



DO & CO Aktiengesellschaft | Stephansplatz 12 | 1010 Vienna, Austria

## **Employee Wellbeing & Engagement Policy**

Last updated: 03/2023

Distributed to all employees of DO & CO

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At DO & CO, we believe that our employees are our most valuable asset, and we are committed to creating a supportive and engaging workplace culture that promotes employee wellbeing, job satisfaction, and professional growth. This policy outlines the DO & CO AG (“Company”) approach to employee wellbeing and engagement, and sets out the expectations and guidelines for all employees. Employees include full-time, part-time employees, and temporary workers who have a standing contract with the Company.

### **1 Relationship of this policy to legislation**

Employee management may, in some instances, be completely regulated, or may be subject to various legal requirements. This Policy is intended to set forth minimum requirements for employee management; compliance is thus always mandated with both this Policy and all applicable laws and regulations.

### **2 Labour Relations**

**Interaction with Unions:** As a large organization, DO & CO interacts with various stakeholders, including employees and their representatives, such as unions. Unions are important representatives of workers' interests, and their participation is crucial in promoting workers' rights and improving working conditions.

- **Respect for Union Rights:** DO & CO is committed to upholding the right of its employees to form and join unions, engage in collective bargaining, and participate in other lawful activities protected by labour laws. We recognize that unions play an important role in protecting the rights and interests of our employees, and we are committed to working with them in good faith.
- **Collective Bargaining:** DO & CO recognizes the importance of collective bargaining and is committed to negotiating in good faith with unions to reach collective bargaining agreements that are fair and equitable to both parties. We acknowledge that collective bargaining is a crucial tool for ensuring that our employees' voices are heard and their rights and interests are protected.
- **Communication:** DO & CO recognizes the importance of open and honest communication with unions. We will communicate with unions on a regular basis and will provide them with information relevant to their members' employment, such as changes to policies, procedures, or working conditions. We will also listen to the concerns of unions and seek to address them in a timely and effective manner.
- **Dispute Resolution:** DO & CO recognizes that disputes may arise between the Company and unions. We are committed to resolving these disputes through peaceful and constructive means. We will seek to resolve disputes through negotiation and mediation, and we will only resort to legal action as a last resort.
- **No Discrimination:** DO & CO is committed to a workplace that is free from discrimination of any kind, including discrimination based on union membership or activity. We will not tolerate any form of



retaliation against employees who exercise their rights under labour laws or who participate in union activities.

- Training and Education: DO & CO recognizes the importance of educating its employees and management on union rights and labour laws. We will provide training to our employees on their rights under labour laws and will provide management with training on labour relations, including collective bargaining, and dispute resolution.

**Compensation:** We at DO & CO ensure that employees are fairly compensated for their work. We are committed to providing competitive compensation packages to employees, recognizing that fair compensation is crucial to attracting, retaining, and motivating a high-quality workforce.

- Living wages: At DO & CO we ensure to pay all employees a living wage, meaning that they are at least in line with the living wage as mandated by the countries where we operate in. We adjust our wages as necessary to attract and retain high-quality employees and guarantee that all employees earn a wage that allows them to meet their basic needs, such as food, shelter, and healthcare. We will review our wages regularly to ensure that wages remain competitive and are in line with local regulations.\*
- Benefits: DO & CO complies with all statutory benefits requirements in the countries where we operate. This includes providing benefits such as health insurance, retirement plans, and paid time off. We will ensure that all employees receive the statutory benefits they are entitled to, and we will regularly review our policies and procedures to ensure compliance with local laws and regulations. DO & CO has also entered into collective bargaining agreements with employee unions or associations, which include additional benefits beyond statutory requirements. We ensure that we adhere to the terms of any collective bargaining agreements that we enter into, and we will continue to work collaboratively with employee representatives to negotiate fair and competitive benefits packages. In addition to statutory and collective bargaining benefits, local HR representatives are encouraged to develop benefits packages that are specific to the circumstances of the country they operate in. Such local benefits may include but are not limited to access to gym facilities, healthy food options, mental health support services, discount promotions with partner companies and others. Such local benefits packages have already been implemented in countries such as the UK, Austria, Germany and the US.
- Gender pay gap: DO & CO is committed to ensuring that gender pay parity continues in our organization. We will continue to review our compensation policies regularly to ensure that men and women are paid equally for the same or comparable work. Should we identify a gender pay We will also take steps to address any gender pay gap that is identified, including adjusting wages or providing training to address any underlying issues.
- Compensation for atypical working hours: We recognize that some of our employees may work atypical hours, such as weekends, evenings, or nights due to the nature of our business services. We monitor the working hours of all employees rigorously and provide fair compensation for these hours, including overtime pay where appropriate. Our work schedules are designed to respect the shift-limits of our employees and accommodate for appropriate rest breaks. We also ensure that our employees are aware of their entitlements and how to receive them.
- Performance reviews: DO & CO is committed to conducting regular performance reviews to ensure that our employees are receiving fair compensation based on their performance. We will provide feedback to our employees on their performance and will use this feedback to determine any adjustments to their compensation. We will also ensure that our performance review process is fair and transparent, and that all employees have the opportunity to participate.

\* Not in reference to London's National living wage.

- Transparent compensation: At DO & CO we believe in transparency in all aspects of our operations, including compensation. We ensure that our compensation policies and procedures are clear and transparent, and that employees understand how their compensation is determined, when it is paid





out and who to contact should any inaccuracies occur. Employees receive all information of their compensation in a safe and confidential manner to ensure that employees have full protection of their privacy rights.

**Working hours:** We at DO & CO are committed to promoting a healthy work-life balance for employees by addressing working hours, including maximum working hours and rest days. By providing employees with clear policies, training, and support, we aim to create a safe, healthy, and fair working environment that respects the rights and dignity of employees.

- **Maximum working hours:** DO & CO recognizes that working excessive hours can have negative effects on the health and well-being of its employees, and can also compromise the quality of their work. Therefore, DO & CO sets maximum working hours for its employees in accordance with local laws and regulations.

In addition to adhering to legal requirements, DO & CO sets maximum working hours based on the nature of the work and the potential risks involved. For example, employees working in high-risk areas such as the kitchen or in-flight catering may have stricter working hour limits than those working in administrative roles.

DO & CO also provides its employees with the necessary tools and resources to manage their workload effectively. This includes training on time management, prioritization, and delegation, as well as access to technology that enables them to work more efficiently.

- **Rest days policy:** DO & CO recognizes the importance of rest and relaxation for its employees, and understands that having adequate time off work is essential for maintaining a healthy work-life balance. Therefore, DO & CO provides its employees with regular rest days and breaks during working hours in accordance with local laws and regulations. DO & CO also encourages its employees to take their rest days and use them to recharge and engage in activities outside of work. To support this, DO & CO provides flexible scheduling options where possible, allowing employees to take time off when they need it.

- **Monitoring and Enforcement:** DO & CO is committed to ensuring that its policies on working hours and rest days are enforced consistently across all its operations. To achieve this, DO & CO regularly monitors its employees' working hours and rest days to ensure compliance with legal requirements and internal policies.

DO & CO also encourages employees to report any concerns or violations related to working hours or rest days to their managers or HR representatives. Employees can report these concerns anonymously if they wish, and DO & CO has a zero-tolerance policy for retaliation against employees who report violations.

### 3 Career and Development

**Recruiting:** DO & CO is committed to recruiting and retaining the best talent from diverse backgrounds in order to create an inclusive and equitable workplace. Our recruitment policies and practices are designed to ensure transparency, fairness, and non-bias in the hiring process, while also providing opportunities for professional development and career growth.

- **Transparency:** Transparency is a key element of DO & CO's recruitment process. We strive to communicate clearly and openly with all candidates, providing them with information about the role, the organization, and the recruitment process. We also ensure that job descriptions and requirements are clear, accurate, and free from any bias or discrimination.
- **Quality:** Our recruitment process typically involves a thorough review of resumes and applications, as well as interviews and assessments to evaluate a candidate's skills, experience, and fit with our



organization. We may also conduct background checks and reference checks to ensure that candidates meet our high standards of professionalism and integrity.

- **Diversity & Inclusion:** When recruiting employees, DO & CO strives to create a diverse and inclusive workforce that reflects the communities we serve. We do not discriminate on the basis of age, gender, race, ethnicity, religion, sexual orientation, or any other protected characteristic, and we actively seek out candidates who can bring a wide range of perspectives and experiences to our team. We also work to create an inclusive workplace culture where all employees feel valued, respected, and supported. We ensure that all employees are hired purely on their job-related criteria and we have implemented appropriate measures. For example, all hiring managers are required to fill out score cards that assess candidates' and match them with the publicised job advert. The score cards are shared with and validated by local HR managers and heads of departments. This supports objective decision making and ensures that hiring processes are conducted in a fair and inclusive manner.
- **Monitoring and Enforcement:** DO & CO regularly audits its recruiting process internally to identify any potential disparities or biases. This may include reviewing candidate demographics, interview scores, and hiring decisions. By analysing this data, DO & CO can identify any areas where the recruiting process may be falling short and adjust as needed. Furthermore, to ensure fairness and non-bias in the recruitment process, DO & CO provides training and resources to all staff involved in hiring. This may include training on non-discriminatory interview techniques, unconscious bias, and diversity and inclusion best practices. We also regularly review and assess our recruitment policies and practices to ensure that they align with our values and commitments.
- **Targets:**
  - We aim at recruiting 50% women by 2025 into senior management positions.
  - We aim at recruiting the same share of ethnic minorities into our workforce as they are represented within the countries we operate in by 2030. This may differ based on the individual demographics of the location.

**Training:** DO & CO believes that employee training is an ongoing process that should be integrated into daily operations. The Company is committed to providing opportunities for employees to learn and develop their skills throughout their career. DO & CO believes that training is an investment in the future of the Company and its employees.

- **Training Programs:** DO & CO's training programs are designed to meet the needs of employees at all levels of the organization. These include:
  - **New Employee Orientation:** All new employees participate in an orientation program to familiarize them with the Company's policies, procedures, operations and culture.
  - **Job-Specific Training:** Employees receive job-specific training to ensure they have the skills and knowledge needed to perform their roles effectively.
  - **Leadership Development:** DO & CO offers leadership development programs for employees in leadership positions to help them develop the skills and knowledge needed to lead their teams effectively.
  - **Technical Training:** DO & CO provides technical training to employees in roles that require specialized skills or knowledge, such as chefs, and maintenance technicians.
  - **Compliance Training:** DO & CO provides compliance training to employees to ensure they understand and comply with all relevant laws, regulations, and industry standards.
  - **Sustainability Trainings:** DO & CO is continuously developing sustainability training material on schedules. These include trainings about reducing waste, handling water and energy with care, anti-harassment, diversity & inclusion trainings, and other modules.
- **Training Delivery:** DO & CO uses a variety of methods to deliver training to employees, including:





- **Instructor-led training:** This involves training sessions delivered by an instructor, a head of department, a team leader or a member of the learning team in a “classroom” or “workshop” setting.
- **On-the-job training:** This involves training that takes place on the job, either through mentoring, coaching, or job shadowing.
- **E-learning:** DO & CO provides online training courses that employees can access at their convenience.
- **External training:** DO & CO encourages employees to attend external training courses and conferences to support their professional development.
- **Targets:**
  - We aim at providing at least 25h of annual average training time for each of our employees by 2025.
  - We aim at increasing the employee participation rate of sustainability trainings to at least 80% by 2025.
  - We aim at training 100% of our head chefs and sous-chefs for sustainable menu design and food waste reduction by 2024.

**Career mobility and development:** DO & CO recognizes the importance of career mobility and development opportunities for its employees. The Company believes that providing these opportunities not only benefits individual employees but also enhances the overall performance of the Company.

- **Career Development Planning:** DO & CO encourages its employees to develop career plans that align with their personal and professional goals. DO & CO is continuously developing and testing templates and approaches to discussing career and development plans over 1-5 year time horizons. Furthermore, employees are also encouraged to work with their managers to create individual development plans that identify specific career goals and the steps needed to achieve them.
- **Job Posting and Internal Hiring:** DO & CO provides regular job postings to employees to encourage internal hiring and career mobility. All job postings are made available to employees before being advertised externally, giving employees first consideration for internal opportunities.
- **Training and Development Opportunities:** As stated in the “Training” chapter of this Policy, DO & CO offers a range of training and development opportunities to its employees to help them develop the skills and knowledge needed to succeed in their current and future roles. This includes on-the-job training, classroom training and online training.
- **Succession Planning:** DO & CO has a succession planning process in place to ensure that there is a pipeline of qualified employees ready to fill critical roles in the Company. This process involves identifying key positions, assessing potential candidates, and developing plans to address any skill gaps.
- **Performance Management:** DO & CO's performance management process includes regular feedback and coaching to help employees develop their skills and achieve their career goals. This process includes regular performance reviews, setting performance goals, and providing ongoing feedback and support.

**Feedback and performance reviews:** DO & CO recognizes the importance of regular feedback and performance reviews in supporting employee development and ensuring high performance. As such we are committed to providing our employees with the support and insights they need to succeed.

- **Regular performance reviews:** DO & CO conducts regular performance reviews for all employees. These reviews are designed to provide feedback on job performance, identify areas for improvement, and set goals for the future. Performance reviews are typically conducted annually, but managers are encouraged to provide feedback on an ongoing basis throughout the year.



- **Goal-setting:** As part of the performance review process, employees work with their managers to set performance goals for the upcoming year. These goals are aligned with the Company's strategic objectives and are designed to support individual development and growth.
- **Continuous feedback:** DO & CO encourages managers to provide regular feedback to their employees on an ongoing basis throughout the year. This feedback is designed to be constructive, specific, and actionable and is intended to support employee development and growth. DO & CO is developing feedback templates to support managers in giving constructive and actionable feedback.
- **Two-way communication:** Employees are encouraged to give upwards-feedback to their managers as part of the formal feedback cycles. However, employees may also use informal or ad hoc feedback sessions. This two-way and upward feedback mechanism is intended to improve also the performance of managers and adjust to various leadership needs.
- **Performance improvement plans:** In cases where an employee is not meeting performance expectations, DO & CO may implement a performance improvement plan (PIP). This plan outlines specific actions that the employee must take to improve their performance, with clear timelines and metrics for success.
- **Targets:**
  - We aim at providing at least 1 formal and structured feedback session per month for 80% of our office and kitchen employees by 2025. These feedback sessions will be conducted by team leads and/or heads of department.
  - We aim at implementing a bi-annually 360-Degree feedback system for 80% of our office and kitchen employees by 2025. In these feedback sessions employees receive feedback not only from their direct managers but also from their peers and, where applicable, from other stakeholders.

**Layoff reduction:** DO & CO is committed to maintaining a stable and sustainable workforce, recognizing that layoffs can have a negative impact on both employees and the Company's overall performance.

- **Planning:** We conduct regular workforce planning exercises to ensure that we have the appropriate number of employees with the necessary skills and expertise to meet our business objectives. We will continue to collaborate with department managers and team representatives to determine the best approaches to managing the workforce, including identifying opportunities for reskilling and upskilling employees.
- **Internal transfers:** DO & CO recognizes that employees may have skills and expertise that can be utilized in other parts of the Company throughout their employee lifecycle. We explore opportunities for internal transfers, which may include opportunities to work in different departments or countries. We work collaboratively with employees to identify opportunities for internal transfers that meet their needs and aspirations, while ensuring that we meet our business objectives.
- **Temporary workforce reductions:** DO & CO is committed to minimizing the use of temporary workforce reductions and only implementing them when unexpected market or business conditions demand such initiatives. DO & CO may implement temporary workforce reductions, such as furloughs or reduced work hours, in response to such changes. We will work collaboratively with department managers and team representatives to identify the best approaches to implementing temporary workforce reductions and will provide appropriate support to employees during these periods. We are proud to have a track record to offer most employees the opportunity to join DO & CO again once market and business conditions allow.
- **Outplacement Services:** DO & CO recognizes that despite our and our employees' efforts layoffs may occur for various reasons, including changes in business conditions, market fluctuations, restructuring efforts, or other factors. We understand that these situations can be difficult for both affected employees and the Company as a whole, and we strive to navigate these challenges in a responsible and compassionate manner. As such, we are exploring outplacement services, which may include





career coaching, resume writing support, and job search assistance, to help employees transition to new jobs or careers.

#### 4 Caring for our employees

**Health and Safety:** DO & CO is committed to ensuring a safe and healthy workplace for all of its employees.

- **Risk Assessment:** DO & CO conducts regular risk assessments to identify potential hazards in the workplace. These assessments are designed to identify risks to employee health and safety and to develop mitigation strategies to address these risks.
- **Training:** DO & CO provides training to all employees on workplace health and safety, including training on how to identify and mitigate potential hazards in the workplace. Additionally, selected employees are trained for first aid and fire marshal provision to ensure that appropriate care can be provided while professional help is requested.
- **Personal Protective Equipment (PPE):** DO & CO provides appropriate personal protective equipment to employees to mitigate risks in the workplace. This equipment includes items such as safety glasses, safety shoes, and respiratory protection.
- **Health Check Ups:** DO & CO provides health-checkups for its employees in select locations. As part of this service, we also provide medical services, such as vaccines, with consent of the employee and conducted by medical professionals as per local law and regulation
- **Emergency Preparedness:** DO & CO has established emergency response procedures to respond to potential emergencies in the workplace. These procedures include evacuation plans, first aid procedures, and emergency contact information.
- **Compliance with Regulations:** Health & Safety matters are in many cases highly specific to local laws and regulations. As such, DO & CO keeps updated with all relevant laws and regulations related to employee health and safety and receives external consultation where needed to ensure appropriate measures. The Company regularly reviews and updates its policies and practices to ensure compliance with these regulations.
- **Targets:**
  - We aim at decreasing our work-related injuries by 10% year over year until 2030, from a 2022 baseline.
  - We aim at trainings 100% of our kitchen employees at least annually for health and safety measures in offices and the kitchen by 2025.

**Mental Health:** DO & CO recognizes that employee mental health is critical to the overall well-being of the workforce. The company is committed to ensuring that all employees have access to the support and resources to maintain good mental health, lead fulfilled lives and to perform their work effectively.

- **Mental Health Awareness:** DO & CO is developing training and awareness programs to all employees to promote mental health awareness to reduce stigma surrounding mental health issues. These programs will be available as part of the general training schedule and delivered in formats outlined above. DO & CO has already investing in Mental Health first aider training.
- **Employee Assistance Program (EAP):** DO & CO has started to introduce EAP platforms which provide access to confidential counseling and support services through an employee assistance program. This program provides employees with access to licensed mental health professionals who can provide counseling, support, and resources for addressing mental health concerns.
- **Flexible Work Arrangements:** DO & CO recognizes that work-life balance can have a significant impact on employee mental health. As such, the company provides flexible work arrangements where possible to accommodate employees' personal and mental health needs. Such flexible work arrangements may include part-time, temporary or remote work options.



- **Stress and noise reduction:** DO & CO is exploring the implementation of stress reduction and prevention programs such as mindfulness training and other wellness initiatives to promote employee well-being and reduce stress in the workplace. These programs shall be targeted at employees at all levels and all departments. Furthermore, we are assessing excessive noise sources and developing plans to reduce noise exposure.
- **Targets:**
  - We aim at training 80% of our employees about mental health related matters and stress reduction programs by 2025. With this measure we aim to continuously reduce the stigma associated with mental health issues by promoting a culture of openness and support.
  - We aim to have Mental Health first aiders across all location by 2025.

**Whistleblowing:** DO & CO is committed to the highest standards of ethical behavior and integrity in all its business operations. The company encourages employees to report any concerns or suspicions they may have regarding unethical or illegal behavior in the workplace.

- **Reporting Process:** DO & CO provides employees with a secure, confidential and accessible method for reporting concerns or suspicions of unethical or illegal behavior. Employees can make anonymous reports through a secure online platform or 24/7 hotline. Non-anonymous reports can also be made via a designated email address, or in person to a responsible contact person.
- **Confidentiality and non-retaliation:** DO & CO guarantees the confidentiality of whistleblowers and will protect them against any retaliation, harassment or discrimination. DO & CO strictly prohibits retaliation against whistleblowers. The company will take action against anyone found to have engaged in retaliation against a whistleblower.
- **Investigation and corrective action:** Upon receiving a report, DO & CO will initiate an internal investigation (i.e., incident analysis) to determine the validity of the concerns raised. The company will provide regular feedback to the whistleblower throughout the process, and take appropriate measures to resolve the issue identified.
- **Training & Communication:** DO & CO communicates the whistleblowing policy to its employees on a regular basis through employee training, policies and procedures, and other internal communications channels. DO & CO provides training to its employees to raise awareness about the whistleblowing policy and to ensure that employees understand their role in upholding the company's values and standards.

**New ways of working:** DO & CO is committed to exploring and implementing new ways of working that promote flexibility, efficiency, and innovation. The company recognizes that the success of new ways of working depends on the effective implementation of policies and procedures that support these changes. By embracing new ways of working, DO & CO will continue to be a leader in its industry and provide a working environment that meets the needs of its employees and customers alike.

- **Flexible Work Arrangements:** DO & CO recognizes that employees have different needs and circumstances. The company will offer flexible work arrangements such as telecommuting, flexible working hours, job sharing, and compressed workweeks, where possible.
- **Technology and Tools:** DO & CO invests in the latest technologies and tools that enable employees to work effectively and efficiently, no matter where they are located. This technology includes access to secure networks, project management software, instant communication and video-conferencing tools, and cloud-based software. The company will provide training to ensure that employees have the necessary skills to use these technologies and tools.

**Employee Engagement and Satisfaction:** At DO & CO, we are committed to ensuring our employees are satisfied and engaged in their work. We believe that a happy and motivated workforce is critical to our success. Our





feedback, training, diversity measures and new ways of working are part of our employee satisfaction and engagement journey. We continually strive to improve our policies and practices and implement other targeted employee satisfaction and engagement measures:

- Employee recognition and rewards: We acknowledge the hard work and dedication of our employees through recognition and rewards programs. We are exploring incentive programs, such as employee of the month, outstanding performance awards, and team recognition awards.
- Employee surveys: We conduct regular surveys to collect feedback from employees on various aspects of their work life, such as job satisfaction, work-life balance, leadership effectiveness, and others. We are re-introducing employee surveys as an at least annual baseline setting to continuously evaluate our initiatives and strategic priorities.
- One-on-one meetings: Managers can conduct regular one-on-one meetings with their direct reports to discuss their work, challenges, and aspirations. This can provide a more personalized way to gauge employee satisfaction and engagement.
- Employee turnover rate: We track the rate at which employees are leaving the organization. This can give us an indication of how satisfied they are with their work and the organization. At the departure of employees we conduct exit interviews to understand why they are leaving. This information is used to identify areas for improvement and continuously develop retention strategies.
- Absenteeism rate: We keep track of employee absences to generate insights into how engaged and committed employees are to their work and the Company. We continuously identify trends and patterns and analyse the reasons for employee absences to develop initiatives that address the issue areas.
- Employee engagement metrics: We are exploring measuring metrics such as employee net promoter score (NPS), employee advocacy score, and employee satisfaction score to provide a holistic view of employee satisfaction and engagement within DO & CO.
- Targets:
  - We aim at reaching an Employee Survey participation rate of at least 60% in 2023.
  - We aim at establishing a methodology to annually measure employee satisfaction by end of 2023.

## 5 Implementation

The aim of this policy is to present DO & CO's approach to the responsible management and engagement of our employees as well as the plan of actions to continue to convert towards more sustainable employee practices. We would like to outline our overall policy implementation commitment as follows:

1. This policy applies to all facilities and operations of DO & CO AG.
2. We will conduct ongoing monitoring and modeling to determine the progress towards our commitments and targets.
3. We will continuously integrate workforce-related risks into business process definition, monitoring and adjustments.
4. We will conduct internal and external audits where appropriate to ensure that our processes are according to best-practice.
5. We will continuously innovate to improve our performance and reduce risks associated with our workforce.
6. We will conduct ongoing studies to benchmark our employee management performance against key competitors and industry standards.
7. We will continue to comply with all laws, regulations regarding workforce management.



8. We will invest in team and awareness training programs to affirmatively transition towards sustainable employee practices and communicate why this transition is important.
9. We will fairly and transparently educate employees about our processes and progress made.
10. We will transparently communicate and report our workforce management and progress in a format appropriate to outside stakeholders, including investors, customers, government regulators and the public.
11. We will collaborate and consult on a regular basis with the Company's stakeholders on general social and workforce-related issues.

The Board proclaims that workforce-related issues are of increasing importance in our activities. Managers and executives are responsible for, and will be evaluated partially based on, effective compliance and implementation of this Policy in their respective areas of responsibility. Managers are to report directly to the Board material concerns regarding the Company's workforce.

The DO & CO Board of Directors and Management aims at implementing and putting the appropriate measures in place in order to ensure the achievement of the above outlined targets. An appropriate communication and action plan shall be created and rolled out to secure that the necessary procedures and behaviors are adopted, across all management, operational and departmental levels. Department managers are required to take all necessary steps to ensure the effective interdepartmental coordination in order to comply and implement the above updated policy. DO & CO operations and offices are required to implement this policy, abide by its requirements, and keep track of its updates.

## 6 Responsibilities

**The Board:** The Board Member, Attila Mark Dogudan, holds managerial responsibility for overseeing and operationalising the Employee Wellbeing & Engagement Policy throughout DO & CO AG's global operations. The Board therefore manages the social risks associated with the management of an international workforce.

**Unit Management:** Holds responsibility for accounting for appropriate budget for implementation, training and evaluation in relation to this policy.

**Global HR Department:** The Global HR is tasked with the overall implementation of this policy. The department holds responsibility for developing the global action plan of the above actions, communication plan, training programs and awareness campaigns, in order to drive the successful implementation. The Global HR Team sets timelines and deadline for the local HR teams, engages with them regularly and provides strategic guidance to collaboratively achieve the outlined goals.

**Local HR Teams:** Local HR Teams are expected to regularly examine the policy and identify whether their local processes are in line with globally developed procedures. Should individual initiatives and approaches set forth in this Policy not yet been fully rolled out on a local level, local units are expected to pro-actively develop action plans to implement actions in accordance with the Policy. The action plan will be reviewed and collaboratively consulted with the Global HR team.

**Sustainability Team:** The Sustainability team ensures that the policy reflects external stakeholder inquiries regarding employee-related matters. The policy is therefore reviewed on an annual basis and cross-checked with the other responsibility holders to inform them of any changes that may be required.

**Legal department:** The Legal department is responsible for compliance with national and international legislative frameworks. It will therefore inform the external communications team of any contractual conditions



regarding the topic of external communications with partners. Furthermore, it will provide the Sustainability Team with information regarding the changes of legislations, which might result in the adaptation of the external communications policy.

### 7 Management responsibility statement

DO & CO's Members of Board of Directors, Attila Dogudan and Attila Mark Dogudan, hereby states that they hold themselves accountable for the application, operationalization, upholding and general oversight of the above outlined Employee Wellbeing & Engagement Policy. The above statement entails that management is responsible for monitoring, steps taken by DO & CO Sustainability Department in close collaboration with other relevant Departments, to maintain the adequacy and update, when necessary, the relevant policies and procedures, as well as monitoring the efforts of the Legal and HR Departments to communicate and implement comprehensively the content of the given policy and its relevant procedures to the staff of the Company, as well its clientele, investors, and customers.

**MANAGEMENT NAME:** *Attila Dogudan*

**MANAGEMENT NAME:** *Attila Mark Dogudan*

**SIGNATURE** \_\_\_\_\_

**SIGNATURE** \_\_\_\_\_

A draft of the policy was informed by industry best-practices and standards put forth by the International Labour Organization.

The policy was reviewed and approved by a Board of Directors on 20/03/2023.