



# SUSTAINABILITY REPORT

## 2018 | 2019

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# DO & CO AND SUSTAINABILITY

This is the second report on our efforts to meet the requirements stipulated in the Austrian Sustainability and Diversity Improvement Act (NaDiVeG). In contrast to previous year's report, this one was also presented to the auditor to have its preparation notified. This report is primarily intended for internal purposes in order to both strengthen and structure our corporate sustainability initiatives.

Since its founding, DO & CO has had to meet the high quality and service demands of its guests and customers, and considered its ability to fulfil these standards to be a competitive advantage and unique selling proposition. The company's success was made possible by a pronounced focus on quality management in purchasing, processing, delivery, service and shaping people's experiences. Numerous audits and certifications of our subsidiaries in their individual countries provide ample proof of our accomplishments. The internalization of this extraordinary quality approach among as many employees of the DO & CO Group as possible, and particularly their trained focus on customer wishes lay the foundation for the successful implementation of a corporate culture of comprehensive sustainability. These preliminary remarks apply to the following statements.

## MANAGEMENT APPROACH

The Management Board of DO & CO is convinced that it is not sufficient to simply choose one out of the many ESG standards and enforce it on the diverse and autonomously operating companies of the DO & CO Group. Quite the opposite, the Management Board decided to pursue the more complex yet also more rewarding path towards embedding sustainability as an integral element of our daily business among as many employees as possible. For this reason, DO & CO did not establish a sustainability management department but instead launched an initiative to create a culture of awareness for energy efficiency, resource conservation, waste pre-

vention and respect for all human beings, just to name but a few aspects. The Management Board is fully aware that this approach will initially slow down our progress but firmly believes that its impact will be all the more sustainable.

In a first step, DO & CO formed a group of selected employees from all divisions – intentionally across countries, functions, tasks and gender – to determine the actual potential for change in each field based on the existing materiality matrix. Once the results are gathered and evaluated, the circle of “sustainability activists” is expanded. DO & CO implements this continuously growing process chains of systemic loops to ultimately bring about a self-generating sustainability management system, which in a next step will be centrally supported and maintained by a separate department.

## FOUNDATION FOR COMPREHENSIVE SUSTAINABILITY

Ensuring food safety is the foundation for DO & CO's entire pursuit of quality. The company has implemented globally binding food safety standards spanning all its divisions, not only in response to changes in food laws but in order to fulfil highest product and customer requirements. DO & CO has confidence in its experienced team of experts, which relies on an in-depth knowledge base in the fields of food technology, nutritional science, biology and chemistry.

The DO & CO food safety standards are designed to be in accordance with the principles of the *FAO/WHO Codex Alimentarius HACCP (Hazard Analysis and Critical Control Point)* as well as the rules contained in *Good Hygienic Practices (GHP)* and structured in line with the *international ISO 22000:2005 standard*. Our preventive programs have been introduced in accordance with the standard *Prerequisite Programmes ISO/TS 22002 Part 2, Catering*.

Furthermore, we are obliged to comply with the *IFSA / IFCA / AEA and WHO World Food Safety Guidelines* in the Airline Catering Division. DO & CO operates two microbiological analytical laboratories in which more than 20,000 food samples are analyzed each year, thus validating the production process. The implementation of the measures described above not only enables DO & CO to offer safe meals of highest quality, but also to meet the most stringent hygienic requirements.

A comprehensive orientation to quality and sustainable business operations are inextricably linked with each other. It is absolutely plausible that this approach is “instinctively” practiced and embodied without reservation by caterers in everyday life. In fact, the success of our portfolio is hardly based on any industrial business model but instead relies on the personality of our em-

ployees, who we expect to show both entrepreneurial thinking and continuous commitment. We will strive to put the criteria of sustainability into writing to pave the way for further mandatory development steps while always keeping an eye on our success factor “gut instinct”.

In the upcoming report, we will talk about our progress, the development of criteria of relevance to our company, and perhaps also about our orientation towards internationally recognized standards.





# „PREMIUM BRANDS REQUIRE SUSTAINABLE QUALITY.“

– Attila Dogudan

We are aware of our responsibility as consumers of precious food and resources as well as producers of both organic and inorganic waste. For this reason, we have been optimizing not only the use of foodstuffs and luxury consumables but also the prevention of waste for many years. Nevertheless, we are also in the business of producing gastronomic experiences of premium quality, often under difficult and highly complex conditions. In the end, the extraordinary experiences of our guests shall not suffer from not having taken economic, environmental and social aspects into account when creating such experiences. Successful business management alongside responsible and environmentally sound conduct often optimally complement each other, and ultimately turn out to present a competitive edge as an entrepreneurial work of art.

Whenever possible, DO & CO purchases unprocessed foodstuffs directly from regional producers or organic cul-

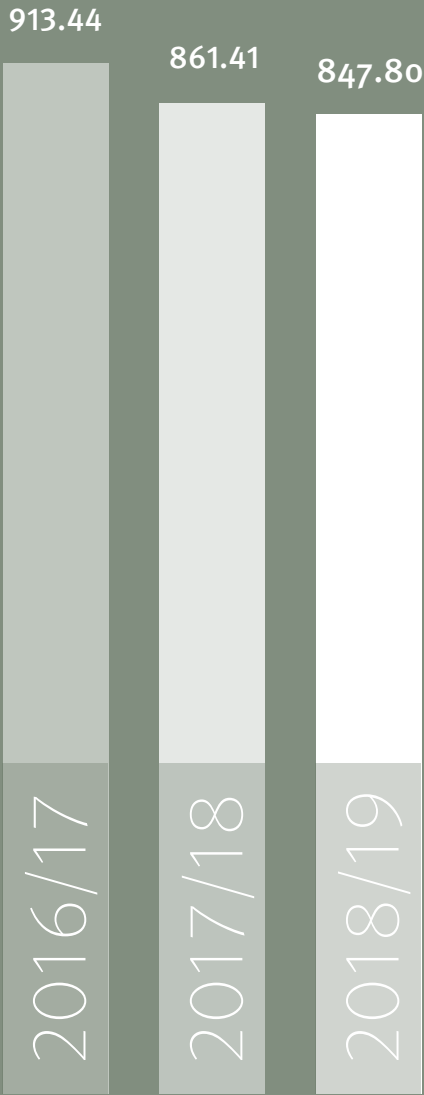
tivation. DO & CO Vienna is the first production facility in Austria to be certified in accordance with the EU's Regulation (EC) No 834/2007 on organic production.

On the basis of our experience, we are in a position to precisely plan food quantities and thus reduce waste to a minimum. In this regard, we operate according to the principles of "waste prevention", "reusability" and "recycling".

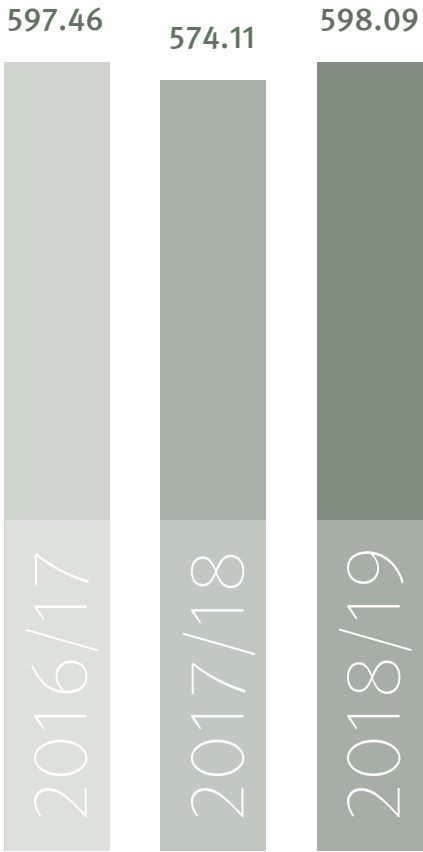
I am deeply convinced that we are only able to continuously produce the same pleasurable taste experience our customers and guests appreciate thanks to our disciplined implementation of a quality strategy. With this in mind, sustainability is an integral part of the DO & CO brand.

*Attila Dogudan*

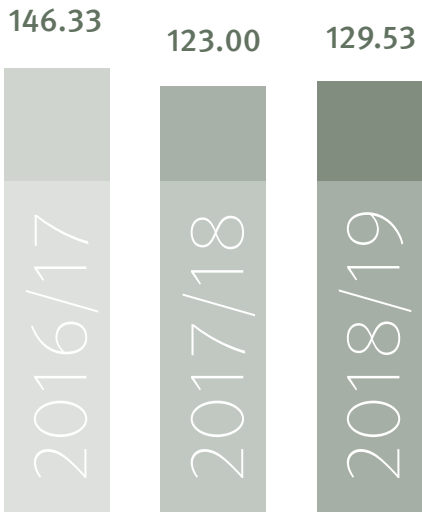
DO & CO GROUP



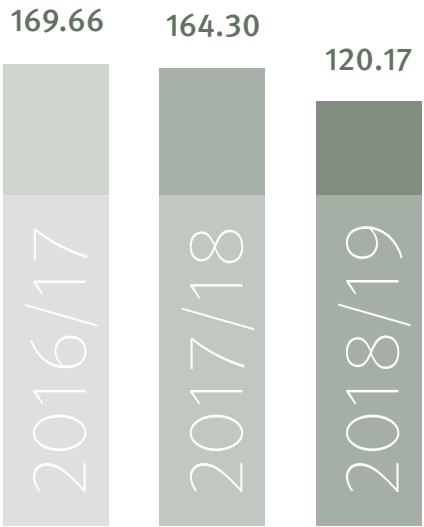
DIVISION  
AIRLINE  
CATERING



DIVISION  
INTERNATIONAL  
EVENT CATERING



DIVISION  
RESTAURANTS,  
LOUNGES & HOTEL





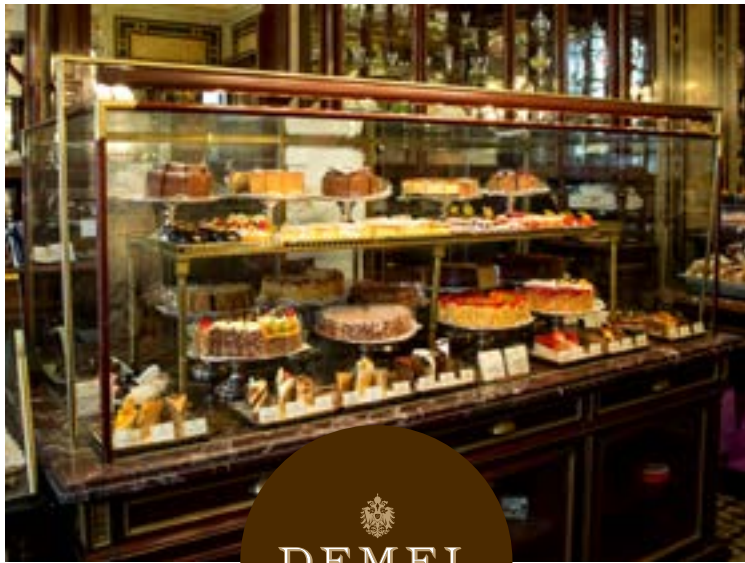
# OUR BRANDS

DO & CO is committed to **international gourmet entertainment**. This means that our customers at the restaurant, events or on a plane are always served a quality product that is highly recognizable as belonging to the DO & CO brand. Our premium products are handmade from the best ingredients and are always freshly prepared. We make no compromise in our pledge to provide quality and persistently improve our services. This is the cornerstone of our corporate success. The expansion of the brand portfolio in recent years has helped us to tap into new areas of business and appeal to a wider clientele.

Two principles all our brands have in common are our high standards in terms of service and products. This is what has made the positive growth of the DO & CO brand possible.



DO & CO is the Group's premium brand. It represents **"the best tastes of the world"** and offers a culinary journey around the world. As a premium brand, it is associated with emotions, culture and enjoyment, providing high-class gourmet entertainment, flawless service and an unrivalled overall package.



The Demel brand stands for **artisan cakes and confectionary** made to perfection. Centuries-old traditions are carefully preserved whilst embodying a modern touch. Demel specializes in high-quality craftsmanship and finest confectionary. As an exclusive patisserie brand, it is the ideal accompaniment to the premium DO & CO brand.



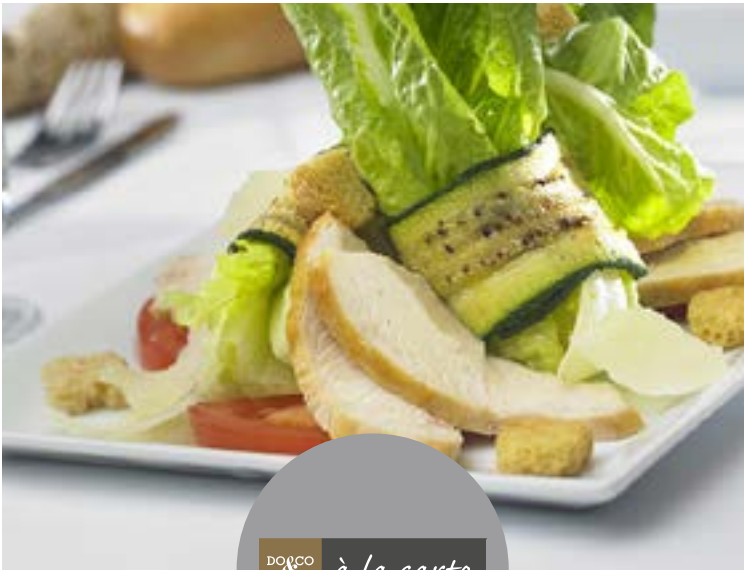
Hédiard, a **French chain of luxury food stores**, is the latest brand to join the DO & CO Group portfolio. Hédiard was founded in 1854 and is a leading name in the luxury delicatessen and traiteur segment. Its flagship store is located at Place de la Madeleine in Paris.



Henry offers a **broad range of to-go products** – from salads, fruit and sandwiches all the way to desserts. Henry meets our customer's needs and expectations thanks to a high proportion of organic foods, which are displayed in recyclable and innovative packaging.



**Casual and Mediterranean** – the Aioli brand embodies southern flair and Mediterranean cuisine. Its young, dynamic image and flexible pricing enables the brand to attract a broad audience.



**"DO & CO à la carte" meals** can be ordered via online booking system either together with AUA flight tickets or up to 36 hours before the flight. The menu ranges from Viennese classics, mezze platters and Spanish tapas to children's meals and bento boxes.

# THE WORLD OF DO & CO



11 countries  
3 continents

- New York
- Chicago
- Los Angeles
- London
- Paris
- Milan
- Seoul
- Berlin
- Frankfurt
- Munich
- Düsseldorf
- Vienna
- Barcelona
- Madrid
- Istanbul
- Warsaw
- Kiev
- Malta
- Salzburg
- Linz
- Gdansk
- Ankara
- San Francisco
- Washington

31 GOURMET KITCHENS		11,000 EMPLOYEES	100% CUSTOMER SATISFACTION	ONE STOP SHOP	INTERNATIONAL EVENT CATERING
11 COUNTRIES	3 CONTINENTS	113M PASSENGERS	SUPPLIER FOR MORE THAN	SINCE 1992 CATERING PARTNER FOR Formula 1 Paddock Club™	
		TOTAL CUSTOMER EXPERIENCE	60 AIRLINES	13 CHAMPIONS LEAGUE FINALS	



THE SECRET OF  
OUR SUCCESS:

**11.000**

PERSONALITIES —  
ONE GLOBAL TEAM





# CORPORATE STRATEGY

The Chief Executive Officer is in charge of the Group's strategy. The three divisions constitute the key strategic pillars of the company:

## Airline Catering

- Expansion of the company's positioning as "the" premium provider in the field of airline catering
- Distinctive, innovative and competitive product portfolio
- Long-term partnerships with customers at several locations
- Full-service provider in airline catering
- Gourmet kitchen approach: food for all divisions is prepared in central kitchens to ensure consistent quality, cross-divisional leveraging of expertise and high capacity utilization

## International Event Catering

- Strengthening of core competence as premium caterer
- Expansion of positioning as a general contractor for "gourmet entertainment" with "turnkey" creative solutions
- Consolidation of "DO & CO" as a premium event brand
- Strong and reliable partner for customers across the globe

## Restaurants, Lounges & Hotel

- Creative center of the DO & CO Group
- Marketing instrument and image carrier of the Group as well as brand development
- Direct sales to customers as a guarantee of highest quality and indicator of customer satisfaction

# DESCRIPTION OF THE BUSINESS MODEL

**DO & CO Aktiengesellschaft is the parent company of the internationally operating catering group in the premium segment.**

The business activities encompass the three divisions of *Airline Catering*, *International Event Catering* and *Restaurants, Lounges & Hotel*. The shares of the company are traded on the Vienna and Istanbul stock exchanges.

DO & CO is active on a global level. Its cooks and service teams, trained in the DO & CO Academy, create a unique world of experience of culinary hospitality for more than 60 airlines, the most exclusive international and sporting events as well as in restaurants, hotels and airport lounges. Founded and managed by Attila Dogudan, the DO & CO team as well as all its projects embody a special entrepreneurial spirit, underlying the success of this continually growing company and comprising the central pillar of its passionate striving for quality.

The quality of the food and the experience is only secured thanks to the complete control of the value chain from procurement to preparation and service provided directly to the guest and customer. DO & CO fuses the attention to detail with the know-how required to simultaneously serve a large number of freshly prepared dishes of highest quality "à la minute". DO & CO does not make use of any convenience products. If at all possible, food is purchased regionally from the surroundings of the individual kitchens.

The commitment to quality applies uncompromisingly to all areas. Our top priority is customer satisfaction, which, in the interest of sustainable success, takes precedence over a short-term increase in profits.



Food for airlines and events is produced in 31 gourmet kitchens located on three continents. More than 600 "flying chefs" prepare meals for business class passengers on long-haul flights at a flying altitude of 11,000 meters. With respect to its entrepreneurial activities, DO & CO is subject to numerous regulations and restrictive conditions (aviation, hygiene, food safety, security, narrow space constraints, tight scheduling and weight limitations), which are regularly inspected by customers or public authorities.

The comprehensive Business Conduct Guide, which is binding for all employees, stipulates Group-wide standards. Audits contribute to ensuring compliance with all legal, labor law and ethical standards. The individual departments and sites are, to a large extent, subject to local regulations. For this reason, a comprehensive, centrally managed, Group-wide quality and sustainability management system has not made sense so far. The Management Board of DO & CO will assess the necessity of introducing centralized guidelines and management in the near future and come to a decision, taking account legal regulations, economic benefits and the optimization of holistic quality.



## RESOURCES | SUPPLY CHAIN

- » FOOD (fresh/processed/packaged)
- » BEVERAGES
- » PERSONNEL
- » INFRASTRUCTURE (kitchens/storage space)
- » ENERGY
- » WATER
- » TABLEWARE & EQUIPMENT
- » FURNITURE
- » TEMPORARY INFRASTRUCTURE
- » VEHICLES (trucks, highloaders)
- » PACKAGING MATERIALS, PAPER
- » PROPERTIES, RENTAL SPACE
- » CLEANING MATERIALS
- » SERVICES
- » LOGISTICS

## BUSINESS OPERATIONS | SERVICES



### AIRLINE CATERING

- » Preparation of meals
- » Provision of beverages
- » Product/recipe development
- » Development of service concepts
- » Handling of services (purchasing, cabin training, etc.)
- » Handling of duty-free goods
- » Provision of flying chefs/staff
- » Storing



### INTERNATIONAL EVENT CATERING

- » Preparation & delivery of meals/beverages
- » Provision of personnel
- » Infrastructure services
- » Planning services
- » Logistics services
- » Customer relations



### RESTAURANTS LOUNGES, HOTEL

- » Preparation of food/beverages
- » Provision of rooms & related services
- » Infrastructure services
- » Operation of online shops/shops/restaurants
- » staff canteens/cafeterias
- » Office lunch (delivery)

## EFFECTS

- » Energy consumption & emissions
- » Water consumption
- » Waste (packaging)
- » Environmental impact of agriculture (application of pesticides and cages, overfertilization, overfishing)
- » Income effects (employment of suppliers and employees)

## RISKS\*

- » Poor food quality
- » Non-compliance with labor standards & human rights (child labor) and legal provisions
- » Corruption

## EFFECTS

- » Health effects for employees (shift/night work)
- » Energy consumption
- » Water consumption
- » Waste (food, packaging, disposable cutlery etc.)
- » Chemicals (cleaning agents)

## RISKS\*

- » Non-compliance with labor standards & human rights (low rate of collective agreements, low income, seasonality)
- » Work accidents
- » Discrimination & harassment
- » Data loss

- » Transport emissions
- » Taxes & duties
- » Employment
- » Economic multiplier effects (tourism)

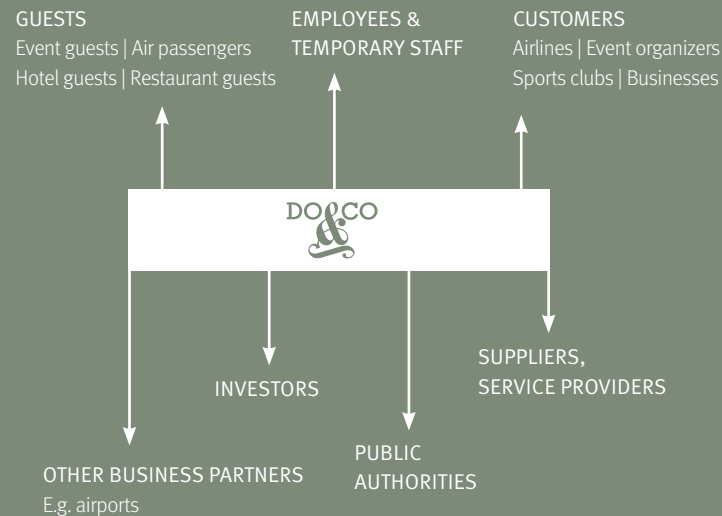
- » Breach of food hygiene (ingredients or preparation)
- » Negative health effects for customers (from food)
- » Customer/guest safety (at events and in airline catering)

## COUNTRIES

### 11 COUNTRIES | 3 CONTINENTS

Austria  
Turkey  
Great Britain  
USA  
South Korea  
Germany  
France  
Italy  
Spain  
Ukraine  
Poland

## STAKEHOLDERS



\*See Risk Report as part of the Consolidated Annual Report of DO & CO Aktiengesellschaft



# QUALITY MANAGEMENT AS THE BASIS FOR SUSTAINABLE OPERATIONS

The culture of quality as lived and demanded by the company's founder comprises an integral element of the daily work and internal communication within the DO & CO Group. Defined as the ultimate criterion for success, the department and site managers are in charge of continuously improving the company's quality, not only in their specific area of responsibility but also together and with the Management Board. DO & CO has not implemented any Group-wide quality standards due to the fact that the individual subsidiaries are confronted with different legal or customer-related requirements at each of the sites.

## PROGRESS AND CHANGE IN THE 2018/2019 FINANCIAL YEAR

DO & CO made substantial progress in certain fields of waste management. The amount of waste glass, for example, was reduced by 78 percent, while metal waste decreased by 58 percent. Thanks to a new filtering system for the reutilization of cooking oil, DO & CO was able to reduce the amount of waste oil for waste management by 54 percent. In line with our output, the amount of hazardous waste increased by 4 percent, although 72 percent of all hazardous waste were handed over to waste disposal experts. Moreover, the amount of unprocessed hazardous waste to be disposed of decreased by 67 percent, falling below 1 percent of the total amount. The overall conclusion is that the waste separation ratio was increased by approximately 30 percent.

In the field of food safety, the number of tests grew by 3 percent to a total of 20,674. There was not a single negative test result. The number of positive, external tests increased by 29 percent.

Moreover, there are several external and internal audits as well as certifications in place to ensure compliance with the highest standards at each site, subsidiary and division.

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

### Customer audits

by airlines or their representatives (incl. consultants)

The audits are performed either unannounced, announced or announced in the course 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

Audits by public authorities for food safety and control, for occupational health and safety, for aviation safety as well as further public authorities, e.g. for trade etc.

### Internal audits

Internal audits are carried out by Quality Management or internal auditors at varying intervals.

While QM audits generally address the same issues as external customer audits, internal auditors also evaluate other internal processes.

### Qualification of suppliers

Suppliers are evaluated before their products are accepted. The first step is a credit assessment to guarantee availability as well as the potential for smooth and long-term cooperation. In order to ensure compliance with hygiene provisions around the world, the suppliers need to complete an internal questionnaire – SYSTEM AUDIT – to declare and guarantee their level of certification and quality standards with regard to the manufacturing process, the product, and their employees.

In a next step, DO & CO decides whether or not to request an on-site audit. The suppliers' compliance with specific quality standards and certification requirements is not only specified in purchase agreements but also continuously monitored for accuracy and validity. In addition, the suppliers must always and without delay adjust their certificates to the latest requirements in the country of delivery.

### Certifications

Certifications play a significant role in sustainable quality management and lay the foundation for an international recognized framework of quality standards.

Certifications of individual companies or sites within the DO & CO Group:

#### *HALAL certification*

all airline kitchen sites except for Kiev and Malta

#### *BIO certification (organic agriculture)*

at Vienna Production and Arena One/Olympiapark Munich

#### *Aviation safety certification for direct deliveries of aircraft supplies*

the certification enables DO & CO to deliver all supplies without on-site airport inspections thanks to specific internal processes

#### *Further certifications of quality*













such as SALSA (London Heathrow), FRESENIUS (Arena One)








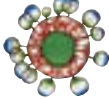





The following list provides an overview of the standards employed by the DO & CO Group at its sites:

FOOD CERTIFICATIONS/QUALITY SEALS/LABELS

	<b>Best Aquaculture Practices</b>	Best Aquaculture Practices (BAP) is the world’s most trusted, comprehensive and proven third-party aquaculture certification programme. We’ve been improving the environmental, social and economic performance of the aquaculture supply chain and growing the global supply of responsibly farmed seafood since 2002.
	<b>Friend of the Sea</b>	The Friend of the Sea certification programme contributes to the health of the oceans by assessing and promoting sustainable fishing practices. Friend of the Sea aquaculture farms produce without using growth hormones, respecting water parameters and critical habitats.
	<b>MSC / MCS</b>	The Marine Stewardship Council is an international, independent non-profit organisation for the certification of fisheries according to criteria of environmental compatibility. In the course of a lengthy certification process, the organisation examines each fishery’s compliance with MSC standards. The products of certified fisheries may be sold displaying a small blue fish, the MSC label.
	<b>BCSI</b>	The Business Social Compliance Initiative (BSCI) is a leading European, business-driven initiative of retailers and import-oriented producers to advocate fair working conditions in supplying factories and farms worldwide.
	<b>EU Ecolabel</b>	The EU Ecolabel is recognized as a voluntary labelling scheme by all Member States of the European Union as well as Norway, Liechtenstein and Iceland. Introduced by the EU in 1992 under Regulation (EEC) 880/92, the label has become a reference point to consumers wishing to contribute to the reduction of environmental pollution by means of environmentally friendlier products and services.
	<b>Organic Agriculture</b>	The EU regulation on organic farming addresses the sector of organic agriculture in the European Union. It covers not only production and processing, but also the control and import of organic food. Both organic farmers and processors must comply with two relevant EU regulations (834/2007 and 889/2008) including objectives, principles and provisions related to organic farming as well as defining the rules of implementation. Both regulations became effective on January 1, 2009.
	<b>FAIRTRADE Austria</b>	FAIRTRADE is an alternative approach to conventional trade based on a partnership between producers and traders, businesses and consumers. It promotes fairer trade conditions to strengthen farmers and workers in so-called developing countries.
	<b>Produced without genetic modifications</b>	The legal framework for the production, labelling and monitoring of GMO-free produced food is defined in the “Directive Defining the ‘GMO-free Production’ of Food and its Labelling” in the regulations of the Austrian Codex Alimentarius. Food labelled with the green label “Ohne Gentechnik hergestellt” provides security to the consumer that the entire production, from the field to the final product, took place without any forms of genetic engineering.
	<b>UTZ Certified</b>	UTZ Certified is a trust headquartered in Amsterdam which provides a programme and label for the sustainable farming of agricultural products. The certification is based on the applicant’s compliance with their code of conduct in accordance with economic, social and environmental standards.
	<b>Vegan</b>	Veganism is both the practice of abstaining from the use of animal products, particularly in diet, and an associated philosophy that rejects the commodity status of animals.
	<b>Kosher</b>	The Jewish dietary laws are traditional provisions in accordance with religious law for the preparation and consumption of food and beverages. These provisions make it possible to differentiate between products that may be consumed (Yiddish: “kosher”) and those that may not be consumed (Yiddish: “non-kosher” or “treif”).
	<b>Halal</b>	Halāl is an Arabic word that may be translated as “permitted” and “permissible”. It refers to all things and actions permissible in traditional Islamic law. The dietary provisions of Islam are prescribed both in the Quran and the Sunnah. In general, all food and beverages may be consumed unless explicitly prohibited. For example, Muslims may not consume pork or any related products as well as blood and intoxicating substances, including alcohol.

NON-FOOD CERTIFICATIONS/QUALITY SEALS/LABELS

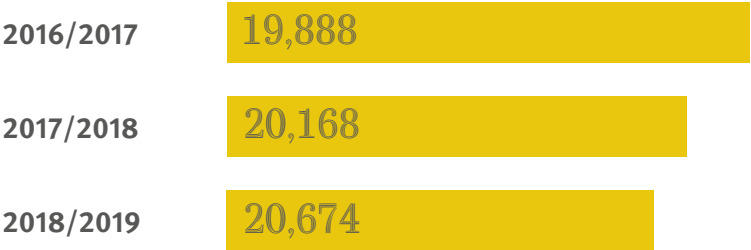
	<b>Forest Stewardship Control®</b>	The FSC® label guarantees the consumer that the paper is made from wood from responsible forestry sources. The FSC® label is awarded by the non-profit organization Forest Stewardship Council®.
	<b>Food Contact Material Certificate</b>	EU Regulation 1935/2004: all materials and articles intended to come into contact with food (plastics, metal, glass, wood etc.), such as packaging and containers, kitchen equipment, cutlery and dishes, must be free of toxic compounds.
	<b>Recycling Code</b>	The recycling code identifies various materials for recycling to the recycling loop.
	<b>Compostable Materials</b>	The compostability symbol for synthetic products was developed by European Bioplastics and depicts a germ bud. The germ bud symbol guarantees the customers that the compostability as well as the degradability of a product is scientifically substantiated.
	<b>EU Ecolabel</b>	The EU Ecolabel is recognized as a voluntary labelling scheme by all Member States of the European Union as well as Norway, Liechtenstein and Iceland. Introduced by the EU in 1992 under Regulation (EEC) 880/92, the label has become a reference point to consumers wishing to contribute to the reduction of environmental pollution by means of environmentally friendlier products and services.
	<b>Austrian Ecolabel</b>	All products and services bearing the Austrian Ecolabel have been thoroughly examined and meet the highest requirements related to environmental protection, health and quality. The certification stands for quality, eco-friendly product design, longevity, usability, and conformity with norms and standards.
	<b>PEFC</b>	The global organisation PEFC (Programme for the Endorsement of Forest Certification) guarantees that wood and paper products are sourced from environmentally, economically, and socially sustainable forests.
	<b>Rainforest Alliance</b>	The Rainforest Alliance is an international environmental protection organization dedicated to conserving biodiversity and ensuring sustainable livelihoods.
	<b>OEKO-TEX®</b>	The STANDARD 100 by OEKO-TEX® is a worldwide consistent, independent testing and certification system for raw, semi-finished, and finished textile products at all processing levels, as well as accessory materials used. Examples of articles that can be certified: raw and dyed/finished yarns, woven and knitted fabrics, accessories, such as buttons, zip fasteners, sewing threads or labels, ready-made articles of various types (garments of all types, domestic and household textiles, bed linen, terry products and much more).



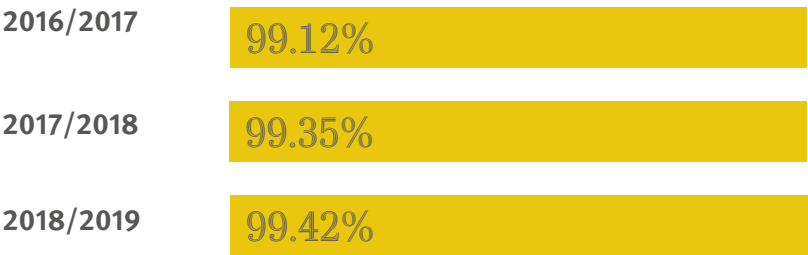
In addition to all the audits and certifications, external laboratories regularly take food samples at all divisions of the DO & CO Group. The chart below depicts the number of external customer audits as well as their results.

FOOD ANALYSIS

NUMBER\* OF FOOD ANALYSES IN LABORATORIES

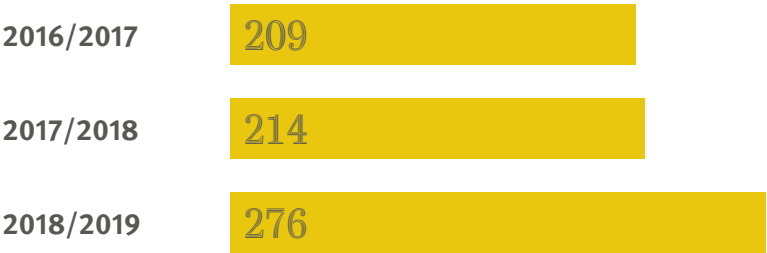


RATIO OF RESULTS ACCORDING TO THE NORM

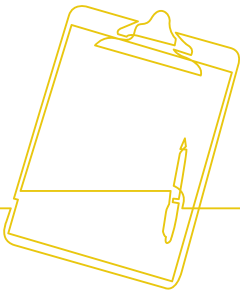


AUDITS

EXTERNAL AUDITS\* (BY CUSTOMERS OR PUBLIC AUTHORITIES)



RATIO OF NEGATIVE RESULTS



\* In the financial year 2018/2019 the applied counting method was adapted, resulting in differences to the report of the previous



# KEY NON-FINANCIAL ASPECTS

In the past financial year, the materiality matrix was internally discussed and evaluated, primarily with internal stakeholders. In addition, DO & CO initiated a discourse with responsible investors and matched its own positions and findings with the analyses of CSR and ESG rating agencies. Although it is difficult to compare the structures of the DO & CO Group’s business model to other gastronomy and experience groups, the non-financial performance of the DO & CO Group was analyzed with regard to the Group’s peers.

The results of this analysis made clear that the large number of companies within the DO & CO Group combined with the great diversity of business models makes it easier to get a broad overview to the DO & CO Group compared to its peers. Although the various efforts at individual company level are different both in intensity and documentation depending on the size of the individual company, our internal discussions have shown that the aspects of sustainability and CSR are lived as vital elements of quality management. In contrast to its peers with their joint procurement, central process chain or Group-wide sales, the key elements of the DO & CO business model, connecting the many different companies within the Group, are the DO & CO brand as well as quality awareness and customer satisfaction.

In essence, our intense engagement with these topics in line with the management approach described in the introduction confirmed the materiality matrix of the previous year.

Clustered according to environment, economy, society and employees, the following factors ranked highest in terms of relevance:

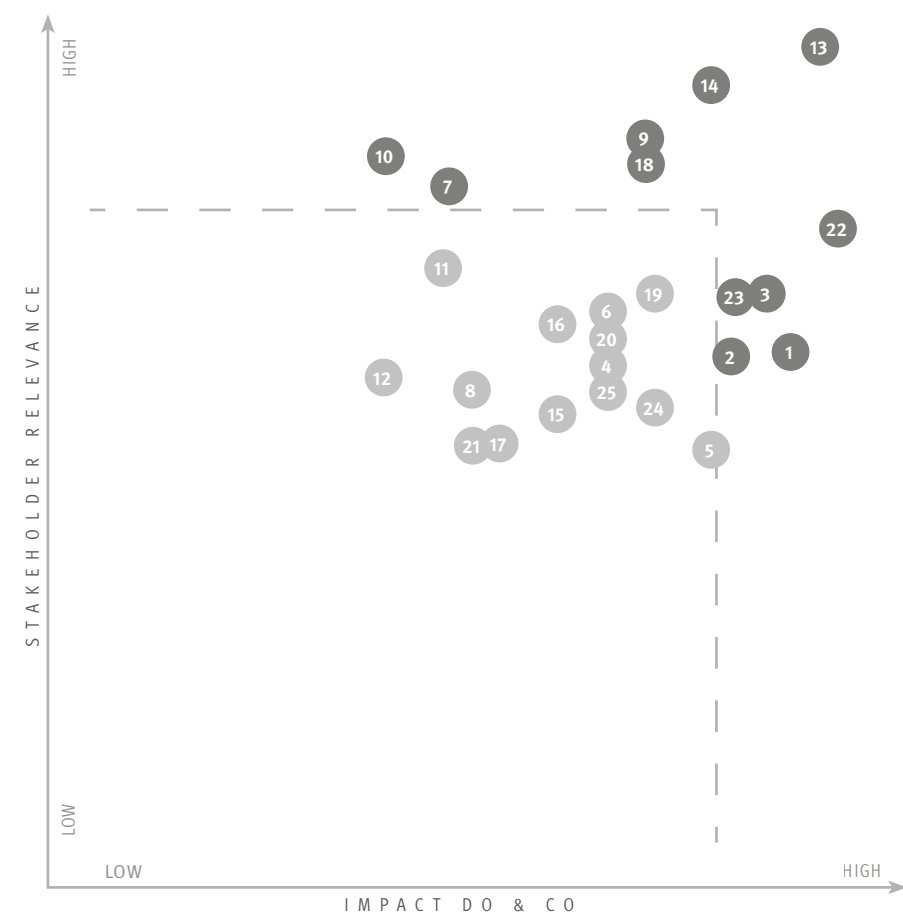
- *Reduction of food and packaging waste*
- *Food safety*
- *Data security and protection*
- *Compliance with health and safety regulations as well as employee rights*

The factors determining this relevance assessment included resource conservation, efficiency and effectiveness of measures, impact on future proceeds, relevance to investors and financing partners, consideration of stakeholder interests, especially employees, guests, suppliers, public authorities and the general public as well as legal and regulatory aspects. The following table presents the full cluster and the described relevance grades.

TOPIC	RELEVANCE TO THE COMPANY
<b>ENVIRONMENT</b>	
Food and packaging waste	5
Sustainable packaging	2
Environmentally friendly sourcing	2
Energy consumption and related emissions	3
Transport emissions	2
Water consumption and chemical use	3
Compliance with environmental laws	4
Expenditure and investment for environmental protection	2
<b>ECONOMY</b>	
Anti-corruption	3
Anti-competitive behavior	4
Local Presence	3
Indirect economic impact	1
<b>SOCIETY</b>	
Food safety	5
Guest security	1
Healthy diet	2
Product labelling	1
Effects on local communities	2
Data security and protection	5
Socially responsible sourcing	3
Diverse and inclusive meal choices	2
Soft and hard legacies of events	1
<b>EMPLOYEES</b>	
Labor practices	5
Occupational health and safety	3
Employee training and development	3
Diversity	1

1 = low relevance  
5 = high relevance

# MATERIALITY MATRIX

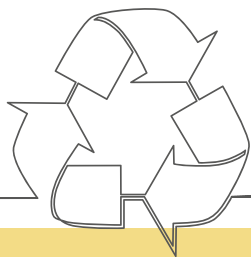


The material issues listed below are derived from the company’s business operations and value chain; they were identified within the context of an internal workshop with representatives of the different departments. The workshop focused on the social, ecological and economic impact of our business as well as the interests of our stakeholders. Just as planned, DO & CO entered into a direct dialogue with selected stakeholders in order to optimally understand and incorporate the interests of our stakeholders.

In addition, DO & CO matched its own positions and findings with the analyses of CSR and ESG rating agencies. Although it is difficult to compare the structures of the DO & CO Group’s business model to other gastronomy and experience groups, the non-financial performance of the DO & CO Group was analyzed with regard to the company’s peers.

TOPIC		DESCRIPTION
1	Food and packaging waste	Packaging from catering, food preparation, purchased items (suppliers) and disposal by consumers (on-site)
2	Sustainable packaging	Sustainability of materials for products packaged by DO & CO (renewable, recycled or re-used materials to reduce waste generation off-site)
3	Environmentally friendly sourcing	Environmental criteria for suppliers, e.g. related to environmental effects of agriculture, animal welfare and animal-friendly sourcing
4	Energy consumption and related emissions	Energy efficiency and impact from energy use as well as emissions related to energy consumption
5	Transport emissions	Environmental impact from logistics for product and service provision (e.g. transportation of products and employees)
6	Water consumption and chemical use	Water management as well as pollution prevention and control
7	Compliance with environmental laws	Compliance with international declarations, conventions and treaties as well as national, sub-national, regional, and local regulations
8	Expenditure and investment for environmental protection	Expenses by DO & CO to protect the environment from effects and risks arising from products and services such as event organization
9	Anti-corruption	Compliance with applicable laws as well as ensuring anti-corruption behavior and training throughout the company
10	Anti-competitive behavior	E.g. fixing of prices or coordinating bids, creating market restrictions or customer/geographic quotas as well as trust or monopoly practices
11	Local Presence	Local sourcing of goods and services as well as hiring local employees and providing wages adapted to the local minimum wage
12	Indirect economic impact	E.g. infrastructure development, multiplier effects for local businesses etc.
13	Food safety	Includes food quality, hygiene standards, food cooling practices
14	Guest security	Ensuring high security levels at airports, in planes and at events
15	Healthy diet	Nutrition effects on the customers’ diets, providing a diverse line of food and beverages, ensuring the option of a healthy diet
16	Product labeling	Transparent product labelling giving customers access to accurate and adequate information as well as responsible advertising
17	Effects on local communities	Includes noise but also employment effects, taxes etc.
18	Data security and protection	Compliance with existing privacy laws or voluntary standards regarding the protection of customer data
19	Socially responsible sourcing	Social criteria for suppliers related to human rights such as labor standards, child labor or forced labor as well as the rights of indigenous communities
20	Diverse and inclusive meal choices	Providing meal choices suitable for different religious or cultural as well as dietary requirements
21	Soft and hard legacies of events	E.g. sustainability initiatives to raise awareness, share knowledge and best practices, physical and technological legacies
22	Practices	Responsible labor standards, incl. freedom of association in unions, collective bargaining agreements, human rights such as adequate working hours and compensation as well as a working environment free of discrimination and harassment
23	Occupational health and safety	Health effects related to stress, working hours, night shifts, occupational accidents
24	Employee training and development	Training and options to upgrade employee skills; performance and career development reviews
25	Diversity	Diversity and inclusivity in the workforce





# ENVIRONMENT, ENERGY AND WASTE

The environmental impacts of DO & CO primarily relate to transport emissions, energy consumption and waste. An important indirect effect on the environment is caused by food producers in the supply chain. Other impacts which can be influenced by business decisions are water consumption, the burden on the environment arising from chemicals contained in cleansers, and the effects of emissions by the chosen means of transport.

An important step towards holistic sustainability management relates to the procurement of resources and foodstuffs. Whenever possible, DO & CO purchases foodstuffs directly from regional producers and, if possible and economically feasible, from suppliers certified according to environmental standards and growing organic produce. DO & CO Vienna is the first production facility in Austria to be certified in accordance with the EU's Regulation (EC) No 834/2007 on organic production.

Any risks to the environment could arise from business activities of DO & CO through inefficient energy consumption, excessive amounts of disposed packaging materials and food as well as consumed fats. Wastewater could be polluted by chemicals, and greenhouse gas emissions could be higher than necessary as a consequence of inefficient vehicle fleet management and distribution logistics.

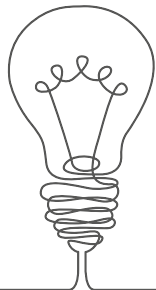
In recent years, DO & CO carried out external energy audits for important companies in the Group: at **Arena One** (Arena One GmbH, Arena One Gastronomie GmbH and Arena One Mitarbeiterrestaurants GmbH) in accordance with the *Austrian Energy Efficiency Act* and the *EN 16247 standard*, at **DO & CO Munich** and **DO & CO Frankfurt GmbH** in accordance with the *German Energy Services Act (EDL-G)* and the *EN 16247 standard*, as well as at **DO & CO Aktiengesellschaft** pursuant to the *Austrian Energy Efficiency Act* and the *EN 16247 standard*.

The main conclusions of these energy audits were that DO & CO generally has only minor influence on the energy efficiency of company buildings. Moreover, the share of transport operations by the company's own vehicle fleet as a proportion of total energy consumption is so

small that it was not taken into account by the audit. For this reason, the focus was on energy efficiency in the preparation of food, the most important process carried out within the company, and the one area in which the company has a material impact. The recommended measures to enhance energy efficiency were categorized according to potential savings as well as the organizational and financial costs of carrying out the measures. Implementation will be evaluated in upcoming audits with respect to energy efficiency and cost optimization.

The possibilities of DO & CO in the field of waste prevention are quite different. Thanks to our experience, we are able to precisely plan the amount of produced food and thus reduce waste to a minimum. The guiding principle here is *avoiding waste through reusability and recycling*, which takes precedence over *waste disposal*. In light of the fact that EU provisions require airlines to burn incoming waste, the company can hardly impact packaging material in the field of airline catering. Packaging is selected and delivered by the airlines themselves. DO & CO only fills the containers.

*Big events in stadiums/sporting events result in significant amounts of waste which DO & CO must dispose of. The procurement team as well as site managers consider recycling options and keeping the environmental impact of waste as low as possible. A special waste management concept is developed for large events.*



## ENERGY CONSUMPTION

2016/2017	119,688.081 kWh
2017/2018	128,477.520 kWh
2018/2019	143,562.754 kWh



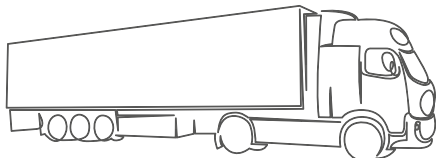
## NON-HAZARDOUS WASTE

2016/2017	48,223.14 t
2017/2018	52,671.37 t
2018/2019	53,073.08 t



## HAZARDOUS WASTE\*

2016/2017	43.29 t
2017/2018	54.82 t
2018/2019	57.11 t

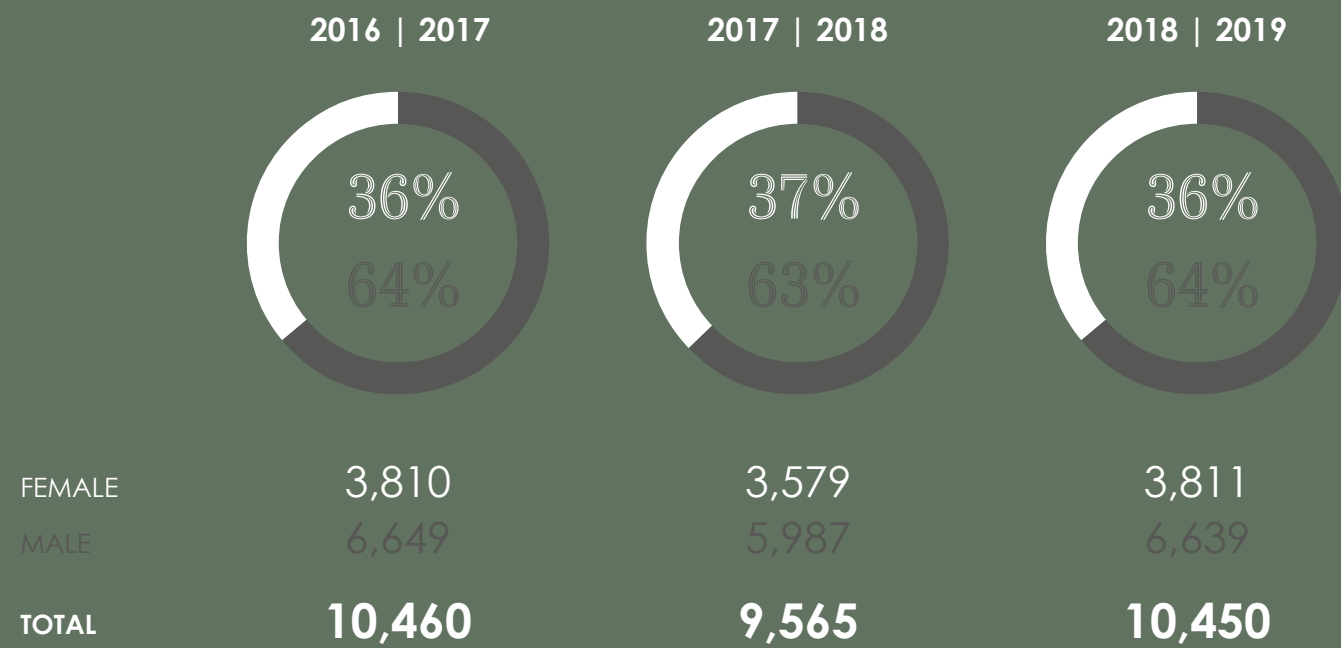


## TRANSPORT EMISSIONS

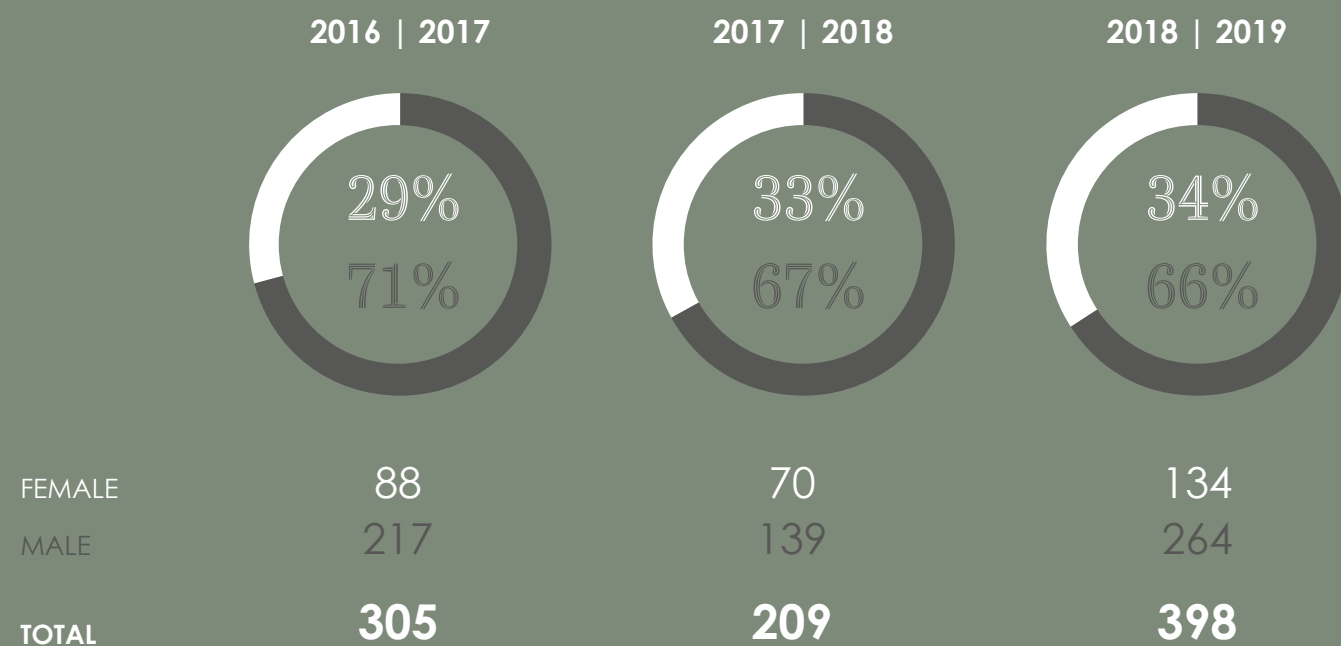
2016/2017	2,247 t Co <sup>2</sup>
2017/2018	1,976 t Co <sup>2</sup>
2018/2019	1,836 t Co <sup>2</sup>

+ Increase in the amount of hazardous waste based on the intensification of consistent waste separation.

## EMPLOYEES



## LEADERSHIP POSITIONS\*



\* Number of employees in leading positions, incl. CxO, department heads (with five or more employees), members of the Supervisory Board.

## EMPLOYEES

DO & CO employs a workforce of about 11,000 people around the world. The average number of employees (fulltime equivalents) amounted to 10,450 in the 2018/19 financial year (previous year: 9,565). People from 70 nations work for DO & CO.

The effects of DO & CO's human resources policies could potentially have a damaging effect on employee health due to shift and night work, injuries caused by non-compliance with safety regulations as well as exhaustion caused by employees being overburdened by or overloaded with work. For this reason, corporate guidelines specify strict adherence to relevant legal regulations. The department or site manager is responsible for ensuring compliance, which is documented by daily or weekly reports.

The employees of DO & CO play a vital role in our success. They are the brand ambassadors of the company and show passion for genuine hospitality. They ensure that our guests and customers feel comfortable and at home, whenever and wherever they are in the world. The team of DO & CO is characterized by the demand to high product quality, personal service and utmost flexibility.

Special commitment and attention to detail set the DO & CO brand apart and define its distinctiveness. Every individual follows the service-oriented principles of the company, which in turn makes it possible to clearly stand out on the marketplace. Our employees and the corporate culture they embody constitute our greatest asset.

To ensure that this asset continues to grow in the future, DO & CO places great emphasis on ongoing human resources development as a means of enhancing employee satisfaction. The professional training of employees at the in-house DO & CO Academy not only safeguards the quality of DO & CO services but also guarantees employee safety in using the necessary equipment. Employees across the globe are trained with modern technical equipment to ensure uniform standards in product presentation and variety.





# RESPECT FOR OTHERS

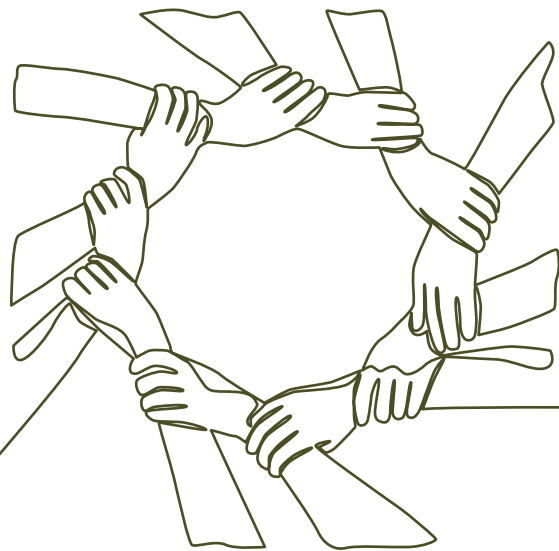
And human rights

DO & CO is a company that attaches great importance to all dimensions of diversity, both out of conviction and to safeguard people's joy of living in the long run. It is reflected in our guest structure, our employees and also in the composition of our meals. Restrictions on diversity would be counterproductive to our brand as well as our business. For the same reason, we not only respect human rights but also comply with labor regulations in the respective countries.

The risks involved in violating local laws would not only have a fundamental impact on our company's business success but would also harm the reputation of the brand,

not to mention legal and media disputes. In turn, this would negatively affect employee motivation.

DO & CO has been operating in line with a Code of Conduct prepared by Internal Auditing for several years. It applies to all employees, especially concerning the obligatory rules of behavior for executives and employees in procurement. This Business Conduct Guide is available on the company's website in English and German.



# COMPLIANCE

Combatting corruption and bribery

At DO & CO the following internal guidelines exist as a means of preventing corruption:

- *Business Conduct Guide*
- *Internal Control System*
- *Rules of Procedure for Management Board Approvals*

The Management Board is responsible for these rules, and their compliance is monitored by the Compliance Officer as well as Internal Auditing. These rules attach particular importance to preventing corruption, ensuring adherence to valid competition regulations as

well as compliance with data protection regulations in collaboration with the Legal Department.

There are no known violations of the Business Conduct Guide or infringements against anti-corruption regulations or competition laws in the 2016/17 and 2017/18 financial years.



# DIVERSITY

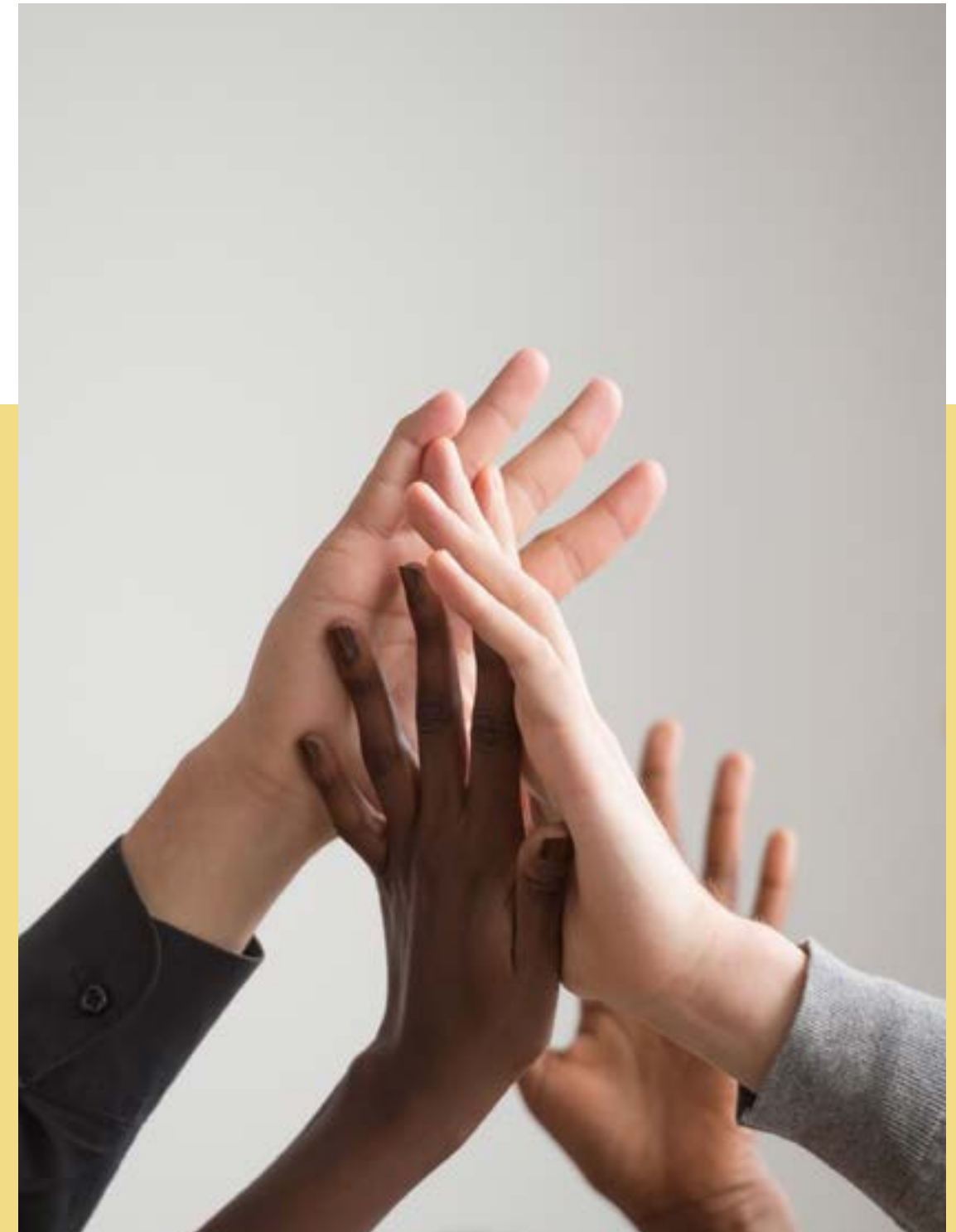
Professional qualifications, personal competence and commitment as well as long-standing experience in leadership positions are the most important criteria for selecting the members of the Supervisory Board. In addition, aspects of diversity, e.g. the internationality of members and age structure, are also taken into consideration. The members of the Supervisory Board are between the ages of 47 and 75 years of age. One member is not an Austrian citizen and boasts longstanding experience on the Turkish market.

In filling positions on the Management Board and Supervisory Board, the company takes account of company-specific requirements and the quality of the board members. The corporate bodies of DO & CO Aktiengesellschaft should feature individuals with the skills necessary for business areas of relevance to DO & CO as well as the personal qualifications and experience to manage and supervise a globally operating group oriented towards the capital market. There are currently no women on the Management Board and Supervisory Board. In the future, however, attention will also be paid to ensure the composition of the Supervisory Board according to the rules of gender diversity. Women hold numerous management positions within the DO & CO Group.

## MEASURES TO PROMOTE WOMEN ON THE MANAGEMENT BOARD, SUPERVISORY BOARD AND IN LEADERSHIP POSITIONS

The company attaches great importance to equal treatment of men and women in appointing people to leadership positions as well as ensuring equal pay. The filling of management positions at DO & CO Aktiengesellschaft and its subsidiaries takes place in a balanced manner, as demonstrated by the high share of women on the management boards of the companies as well as in senior management.

The position of the company in creating conditions enabling the return of women in executive positions after maternity or parental leave should be noted. Female employees have the possibility to resume their original management tasks and perform their managerial responsibilities on the basis of various part-time working models.





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