



# CORPORATE RESPONSIBILITY REPORT

## 2017/2018





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# ABOUT THIS REPORT

This report comprises the beginning of our sustainability reporting pursuant to the requirements stipulated in the Austrian Sustainability and Diversity Improvement Act (NaDiVeG). It corresponds to the Non-Financial Report in accordance with Section § 267a Austrian Commercial Code.

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 the individual countries provide ample proof of this.

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 the 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) and the rules contained in "Good Hygienic Practices" (GHP) and structured in line with the international ISO 22000:2005

standard. Furthermore, we are obliged to comply with the "IFS / IFCA / AEA and WHO World Food Safety Guidelines" in the Airline Catering division based on customer demands in the different airlines. DO & CO operates two microbiological analytical laboratories in which more than 20,000 food samples are analysed each year, thus validating the production process. The implementation of the above-mentioned measures not only enables DO & CO to offer safe meals of the best 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 a host in everyday life. The new law provides new impetus to systematically document our approach and our dedication to uncompromising quality. We will do this while keeping an eye on profitability and efficiency and are eagerly waiting to see whether this will potentially open up new dimensions of sustainability for us.

In the upcoming report, we will talk about the possible launch of a Group-wide sustainability management and selection of internationally recognized standards or the development of our own criteria of relevance to our company.

The editorial team





## FOREWORD

“ONE CAN ARGUE ABOUT TASTE, BUT NOT ABOUT SUSTAINABLE QUALITY.”

– Attila Dogudan

Being aware of our responsibility as a consumer of food and raw material reserves and producer of waste means that the ongoing optimization of the use of foodstuffs and luxury consumables and the implementation of waste minimization measures have comprised the environmental standard in our company for years.

Successful business management alongside responsible and environmentally sound conduct often optimally complement each other, and ultimately turn out to be a competitive edge. For DO & CO, an essential success factor is that we are capable of assuming responsibility ourselves with a good conscience along almost the entire value chain, from processing and preparing food and ingredients to creating finished meals in our own gourmet kitchens and service provided directly to the guest – also for the sake of a quality culture and sustainability which we live and practice.

I would like to take this opportunity to mention two principles which are exemplary for our pursuit of quality:

Whenever possible, DO & CO purchases unprocessed foodstuffs directly from producers, either on a regional basis or organic food. Two of DO & CO production facilities (DO & CO Vienna and Arena One/Olympiapark Munich) have already been certified in accordance with the EU's "Organic Farming Regulation No. 843/2007".

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 principle of "avoiding waste" by "reuseability" and "recycling" which takes precedence over "waste disposal".

I am deeply convinced that we are only able to continuously produce the pleasurable taste experience which 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

2017/18	861.41
2016/17	913.44

Revenue in m€

DIVISION

RESTAURANTS,  
LOUNGES &  
HOTEL



2017/18	164.30
2016/17	169.66

DIVISION

INTERNATIONAL  
EVENT  
CATERING



2017/18	123.00
2016/17	146.33

DIVISION

AIRLINE  
CATERING



2017/18	574.11
2016/17	597.46



# 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 high-quality product that is highly recognizable as the DO & CO brand. These premium products are handmade from the best ingredients and are always freshly prepared. We make no compromises in our pledge to provide quality and to persistently improve our services. This is the cornerstone of our corporate success. The expansion of the brand portfolio in recent years has helped us tap into new areas of business and appeal to a wider clientele. Two things that all the brands have in common is a high standard of service and high-quality 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 flavours from the international spectrum** 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 all-round service package.



Henry offers a **broad range of to-go products** – from salads, fruits and sandwiches 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.



The Demel brand stands for **artisan cakes and confectionery** made to perfection. Centuries-old traditions are carefully preserved whilst embodying a modern touch. Demel specializes in high-quality handcraft and the finest confectionery. As an exclusive patisserie brand, it is the ideal accompaniment to the premium DO & CO brand. The brand has already undergone a successful expansion overseas and we plan to press ahead with this in the future.



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



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



**"DO & CO à la carte" meals** can be ordered together with the AUA flight ticket via the online booking system 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

DO & CO GOURMET KITCHENS  
**31**

COUNTRIES  
**11**

CONTINENTS  
**3**

SAN FRANCISCO  
(OPENING 2018/19)

LOS ANGELES

CHICAGO

NEW YORK

WASHINGTON  
(OPENING 2018/19)



11 countries  
3 continents

New York

Chicago

Los Angeles

London

Paris

Milan

Seoul

Berlin

Frankfurt

Munich

Düsseldorf

Vienna

Barcelona

Istanbul

Warsaw

Kiev

Malta

Salzburg

Linz

Danzig

Ankara

San Francisco

Washington





THE SECRET  
OF OUR SUCCESS :  
**More than 10,000 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:

**DIVISION**

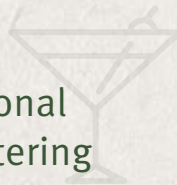
Airline Catering



- Expansion of the company’s positioning as the premium provider in the field of airline catering
- A distinctive, innovative and competitive product portfolio
- Long-term partnerships with customers at several locations
- A 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

**DIVISION**

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

**DIVISION**

Restaurants, Lounges & Hotel



- Creative heart and origin of the company
- Marketing instrument and image carrier of the Group as well as brand development





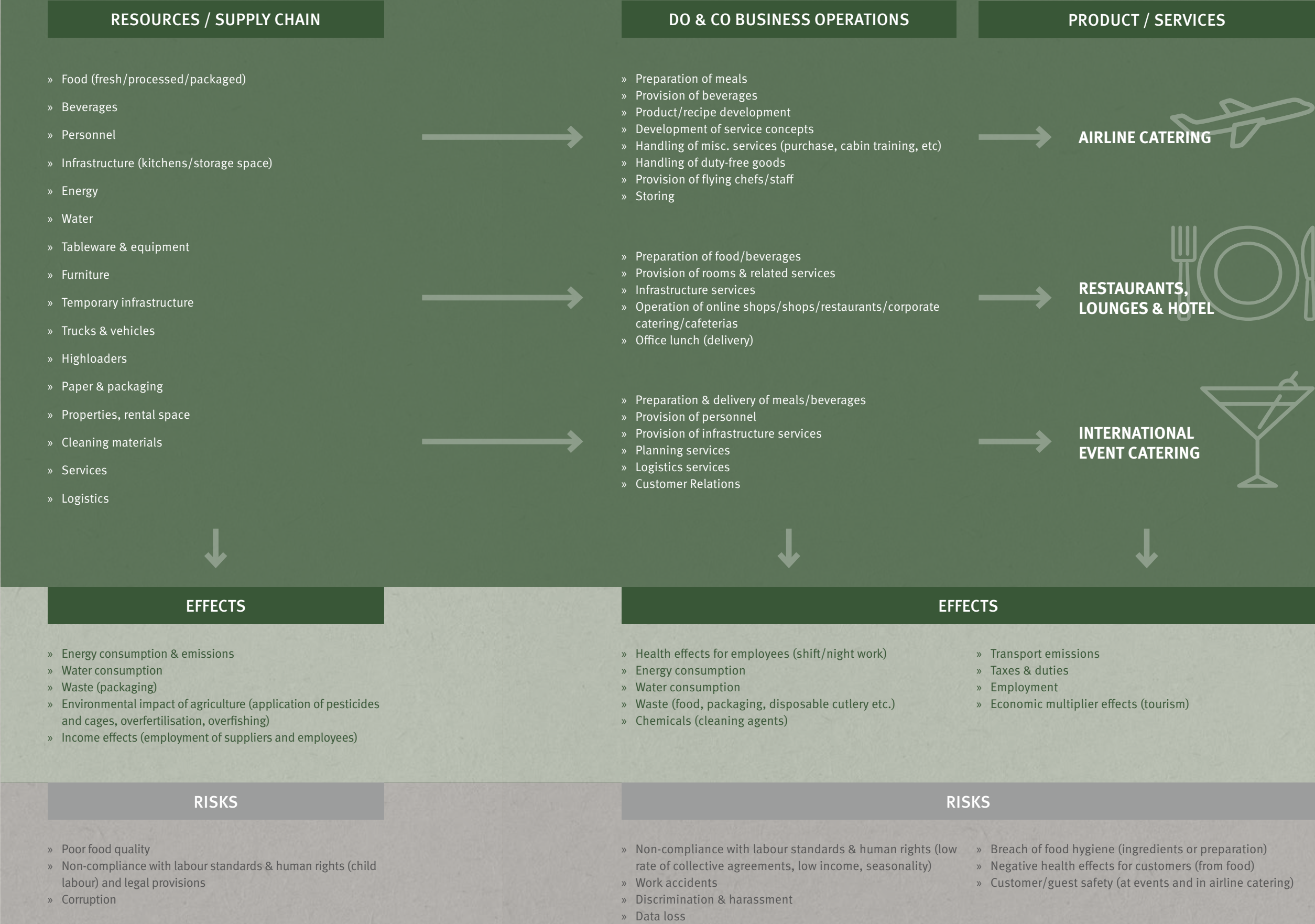
VALUE CHAIN, RISKS  
AND STAKEHOLDERS

STAKEHOLDERS

- » Employees & temporary staff
  - » Guests (event guests, air passengers, hotel guests, restaurant guests)
  - » Investors
  - » Customers (airlines, event organisers, sports clubs, businesses)
  - » Suppliers, service providers
  - » Other business partners (e.g. airports)
  - » Public authorities
- 

COUNTRIES

- » 11 countries
  - » 3 continents
  - » Austria
  - » Turkey
  - » Great Britain
  - » USA
  - » South Korea
  - » Germany
  - » France
  - » Italy
  - » Spain
  - » Ukraine
  - » Poland
- 





# 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 Air-line Catering, International Event Catering and Restaurants, Lounges & Hotels. The shares of this 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 events and sporting events as well as in restaurants, hotel and airport lounges. Founded and managed by Attila Dogudan, the DO & CO team and every project 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 the 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. The 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 metres. 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 and public authorities.

A comprehensive Business Conduct Guide binding on all employees stipulates Group-wide standards. Audits contribute to ensuring compliance with all legal, labour 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 did not seem to be purposeful up until now. The Management Board of DO & CO will assess the necessity of introducing central guidelines and management in the near future and come to a decision taking account of legal regulations, economic benefits and the optimization of holistic quality.





# 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 everyday internal communication at the Group. Defined as the ultimate criterion for success, the division 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.

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

## Customer audits

by airlines or their representatives

The audits are performed either unannounced or announced and/or in the course of menu presentations.

- **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
- Audits by public authorities for occupational health and safety
- Audits by public authorities for aviation safety
- Further audits performed by 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 manu-



facturing 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 (as an obligation to provide) always and without delay adjust their certificates to the latest requirements in the country of delivery.













Certifications play a significant role in sustainable quality management and lay the foundation for an international recognized framework of quality standards. DO & CO complies with the requirements of the following food and non-food certificates:

- Halal certification (all airline kitchen sites except for Kiev and Malta)
- BIO certification (Organic Agriculture) (at the sites Vienna Dampfmühlgasse, 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 (LHR) or 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

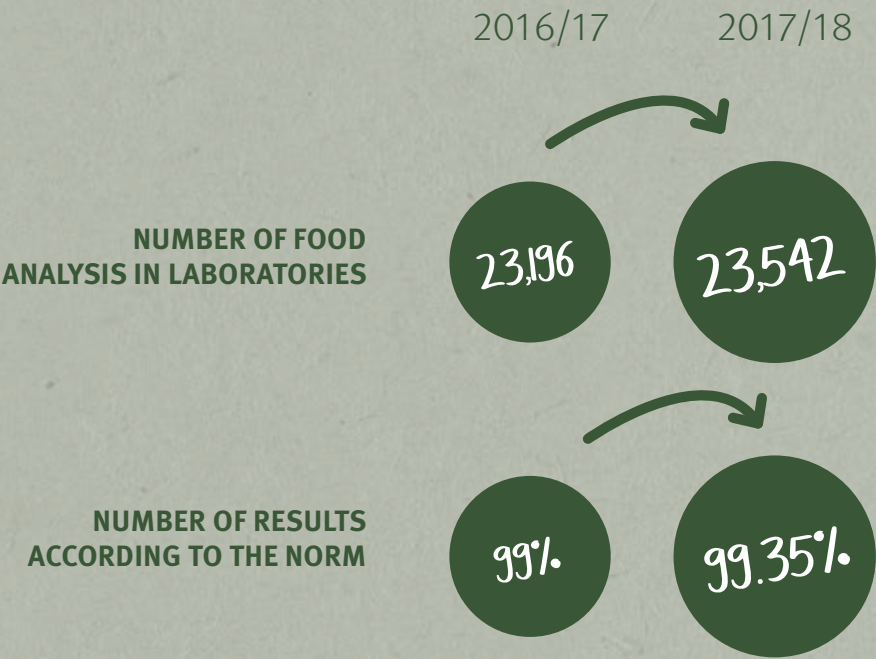
	<b>Forest Stewardship Control®</b>	The FSC® label guarantees the consumer that the paper is made from wood from responsible forestry sources. The FSC® label is awarded by the non-profit organization Forest Stewardship Council®.
	<b>Food Contact Material Certificate</b>	EU Regulation 1935/2004: all materials 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).



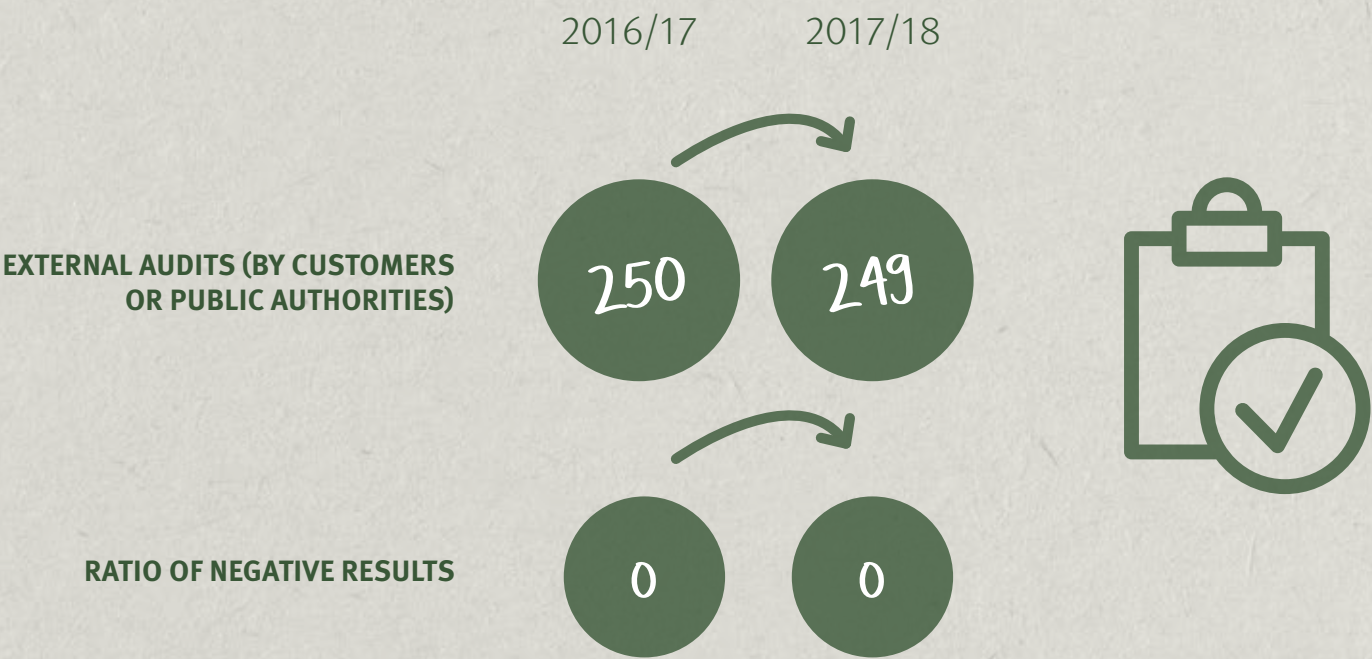
QUALITY MANAGEMENT AS THE BASIS FOR SUSTAINABLE OPERATIONS

In addition to all the audits and certifications, external laboratories regularly take food samples at all divisions of the DO & CO Group.

FOOD ANALYSIS



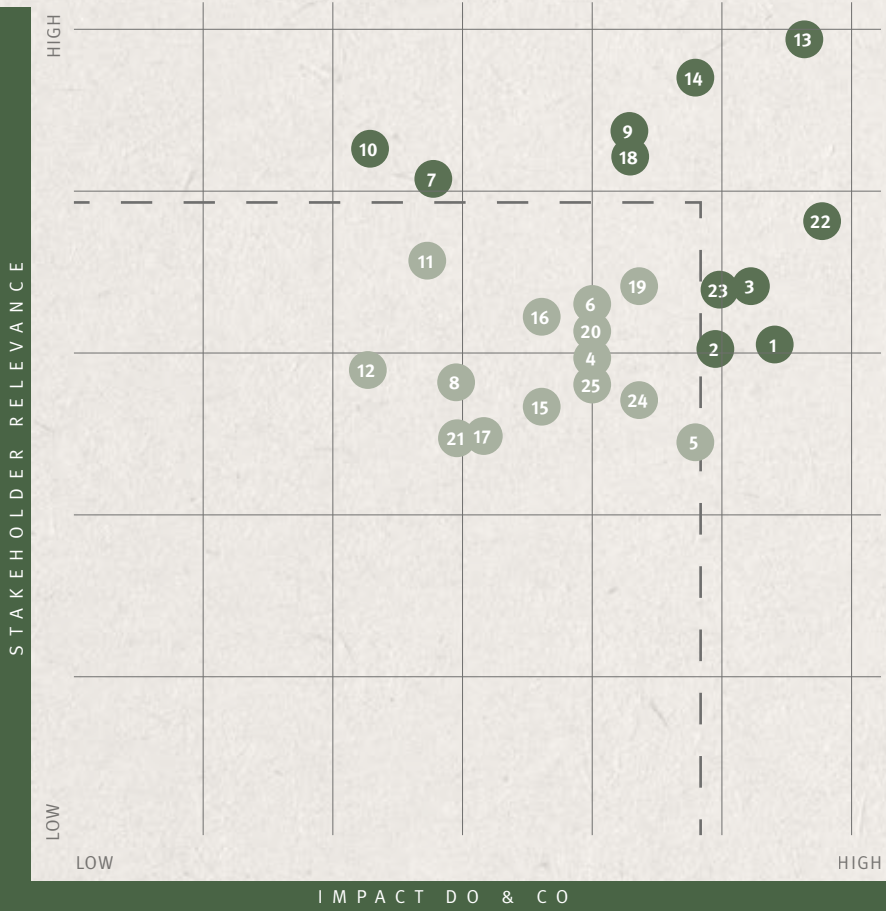
AUDITS





# MATERIAL NON-FINANCIAL ASPECTS

The material issues listed below are derived from the company’s business operations and value chain and were identified within the context of an internal workshop with representatives of the different departments. In the focus was the social, ecological and economic impact of our business as well as the interests of our stakeholders. It is planned to enter into a direct dialogue with selected stakeholders in the years to come in order to optimally understand and incorporate the interests of our stakeholders.



#	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 impacts from energy use as well as emissions related to energy consumption
5	Transport emissions	Environmental impacts from logistics for product and service provision (e.g. transportation of products and employees)
6	Water consumption and chemical use	Water management and 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 impacts 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 whole company
10	Anti-competitive behaviour	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 impacts	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 diets	Nutrition effects on the customers' diets, providing a diverse line of foods and beverages, ensuring the option of a healthy diet
16	Product labelling	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	Labor 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 employees 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 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.

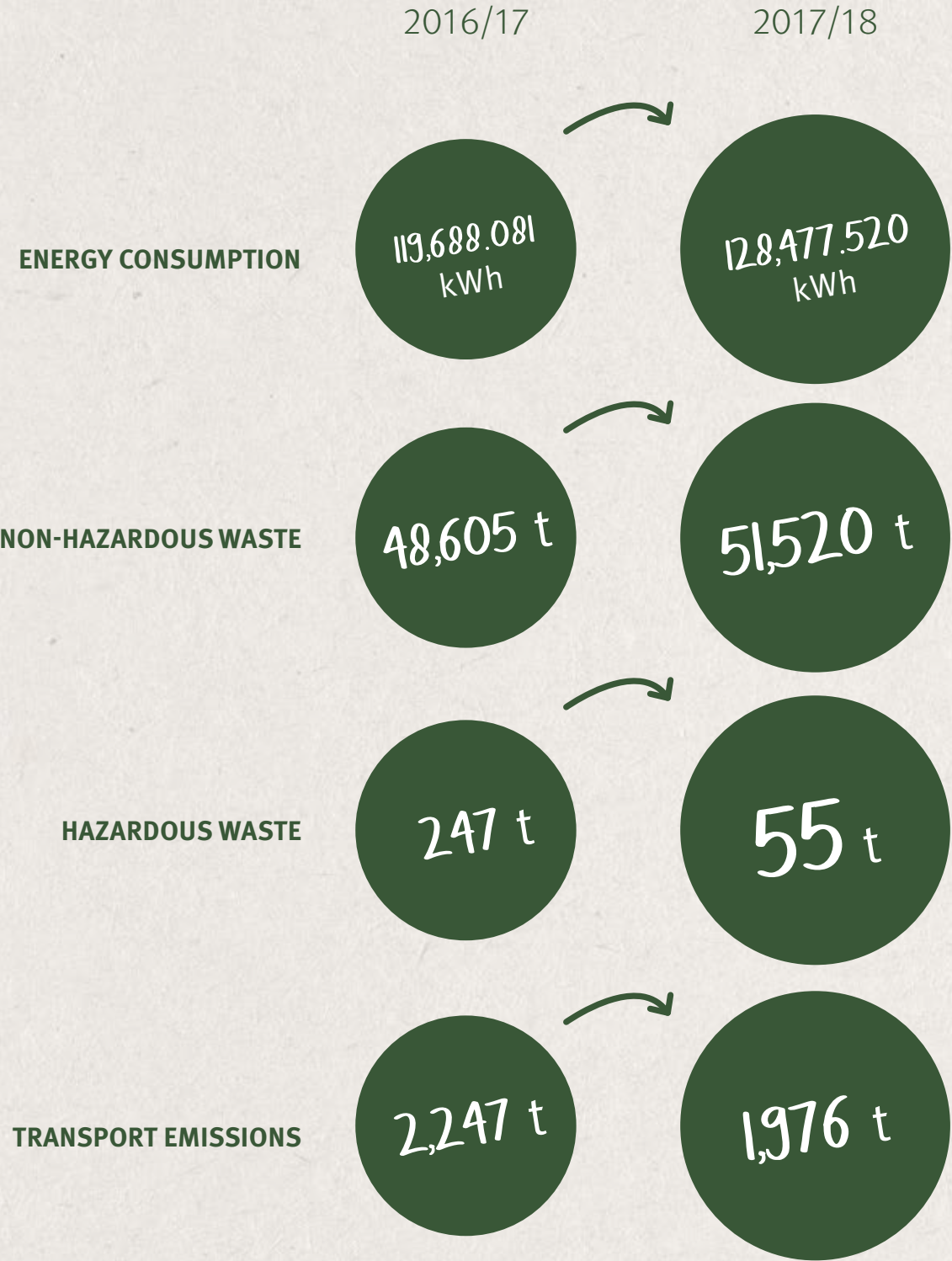
Wastewater could be polluted by chemicals, and greenhouse gas emissions could be higher than necessary as a consequence of inefficient vehicle fleet management and distribution logistics.

An important step towards holistic sustainability management relates to procurement, which comprises the core of our business model. For the most part, DO & CO purchases foodstuffs directly from regional producers, if possible.

In recent years, DO & CO carried out external energy audits for important companies in the Group i.e.:  
at Arena One (namely the companies Arena One GmbH, Arena One Gastronomie GmbH and Arena One Mitarbeiter-restaurants 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, as a role, DO & CO only has a 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 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 subsidiaries in Germany already plan to gradually convert the vehicle fleet to e-mobility and gain initial experience in this regard.

The possibilities of DO & CO in the field of waste are quite different. Thanks to its experience, the company is able to precisely plan the amount of good and thus reduce waste to a minimum. The guiding principle here is "avoiding waste" by "reusability" and "recycling" which takes precedence over "waste disposal". The company can hardly impact packaging material in the field of airline catering, in light of the fact that EU specifications call for burning catering waste from non-EU member states. Packaging is frequently selected and delivered by the airlines themselves. DO & CO only fills the containers.



Big 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 several large events.





# EMPLOYEES

	2017/18	2016/17
EMPLOYEES TOTAL	10,460	9,565
MALE	6,649   64%	5,987   63%
FEMALE	3,810   36%	3,579   37%
LEADERSHIP POSITIONS*	305	209
MALE	217   71%	139   67%
FEMALE	88   29%	70   33%

\* Number of employees in leading positions, incl. CxO, department heads (with 5 or more employees), board members.

DO & CO employs a workforce of about 11,000 people around the world. The average number of employees (full-time equivalents) amounted to 9,565 in the 2017/18 financial year (previous year: 10,460). 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, Group 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 special role in our success. They are the brand ambassadors of the company and show a 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 characterised by high quality demands imposed upon the product, personal service and a high degree of flexibility.

A special commitment and attention to detail set the DO & CO brand apart and comprise 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 personnel development as a means of enhancing employee satisfaction. The professional training of employees in 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.

## Support of people with special needs

Thanks to the cooperation of DO & CO Austria with the Centre for Vocational Education and Rehabilitation BBRZ, people with special needs can be retrained and complete the practical part of their training at DO & CO. The theoretical part of the training is discussed using practical aspects as a basis, thus supporting a more rapid understanding of theory.

The entry of young Austrians from economically and socially disadvantaged backgrounds and young migrants into the labour market is facilitated by the company’s collaboration with the association Springboard – “Association for the Promotion of Talents”.

DO & CO gives young pupils the opportunity to gain initial experience in business operations through the Erasmus+ project internship.



# RESPECT FOR OTHERS AND HUMAN RIGHTS

DO & CO is a company in which great importance is attached to diversity in every respect and to sustainably safeguard people's joy in living. 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 and our business. For the same reason, we not only respect human rights but also comply with labour regulations in the respective countries.



The risks involved in violating laws would have a fundamental impact on our company's business success and would harm the reputation of the brand, not to mention legal and media disputes. In turn, this would negatively affect employee motivation.

For several years DO & CO has been operating in line with a Code of Conduct prepared by Internal Auditing. It is binding on all employees, but particularly contains obligatory norms of behaviour for executives and employees involved in procurement. This Business Conduct Guide is on the company's website in English and German as well.

# 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 and Internal Auditing. These rules attach particular importance to preventing corruption, ensuring adherence to valid competition regulations and also compliance with data protection regulations in collaboration with the Legal Department.

The security and protection of customer data is an important issue. The company plans to launch an online compliance training system in 2018 to cover the issues of data protection, information security and the foundations of compliance. The

General Data Protection Regulation (GDPR) was fully implemented on time in all affected segments, departments and at all sites.

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

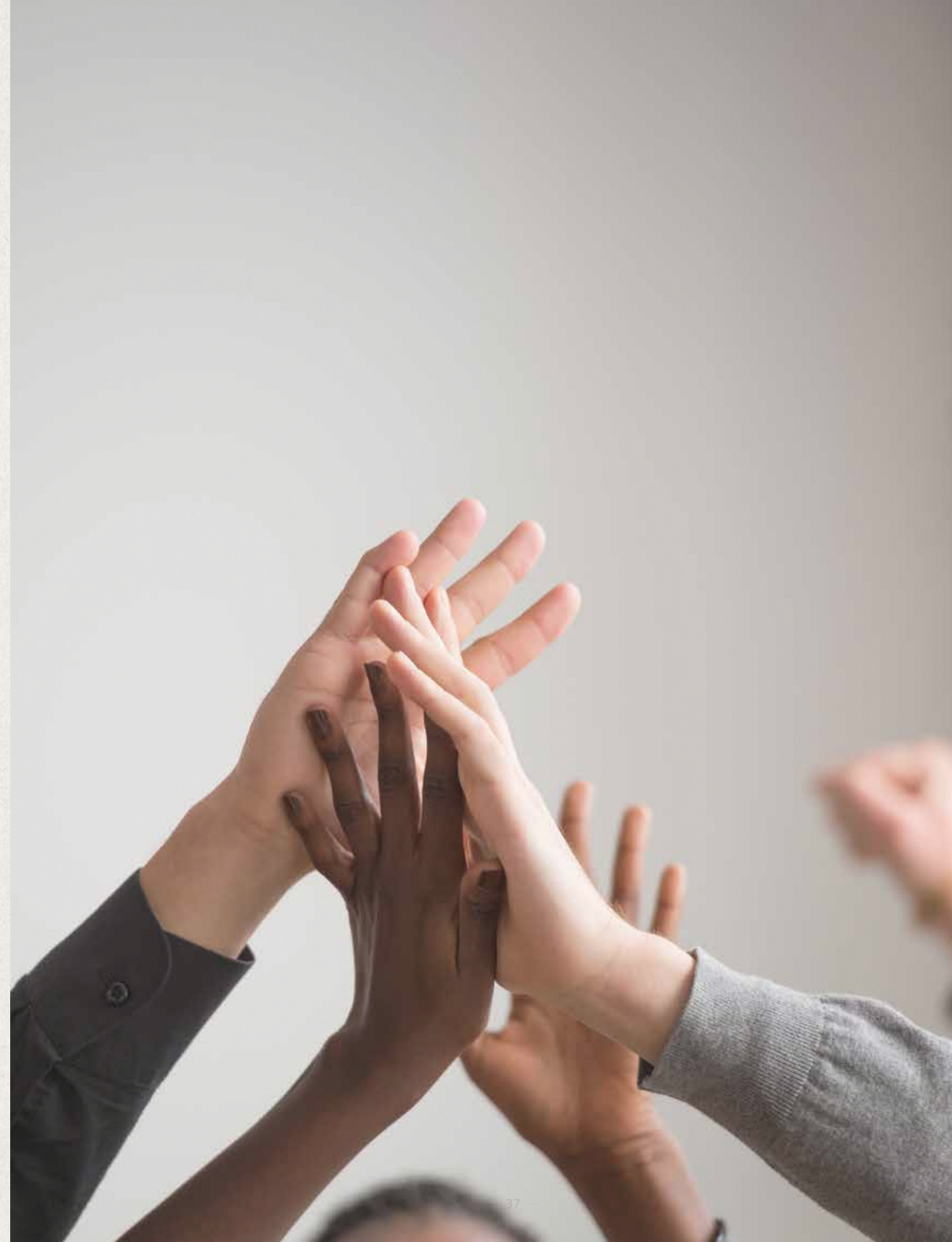
Professional qualifications, personal competence and commitment, and longstanding experience in leadership positions are the most important criteria used in selecting the members of the Supervisory Board. In addition, aspects of diversity, e.g. the internationality of members and the age structure, are also taken into consideration. The Supervisory Board members are between the ages of 47 and 75. 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 to the capital market. At present, there are no women on the Management Board and Supervisory Board. However, in the future, attention will also be paid on the Supervisory Board to shaping the composition of this body according to the rules of gender diversity. Women hold numerous management positions in the DO & CO Group.

## Measures to promote women on the Management Board, Supervisory Board and 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 and at a senior management level.

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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