evaluation in accordance with the reporting requirements of the EU taxonomy Regulation.

## TAXONOMY-ELIGIBLE SALES

0% taxonomy-eligible sales (as % of total sales)

Since the existing EU taxonomy requirements do not yet address economic activities in the area of production and distribution of food and beverages, the central area of activity of DO & CO does not yet fall within the scope of the regulation.

The share of taxonomy-eligible economic activities in total sales was calculated as the share of sales of products and services related to taxonomy-eligible economic activities (numerator) divided by consolidated group sales (denominator), in each case for the business year 2021/2022.

## TAXONOMY-ELIGIBLE CAPITAL EXPENDITURE (CAPEX)

61.3% taxonomy-eligible capital expenditures (as % of total capital expenditures).

CAPEX is defined as taxonomy-eligible capital expenditure (numerator) divided by total capital expenditure (denominator). The basis for capital expenditures is additions to property, plant and equipment and intangible assets in fiscal 2021/2022 before depreciation, amortization and any revaluations, and excluding changes in fair value.

In business year 2021/2022, 61.3% of the DO & CO Group's total capital expenditures can be classified as taxonomy-eligible. These can be allocated to the following taxonomy-eligible economic activities:

- ▶ Activity 6.5: Transportation by motorcycles, passenger cars and light commercial vehicles.
- ▶ Activity 7.1: New construction
- ▶ Activity 7.2: Renovation of existing buildings
- ▶ Activity 7.7: Acquisition and ownership of buildings

## TAXONOMY-ELIGIBLE OPERATING EXPENSES (OPEX)

47.4% taxonomy-eligible operating expenses (as % of total operating expenses).

OPEX is defined as taxonomy-eligible operating expenses (numerator) divided by total operating expenses (denominator). Total operating expenses include research and development (R&D) expenses, maintenance and repair costs, and other direct expenses related to the day-to-day maintenance of assets.

In fiscal year 2021/2022, 47.4% of the DO & CO Group's total operating expenses can be classified as taxonomy-eligible. These can be allocated to the following taxonomy-eligible economic activities:

- ▶ Activity 6.5: Transportation by motorcycles, passenger cars and light commercial vehicles.
- ▶ Activity 7.2: Renovation of existing buildings

## OUTLOOK

The full scope of the EU Taxonomy Regulation has yet to be implemented and therefore the reporting approach used for fiscal year 2021/2022 reflects the current legislative status regarding taxonomy compliance. For the business year 2022/2023, the complete reporting requirements of the EU taxonomy will apply for the first time. This means that DO & CO will have to assess in the coming business year how much of its activities are not only taxonomy-eligible but also taxonomy-aligned. It can be assumed that taxonomy-alignment will be lower than taxonomy-eligibility.





# SUSTAINABILITY ANALYSIS

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→ MATERIALITY SURVEY & MATRIX 32

# MATERIALITY SURVEY & MATRIX

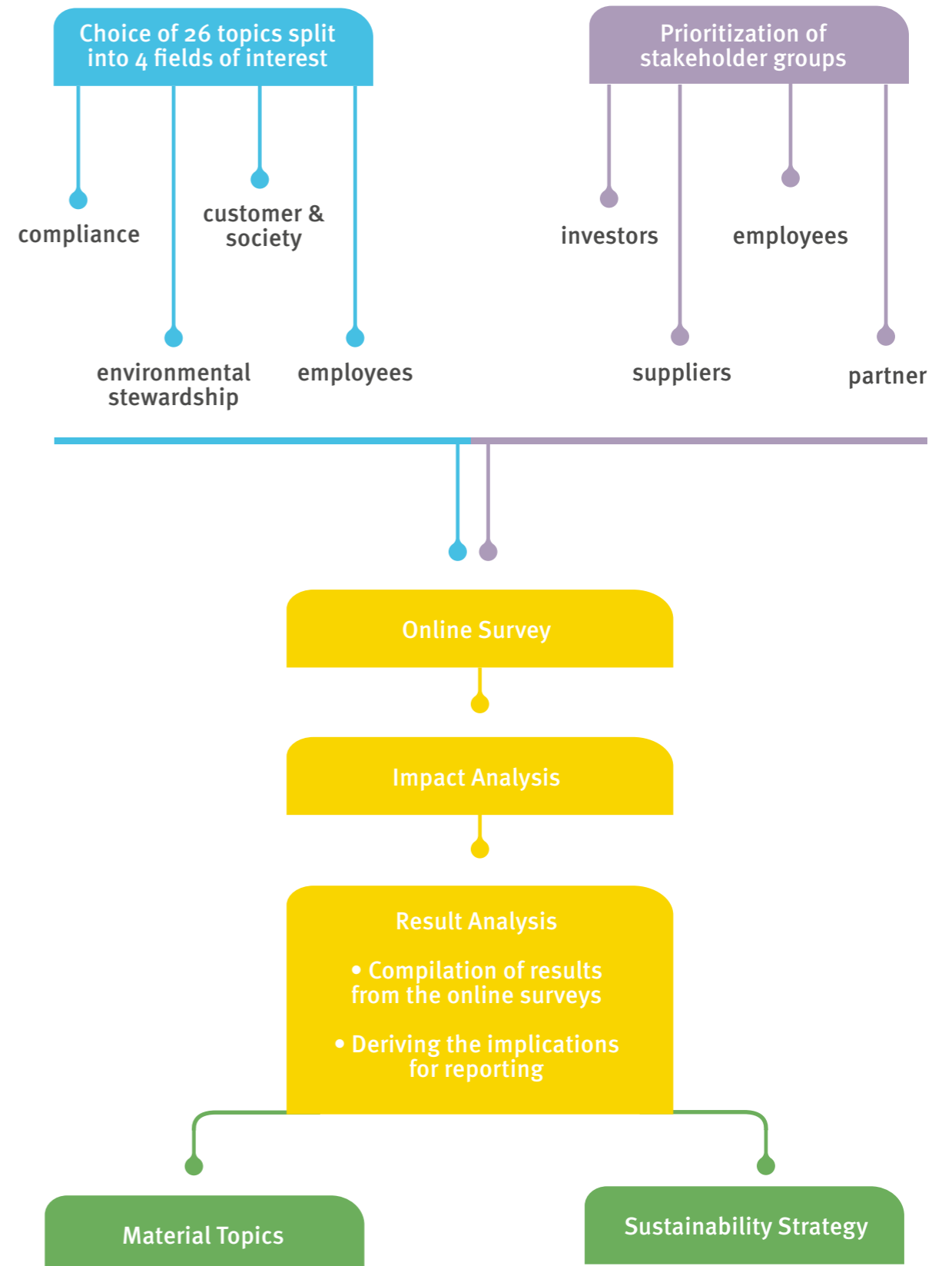
DO & CO identified the material topics to be detailed in its annual sustainability report based on the expectations and thorough assessment of its internal and external stakeholders. This assessment is complemented by the company’s core principles and its actual or potential influence as expressed in its sustainability strategy.

Over the past business year 2021/2022, numerous stakeholders representing the variety of the DO & CO Group and its global value chain around the globe have been asked about the relevance they attach to various environmental and social issues. The surveyed stakeholder groups included investors, customers, suppliers, and employees from various areas. These stakeholder groups were identified as the most essential based on the criteria “decision making power”.

Internal reports, materiality analysis of other market players and results from market research were included in our evaluation. DO & CO’s Green Team compiled these numerous aspects and findings into 26 topics, internally assessed as material to the company. This selection was based on previous materiality analyses, issues and ideas which had been brought up by investors and other stakeholders over the past business year. Through stakeholder engagement we validated our sustainability principles and aligned our strategic plans and visions with our key stakeholders.

Our Stakeholder survey was conducted through interviews and an online questionnaire, comprised of 26 topics in the fields of “Environmental stewardship”, “Customers and society”, “Compliance” and “Employees” ranging from avoiding emissions to the possible health effects related to stress, working hours and night shifts. In the online questionnaire, each topic was explained separately using examples.

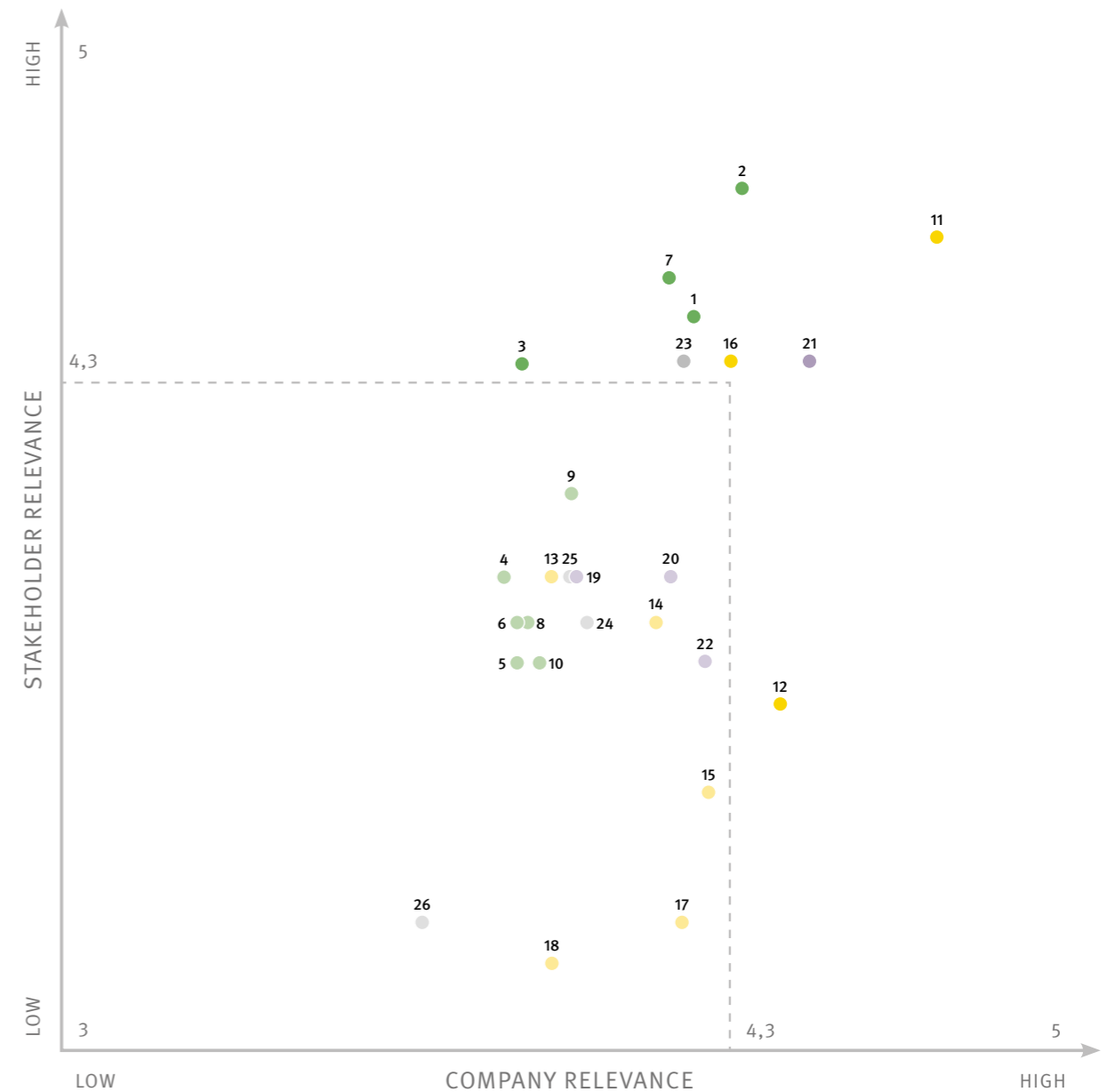
During the online survey, participants were asked to rank the relevance of the respective topic on a scale from “not at all important” to “very important”. In addition, the opportunity to add other additional topics in free text fields was given to all participants.



	TOPIC	DESCRIPTION	Importance DO & CO	Stakeholder-Relevance	
ENVIRONMENTAL ACTION	1	Food and packaging waste	Packaging from catering, purchased items (suppliers) and disposal by consumers	4.2	4.4
	2	Sustainable packaging	Sustainability of materials for products packaged by DO & CO	4.2	4.7
	3	Environmentally friendly sourcing	Environmental criteria for suppliers	3.9	4.3
	4	Energy consumption and related emissions	Energy efficiency and impact from energy use as well as emissions related to energy consumption	3.9	3.9
	5	Transport emissions	Environmental impact from logistics for product and service provisions	3.9	3.8
	6	Water consumption and chemical use	Water management as well as pollution prevention and control	3.9	3.8
	7	Compliance with environmental law	Compliance with international declarations, conventions, and treaties as well as national, regional and local regulations	4.2	4.5
	8	Expenditure and investment for environmental protection: from products and services such as event organization	Expenses by DO & CO to protect the environment from effects and risks arising	3.9	3.8
	9	Procurement practices	How ingredients and other product materials are sourced and ordered	4.0	4.0
	10	Climate Change	The effect of climate change on the business and the businesses contribution to it	4.0	3.8
RESPONSIBLE PRODUCT	11	Food safety	includes food quality, hygiene standards and food cooling practices	4.7	4.6
	12	Guest security	ensuring high security levels at airports, on planes and at events	4.4	3.7
	13	Healthy diet	nutrition effects on the customer' diets, providing a diverse line of food and beverages, ensuring the option of a healthy diet	4.0	3.9
	14	Product labelling	transparent product labelling giving customers access to accurate and adequate information as well as responsible advertisement	4.2	3.8
	15	Data security and protection	compliance with existing privacy laws or voluntary standards regarding the protection of customer data	4.3	3.5
	16	Socially responsible sourcing	social criteria for suppliers related to human rights such as labour standards, child labour or forced labour as well as the rights of indigenous people	4.3	4.3
	17	Diverse and inclusive meal choice	providing meal choices suitable for different religious or cultural as well as dietary requirements	4.2	4.3
	18	Soft and hard legacies of events	e.g. sustainability initiatives to raise awareness, share knowledge and best practices, physical and technological legacies	4.0	3.2
SOCIAL ENGAGEMENT	18	Labour practices	responsible labour standards, incl. freedom of association in unions, collective bargaining agreements and adequate working hours and compensation	4.0	3.9
	20	Occupational health and safety	health effects related to stress, working hours, night shifts, occupational accidents	4.2	3.9
	21	Employee training and development	training and options to upgrade employee skills, performance, and career development reviews	4.5	4.3
	22	Diversity	Diversity and inclusivity in the workforce	4.3	3.8
COMPLIANCE	23	Anti-corruption	compliance with applicable laws as well as ensuring anti-corruption behaviour and training throughout the company	4.2	4.3
	24	Anti-competitive behaviour	e.g. fixing prices or co-ordinating bids, creating market restrictions or customer/geographic quotas	4.2	3.8
	25	Local presence	local sourcing of goods and services as well as hiring local employees and providing wages adapted to the local minimum wage	4.0	4.0
	26	Indirect economic impact	z.B. a e.g. infrastructure development, multiplier effects for local businesses, etc., Multiplikatoreffekte für lokale Unternehmen, etc.	3.7	3.3

The results of the stakeholder survey and the impact assessment were incorporated into the matrix shown below. The positioning on the vertical Y-axis (“stakeholder relevance”) corresponds to the average rating of the topic across all global external stakeholder groups. All stakeholder groups were weighted equally. The classification on the horizontal X-axis (“company relevance”) corresponds to the average internal stakeholder rating.

The colours indicate the affiliation of the topic to the field of activity. The areas with a darker shading indicate particularly relevant topics with high impact.



# MATERIALITY TOPICS

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# 01

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## ENVIRONMENTAL STEWARDSHIP

What distinguishes DO & CO from other caterers, is the ability to unite the world's finest tastes on a broad scale, while at the same time remaining mindful of all its stakeholders. What many struggle to accomplish on a local scale, DO & CO masterfully accomplishes in all its international bodies along with all their 20.000 diverse meals. Nonetheless, we continue to put our clients, partners, consumers, investors, etc. to the test in our quest of innovation, to guarantee that all customers have access to a diverse range of products.

To encourage balanced and more sustainable food choices, we work on improving both the nutritional quality of our products and encouraging healthier practices, moving away from conventional food systems to new culinary concepts tailored to local diets. Our competitive advantage stems from our ability to provide our business partners and our distribution channels with fresh and nutritious meals which are produced daily without any additives, preservatives, or flavour enhancers. DO & CO relies on its capacity to harness technology and develop pioneering products - from design to market - in its efforts to transform its industry from a single-use commodity approach towards sustainable and healthy practices.

As a catering company, we have a key responsibility in shaping the public understanding of health and nutrition. We are dedicated to presenting products in the context of a balanced diet. Central to our approach is the display of perfect hygiene standards. We want to convey the essence of quality in the preparation of exquisite products.



# TOPIC 1 FOOD AND PACKAGING WASTE

**Our commitment:** Work towards complete circularity by implementing packaging options which have circular capabilities.

**Our sustainability goals:** By 2030 reduce waste generation by 55% through prevention, reduction, recycling, and reuse.

## DESCRIPTION:

Tackling the worldwide consumption and waste problem has become a priority for the whole food and food production sector. DO & CO is working to guarantee that the rise in consumption, fueled by the rebound of tourism and events, will not undermine our efforts to reduce our environmental footprint.

Of highest relevance is the waste created through food production and consumption. Therefore, internal teams of dedicated specialists have developed a thorough understanding of the waste industry's regulations and its collection, sorting, and processing systems. We are constantly looking for ways to reduce the footprint of packaging we receive (e.g. packed goods), waste accumulating during food production, and packaging required to protect and transport prepared meals.

## FOOD WASTE:

Whenever possible, DO & CO tries to avoid any excess production of food. Special analysis is carried out to have the required quantities available just at the right time. With information about events and flights being properly processed, production units can plan ahead and achieve a low waste factor.

Our food waste is divided into two categories: international waste and domestic and European waste. We have put focus on the latter, due to restrictions on the treatment of international waste. When possible, the domestic and EU waste we generate in some of our Gourmet Kitchens, is sent to compost or is treated through anaerobic digestion. Prior to categorizing it as waste, we reuse food trims and generate new next day recipes to prevent wastage.

Ultimately, we aim to achieve waste safety as well as waste productivity. In alignment with the proposed EU circular economy action plan (COM/2020/98), such productivity will be obtained by feeding the energy generated from waste management back into our production units, as well as by producing biofuels that can be incorporated into our fleet.

Taking our London, Chicago, and Los Angeles units as an example, due to our "fresh in-house" approach we create green waste in the form of segregated vegetable peelings and trimmings, which go into slurry tanks from where it goes into an anaerobic digestion plant, where microbe's breakdown the waste components and create biogas which is subsequently used in our operations or even fed back into the national gas grid. However, since not all our sites are already equipped with state-of-the-art technology such as that in use in our London facility, we focus on working closely with waste contractors and our main airline customers to reduce our environmental footprint.



## NEXT STEPS:

One of our most ambitious goals is to achieve a close to zero waste to landfill operation. Although this is already achieved in some locations, such as the UK, other units are confronted with stringent local regulations and excessive costs of alternative solutions. To master these challenges, we engage with key customers and suppliers, but also innovative solution providers.

Our latest project is the evaluation of the solution „Too Good to Go“ (TGTG) to avoid food waste. TGTG is a smartphone app that allows customers to buy surplus fresh food from restaurants or hotels and bread and cakes from bakeries and cafés at a discounted price shortly before closing time. This would also be a conceivable solution for gourmet shops, hotels, and restaurants to reduce food waste.

We intend to further deepen our cooperation with selected airline customers, whereby we continue to support the airline in the use of software to identify beverage consumption per flight to optimize loadings and minimize weight to reduce greenhouse gas emissions.

Although fully utilising fresh vegetable waste is already part of the DO & CO culture, we also expect improvements through artificial intelligence. We are currently testing a camera-based system that monitors, counts, and analyses food waste. This would allow well-placed cameras to scan our waste in our production facilities, restaurants, and hotels. Regular reports on waste generation, linked to the different dishes on offer, would be analysed by our chefs and kitchen staff to gain insights on how to reduce waste. This promises to potentially provide further insight into how we can make strategic adjustments to our production processes.

Also used cooking oil is not seen as waste, but rather an important and valuable resource. More than 21 tons were handed over to Münzer Bioindustrie GmbH for further processing through the "every drop counts for our future!" initiative. 1 kg of used cooking oil can be turned into 1 kg of biodiesel, which results in 3 kg of CO2 savings. As a result, DO & CO's contribution in the calendar year 2021 resulted in the saving of 59,336 kg of CO2.

## PACKAGING WASTE:

Recycling is at the heart of all our business operations, and is achieved through investment in equipment and employee and supplier engagement. To encourage the implementation of waste reduction initiatives in areas we fully control DO & CO introduced a "green office" initiative to reduce the amount of single use items in the canteen and offices.

We are working closely with our suppliers to minimize the amount of packaging received. DO & CO asks its suppliers to supply food in limited packaging and in many instances even in plastic crates which are reusable. To include circularity the source of all our processes we work closely with customers, routinely providing them with recycling rates of products used in their portfolios to raise awareness.





## TOPIC 2

# SUSTAINABLE PACKAGING

**Our commitment:** Offering of sustainable packaging to alternatives to all our clients as first choice.

**Our sustainability goals:** Encourage our top 5 business customers to adopt sustainable practices by 2030 through the exclusive offering of sustainable packaging solutions. Further, we will make all our take-away packaging 100% sustainable.

### DESCRIPTION:

DO & CO actively researches environmentally friendly packaging alternatives and offers its clients sustainable options accompanied with advice on how to best integrate these within their operations. DO & CO targets its in-house practice to implement reusable and recyclable equipment and tableware where possible in its business activities.

The company's innovation driven experts, design department and Green Team constantly work together towards the development of a responsibly designed and recyclable product range by keeping up to date with the latest market developments and product innovations.

In cases where circularity is restricted due to international waste regulations, DO & CO's focus lies on establishing which materials generate more energy during waste treatment to minimize ecological impact by other means. Sustainable packaging is still relatively expensive compared to conventional plastic packaging.

The environmental impact of a product is largely determined at its design phase. Our procurement specialists are working with suppliers to ensure that new products are durable, have a high content of recycled material and with a high circularity profile. This is in line with the EU strategy for plastics in the Circular Economy (COM/2018/028), aiming to design only climate neutral products. Compliance with these guidelines is achieved through product testing and involvement of external specialists.

As already mentioned in the last sustainability report, DO & CO launched the „DO & CO Home“ food delivery and pick-up service in Vienna in the early stage of the pandemic. Although mainly plastic tableware is used, it is recyclable and above all reusable. A deposit system ensures that customers return the food containers. The returned dishes are then washed and reused. For the special Christmas edition of DO & CO Home, porcelain was used instead of plastic to emphasise the special and festive nature of this menu.

DO & CO is continuously doing research on the sustainability benefits of reusable packaging compared to single use items. In a first trial, we are working together with system provider VYTAL. As a company specialized in this field, VYTAL provides reusable takeaway containers (e.g. high-quality plastic bowls) to its partners and lets them join the VYTAL network. The system is based on a smartphone App that enables users to find all participating restaurants and shops, where customers can then ask to have food served in reusable takeaway containers without any surcharge. These can later be returned at any network partner's location. The App ensures that lent packaging is brought back and will thus remain in circulation. Network partners are charged with a small fee for each container being filled, and each returned one must be properly cleaned. High-quality plastic bowls provided by VYTAL can be washed and reused around 200 times, thus potentially avoiding a vast amount of single use products.

We are moving away from disposables and towards rotatable/circular packaging. As a result of the cooperation between Turkish DO & CO and Turkish Airlines, we have switched from aluminium foil to melamine-based packaging for our services on all our business partner's flights. This applies to all seven production sites in Turkey. By doing so, we are now using 31% less aluminium foil for our products. The same concept has been implemented with our partners in Poland, LOT Polish Airlines.

### NEXT STEPS:

DO & CO is evaluating the option of joining the Aviation Sustainability Forum (ASF), bringing together stakeholders across the inflight service sector supply chain and governing bodies, to debate the environmental effect of inflight catering and aviation and to work on improvements.

The ASF is a non-profit organisation. Its aim is to improve the sustainability and circularity of passenger in-flight products and services, and to encourage the adoption of developed solutions by the whole aviation network.

By joining the forum, DO & CO would be able to work closely together with other members to find solutions in matters concerning aviation sustainability. Working groups report their progress to the ASF executive board, whose role it is to ensure projects are completed on time and within budget. Members of the ASF gain an in-depth immersion into the worldwide sustainability problems of in-flight services – information that DO & CO can then use for enhancing its goods and services delivered to passengers and airlines.



### CASE STUDY: FIBER-BASED MEAL TRAYS

In a case study, sustainable alternatives to plastic-based meal trays were sought. Depending on the application, these must be able to withstand low/high temperatures and filling with dry/moist/fatty foods.

In the alternatives evaluated, stability is achieved through processed and molded fibers. A wood fiber based product from a Swedish packaging producer was selected for an initial testing phase. The raw material comes from sustainable and responsible forest management in Sweden (FSC certified), where it is also processed into the finished trays. Only a minimal plastic coating is needed to achieve the required product properties, while the packaging consists of 90% wood fiber. In the test with over 25,000 trays in early 2022, around 400 kg of plastic were avoided. Based on the findings, further tests will follow.





TOPIC 3

# CLIMATE CHANGE

**Our commitment:** Decrease ecological footprint along the value chain through continuous investment in state-of-the-art equipment to reduce emissions and energy consumption to reduce the impact on biodiversity.

**Our sustainability goals:** Have all trucks in our global vehicle fleet which do not comply with Euro VI emission standards replaced. By end of 2022 integrate climate change measures into company policies, strategies, and planning.

DESCRIPTION:

Climate change is caused by the accumulation of greenhouse gases in the atmosphere, it has an immediate effect in our environment, resulting in increased global temperatures leading to extreme weather events, water scarcity and reduction in biodiversity. DO & CO, as a leading company in the airline catering and event catering business, is increasing its efforts to reduce greenhouse gas emissions and being resource intelligent; committing time and resources to assess the impact of climate change on biodiversity, while adapting its processes to the impacts accordingly.

CENTRAL MEASURES:

Substantial investments in our vehicle fleets and fleet management are continuously being made in our efforts to target one of the key drivers of carbon emissions in our supply chain and inbound logistics. Learnings from in-depth analysis led to continuous replacement of emission heavy vehicles with their improved successor models, portraying DO & CO's ongoing investment in its vehicle fleet.

In our continued efforts to improve resource utilization, we continually strive to reduce water pollution. We have invested in equipment to reduce water consumption and equipment that will treat the water in the most ecological manner before it is released into local drainage networks for more efficient water usage.

To reach this goal, DO & CO periodically carries out external energy audits with the aim of analysing energy consumption

and energy flows for its facilities. The company uses the derived learnings and recommendations to modernize its facilities and processes. Thus, ensuring that best practices on energy efficiency and reduction of energy consumption are applied across the entire business to maximise economic and environmental benefits.

DO & CO's experts also form part of interdisciplinary working groups and forums, such as respACT (Austria's leading corporate platform for responsible entrepreneurship, and promotion of CSR) and CIRA (Circle Investor Relations Austria; the interest group for investor relations in Austria comprising companies, investors and persons interested in the capital market). These formats are essential for addressing climate-related issues and helping government agencies develop potential policy solutions.

**INTRODUCTION OF A DATA MANAGEMENT SYSTEM**

With the aim to further improve quality and transparency of DO & CO's data, we have introduced a data management system. It will be based around the CO2 reporting module of the globally known GRI-Carbon-Footprint-Core (Global Reporting Initiative). For ten of our locations, we will be able to feed in raw data into the system, which will enable us to calculate our greenhouse gas emissions.

This allows us to monitor direct and indirect GHG emissions and set the right reduction targets for our units around the globe. Considered a long-term investment for a greener future, adequate data management will substantially support DO & CO in reaching its sustainability goals.

**USE OF CO2 FREE ENERGY**

Since the fourth quarter of the business year 2021/2022 all our power supply at Austrian locations, will come from renewable energy sources (hydro power). This means that electricity consumed in Austria did not cause any CO2 emission during its generation.

NEXT STEPS:

Business continuity in the following years, for all industries, will be challenged by the risks associated with climate change.

Continuous investment in new technologies and digitalization is a key task in our agenda in ensuring both the climate resilience of our operations and continued reduction of emissions associated with our operations. DO & CO will increase its efforts in promoting climate conscious behaviour through adjusting its supplier standards and procurement policies to that regard.

Furthermore, it is planned to implement an energy management system. It will provide data on energy consumption, efficiency and required maintenance or renewal of related equipment. Derived insights will help DO & CO in its effort to become a leading organization with regards to energy management.





ENERGY CONSUMPTION	2021/2022	2020/2021	2019/2020	2018/2019
<b>Energy consumption in kWh</b>	<b>111,980</b>	<b>58,545</b>	<b>153,828</b>	<b>143,563</b>
thereof renewable energy	18%	14%	N/A	N/A
thereof not renewable or unknown energy	82%	86%	N/A	N/A

WATER CONSUMPTION	2021/2022	2020/2021	2019/2020	2018/2019
<b>In m3</b>	<b>1,469,362</b>	<b>424,702</b>	<b>2,175,838</b>	<b>N/A</b>

WASTE	2021/2022	2020/2021	2019/2020	2018/2019
<b>Non-hazardous waste in tons</b>	<b>22,105.80</b>	<b>9,345.2</b>	<b>53,493.8</b>	<b>53,073.1</b>
thereof glass in tons	358.4	76.4	N/A	N/A
thereof metal in tons	57.7	25.4	N/A	N/A
thereof paper in tons	1,682.5	758.3	N/A	N/A
thereof cooking oil in tons	140.1	183.5	N/A	N/A
thereof grease from grease separator in tons	2,263.8	1,148.8	N/A	N/A
thereof food waste in tons	11,139.40	5,337.7	N/A	N/A
thereof styrofoam in tons	0.4	0.7	N/A	N/A
thereof residual waste in tons	5,310.5	1,006.7	N/A	N/A
thereof other in tons	1,153.1	807.8	N/A	N/A
<b>Hazardous waste in tons</b>	<b>589.5</b>	<b>325.3</b>	<b>N/A</b>	<b>N/A</b>
thereof treated by specialist in tons	505.7	272.1	N/A	N/A
<b>Incoming airline waste in tons</b>	<b>6,983.3</b>	<b>3,253.1</b>	<b>N/A</b>	<b>N/A</b>

VEHICLES	2021/2022	2020/2021	2019/2020	2018/2019
<b>Number of vehicles</b>	<b>847</b>	<b>976</b>	<b>950</b>	<b>623</b>
thereof electric vehicles	56	56	37	5
thereof Euro VI-standard vehicles	312	251	186	54

FUEL CONSUMPTION	2021/2022	2020/2021	2019/2020	2018/2019
<b>Total, kL</b>	<b>3,447</b>	<b>1,460</b>	<b>4,330</b>	<b>N/A</b>

CO2 EMISSION (TRANSPORTATION)	2021/2022	2020/2021	2019/2020	2018/2019
<b>CO2 to own fleet, toCO2</b>	<b>7,757.0</b>	<b>4,234.1</b>	<b>12,557.9</b>	<b>N/A</b>
<b>CO2 total (incl. air transportation &amp; 3rd party), toCO2</b>	<b>8,924.1</b>	<b>6,085.1</b>	<b>14,563.9</b>	<b>N/A</b>



# 02

## RESPONSIBLE PRODUCT

Climate change, the scarcity of natural resources and threats to the ecosystems and biodiversity are defining challenges of our time. These issues pose material risks that demand fundamental changes in the way society, including the private sector, operates and innovates to drive sustainability. Our commitment to environmental stewardship focuses on using resources wisely and protecting the planet as we operate and grow our business. Given the scale of our worldwide operations, we are conscious that even a small change can have major impact.

We acknowledge that we have a responsibility to contribute solutions by reducing our emissions and building resilience through helping the business and communities to adapt to climate change. Thus DO & CO strives to set a good example by introducing the principles of sustainability into its daily activities.

FOOD ANALYSIS	2021/2022	2020/2021	2019/2020	2018/2019	2017/2018
Number of food analysis in laboratories	16,348	10,366	22,564	20,674	20,168
Ratio of results according to the norm	99.8%	99.3%	99.6%	99.4%	99.4%

EXTERNAL AUDITS	2021/2022	2020/2021	2019/2020	2018/2019	2017/2018
Number of external audits	248	98	220	276	241
Ratio of failed audits	1.6%	0.0%	0.0%	0.0%	0.0%

PROCUREMENT	2021/2022	2020/2021	2019/2020	2018/2019	2017/2018
Percentage of ingredients sourced locally	83.4%	80.3%	N/A	N/A	N/A



## TOPIC 4

# FOOD SAFETY

**Our commitment:** Running a sustainable business providing safe quality products for our customers by ensuring highest food safety standards.

**Our sustainability goals:** Establish a dedicated food safety committee to give guidance to DO & CO's food quality and safety program and guide DO & CO's efforts obtaining future certification.

### DESCRIPTION:

Food safety is part of our culture and extends through all levels of our company. An in-house information and training programme covers everything from how our staff check ingredients when they arrive at our facilities to the temperature at which our food should be stored when it leaves our facilities for delivery to our customers. DO & CO's own Food Safety Quality teams oversee the quality of our products from farm to table, starting with the procurement of ingredients and continuing through the manufacturing process up to delivering our goods to our customers and consumers.

DO & CO has an effective food safety tool in place, which is based on the principles of the Hazard Analysis Critical Control Point (HACCP) approach to food safety, Good Hygiene Practice, QSAI Catering Quality Assurance Programme, IFSA/IFCA/AEA/WHO World Food Safety Guidelines, and additional local requirements.

Our Product Safety Compliance team has implemented product-safety-related processes and procedures such as:

- ▶ Monitoring laws, regulations and standards
- ▶ Creating and communicating product requirements
- ▶ Assessing supplier and product performance
- ▶ Product testing, verification, and monitoring
- ▶ Managing incident reports, product removals and regulatory reporting

These processes are accompanied by regularly tested emergency procedures (product testing and recall) to ensure product safety.

In addition to employing subject-matter experts who can share their expertise on an ongoing basis, we provide training opportunities to all employees that impact food safety and quality. The success of any food safety program depends on our people. Food safety information and training programs guarantee that all DO & CO employees are up to date on all health, hygiene, and food safety issues. For this reason, all employees receive an introductory training upon arrival at the company which is intensified by departmental trainings depending on the employee's role within the business. To ensure easy recollection of these trainings, employees who come in direct contact with food receive additional food handling procedure manuals. These manuals also serve to educate associates on the most important practices or behaviours an associate must follow to prevent food borne illnesses.

Furthermore, significant amounts of time, resources and expertise are dedicated to ensuring our food is prepared in a food approved environment. Focus is placed on the separation of workflows for the preparation of special meals, including Halal and allergenic meals.

The purpose of our food safety standard is to ensure that, by following the HACCP principle, we establish a food safety system that effectively controls the identified hazards and is implemented in compliance with the written plan. Evidence for the effectiveness of the system is achieved through monitorization with internal audits, frequent microbiological testing, and close follow up of any customer complaint. The scope of the system extends to all airline catering units

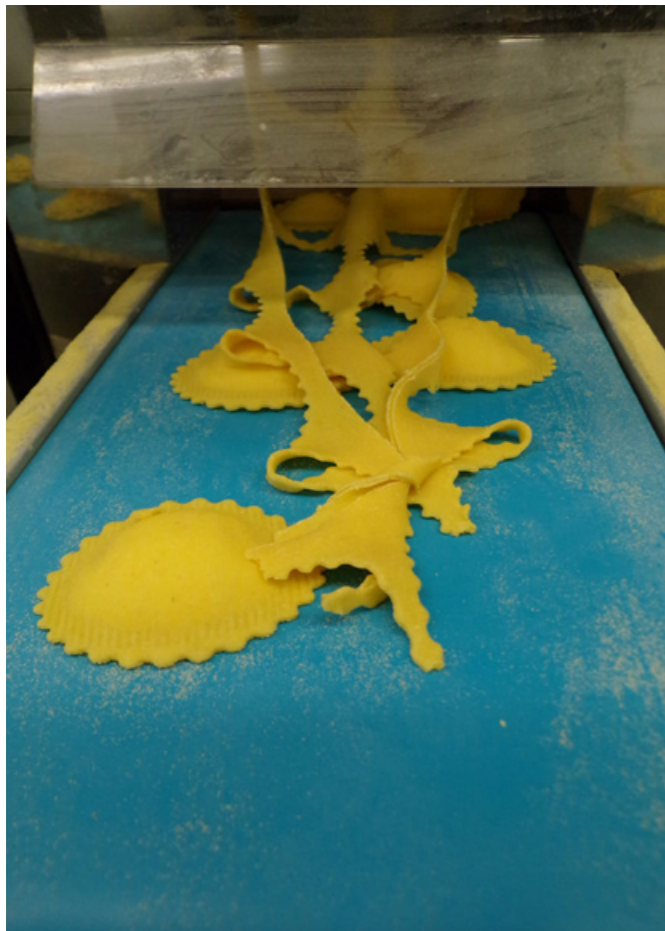
Such validation is carried out by the Food Safety and Hygiene Specialists who collect information such as unit data sheets, maintenance schedules and audit results. These are presented during regular risk assessments that serve as validation tools and are followed-up by a food safety working group in periodical review meetings. The working group evaluates internal and customer audit scores, any internal or customer claims, as well as microbiological test results.

Based on the evaluation of relevant data, preventive, and corrective actions for improving the system are planned, realized and effectivity monitored. These actions are planned on each level of the food safety system. For implementation and maintenance of our food safety system, the information flow is of major importance. The following systems are essential for keeping all stakeholders to date: Newsletters with relevant information about legal requirements and specific airline requirements, frequent meetings including a monthly hygiene meeting, a biannual experience exchange between hygiene managers and auditors and a quarterly food safety working group, as well as a quarterly regional hygiene and a weekly hygiene controller report.

Internal and external validation of our work serves to ensure that the quality culture of DO & CO is embedded in all our business activities. Responsible for being our toughest critic, our internal food audit proactively identifies food safety and quality enhancement opportunities at our facilities. Internal findings are supported by third party audits carried out by our various airline partners ensure continuous monitoring of product safety performance.







The following external audits are systematically and regularly carried out, usually on an annual basis:

- ▶ Customer audits by airlines or their representatives (incl. consultants), which are performed either unannounced, announced or during a presentation:
  - » **Halal audit:** Verification of compliance with HALAL provisions on raw ingredients, equipment, processes, personnel, and procedures.
  - » **Hygiene audit:** Verification of compliance with provisions on HACCP, suppliers, delivery of goods, storage, processing, food arrangements, deliveries as well as general cleaning, equipment cleaning, loading and personnel.
  - » **Security audit:** Verification of compliance with provisions on access security, personnel, sealing and loading.
  - » **Equipment audit:** Verification of compliance with provisions on inventories, warehousing, and communication.
- ▶ Official audits by public authorities for food safety and control, occupational health and safety, aviation safety as well as further public authorities, e.g. trade etc.
  - » **Medina Audit:** Medina Quality Assurance Services (“Medina Quality”) develops, manages, and certifies food quality and safety assurance programmes for airlines, food producers and other large-scale food purchasers. Our Detroit and New York units have recently been subject of a Medina Audit, which was passed.
  - » Internal audits carried out by inhouse quality management or internal auditors at varying intervals.

In addition, we have achieved certifications from independent and external food safety auditors according to globally recognized food safety and quality standards in accordance with the FAO/WHO Codes Alimentarius HACCP. For example: Our Gourmet Kitchen in London Heathrow is certified with the ISO 22000:2005 & Prerequisite Program ISO/TS 22002 Part 2, Catering & IFSA/IFCA AEA and WHO World Food Safety Guidelines whilst our Viennese Unit complies with the EU reg. No. 834/2007.

Together with our culinary specialists, authentic products are designed. They consider all various aspects of the product, including taste, texture, and behaviours during various aggregate states. Highest food safety standards apply throughout each step.

#### **REALISATION: HOMEMADE GNOCCHI & PASTA**

As embodiment of our “no additives, no preservatives and no flavour enhancers” culture, we are currently producing our own homemade pasta and gnocchi in almost every US production unit. This project was started to create a unique experience for our external stakeholders. The focus lies on developing of a fresh and homemade product, which is free from any chemical substances and instead contains ingredients made from the best raw materials. To ensure that these can be offered at 35,000 feet to our customers the product is currently going through various steps ensuring food safety.



TOPIC 5

# SOCIALLY RESPONSIBLE SOURCING

**Our commitment:** Work with our supply chain partners toward ensuring a standard of ethical and responsible conduct through transparent procurement practices, continuous exchange, and supplier audits.

**Our sustainability goals:** Produce all our dishes near our operations location to allow for fresh produce and keep delivery routes to a minimum. Increase supplier audits in both quality and frequency. Introduction of a mandatory Supplier Code of Conduct covering ESG standards best practice.

DESCRIPTION:

DO & CO implements socially responsible sourcing through transparent procurement methods, ongoing exchange, and supplier audits. We will work alongside our members of the supply chain to ensure a level of ethical and responsible behaviour. We see it as one of our sustainability goals to prepare all our meals close our production sites. This allows for fresh produce to arrive and to reduce delivery routes to a minimum.

Our customers and partners care about what they are buying and where it comes from, but also who they are supporting with the purchase and how their purchase affects their local community. The products we purchase have an impact on people, animals, and the environment. That is why it is important to consider environmental and social impacts through sustainable sourcing. Local, small, and diverse suppliers provide more insight into local market trends and can supply authentic products and services that are culturally relevant for our consumers. That, in turn, helps drive overall satisfaction and growth by supporting the local economy.

We work with local suppliers all over the world to source the raw materials we need. The success of our business relies on the active co-operation of suppliers and purchasers. The collective engagement, knowledge and experiences of our supply chain plays an important role in attaining sustainable sourcing practices whereby the demand for shared value creation forms the foundation of any negotiation with our suppliers.

Our code of business conduct for our suppliers outlines the basic requirements for doing business with DO & CO. It serves as the highest level of governance for responsible sourcing. Our procurement team's systematic evaluation of the supplier's social and environmental performance during procurement decisions varies from compliance with social norms, including legally enforceable agreements, to active supply chain monitoring via supplier audits.



**ANIMAL WELFARE**

The quality of raw ingredients is determined by how farm animals are raised, handled, and processed. At DO & CO humane treatment of animals plays an important part in our sourcing considerations. The company's expectations for appropriate animal care range from corn fed chicken and cage free eggs to the elimination of gestation stalls.

**HUMAN RIGHTS PROTECTION**

The food industry has repeatedly faced public criticism regarding CSR in the supply chain, as the production of raw materials can involve manual, hard and dangerous work and often does not require a skilled workforce, which in turn entails various risks. As an ethical business organization, DO & CO ensures that its operations do not contribute in any way to human right abuses. Our partners around the globe, know that we are committed to managing our business with a consistent set of values that represent the highest standards of quality, integrity, and excellence.



The company is committed to respecting human rights and has the following concepts in this context:

- ▶ Evaluation of suppliers before entering a business relationship, accompanied by periodic audits of the same. Negative audit results lead to immediate measures and ultimately to termination of the business relationship. In this way, the company monitors corresponding risks in its environment.
- ▶ DO & CO does not tolerate any violations of human rights or exploitation in its company as well as in its supply chain, to which DO & CO also contractually commits itself towards its customers. To date, however, no case of such a violation is known.
- ▶ The company commits itself and its bodies to a respect for human rights and to a working environment free of discrimination. Wages and salaries comply with national requirements and are independent of race, gender, skin colour, origin, religion, or sexual orientation. In this way, the company makes its contribution to combating precarious working conditions.
- ▶ The company's human resources policies are designed to ensure a safe working environment for our employees. Child labour is strictly prohibited throughout the company.
- ▶ In all DO & CO activities worldwide, the health and safety of our employees is a top priority. Our local department and branch management is responsible for ensuring compliance with regulations, which is documented by regular reports. All work-related accidents are subject to detailed analysis and lead to subsequent adjustment of processes or workflows and implementation of corrective and preventive measures.
- ▶ DO & CO supports the freedom of association and assembly of its employees, which is reinforced by the fact that 33% of its workforce is unionized.

**PRODUCT SOURCING AND ANIMAL WELFARE**

DO & CO follows an extensive “farm-to-table” approach by promoting fresh and homemade food supplied from local sources, and tries to limit food mileage, hence lowering greenhouse gas emissions and the impact on the environment.

Local sourcing is a component in our purchasing strategy, DO & CO acquires products directly from local and regional, if possible and economically feasible, from suppliers certified according to environmental standards and growing organic produce.

Given that DO & CO operates in a globalized market, our suppliers are frequently often located around the globe. The execution of supplier audits is thus of particular importance to DO & CO as it enables us to assess and support our supplying companies, where required. It sets established corporate norms and transparency throughout the whole supply chain, as well as stabilizes our own production process, resulting in a long-term increase in the company's competitive position.

DO & CO is committed to complying with environmental laws and EU requirements. DO & CO has introduced a Suppliers Code of Conduct, since it is already common law in Germany and expected to gain EU-wide application. By introducing a Suppliers Code of Conduct on a global basis, DO & CO commits itself to several guidelines that our suppliers have to adhere to. They relate to the protection of human rights, product sourcing and animal welfare. The code will allow DO & CO to act as a guide to suppliers and business partners in best practice and continuous improvement in this field.

**A SELECTION OF SUPPLIER CERTIFICATIONS:**





## TOPIC 6

# DIVERSE & INCLUSIVE MEALS

**Our commitment:** Produce healthy and nourishing meals without additives, preservatives or flavour enhancers and reduce fats and processed sugar.

**Our sustainability goals:** Support global efforts to end forms of malnutrition by promoting informed decision making. By 2030 ensure access by all people to safe and nutritious food by offering affordable products for all income levels.

### DESCRIPTION:

DO & CO has always placed special attention on customized product offerings, whether it is a trademark meal for a high-profile customer or a particular event. One of the primary drivers of DO & CO's success is its in-depth awareness of nutrition and health challenges in each of its markets. As a result, we have a one-of-a-kind line of items that fulfil the needs of all our customers. Today's consumers respond well to adapted offerings that address food intolerances or dietary preferences (vegetarian, vegan, halal, meat, or fish). DO & CO embraces the acceleration of healthy eating trends, including the growing demand for locally sourced, organic, plant-based goods, by incorporating them into event hospitality packages and on-board aircraft.

DO & CO provides a diverse selection of dietary options to accommodate dietary requirements and preferences in all its business activities. Product innovation and reformulation is focused on the continued reduction of excess sugar, salt and fat across our whole portfolio. New products promote healthy eating habits by including vital elements like fibres, proteins, vitamins, and minerals.

DO & CO believes that our communication and services must assist in educating consumers about the importance of nutritious meals and healthy lifestyles. As a result, all nutritious food selections accessible in our gourmet shops are reasonably priced to promote access to affordable nutritional meal options.

To enable informed decision making, sufficient information about the product, including its nutritional information, are visibly displayed. Packed products must also indicate the content of any allergenic substances, hence allergen labelling must be clearly visible and is to be provided in an allergen information panel on the product label, as well as on our menu cards.

Whilst inclusive meals play an important role in our daily operations and as such our retail branch, the most extensive product range can be found in our airline catering concepts.

Besides the many different cuisines offered to our culturally diverse airline partners, DO & CO can customize all its offerings according to each airline's individual wishes. Through its airline catering business, DO & CO has implemented a process capable of complying with strict meal specifications throughout its entire production. Borne out of necessity to comply with sophisticated and very specific customer demands dedicating the exact percentage of each nutritional component (e.g. protein) which shall be included in individual meals, DO & CO is able to follow strict procedures in the careful preparation of meal items. Throughout its entire culinary offering the company applies its strict "no additives, no preservatives and no flavour enhancers" policy.

DO & CO's internal product and culinary development team checks compliance with labelling requirements and recipes on periodical basis. Both customer audit specialists and DO & CO's internal audit department routinely check the specification of food items produced and provided to the company's customers.

### NEXT STEPS :

To make our product offering more accessible to all consumer groups, DO & CO is actively working towards a vegan product line. Beyond encouraging our consumers to purchase nourishing meal options, we are also working towards the promotion of an active and healthy lifestyle for our employees. Focus will be placed on awareness raising activities on physical well-being.



## 03

SOCIAL  
ENGAGEMENT

As a global catering service provider, DO & CO's conduct directly impacts its stakeholders – from our associates to our suppliers, to the customers and citizens who encounter our products either on an airplane, at a sports event or in one of our hotels or restaurants. Engaging with people is the cornerstone of everything we do.

DO & CO is committed to fostering a safe and inclusive community for our employees. We prioritize the health and well-being of our employees and their families. The past two business years 2020/2021 and 2021/2022 provided us with an opportunity to demonstrate this commitment as we responded to the challenges presented by the pandemic. Beyond that, we help our employees advance their skills and careers and create an inclusive culture. We're proud of our longstanding commitment to the people we connect with, and we aspire to use our capabilities and influence to bring about positive impact and act as role-model in areas of transparency, accountability, and support of governmental institutions.

EMPLOYEES AS OF 31 MARCH (FTE)	2021/2022	2020/2021	2019/2020	2018/2019	2017/2018
<b>Employees</b>	<b>9,222</b>	<b>7,486</b>	<b>10,212</b>	<b>10,450</b>	<b>9,565</b>
thereof male	5,835	4,981	6,515	6,639	5,987
thereof male in %	63%	67%	64%	64%	63%
thereof female	3,387	2,505	3,697	3,811	3,579
thereof female	37%	33%	36%	36%	37%

EMPLOYEES (HEADCOUNT)	2021/2022	in %	2020/2021	in %
<b>Employees</b>	<b>10,438</b>		<b>8,994</b>	
thereof full time	9,533	91%	7,901	88%
thereof part time	195	2%	646	7%
thereof temporary	710	7%	446	5%

AGE SPLIT (HEADCOUNT)	2021/22	in %	2020/21	in %
< 30	1,944	19%	1,747	19%
30-50	6,637	64%	5,738	64%
> 50	1,856	18%	1,509	17%



# TOPIC 7 EMPLOYEE TRAINING & DEVELOPMENT

**Our commitment:** DO & CO enables and promotes the social, economic, and political inclusion of all employees, regardless of age, gender, disability, ethnicity, origin, religion and economic or other status.

**Our sustainability goals:** Actively advocate for diversity and an inclusive workplace by increasing engagement with local communities and NGOs. This promotes understanding of how minorities and/or disadvantaged groups can be accommodated in employment and how barriers can be proactively addressed.

## DESCRIPTION:

At DO & CO, we continuously look for ways to improve, develop, grow, and learn from one another. We prioritize continual development and training to support our workers' progress, ensuring that all of our employees have the chance to advance throughout their journey with us. DO & CO offers numerous opportunities for our employees to be successful in an international company with a wide range of exciting business areas. In addition, DO & CO encourages employees to take responsibility for their own development and to advance projects in areas of personal interest.

A very dynamic market environment with new challenges every day is the best school for young employees to quickly develop personally and professionally. DO & CO fosters and encourages constant learning through its cross-divisional operation. Employees have the possibility to try out different parts of our operations and get first-hand experience outside their main work environment.

All employees receive periodical training in areas essential to DO & CO's business activities, either because they are required by law (e.g. airport security trainings) or essential to act as brand ambassador of the company (e.g. food science and tasting training).

The following trainings are systematically and regularly carried out:

- ▶ Airport security trainings
- ▶ Compliance trainings
- ▶ Food safety trainings
- ▶ Compliance workshops
- ▶ Cyber security and data privacy workshops
- ▶ Service training
- ▶ Health & safety training including COVID-19 measures

### DO & CO CREATES MORE THAN 1,700 NEW JOBS

Despite an ongoing difficult market environment, the turnaround DO & CO continues to go through is all thanks to its staff and their incredible dedication. The most important ingredient in the recipe for our premium offering is our staff, each of whom has a unique personality and a passion for hospitality. DO & CO is therefore proud to have hired and trained over 1,736 new employees in the past business year 2021/2022 (number of full-time equivalents in the comparison period from March 2021 to March 2022).

Besides our ongoing support for career development, we also look for opportunities to improve key resources, such as continual advancements in technology, to complement our people agenda.





# INTERVIEW WITH LISA SKELTON HR DIRECTOR OF DO & CO IN LONDON HEATHROW

## 1. How have your past experiences contributed to your decision to get involved in the “Learning & Development” division in London?

With more than 16 years as a human resources professional I have come to learn the value that can be added to a business by investing in “Learning & Development”. Harnessing resources both internally and externally for both personal and professional development of our people creates a deep sense of being and belonging for an employee. The link between investment in personal learning and the loyalty, passion and determination received in return are so great that in time it will elevate the DO & CO brand.

## 2. Which path has “Learning & Development” taken in London and what are the long-term goals?

The DO & CO goals in London for the last two business years have been to stabilise and manage the COVID-19 pandemic effects. Whilst even during the pandemic “Learning & Development” still had a place. As a business we focused the agenda on our senior team to ensure that they could overcome the challenges they were being faced with daily.

Currently in London, we have refocused this agenda and are seeking opportunities in everything we do. As such we are utilising UK-based, government-supported schemes to invest in opportunities from communication skills, culinary-specific training, and quality assurance through to management schemes for continued development.

Our global vision is to ensure we continue to develop our management teams through leadership ability and technical skill. In addition, given the diverse nature of our business we place much importance on developing culinary skills to continue to attain our high standards

whilst also setting ourselves aside from our competition. Communication skills are also an area of investment allowing our global business to work as one team, as effectively as possible.

## 3. Do you think that learning and development strategies should vary across the DO & CO regional subsidiaries, or would you advocate for a more homogenous structure?

Whilst it is important to have a global “Learning & Development” framework to set a structure, our success is built upon empowering our teams to be a part of the journey. Our people can actively participate and lead their own learning and that of their teams. Therefore, based not only on geographical location, but also on skills within each location, there will always be variances to the “Learning & Development” strategy. In addition, we find that rigidity of a specific strategy halts opportunities being identified.

*“Learning is natural, not forced, bespoke, and not prescribed. For us it is growth of our family.”*



## 4. DO & CO is vastly focused on job enlargement education. What do you think - is it more efficient than a specific area learning?

Being adaptable to the varying learning styles across the business is key. Alongside job enlargement and succession planning we adopt a blended learning approach. Classroom and online learning allow each of our people to build a bespoke toolkit specifically for them to enhance their learning capabilities. Having this fluid and agile approach ensures that our people and our business gain the most from the experience.

## 5. DO & CO encourages employees to advance projects in areas of their interest. How does this contribute to the company’s development in your opinion?

Enabling and empowering our people to develop in an area of which they are most passionate about not only supports their personal and professional growth, but also unlocks potential for the business adapt and alter in varying business areas. It creates personal and emotional loyalties with our people and establishes a bond between the company and the individual which is seldom offered within the workplace.

## 6. Often, the welfare of workers comes at the expense of economic growth and vice versa. How does DO & CO’s “Learning & Development” division ensure that these two elements can grow side by side?

Development and welfare of workers is innate to DO & CO so much so that the utilization of our skilled teams, the utilization of management experts and the passion for sharing of knowledge assist us in our success. Training is at the core, without having to be enforced.

It is part of the values of which we hold so close and as such is a natural and organic process on differing levels which do not impact upon our economic growth.

There shall always be a need for investment in to Learning & Development, however, our hybrid approach allows for the growth in both areas simultaneously.

## 7. Do you think that the DO & CO e-learning platform would still prevail in post-covid times?

Yes, it still very much has a place, certainly with our blended learning approach.



## TOPIC 8 CORPORATE BENEFITS

**Our commitment:** DO & CO promotes a safe and secure work environment, internal development opportunities and education of employees

**Our sustainability goals:** Sustainable increase of employee satisfaction

### DESCRIPTION:

Employee satisfaction is the top priority at all DO & CO locations. DO & CO's efforts to ensure and introduce corporate benefits in our globally established working culture promotes a positive social climate and smooth operations at the workplace.

Due to our staff being the most important part for the success of DO & CO, we have already introduced corporate benefit schemes for our units. These include especially:

- ▶ Employee assistance programmes
- ▶ Whistleblowing services
- ▶ maternity and paternity pay
- ▶ medical insurance and medical officer
- ▶ “meals for brains” – only market-fresh ingredients in our employee restaurants
- ▶ discount programs

In the business year 2021/2022 DO & CO's Green team with support of Human Resources has extended the range of benefits and joined a discount program in Austria. Its associated online platform enables employees to enjoy purchasing benefits throughout Europe and obtain special conditions from well-known manufacturers and brands. Expansion to all other countries in Europe is currently being planned.







## TOPIC 9

# HUMANITARIAN AID FOR UKRAINE

### STATEMENT FROM OUR MANAGING DIRECTOR IN KYIV, EVELINA MITSKEVYCH

We all follow the news coverage of events in Ukraine every day and are shocked by how the war has abruptly changed the lives of so many people. DO & CO launched a humanitarian aid project quickly after the war began to support the people in Ukraine.

Our main concern is the peace, safety and health of our teams and their family members. We are keeping a close eye on current developments, and are in regular contact with all employees in Ukraine to inform us about their safety and well-being during the enforced production shutdown at the airport in Kyiv. All 250 DO & CO employees at this location are well and safe.

In its initial assessment of the situation, DO & CO found that there were critical funding gaps. DO & CO Kyiv therefore donated over 12 tons of fresh produce and over 24,000 pieces of disposable packaging to those in need. DO & CO Poland, in cooperation with the „Ernest Wójcicki Prenatal Medicine Foundation“, distributed food and beverages to Ukrainians who had fled to Poland.

In the next phase, we focused on improving the living conditions of Ukrainian employees that fled the country. The DO & CO HQ in Vienna acted as an intermediary between job seekers and employers to facilitate the integration of displaced persons into the labour market and help them regain financial security.

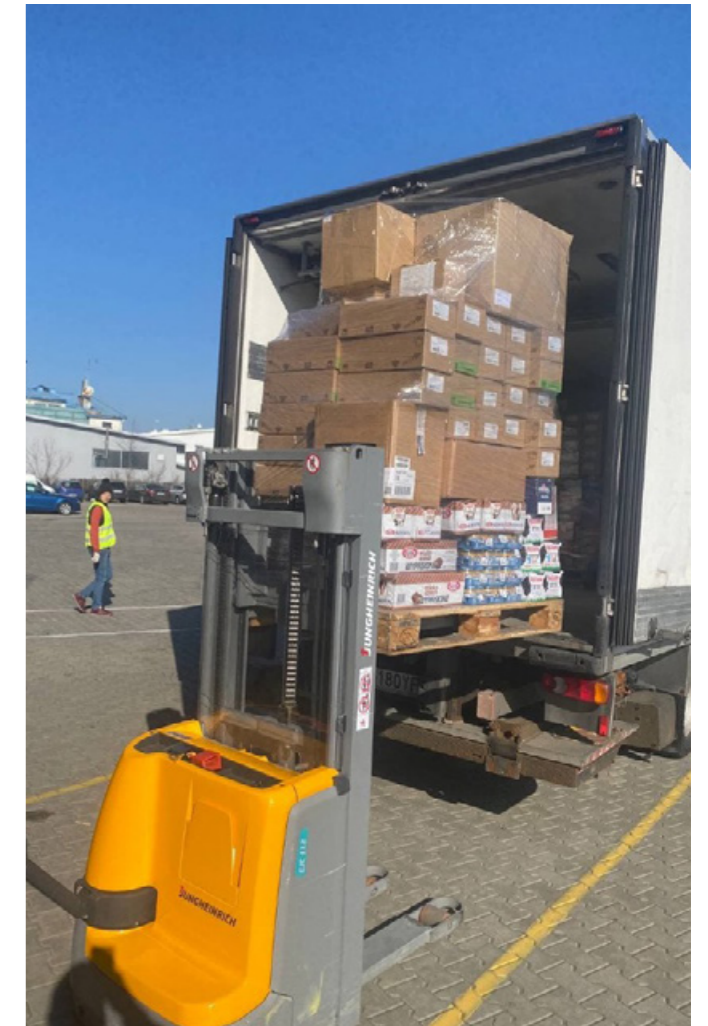
The initiative consisted of offering our employees and their closest relatives the opportunity to flee the war and find suitable jobs at other DO & CO locations, especially on the basis of their qualifications. This project included the transfer of women with children to Vienna (67 people in all), hotel accommodation and identification of internal

job opportunities. Emphasis was also placed on helping the women regain their independence and self-reliance - by helping them overcome language barriers, find and rent suitable housing and coordinate child care. More than two months after the project was started, 22 adults are employed in Austria and another two in Germany.

Our Warsaw location has also begun employing 60 women that had fled from Ukraine, giving them the opportunity to join a team of culinary professionals.

The company has also relocated administrative functions from DO & CO Kyiv. Allowing „remote work“ ensures that employees can continue to contribute to global projects, regardless of their current location.

In further steps, we are looking for ways to resume local operations and thus create a starting point for the revival of airline catering after the end of the war.





# SOCIAL ENGAGEMENT DATA

COLLECTIVE BARGAINING AGREEMENTS	2021/2022	in %	2020/2021	in %
<b>Employees (headcount)</b>	10.438		<b>8.994</b>	
thereof under collective bargaining agreements	3.440	33%	5.308	59%

EMPLOYEE TRAINING	2021/2022	2020/2021	2019/2020	2018/2019
Total training hours	202.246	161.629	151.655	N/A
Total cost of training (avg. Comp * hours) in TEUR	1.033.959	694.702	850.000	N/A
Average training hours per employee	21	18	N/A	N/A

EMPLOYEE TURNOVER	2021/2022	in %	2020/2021	in %
<b>Employee leavings (as of 31 March)</b>	<b>1,659</b>		<b>3,274</b>	
thereof voluntary leavings	1,147	69%	994	30%
Male	627	55%	564	57%
Female	520	45%	430	43%
thereof involuntary leavings	512	31%	2,280	70%
Male	266	52%	1,374	60%
Female	246	48%	906	40%
<b>Employee turnover rate</b>	<b>15.2%</b>		<b>36.4%</b>	
thereof voluntary employee turnover rate	69.1%		11,5%	
thereof involuntary employee turnover rate	30.9%		25,4%	
<b>New hires</b>	<b>2,569</b>		<b>2,304</b>	
thereof male	1,403	55%	1,413	61%
thereof female	1,166	45%	891	39%

WORK-RELATED INJURIES	2021/2022	2020/2021	2019/2020	2018/2019
Total hours worked (incl. over-time) in t	13,463,790	8,383,642	N/A	N/A
Hours worked per employee (FTE)	1,506	1,605	N/A	N/A
Work-related injuries	263	127	N/A	N/A
Lost days due to such injuries	2,245	948	N/A	N/A
Work-related injuries per 100 000 hours worked	1.95	1.5	N/A	N/A
Work-related fatalities	0	0	N/A	N/A

WORK STOPPAGE	2021/2022	2020/2021	2019/2020	2018/2019
Number of work stoppages	0	0	0	0
Number of days in idle	0	0	0	0

COMPENSATION	2021/2022	2020/2021	2019/2020	2018/2019
Total compensation (excl. Mgmt. Board) in EUR	219,420,940	108,271,310	N/A	N/A
Total hours worked (incl. over-time)	13,463,790	8,383,642	N/A	N/A
Global average hourly wage in EUR	16.29	12.91	N/A	N/A

# 04

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## COMPLIANCE

Compliance with laws and regulations is key to DO & CO and our stakeholders. It is achieved through a continuous monitoring system, which involves both internal and external auditing, in-house reporting procedures, training, and risk assessment.



# TOPIC 10

## COMPLIANCE: ENVIRONMENTAL LAWS

**Our Commitment:** Promote the rule of law at national and international levels.

**Our sustainability goals:** Our 20 biggest suppliers in each country should have obtained certification by 2025 to ensure their compliance with environmental law and thus their contribution to DO & CO's sustainability commitment.

### DESCRIPTION:

It is without question that DO & CO complies with environmental laws. This requires detailed knowledge of current legislation, but also preparation for new guiding principles arising from the EU Green Deal (COM/2020/563). Protecting the environment and preserving our natural resources are corporate goals of the highest priority for us. The efforts taken to minimize our environmental impact frequently exceed those required by legislation.

DO & CO makes sure that internal specialists have sufficient resources and support to correctly assess and monitor the legal environment with regards to regulations, standards, licenses and permits. This task is assisted by a compliance system and external advisors.

The company and its agents clearly convey the significance of integrity and compliance with environmental regulations, which involves both training and supervision of qualified individuals.



Environmental compliance is achieved through:

LEGISLATION, REGULATIONS AND DIRECTIVES	METHOD FOR COMPLIANCE
<b>Energy Efficiency Directive 2012/27/EU</b>	Energy efficiency audits carried out with 3rd party suppliers.
<b>Directive 2008/68/EC on inland transport of dangerous goods</b>	We have the governance procedures and 3rd party suppliers in place to prevent any damage to soil from leakage of dangerous goods such as fuel.
<b>Ecodesign Directive 2009/125/EC</b>	All our energy-related products are clearly labelled as per regulatory requirements.





## TOPIC 11

# COMPLIANCE: EU REQUIREMENTS

**Our commitment:** Promote and abide the rule of law at national and international levels and establish a whistleblowing and non-retaliation policy. Create an open culture and enable employees to voice the concerns.

**Our sustainability goals:** Ensure that employees feel comfortable reporting grievances internally including availability, multi-language approach and comprehensible explanatory texts.

Conduct effective internal communication strategies and manage appropriate follow-up actions.

### DESCRIPTION:

DO & CO's whistleblowing policy has been developed and an anonymous whistleblowing platform has been introduced in the final stages of the business year 2021/2022. While a respective system had been in place in the UK for several years already, the new platform also covers all remaining European operations of DO & CO.

DO & CO is committed to taking the necessary measures to ensure that whistleblowers are protected against any sort of retaliation. The Europe-wide platform can be used by all employees and will help to maintain a fair and productive working environment. Reported suspicions of wrongdoing will be investigated without exception.

DO & CO uses specially trained members of its compliance and legal teams to handle reported cases in the first instance. Employees in management positions are also trained to handle cases in which they are not themselves involved. If necessary, external legal counsel can also be brought in.

Although not all countries have fully introduced the EU-guidelines on whistleblowing, DO & CO emphasizes the matter's importance by following a European-wide approach together with a healthy culture of open communication.

**Supply Chain Guidelines** are crucial in controlling the supply chain and creating transparency within it.

From 2023 onwards, the German Supply Chain Act will require procurement and distribution channels to comply with human rights and environmental standards, from raw material extraction through delivery to end customers. The act also addresses the necessity of taking preventive and remedial actions if needed. It is likely that the German law will serve as a blueprint for an upcoming EU-wide policy soon.

Even though the regulations might only apply for operations in certain regions or companies of certain sizes, we consider the requirements as universally applicable.

DO & CO has already introduced respective guidelines in recent months for identifying and assessing risks to human rights and the environment within the entire supply chain – from extraction of raw materials to final consumption.





# TOPIC 12

## DATA SECURITY & PROTECTION

**Our commitment:** Utmost care in handling the information entrusted to us.

Ongoing assurance of data security, taking all risks into account.

**Our sustainability goals:** Anonymisation of personal data where appropriate.

### DESCRIPTION:

DO & CO has recorded no data breaches or breaches of customer privacy in the business year 2021/2022.

In an ongoing effort to evolve and enhance the organisation’s ability to prevent, detect, respond to, and recover from system failure, compromises, and/or data breaches in the future, we have embarked on a comprehensive programme of refreshing our information security control approach and implementation.

The organisation appointed a Chief Information Security Officer in April 2021, who defined a future IT strategy that includes improvement of the IT control environment. He has developed an interim information security plan and is implementing numerous new IT policies, standards, and processes to bring the organisation in line with international industry standards and best practices.

Confidentiality and data privacy are essential components of our information security programme. Therefore, we do not disclose specific details about the tools, techniques and processes employed or the policies, standards and procedures governing them.

**DO & CO’s approach for identifying and mitigating data security risks:**

DO & CO significantly improved its globally connected IT systems and information security control environments in recent months and will continue to do so.

To this effect, we have:

- ▶ defined an IT strategy that includes improving the IT control environment and several senior appointments in the IT team
- ▶ developed an interim information security plan and progressed with implementing numerous Information security policies, standards, processes, and control enhancements
- ▶ appointed a Senior Analyst to the Information Security team
- ▶ approved plans to establish an Information Security Compliance team responsible for implementing and maintaining globally consistent information security risk, compliance, and data privacy management systems
- ▶ approved plans to expand the Information Security team to provide improved geographical and skillset coverage across all domains of knowledge in information security and the technologies in use by the organisation
- ▶ implemented enhanced global vulnerability management, threat intelligence, as well as endpoint detection and response capabilities
- ▶ initiated a program of constantly evaluating and refining our approach to information security and improving alignment with leading information security and risk management frameworks and control sets

We perform regular reviews of operating system and application vulnerabilities in our IT environment and address detected vulnerabilities by applying vendor upgrades and security updates where applicable, and recommended configuration changes where appropriate to reduce the effective attack surface of internal and external IT systems and applications.

In the next reporting period, the Chief Information Security Officer will establish an Information Security Compliance team responsible for implementing and maintaining consistent global, regional, and entity information security risk management systems, information security regulatory and contract compliance management systems as well as data protection management systems.

DATA BREACHES	2021/2022	2020/2021	2019/2020
Number of data breaches	0	2	3
thereof data breaches involving personally identifiable information (PII)	0	2	-
thereof number of customers affected	0	-	1





# COMPLIANCE DATA

COMPLIANCE	2021/2022	2020/2021	2019/2020	2018/2019
Number of compliance trainings conducted	20	17	22	N/A
Number of compliance audits conducted	8	9	8	N/A

CORRUPTION	2021/2022	2020/2021	2019/2020	2018/2019
Number of political contributions (financial or in-kind)	0	0	0	N/A
Amount of financial or in-kind political contribution made in EUR	0	0	0	N/A
Number of confirmed incidents of corruption	0	0	0	N/A
Number of employee dismissals related to corruption	0	0	0	N/A
Number of contract termination or non-renewal related to corruption	0	0	0	N/A
Number of legal cases open or closed related to corruption	0	0	0	N/A
Number of fines or sanctions for non-compliance related to corruption	0	0	0	N/A
Number of monetary losses as result of fines associated with unethical behaviour related to corruption in EUR	0	0	0	N/A

COMPETITION	2021/2022	2020/2021	2019/2020	2018/2019
Number of Fines or sanctions for non-compliance related to unfair competition	0	0	0	N/A
Number of monetary losses as result of fines associated with anti-competitive behaviour in EUR	0	0	0	N/A
Number of employee dismissals related to violations of anti-trust and monopoly guidelines	0	0	0	N/A
Sample checks of pricing composition conducted	424	332	466	N/A
Number of legal cases related to anti-competitive behaviour or violations of anti-trust and monopoly legislation	0	0	0	N/A

ENVIRONMENT	2021/2022	2020/2021	2019/2020	2018/2019
Number of fines or sanctions for non-compliance related to environmental laws	0	0	2	N/A





# GOALS & TARGETS

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		ACHIEVEMENTS	TARGETS	TARGETS	TARGETS
		2021	2022	2025	2030
<b>ENVIRONMENTAL ACTION</b>	<ul style="list-style-type: none"> <li>▶ Food and packaging waste</li> <li>▶ Sustainable packaging</li> <li>▶ Climate change</li> </ul>	<ul style="list-style-type: none"> <li>▶ Introduction of reusable packaging</li> <li>▶ CO2 free energy in Austria</li> <li>▶ ESG data management tool</li> <li>▶ Saved 59,336 kg of CO2 through recycling cooking oil</li> </ul>	<ul style="list-style-type: none"> <li>▶ Continue introducing reusable packaging options in additional locations</li> <li>▶ Continue providing business partners with sustainable packaging options</li> </ul>	<ul style="list-style-type: none"> <li>▶ Reduce food waste by using AI</li> <li>▶ Introduce CO2 free energy in EU locations</li> <li>▶ Reducing carbon emissions by 50%</li> <li>▶ 100% of our retail packaging is recyclable, reusable or industrially compostable</li> </ul>	<ul style="list-style-type: none"> <li>▶ Introduce food and packaging waste systems</li> <li>▶ Introduce CO2 free energy in all DO &amp; CO locations</li> <li>▶ Reach 0% food waste</li> <li>▶ Reach net carbon 0</li> </ul>
<b>RESPONSIBLE PRODUCT</b>	<ul style="list-style-type: none"> <li>▶ Food safety</li> <li>▶ Socially responsible sourcing</li> <li>▶ Diverse and inclusive meals</li> </ul>	<ul style="list-style-type: none"> <li>▶ Continuity of our 100% positive audit results</li> <li>▶ 83% of locally sourced ingredients</li> <li>▶ Supplier code of conduct</li> <li>▶ Production of healthy and nourishing meals</li> </ul>	<ul style="list-style-type: none"> <li>▶ 100% positive audit results</li> <li>▶ 85% locally sourced products</li> </ul>	<ul style="list-style-type: none"> <li>▶ No more processed sugars in key products</li> <li>▶ Extending audits to cover full supply chain</li> </ul>	<ul style="list-style-type: none"> <li>▶ Ensure access by all people to safe and nutritious food by offering affordable products for all income levels</li> <li>▶ Achieve full transparency across supply chain</li> <li>▶ 100% locally sourced products</li> </ul>
<b>SOCIAL ENGAGEMENT</b>	<ul style="list-style-type: none"> <li>▶ Employee training and development</li> <li>▶ Corporate benefits</li> </ul>	<ul style="list-style-type: none"> <li>▶ Learning and development manager hired</li> <li>▶ Help 1,000 young people access economic opportunity</li> <li>▶ Corporate benefits introduced Europe-wide</li> <li>▶ 1,700 new jobs created</li> </ul>	<ul style="list-style-type: none"> <li>▶ Identify clear short-, mid-, and long-term goals for learning and development</li> </ul>	<ul style="list-style-type: none"> <li>▶ Global E-learning platform introduction</li> <li>▶ Minimum training investment per employee</li> <li>▶ Increase average training hours to 25 hours per employee</li> <li>▶ Extensive investment into health &amp; safety equipment</li> </ul>	<ul style="list-style-type: none"> <li>▶ Substantially increase the number of youths and adults who have relevant skills, including technical and vocational skills for employment</li> </ul>
<b>COMPLIANCE</b>	<ul style="list-style-type: none"> <li>▶ Compliance with environmental laws</li> <li>▶ Compliance with EU laws</li> <li>▶ Data security and protection</li> </ul>	<ul style="list-style-type: none"> <li>▶ Introduction of whistleblowing policy and platform</li> <li>▶ Recorded no data breaches or breaches of customer privacy</li> <li>▶ Appointed a Chief Information Security Officer</li> </ul>	<ul style="list-style-type: none"> <li>▶ Implementation of supply chain guidelines</li> <li>▶ Become a pioneer in compliance matters</li> </ul>	<ul style="list-style-type: none"> <li>▶ Increase compliance training and audits substantially</li> <li>▶ Continue to have 0 data breaches</li> <li>▶ Promote and abide to regulations</li> </ul>	<ul style="list-style-type: none"> <li>▶ Promote and abide to regulations</li> <li>▶ Continuous increase in compliance trainings</li> </ul>



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