

ABOUT THIS REPORT

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

The collection period of key figures, documents the business years 2018/19 and 2019/20 and, where possible, data from prior business years. Further relevant activities and information were documented by the editorial deadline on 27 May 2020. This report was presented to our auditor to have its preparation notified.

The most important sustainability topics and projects were determined by means of a materiality analysis conducted through the involvement of internal and external stakeholders. Special attendance was given to ensure the relevance, accuracy and comparability of information and data.

This report is primarily intended for internal purposes to align our sustainability efforts with our daily operative practices with the aim to create long-term value for both our business and our planet.

For environmental reasons, this report is solely available as a free download on our website www.doco.com in German and English.

We value your feedback and suggestions, which may be directed to DO & CO's sustainability initiative at greenteam@doco.com.

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DO & CO AND SUSTAINABILITY

Since Day 1 DO & CO had to meet the high quality and service demands of its guests and customers. The company considers its ability to fulfil these standards to be key to its competitive advantage and unique selling point. DO & CO's entire pursuit of quality naturally ensures food safety without compromise. With this in mind, the company has implemented globally binding food safety standards throughout all its divisions. Whether we provide our services in a desert with +40 degrees Celsius or 35,000 feet above ground on board of an airplane, our customers can rely on receiving a safe product of the highest quality. In order to meet these high product and customer requirements, DO & CO relies on its team of experts, who bring an exceptional in-depth knowledge base across the fields of food technology, nutritional science, biology and chemistry to the table.

For DO & CO a comprehensive orientation towards quality is the foundation of a sustainable business. It follows, that this approach is "instinctively" practiced and embodied without reservation in our company's daily operations. In fact, the success of DO & CO is not only based on our unique business model, but moreover relies on the personality of our employees, whom we expect to show both entrepreneurial thinking and continuous commitment.

As a leading provider of premium food and catering services, DO & CO is well aware of its intrinsic role as a pioneer 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.

DO & CO, a family-run first-generation business, incorporates its beliefs and core values into all business activities by adopting a quality-driven, people-led approach around three core principles confirmed by our materiality analysis.



Gratitude

encourages us to do business in a sustainable way to ensure our future generations will have access to the same resources. We see an opportunity to positively influence our surroundings and handle resources more efficiently through responsible business practices and compliance with applicable laws.



Responsibility

DO & CO asks that all its employees consider the wider impact of their actions, whether it is their impact on people or the environment, in an appreciative manner which minimizes wastefulness. This thoughtful approach is applied throughout all aspects of our value chain with the aim to maximize the positive impact we exhibit on our surrounding.



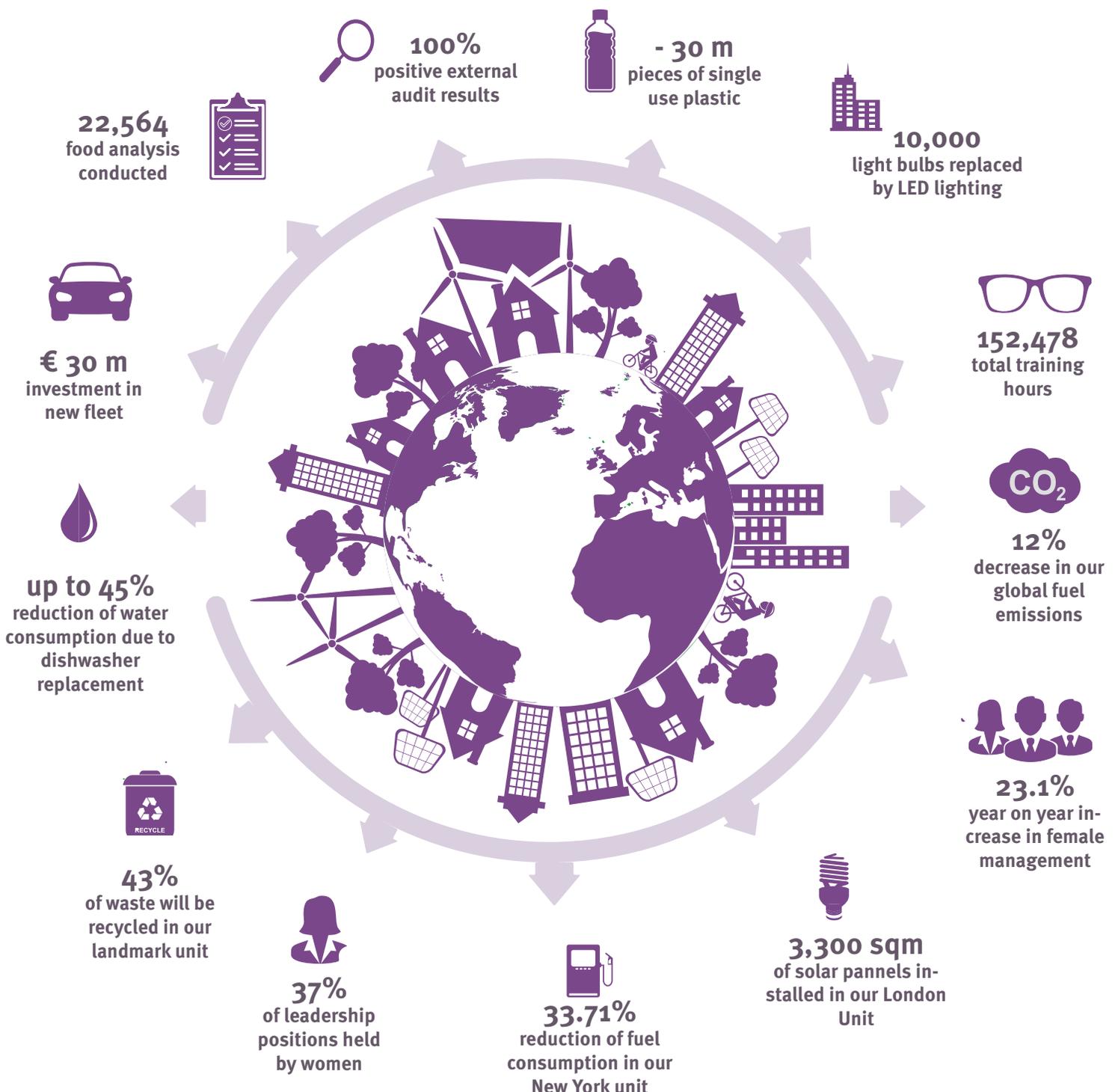
Equality

drives our culture of innovation and passion, where we celebrate and include all our people. DO & CO embraces the diversity of its workforce as one of the aspects that contributes to a positive and engaging working environment.

The management is convinced that it is not enough to choose one of the many ESG standards and to impose it onto the diverse and entrepreneurial independent companies of the DO & CO Group. Therefore, the board of directors has opted for the more elaborate and purposeful way of anchoring sustainability as part of everyday company life with as many employees as possible. For this reason, no staff position was initially charged with sustainability management, but instead an initiative was started with the goal to create a culture of mindfulness towards aspects of energy efficiency, resource conservation and waste avoidance to name just a few.

OUR ACHIEVEMENTS AT A GLANCE

A diverse group of individuals across every division within DO & CO began to use the existing materiality matrix which is reviewed and re-evaluated on a regular basis to determine the potential for change in the respective work areas. DO & CO's team of "sustainability activists" is continuously expanded to ensure that the outcome of this review and evaluation is reflected in our sustainability strategy. In a constantly expanding process chain of systemic loops, a self-generating sustainability management system is created that is centrally supported and guided by the management. DO & CO is committed to environmental stewardship, provides binding guidelines on the company's strategy and reviews the effectiveness of all programmes to ensure that they are not only fit for purpose but also ecological. DO & CO is convinced, that this approach embeds sustainability as an integral element of the daily business among its group.



MESSAGE FROM OUR BOARD

“ We recognize our responsibility towards minimalizing our ecological footprint both as consumers of precious resources, as well as producers of both organic and inorganic waste. For this reason, we have been optimizing the use of food material and luxury consumables but also the prevention of waste for many years. Nevertheless, the production of gastronomic experiences with premium quality, often under difficult and highly complex conditions, is at the core of our business. After all, the extraordinary experiences of our guests must 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.

Based on 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”. Whenever possible, DO & CO purchases unprocessed food material directly from regional producers or organic cultivation. DO & CO even was the first production facility in Austria to be certified in accordance with the EU’s Regulation (EC) No 834/2007 on organic production.

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, CEO



“ We consider our commitment to the creation of social welfare and environmental stewardship in the context of our wider responsibilities. As part of the global economy we aim to give back to the people who are at the core of our success. DO & CO puts particular emphasis on equal treatment of employees across the entire group. The welfare of our employees is at the heart of our business because we believe that our employees are the key to success in today’s world.

DO & CO has a unique business model, which fosters cross learning and individual self-fulfilment through the interconnectedness of DO & CO’s three divisions. I am absolute certain, that our diverse and well-trained staff is one of the main drivers of our success story, which is why DO & CO continuously invests in its staff.

It is not only about recruiting and training staff but also about keeping staff, which is again where our unique business models proves to be a differentiating factor. ”

Gottfried Neumeister, CFO



CASE STUDY SEGRO PARK

Being awarded the hub catering contract for British Airways in 2018 offered DO & CO the opportunity to draw on a blank canvas a model for an industry leading new facility next to London Heathrow.

In partnership with SEGRO we took over a dilapidated and unused site and have rejuvenated it as a state of the art gourmet kitchen and airline assembly facility. The new investment in our Gourmet Kitchen in London reiterates DO & CO's long term commitment to the UK, to support the local environment and contribute to the local area by focusing on sustainability, reduction of energy usage, and usage of high quality materials. As part of this DO & CO and SEGRO committed to the regeneration of a large area of green space adjacent to the River Crane to create an additional community green space and nature walk. DO & CO is additionally in discussion with the local council and charities to sponsor the stretch of the River Crane between our two sites.

In an increasingly competitive market DO & CO is committed to not only providing our customers with a world class Gourmet Entertainment experience but to ensuring that our impact on the environment is as small as possible. We are always willing to push the boundaries of what is possible. With this in mind, DO & CO is working towards ISO 14001 for SEGRO Park (Environmental management standard) as we strive to be a class leader in our industry. The new site in SEGRO park will be an example as to how facilities can be run efficiently whilst still providing a world class service.



Transport, Vehicle Fleet and Fleet Management



30 electric charging locations



240 bicycle stands



14 new electric cars

Our new unit features a staff parking area for 30 electric charging locations, equipped and connected with load sharing technology and secured multi-level bike parking for up to 240 employees to encourage employees to cycle to work. Greening of the carpark reduces passive heat retention.

DO & CO has actively worked with Mercedes Benz and DOLL to maximize the efficiency of the cooling system in our new airside fleet, all of which are EURO-6 compliant, and purchased a fleet of 14 electric cars for use airside.

Food & Packaging Waste



0% landfill policy



43% of waste recycled



57% of waste incinerated

DO & CO operates a 0% landfill policy, where all glass and cardboard are recycled. All green waste is macerated by a Rothenberg system and sent off-site as "green liquid" to be used as fertiliser or energy generation. Waste oil used in cooking is sold and used as bio-fuel.

Through new tenders, all suppliers for our new unit have been required to provide minimal and zero packaging options to cut down plastic and cardboard packaging.

Energy Consumption



3,300 sqm of solar panels



Intelligent lighting system



Above industry standard insulation



Dishwashing plant utilizes energy regeneration technology

A significant amount of electricity needed in the facility is generated by 3,300 sqm of photovoltaic panels on the roof to be less dependent on incoming electricity supplies. To ensure efficient usage of the needed power, DO & CO controls all main power consuming equipment via a building management system to monitor, manipulate and reduce power consumption during our operation processes. This is augmented by power factor correction equipment ensuring that each individual equipment is run at the most efficient mode within the entire system.

We use state-of-the-art equipment to run our ventilation and other mechanical systems to optimize heat recovery within the air handling units while above-industry-standard insulation of our cooled and freezer areas maximizes energy retention within the building.

Our new dishwashing plant reduces the amount of energy required to heat to washing temperature by utilising energy regeneration technology to preheat incoming fresh water through use of latent heat from waste water. Moreover, intelligent lighting systems monitors and optimizes the amount of illumination in the entire facility.

Water Consumption



Solvents are food safe chemicals



Pre-treatment of waste water

DO & CO is pre-treating all waste water prior to being released into the local drainage system through fat and particle separation and usage of food safe chemical solvents. To minimise water usage, our dishwashing facility intelligently monitors water usage. All taps are sensor driven to reduce grey water production and all urinals and toilets are water efficient to industry standard.

BUSINESS MODEL AND CORPORATE STRATEGY

“What makes DO & CO unique is its ability to combine the greatest tastes of the world on a large scale. What many fail to achieve on a small scale, DO & CO skillfully masters in all of its global activities.”

*Wolfgang Stoiber
Head Chef DO & CO Group*

DO & CO is a Gourmet Entertainment Company active on a global level, operating in more than 12 countries on 3 continents. Gourmet Entertainment is used as synonym for delivering premium customer experience by providing consistent high-quality products. Our products are handmade from the best ingredients of the world and freshly prepared. They are served anywhere in the world in restaurants, at events or on airplanes as part of a sophisticated and holistic concept.

This unique world of experience of culinary hospitality is delivered through chefs and service teams, well-trained in the DO & CO Academy. They provide a unique flair for more than 60 airlines, the most exclusive international and sporting events and 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 service provided directly to our customers. DO & CO fuses high attention to detail with the know-how required to scale this concept to simultaneously serve large numbers of freshly prepared dishes of highest quality “à la minute”.

Restaurants, Lounges & Hotel

The heart of our business

This division is of great importance to our approach in our other Divisions. It gives DO & CO close customer proximity and daily direct contact with our end consumer, thus a constant stream of direct feedback on our products and service quality. In essence, this division serves as our testing ground, reveals trends and creates brand awareness. Once tested and approved by customers throughout conscious buying decisions, our products are scaled through the other divisions.

International Event Catering

Figurehead and standard bearer

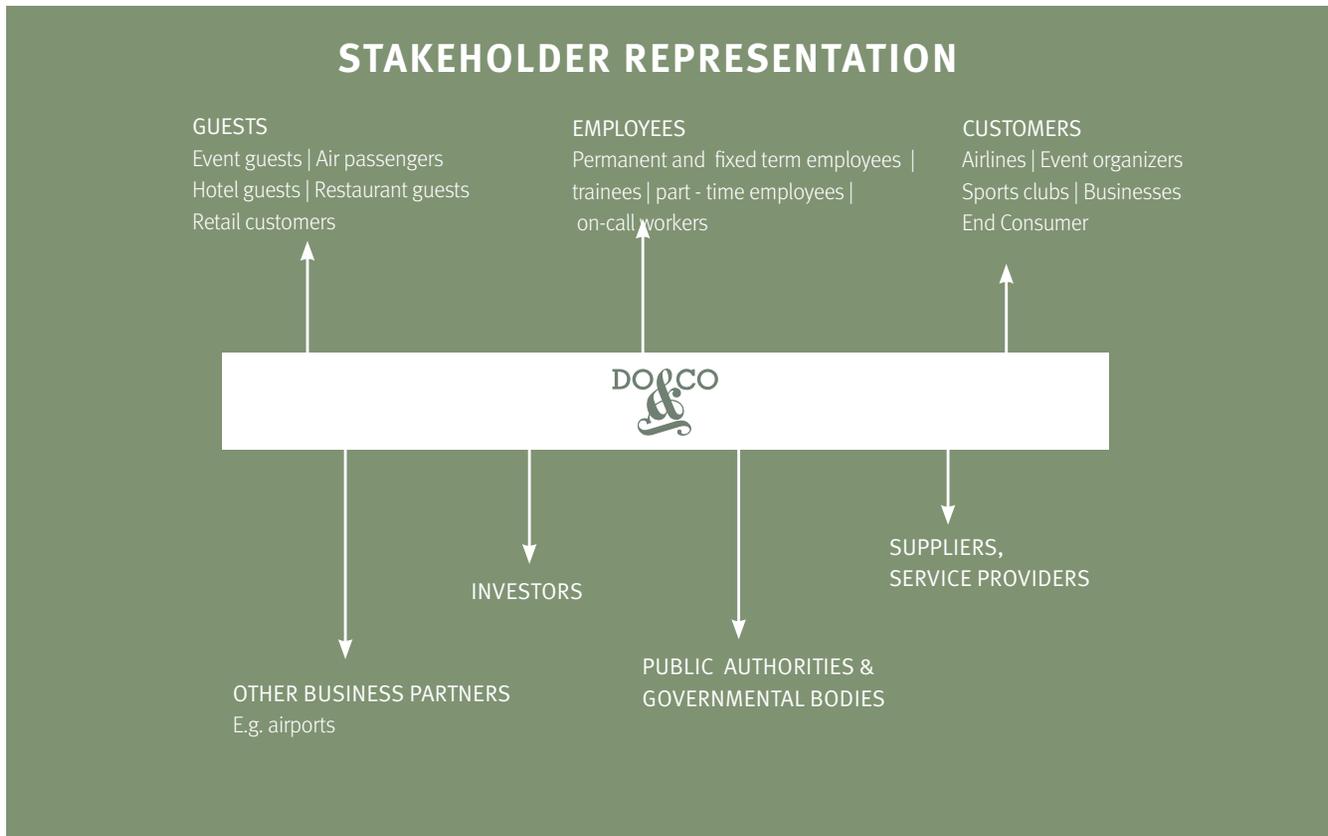
The division demonstrably shows our ability to deliver an exceptional product in the most remote places around the world. This division combines culinary skills with best in class logistics and operational strengths. Its contribution to the expansion of our brands positioning as a general contractor for “gourmet entertainment” with innovative solutions, aids our recognition as a reliable partner across the globe.

Airline Catering

Largest distribution channel

Making up around 70% of group sales, this division generates the lion’s share of group revenue. Through its unmistakably innovative and competitive product portfolio, DO & CO’s “non-airline-catering” approach naturally attracts airlines that focus on quality as a USP to differentiate from the single-use, commodity approach dominating the industry.

OUR STAKEHOLDERS



STAKEHOLDER ENGAGEMENT

DO & CO prides itself in its continuous, involvement and nurture of dialogue with its key internal and external stakeholders through meetings, networking sessions, surveys and case studies. Constant exchange with B2B and B2C clients and suppliers helps us to identify topics that are of importance to DO & CO and its stakeholders.

As an innovation-driven company, we are entering a new phase of development where sustainability is at the heart of societal transformation. We are working together with our partners to make sustainability at scale become reality. Given the diversity of our partners and resulting business activities, we need to revisit the issue of sustainability with each partner separately in order to establish a unique approach to providing the highest quality whilst minimising our environmental footprint.

As a responsible business, we ensure that our journey towards societal transformation is built on an inclusive and collaborative dialogue with a wide spectrum of different interest groups to guide our decision-making policies and initiatives.

PARTNER COLLABORATIONS

DO & CO recognizes that many of the challenges we face are best solved through a collective effort. We strive to partner with a broad range of stakeholders to innovatively merge our skills and experiences to improve outcomes for employees and the communities in which we operate. DO & CO aims to create shared industry approaches to identify the most impactful and efficient means to work towards sustainable progress.

Its global footprint enables DO & CO to operate as one-stop shop given its ability to provide its partners with the most efficient product of highest quality. It frequently acts as an advisor and council to customers regarding the most effective implementation of their product concepts. To that end, we pro-actively offer our partners advice on how to reduce waste and implement environmentally friendly options, whereby each step of the value chain is carefully planned and organised.

MATERIALITY MATRIX

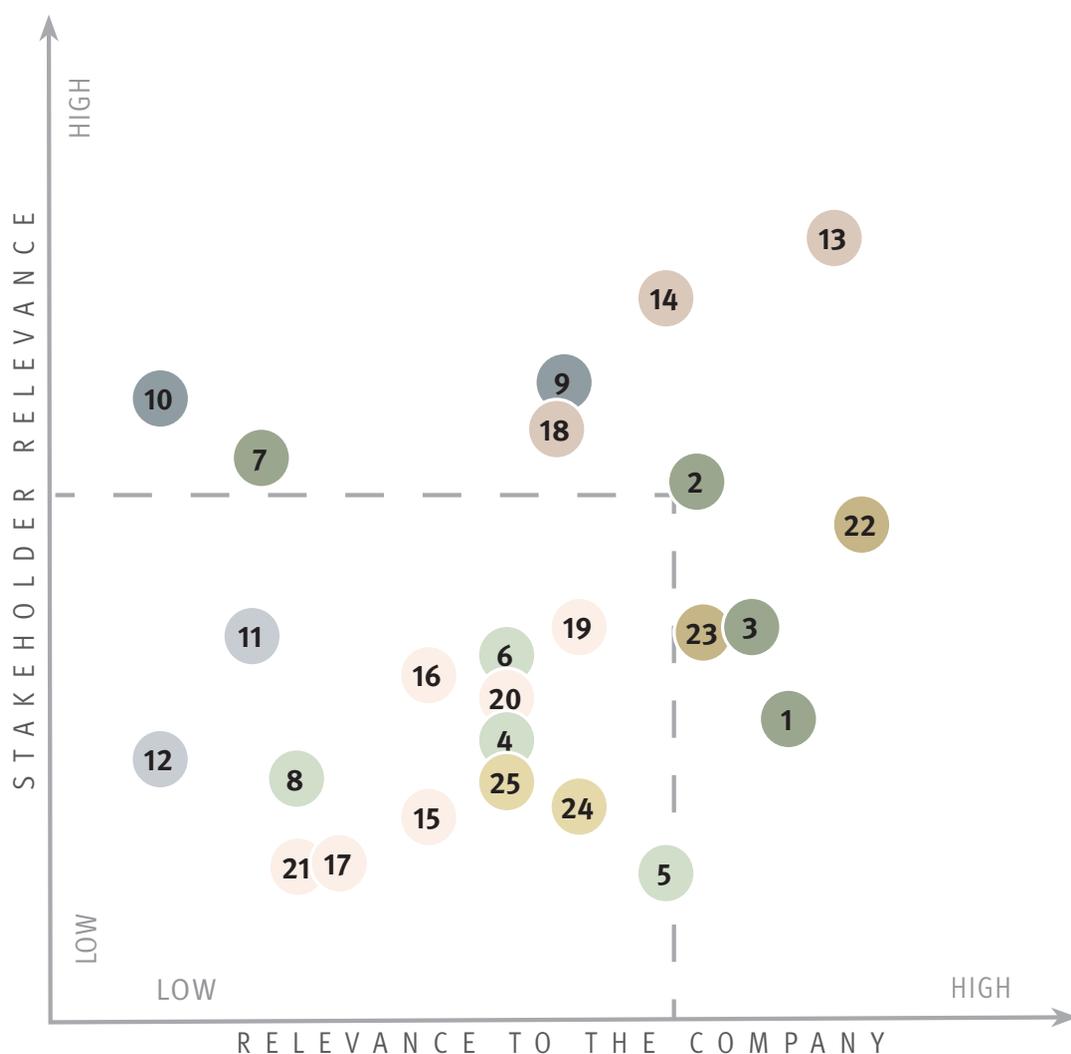
The materiality matrix was discussed with conscientious investors, put to the test through negotiations aimed to purchase a main industry competitor and subject to discussions with internal stakeholders. As in the previous years, DO & CO matched its own positions and findings with the analysis of CSR and ESG rating agencies. Although DO & CO differentiates itself from competitors through its unique business model, its non-financial performance was analysed within the framework of peer comparison.

The results of this analysis made clear that it is rather difficult to get a broad overview of DO & CO to compare it with its peers. The overriding reason for that is our diverse business model combined with the large number of companies existing within the DO & CO Group.

Our efforts at an individual company level differ in intensity and documentation as a result of the varying sizes of these individual companies. Nevertheless, internal revisions have shown that the aspects of sustainability and CSR are lived as vital elements of quality management. The essential differentiation between DO & CO and its peers manifests itself through the dedication to quality and customer satisfaction, which make up the connecting element of DO & CO's business model.

Through our shareholder engagement we aimed to validate our sustainability principles and align our strategic plans and visions with our key stakeholder. This allows us to prioritise our initiatives and strategically manage the risks and opportunities they offer. As a result of this process we identified and re-confirmed our most important sustainability issues, as shown in the materiality matrix below.

In essence, our intense engagement with these topics confirmed the materiality matrix of the previous year and showed that issues like food safety, reduction of food and packaging waste, as well as employee rights were universally recognised as being of the highest importance.



	TOPIC	DESCRIPTION	RELEVANCE TO THE COMPANY	STAKEHOLDER RELEVANCE	
ENVIRONMENT	1	Food and packaging waste	Packaging from catering, food preparation, purchased items (suppliers) and disposal by consumers (on-site)	5	2
	2	Sustainable packaging	Sustainability of materials for products packaged by DO & CO (renewable, recycled or re-used materials to reduce waste generation off-site)	4	3
	3	Environmentally friendly sourcing	Environmental criteria for suppliers, e.g. related to environmental effects of agriculture, animal welfare and animal-friendly sourcing	5	2
	4	Energy consumption and related emissions	Energy efficiency and impacts from energy use as well as emissions related to energy consumption	3	2
	5	Transport emissions	Environmental impacts from logistics for product and service provision (e.g. transportation of products and employees)	4	1
	6	Water consumption and chemical use	Water management and pollution prevention and control	3	2
	7	Compliance with environmental laws	Compliance with international declarations, conventions and treaties, as well as national, sub-national, regional, and local regulations	1	3
	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	2	1
ECONOMY	9	Anti-corruption	Compliance with applicable laws as well as ensuring anti-corruption behavior and training throughout the whole company	3	4
	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	1	3
	11	Local Presence	Local sourcing of goods and services as well as hiring local employees and providing wages adapted to the local minimum wage	1	2
	12	Indirect economic impacts	e.g. infrastructure development, multiplier effects for local businesses etc.	1	2
SOCIETY	13	Food safety	Includes food quality, hygiene standards, food cooling practices	5	5
	14	Guest security	Ensuring high security levels at airports, in planes and at events	4	4
	15	Healthy diets	Nutrition effects on the customers' diets, providing a diverse line of foods and beverages, ensuring the option of a healthy diet	2	1
	16	Product labelling	Transparent product labelling giving customers access to accurate and adequate information, as well as responsible advertising	2	2
	17	Effects on local communities	Includes noise but also employment effects, taxes etc.	2	1
	18	Data security and protection	Compliance with existing privacy laws or voluntary standards regarding the protection of customer data	3	4
	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	3	2
	20	Diverse and inclusive meal choices	Providing meal choices suitable for different religious or cultural as well as dietary requirements	3	2
	21	Soft and hard legacies of events	e.g. sustainability initiatives to raise awareness, share knowledge and best practices, physical and technological legacies	2	1
EMPLOYEE	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	5	3
	23	Occupational health and safety	Health effects related to stress, working hours, night shifts, occupational accidents	4	2
	24	Employee training and development	Training and options to upgrade employees skills; performance and career development reviews	3	1
	25	Diversity	Diversity and inclusivity in the workforce	3	1

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E n v i r o n m e n t

OVERVIEW

1. Food and packaging waste

more than 30,000,000 pieces of single use plastics removed

more than 500,000 single use plastic bottles replaced

195,418 kg CO₂ emission saved through recycling in Austria

9% reduction in waste production per million EUR revenues

2. Sustainable packaging

Routine offering of sustainable packaging solutions to customers

Advising clients on waste reduction and equipment replacement

Dedicated industrial design department

3. Energy consumption

16 group companies audited

Focus on improving energy efficiency in production processes

Conversion from halogen/incandescent lighting to LED lighting

3.8% average energy consumption increase while growing **10%**

4. Fleet management

More than 30,000,000 Euro invested in new vehicle fleet

313 new vehicles (+50%) with **20% reduced** CO₂ emissions

14 additional electric vehicles in our London Unit

33.71% reduction of fuel consumption in our New York unit

5. Water management

45% reduction of water consumption

FOOD AND PACKAGING WASTE

DO & CO commits to the reduction of single use plastics and non-recyclable waste:

Through conscientious planning and sourcing, we have been able to remove more than **30 million pieces** of single use plastics from the aircrafts of our airline customers in the last business year.

In Austria alone, DO & CO avoided more than **195 tons of CO2** emissions through recycling.

Preserving our planet's future extends beyond reducing our own environmental footprint. With climate change being one of the defining challenges of our time, we pay close attention to the risk which it poses to our operations, the industry as a whole and ultimately our planet. As a global player, climate change poses risks across our value chain and hence requires tackling head-on. Given the scale of its worldwide operations, DO & CO is conscious that even a small change could have a major impact when it comes to resource consumption and waste reduction.

As a company, we strive to set a good example by introducing the principles of sustainability into our daily activities. Therefore, we encourage careful consideration of each individual's contribution to waste minimization. Consequently, we continuously work on improving our data collection and waste reporting across our business units. The increased volume of operations, combined with enhanced waste information, are the drivers behind our increased waste to landfill ratio. In the long-run, improved data on waste generation will support the prioritisation of efforts and continue to play a big part of our waste reduction journey.

Since last year, over 30 million pieces of single use plastics have been removed from aircrafts catered by DO & CO as part of its long-term sustainability goals. We have been working to reduce the use of items such as salt and pepper covers, plastic menu bags, as well as plastic wrapping for toys. Close to 15 million pieces of plastic have been diverted from landfill with just these three items. DO & CO has also replaced child meal cutlery, stirrers and swizzle sticks, straws and waste bags with eco-friendly alternatives. On the ground, over 500,000 single use plastic bottles have been removed from DO & CO's ground operations and replaced with eco-friendly alternatives for employees to use. Moving away from bottled water options began to provide our employees with filtered water, helping further reduce waste to landfill. Globally DO & CO produces over 600,000 meals on an average day.

Last year, we have introduced new packaging solutions that cuts 325 tonnes of cardboard waste annually, which is the equivalent of 113,000sqm (63 acres), from its food manufacturing operations. DO & CO continues to commit to reducing single-use plastic on board of aircrafts.

One of the biggest sustainability initiatives we are working on include food waste projects. In an effort to use all of a raw ingredient, not only the easiest parts, food remainders are used for smaller scale concepts. Thus, close to 500 kilogrammes worth of food material, including fruits, vegetables, bakery items and meat, are further processed in our other divisions, instead of being disposed of. In the UK, a series of measures have also helped to divert from landfills over 250 tonnes of food waste produced at DO & CO catering. Initiatives include food waste being treated on-site using processes such as bio-digestion. 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 is avoiding waste through reusability and recycling.

Within the field of airline catering, DO & CO works to reduce packaging waste. However, airline specific regulations limit the company's influence in this area. Examples include, the airlines own provision of packaging material and EU provisions requiring the incineration of incoming international waste. Whilst this is required by law, we are sometimes able to direct our waste to energy from waste plants where possible to recycle energy as much as possible. Regarding large scale events in stadiums/sporting events, these result in significant amounts of waste which DO & CO must dispose of. The procurement team, as well as site managers, evaluates recycling options and keeping the environmental impact of this waste as low as possible. A special waste management concept is developed for large events.

As DO & CO continues to advocate the use of sustainable packaging, we encourage the implementation of waste reduction initiatives in areas we fully control. For instance, we successfully reduced the use of paper within offices and removed plastics from the staff restaurant by replacing plastic cutlery with reusable cutlery. Additionally, batteries are recycled in line with the local Authority scheme.

DO & CO continuously recycles food waste which is generated from its kitchens. Taking our London and Vienna unit as an example, due to our "fresh in-house" approach we create green waste in the form of vegetable peelings and trimmings, we ensure that these disposables are managed and recycled. Where possible, our food waste is macerated and processed onsite into "Green liquid". This waste goes as bio waste to an anaerobic digestion plant, which is then turned into fertilizer and biogas while cardboard, plastic and glass is partially turned to biogas and partially recycled.

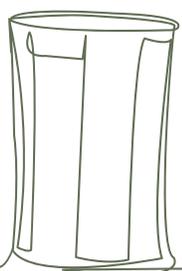
To minimise the amount of packaging received, DO & CO asks its suppliers to supply food in limited packaging and in many instances even in plastic crates which are reusable.

We work closely with our customers and routinely provide them with recycling rates of products used in their portfolio to increase awareness. Non-recyclable waste (including waste returned from flights) is taken to a licenced waste facility in a designated vehicle by a licenced contractor who provides a waste transfer note where it is incinerated. For example, DO & CO has handed over 71,565 kg oil waste to a specialist, thus saving 195,418 kg Co2 emissions through recycling in Austria alone.



NON-HAZARDOUS WASTE

2017/2018	52,671.37 t
2018/2019	53,073.08 t
2019/2020	53,493.82 t



HAZARDOUS WASTE

2017/2018	54.82 t
2018/2019	57.11 t
2019/2020	59.31 t

DO & CO's waste production rose by less than 0.8%, showing the group's commitment to reduce waste given its 10% revenue growth.

SUSTAINABLE PACKAGING

DO & CO actively researches environmentally friendly alternatives to packaging and offers its clients sustainable packaging options and advice on how to introduce it within their operations.

 <p>REDUCE SINGLE-USE PLASTIC CUTLERY</p>	 <p>REUSE AND REPLACE WASHABLE CUTLERY OR BIO- DEGRADABLE ALTERNATIVES</p>
 <p>REDUCE PLASTIC STRAWS</p>	 <p>REUSE AND REPLACE WOODEN STIRERS</p>
 <p>REDUCE SINGLE USE PLASTIC CUPS</p>	 <p>REUSE REUSABLE CUPS AND BOTTLES</p>
 <p>REDUCE SINGLE USE PLASTIC CONTAINERS</p>	 <p>REUSE AND REPLACE PAPER OR CORN STARCH TO-GO PRODUCTS</p>

Given DO & CO's restricted possibilities regarding the treatment of incoming international waste, we target our in-house practices to ensure that factors we have an influence on are controlled in the best way. DO & CO strives to implement reusable and recyclable equipment and tableware wherever possible in our business segments. We are very aware of our responsibility and push ourselves to develop and guarantee a completely safe, qualitative and sustainable customer experience. We want to establish inspiring behaviour, products and services, share our knowledge, bearing in mind that all products can have circular capabilities.

DO & CO's innovation-driven design department constantly works towards the development of a responsibly designed recyclable product range. To achieve our goal of environmentally friendly packaging, we have to take a diverse range of key aspects into consideration. By increasing the use of recycled materials, which are quickly renewable and plant waste materials, we aspire to move away from employing overly processed materials. We try to directly influence our products full life cycle, through careful planning of the product's dimension, weight and material.

To that end, DO & CO has been actively researching environmentally friendly alternatives to existing packaging for many years. Sustainable packaging is still relatively expensive and not always available on the market compared with conventional plastic packaging. However, independent of financial aspects, we are constantly offering sustainable solutions to our customers and laying path for a more sustainable air travel industry.

We proactively offer our clients advice on how to reduce their waste and replace existing equipment with more environmentally friendly options:

- plastic-free solutions (mineral oil-free)
- quickly renewable plant-based designs (tree-free),
- biodegradable packaging (marine-biodegradable, home compostable),
- products made out of recycled and recyclable resources.

DO & CO features multiple use products in all its businesses. Whenever single-use products are required or specifically requested by our clients, large emphasis is placed on the desirability of using biodegradable packaging.

Given the increased awareness around single use plastics, we engage with our customers, who have been looking at options to reduce the amount of packaging on board airplanes, and guide them through a successful transition to sustainable solutions. We believe, that the market for sustainable 100% plastic-free and biodegradable packaging and branding solutions will mature with the implementation of the European Parliament's new law banning single-use plastic items in 2021.

“

*Being sustainable is no longer a matter of choice.
We offer only sustainable solutions to our clients.*

Ines Prucker, Industrial design

”

ENERGY CONSUMPTION

DO & CO uses best practices from the industry and external advisors to reduce energy consumption and heavily invests to modernize its production facilities.

Our culinary development team considers the impact of newly created dishes on DO & CO's energy consumption to improve energy efficiency within the production process.

EXTERNAL AUDITS

DO & CO carried out external energy audits with the aim of analysing energy consumption and energy flows for the following important companies within its group:

- *Arena One Mitarbeiterrestaurants GmbH*
- *DO & CO Aktiengesellschaft*
- *DO & CO Berlin GmbH*
- *DO & CO Catering München GmbH*
- *DO & CO Deutschland Catering GmbH*
- *DO & CO Düsseldorf GmbH*
- *DO & CO Facility Management GmbH*
- *DO & CO Frankfurt GmbH*
- *DO & CO Gastronomie GmbH*
- *DO & CO (Deutschland) Holding GmbH*
- *DO & CO Lounge Deutschland GmbH*
- *DO & CO Lounge GmbH*
- *DO & CO München GmbH*
- *DO & CO (im Haas Haus) Restaurantbetriebs GmbH*
- *FR freiraum Gastronomie GmbH*
- *Sky Gourmet - airline catering and logistics GmbH*

We see these audits as an opportunity to get external expert opinion on the energy efficiency of our operations and on how to best improve the energy consumption of our kitchen facilities. The company uses the derived learnings and recommendations to purposefully modernize its facilities and processes. Thus, ensuring best practices on energy efficiency and reduction of energy consumption are applied across the entire business to maximise economic and environmental benefits. DO & CO categorizes and implements the auditors' recommendations depending on their potential savings as well as the organizational and financial costs of carrying out the measures. These measures are subsequently rolled out in all of our production facilities.

The main conclusion of these energy audits was that the lion-share of DO & CO's energy consumption stems from the production process and the maintenance of the cooling chain. For this reason, we exhibit a particularly focus on improving energy efficiency in the preparation of food. This is the most important process carried out within the company and the area in which the company has a material impact.

The audits also show, that DO & CO generally has only limited influence on the energy efficiency of company buildings. Since DO & CO rents most of its production units and depends on the approval of its landlords for the remodelling and modernization of the kitchen's facilities. In addition, our production facilities are, in many cases, working at their capacity limits due to the strong demand for DO & CO products. To ensure the implementation of improvements, DO & CO tries to identify areas susceptible to internal decision making.

A prime example on how we pursue this approach is the area of lighting solutions, which we have identified as a key issue across the business and have consequently put a comprehensive focus on. In order to drive energy efficiency within our supply chain we have converted from halogen and incandescent lighting to LED lighting and have successfully installed motion detection to reduce unrequired lighting of less frequented areas of the building or during downtime.



ENERGY CONSUMPTION

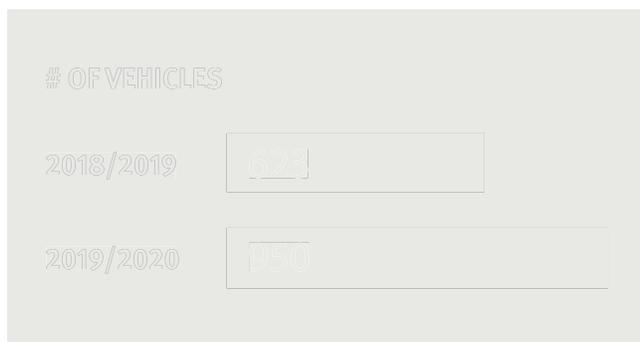
2017/2018	128,477.5 kWh
2018/2019	143,562.8 kWh
2019/2020	153,828.2 kWh

DO & CO managed to substantially reduce its energy consumption. The main driver of the increase in absolute numbers is attributable to our second production facility near the new Istanbul airport.

FLEET MANAGEMENT

DO & CO spent more than 30,000,000 Euro to renew its vehicle fleet and to replace emission heavy vehicles with their latest successor models.

Our New York unit managed a 33.71% reduction in fuel consumption despite revenue increase



“
By efficient process design for our fleet management and logistics, we do not only save costs, but also reduce CO2 emission!

*Mykola Haboriy,
Logistic Manager*

”

At DO & CO we work towards reducing our carbon footprint through decreasing our CO₂ emissions in key operations. Regarding our inbound logistics we have identified transportation from the product’s origin to its final destination as one of the key drivers of carbon emission in our supply chain. Therefore, DO & CO has put together an action plan for the reduction of carbon emission by our transport operations and has already implemented the following key milestones:

- **Renewal of vehicle fleet:**
After in-depth analysis and careful commercial and sustainability evaluation, DO & CO invested in 327 transport vehicles to cope with the increase in demand of its services and to replace emission heavy vehicles at the end of their life cycles with their improved successor models, all of which comply with Euro-6 standards, thus potentially reducing emission by 20% in a like-for-like comparison and up to 12% throughout the entire group.

Where possible, DO & CO has chosen to replace its car fleet with electric vehicles, thus investing in 14 electric vehicles last year in London alone.

As above, DO & CO initiated a transition plan to rotate out all older diesel trucks in line with an emission reduction plan for its entire fleet at its US locations. Additionally, all new transport vehicles are being equipped with low emission systems to reduce their respective emissions.

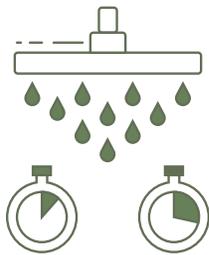
- A special task force has been put in place to assess and evaluate the most efficient routes through analysing historical data and saving single trips through optimized loading and route planning.
- In order to further reduce transport emissions throughout our business, DO & CO currently evaluates the implementation of a new transportation logistics software tool to improve transportation planning and vehicle utilization even further.
- Additionally, we encourage our employees to pursue alternative transportation such as rail travel for business journeys and where possible and feasible organize shuttlebuses for our employees to support the use of public transportation.

WATER MANAGEMENT

DO & CO is on track to replace its dishwasher systems worldwide resulting in corresponding reductions of up to 45% of water consumptions.

In our continued efforts to improve resource utilization, we strive to perpetually reduce water pollution and implement more efficient water usage into our production processes. Additionally, we aim to operate sustainable buildings which handle water as the valuable resource it is. In this manner, the company started to gradually replace old dishwasher systems, resulting in a reduction of 45% in water consumption, compared to existing machines. This change has successfully been implemented in the United States and was effectively initiated in Kiev during the past financial year. In our current London unit "Girling Way", DO & CO has implemented the use of a waste heat recycling system for preheating water entering our machines using latent heat from waste water. In addition smart use of technology further reduces the required temperatures within the water heating system, which directly correlates to a reduction in energy usage. Our new landmark unit in London has been equipped with the latest dishwasher systems ensuring the highest possible degree of water treatment and most efficient water consumption, which in turn promises a substantial savings potential.

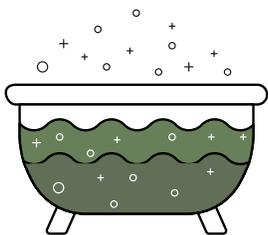
Measures to reduce water consumption



Use of fat and particle separators to remove food debris and cooking oils and fats



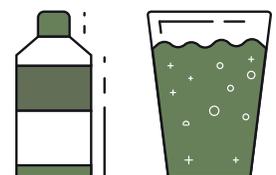
Replacement of dishwashing machines to reduce water consumption by up to 45% per machine



Use of latent heat from waste water to preheat incoming fresh water



Pre-treatment of waste water prior to release into local drainage systems



Solvents used are food safe chemicals

02

C o m p l i a n c e

OVERVIEW

1. Environmental laws

Zero fines or sanctions related to social and economic issues

2. Anti-corruption and anti-competitive behaviour

Zero fines or sanctions related to corruption

Zero fines or sanctions related to anti-competitive behaviour

3. Guest security

Active monitoring and periodical assessment

4. Data security & protection

Zero reported data security breaches

Zero reported data security incidents

COMPLIANCE

ENVIRONMENTAL LAWS

Compliance with environmental laws is without question for DO & CO. It is achieved through a continuous monitoring system, which involves both internal and external auditing, in-house reporting procedures, training and risk assessment. More specifically, this system ensures our ability to comply with Food Safety legislations and provide our customers with outstanding quality products.

ANTI-CORRUPTION AND ANTI-COMPETITIVE BEHAVIOUR

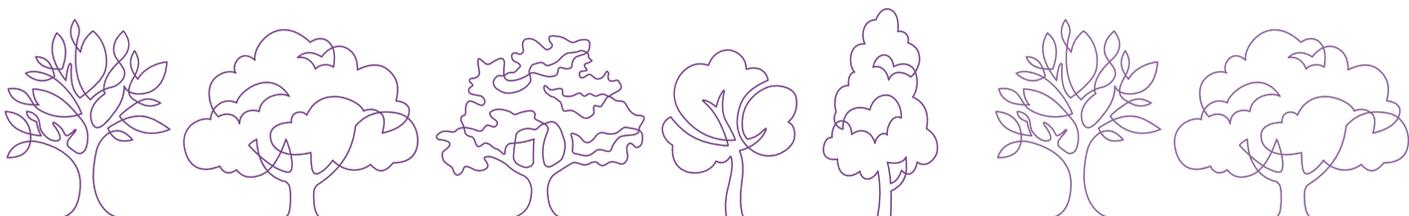
DO & CO wins contracts fairly by virtue of quality and price of our innovative products and services and follows strict procedures to comply with all applicable anti-bribery and anti-corruption laws and regulations. The global presence of our company poses challenges arising from cultural norms and local regulatory frameworks. Regardless, our employees need to comply with our Code of Conduct, failure to do so includes disciplinary actions and termination of employment contracts if necessary.

It is a stated goal of DO & CO to only maintain business relationships with clients, consultants and business partners whose business activities adhere to the statutory regulations and whose financial resources are of legitimate origin. In order to avoid problems in this field, all employees are asked to be attentive and report any suspicious behaviour on the part of clients, consultants and business partners. Additionally, all employees are obliged to comply with all applicable record-keeping and bookkeeping regulations with regard to cash and other transactions and contracts.

DO & CO has the following internal requirements for the prevention of corruption:

- **BUSINESS CONDUCT GUIDE**
- **INTERNAL CONTROL SYSTEM**
- **RULES OF PROCEDURE FOR BOARD APPROVALS**

The responsibility for these regulations lies with the board and is carried out by the compliance officer. The board particularly focuses on the prevention of corruption, compliance with competitive law regulations and together with the legal department ensure compliance with the data protection regulations.



DATA SECURITY & PROTECTION

Data security and protection of the privacy of our customers, employees, shareholders and suppliers have always been an important concern for DO & CO as our successful relationships with clients and suppliers are based on mutual trust. The General Data Protection Regulation (GDPR) has been implemented in a timely and comprehensive manner in all affected segments, departments and locations.

Due to our current expansion in Spain and Great Britain, the processes relevant to data protection were divided between an international data protection team within DO & CO.

CUSTOMER PRIVACY AND DATA SECURITY IS A MUST FOR DO & CO.

OUR INTERNAL SPECIALISTS AND EXTERNAL CONSULTANTS WORK ON MAINTAINING OUR TRACK RECORD OF 0 REPORTED DATA SECURITY INCIDENTS AND BREACHES.

GUEST SECURITY

As premium hospitality provider, DO & CO always has its guests' safety and well-being in mind. Our specialists conduct active monitoring to assess regional political and environmental developments in advance and to design preventive scenarios. Necessary safety measures are based on the probability and impact of a damage event.

Dependent on the service to be provided, DO & CO coordinates with local airport and governmental authorities, develops and submits detailed security concepts for its premises or uses information provided by national and international security authorities as well as external specialists to ensure the safety of its guests.

Furthermore, safety trainings, specifically tailored to the respective location where DO & CO provides its services, are a mandatory part of periodical employee training and complement the measures implemented with above approach.

0 FINES OR SANCTIONS RELATED TO SOCIAL AND ECONOMIC ISSUES

2 FINES OR SANCTIONS RELATED TO ENVIRONMENTAL ISSUES*

0 FINES OR SANCTIONS RELATED TO CORRUPTION



*one fine regarding the waste discarded by a third party under DO & CO's responsibility in Chicago, USA and one administrative fine relating to the same incident

03

S o c i e t y

OVERVIEW

1. Food safety

Most important issue in DO & CO's business

Operation of 2 microbiological laboratories

22,564 food analyses

99.56% of results meeting our high standards

220 external audits with **zero negative results**

2. Sustainable sourcing

High-quality offering of premium products and services

Periodical quality audits to ensure high standards in supply chain

3. Diverse and inclusive menu choice

Encouragement of healthy eating choices

More than 20,000 different recipes

Wide range of dietary options

Unique skillset to scale our Farm-to-table concept

FOOD SAFETY

DO & CO commits to the highest food safety standards. We analysed more than 22,500 food samples last year with 99.56% of probes exceeding set requirements.

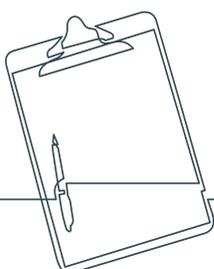
220 customer certifications and authority audits were conducted in the last business year without a single negative audit result

The aim of DO & CO is to build a sustainable profitable business by providing safe quality products for our customers. This allows us to differentiate ourselves from our competition and to help promote the economy of the local community whilst actively working to ensure we meet all regulatory, customer and international catering standards. The quality culture exemplified by the company founders, is an integral part of DO & CO's daily work and internal communication and as such implemented by all employees. Among all internal and external stakeholders, food safety has been identified as single most important issue in DO & CO's business. This confirms DO & CO's continued efforts and investment in improving its food safety management. The department or site managers have the task of continuously developing quality as the ultimate success criterion in their area of responsibility.

Our food safety standards are designed to be in accordance with the principles of the FAO/WHO Codes Alimentarius HACCP (Hazard Analysis and Critical Control Points) as well as the rules contained in Good Hygiene Practices (GHP).

Additional local requirements complement these standards:

- » Our production unit in London for example is structured in line with the international ISO 22000:2005 standard. Preventive programs have been introduced in accordance with the standard Prerequisite Programme ISO/TS 22002 Part 2, Catering. This production unit also complies with the IFSA/IFCA/AEA and WHO World Food Safety Guidelines.
- » Our Viennese production unit has been certified in accordance with the EU's Regulation (EC) No 834/2007 on organic production in order to be able to serve customer requirements with a comprehensive BIO segment. In addition to separate purchase and storage for organic products, they are also prepared in accordance with strict requirements and segregated from conventional dishes. This procedure guarantees a consistent approach and transparency in the process of organic food.



DO & CO operates two microbiological analytical laboratories specifically for the purpose of conducting food safety checks, which analysed more than 22,500 food samples last year, representing a 9% increase compared to the previous business year. The proportion of all results that meet the standard rose from 99.42% to 99.56%. This enables the company to meet even the most stringent hygiene requirements. External and internal audits and certifications serve as further proof for the high food safety standards incorporated into our business. 220 customer certifications and authority audits were carried out worldwide in the past business year. While the company has increased its food sample analysis and internal audits, the number of external audits reduced by 20%. This reduction can be explained by our customers' understanding that DO & CO maintains highest quality management as well as their respective quality and hygiene standards at the individual locations or in the individual subsidiaries and their departments.

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

Internal audits carried out by inhouse quality management or internal auditors at varying intervals.

FOOD ANALYSIS

FOOD ANALYSES IN LABORATORIES

2017/2018 20,168

2018/2019 20,674

2019/2020 22,564

RATIO OF RESULTS ACCORDING TO THE NORM

2017/2018 99.35%

2018/2019 99.42%

2019/2020 99.56%

AUDITS

EXTERNAL AUDITS

2017/2018 214

2018/2019 276

2019/2020 220

RATIO OF NEGATIVE RESULTS

2017/2018 0

2018/2019 0

2019/2020 0

SUSTAINABLE SOURCING

DO & CO offers premium quality products and ensures compliance with its customer's high standards throughout its supply chain. Our procurement and sustainability experts audit our suppliers periodically, non-compliance leads to de-listing!

Global resource scarcity directly impacts our business, and more importantly, the lives of the people throughout our value chain. An important step towards holistic sustainability management revolves around the procurement of resources. We recognize that the continuous pressure on agriculture, fisheries and forestry, accompanied by a loss of biodiversity and wildlife make these resources even more precious. With this in mind, DO & CO follows an extensive "Farm to Table"-approach, which fosters fresh and handmade food sourced from local suppliers. Therefore, our relationship with our raw food suppliers is based on consistency with our values and principles to secure partnerships which align with leading international standards. Whenever possible, DO & CO purchases groceries directly from regional producers and, if possible and economically feasible, from suppliers certified according to environmental standards and growing organic produce. The company pays close attention to purchasing only naturally-fed chicken, and publicly aims to discourage the practice of force fattened chickens and supports a corresponding initiative.

DO & CO prides itself on fresh products, it aims to assure the highest quality local sourcing possible. With this in mind, DO & CO chooses to only work together with reliable partners that have been extensively evaluated with regards to their ability to meet our superior standards before their products are accepted. The first step of our evaluation process 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 declare and guarantee their level of certification and quality standards with regard to the manufacturing process, the product, and their employees. 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. Our procurement and sustainability specialists routinely visit and audit vendors and suppliers to ensure adherence to these standards. In addition, the suppliers must always and without delay adjust their certificates to the latest requirements in the country of delivery. Negative audits or non-compliance with quality standards lead to immediate action by DO & CO, ultimately resulting by de-listing the respective supplier.

“

DO & CO offers more than 20,000 different dishes, including every dietary option desired by its clients.

Through our worldwide operations and continuous culinary development, we can prepare authentic ethnic food options wherever we operate.

Florian Cmyral, Head Chef Formula 1

”

DIVERSE AND INCLUSIVE MEAL CHOICES

One of the key drivers behind DO & CO's success is its strategic focus on the combination of the world's best tastes with high nutritional values. In order to provide a wide range of concepts tailored uniquely to each customer's need, the company possesses an in-depth understanding of the nutrition and health issues in each country of its business operations. This results in a unique line of appropriate products meeting the needs of customers.

DO & CO works towards encouraging healthy eating habits by responsible product communication practices and strong involvement in information and education of partners. Our company continuously delivers product reformulations and innovations to respond to changing consumer needs and to guarantee the nutritional superiority of products. This includes special investments in scientific research through our in-house culinary development team.

We offer a wide range of dietary options to accommodate special dietary restrictions and preferences and ensure a careful preparation of food with regards to possible allergens, such as but not limited to peanuts or shellfish. Moreover, all of DO & CO's gourmet kitchens feature a clear division between halal food and non halal food. This includes the physical segregation between the two production areas and further extends onto the strict separation of kitchen equipment.

Our Airline Catering Division serves as prime example thereof, routinely offering the following range of special meals to our customers, for example:

Diabetic meals:

low sugar meals prepared for guests who suffer from diabetes

Gluten free meals:

designed for guests who suffer from celiac disease or cannot tolerate gluten in their diet, eliminating grains such as wheat, rye, oats, bran and barley.

Low calorie meals:

meals of extremely low levels of calories and suited to people who are on a low-calorie diet.

Low fat meals:

meals of limited fat and cholesterol suited to people who wish to follow a low-fat restricted diet.

Low salt meals:

meals suited for people with high blood pressure, heart disease, fluid retention or kidney problems.

Vegan & vegetarian meals:

prepared for guests, wish to consume meals free of animal products

Non-lactose meals:

meal for people who are allergic or intolerant to milk and milk products, or those suffering from low lactose levels.

Hindu meals:

meals for people who follow Hindu custom, which are non-vegetarian and cooked in an Indian style.

Kosher meals:

meal options, where the food is chosen, prepared and served in accordance with Jewish religious guidelines.

Halal meals:

meals specially prepared in accordance with the Islamic tradition and custom. No Haram (forbidden) products are used in these meals.

Allergen friendly meals:

meals especially prepared to fit all our consumer's dietary requirements.

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

FOOD CERTIFICATIONS/QUALITY SEALS/LABELS



Best Aquaculture Practices

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.



Friend of the Sea

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.



MSC

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.



BSCI

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.



Organic Agriculture

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.



Produced without genetic modifications

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.



UTZ Certified

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.



Vegan

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.



Kosher

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").



Halal

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

	Forest Stewardship Control®	<p>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®.</p>
	Food Contact Material Certificate	<p>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.</p>
	Recycling Code	<p>The recycling code identifies various materials for recycling to the recycling loop.</p>
	Compostable Materials	<p>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.</p>
	EU Ecolabel	<p>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.</p>
	Austrian Ecolabel	<p>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.</p>
	PEFC	<p>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.</p>
	Rainforest Alliance	<p>The Rainforest Alliance is an international environmental protection organization dedicated to conserving biodiversity and ensuring sustainable livelihoods.</p>
	OEKO-TEX®	<p>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).</p>

04

E m p l o y e e s

OVERVIEW

1. Employee culture

10,212 brand ambassadors

23,1% increase in female leadership positions

2. Strategy and development

152,478 Total training hours

850,000 Euro estimated training costs

DO & CO Academy as global Centre of Excellence

3. Labour practice

Commitment as equal opportunity employer

Support of human rights

4. Occupational health and safety

Detailed analysis of each work-related accident

Swift implementation of corrective and preventive measures

5. Diversity

70 different nationalities

Actions to increase representation across all levels

6. Hiring practice and selection criteria

Part-time working models for maternity and parental leaves

79 returns from maternity leave

OUR TEAM

	2019/20	2018/19	2017/18
TOTAL EMPLOYEES	10,212*	10,450	9,565
MALE	6,515 64%	6,639 64%	5,987 63%
FEMALE	3,697 36%	3,811 36%	3,579 37%

	2019/20	2018/19	2017/18
LEADERSHIP POSITIONS	447	398	209
MALE	282 63%	264 66%	139 67%
FEMALE	165 37%	134 34%	70 33%



*FTE as per 31.03.2020

EMPLOYEE CULTURE

“

It is my passion to make people feel special once they are in the realm of our Gourmet Entertainment. To deliver premium hospitality experiences to DO & CO's guests and make them feel welcome and satisfied is the reason, why we foster commitment and service-orientation. I consider myself a brand ambassador and am proud to be valued for my contributions.

Marius Dogudan, Business Development

”

Our people within DO & CO play a vital role and are the key to successfully living up to our standards. They are brand ambassadors of the company and show passion for hospitality. It is thanks to our people that we are able to provide our customers with an impeccable standard of hospitality. Special commitment and passionate attention to our guests create an environment that feels like home, wherever they are in the world.

Every individual follows the service-oriented principles of the company, which, in turn, make it possible to clearly define ourselves as leaders across our industry. Our employees and the corporate culture they embody constitute our greatest asset, which sets the DO & CO brand apart and defines our uniqueness.

over 70 nationalities coming from the countries below



STRATEGY AND DEVELOPMENT

THE SECRET OF
OUR SUCCESS:
10,212
PERSONALITIES
ONE GLOBAL TEAM

“

There is no secret that by attracting the right talent, training them and making certain that they are looked after ensures that they remain passionate and deliver our impeccable product in the best way possible.

*Rachel Woolstone,
Global Head of HR*

”

To encourage an inclusive workforce, we prioritize our employees' wishes. We foster open and honest dialogue showing empathy in all that we do. We continuously look to learn, grow and develop from one another. To support our growth, we emphasize ongoing development and training. Ensuring that all our family has the opportunity to evolve throughout their DO & CO journey. To continue the company's and its employees' progressive journey and to ensure an equally impeccable service, professional training continues at the in-house DO & CO Academy, which has been replicated as a Centre of Excellence globally. We achieve this by ensuring that we provide a variety of avenues inclusive to all learning levels. With each completed training our staff member adds another exciting chapter to their training record. Each individual journey is supported through performance evaluation with blended learning approaches and review of development opportunities. Additionally, to our support for career development, we also look for opportunities to improve key resources, such as continual advancements in technology, to complement our people agenda.

**Being the best requires constant training and improvement!
DO & CO's employees underwent more than 150,000 hours
of training in our last business year.**

**DO & CO invested an estimate of 850,000 Euro in its
employee training, last year alone.**

LABOUR PRACTICE

DO & CO offers numerous opportunities for our employees to be successful in an international company with a wide range of exciting business areas. A very dynamic market environment with new challenges every day is the best school for young employees to quickly develop personally and professionally. In addition, DO & CO encourages to take responsibility and to advance projects in areas of personal interest.

DO & CO's people policies are present to support a safe working environment for all our team. Everywhere we operate, we commit to sustainably create job opportunities in a work environment free of discrimination and harassment. Wages and salaries comply with national legal requirements and are independent on race, sex, skin colour, origin, religion or sexual orientation. Our policies are devised to represent and support our teams, and where union recognition has been sought, we also look to gain feedback with the unions themselves, to support a collaborative relationship.

It goes without saying, that DO & CO, as an equal opportunity employer supports human rights and abolishes exploitation and labour rights violations and supports decent working conditions for all employees across its business and supply chain.



OCCUPATIONAL HEALTH AND SAFETY

Throughout all DO & CO operations around the globe, from small scale private events to the industrial scale ramp-up of the biggest catering kitchen in Europe, the health and safety of our employees is a top priority. The company is aware, that it potentially entails harmful effects 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 with work. Our local department or site manager is responsible for ensuring compliance, which is documented by periodical reports. All work-related accidents are subject to detailed analysis and subsequent adaption of practices or workflows and implementation of corrective and preventive measures.

DO & CO's management regularly carries out training sessions and safety checks and has frequent exchange with employees, management of group companies and local authorities on these issues.

DIVERSITY

10,212 INDIVIDUALS FROM MORE THAN 70 DIFFERENT NATIONALITIES MAKE UP THE DO & CO FAMILY.

“

More than 10,200 unique personalities, 10,200 unique stories being written and journeys being travelled. This uniqueness enables us to be creative, build growth, take on new paths in our own journey and create a new and evolving future for DO & CO.

*Siu Hoang,
Commercial & Strategy Director*

”

DO & CO strives to foster equality, diversity, and inclusion.

To us, diversity means celebrating all the things that make our people unique. Here at DO & CO, we embrace the diversity of our workforce as one of the aspects that contributes to a positive and engaging working environment. We believe that a mix of voices leads to more open, collaborative and constructive conversations and, ultimately, better outcomes for both our people and our business.

DO & CO encompasses respect for others, embraces diversity and ensures that all opportunities are equal and open to all. This is achieved by providing a variety of avenues inclusive to all learning levels. We have made a commitment to our employees to strengthen the company's corporate culture of inclusion and empowerment, such as increasing diversity across our business, whilst putting our focus on leadership. Consequently, we are taking action to increase representation, in particular across our leadership. In the past we have already achieved proportional representation and we are committed to making ongoing progress throughout our group. Increasing diversity of leadership is fundamental to corporate advancement, as it helps shaping our culture.



HIRING PRACTICE AND SELECTION CRITERIA

In selecting the members of the Supervisory Board, expert qualifications, personal competence and commitment, as well as many years of experience in leading positions are paramount. Additionally, aspects of diversity, of member internationality and age structure are taken into account. Two of our four Supervisory board members are not Austrian citizens. Out of the four board members, one is female.

In appointing the Management Board and the Supervisory Board, company-specific requirements as well as the quality of members of the Management Board and Supervisory Board are considered. DO & CO Aktiengesellschaft's boards consist of personalities who have the necessary knowledge of the business segments relevant to DO & CO, meet the personal requirements and have substantial business experience. The board ensures responsible management and monitoring of a globally active and publicly traded group. Throughout our various divisions, a major part of the management positions is currently held by women. Our heads of Accounting, Tax, HR, Procurement, Investor Relations, Marketing and Corporate Communication serve as prime examples. Furthermore, our gourmet kitchen facilities in Istanbul, which is DO & CO's biggest single catering production, Kiev and Seoul are led by female management.

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, which is shown by the following key metrics.

165 Leadership positions held by women
+23.1% compared to last year

17,708 Total days in maternity leave
79 Returns from maternity leave

GOALS AND TARGETS

This past year was a challenging and inspiring year, marked by growth and learnings, and an increased focus on our team and corporate culture. Over the past financial year, there has been an uprising in societal awareness towards climate change. We have observed an increasing trend for individuals to take responsibility for their actions and their correlated impact on our planet. This global development has reaffirmed our efforts to contribute to social welfare and encouraged us in our commitment to increase our sustainability efforts in the years to come.

Our strategies to promote sustainable packaging are yielding improvements in the reduction of waste and we strive to encourage these strategies within all our business collaborations. Furthermore, we have taken several important steps to increase the energy efficiency in our production processes. These will allow us to gradually transform our units to ensure entirely sustainable production processes. As a result, we will not only be reducing our carbon footprint but also implement more efficient practices.

Within the area of our workforce, the increased focus on equal opportunity is consistent with our continued and enhanced internal commitment to support our employee's development. Whilst we have already invested substantially into the development of our staff members, we will be focussing on increasing our share of women in our senior management.