



# ABOUT THIS REPORT

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

This report illustrates how DO & CO brings its mission of conscious leadership to life and covers our environmental, social and governance (ESG) initiatives. This report documents key figures collected in the business years 2018/19, 2019/20, 2020/21 and, where possible, data from prior business years. Further relevant activities and information were documented by the editorial deadline on 26 May 2021.

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 attention was given to ensure the relevance, accuracy and comparability of information and data; however, readers should note, that the COVID-19 pandemic has had and continues to have a significant impact on DO & CO's business activities. The extensive changes triggered in our internal processes across most of DO & CO's business areas result in limited comparability with the data provided in last year's sustainability report. To ensure a degree of comparability in light of the severe decline in business activity, DO & CO consulted with external specialists to identify possible illustrations of the results achieved.

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

This report was presented to our auditor PKF Centurion Wirtschaftsprüfungsgesellschaft mbH to have its preparation notified. DO & CO followed an internal assurance process to give its stakeholders confidence in the accuracy of the reported information. All reporting and performance data is limited to information for the owned and operated facilities of DO & CO Aktiengesellschaft and its subsidiaries, unless stated otherwise. For environmental reasons, this report is solely available as a free download on our website [www.doco.com](http://www.doco.com) in German and English.

For more information on DO & CO's ESG initiatives or any inquiries about this report, please contact:

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DO & CO Aktiengesellschaft supports the SDGs.

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# Foreword

## FROM OUR SUPERVISORY BOARD

This past financial year has been unlike anything we could have imagined and certainly represented the biggest challenge for DO & CO to date. The ongoing adversities of the COVID-19 pandemic, the resulting economic contraction, job losses and issues of inequities brought to mind the challenges we face as a society. I am therefore particularly pleased to present the results of DO & CO's fourth sustainability report.

The severe impact that the COVID-19 pandemic has had on the lives of people across the globe has served as a powerful reminder of the threats we face, from changing climate to a spreading virus, which transcend borders and pose collective risks. Resultingly, businesses around the globe realized they have a much larger role to play in helping to solve some of the world's greatest challenges—now more than ever before.

During this pandemic we have witnessed how the role of food in society has drastically changed. From empty store aisles to crowded supermarkets, from cancellation of catering services onboard aircrafts to the increased importance of delivery services and all the way to the luxury standing of a restaurant visit. DO & CO sits at the heart of so many of these connections, helping to keep customers, partners, and employees safe, secure and well-nourished in this new environment.

Throughout this report, DO & CO gives you the opportunity to gain insights on how the company managed to navigate through the storm of the pandemic whilst staying true to its commitment of working towards a sustainable future. This report outlines the progress that DO & CO has made, as well as the areas providing further opportunity for growth and continuous improvement. DO & CO's focus includes operating an ethical and trustworthy business, fostering a culture of conscious leadership by protecting the environment and sourcing responsibly.

Here are some of the highlights:

- Introduction of new service concepts to provide valued airline customers with COVID-19 safe product offering.
- Donation of more than 43 tons of food items to charitable institutions to actively support the people that have been severely affected by the consequences of the pandemic.
- Display of DO & CO's adaptability by close cooperation with long-term partners in planning and organizing events allowing for a COVID-safe environment.
- Portfolio-diversification into the retail market by introducing a sustainable delivery service.

While the road ahead will be strenuous, I am confident in DO & CO's ability to drive meaningful and lasting change. My confidence comes from the people who drive DO & CO's success and its incredible achievements despite the difficult situation during the past year.

Nevertheless, DO & CO cannot do it alone. No company can, which is why it is encouraging and inspiring to see so many other companies, governments and NGOs finding resourceful and creative ways to work together towards a common goal/sustainable future.

Sincerely,

Andreas Bierwirth

# Key Highlights

**100%**

positive external audit results out of 98 audits conducted

**55%**

Emission reduction thanks to VI standard vehicles

Introduction of an e-learning platform in Madrid

**58**

reduced emissions by transport

**EUR 2.12 M**

invested in health and safety

**0%**

Landfill in landmark Gourmet Kitchen SEGRO PARK in London

**0**

finances or sanctions related to corruption

Invention of COVID-19 safe product offering

**10,366**

food analysis conducted

**12,500**

PCR tests offered to Austrian employees

All vehicles in London are Euro VI standard, all cars and vans replaced by electric vehicles

**3.22%**

reduction in CO<sub>2</sub> emissions caused by transportation

**80.25%**

of ingredients are sourced locally

0 fines or sanctions related to anti-competitive behaviour

**160,000 hours**

of training, showing an increase of 6,58 % to the previous financial year

**43 tons**

of food items donated globally

**66.28%**

reduction in fuel consumption

on operation standard and required for have been al vehic-

Introduction of vegan product line for Austrian retail offering

**40%**

female management (+8.36%)

# About DO & CO

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# Business Strategy

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

We strive to entertain, inform and inspire people around the globe through the power of unparalleled hospitality know-how, reflecting the iconic brands, creative minds and innovative product designs which make it a world leading hospitality company.

In the past year, the Company strategically implemented an organizational structure that accelerates growth in the business-to-consumer sector, while enabling the preservation and fostering of its core business. This product portfolio extension aims to gain a better insight into consumer needs in order to enable the company to produce products that meet end-customer expectations.

## Our vision:

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

## Our mission:

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

# Global Activity

DO & CO is a listed Austrian company active on a global level, operating 33 locations in 12 countries on 3 continents. The company's business consists of three segments; Airline Catering, International Event Catering and Restaurants, Lounges & Hotels.

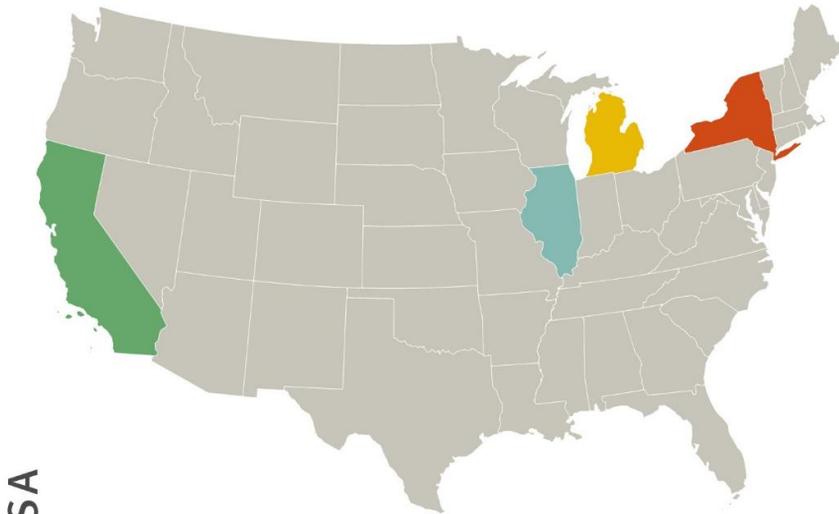
Since the company's founding, DO & CO positioned itself as a Gourmet Entertainment Company, whereby Gourmet Entertainment is used as synonym for delivering a premium customer and hospitality experience all over the world. DO & CO maintains the highest standards of quality in both products and services,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

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



# Locations

LONDON | PARIS | M  
SALZBURG | VIENNA  
KATOWICE | GDANSK



USA

SAN FRANCISCO | LOS ANGELES |  
CHICAGO | DETROIT | NEW YORK



# 33 Gourmet Kitchens 12 Countries | 3 Continents

MADRID | FRANKFURT | MUNICH | LINZ  
A | GRAZ | MILAN | BERLIN | DÜSSELDORF |  
K | KRAKOW | POZNAN | WARSAW | KYIV | MALTA



EUROPE



SEOUL



TURKEY

ISTANBUL SAW | ANKARA | IZMIR | TRABZON |  
BODRUM | DALAMAN | ANTALYA | ADANA

# Business Model

From its early days as a delicatessen shop in Vienna, through to operating from 33 Gourmet Kitchens worldwide, Do & Co has grown whilst maintaining at heart an essence of 'Gourmet Cuisine'.

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

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

- Our in-house industrial design department provides customized on-board concepts tailored specifically to each clients' need.
- A dedicated team of specialists advises clients on staff training or the coordination of large-scale events
- Our marketing and design department provides visualization of entertainment concepts and brings the plans of DO & CO's construction and building team to life.

Out of its 7.486 employees, more than 1.000 are trained chefs who are the foundation of DO & CO's business model with a repository of over 20.000 recipes, executed in a standard way using the same ingredients from local sources around the world. These chefs help DO & CO to consistently deliver a high-quality scalable food concept and enable the company to supply and offer the same food or components through all of its different distribution channels.

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



## Restaurants, Lounges & Hotel Division

The heart of DO & CO's business. Its Restaurants, Lounges & Hotel Division gives DO & CO close customer proximity and daily direct contact with end consumers, thus a constant stream of direct feedback on our products and service quality. In essence, this division serves as 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.

This division operates restaurants and hotels in Vienna and Munich and first and business class lounges around the world. It owns Austrian patisserie brand Demel and French delicatessen brand Hédiard.

## International Event Catering Division

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

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

## Airline Catering Division

Making up around 74% of group sales, DO & CO services more than 60 airlines around the world. The company acts as caterer and food supplier for airlines who want to differentiate themselves from their competition via travel experience rather than just pricing, especially in their long-haul and premium cabins. 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.

DO & CO provides freshly cooked meals which are directly prepared from the best ingredients in our Gourmet Kitchens. Thanks to our farm-to-table approach, more than 80% of our ingredients are sourced locally and as such directly supports local communities and naturally reduce emissions. DO & CO sells its premium meals directly to its airline partners. At the discretion of some airline customers, specific products, such as desserts or snacks, are procured on behalf of/or provided directly by these airline customers rather than produced by DO & CO. Where necessary the products are, assorted on airline food trolleys and then prepared for loading in airline trolleys along with beverages and other items.

# Value Chain

## Product Development & Design

**HQ**  
Strategy administration  
Product Development  
Product Design



**LOCAL UNITS**  
Demanding Forecast  
Procurement

**SUPPLIERS**



**GOODS RECEIPT**

## Product Creation



**WASH & WASTE**

**PRODUCTION**



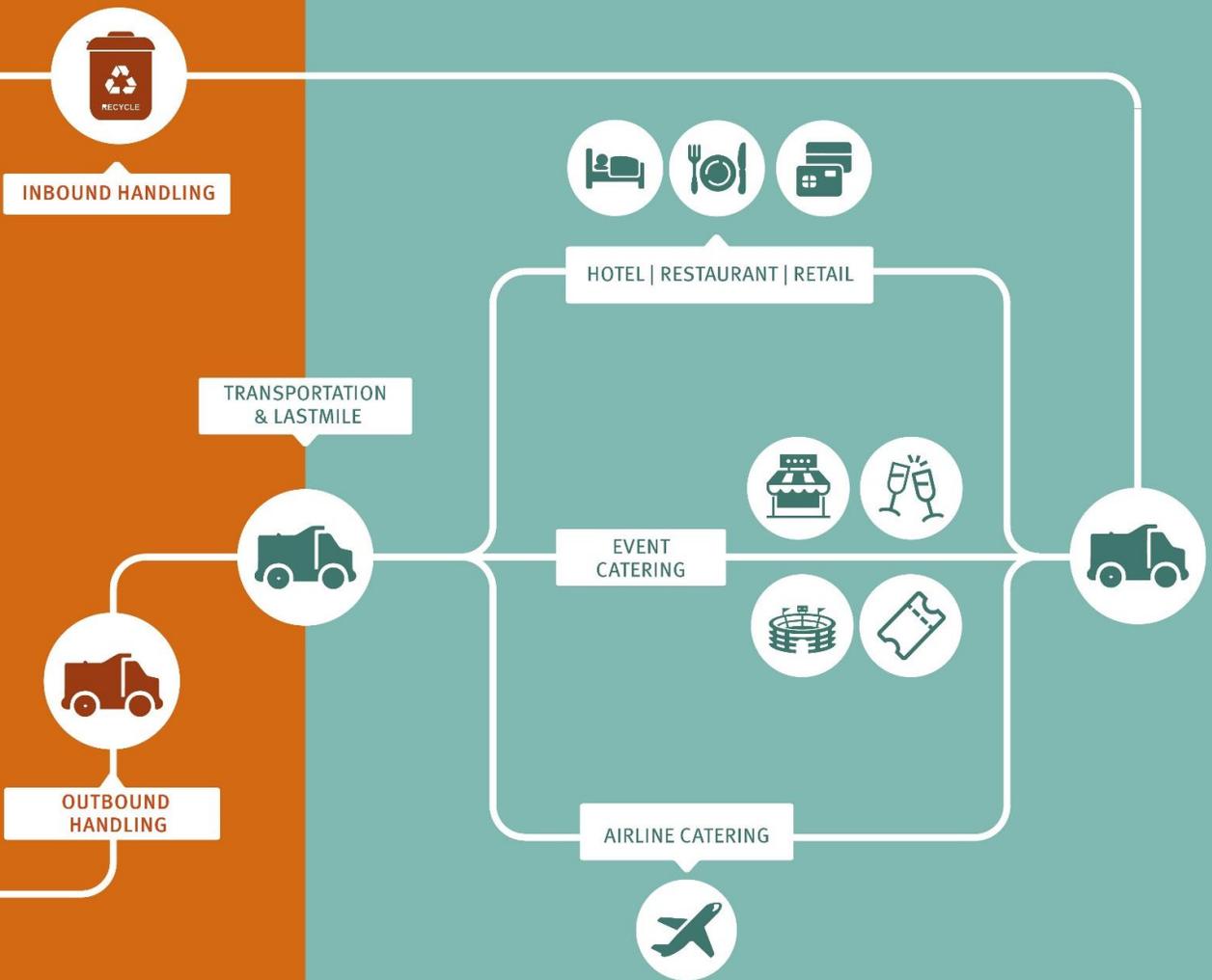
**TRAY & BULK SETUP**



**PACKAGING & ASSEMBLY**



# Product Delivery



# Governance

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

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

The Company's Supervisory Board is currently comprised of four individuals that encompass a range of talent, skill and expertise sufficient to provide sound and valuable guidance with respect to the Company's operational interests as well as the interests of its shareholders. The board members reflect the diversity of the Company's employee body, shareholders, and consumers. Currently, 25% of the members of our Supervisory Board are female while two members are not Austrian nationals. Our Supervisory Board is comprised of independent members.

Cem Kozlu is the sustainability expert in our supervisory board, where he contributes his extensive experience as former CEO of international companies. Daniela Neuberger is the board's financial expert.

Standing committees of our Supervisory Board include:

- Audit Committee
- Nomination Committee
- Compensation Committee
- Executive Committee

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



# Responding to COVID-19

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# Corporate Leadership

## General impact

The COVID-19 pandemic has impacted every part of the world and nearly every aspect of our organization and our businesses. Even though DO & CO is present on three continents and in three different business channels, almost all business activity simultaneously came to a de-facto standstill. The global spread of COVID-19 caused the countries in which DO & CO operates to impose lockdowns, isolation periods, closure of non-essential businesses, a ban on public events and restrictions on travel and tourism, thus heavily impacting the company and its operations worldwide. The resulting exponential reduction in all forms of travel and the correlating decline in tourism globally dampened DO & CO's expansion plans in the airline catering sector, while the postponement of major global events like the UEFA Champions League Final or UEFA EURO 2020 and the forced closure of its restaurants and hotel impacted DO & CO's other areas of business.

Due to the reduced business operations, caused by the slump in demand and the reduced air traffic, the company's purchases and transports of goods have decreased and consequently reduced the company's corresponding GHG emissions. The resulting reduction in production volume has also significantly reduced waste generation in business year 2020/2021. However, due to the increased hygiene requirements of our customers in the B2B and B2C sectors, there has been an increase in the consumption of packaging materials since the beginning of the COVID-19 pandemic. Increased material consumption was particularly noticeable at the beginning of the changeover phase. This step was complimented by COVID-19 awareness and prevention training

## Equipping our businesses

Right from the beginning of the pandemic, DO & CO recognized the need for a comprehensive package of enterprise-wide measures to respond to the loss in demand for its services by minimizing fixed costs and aligning crisis management efforts. These measures included the cessation of new hires, substantial layoffs, a reduction in investments and the simplification, standardization and adaption of its products and services. In addition to this, we introduced responsible reopening strategies with strict health and safety protocols for employees, production facilities and guests.

As a result, more than 2.250 employees had to be laid-off globally, while most of the remaining workforce was placed into different short-time work models and/or home-offices. DO & CO took all reasonable precautionary measures to assist its employees in transitioning to the new work environment by offering periodical COVID-19 tests in all its production facilities and office locations while adjusting its hygiene and risk management practices in line with best-practice framework to prevent the spreading of COVID-19.

This tremendous effort was led by a team of experienced individuals from across the company tasked with the immediate objective of safeguarding our employees. DO & CO used this learning opportunity to re-design its processes and to strengthen its competitive advantage, while allowing for flexibility given the new market conditions. Thus, new business models have been developed across all divisions (especially in DO & CO's retail segment) to use new distribution channels and leverage the existing Gourmet Kitchen infrastructure.

Restaurants, Lounges & Hotels	International Event Catering	Airline Catering
<p>DO &amp; CO's restaurants, hotels and operated lounges ha been closed for the better part of the business year, allowing operation only under strict regulations. Lounge services have been completely adapted to provide new meal options in line with new health and safety directives and structural measures were implemented in our restaurants for the wellbeing of guests.</p> <p>The company used its Gourmet Kitchens to launch and roll-out different food delivery concepts under the DO &amp; CO brand to further diversify into the retail business, working towards a new B-to-C portfolio extension.</p>	<p>Private and public events were mostly prohibited or postponed. Selected events like the Formula 1 Grand Prix and the ATP tennis tournament in Austria have however taken place, albeit behind closed doors and with reduced spectator numbers. Thanks to its "one-stop" service offering, DO &amp; CO was able to provide its clients with adapted concepts and support in planning and logistics to ensure smooth operation in COVID-19 safe environments.</p>	<p>Caused by the abrupt grounding of airline fleets and drop in airline passengers, our customers resorted to a crisis mode, limiting their activities mostly to cargo and repatriation flights. DO &amp; CO's capacity has been largely focused on implementing new and innovative airline catering products during these months. Driven by customer and public demand, DO &amp; CO introduced new airline catering concepts to minimize contact between passengers and crew by providing boxed meals tailored to different cabins on board the aircraft.</p>

### Supporting our employees and stakeholders

Over the past year, DO & CO has worked tirelessly to promote and ensure the safety and well-being of its employees and guests, while supporting its businesses through tremendous change. The company remained steadfast in its mission to provide much needed entertainment and offerings with high nutritional values to people around the globe and prioritized the health and well-being of its employees.

The company had a clear goal right from the start, namely, to ensure a safe workplace environment. To achieve this goal, DO & CO implemented measures such as the free provision of facemasks (FFP1 and FFP2) and the restructuring of office space to allow for a recommended minimum distance between employees at the workplace. The company also had to quickly adapt to equip its employees to work effectively from home leading to the introduction of home office possibilities. Extensive investment to enable these system changes were made, to further enable collaborative work outside of the office space. Proven hygiene practices have been extended from production facilities to administrative locations (disinfectants, cleaning intervals and more).

### Helping our communities

As a result of the slump in demand and the subsequent conversion phase, DO & CO decided to donate food and perishable goods at all its production sites to charitable organizations and thus to support those who were hit hardest by the economic impact of the COVID-19 pandemic. In each case, local management identified organizations in need.

In the USA, for example, several nursing homes were supplied with food over a period of weeks, while our Austrian entities donated all goods to charitable supermarkets and our Spanish unit supported local charities.

# Our recipe for

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# Sustainability

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# ESG

# Governance

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

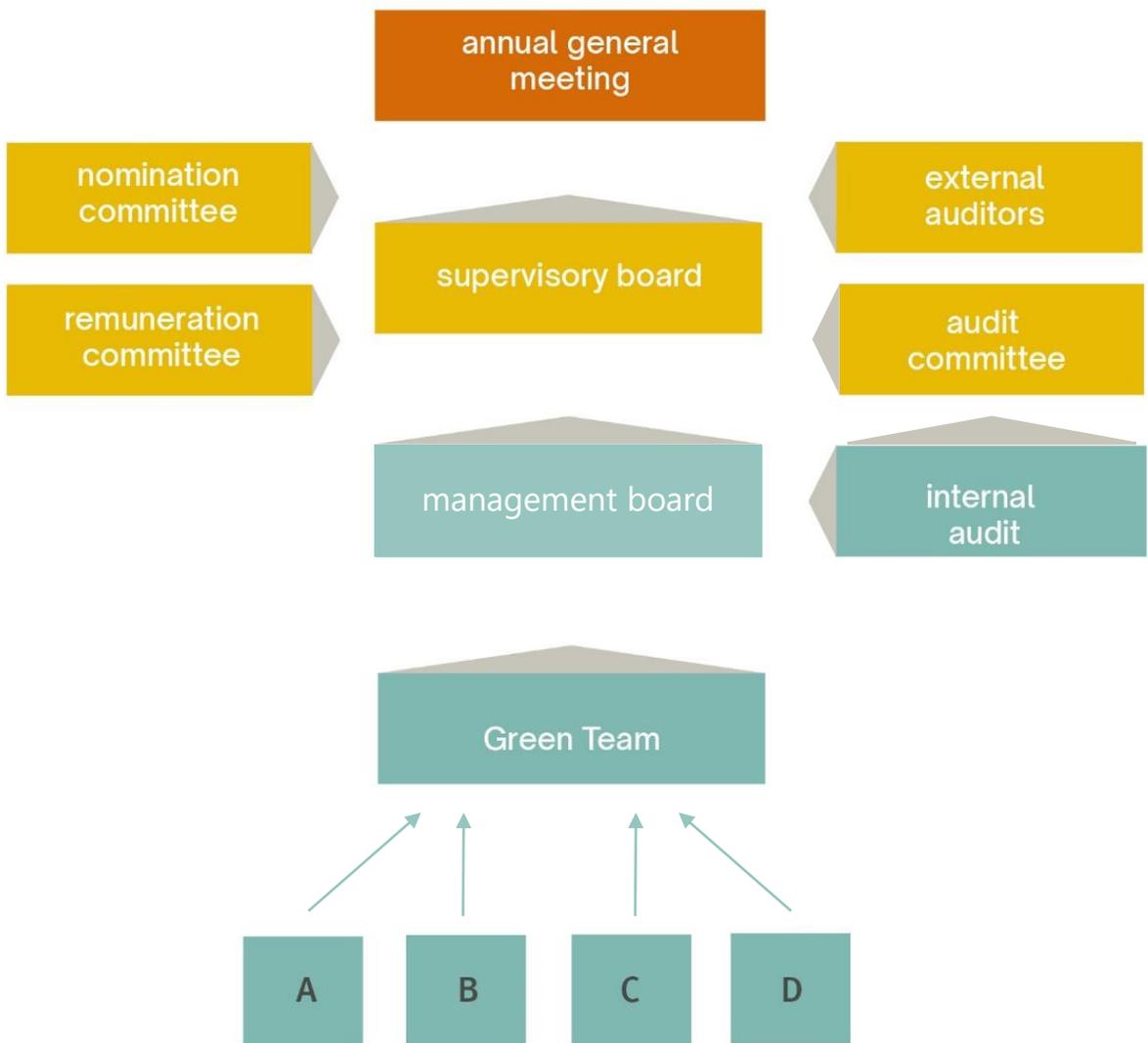
Our CSR approach is supported by strong operating policies, planning and performance management systems and tools as well as governance structures that help to embed our social and environmental initiatives throughout our Company.

CSR is directly overseen by our Chief Financial Officer, who guides the company's efforts in close coordination with our Chief Executive Officer and our business leaders. These individuals are supported by a network of teams addressing policy development, strategy, program management, business integration and compliance, while DO & CO's Green Team acts as a central coordinating staff unit. The Green Team is responsible for defining the company's road map of relevant issues and collaborating across the company to promote enterprise-wide alignment on our approach to CSR.

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

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

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



# Sustainability Strategy

## Our understanding:

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

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

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

## Our corner stones:

We have defined 4 principles which build the corner stones of our ESG Strategy.



These four corners form the basis for our ESG aspirations and initiatives and guide their implementation into all our business activities from planning and performance management processes to role descriptions, operating policies & procedures, to systems and tools.

We are committed to doing business in a responsible way and this combined approach helps us drive collective accountability and increased transparency into processes as it strengthens the engagement of our employees and customers. By drawing on the power of our unique assets and capabilities — including our recipes, iconic brands and franchises, creative product offerings and innovative technologies — we drive both business opportunity and social impact.



### What we mean by “sustainability”

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

# Insights from our

## Question 1: How do you think the relationship between organizations, society and the environment has changed over the last decade?

**Attila Dogudan:** Given the substantial time lag needed to attain social change, we are only beginning to see the fruits of profound climate discussions after a decade of raising environmental awareness, where even the largest businesses are embedding social responsibility in their operations.

At DO & CO, we have a track record of setting ambitious goals and transparently reporting on both our progress and our challenges. For decades, we have worked to advance progress on complex issues together with our customers and other stakeholders and have established DO & CO as premium hospitality service provider. Our response to the recent pandemic reflects the values that have guided our company since its first day; integrity, adaptability and teamwork paired with a dedication to excellence, generous hospitality and innovative customised solutions. Not simply in moments of crisis, but as a normal course of business.

Personally, I expect society to increase pressure on organizations to contribute to social welfare and to take a more active role in society as a result of the hardship and restrictions of the last months ...

**Gottfried Neumeister:** ... and DO & CO is up for this task. The issue of sustainability is a perfect example of the changing role of corporations in society. Collectively, we are moving from a group of people who know it all to a group of people who want to learn it all. We learned to not only create value for our shareholders, but also to create a brighter future for all our stakeholders. To achieve this, we must reflect the diverse perspectives and experiences of our customers and employees around the world. Obtaining a deep sense of their unmet and unarticulated needs is essential to find new ways to positively impact the planet, people and communities we serve. Despite the COVID-19 pandemic induced economic pressure on the company, DO & CO commits to allocate sufficient resources to this task.

## Question 2: How do your products promote ESG goals?

**Attila Dogudan:** Our motto is to provide the "best tastes of the world with no additives or preservatives". We believe that our product can actively contribute to the creation of a more

sustainable future, one that is healthy and inclusive. While taking economic and social aspects into account when providing hospitality experiences, we also try to minimize our ecological footprint both as consumers and as producers. This is achieved through continuous improvement and innovation, being the underlying driver of our business. It creates an environment where we can develop cutting-edge solutions whilst creating a positive impact on others. This constant process of trying to optimize our product portfolio, often under difficult and highly complex conditions, is one of the key characteristics that define who we are.

**Gottfried Neumeister:** Besides providing premium quality, DO & CO's top priority continues to be the well-being and growth of its employees. Our employees are key in the company's ability to successfully manage a global business in a responsible and environmentally conscious conduct. Constant progress in the area of diversity and inclusion fosters an atmosphere in which each employee feels heard, respected, valued and able to reach their full potential.



# Management

## Question 3: What did you learn through the pandemic?

**Attila Dogudan:** DO & CO has undergone a tremendous transformation during the past year. We have re-invented our ways of working and adapted procedures to safeguard the well-being of employees and partners who keep our operations and productions functioning; both physically, from the virus, and mentally, from stressful situation caused by hardships. This allowed us to preserve a global catering supply chain that underpins essential services and supports millions of people around the world. Whether it's through the provision of care-packages for repatriation flights, take-away meals in times where restaurants, bars and markets are closed or bringing Gourmet Entertainment flair to our customers' homes.

**Gottfried Neumeister:** One of the greatest lessons we've learned from the pandemic is that we can adapt, function and innovate in this "new normal" while remaining competitive. We had to learn the hard way, that what we take for granted may be gone in a matter of days, finding ourselves confronted with a "new normal". We had to focus on our core values, foster open internal dialogue and channel the unique capabilities of the exceptional individuals that are DO & CO. At the same time, we understand that the road forward, post-pandemic, is not an easy one. It's more important than ever that we work together in a way that ensures positive outcomes and opportunity for all.

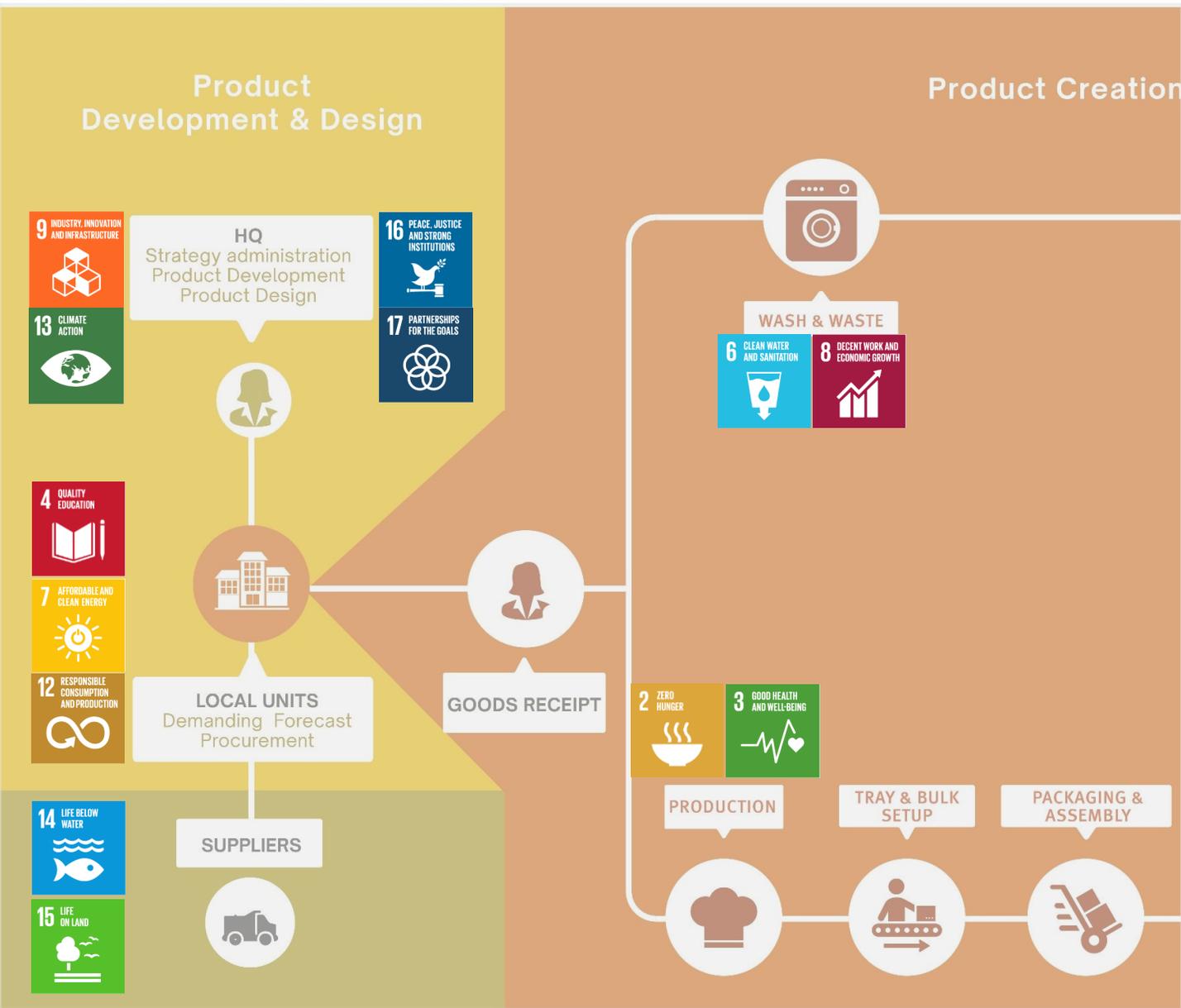


## Question 4: Are you seeing any sustainability trends that will impact DO & CO's business?

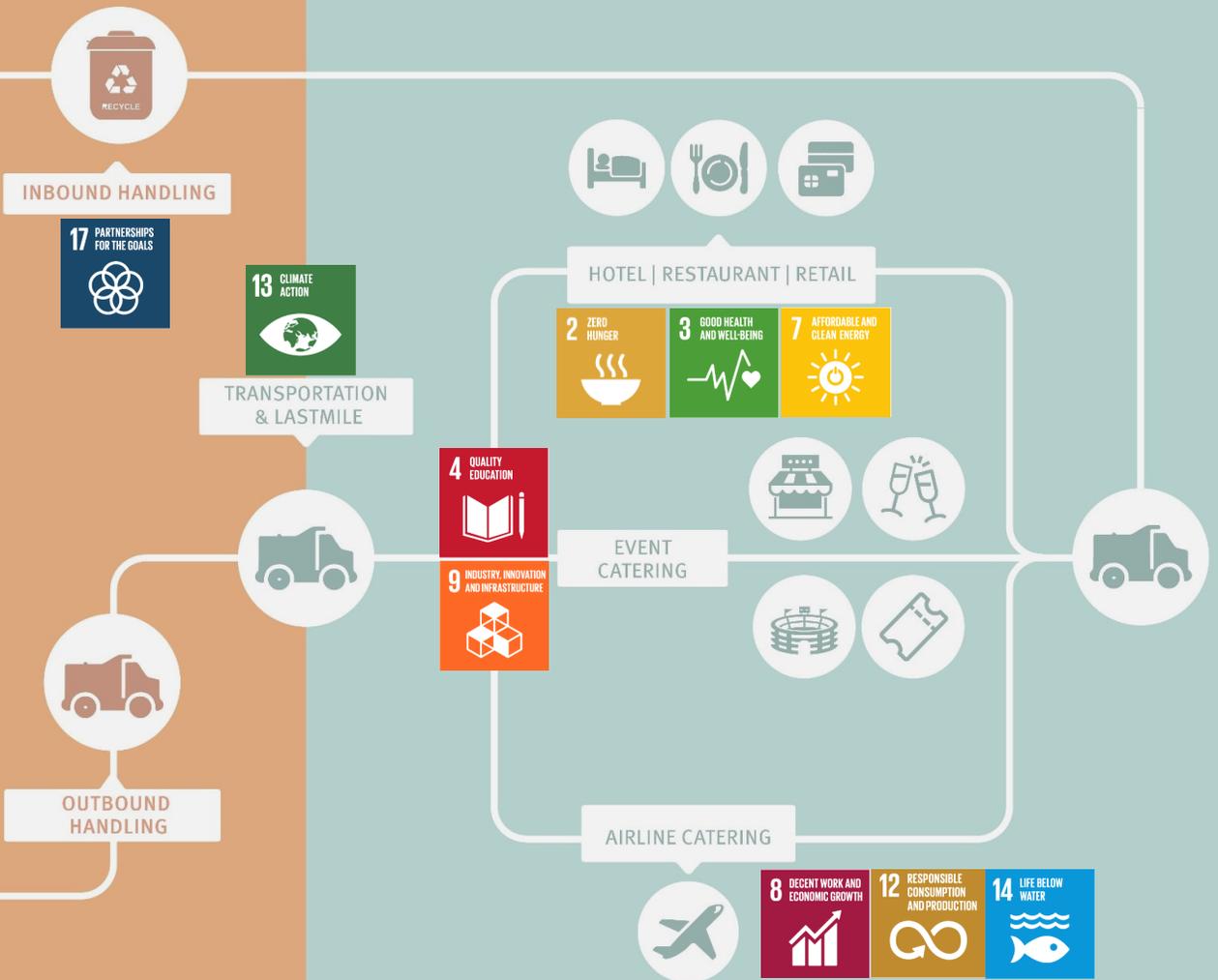
**Attila Dogudan:** There has never been a better time for all of us to imagine the future we want to create and to start building it together. Since the onset of the COVID-19 pandemic, people all over the globe have started to come together, supporting each other wherever possible. I'm especially proud of the way our team has stepped up during these difficult times. Despite the economic uncertainties and the action that DO & CO had to take to cope with the implications of the pandemic induced crisis, cross learning and individual self-fulfillment has kept morale and loyalty high. Overall, this past year has shifted great attention to the well-being of employees, and I am certain that we will see a continuation of this trend over the next years.

**Gottfried Neumeister:** We are at a pivotal point in history, with an unprecedented potential to seize the moment and create a more inclusive and sustainable world together. The impacts of this global crisis are a reminder that DO & CO's commitment to the creation of environmental stewardship and minimizing its ecological footprint isn't just fancy marketing on our website. It's embedded in our DNA and we bring it to life through our day-to-day operations in all parts of our business. While there's much left to debate, we know one thing for certain: Consumers are keeping score. They no longer look the other way when it comes to ecological issues like the preservation of precious resources or social issues like diversity and representation. I remain hopeful for the future and am optimistic that together we can continue to drive change and leave a lasting impact for generations to come.

# Sustainability Efforts



# Product Delivery



# Materiality Assessment

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# Materiality Survey

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

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

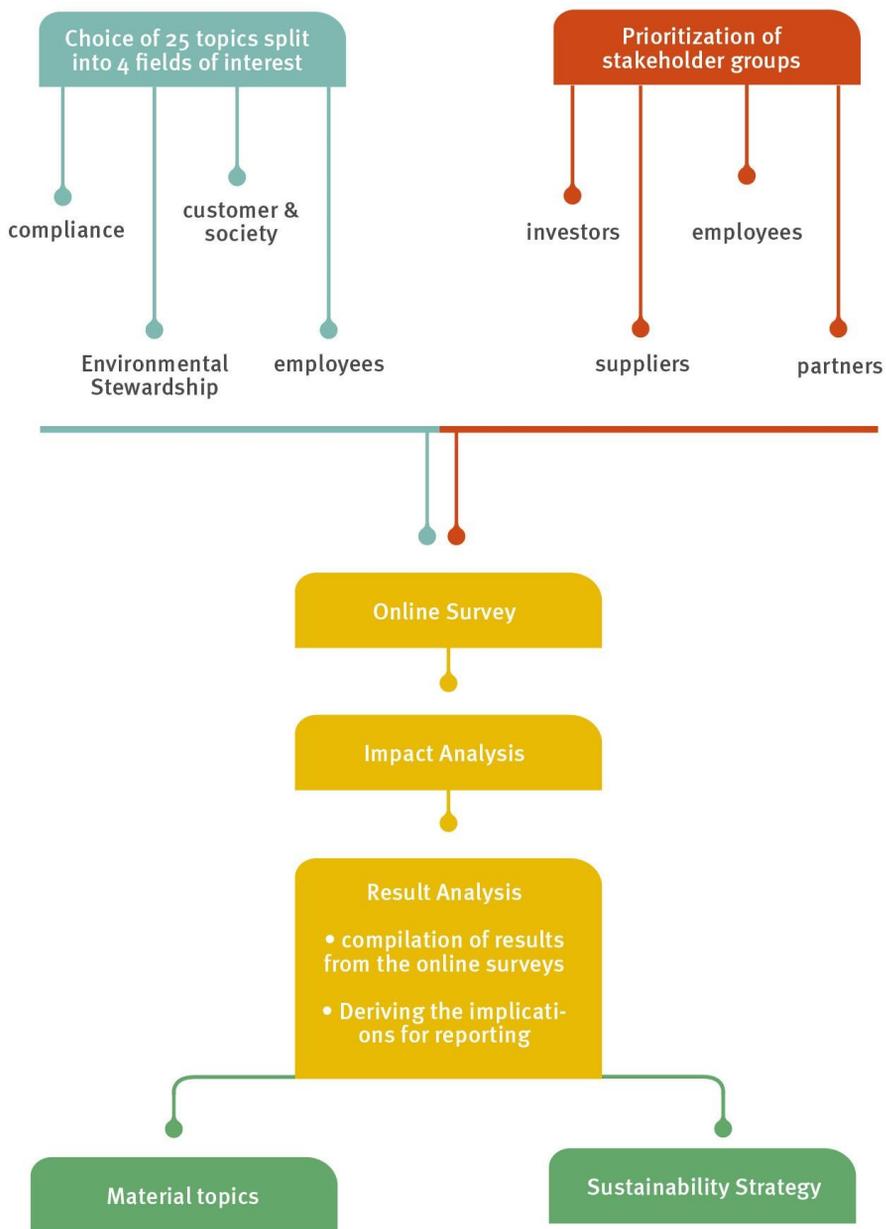
Internal reports, materiality analysis of other market players and results from market research were included in our evaluation. DO & CO's Green Team compiled these numerous aspects and findings into 25 topics, internally assessed as material to the company. This selection was based on previous materiality analyses, issues and ideas which had been brought up by investors and other stakeholders over the past business year. Through stakeholder engagement we validated our sustainability principles and aligned our strategic plans and visions with our key stakeholders.

Our Stakeholder survey was conducted through interviews and an online questionnaire, comprised of 25 topics in the fields of "Environmental stewardship", "Customers and society", "Compliance" and "Employees" ranging from avoiding emissions to the possible health effects related to stress, working hours and night shifts. In the online questionnaire, each topic was explained separately using examples.

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

all participants. Participants were free to answer the questions according to where they felt they could contribute the most. Over 80% of all participants voluntarily completed all sections of the survey, including open questions in which participants could freely express any additional thoughts and relevant topics related to the topic of sustainability.

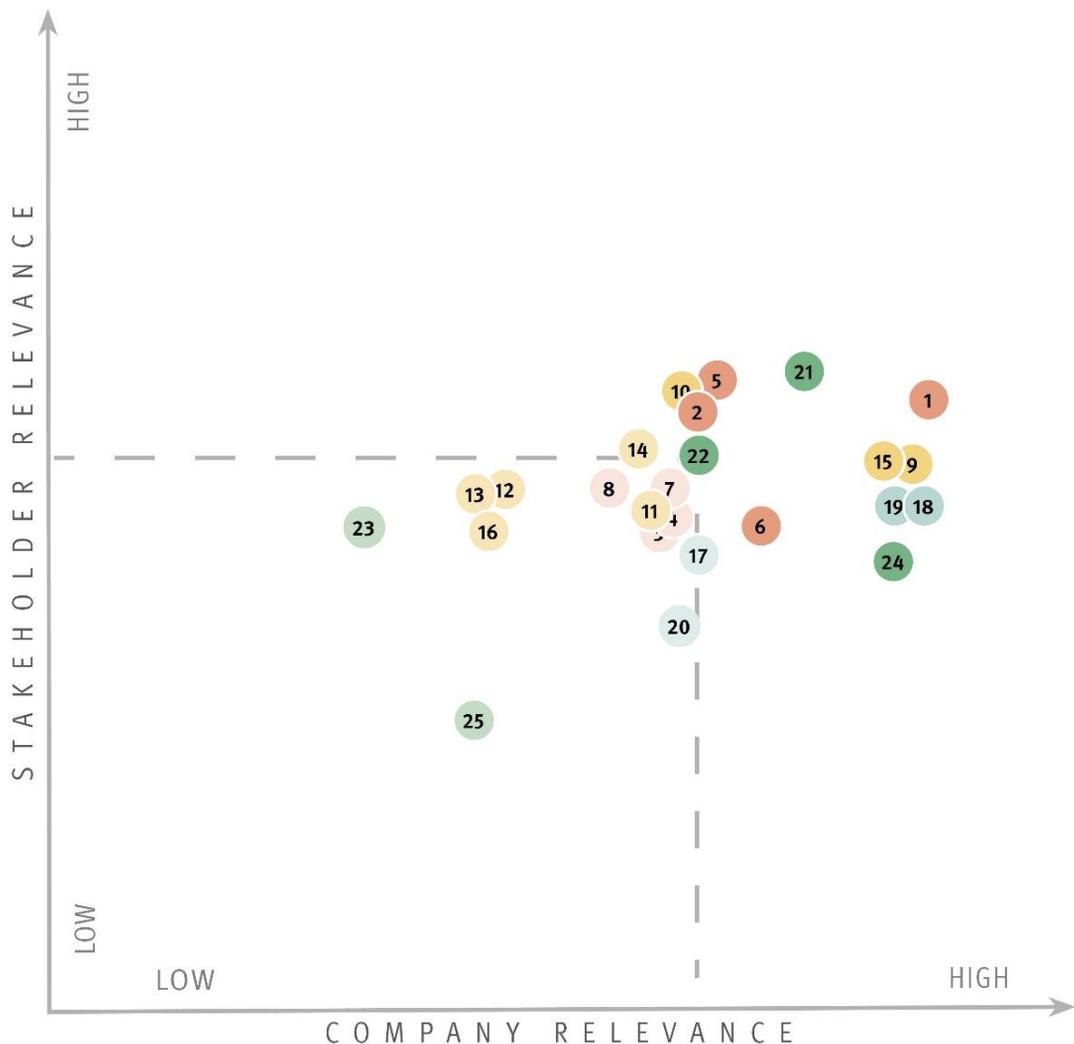
Internal experts tried to assess the impact of the company's business activities on each issue found to be material. In order to simplify this comparison DO & CO divided the topics into groups of "low", "medium" and "high" impact. The additional questions posed in the survey were intended to gain indications of possible future developments and helped identify trends.



# Materiality Matrix

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

The colors indicate the affiliation of the topic to the field of activity. The circles, which are completely in color, indicate particularly relevant topics with high impact.



	THEMEN	BESCHREIBUNG	GESELLSCHAFTS RELEVANZ	STAKEHOLDER RELEVANZ	
VERANTWORTUNGSVOLLES PRODUKT	1	Food safety	Includes food quality, hygiene standards, food cooling practices	4.6	4.4
	2	Guest security	Ensuring high security levels at airports, in planes and at events	4.0	4.4
	3	Healthy diets	Nutrition effects on the customers' diets, providing a diverse line of foods and beverages, ensuring the option of a healthy diet	3.9	4.1
	4	Product labelling	Transparent product labelling giving customers access to accurate and adequate information, as well as responsible advertising	3.9	4.1
	5	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	4.1	4.5
	6	Diverse and inclusive meal choices	Providing meal choices suitable for different religious or cultural as well as dietary requirements	4.2	4.1
	7	Procurement practices	How ingredients and other product materials are sourced and ordered	3.9	4.2
	8	Local presence	local sourcing of goods and services, hiring local employees and providing wages adapted to the local minimum wage.	3.7	4.2
UMWELTBEWUSSTES HANDELN	9	Food and packaging waste	Packaging from catering, food preparation, purchased items (suppliers) and disposal by consumers (on-site)	4.5	4.3
	10	Sustainable packaging	Sustainability of materials for products packaged by DO & CO (renewable, recycled or re-used materials to reduce waste generation off-site)	4.0	4.4
	11	Environmentally friendly sourcing	Environmental criteria for suppliers, e.g. related to environmental effects of agriculture, animal welfare and animal-friendly sourcing	3.8	4.2
	12	Energy consumption and related emissions	Energy efficiency and impacts from energy use as well as emissions related to energy consumption	3.6	4.2
	13	Transport emissions	Environmental impacts from logistics for product and service provision (e.g. transportation of products and employees)	3.5	4.2
	14	Water consumption and chemical use	Water management and pollution prevention and control	3.8	4.3
	15	Climate Change	The effect of climate change on the business and the businesses contribution to it	4.4	4.3
	16	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	3.6	4.1
SOZIALES ENGAGEMENT	17	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	4.0	4.0
	18	Occupational health and safety	Health effects related to stress, working hours, night shifts, occupational accidents	4.5	4.2
	19	Employee training and development	Training and options to upgrade employees skills; performance and career development reviews	4.4	4.2
	20	Diversity	Diversity and inclusivity in the workforce	3.9	3.7
COMPLIANCE	21	Anti-corruption	Compliance with applicable laws as well as ensuring anti-corruption behavior and training throughout the whole company	4.3	4.5
	22	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	4.0	4.3
	23	Effects on local communities	Includes noise but also employment effects, taxes, etc.	3.3	4.1
	24	Compliance with environmental laws	Compliance with international declarations, conventions and treaties, as well as national, regional, and local regulations	4.4	3.9
	25	Data security and protection	Compliance with existing privacy laws or voluntary standards regarding the protection of customer data	3.5	3.5

# Material Topics

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# 01

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## Responsible Product

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What makes DO & CO unique is its ability to combine the greatest tastes of the world on a large scale, whilst being conscious of all its stakeholders. What many fail to achieve on a small scale, DO & CO skillfully masters in all of its global activities and with all of its 20.000 different dishes. Nevertheless, we repeatedly challenge ourselves and our stakeholders in the pursuit of innovation to ensure a broad variety of dietary options for all clients is offered.

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

As a food company, we believe that we play a critical role in shaping the public perception of health and nutrition. We are committed to presenting products in the context of a balanced diet. Central to our approach is the display of perfect hygiene standards. We want to convey the essence of quality in the preparation of exquisite products.

FOOD ANALYSIS	2020-21	2019-20	2018-19	2017-18
Number of food analysis in laboratories	10,366	22,564	20,674	20,168
Ratio of results according to the norm	99.33%	99.56%	99.42%	99.35%

EXTERNAL AUDITS	2020-21	2019-20	2018-19	2017-18
Number of external audits	98	220	276	241
Ratio of failed audits	0%	0%	0%	0%

PROCUREMENT	2020-21
Total net purchasing value	EUR 116,890,853
Percentage of ingredients sourced locally	80.25%

## Topic 1

# Diverse & Inclusive Meals



### Our commitment:

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

### Our sustainability goals:

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

### Description:

DO & CO has always given special attention to tailored product offerings, regardless of whether we develop a signature dish for a distinctive client or a special event. One of the key drivers behind DO & CO's success is its 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 that meet the needs of our customers. Consumers, especially millennials, respond well to the adapted offerings addressing their evolving dietary preferences. DO & CO embraces the acceleration of healthy eating trends including the growing demand for locally sourced, organic, plant-based products by introducing these trends into event hospitality offerings and on-board aircrafts.

DO & CO offers a wide range of dietary options to accommodate special dietary restrictions and preferences in all its diverse business activities. Careful preparation of food is key and results in a unique line of authentic ethnic food options. The continued reduction of excess sugar, salt and fats across the portfolio is at the center of product innovation and reformulation. New products encourage healthy eating habits through added key nutrients such as fibers, proteins, vitamins and minerals.

We actively promote informed eating choices through transparent nutrition labeling, responsible marketing practices. Throughout the COVID-19 pandemic, we have continued to encourage healthier choices as home cooking became increasingly important in family life. By launching a new concept under our brand "The Lazy Chef" we supported our customers in their daily meal preparation and helped promote a balanced diet.

### Central measures:

DO & CO shares the opinion that our communication and services should help educate consumers about the importance of nutritious diets and conscious lifestyles. Therefore, all nutritious food options available in our retail stores are fairly priced to promote access to affordable salutary meal options.

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

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## Due-diligence:

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

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

## Next steps:

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

## Case study: Airline Catering

Our Airline Catering Division routinely offers 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 fat meals: meals of limited fat and cholesterol suited for people who wish to follow a low-fat restricted diet.
- Low salt meals: meals of low sodium content suited for people who are on a low-sodium diet.
- Low calorie meals: meals of extremely low levels of calories suited for people who are on a low-calorie diet.
- d for people with high blood pressure, heart disease, fluid retention or kidney problems.
- Vegan & vegetarian meals: prepared for guests, who 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.

## Case Study: Retail Offering



### Henry's Mezze Mix: celebrating cultural diversity

DO & CO launched a range of products reflecting upon the diverse ethnic background comprised in its workforce. These products focus especially on regional herbs and spices to emphasize the respective local cuisine.

### Chicken Ceasar Salad: balanced meals

It is our mission to provide fully balanced meals which give our customers the nutrients and energy they need for a successful day.

### Smoked Salmon / Avocado: daily protein:

With high-protein and close to no sugar, Smoked salmon/avocado provides plenty of nutrients to sports enthusiasts who need their body to perform. It instantly became a true hit and is already available in all our stores.

### Carrot Juice: plant based energy sources

As conscious diets continue to grow in popularity, we launched a series of products which is entirely plant based. This product range extension aims to provide our customers with the best of both worlds by providing a selection of 100% plant-based products with our existing premium offering.

### Porridge:

Given the importance of a good breakfast for a healthy nutrition, DO & CO has worked towards the creation of a nutrient-rich breakfast offer to-go. Focus has been put on options with low sugar, but which are high in micro-nutrients including fiber or protein.



## Topic 2

# Socially responsible Sourcing



### Our commitment:

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

### Our sustainability goals:

Produce all our dishes in close proximity to our operations location in order to allow for fresh produce and keep delivery routes to a minimum. Increase supplier audits in both quality and frequency. Introduction of a mandatory Supplier Code of Conduct covering ESG standards best practices.

### Description:

Today's customers want to know the story behind the products and services we provide. Not only do they care about what they are buying and where it comes from, but also who they are supporting with the purchase and how their purchase affects and supports their local community. The products we purchase have an impact on people, animals, and the environment. That is why it is important to consider environmental and social impacts through sustainable sourcing. Local, small, and diverse suppliers provide more insight into local market trends and can supply authentic products and services that are culturally relevant for our consumers. That, in turn, helps drive overall satisfaction and growth by supporting the local economy.

### Central measures:

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

At the highest level, governance for responsible sourcing is managed through our Supplier Code of Conduct, outlining the basic expectations for doing business with DO & CO. The systematic consideration of our procurement team regarding the supplier's social performance during procurement decisions ranges from compliance with social standards, including legally binding agreements, to active supply chain monitoring through supplier audits.

### Animal Welfare:

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

### Human Rights Protection:

The food industry faces many significant risks from public criticism of CSR issues in the supply chain as the production of raw materials can involve manual, hard and dangerous work and frequently does not require qualification of the workforce, which makes these chains more vulnerable to risks. As an ethical business organization, DO & CO ensures that its operations do not contribute in any way to human right abuses. Our partners around the globe, know that we are committed to managing our business with a consistent set of values that represent the highest standards of quality, integrity and excellence.

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## Due-diligence:

### Product sourcing and animal welfare:

DO & CO follows an extensive "Farm to Table"-approach, which fosters fresh and handmade food sourced from local suppliers and aims to reduce food mileage, thus reducing the correlated greenhouse gas emissions.

Local sourcing is a consideration in our purchasing strategy and 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.

Given DO & CO's operations in a globalized market, our suppliers are often located around the globe. The execution of supplier audits are thus of particular importance to DO & CO as it enables us to assess and support our supplying companies, where required. It establishes standardized corporate guidelines and transparency along the whole supply chain and stabilizes our own production process, which leads to a lasting improvement of the competitive situation of your company.

### Human Rights Protection:

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

- Evaluation of suppliers before entering into a business relationship, accompanied by periodic audits of the same. Negative audit results lead to immediate measures and ultimately to termination of the business relationship. In this way, the company monitors corresponding risks in its environment.
- DO & CO does not tolerate any violations of human rights or exploitation in its company as well as in its supply chain, to which DO & CO also contractually commits itself towards its customers. To date, however, no case of such a violation is known.
- The company commits itself and its bodies to a respect for human rights and to a working environment free of discrimination. Wages and salaries comply with national requirements and are independent of race, gender, skin colour, origin, religion or sexual orientation. In this way, the company makes its contribution to combating precarious working conditions.
- The company's human resources policies are designed to ensure a safe working environment for our employees. Child labor is strictly prohibited throughout the company.
- In all DO & CO activities worldwide, the health and safety of our employees is a top priority. Our local department and branch management is responsible for ensuring compliance with regulations, which is documented by regular reports. All work-related accidents are subject to detailed analysis and lead to subsequent adjustment of processes or workflows and implementation of corrective and preventive measures.
- DO & CO supports the freedom of association and assembly of its employees, which is reinforced by the fact that 59% of its workforce are unionized.

## Next steps:

To be in line with DO & CO's commitment to promote welfare-oriented husbandry, we plan to implement an approval process whereby suppliers need to assure the company that they do not entertain routine applications of antibiotics for prophylactic purposes. As part of this process DO & CO will request their suppliers to disclose their commitment not to apply growth-promoting substances to animals.

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# Topic 3

# Food Safety



## Our commitment:

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

## Our sustainability goals:

Establish a dedicated food safety committee to give guidance to DO & CO's food quality and safety program and guide DO & CO's efforts in obtaining future certification.

## Description:

DO & CO's global food safety standard is an internal information and training program, which covers everything from how our employees inspect ingredients as they arrive at our facilities to what temperature our food should be stored at as it leaves our facilities for delivery to our customers. Food safety is part of our culture and extends through all levels of our company. Our Food Safety & Quality teams manage the integrity of our food from farm to fork, beginning with sourcing ingredients, through preparation and delivery to our customers and consumers.

## Central measures:

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

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

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

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

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

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

## **Due-diligence:**

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

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

Throughout these meeting, any changes in the process flow, introduction of new food products, application of new techniques, etc. are assessed and necessary modifications in the system are collectively agreed upon. Previously implemented measures range from continuous training and improved information flow, to preventive and corrective measures.

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

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

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

- Customer audits by airlines or their representatives (incl. consultants), which are performed either unannounced, announced or in the course of 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.

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

## Next steps:

Aim to achieve compliance and certification with ISO 22000 standard (or applicable local equivalent) in all Gourmet Kitchens.

## Case Study: Organic Pizza

As embodiment of our “no additives, no preservatives” culture, we are currently working on the development of a frozen pizza, which is free from any chemical substances and instead contains solely freshly prepared ingredients made from the best raw materials. In order to ensure that these can be sold in a different aggregate state the product is currently going through various steps ensuring food safety.

### Research, Development & Product Innovation

Together with our culinary specialists authentic products are designed. They consider all various aspects of the product, including taste, texture and behaviors during various aggregate states.

### Transportation, Warehousing & Distribution

Temperature monitoring and ensuring route-efficiency.

### Procurement & Ingredient Sourcing

To ensure complete authenticity, key ingredients such as flour are purchased from local producers. This process is carried out by our Procurement team

### Processing & Production

All products are prepared in our in-house development kitchen. Once the recipe has been adapted to perfection, production is then moved to our Gourmet Kitchen facility to be produced for commercial purposes. Highest food safety standards apply throughout each step.





## Topic 4

# Guest Security



### Our commitment:

Create an environment which allows for the delivery of a safe product and service offering to guests and customers by complying with applicable regulatory framework, highest hygiene standards and global best practices.

### Our sustainability goals:

Work with partners to ensure outstanding crowd management to prevent injuries, or in times of pandemic ensure minimum distance requirements.

### Description:

The safety of the products within our product portfolio is of the utmost importance to DO & CO. Safety principles guide our operational decisions to create and deliver exclusive and safe gourmet experiences. DO & CO creates unique gourmet experiences through an outstanding combination of customer-oriented service and exquisite culinary products. Throughout the past year we have adapted and redesigned our entire hospitality offerings in consideration of the guidance of local governments and health authorities to ensure our guests security throughout all our operations.

### Central measures:

#### Workplace measures:

Employee safety is at the heart of our guest security strategy. A safe workforce allows us to provide our services in the most secure way possible. To ensure safe products and operations amidst the COVID-19 pandemic, DO & CO implemented a series of controls intended to mitigate the risk of infection to staff, visitors, contractors and clients on top of the existing strict hygiene regime at DO & CO's Gourmet Kitchen facilities.

Our hygiene specialists introduced amended operational measures from changed cleaning intervals and across our offices and event locations, to updated health and safety policies and increased health and safety workshops for our employees. In close coordination with governmental authorities, external specialists and academics, our hygiene specialists identified and discussed the most effective measures to keep staff, visitors, contractors and clients safe.

Actions implemented included the identification of activities or situation posing potential risk of transmission, identification of individuals who were at risk, providing staff with personal protective equipment and guiding managers to implement procedural controls to mitigate risks. Further measures such as the obligation to wear masks in the office space and operations, mandatory minimum distance at the workplace, and the introduction of the home office were taken. For this purpose, extensive system changes were made, for example the changeover to Office 365 licenses in order to enable collaborative work outside of the office space.

### Product measures:

DO & CO sees itself not only responsible for how its product is produced but also how it is delivered to the end consumer. Premium quality in all products and service areas characterizes the DO & CO brand. Out of a sense of responsibility for its customers and for society, DO & CO sets the highest quality standards in all production areas, considering it a solemn duty to comply consistently with the strictest hygiene regulations.

With the drastic decrease in airline passengers, the company had to develop a new service concept, which, especially within the confines of the aircraft environment, allowed for the reduction in interpersonal contact to an absolute minimum in order to keep passengers and crew safe.

### Due-diligence:

To ensure that our hygiene and preventive measures bear fruits, all employees are regularly tested by medically trained staff at the DO & CO locations. In Vienna, for example, all our employees have the opportunity to undergo a PCR test twice a week. The already high hygiene requirements due to the strict legal regulations for food processing industries have been increased even further. Proven hygiene processes have been extended from production facilities to administrative locations (disinfectants, cleaning intervals). Corona-specific safety precautions such as heat meters have been introduced wherever needed.

At events special emphasis is put on guest safety. In order to separate our guests from our chefs, all buffets and bars are equipped with plexi glass. In addition to providing all guests with hand sanitizers, the company has also invested in UV sanitizing machines which can disinfect surfaces.

### Next steps:

Our ability to ensure guest security relies on our capacity to harness our collective learnings and to develop pioneering products. Through listening to our customer's wishes we have increased product efficiency whilst decreasing food related risks. The one move concept has therefore formed an important milestone in the development of our delivery concept and will continue to guide our future product developments.

## Case study: One-Move-Service Concept

Caused by public demand and backed by recommendations from public health authorities, DO & CO adapted its service concept by minimizing the contact between passengers and crew and enabling our clients to temporarily suspend trolley service with pre-plated meals and drinks service in glassware. Instead, our in-house industrial design department developed the One-Move-Service Concept, to reduce crew-passenger interactions for all passengers and crew on board. This product concept not only protected the product on board but also reduced operational complexity in terms of washing crockery and logistics by personnel on ground after landing.

During the necessary introductory process of these different packaging solutions, we took the chance to put substantial efforts into sourcing and testing of biodegradable, plant-based, mineral oil free packaging and other alternatives to further reduce the use of plastic components in our services. These efforts will be continued in the future by collaborations with our suppliers and our industrial design department.

DO & CO provided more than 1.840.000 units of this packaging solution at its London operation.



# 02

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## Environmental Stewardship

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

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



## Topic 5

# Food and Packaging Waste



### Our commitment:

Work towards complete circularity by implementing packaging options which have circular capabilities.

### Our sustainability goals:

By 2030 reduce waste generation by 55% through prevention, reduction, recycling and reuse. Introduction of price reductions for customers who bring their own reusable containers.

### Description:

Tackling the worldwide consumption and waste conundrum has become a key area of focus for the entire food industry. At DO & CO we are working to ensure that the expected increase in consumption, driven by the recovery of tourism and events, does not jeopardize our efforts to minimize our environmental footprint.

### Central measures:

#### Food Waste:

Our food waste is divided into 2 categories: international waste and domestic and European waste. We have put focus on the latter, due to restrictions on the treatment of international waste. When possible, the domestic and EU waste we generate in some of our Gourmet Kitchens, is sent to compost or is treated through anaerobic digestion. Prior to categorizing it as waste, we reuse food trims and generate new next day recipes to prevent wastage.

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

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

The decrease in activity resulting from the pandemic has made it very difficult to implement and objectively evaluate the waste minimization initiatives implemented by DO & CO in the previous year. Therefore, we aimed to introduce additional initiatives to prevent increased waste production resulting from the sudden cease in operations. Across our worldwide network we have collaborated with local charities and NGOs to donate items expected not to be able to be processed in our operations or which were close to their expiry date. The goal was to support those affected the most from the COVID-19 pandemic induced crisis whilst preventing the disposal of valuable food resources.

For example, in Spain, we have donated EUR 298.000 worth of food items to local charities that then distributed them across the most needed areas of Madrid. We also prepared donation points across Madrid to give gift bags to all our employees on temporary contract leave.

### Food Waste:

Recycling is at the heart of all our business operations and it is achieved through investment in equipment and employee and supplier engagement.

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

### Due-diligence:

DO & CO's team of dedicated specialists have a detailed understanding of the waste industry from regulation, collections and operational delivery to infrastructure and treatment. The company's efforts to recover resources covers the multiplicity of opportunities to realize more value from waste.

For this purpose, DO & CO has invested more than EUR 2m throughout the past year in infrastructure allowing for the transformation of waste into fuels and the introduction of new technologies that allow for better waste analysis, providing clear targets through product consumption data. Additionally, we work with specialized contractors, which manage our waste cost efficiently and sustainably on our behalf.

In an effort to encourage the implementation of waste reduction initiatives in areas we fully control DO & CO introduced a "green office" initiative to reduce the amount of single use items in the canteen and offices. To ensure customer safety some single-use items were re-introduced to by minimize points of contact during the pandemic, such as cardboard boxes for small items for those single use items. we have introduced new recycling stations in order to reduce the corresponding environmental footprint.

### Next steps:

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

DO & CO will seek such technology to optimize the waste generated from its own fresh food driven processes. Although the re-purposing of fresh vegetable trims is already part of the DO & CO culture, we expect improvements through technologies, that use artificial intelligence to measure and analyze waste generated and provide us with potential further visibility on how to make strategic adjustments to our production processes.

Planned for June 2021, DO & CO will launch a cooperation with a technological innovator on a solution for a Buy-on-Board concept that will allow us to track consumption as well as to automatically generate real-time promotions on-board of aircrafts to prevent waste generation.

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

In Spain, together with the aforementioned parties, we are lobbying for the approval of an alternative process to landfill for the management of international waste, which represents a large part of our food waste volume. Management is especially keen on this progress, given that DO & CO's efforts to reduce waste are diminished by airline specific regulations such as requirements to incinerate all incoming international waste.

### Case Study: Demel's Kaiserschmarrn

With Restaurants and cafés being closed for the majority of the year, we payed close attention to adapting our packaging material to the continuous broadening of the take-away product portfolio of our inhouse brands Demel, Henry – the art of living and newest addition DO & CO HOME.

General considerations in terms of packaging development like volume-, thickness- and weight reduction, combined with 3D enhanced strengthening of construction, were an integral part of the design process and followed by locally sourced packaging with a dominant share of certified home compostable materials to introduce a sustainable packaging alternative.



## Topic 6

# Sustainable Packaging



### Our commitment:

Offering of sustainable packaging alternatives to all our clients as first choice.

### Our sustainability goals:

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

### Description:

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

### Central measures:

The company's innovation driven design department constantly works towards the development of a responsible designed and recyclable product range by keeping up to date with the latest market developments and product innovations. Through increasing the use of recycled material, we aspire to seize the use of overly processed materials. DO & CO increasingly works with external specialists and academia to identify the most sustainable option for each production and packaging process. At the moment, we are taking part in research studies that consider the whole ecological footprint of certain product lines, starting with the respective emissions involved in its production and extending to knowing which material could easily be returned for circularity purposes.

In cases where circularity is restricted due to international waste regulations, DO & CO's focus lies on establishing which materials generate more energy during waste treatment so as to minimize ecological impact by other means. Knowledge gained from these studies is shared in sustainability roundtables with key players of the aviation industry to build a common sustainability framework for airline products.

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.

### Due-diligence:

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

Beyond that, 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 and expect more sustainable and circular friendly packaging options to be introduced into the market, as the EU Ecodesign Directive (Directive 2009/125/EC) broadens its scope to include a wider selection of products.

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## Next steps:

For our delivery service we plan to expand our reusable items in order to move towards complete circularity. This includes the substitution of single use-items with greater life span models and the abandonment of any plastic components. Within the following years we intend to implement this trend in other areas in which DO & CO can fully control packaging decisions as well.

## Case Study: DO & CO HOME

In Spring 2021, DO & CO started a new food delivery service in Vienna, Austria. DO & CO home is home to many international cuisines and has marked its starting point with a contemporary Asian culinary offer. Most products are prepared and delivered on recyclable trays, which at first glance appear like traditional china ware.

The material we use here as a plate substitute is melamine. We know this material from aviation; it is very light, washable, temperature resistant up to 180 degrees and, like porcelain, can be reused many times. By using melamine tableware, we also reduce the overall weight of our deliveries and thus reduce our carbon footprint.

In addition to our melamine plates, we have also begun using reusable food trays. These trays have two outstanding benefits: First, all of our sushi assortments are prepared in such a way that the tray can be placed directly on the dining table, thanks to its beautiful design, and second, the tray can be easily returned afterwards and goes directly back into our production stream.

By using these materials, we not only avoid senseless waste, but we are also pioneering in the delivery industry, as DO & CO is the first company to use reusable tableware on a large scale and to actively support its customers in conserving resources.



## Topic 7

# Climate Change



### Our commitment:

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

### Our sustainability goals:

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

### Description:

Climate change is caused by the accumulation of greenhouse gases in the atmosphere, it has an immediate effect in our environment, resulting in increased global temperatures leading to extreme weather events, water scarcity and reduction in biodiversity. It is therefore disrupting ecosystems and ultimately our business environment. Recently, global conversation has increasingly turned to stop the rising temperatures and aiming to reverse years of biodiversity destruction. DO & CO, as a leading company in the airline catering and event catering business, is increasing its efforts to reduce greenhouse gas emissions and being resource intelligent; committing time and resources to assess the impact of climate change on biodiversity, while adapting its processes to the current and expected impacts accordingly.

### Central measures:

The COVID-19 pandemic resulted in a temporary cease in operations across most DO & CO business activities, which subsequently led to a noticeable reduction of the company's resource consumption, as well as waste and emission generation. Anticipating a recovering market environment, the company is committed to preserve this trend throughout the upcoming years by sustainably reducing its greenhouse gas emissions and increasing resource efficiency following the collective aspirations of the Sustainable Development Goals (SDGs). The quintessence will be incomplete alignment with all stakeholders involved in our supply chain to drive innovation, which will allow for the integration of circularity in our operations.

Substantial investments in our vehicle fleets and fleet management were made last year in our efforts to target one of the key drivers of carbon emissions in our supply chain and inbound logistics. Learnings from in-depth analysis led to continuous replacement of emission heavy vehicles with their improved successor models, portraying DO & CO's continuous investment in its vehicle fleet. This marks DO & CO's continuous investment in its vehicle fleet. Recently rolled-out transportation logistics tools assist DO & CO's internal specialists in improving the company's transportation planning, vehicle utilization and route evaluation.

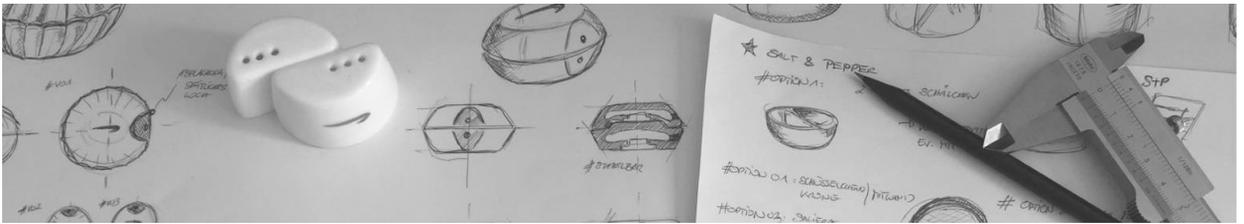
In our continued efforts to improve resource utilization, we continually strive to reduce water pollution. We have invested in equipment to reduce water consumption and equipment that will treat the water in the most ecological manner before it is released into local drainage networks for more efficient water usage. Frequent exchange with suppliers regarding new technologies to minimize use of chemicals and improve the filter-systems is carried out.

## Due-diligence:

In order to reach this goal, DO & CO periodically carries out external energy audits with the aim of analysing energy consumption and energy flows for its facilities. The company uses the derived learnings and recommendations to modernize its facilities and processes. Thus ensuring that best practices on energy efficiency and reduction of energy consumption are applied across the entire business to maximise economic and environmental benefits.

Particular focus is put on improving energy efficiency in our production processes and maintenance of the cooling chain throughout the operation whilst looking at carbon removal projects in order to support the EU neutralization target goal for 2050 (COM/2020/563) with our efforts.

DO & CO's specialists also form part of inter-disciplinary working groups and forums, which among others, discuss climate-related issues and their influence in order to support governmental agencies in advocating potential policy solutions.



## Next steps:

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

Continuous investment in new technologies and digitalization is a key task in our agenda in ensuring both the climate resilience of our operations and continued reduction of emissions associated with our operations.

DO & CO will increase its efforts in promoting climate conscious behavior through adjusting its supplier standards and procurement policies to that regard.

WASTE	2020-21	2019-20	2018-19	2017-18
<b>Non-hazardous waste in tons (excl. USA)</b>	<b>9,345.17</b>	<b>53,493.82</b>	<b>53,073.08</b>	<b>52,671.37</b>
glass (tons) - Total	76.39	n.a	n.a	n.a
metal (tons) - Total	25.4	n.a	n.a	n.a
paper (tons) - Total	758.29	n.a	n.a	n.a
cooking oil (tons) - Total	183.49	n.a	n.a	n.a
grease from grease separator (tons)-Total	1148.8	n.a	n.a	n.a
food waste (tons) - Total	5,337.67	n.a	n.a	n.a
styrofoam (tons) - Total	0.66	n.a	n.a	n.a
residual waste (tons) - Total	1,006.67	n.a	n.a	n.a
other (tons) - Total	807.81	n.a	n.a	n.a
<b>hazardous waste in tons</b>	<b>21.7</b>	<b>59.31</b>	<b>57.11</b>	<b>54.82</b>
thereof treated by specialist	0.71	n.a	n.a	n.a
<b>Fraction incoming airline waste (tons)</b>	<b>3,253.12</b>	<b>n.a</b>	<b>n.a</b>	<b>n.a</b>

WATER CONSUMPTION	2020-21	2019-20
In m3	424 702	2 175 838

ENERGY CONSUMPTION	2020-21	2019-20	2018-19
<b>Total energy consumption in kWh</b>	<b>58 545</b>	<b>153 828</b>	<b>143 563</b>
Thereof renewable	14%	n.V	n.V
Thereof not-renewable or unknown	86%	n.V	n.V

CO2 EMISSION (TRANSPORTATION)	2020-21	2019-20	2018-19
<b>CO2 to third parties, toCO2</b>	<b>1,851</b>	<b>2,006</b>	<b>n.a</b>
Non event transports, toCO2	45	38	n.a
Non event transports TUR, toCO2	N/A	N/A	n.a
F1 / sea transports, toCO2	249	790	n.a
F1 / road transports, toCO2	1,557	720	n.a
F1 / air transports, toCO2	0	31	n.a
Inter. event transports, toCO2	0	427	n.a
<b>CO2 to own fleet, toCO2</b>	<b>4,234.1</b>	<b>12,557.9</b>	<b>n.a</b>
<b>CO2 Total, toCO2</b>	<b>6,085.1</b>	<b>14,563.9</b>	<b>n.a</b>

FUEL CONSUMPTION	2020-21	2019-20	2018-19
<b>Total, kL</b>	<b>1,460</b>	<b>4,330</b>	<b>n.a</b>

VEHICLES	2020-21	2019-20	2018-19
<b>Number of vehicles</b>	<b>976</b>	<b>950</b>	<b>623</b>
Thereof electric vehicles	56	37	5
Thereof Euro VI-standard vehicles	251	186	54



# 03

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## Social Engagement

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

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

EMPLOYEES (FTE)*	2020-21	2019-20	2018-19	2017-18
<b>Employees</b>	<b>7,486</b>	<b>10,212</b>	<b>10,450</b>	<b>9,565</b>
Male	4,981	6,515	6,639	5,987
Male in %	67%	64%	64%	63%
Female	2,505	3,697	3,811	3,579
Female in %	33%	36%	36%	37%

EMPLOYEES (HEADCOUNT)	2020-21	in %
<b>Employees</b>	<b>8,994</b>	
Full time	7,901	88%
Part time	646	7%
<b>Temporary</b>	<b>446</b>	<b>5%</b>
Male	261	58%
Female	185	42%

AGE SPLIT (HEADCOUNT)	2020-21	in %
< 30	1,747	19%
30 - 50	5,738	64%
> 50	1,509	17%

\*as of 31.03.2021

## Topic 8

# Training & development



### Our commitment:

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

### Our sustainability goals:

Produce all our dishes in close proximity to our operations location in order to allow for fresh produce and keep delivery routes to a minimum. Increase supplier audits in both quality and frequency. Introduction of a mandatory Supplier Code of Conduct covering ESG standards best practices.

### Description:

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

### Central measures:

A very dynamic market environment with new challenges every day is the best school for young employees to quickly develop personally and professionally. To continue the company's and its employees' progressive journey and to ensure 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.

DO & CO fosters and encourages constant learning through its cross-divisional operation. Employees have the possibility to try out different parts of our operations and get first-hand experience outside their main work environment. Many employees used the periods of closure and lockdowns for these special trainings.

Throughout the past year DO & CO has committed substantial resources into job enlargement and enrichment given the multitude of new business partners and our large-scale catering take-overs in the Airline Catering Division. Additional trainings regarding COVID awareness were carried out throughout all DO & CO entities for each employee.

### Due-diligence:

The company is using training programmes to support new employees in their orientation phase, to familiarize them with procedures, regulations and subsequently in their progress and promotion. The process of setting the learning and training path for each individual starts by assessing the skills and abilities of the employee from its first day onwards. Through performance evaluation with blended learning approaches and review of development opportunities, internal specialists set custom development goals for our employees.

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

The following trainings are systematically and regularly carried out:

- Airport security trainings
- Compliance trainings
- Food safety trainings
- Compliance workshops
- Cyber security and data privacy workshops
- Service training
- Health & Safety training – now including COVID measures

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

### **Next steps:**

To be in line with DO & CO's commitment to promote welfare-oriented husbandry, we plan to implement an approval process whereby suppliers need to assure the company that they do not entertain routine applications of antibiotics for prophylactic purposes. As part of this process DO & CO will request their suppliers to disclose their commitment not to apply growth-promoting substances to animals.

### **Case study E-learning platform Madrid:**

We have developed an online training platform which everyone can access remotely, in order to provide the necessary training to comply with different local regulatory requirements. This has allowed us to train 100% of our staff whilst preventing agglomerations and thus minimizing the risk of close contacts during the pandemic.

The introduction of an online platform in the Madrid Unit, where we have a high percentage of employees over 50, has proven challenging but it has also allowed us to improve the IT skills of our employees, allowing them to take on more opportunities and make the most out of the available resources. Such resources include our online training center, where we have placed many computers for them to carry out the training. Additionally, the training platform allows for efficient training and progress management through the generation of automated reports, where we can identify those employees that need more frequent training and communicated directly to them through the platform.

## Topic 9

# Occupational Health & Safety



### Our commitment:

DO & CO protects labor rights and promotes safe and secure working environments for all workers.

### Our sustainability goals:

By 2025 halve the number of work accidents by 33% (compared through number of accidents per 100.000 working hours) through enhanced training routines and risk mitigation.

### Description:

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. DO & CO's efforts to ensure occupational health and safety focus on improving the working environment and establishing a working culture which promotes a positive social climate and smooth operation through supporting health and safety at the workplace.

### Central measures:

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 with safety regulations, internal guidelines and risk prevention and mitigation protocols, which is documented by periodical reports.

DO & CO's operations manager and risk management specialists periodically assess risks and hazards at our sites and use best practices to update risk-based protocols. Assessing potential harm and protecting our employees from it is essential in ensuring occupational health and safety. 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 safety 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.

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## Due-diligence:

DO & CO provides its employees with state-of-the-art personal protective equipment and continuous training in personal health and hygiene measures, workplace safety, airport safety and food safety.

The company swiftly reacted at the verge of the COVID-19 pandemic by assessing the risk posed to its employees by direct human contact, respiratory droplet, aerosol transmission and the risk from contracting infections through inanimate objects. The company installed additional sanitizing stations in all entrance areas to its facilities, both production and office, and introduced additional sanitizing and cleaning intervals. Staff was trained to implement increased hand hygiene, focus on respiratory etiquette and to limit direct contact. Moreover, both internal specialists and trained medical professionals were tasked with establishing a testing schedule at all our operations.

DO & CO furthermore devised and implemented a COVID-19 employee case intake process, including case tracking and reporting. Employees receive regular testing by medically trained staff at the DO & CO locations at no cost to. In Vienna, for example, all of our employees have the opportunity to undergo a PCR test twice a week with a total of more than 12.500 tests taken to date.

To ensure our employee's well-being, the company provided its employees with free resources including a mental health and happiness hotline in the UK. We further increased the available resources to educate our employees and crew members on safety protocols and created learning content for employee development and reorientation.

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.

## Next steps:

Upon the great feedback received by our employees in the UK, DO & CO is evaluating possibilities to roll-out free access to mental health and happiness hotlines globally.

COLLECTIVE BARGAINING AGREEMENTS	2020-21	in %
Employees	8,994	
Thereof under collective bargaining agreements	5,308	59%

EMPLOYEE TRAINING	2020-21	2019-20
Total training hours	161,629	151,655
Total cost of training (avg. Comp * hours) in t€	694,702	850,000
Average training hours per employee	18	n.a
Employees with recent job training (training received within last 6 months)	4,556	n.a
% of employees with recent job training	50.66%	n.a

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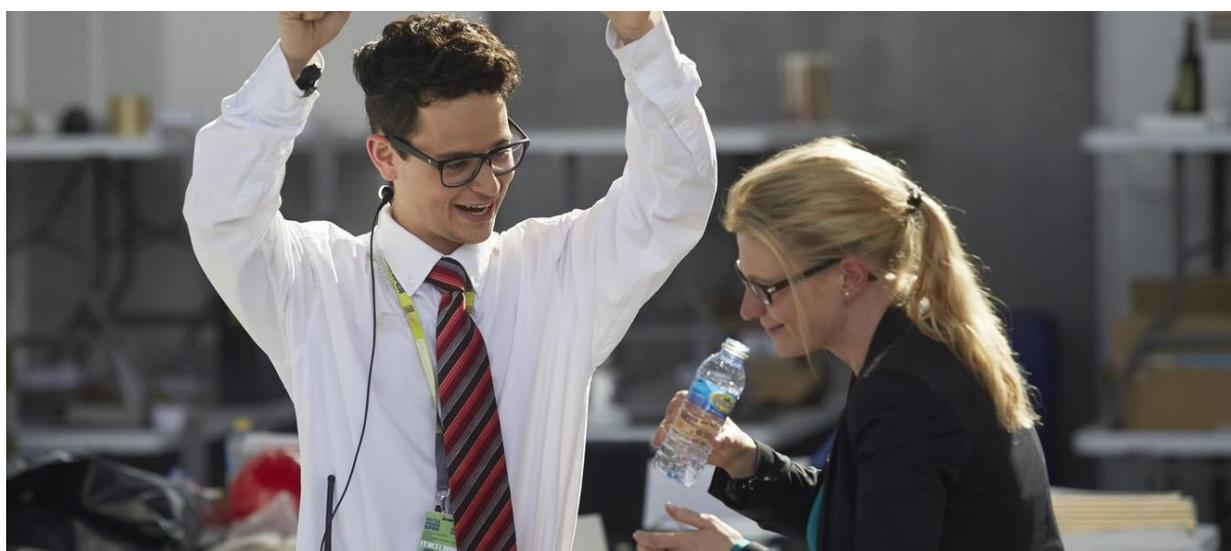
MATERNITY LEAVE	2020-21	2019-20
Number of days on maternity leave	20,748	17,708
Returns after maternity leave	58	79

EMPLOYEE TURNOVER	2020-21	in %
<b>Employee leavings (per 31.3.2021)</b>	<b>3,274</b>	
Thereof voluntary leavings	994	30%
Male	564	57%
Female	430	43%
Thereof involuntary leavings	2,280	70%
Male	1,374	60%
Female	906	40%
<b>Employee turnover rate</b>	<b>36.4%</b>	
Voluntary employee turnover rate	11.05%	
Involuntary employee turnover rate	25.35%	
<b>New hires</b>	<b>2,304</b>	
Male	1,413	61%
Female	891	39%

COMPENSATION	2020-21
Total compensation (excl. Mgmt. Board)	EUR 108,271,310
Total hours worked (incl. over-time)	8,383,642
Global average hourly wage	EUR 12.91
Employees in short-term work program on avg. during FY	3,050

WORK STOPPAGE	2020-21	2019-20	2018-19
Number of work stoppages	0	0	0
Number of days in idle	0	0	0

WORK-RELATED INJURIES	2020-21
Total hours worked (incl. over-time) in t	8,383,642
Hours worked per employee (FTE)	1,605
Work-related injuries	127
Lost days due to such injuries	948
Work-related injuries per 100 000 hours worked	1.51
Work-related fatalities	0
Amount invested in health and safety equipment and measures in EUR	2,123,668



# 04

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# Compliance

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



## Topic 9

# Compliance Environmental Laws



### Our commitment:

Promote the rule of law at national and international levels

### Our sustainability goals:

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

### Description:

Protecting the environment and preserving our natural resources are corporate goals of the highest priority for us. This in mind, our efforts to minimize our environmental impact frequently exceed those required by local legislations. As forward-oriented company, we expect compliance with environmental legislation to gain even more emphasis due to new regulations emerging from the EU Green Deal (COM/2020/563).

### Central measures:

DO & CO's compliance with environmental law is dependent on accurate up-to-date information about the environmental regulations that the company has to comply with. Consequently, ensuring that internal specialists have sufficient resources and support to correctly assess the legal environment and monitor the ongoing development of environmental laws, regulations, standards and other requirement like licenses and permits. Continuous monitoring thereof is carried out with the assistance of a compliance system and external advisors.

The company and its agents clearly convey the significance of integrity and compliance with environmental regulations, which involves both training and supervision of qualified individuals. Internal and external auditing and reporting procedures are in place to ensure adherence to this standard.

### Due-diligence:

Environmental compliance is achieved through:

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



### **Next steps:**

DO & CO expects to see changes in the regulation around the recycling of food contact packaging (EC/1935/2004) as well as best practice suggestions regarding alternative solutions to PET resulting from the European Commission's plan to review the Directive 94/62/EC regarding packaging. To equip ourselves for the upcoming regulations, we have already initiated the process of working with suppliers on the design of packaging options that are durable, dense of recycled material and with a high circularity profile.

## Topic 10



# Anti-Corruption & Anti-Competitive-

### Our commitment:

DO & CO publicly condemns corruption and anti-competitive behavior, and commits to comply with all respective regulations and guidelines.

### Our sustainability goals:

Maintaining our impeccable record of 0 incidents of corruption or anti-competitive behavior.

### Description:

DO & CO is aware that it plays a significant role in promoting the rule of law through its compliance with laws and regulations. The company wins contracts fairly by virtue of quality and price of our innovative products and services. It follows strict procedures to comply with all applicable anti-bribery and anti-corruption laws and regulations. Fair competition is a requirement for a functional market and the resulting social benefits. Therefore, the principle of fairness also applies to competition for market shares.

### Central measures:

DO & CO only maintains 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 third parties. Additionally, all employees are obliged to comply with all applicable record-keeping and bookkeeping regulations regarding cash and other transactions, and contracts.

DO & CO makes no political donations (donations to politicians, political parties or political organisations) of any kind. All donations must be transparent; this means that the identity of the recipient and the planned use of the donation must be known. The sponsoring of events organised by individuals/organisations whose goals are incompatible with the corporate principles of DO & CO is prohibited.

Wherever DO & CO competes for contracts from governmental institutions and public corporations around the world, transparency, honesty and accurate communication without deception are embedded in all business relationships. Contract and price approval processes are in place to ensure that all internal stakeholders assess the validity and competitiveness of a business relationship and prevent any deviation from DO & CO's Code of Conduct and governance processes. Internal audit teams periodically conduct random sample checks to review pricing composition and their components to ensure compliance with these standards.

The standard organizational setup at DO & CO separates responsibilities and decision-making competence in our procurement so as to entertain a four-eyes principle between stakeholders from our procurement department. Pricing schemes and volume discounts are documented to ensure transparency.

DO & CO ensures a stringent separation of functions in its Airline Catering, International Event Catering and Restaurants, Lounges & Hotels Division, where dedicated tender teams, who take part in national and international tenders, are not involved in day-to-day account management, pricing decisions or other interaction with customers. All communication with decision makers is documented to ensure transparency and internal accountability.

# Behaviour

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## Due-diligence:

DO & CO has the following internal requirements for the prevention of corruption and anti-competitive behaviour:

- Business Code of Conduct
- Internal Control System (ICS)
- Rules of procedure for board approvals

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.

The responsibility for these regulations lies with DO & CO's Management Board and is carried out by the compliance department. The board particularly focuses on the prevention of corruption, compliance with competitive law regulations and together with the legal department ensure compliance with internal and external regulations.

All employees are expected to comply with competition law and are not permitted to:

- discuss prices, production outputs, capacities, sales, invitations to tender, profit, profit margins, costs, distribution methods or any other factors determining the competitiveness of the company or our business with rivals, or
- influence these for the purposes of inducing the rival to act in a similar way, or
- make agreements with rivals on non-competition, the limitation of business relationships with suppliers, the submission of sham offers during invitations to tender or the division of customers, markets, regions or production programs,
- influence or attempt to influence the resale prices of our customers in order to limit the exports or imports of DO & CO products.

Likewise, employees must not acquire information relevant to competition through industrial espionage, bribery, theft or eavesdropping, and they must not knowingly spread false information about a competitor or its products or services.

## Next steps:

Whistleblowing is crucial for exposing and cases of corruption, misconduct and fraud. This in mind, DO & CO is currently evaluating sensible Next steps to implement a Europe-wide whistleblowing platform.

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GENERAL	2020-21	2019-20
Number of compliance trainings conducted	17	22
Number of compliance audits conducted	9	8

CORRUPTION	2020-21	2019-20
Number of political contributions (financial or in-kind)	0	0
Amount of financial or in-kind political contribution made	0	0
Number of confirmed incidents of corruption	0	0
Number of employee dismissals related to corruption	0	0
Number of contract termination or non-renewal related to corruption	0	0
Number of legal cases open or closed related to corruption	0	0
Number of fines or sanctions for non-compliance related to corruption	0	0
Amount of monetary losses as result of fines associated with unethical behaviour related to corruption	0	0

COMPETITION	2020-21	2019-20
Number of Fines or sanctions for non-compliance related to unfair competition	0	0
Amount of monetary losses as result of fines associated with anti-competitive behaviour	0	0
Number of employee dismissals related to violations of anti-trust and monopoly guidelines	0	0
Sample checks of pricing composition conducted	332	466
Number of legal cases related to anti-competitive behaviour or violations of anti-trust and monopoly legislation	0	0

ENVIRONMENT	2020-21	2019-20
Number of fines or sanctions for non-compliance related to environmental laws	0	2

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# Looking Forward

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# Goals and Targets

## ACHIEVEMENTS



<p><b>RESPONSIBLE PRODUCT</b></p>	<ul style="list-style-type: none"> <li>• Diverse &amp; Inclusive Meals</li> <li>• Socially responsible Sourcing</li> <li>• Food Safety</li> <li>• Guest Security</li> </ul>	<ul style="list-style-type: none"> <li>• Introduction of vegan product line</li> <li>• 80.25% of ingredients sourced locally</li> <li>• Continuation of track record of 100% positive audit results</li> <li>• Invention of one-move service offering</li> </ul>
<p><b>ENVIRONMENTAL STEWARDSHIP</b></p>	<ul style="list-style-type: none"> <li>• Packaging Waste</li> <li>• Sustainable Packaging</li> <li>• Climate Change</li> </ul>	<ul style="list-style-type: none"> <li>• Substantial research into decreased packaging weight</li> <li>• New delivery service encompasses circular properties</li> <li>• 0% landfill in UK operation</li> <li>• Substantial reduction in CO2 emission &amp; fuel consumption</li> </ul>
<p><b>SOCIAL ENGAGEMENT</b></p>	<ul style="list-style-type: none"> <li>• Employee Training &amp; Development</li> <li>• Occupational Health &amp; Safety</li> </ul>	<ul style="list-style-type: none"> <li>• E-learning platform in Madrid</li> <li>• Extensive investment into health &amp; safety equipment and measures</li> </ul>
<p><b>COMPLIANCE</b></p>	<ul style="list-style-type: none"> <li>• Compliance with Environmental Laws</li> <li>• Anti-Corruption &amp; -Competitive Behaviour</li> </ul>	<ul style="list-style-type: none"> <li>• 17 compliance trainings for key stakeholders</li> <li>• 0 fines or sanctions</li> </ul>

TARGET



2021

TARGET



2025

TARGET



2030

- Re-invention of iconic products to decrease sugar and saturated fat content
- Adoption of formal sourcing policy including ESG expectations
- Establishment of dedicated food safety committee

No more processed sugar in key products

- Extending audits to full supply chain

- Ensure access by all people to safe and nutritious food by offering affordable products for all income levels.

- Achieve full transparency across supply chain

- Introduction of price reductions for customers who bring their own reusable containers.
- Provide major business partners with sustainable packaging options

- 100% of our retail packaging is recyclable, reusable or industrially compostable

- Reducing carbon emission by 50%

- Reach 0% food wastage

- Encourage our top 5 business customers to adopt sustainable practices

- Reaching net carbon 0

- Establish a global e-learning platform
- Engage external specialist to review operational hazards and risks

- Minimum training investment per employee

- Increase average training hours to 25 hours per employee

- Help 1 000 young people access economic opportunity

- Implementation of europe-wide whistleblowing system

- Have 20 biggest suppliers in each country obtain certification

- Increase compliance trainings and audits substantially

# Conclusion

## FROM OUR GREEN TEAM

The past financial year probably marked the most challenging period for DO & CO since its beginning. Business as usual has changed for the world and especially the industries in which we operate. Forced by the economic reality of the COVID-19 pandemic, the company was forced to reduce its workforce and to adapt to an environment which brought an increased demand in single-use packaging, take-away products and a general reduction of inter-personal contacts.

DO & CO spent this period by honing its key competence of providing a wholesome hospitality experience and adapting to an everchanging environment by questioning its process design, supply chain and product offering. The insights we have gained during this time, the market research we have conducted and the resources we have invested in adapting our products will sustainably support us in adapting our business model to the challenges of the future. Acting on our commitment to continuous improvement, we will continue to stay abreast of the latest trends, advances in science and best practices to adapt our future service and product offering.

The trend of increased use of single-use products and packaging reaffirms our strategy to promote sustainable packaging solutions in an effort to reduce waste generation in our global activities.

DO & CO will continue to increase energy efficiency in its production processes by gradually transforming our Gourmet Kitchens to ensure sustainable production processes.

It is our firm goal to support the inclusion and diversity of our employees at all levels and to use this to maintain the uniqueness of the company and its ability to act as an industry pioneer.

Employee loyalty and motivation, which are challenged and put to the test by times like these, are to be consolidated and improved through transparent internal communication and investment in training and education.