

ESG Report 2023 Annex

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About the Annex

Avolta has aligned its ESG Report with the new guidelines of the Global Reporting Initiative (GRI) Standards 2021. Reporting in accordance with this international standard permits a more transparent and comparable approach to information and facilitates the tracking of sustainability performance indicators.

In 2023, Avolta completed the business integration of the former entities Dufry and Autogrill, which includes also the development of a joint company and ESG strategy as disclosed in the respective chapters on pages 28–55 of the Annual Report 2023 and the ESG Report 2023.

The ESG Report 2023 Annex forms part of the ESG Report, which together with the TCFD Report constitutes Avolta's 2023 Non-Financial Reporting in accordance with the requirements regarding transparency on non-financial matters of Art. 964(a)-(c) of the Swiss Code of Obligations. The ESG Report is included in the Annual Report 2023 on page 97. The ESG Report 2023 Annex contains information presented in several tables with quantitative and qualitative indicators as per the GRI Standard indications.

The GRI Content Index 2023, also included in the Annex, cross references indicators (GRI and SDG) and page numbers, serving as a comprehensive guide to where the information on each topic may be found – either in the Annual Report, the ESG Report, on the company website or in this Annex.

Scope

Avolta's 2023 ESG Report covers the scope of the new combined entity and includes information from all the 73 countries where Avolta 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, 2–21, 2–30; GRI 205-3 and GRI 401, 402, 403, 404, 405, 406, 407 & 410 – information is broken down by five geographical regions, following a similar structure to the one used in Avolta's financial report:

- HQ – Group Headquarters in Basel, Switzerland
- Europe, Middle East & Africa
- Asia Pacific
- North America
- Latin America.

More information about each of the regions included may be found on pages 56–75 of the Annual Report 2023. Should you have any comments about the content of the report or want to know more about Avolta's ESG engagement, please email us to: sustainability@avolta.net.

Material Matters and Related Inside-Out Impacts, Outside-In Risks and Opportunities and Mitigation

Below is a description of Avolta's material matters. As required by the GRI Standards 2021, for each matter we list the actual and potential impacts generated by the company on the economy, environment and people, including the human rights, which were assessed as significant via the updated materiality assessment ("Impact materiality"). For each material matter identified, we report the inside-out impacts and outside-in risks and opportunities, which might influence Avolta's results and performance identified as significant during a preliminary "double materiality" exercise (integrated by the "Financial materiality" perspective) in compliance with the requirements regarding transparency on non-financial matters pursuant to article 964a et seqq. of the Swiss Code of Obligations (SCO). As a voluntary addition, the overview also draws inspiration from the European Sustainability Reporting Standards (ESRS) foreseen by the new Corporate Sustainability Reporting Directive (CSRD). The overview considers both own operations as well as business relationships, products and services related to the Group's value chain.

Although positive impacts and opportunities may arise as well, priority has been given to negative impacts and risks adopting a precautionary approach. In the ESG Report, we describe the prevention and mitigation measures in place to manage impacts, risks and opportunities. An exception has been made for the matter "Supporting Communities", for which only positive impacts and opportunities have been identified in light of the voluntary nature of initiatives to support and engage communities.

Material Matters, Related Inside-Out Impacts, Outside-In Risks & Opportunities, Mitigation

Material matter	Inside-out impacts	Outside-In risks and opportunities	Mitigation by Avolta
<p>Sustainable sourcing & traceability</p> <p>Adopt responsible sourcing practices aiming at both improving the transparency & traceability and increasing the procurement of sustainable and certified products.</p>	<p>Potential negative impact on environment, animal welfare and people related to harmful sourcing practices.</p>	<p>Potential risk on the company reputation deriving from raw materials limited traceability and responsible sourcing safeguards, and from the violation of animal welfare standards.</p> <p>Potential risk on the company business continuity due to raw material scarcity.</p>	<p>See page 115</p>
<p>Supply chain management</p> <p>Ensure a responsible and ethical management of the supply chain, also by partnering with suppliers attentive to their social and environmental impacts.</p>	<p>Potential negative impact on environment, people and affected communities in terms of violations of human rights (including child and forced labor, adequate wages, collective bargaining, freedom of association, working time, adequate housing and non-discrimination), health and safety and environmental standards.</p>	<p>Potential risk on the company reputation deriving from suppliers' socio-environmental performance not aligned with business and stakeholders expectations.</p>	<p>See page 116</p>
<p>Healthy and sustainable choice</p> <p>Promote better travel experiences offering a wide range of healthy and sustainable products, good for both consumers' and planet health.</p>	<p>Potential negative impact on people in terms of customers well-being due to a limited offer of sustainable, healthy and nutritious products.</p>	<p>Potential risk on the Group financial results due to the shift in customers preferences towards more healthy and sustainable choices.</p>	<p>See page 117</p>
<p>Product quality & safety</p> <p>Provide high quality & safety standards for the products and ingredients used in all of the company's channels.</p>	<p>Potential negative impact on people related to damages on customers health and safety.</p>	<p>Potential risk of non-compliance with regulations on product quality and safety.</p>	<p>See page 119</p>
<p>Climate change, energy and emissions</p> <p>Reduce GHG emissions by applying a set of measures including energy efficiency initiatives, sustainable logistics and mobility, and green stores building.</p>	<p>Potential negative impact on the environment related to the generation of greenhouse gas emissions.</p>	<p>Potential risk on the company business continuity deriving from the exposure to physical (extreme climatic events, rising of mean temperatures, etc.) and transition (evolving regulation, reputational damage, etc.) risks.</p>	<p>See page 123</p>

Material matter	Inside-out impacts	Outside-In risks and opportunities	Mitigation by Avolta
<p>Waste and Packaging</p> <p>Reduce and mitigate environmental damages caused by the excessive production and/or inadequate disposal of waste, including food waste. Reduce the use of virgin plastic in packaging.</p>	<p>Potential negative impact on the environment related to excessive production and/or inadequate disposal of waste, including food waste.</p> <p>Potential negative impact on the environment related to the exploitation and depletion of natural resources (such as virgin materials, etc.) and to the generation of packaging-related waste.</p>	<p>Potential risk of non-compliance deriving from evolving legislation related to waste and product packaging.</p> <p>Potential risk on the company financial results due to the scarcity of packaging raw materials, leading to price volatility</p>	<p>See page 127</p>
<p>Water and Biodiversity</p> <p>Implement processes to monitor and reduce water withdrawal in the operations and purchase materials and products preserving biodiversity.</p>	<p>Potential negative impact on the environment related to excessive withdrawal from areas with water stress and/or inefficient consumption of water.</p> <p>Potential negative impact on the environment related to loss of biodiversity and damage to natural ecosystems.</p>	<p>Potential risk of non-compliance deriving from evolving regulations regarding water discharge, deforestation and biodiversity.</p> <p>Potential risk on the company business continuity deriving from water scarcity.</p> <p>Potential risk on the company reputation deriving from the lack of initiatives and/or safeguards aimed at protecting biodiversity.</p>	<p>See page 131</p>
<p>Diversity, Equity & Inclusion</p> <p>Support diversity by fostering an inclusive working environment and incorporate a culture of DE&I throughout the organization, to develop a diverse, inclusive leadership.</p>	<p>Potential negative impact on people due to the perception of a not-inclusive culture, unable to recognize and valorize any kind of diversity, such as disability, gender, age, race, minorities, etc.</p>	<p>Potential risk on the company reputation deriving from the inability to foster a diverse and inclusive culture that stimulates creativity and innovative thinking.</p>	<p>See page 133</p>
<p>Talent recruitment, engagement and retention</p> <p>Promote efforts in the attraction, recruitment and retention of talents in order to bring on board and cultivate the leaders of tomorrow. Encourage people to engage throughout the organization by listening to and understanding their needs.</p>	<p>Potential negative impact on people in terms of inadequate selection process, retention measures not aligned with expectations and low engagement and motivation to contribute to the Group's evolution path.</p>	<p>Potential risk on the company productivity deriving from the incapacity to recruit all kinds of talent (considering also disability, gender, race, etc.) and retain key resources.</p> <p>Potential risk on the Group reputation due to a workplace culture that does not foster open dialogue and engagement.</p>	<p>See page 136</p>
<p>Employee Training and development</p> <p>Provide best training and performance development opportunities in order to foster employees personal and professional growth.</p>	<p>Potential negative impact on people in terms of training programs that do not foster the acquisition and development of key competencies, and lack of personalized development and career paths.</p>	<p>Potential risk on the company productivity deriving from upskilling and development programs not in line with the business strategy and goals.</p>	<p>See page 137</p>

Material matter	Inside-out impacts	Outside-In risks and opportunities	Mitigation by Avolta
<p>Health and Well-being</p> <p>Strengthen the culture of health and safety in the workplace through training and prevention programs designed to reduce occupational injuries and protect physical and mental wellbeing.</p>	<p>Potential negative impact on people in terms of occupational illnesses and injuries.</p> <p>Potential negative impact on people in terms of physical and mental well-being benefits and work-life balance protection not aligned with expectation.</p>	<p>Potential risk of non-compliance caused by the violation of workplace health and safety regulations.</p> <p>Potential risk on the company reputation and productivity due to low employee satisfaction.</p>	<p>See page 139</p>
<p>Human rights</p> <p>Foster respect for human rights and workers' rights along the entire value chain.</p>	<p>Potential negative impact on people and affected communities in terms of human rights violations – including child and forced labor, adequate wages, collective bargaining, freedom of association, working time, adequate housing and non-discrimination.</p>	<p>Potential risk on the company reputation deriving from human rights violation, including child and forced labor, adequate wages, collective bargaining, freedom of association, working time, adequate housing and non-discrimination.</p>	<p>See page 141</p>
<p>Supporting communities</p> <p>Contribute to the development of local communities through occupation, wealth and prosperity as well as with dedicated community engagement and charitable initiatives.</p>	<p>Potential positive impact on people and the communities coming from tangible support to local economy through occupation, wealth and prosperity.</p> <p>Potential positive impact deriving from the support to charitable organizations and NGOs, actively committed in contributing to social, environmental and economical development at local level.</p>	<p>Potential opportunity on the company reputation deriving from the fulfillment of the company's responsibility as corporate citizen and the ability to engage in strategic connections with the community.</p>	<p>See page 144</p>

Non-Financial Risks & Opportunities

The factors listed below represent the main risks and opportunities for Avolta based on its business model and the company strategy Destination 2027. These factors are regularly reviewed and adapted in line with changes in the company's scope and the business model as well as to reflect new external developments. Detailed information on the business model is provided in the Strategy Chapter (pages 28 – 55), the ESG Report on pages (97 – 148) as well as in the Financial Report (pages 149 – 278) and the Corporate Governance Report (pages 279 – 309).

With the publication of its TCFD Report, Avolta also provides greater detail on specific risks and opportunities arising specifically from climate change. Information provided in the TCFD Report is intended to complement topics included in the table below and is available as integral part of the Annual Report 2023 or on the Avolta Group website: [Our Impact | Avolta](#).

Risks

Risk Factors	Potential Impact	Our Response
<p>Reduction in passenger & traveler traffic and changes in customer behavior</p>	<ul style="list-style-type: none"> - Any event outside our control that causes a reduction of traveler & passenger traffic in among others airports & airlines, railway stations, ferries and cruise lines as well as motorways could adversely affect our business. - The same applies to economic conditions and political changes, which influence customer sentiment as well as traveling and spending behavior. 	<ul style="list-style-type: none"> - Business diversification has always been and will continue to be a key strategic element to mitigate risks and drive company growth. - Diversification by geographies, sectors and channels to mitigate the impact of regional or local phenomena. - Information on sales split by geographies, sectors, channels and products categories is available on pages 8 – 9 of the Annual Report 2023.
<p>Risks related to pandemics</p>	<ul style="list-style-type: none"> - The COVID-19 pandemic is an example of how governmental restrictions to reduce traveling and personal contacts as a result of a pandemic strongly reduce domestic and international travel, passenger traffic and therefore impact the travel retail industry and our business. 	<ul style="list-style-type: none"> - We immediately took action to protect health and safety of our employees and customers through our Health & Safety Protocol, fully aligning it with local regulations in the locations we operate. - 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. - We have taken a location-by-location and shop-shop-by-shop approach to assess opportunities to keep shops and restaurants open or reopen them as soon as possible. - We have adapted the company organization and processes to the new business environment to reduce costs and applied an increased control on cash management. - 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. - 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.
<p>Winning and extending concessions</p>	<ul style="list-style-type: none"> - Failing to win or extend a concession can prevent Avolta – or any competitor – from entering a specific location until the concession comes up again for renewal. - 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. 	<ul style="list-style-type: none"> - Avolta maintains a highly diversified concession portfolio of over 5,100 shops across over 1,000 locations in 73 countries with an average remaining life-time of currently over 7 years. - Concessions are well balanced throughout emerging and developed markets; the largest concession accounts for less than 4% and the ten biggest concessions for around 28% of sales. - Local presence in all key markets, allows Avolta to monitor opportunities at global level to compete for attractive contracts.

Risk Factors	Potential Impact	Our Response
<p>Market & political risks – Operating in a highly regulated environment</p> <ul style="list-style-type: none"> – Travel Retail and F&B in general is a highly regulated industry, as operators: <ul style="list-style-type: none"> – have to adhere to the same regulatory framework with respect to commercial activities as well as local product and health & safety requirements as local retailers and restaurant operators in any specific country. – can additionally be impacted by changes in the taxation and customs allowance systems of individual countries. – have to follow product disclosure and health legislation as well as security requirements issued by the airline and airport industry. 	<ul style="list-style-type: none"> – 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. 	<ul style="list-style-type: none"> – Diversification by geographies and by customs regime reducing exposure to local legislation. – Broad product and food assortment constantly adapted to new customer preferences. – Strong and long-term partnerships with airport authorities and other concession partners. Mutual trust and shared objectives with these concession partners are key for value creation. – Cooperation with industry associations to lobby for the industry's interests.
<p>Customer data privacy and cyber security</p>	<ul style="list-style-type: none"> – 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. 	<ul style="list-style-type: none"> – Avolta manages its IT, data protection and cyber security risks through its Global IT Security Team responsible to assess, identify and implement protective measures to mitigate existing and potential new risks. – Avolta'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). – The company regularly does cyber security trainings helping to sensitize employees and increase their alertness for these topics. – A detailed description on cyber security is available on page 121 of the ESG Report. – Avolta maintains a global customer service platform, where any issues can be reported online and / or by personal contact 24 / 7.
<p>Availability and retention of human capital</p>	<ul style="list-style-type: none"> – The capability of employing and retaining a skilled workforce is a key success factor in the company. – This is particularly true for our shop and restaurant staff, who normally have higher and different skill requirements than in traditional high-street retail and F&B operations. 	<ul style="list-style-type: none"> – 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. – Foster equal opportunities, without any kind of discrimination. – Create wealth at the local communities' level.
<p>Customer behavior</p>	<ul style="list-style-type: none"> – Changes in customer behavior as well as the capability to provide the right services can influence sales performance of our operations locally and globally. 	<ul style="list-style-type: none"> – Avolta regularly performs customer surveys several times per year to early identify potential changes in customer behavior and preferences. – In cooperation with our brand partners our procurement teams identify new trends and customer needs to optimize our dining offerings and product assortments.

Risk Factors	Potential Impact	Our Response
<p>Suppliers & product availability</p> <ul style="list-style-type: none"> - As a “pure” travel retailer & F&B operator, Avolta does not develop nor produce any products nor private labels. 	<ul style="list-style-type: none"> - The ability to maintain and develop supply relationships to source products from global and local brands and suppliers requested by customers is a key success factor. 	<ul style="list-style-type: none"> - Avolta operates a centralized global procurement department, which directly manages its supply chain with owners of global brands. Additionally, particularly for the F&B business as well as for local products, sourcing is done through local suppliers. - Avolta’s global brand portfolio as well as the access to renowned local suppliers represents a valuable asset for concession partners, when we compete for concessions.
<p>Legal & compliance</p> <ul style="list-style-type: none"> - 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, including, among others, bribery, corruption, fraud, discrimination, unauthorized use of personal data. - The company could be involved in lawsuits, claims of various natures, investigations and other business related legal proceedings. 	<ul style="list-style-type: none"> - Legal or compliance issues, especially incidents of corruption, can generate related costs, penalties, loss of lease agreements, black-listings as well as reputational damage. These impacts can occur locally, but also affect the company globally. 	<ul style="list-style-type: none"> - In its Code of Conduct, Avolta 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. - In addition, a comprehensive risk management is established structured into three levels (see page 112 of the ESG Report). For risks of corruption in connection with external partners, Avolta has a procedure in place that requires to perform due diligence and to vet all external partners such as joint venture partners, consultants for business development projects, counterparts to M&A transactions and other similar counterparts. In addition, regular reassessment on existing external partners is conducted. - Through the Avolta Supplier Code of Conduct, the company extends its scope of compliance to its supply chain. - Employees receive regular compliance trainings and awareness raising communications.
<p>Climate change & environmental risks</p> <ul style="list-style-type: none"> - Avolta does not develop nor produce own products nor does it operate any kind of manufacturing sites. - Products are mainly sourced directly from brand owners and are delivered either to our Distribution Centers, wholesalers or directly to the shops and restaurants. - Transportation of goods from the supplier’s production sites to the Avolta’s Distribution Centers, wholesalers or directly to the shops and restaurants is covered within the responsibility of the suppliers. - From an energy perspective Avolta 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. - Avolta develops its own shop & restaurant design and the respective guidelines. 	<ul style="list-style-type: none"> - Environmental legislation and requirements can affect cost of energy consumption for transportation as well as the operation of shop, restaurant and office premises within the company. - Legislation on use of packaging material (e.g. single use plastics) and circular economy can influence business procedures. 	<ul style="list-style-type: none"> - Avolta’s ESG Strategy covers the different aspects of sustainability. - The company has defined emission reduction goals (for the former Dufry business) and discloses emissions on Scope 1, 2 and 3 for the whole scope. These objectives (for the former Dufry scope) have been validated by the Science Based Targets initiative (SBTi). - Avolta has a dedicated Shop & Restaurant Design Strategy to develop sustainable shops and restaurants with respect to reduced energy consumption, use of recyclable materials and circular economy for refurbishments. - Avolta is replacing its single-use plastic usage with sustainable and alternatives, where possible (see details page 128 of the ESG Report).

Risk Factors	Potential Impact	Our Response
<p>Health & safety risks</p> <ul style="list-style-type: none"> - Except for employees working in office-buildings, Avolta's workforce mostly operates in highly regulated areas such as airports, cruise ships & ferries, train stations, motorways as well as seaports and similar environments. Thus, we have two levels of health and safety provisions: the own company ones and those established by the respective concession partner. - Fire, health pandemics, terrorist attacks and other external factors can be risks to our employees and customers. 	<ul style="list-style-type: none"> - Injury, illness or fatality can influence operational readiness and generate reputational damage, which can impact our financial and business performance. 	<ul style="list-style-type: none"> - 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. - Avolta'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 Avolta 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 operations. - A detailed description of the Health & Safety management process is described on pages 139 – 141 of the ESG Report.
<p>Financial risks, ability to borrow funds and / or fund raising</p>	<ul style="list-style-type: none"> - Financial Risks can impact the company's profitability, liquidity and financial position. 	<ul style="list-style-type: none"> - Avolta 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 and F&B as well as for accessing new and adjacent travel related markets. - M&A often allows to leverage an existing local organization thus increasing profitability.

Information on employees and other workers (using GRI coding)

2-7 Employees

Employees by employment contract and gender (HC)	HQ	EMEA	North America	LATAM	APAC	Total
Female	63	19,704	19,806	3,988	2,671	46,232
Permanent	61	16,551	19,709	3,632	1,146	41,099
Fixed-term	2	3,017	97	356	1,286	4,758
Non-guaranteed hours	0	136	0	0	239	375
Male	85	12,675	11,826	2,574	3,465	30,625
Permanent	84	10,551	11,806	2,337	899	25,677
Fixed-term	1	2,052	20	237	2,423	4,733
Non-guaranteed hours	0	72	0	0	143	215
Other / Not disclosed	n/a	n/a	105	n/a	n/a	105
Permanent	n/a	n/a	105	n/a	n/a	105
Fixed-term	n/a	n/a	0	n/a	n/a	0
Non-guaranteed hours	n/a	n/a	0	n/a	n/a	0
Total	148	32,379	31,737	6,562	6,136	76,962
Employees by employment type and gender (HC)	HQ	EMEA	North America	LATAM	APAC	Total
Female	63	19,704	19,806	3,988	2,671	46,232
Full-time	45	9,895	17,248	3,696	2,229	33,113
Part-time	18	9,809	2,558	292	442	13,119
Male	85	12,675	11,826	2,574	3,465	30,625
Full-time	82	8,579	10,638	2,515	3,067	24,881
Part-time	3	4,096	1,188	59	398	5,744
Other / Not disclosed	n/a	n/a	105	n/a	n/a	105
Full-time	n/a	n/a	79	n/a	n/a	79
Part-time	n/a	n/a	26	n/a	n/a	26
Total	148	32,379	31,737	6,562	6,136	76,962

2-8 Workers who are not employees

Workers who are not employees by gender (HC)	HQ	EMEA	North America	LATAM	APAC	Total
Female	4	1,757	n/a	254	112	2,127
Male	2	1,360	n/a	257	86	1,705
Other / Not disclosed	n/a	n/a	n/a	n/a	n/a	n/a
Total	6	3,117	n/a	511	198	3,832

2-30 Collective bargaining agreements

Employees covered by collective bargaining (%)	HQ	EMEA	North America	LATAM	APAC	Total
Percentage of employees covered by collective bargaining agreements	100 %	66 %	55 %	65 %	23 %	58 %

202-2 Proportion of senior management hired from the local community

Full-time senior managers active at 31/12 (%)	HQ	EMEA	North America	LATAM	APAC	Total
Percentage of senior managers from local communities	26 %	84 %	n/a	77 %	94 %	40 %

204-1 Proportion of spending on local suppliers

In 2023 Avolta's spent on local suppliers for its retail business amounted to around 30 % of global retail COGS.

306-3/4/5 Waste generated, waste diverted from disposal, and waste directed to disposal

Waste recovered/diverted from disposal (by recovery operation) and directed to disposal (by disposal operation) (t)*	Hazardous	Non-Hazardous	Total
Waste generated	14.4	21,393.2	21,407.6
Of which recovered (Preparation for reuse / Recycling / Other operation)	9.5	6,955.5	6,965.1
Of which disposed	4.9	14,437.8	14,442.7
– Landfill	0	5,829.0	5,829.0
– Incenerator – with energy recover	1.5	2,904.4	2,905.9
– Incenerator – without energy recover	3.2	4,960.7	4,963.8
– Other disposal methods	0.2	743.6	743.9

* The data considers only the following EMEA F&B operations: Austria, Belgium, Denmark, France, Greece, Italy, Netherlands, Slovenia, Sweden and Türkiye

401-1 New employee hires and employee turnover

Note that Avolta mainly operates in airports that have a very marked seasonal pattern and traffic, especially in the Europe, Africa & Middle East and Latin 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, Avolta 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.

New hires by age and gender (HC)	HQ	EMEA	North America	LATAM	APAC	Total
Female	17	10,787	16,979	1,248	1,538	30,569
<30	6	6,381	10,674	765	1,076	18,893
30 – 50	10	3,308	5,013	442	405	9,178
>50	1	1,098	1,292	50	57	2,498
Male	9	8,191	10,363	862	2,225	21,650
<30	0	5,442	6,054	563	983	13,042
30 – 50	5	2,164	3,352	257	1,219	6,997
>50	4	585	957	42	23	1,611
Other / Non disclosed	n/a	n/a	174	n/a	n/a	174
<30	n/a	n/a	105	n/a	n/a	105
30 – 50	n/a	n/a	59	n/a	n/a	59
>50	n/a	n/a	10	n/a	n/a	10
Total	26	18,978	27,516	2,110	3,763	52,393
Ingoing turnover by age and gender (%)	HQ	EMEA	North America	LATAM	APAC	Total
Female	27%	55%	86%	31%	58%	66%
<30	150%	128%	158%	59%	71%	130%
30 – 50	26%	33%	64%	20%	41%	44%
>50	5%	23%	25%	10%	35%	23%
Male	11%	65%	88%	33%	64%	71%
<30	0%	139%	144%	70%	45%	117%
30 – 50	9%	36%	73%	18%	105%	52%
>50	15%	22%	32%	14%	25%	26%
Other / Non disclosed	n/a	n/a	166%	n/a	n/a	166%
<30	n/a	n/a	223%	n/a	n/a	223%
30 – 50	n/a	n/a	113%	n/a	n/a	113%
>50	n/a	n/a	167%	n/a	n/a	167%
Total	18%	59%	87%	32%	61%	68%

Employees who left by age and gender (HC)	HQ	EMEA	North America	LATAM	APAC	Total
Female	19	9,699	16,180	724	1,110	27,732
<30	4	5,393	9,993	400	755	16,545
30 – 50	13	3,169	4,811	294	290	8,577
>50	2	1,137	1,376	30	65	2,610
Male	6	6,998	9,419	576	1,723	18,722
<30	1	4,460	5,270	298	1,335	11,364
30 – 50	3	1,871	3,088	246	361	5,569
>50	2	667	1,061	32	27	1,789
Other / Non disclosed	n/a	n/a	123	n/a	n/a	123
<30	n/a	n/a	84	n/a	n/a	84
30 – 50	n/a	n/a	32	n/a	n/a	32
>50	n/a	n/a	7	n/a	n/a	7
Total	25	16,697	25,722	1,300	2,833	46,577
Outgoing turnover by age and gender (%)	HQ	EMEA	North America	LATAM	APAC	Total
Female	30%	49%	82%	18%	42%	60%
<30	100%	109%	148%	31%	50%	114%
30 – 50	33%	32%	61%	13%	29%	41%
>50	10%	23%	27%	6%	40%	24%
Male	7%	55%	80%	22%	50%	61%
<30	100%	114%	125%	37%	61%	102%
30 – 50	5%	31%	67%	17%	31%	42%
>50	8%	25%	35%	11%	29%	29%
Other / Non disclosed	n/a	n/a	117%	n/a	n/a	117%
<30	n/a	n/a	179%	n/a	n/a	179%
30 – 50	n/a	n/a	62%	n/a	n/a	62%
>50	n/a	n/a	117%	n/a	n/a	117%
Total	17%	52%	81%	20%	46%	61%

402-1 Minimum notice periods regarding operational changes

Minimum number of weeks (n)	HQ	EMEA	North America	LATAM	APAC	Total
Minimum number of weeks to provide notice for operational changes	12	5	13	3	4	8

403-8 Workers covered by an occupational health and safety management system

Employees covered by an occupational H&S management system (HC)	HQ	EMEA	North America*	LATAM	APAC	Total
Employees covered by an occupational H&S system	148	29,500	31,737	4,601	1,212	35,461
Employees covered by an occupational H&S system, that has been internally audited	0	15,327	0	2,319	1,368	19,014
Employees covered by an occupational H&S system, that has been audited or certified by an external party (e.g. ISO 45001)	0	4,721	0	2,313	132	7,166
Total number of employees	148	32,379	31,737	6,562	6,136	76,962

Employees covered by an occupational H&S management system (%)

Employees covered by an occupational H&S system	100%	91%	100%	70%	20%	46%
Employees covered by an occupational H&S system, that has been internally audited	0%	47%	0%	35%	22%	25%
Employees covered by an occupational H&S system, that has been audited or certified by an external party (e.g. ISO 45001)	0%	15%	0%	35%	2%	9%

*For North America, data refers to employees covered by the Workers' Compensation Policy.

403-9 Work-related injuries

Injuries of employees by type of incident (n)	HQ	EMEA	North America	LATAM	APAC	Total
Work related injuries	0	960	1,452	93	53	2,558
– of which high-consequence work-related injuries (excluding fatalities)	0	12	9	0	10	31
Main types of work-related injury						Bruises and contusions, sprains and strains, cuts and wounds, burnings, and to a minor extent fractures
Fatalities	0	0	0	0	0	0
Hours worked	265,715	45,240,353	40,296,400	11,303,149	11,518,082	108,623,698
Rate of fatalities as a result of work-related injury	0	0	0	0	0	0
Rate of high-consequence work-related injuries	0	0.27	0.22	0	0.87	0.29
Rate of recordable work-related injury	0	21.22	36.03	8.23	4.60	23.55

404-1 Average hours of training per year per employee

Average training hours by gender and associate category (n)	HQ	EMEA	North America	LATAM	APAC	Total
Female	n/a	7	33	17	10	19
Director / Management	n/a	5	3	9	7	5
Admin & Professionals	n/a	4	3	7	4	5
Sales & Ops Managers	n/a	22	31	21	13	27
Sales & Ops Staff	n/a	7	34	18	10	20

Average training hours by gender and associate category (n)	HQ	EMEA	North America	LATAM	APAC	Total
Male	n/a	8	34	13	7	18
Director / Management	n/a	3	2	10	3	3
Admin & Professionals	n/a	3	3	5	3	4
Sales & Ops Managers	n/a	24	35	17	10	28
Sales & Ops Staff	n/a	6	35	14	7	18
Other/Not disclosed	n/a	n/a	n/a	n/a	n/a	n/a
Director / Management	n/a	n/a	n/a	n/a	n/a	n/a
Admin & Professionals	n/a	n/a	n/a	n/a	n/a	n/a
Sales & Ops Managers	n/a	n/a	n/a	n/a	n/a	n/a
Sales & Ops Staff	n/a	n/a	n/a	n/a	n/a	n/a
Total	n/a	8	33	15	8	19
Training hours by type (n)	HQ	EMEA	North America	LATAM	APAC	Total
Operative skills	n/a	67,184	944,402	42,934	12,490	1,067,009
Managerial skills	n/a	35,490	73,052	6,285	4,455	119,282
Technical skills	n/a	51,321	21,721	17,947	7,239	98,229
Health & Safety and Quality	n/a	50,714	15,087	4,928	10,005	80,734
Compliance	n/a	16,549	2,343	4,068	11,321	34,281
Other	n/a	21,659	0	25,584	4,050	50,293
Total	n/a	242,916	1,056,605	100,745	49,560	1,449,827

405-1 Diversity of governance bodies and employees

Employees by associate category, age and gender (HC)	HQ	EMEA	North America	LATAM	APAC	Total
Female	63	19,704	19,806	3,988	2,671	46,232
Director / Management	26	302	228	92	63	711
<30	0	17	7	2	2	28
30 – 50	20	210	113	57	45	445
>50	6	75	108	33	16	238
Admin & Professionals	37	964	130	329	213	1,673
<30	4	174	9	60	78	325
30 – 50	19	579	70	204	124	996
>50	14	211	51	65	11	352
Sales & Ops Managers	0	1,021	1,988	152	101	3,262
<30	0	97	479	28	19	623
30 – 50	0	664	1,127	93	70	1,954
>50	0	260	382	31	12	685
Sales & Ops Staff	0	17,417	17,460	3,415	2,294	40,586
<30	0	4,678	6,272	1,196	1,415	13,561
30 – 50	0	8,428	6,541	1,867	755	17,591
>50	0	4,311	4,647	352	124	9,434

405-1 Diversity of governance bodies and employee

Employees by associate category, age and gender (HC)	HQ	EMEA	North America	LATAM	APAC	Total
Male	85	12,675	11,826	2,574	3,465	30,625
Director / Management	66	376	241	107	90	880
<30	0	4	6	2	0	12
30 – 50	44	216	119	56	64	499
>50	22	156	116	49	26	369
Admin & Professionals	19	639	69	395	206	1,328
<30	1	116	9	83	69	278
30 – 50	14	371	37	233	126	781
>50	4	152	23	79	11	269
Sales & Ops Managers	0	1,021	1,475	153	250	2,899
<30	0	100	284	24	33	441
30 – 50	0	648	798	114	196	1,756
>50	0	273	393	15	21	702
Sales & Ops Staff	0	10,639	10,041	1,919	2,919	25,518
<30	0	3,703	3,912	700	2,104	10,419
30 – 50	0	4,845	3,647	1,059	780	10,331
>50	0	2,091	2,482	160	35	4,768
Other/Non disclosed	n/a	n/a	105	n/a	n/a	105
Director / Management	n/a	n/a	0	n/a	n/a	0
<30	n/a	n/a	0	n/a	n/a	0
30 – 50	n/a	n/a	0	n/a	n/a	0
>50	n/a	n/a	0	n/a	n/a	0
Admin & Professionals	n/a	n/a	14	n/a	n/a	14
<30	n/a	n/a	0	n/a	n/a	0
30 – 50	n/a	n/a	14	n/a	n/a	14
>50	n/a	n/a	0	n/a	n/a	0
Sales & Ops Managers	n/a	n/a	1	n/a	n/a	1
<30	n/a	n/a	1	n/a	n/a	1
30 – 50	n/a	n/a	0	n/a	n/a	0
>50	n/a	n/a	0	n/a	n/a	0
Sales & Ops Staff	n/a	n/a	90	n/a	n/a	90
<30	n/a	n/a	46	n/a	n/a	46
30 – 50	n/a	n/a	38	n/a	n/a	38
>50	n/a	n/a	6	n/a	n/a	6
Total	148	32,379	31,737	6,562	6,136	76,962

Employees with disability by employee category, age and gender (HC)	HQ	EMEA	North America	LATAM	APAC	Total
Female	0	295	n/a	33	3	331
Director / Management	0	0	n/a	0	0	0
Admin & Professionals	0	12	n/a	4	0	16
Sales & Ops Managers	0	8	n/a	0	0	8
Sales & Ops Staff	0	275	n/a	29	3	307
Male	0	224	n/a	40	2	266
Director / Management	0	1	n/a	0	0	1
Admin & Professionals	0	8	n/a	10	0	18
Sales & Ops Managers	0	7	n/a	0	0	7
Sales & Ops Staff	0	208	n/a	30	2	240
Other/Non disclosed	n/a	n/a	n/a	n/a	n/a	n/a
Director / Management	n/a	n/a	n/a	n/a	n/a	n/a
Admin & Professionals	n/a	n/a	n/a	n/a	n/a	n/a
Sales & Ops Managers	n/a	n/a	n/a	n/a	n/a	n/a
Sales & Ops Staff	n/a	n/a	n/a	n/a	n/a	n/a
Total	0	519	n/a	73	5	597

407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk

Avolta 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 participant of the UN Global Compact, Avolta endorses the concept and right to exercise freedom of association. Moreover, and as stipulated in Avolta's Supplier Code of Conduct, Avolta suppliers shall not supply any products or services to Avolta 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

Avolta does not employ in-house security personnel of its own. This is largely due to the fact that its retail stores and F&B operations are overwhelmingly located in airports, railway stations, motorways and on cruise ships (98% of 2023 global sales), where security is already strict and generally provided by e.g. the airport authority or cruise line itself. Where security personnel are required and contracted, Avolta expects its security service contractors to act in a manner consistent with local and national laws as well as with applicable human rights standards. Avolta 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 Avolta.

415-1 Public Policy

For Avolta 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 Avolta Code of Conduct, Avolta 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 Avolta.

Avolta 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.

416-1 Assessment of the health and safety impacts of product and service categories

We are committed to ensuring that every product and meal 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 Avolta sells are heavily regulated – especially alcohol and tobacco but also beauty, as well as food and beverages. Avolta complies with all regulations and rules related to the products sold in the countries where it operates.

416-2 Incidents of non-compliance concerning H&S impacts of products and services

Incidents of non-compliance (n)*	31/12/2023
Incidents of non-compliance with regulations resulting in a fine or penalty	15
Incidents of non-compliance with regulations resulting in a warning	9
Incidents of non-compliance with voluntary codes	7
Total	31

* The incidents of non-compliance regarding the health and safety impacts of products and services reported in 2023 mainly concern minor accidents, all of which have been carefully handled by the associate in charge of Quality, Health and Safety Management to tighten the company's standards.