

# Sustainability Report 2022 Annex



**DUFRY**

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# SUSTAINABILITY REPORT ANNEX

## About the Report

Following its commitment to providing more visibility into its annual non-financial performance and building on the steps taken in 2016 with the commissioning of its first Materiality Assessment to identify the sustainability topics and in 2017 with the preparation of the first Sustainability Report following international standards, Dufry has again aligned its Sustainability Report with the new guidelines of the Global Reporting Initiative (GRI) Standards in 2022. Reporting in accordance with this international standard permits a more transparent and comparable approach to information and facilitates the tracking of sustainability performance indicators.

Dufry's 2022 Annual Report includes information for the same set of GRI indicators as the 2021 report. Dufry's 2022 Sustainability Report has been prepared in accordance with the GRI Universal Standards and applied the latest version available of the different indicators. Where noted "2016\*" and "2018\*" in this Annex and in the GRI Index, it refers to the indicator issue date, not the date of the information presented. Additionally, Dufry has aligned the GRI indicators with the United Nations' Sustainability Development Goals (SDGs), thus enabling the reader to have a better and more transparent understanding of Dufry's sustainability initiatives.

Dufry's ESG report is divided into two main sections. The main one – included in the annual report – gives the reader a wider view of Dufry, its relationship with its main stakeholders as well as its ESG strategy and how this is embedded in the business strategy. The second part of the report – which is annexed to the Annual Report and also available in the sustainability section of the corporate website, [www.dufry.com](http://www.dufry.com) – is this document which contains information presented in several tables with quantitative and qualitative indicators as

per the GRI Universal Standard indications. Both documents present data as of December 31, 2022.

For easier tracking, a complete list of the GRI Index indicators is available also as an Annex of the Dufry Annual Report and in Dufry's corporate website. That Index cross references indicators (GRI and SDG indicators) and page numbers, serving as a comprehensive guide to where the information on each topic may be found – either in the Annual Report, on the Group website or in this Annex. The GRI Index has also been aligned with the GRI Universal Standards specifications.

## Scope

Dufry's 2022 Sustainability Report maintains the same scope of the 2021 report and includes information from all the 62 countries where Dufry operates. For the general profile and most of the GRI indicators, the information reported is global (i.e.: relevant to the whole group). For staff-related indicators – GRI 2-7, 2-8 & 2-30; GRI 202-1 & 202-2 and GRI 401, 402, 403, 404, 405, 406, 407 & 410, information is broken down by four geographical regions, following a similar structure to the one used in Dufry's financial report:

- HQ – Group Headquarters in Basel, Switzerland
- Europe, Middle East & Africa
- Asia Pacific
- The Americas.

More information about each of the countries included may be found on pages 28 – 43 of the annual report.

Should you have any comments about the content of the report or want to know more about Dufry's ESG engagement, please email us to [sustainability@dufry.com](mailto:sustainability@dufry.com).

## NON-FINANCIAL RISKS & OPPORTUNITIES

The factors listed below represent the main risks and opportunities for the Dufry Group based on the business model and the company strategy as implemented in 2022. These factors are regularly reviewed and adapted in line with changes in the company's scope and business model as well as to reflect new external developments. Detailed information on the business model is provided in the Strategy Chapter (see dedicated brochure Destination 2027 as well as pages 58 – 77), the ESG Report on pages (79 – 120) as well as in the Financial Report (pages 130 – 238) and the Corporate Governance Report (pages 247 – 276).

With the publication of its first TCFD Report (Task Force on Climate Related Financial Disclosures), Dufry also provides greater detail on specific risks and opportunities arising from climate change. Information provided in the TCFD Report is intended to complement topics included in the table below and is available in the TCFD Report as integral part of the 2022 Annual Report or on the Dufry Group website: Sustainability | Dufry.

### RISKS

RISK FACTORS	POTENTIAL IMPACT	OUR RESPONSE
<b>Reduction in passenger traffic and changes in customer behavior</b>	<ul style="list-style-type: none"> <li>- Any event outside our control that causes a reduction of passenger traffic in among others airports &amp; airlines, railway stations, as well as ferries and cruise lines could adversely affect our business.</li> <li>- The same applies to economic conditions and political changes, which influence customer sentiment as well as traveling and spending behavior.</li> </ul>	<ul style="list-style-type: none"> <li>- Business diversification has always been and will continue to be a key strategic element to mitigate risks and drive company growth.</li> <li>- Diversification by geographies, sectors and channels to mitigate the impact of regional or local phenomena.</li> <li>- Information on sales split by geographies, sectors, channels and products categories is available on pages 8 – 9 of the annual report 2022.</li> </ul>
<b>Specific Covid-19 related risks</b>	<ul style="list-style-type: none"> <li>- The COVID-19 pandemic is an example of how governmental restrictions to reduce traveling and personal contacts strongly reduce domestic and international travel, passenger traffic and therefore impact the travel retail industry and our business.</li> </ul>	<ul style="list-style-type: none"> <li>- We have immediately taken action to protect health and safety of our employees and customers through our Global Health &amp; Safety Protocol, fully aligning it with local regulations in the locations we operate.</li> <li>- Various processes and risk mitigation strategies being in place already prior to the COVID-19 pandemic have enabled us to react quickly and effectively on this specific situation.</li> <li>- We have taken a location-by-location and shop-by-shop approach to assess opportunities to keep shops open or reopen them as soon as possible.</li> <li>- We have adapted the company organization and processes to the new business environment, to reduce costs and applied an increased control on cash management.</li> <li>- We have secured the resilience of the company by defining a new strategy – Destination 2027 – implementing a variety of refinancing initiatives focusing on liquidity and a strong financial position.</li> <li>- We expect to be well positioned for the ongoing recovery phase and to be able to engage in strategic initiatives to accelerate growth going forward.</li> </ul>

<p><b>Winning and extending concessions</b></p> <ul style="list-style-type: none"> <li>- Travel retail is typically a highly competitive concession business. Dufry competes with other travel retailers at global, regional and local levels in obtaining and maintaining concessions at airports and in other travel channels. Within a specific location (an airport, a cruise ship, a train station, casino or alike) the number of concessions is typically limited and includes a de-facto exclusivity.</li> </ul>	<ul style="list-style-type: none"> <li>- Failing to win or extend a concession can prevent Dufry – or any competitor – to enter a specific location until the concession comes up again for renewal.</li> <li>- Concession contracts can be subject to revocations and modifications, which can negatively affect the performance of the company at the particular location or at corporate level.</li> </ul>	<ul style="list-style-type: none"> <li>- Dufry maintains a highly diversified concession portfolio of over 2,200 shops across over 410 locations in 62 countries with an average remaining life-time of currently close to 6 years.</li> <li>- Concessions are well balanced throughout emerging and developed markets; the largest concession accounts for less than 6% and the ten biggest concessions for around 28% of sales.</li> <li>- Local presence in all key markets, allows Dufry to monitor opportunities at global level to compete for attractive contracts.</li> </ul>
<p><b>Market &amp; political risks – Operating in a highly regulated environment</b></p> <ul style="list-style-type: none"> <li>- Travel Retail in general is a highly regulated industry, as operators:             <ul style="list-style-type: none"> <li>- have to adhere to the same regulatory framework with respect to commercial activities and product requirements as local retailers in any specific country</li> <li>- can additionally be impacted by changes in the taxation and customs allowance systems of individual countries</li> <li>- have to follow product disclosure and health legislation as well as security requirements issued by the airline and airport industry.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>- Changes in the regulatory framework in individual markets can positively or negatively impact sales performance or profitability of the company at local or group level.</li> </ul>	<ul style="list-style-type: none"> <li>- Diversification by geographies and by customs regime reducing exposure to local legislation.</li> <li>- Broad product assortment constantly adapted to new customer preferences.</li> <li>- Strong and long-term partnerships with airport authorities and other landlords. Mutual trust and shared objectives with these landlords are key for value creation.</li> <li>- Cooperation with industry associations to lobby for the industry’s interests.</li> </ul>
<p><b>Customer data privacy and cybersecurity</b></p>	<ul style="list-style-type: none"> <li>- Potential impact on both the operational readiness of the business as well as with respect to reputation in the case of issues with customer data.</li> </ul>	<ul style="list-style-type: none"> <li>- Dufry manages its IT, data protection and cybersecurity risks through its Global IT Security Team responsible to assess, identify and implement protective measures to mitigate existing and potential new risks.</li> <li>- Dufry’s Group Data Protection Policy defines requirements to process third party transactions, fulfills the EU General Data Protection Regulation (GDPR) and ensures compliance with international data protection laws such as among others the Payment Card Industry Data Security Standard (PCI DSS) and the Sarbanes-Oxley Act (SOX).</li> <li>- The company regularly does cyber security trainings helping to sensitize employees and increase their alertness for these topics.</li> <li>- A detailed description on cyber security is available on page 94 of the ESG Report.</li> <li>- Dufry maintains a global customer service platform, where any issues can be reported online and/or by personal contact 24/7.</li> </ul>
<p><b>Availability and retention of human capital</b></p> <ul style="list-style-type: none"> <li>- By directly engaging with our customers from over 150 nationalities and ethnicities our employees are key success factors to drive sales and customer satisfaction.</li> </ul>	<ul style="list-style-type: none"> <li>- The capability of employing and retaining a skilled workforce is a key success factor in the company.</li> <li>- This is particularly true for our shop staff, who normally have higher and different skill requirements than in traditional high-street retail shops.</li> </ul>	<ul style="list-style-type: none"> <li>- Create an attractive working environment, which considers the specific skills needed by our employees (e.g. foreign languages, shift working, security requirements etc.) and offer fair compensation schemes.</li> <li>- Foster equal opportunities, without any kind of discrimination.</li> <li>- Create wealth at the local communities’ level.</li> </ul>

<p><b>Customer behavior</b></p> <ul style="list-style-type: none"> <li>- Dufry's welcomes daily customers from over 150 nationalities, many of them having different purchasing behaviors and product preferences.</li> </ul>	<ul style="list-style-type: none"> <li>- Changes in customer behavior as well as the capability to provide the right services can influence sales performance of our shops locally and globally.</li> </ul>	<ul style="list-style-type: none"> <li>- Dufry regularly performs customer surveys several times per year to early identify potential changes in customer behavior and preferences.</li> <li>- In cooperation with our brand partners our central procurement teams identify new trends and customer needs to optimize our assortments.</li> </ul>
<p><b>Suppliers &amp; product availability</b></p> <ul style="list-style-type: none"> <li>- As a "pure" retailer, Dufry does not develop or produce any products nor private labels.</li> </ul>	<ul style="list-style-type: none"> <li>- The ability to maintain and develop supply relationships to source products from global and local brands requested by customers is a key success factor.</li> </ul>	<ul style="list-style-type: none"> <li>- Dufry operates a centralized global procurement department, which directly manages its supply chain with owners of global brands.</li> <li>- Local brands are sourced locally.</li> <li>- Dufry's global brand portfolio represents a valuable asset for concession partners, when we compete for concessions.</li> </ul>
<p><b>Legal &amp; compliance</b></p> <ul style="list-style-type: none"> <li>- Within its course of business, there is a risk that the company could violate laws and regulations at local level regarding business conduct and regulations, preventing among others bribery, corruption, fraud, discrimination, unauthorized use of personal data.</li> <li>- The company could be involved in lawsuits, claims of various natures, investigations and other business related legal proceedings.</li> </ul>	<ul style="list-style-type: none"> <li>- Legal or compliance issues can generate related costs, penalties, as well as reputational damage. These impacts can occur locally, but also affect the Group.</li> </ul>	<ul style="list-style-type: none"> <li>- In its Code of Conduct Dufry stipulates provisions on how it expects employees, directors and officers to conduct business. The dedicated Global Compliance department monitors the respect of the respective set of company policies.</li> <li>- Through the Dufry Supplier Code of Conduct, the company extends its scope of compliance with respect to accepted regulations and business ethics.</li> <li>- Employees receive regular compliance trainings and awareness raising communications.</li> </ul>
<p><b>Climate change &amp; environmental risks</b></p> <ul style="list-style-type: none"> <li>- Dufry does not develop nor produce own products nor does it operate any kind of manufacturing sites.</li> <li>- Products are sourced directly from brand owners and are delivered either to our Distribution Centers or directly to the shops.</li> <li>- Transportation of goods from the supplier's production sites to the Dufry Distribution Centers or directly to the shops is covered within the responsibility of the suppliers.</li> <li>- From an energy perspective Dufry includes in its scope consumption at office buildings and covers its supply chain from the Distribution Center to the shops. These premises are mostly rented with low possibility to influence construction.</li> <li>- Dufry develops its own shop design and the respective guidelines.</li> </ul>	<ul style="list-style-type: none"> <li>- Environmental legislation and requirements can affect cost of energy consumption for transportation as well as the operation of shop and office premises within the Group.</li> <li>- Legislation on use of packaging material (e.g. single use plastics) and circular economy can influence business procedures.</li> </ul>	<ul style="list-style-type: none"> <li>- Dufry's ESG Strategy covers the different aspects of sustainability.</li> <li>- The company has defined emission reduction goals and discloses emissions on Scope 1, 2 and 3. These objectives have been validated by the Science Based Targets initiative (SBTi).</li> <li>- Dufry has a dedicated Shop Design Strategy to develop sustainable shops with respect to reduced energy consumption, use of recyclable materials and circular economy for shop refurbishments.</li> <li>- Dufry is replacing its single-use plastic packaging with sustainable and alternatives, where possible (see details page 92).</li> </ul>

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**Health & safety risks**

- Except for employees working in office-buildings, Dufry's workforce mostly operates in highly regulated areas such as airports, cruise ships & ferries, train stations as well as seaports and similar environments. Thus, we have two levels of health and safety provisions.
- Fire, health pandemics, terrorist attacks and other external factors can be risks to our employees and customers.

- Injury, illness or fatality can influence operational readiness and generate reputational damage, which can impact our financial and business performance.

- The first level of health and safety provisions is defined by concession partners' health and safety programs, to which our employees have to adhere to and for which they are specifically trained.
- Dufry's own health and safety regulations are applied on top of the location specific ones and include group-wide regulations and guidelines.
- In the context of the COVID-pandemic Dufry implemented an additional Global Health & Safety Protocol to protect both employees and customers. The protocol includes our internal guidelines and is flexible enough to adapt to the local regulations in the countries and locations of our shops.
- A detailed description of the Health & Safety management process is described on pages 108 - 109 of the ESG Report.

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**Financial risks, ability to borrow funds and / or fund raising**

- Financial Risks can impact the company's profitability, liquidity and financial position.

- Dufry has two strategic growth pillars: organic growth and M&A.
  - Within organic growth the company successfully extends existing contracts, adds additional retail space in existing locations and wins new concessions contributing to the increase of its global footprint.
  - We continue to focus on M&A as it offers the opportunity for strategic add-on acquisitions in travel retail as well as for accessing new and adjacent travel related markets.
  - M & A often allows to leverage an existing local organization thus increasing profitability.
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## INFORMATION ON EMPLOYEES AND OTHER WORKERS (USING GRI CODING)

### 2-7 EMPLOYEES

	FEMALE	MALE	OTHER*	NOT DISCLOSED	TOTAL
<b>INFORMATION ON EMPLOYEES BY GENDER</b>					
Number of employees - Headcounts	15,594	9,477	1	42	26,114
Number of permanent employees - Headcounts	16,311	9,299	1	42	25,653
Number of temporary employees - Headcounts	228	141	0	0	369
Number of non-guaranteed hours employees - Headcounts	55	37	0	0	92
Number of full-time employees - Headcounts	12,576	8,048	0	36	20,660
Number of part-time employees - Headcounts	4,018	1,429	1	6	5,454

\*Gender as specified by the employees themselves

	HQ	EMEA	THE AMERICAS	APAC	TOTAL
<b>INFORMATION ON EMPLOYEES BY REGION</b>					
Number of employees - FTEs	583	10,353	12,046	810	23,792
Number of employees - Headcounts	152	11,094	13,113	1,755	26,114
Number of permanent employees - Headcounts	149	10,686	13,083	1,732	25,653
Number of temporary employees - Headcounts	3	405	30	23	461
Number of non-guaranteed hours employees - Headcounts	0	73	19	0	92
Number of full-time employees - Headcounts	121	7,862	11,281	1,396	20,660
Number of part-time employees - Headcounts	31	3,232	1,832	359	5,454

### 2-8 WORKERS WHO ARE NOT EMPLOYEES

	HQ	EMEA	THE AMERICAS	APAC	TOTAL
<b>NUMBERS OF HEADCOUNTS</b>					
	20	2,204	1,159	171	3,554

### 2-30 COLLECTIVE BARGAINING AGREEMENTS

	HQ	EMEA	THE AMERICAS	APAC	TOTAL
<b>% OF HEADCOUNTS</b>					
	100%	45%	65%	0%	52%

### 202-1 RATIOS OF STANDARD ENTRY LEVEL WAGE BY GENDER COMPARED TO LOCAL MINIMUM WAGE

	HQ	EMEA	THE AMERICAS	APAC	TOTAL
<b>RATIO</b>					
Female	1	1.61	2.46	2.53	2.1
Male	1	1.61	2.28	2.55	2.0

## 202-2 PROPORTION OF SENIOR MANAGEMENT HIRED FROM THE LOCAL COMMUNITY

	HQ	EMEA	THE AMERICAS	APAC	TOTAL
%	35%	93%	97%	98%	95%

## 204-1 PROPORTION OF SPENDING ON LOCAL SUPPLIERS

The food, confectionery and catering category (which represents 21% of Dufry's 2022 global sales) spent by far the largest proportion of its global procurement budget on local providers; approximately 80%. This is followed by the Wine & Spirits category (17% of the 2022 global sales), with 22% of its budget spent on local brands, and the Luxury category (9% of 2022 global sales), with 18% of its budget spent on local providers. Tobacco goods (13% of the 2022 global sales) allocated 2.5% of its budget, while Perfume and Cosmetics (29% of the 2022 global sales) spent approximately 1.5% on local providers.

## 401-1 NEW EMPLOYEE HIRES AND EMPLOYEE TURNOVER

Note that Dufry operates in airports that have a very marked seasonal pattern and traffic, especially in the Europe, Africa & Middle East region and Central & South America regions. Over the summer season – from April until October – these airports concentrate over 80% of the annual traffic. Staff is hence reinforced over each summer period. Wherever possible, Dufry employs the same staff year after year. However, these seasonal employment contracts are accounted as new hires in the table below and therefore also impact the turnover figures.

Further to this seasonal pattern, some turnover figures still reflect the impact of measures adopted as a consequence of the closing of certain airport operations and the reduction of air connections, which in many cases led to the temporary closing of stores.



	HQ	EMEA	THE AMERICAS	APAC	TOTAL
<b>NEW HIRES (ABSOLUTE)</b>					
Female	19	3,337	5,004	333	8,733
< 30 years	14	1,434	1,819	148	3,415
30 – 50 years	12	472	575	30	1,079
> 50 years	3	1,471	2,610	155	4,239
Male	18	1,969	2,904	135	5,026
< 30 years	12	812	986	65	1,875
30 – 50 years	3	189	291	10	493
> 50 years	3	968	1,627	60	2,658
Other/Not disclosed	-	2	108	-	110
< 30 years	-	1	51	-	52
30 – 50 years	-	-	4	-	4
> 50 years	-	1	53	-	54
	HQ	EMEA	THE AMERICAS	APAC	TOTAL
<b>TURNOVER (ABSOLUTE)</b>					
Female	8	2,443	3,502	116	6,069
< 30 years	0	942	1,764	34	2,740
30 – 50 years	8	1,112	1,286	69	2,475
> 50 years	0	389	452	13	854
Male	11	1,383	2,042	44	3,480
< 30 years	2	685	1,051	12	1,700
30 – 50 years	7	611	759	28	1,405
> 50 years	2	137	232	4	375
Other/Not disclosed	-	1	65	-	66
< 30 years	-	1	36	-	37
30 – 50 years	-	-	28	-	28
> 50 years	-	-	1	-	1

Following the Global Sustainability Standards Board (GSSB) interpretation of the Standard, which states that "An organization is not required to comply with clause 2.1 in GRI 401: Employment 2016" Dufry has opted to disclose absolute hires and turnover absolute figures only and not ratios.

#### 402-1 MINIMUM NOTICE PERIODS REGARDING OPERATIONAL CHANGES

	HQ	EMEA	THE AMERICAS	APAC
<b>IN WEEKS</b>				
	13.00	4.46	2.73	3.33

#### 403-8 WORKERS COVERED BY AN OCCUPATIONAL HEALTH AND SAFETY MANAGEMENT SYSTEM

	HQ	EMEA	THE AMERICAS	APAC
<b>ABSOLUTE / IN %</b>				
Employees and workers who are not employees, covered by the H&S system that has been EXTERNALLY audited	152	100%	11,094	100%
Employees and workers who are not employees, covered by the H&S system that has been INTERNALLY audited	n/a	n/a	2,584	24%
Employees and workers who are not employees, covered by the H&S system that has been EXTERNALLY audited	n/a	n/a	0	0%
			0	0%
			0	0%

**403-9 WORK-RELATED INJURIES**

	HQ	EMEA	THE AMERICAS	APAC
ABSOLUTE / RATIO PER 1,000,000 HOURS WORKED				
Fatalities as a result of work-related injury	0	0	0	0
High-consequence work-related injuries (ex-cluding fatalities)	0	2	3	0
Recordable work-related injuries	0	10	74	0
Main types of work-related injury	n/a	Minor injury, broken bones	Minor injury, broken bones	n/a
Number of hours worked	271,336	18,896,592	24,196,536	3,131,856

**404-1 AVERAGE HOURS OF TRAINING PER YEAR PER EMPLOYEE**

	HQ	EMEA	THE AMERICAS	APAC
TOTAL NUMBER OF HOURS				
Female	3.05	0.75	16.73	0.48
Director / Management	5.25	13.97	241.80	48.75
Admin & Professionals	2.85	2.57	13.02	2.12
Sales & Ops Managers	-	0.39	0.75	0.66
Sales & Ops Staff	-	0.55	17.55	0.25
Male	2.16	0.68	10.23	0.53
Director / Management	2.22	4.13	45.40	3.69
Admin & Professionals	2.11	2.56	8.56	2.04
Sales & Ops Managers	-	0.31	0.43	0.29
Sales & Ops Staff	-	0.44	10.87	0.25

Some operations continued to be on reduced service or closed, especially in the APAC region. The figures above only reflect formal training hours tracked through our HR system and excludes non-formal training.

**404-3 PERCENTAGE OF EMPLOYEES RECEIVING REGULAR PERFORMANCE AND CAREER DEVELOPMENT REVIEWS**

	HQ	EMEA	THE AMERICAS	APAC
TOTAL NUMBER OF HOURS				
Female	100%	100%	100%	100%
Director / Management	100%	100%	100%	100%
Admin & Professionals	100%	100%	100%	100%
Sales & Ops Managers	100%	100%	100%	100%
Sales & Ops Staff	100%	100%	100%	100%
Male	100%	100%	100%	100%
Director / Management	100%	100%	100%	100%
Admin & Professionals	100%	100%	100%	100%
Sales & Ops Managers	100%	100%	100%	100%
Sales & Ops Staff	100%	100%	100%	100%

## 405-1 DIVERSITY OF GOVERNANCE BODIES AND EMPLOYEES

EMPLOYEES			HQ	EMEA	THE AMERICAS	APAC
% HEADCOUNTS						
Director / Top management	< 30 years	Female	-	-	-	-
		Male	-	-	-	-
		Minority	n/a	n/a	-	n/a
	30 - 50 years	Female	11%	20%	11%	-
		Male	43%	38%	28%	47%
		Minority	n/a	n/a	-	n/a
	> 50 years	Female	11%	8%	15%	6%
		Male	33%	35%	46%	47%
		Minority	n/a	n/a	-	n/a
Admin & Professionals	< 30 years	Female	3%	6%	11%	8%
		Male	4%	3%	7%	3%
		Minority	n/a	n/a	0%	n/a
	30 - 50 years	Female	40%	42%	34%	40%
		Male	34%	27%	24%	40%
		Minority	n/a	n/a	0%	n/a
	> 50 years	Female	13%	13%	15%	6%
		Male	7%	9%	10%	3%
		Minority	n/a	n/a	0%	n/a
Sales & Ops Managers	< 30 years	Female	-	2%	4%	4%
		Male	-	1%	4%	3%
		Minority	n/a	n/a	0%	n/a
	30 - 50 years	Female	-	37%	35%	18%
		Male	-	28%	28%	38%
		Minority	n/a	n/a	0%	n/a
	> 50 years	Female	-	17%	18%	18%
		Male	-	15%	11%	20%
		Minority	n/a	n/a	0%	n/a
Sales & Ops Staff	< 30 years	Female	-	12%	19%	19%
		Male	-	7%	12%	11%
		Minority	n/a	n/a	0%	n/a
	30 - 50 years	Female	-	37%	30%	36%
		Male	-	20%	15%	27%
		Minority	n/a	n/a	0%	n/a
	> 50 years	Female	-	17%	16%	5%
		Male	-	8%	7%	2%
		Minority	n/a	n/a	0%	n/a

## 406-1 INCIDENTS OF DISCRIMINATION AND CORRECTIVE ACTIONS TAKEN

	HQ	EMEA	THE AMERICAS	APAC
ABSOLUTE				
Total number	0	1	3	0
Remediation plans implemented	0	1	0	0
Remediation plan implemented and under supervision	0	0	1	0
Incidents no longer subject to action	0	0	2	0

**407-1 OPERATIONS AND SUPPLIERS IN WHICH THE RIGHT TO FREEDOM OF ASSOCIATION AND COLLECTIVE BARGAINING MAY BE AT RISK**

Dufry is unaware of any operations and significant suppliers identified in which the right to exercise freedom of association and collective bargaining may be at risk.

As a signatory member of the UN Global Compact, Dufry endorses the concept and right to exercise freedom of association. Moreover, and as stipulated in Dufry’s Supplier Code of Conduct, Dufry suppliers shall not supply any products or services to Dufry that have been manufactured, assembled, or packaged in violation of internationally-accepted human rights standards and applicable laws and regulations in relation to labor and working conditions, and more specifically, in respect of the rights of employees to form and join trade unions and bargain collectively in accordance with applicable law.

**410-1 SECURITY PERSONNEL TRAINED IN HUMAN RIGHTS POLICIES OR PROCEDURES**

Dufry does not employ in-house security personnel of its own. This is largely due to the fact that its retail stores are overwhelmingly located in airports, railway stations and on cruise ships (97% of 2022 global sales), where security is already strict and generally provided by the airport authority or cruise line itself. Where security personnel are required and contracted, Dufry expects its security service contractors to act in a manner consistent with local and national laws as well as with applicable human rights standards. Dufry outsources this service to trustworthy providers, regulated by local governments and with a reputable track-record of services, including the respect for human rights. We have not recorded for the period any case of human rights or any other type of abuse by the security personnel hired by Dufry.

**415-1 PUBLIC POLICY**

For Dufry it is important to engage in discussions with various stakeholders – from policymakers, legislators and regulators to representatives of the business community and society – to understand relevant issues and to help find constructive solutions to current challenges.

When it comes to political and charitable contributions, as established in the Dufry Code of Conduct, Dufry requires strict adherence to applicable laws and disclosure requirements in relation to political and charitable contributions and sponsorships. A Donation should be avoided where it would create the impression that it is made in exchange for a business advantage for Dufry.

Dufry does not make direct or indirect contributions to political causes that can present corruption risks, because they can be used to exert undue influence on the political process.

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**416-1 ASSESSMENT OF THE HEALTH AND SAFETY IMPACTS OF PRODUCT AND SERVICE CATEGORIES**

We are committed to ensuring that every product we sell is safe. Our procurement teams focus on preventing issues occurring by sourcing products from a reliable supply base.

Some of the products that Dufry sells are heavily regulated – especially alcohol and tobacco but also beauty and food. Dufry complies with all regulations and rules related to the products sold in the countries where it operates.