

# SUSTAINABILITY REPORT 2020 ANNEX



**DUFRY**

WorldClass.WorldWide.

# 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 guidelines of the Global Reporting Initiative (GRI) Standards on its Core Option. Reporting in accordance with this international standard permits a more transparent and comparable approach to information and facilitates the tracking of sustainability performance indicators.

As indicated on page 80 of the 2020 Annual Report, Dufry has decided to voluntarily report information related to three additional GRI indicators: Emissions, Environmental Compliance and Public Policy. The rest of the GRI indicators remain unchanged compared to previous years. The Dufry 2020 Sustainability Report applies the 2016 version of the GRI Standards for most of the indicators; where noted “2016\*” and “2018\*” in this annex and in the GRI Index, it refers to the Standards issue date, not the date of the information presented. Additionally, for the 2020 report Dufry has aligned the GRI indicators with the United Nations’ Sustainability Development Goals (SDG), thus enabling the reader of the report 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 and its vision on sustainability. 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 indicators as per the GRI Standard indications. Both documents present data as of December 31, 2020

For easier tracking, a complete list of the indicators in the GRI Index is available on the 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.

## Scope

Dufry’s 2020 Sustainability Report maintains the same scope of the 2019 report and includes information from all the 64 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 102-8, GRI 102-41, GRI 202 and GRI 400 series, information is broken down by five geographical divisions, 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
- North America
- Central and South America

More information about each of the countries included may be found on pages 40 – 57 of the annual report.

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

## INFORMATION ON EMPLOYEES AND OTHER WORKERS (USING GRI CODING)

### 102-8 INFORMATION ON EMPLOYEES AND OTHER WORKERS

	HQ	EUROPE, MIDDLE EAST & AFRICA	ASIA PACIFIC	NORTH AMERICA	CENTRAL & SOUTH AMERICA	TOTAL
Headcounts	153	11,787	1,547	4,448	4,218	22,153
Male	83	4,302	422	1,338	1,698	7,843
Female	70	7,485	1,125	3,110	2,520	14,310
Number of Nationalities	36	115	29	45	43	133
	HQ	EUROPE, MIDDLE EAST & AFRICA	ASIA PACIFIC	NORTH AMERICA	CENTRAL & SOUTH AMERICA	
<b>BREAKDOWN BY EMPLOYEE TYPE</b>						
Headcounts	153	11,787	1,547	4,448	4,218	
Male	83	4,302	422	1,338	1,698	
Full time	71	3,658	348	1,217	1,557	
Part time	12	644	74	121	141	
Female	70	7,485	1,125	3,110	2,520	
Full time	43	4,818	816	2,707	2,322	
Part time	27	2,667	309	403	198	
<b>BREAKDOWN BY CONTRACT TYPE</b>						
Headcounts	153	11,787	1,547	4,448	4,218	
Male	83	4,302	422	1,338	1,698	
Permanent	83	4,046	353	1,335	1,689	
Temporary	-	256	69	3	9	
Female	70	7,485	1,125	3,110	2,520	
Permanent	70	7,049	934	3,056	2,516	
Temporary	-	436	191	54	4	
<b>BREAKDOWN BY AGE GROUP</b>						
Headcounts	153	11,787	1,547	4,448	4,218	
Male	83	4,302	422	1,338	1,698	
< 30 years	3	750	158	248	386	
30 - 50 years	61	2,603	218	613	1,078	
> 50 years	19	949	46	477	234	
Female	70	7,485	1,125	3,110	2,520	
< 30 years	5	1,186	369	458	592	
30 - 50 years	48	4,376	610	1,378	1,642	
> 50 years	17	1,923	146	1,274	286	
<b>BREAKDOWN BY PROFESSIONAL LEVEL</b>						
Headcounts	153	11,787	1,547	4,448	4,218	
Male	83	4,302	422	1,338	1,698	
Director / Top management	16	14	4	23	6	
Admin & Professional	67	872	100	206	456	
Sales & Ops Managers	-	240	41	289	100	
Sales & Ops Staff	-	3,176	277	820	1,127	
Female	70	7,485	1,125	3,110	2,520	
Director / Top management	2	7	34	13	1	
Admin & Professional	68	838	94	292	309	
Sales & Ops Managers	-	247	18	467	114	
Sales & Ops Staff	-	6,393	979	2,338	2,096	

Note: These tables provide additional information to that available in the Annual Report, page 95, including: breakdown of headcounts of relevant operations by gender, employee type, employee contract, age and professional level. For more consistent tracking, headcounts from the Distribution Centres have been reassigned to the divisions where these are located.

## 102-41 PERCENTAGE OF EMPLOYEES COVERED BY A COLLECTIVE BARGAINING AGREEMENT

	HQ	EUROPE, MIDDLE EAST & AFRICA	ASIA PACIFIC	NORTH AMERICA	CENTRAL & SOUTH AMERICA	TOTAL
Headcounts	153	4,666	0	1,286	2,870	8,975
% over total	100 %	40 %	0 %	29 %	68 %	41 %

## 201-2 FINANCIAL IMPLICATIONS AND OTHER RISKS AND OPPORTUNITIES DUE TO CLIMATE CHANGE

It is not possible to determine if the changes in existing rules initiated by climate change will involve changes to business processes, with significant costs associated. Global regulation that could massively affect the predicted growth of international air traffic is rather unlikely due to the fact that it would necessarily need to be accompanied by restrictions for individual countries.

Stricter regulatory requirements due to climate change could eventually be an opportunity for some of our operations. As indicated on page 94 of the 2020 Annual Report, Dufry has retail shops in 44 of the 125 of the airports that have achieved either the optimization or carbon neutrality accreditations.

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

	HQ	EUROPE, MIDDLE EAST & AFRICA	ASIA PACIFIC	NORTH AMERICA	CENTRAL & SOUTH AMERICA
RATIO (1.00 = MINIMUM WAGE)					
Male	1.00	1.08	1.00	1.13	1.33
Female	1.00	1.06	1.00	1.13	1.32

Note: In the Canton of Basel (Switzerland) where Dufry's HQ is located, there are different levels of minimum wage that depend on skills and experience. Likewise, we have not identified a benchmark for the UAE and Ireland and hence, these operations have been omitted from the Europe, Middle East & Africa calculation.

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

At Dufry, we believe talent has no nationality. Our operations and offices are very much linked to where they are based and this is reflected in the composition of our staff at all professional levels. As a general practice, and where possible, Dufry incorporates members of the local communities to its management team as this gives a better understanding and, as a result, a better running of the operations.

	HQ	EUROPE, MIDDLE EAST & AFRICA	ASIA PACIFIC	NORTH AMERICA	CENTRAL & SOUTH AMERICA
IN %					
Locally hired	66 %	95 %	98 %	96 %	98 %

## 204-1 PROPORTION OF SPENDING ON LOCAL SUPPLIERS

The food, confectionery and catering category (which represents 19 % of Dufry's 2020 global sales) spent by far the largest proportion of its global procurement budget on local providers; approximately 60 %. This is followed by the Wine & Spirits category (17 % of the 2020 global sales), with 20 % of its budget spent on local brands, and the Luxury category (11 % of 2020 global sales), with 19 % of its budget spent on local providers. Tobacco goods (12 % of the 2020 global sales) allocated 2.5 % of its budget, while Perfume and Cosmetics (31 % of the 2020 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, turnover figures in 2020 have been impacted by lay-off and furlough 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	EUROPE, MIDDLE EAST & AFRICA	ASIA PACIFIC	NORTH AMERICA	CENTRAL & SOUTH AMERICA
<b>HEADCOUNTS</b>					
New Hires (absolute)	3	1,303	55	1,284	343
Male	-	478	15	420	129
< 30 years	-	187	6	195	61
30 – 50 years	-	248	7	156	63
> 50 years	-	43	2	69	5
Female	3	825	40	864	214
< 30 years	1	266	14	387	107
30 – 50 years	1	446	25	284	100
> 50 years	1	113	1	193	7
<b>HEADCOUNTS</b>					
Employee turnover (absolute)	84	3,505	446	6,831	2,191
Male	33	1,252	148	2,308	922
< 30 years	5	437	77	909	452
30 – 50 years	20	618	63	849	423
> 50 years	8	197	8	550	47
Female	51	2,253	298	4,523	1,269
< 30 years	13	738	132	1,743	615
30 – 50 years	30	1,060	144	1,694	591
> 50 years	8	455	22	1,086	63

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	EUROPE, MIDDLE EAST & AFRICA	ASIA PACIFIC	NORTH AMERICA	CENTRAL & SOUTH AMERICA
<b>IN WEEKS</b>					
Minimum notice period	12	4	5	4	2

For certain countries the minimum notice period may change depending the scope of the operational changes: Cambodia (4 – 8 weeks), Hong-Kong (4 – 12 weeks), Singapore (4 – 12 weeks), UAE (4 – 12 weeks). For calculating the information for the indicator we have adopted average periods in these four locations. Argentina, Chile, Colombia, Dominican Republic, Ecuador, Trinidad & Tobago and Uruguay (for the Central & Southern America Region) and Ukraine (Europe, Middle East & Africa) did not report notice periods and they have been omitted from the calculation.

#### 403-1 WORKERS REPRESENTATION IN FORMAL JOINT MANAGEMENT-WORKER HEALTH AND SAFETY COMMITTEES

	HQ	EUROPE, MIDDLE EAST & AFRICA	ASIA PACIFIC	NORTH AMERICA	CENTRAL & SOUTH AMERICA
IN %					
Staff represented in H&S committees	100%	100%	100%	17%	87%

Health & Safety applicable legislation changes from one country to another. And while in operations like Spain or the UK, 100% of the staff is covered by a joint management-worker committee, in others, like Greece or Brazil, the work done by this committee is outsourced and covered by a third-party company. There is not such a committee in our North America operation.

#### 403-8 WORKERS COVERED BY AN OCCUPATIONAL HEALTH AND SAFETY MANAGEMENT SYSTEM BASED ON LEGAL OR RECOGNIZED STANDARDS

	HQ	EUROPE, MIDDLE EAST & AFRICA	ASIA PACIFIC	NORTH AMERICA	CENTRAL & SOUTH AMERICA					
ABSOLUTE / IN %										
employees and workers who are not employees, covered by the H&S system	153	100%	1,178	100%	1,547	100%	4,448	100%	3,675	87%
employees and workers who are not employees, covered by the H&S system that has been INTERNALLY audited	-	n/a	3,589	31%	-	0%	-	0%	1,077	26%
employees and workers who are not employees, covered by the H&S system that has been EXTERNALLY audited	-	n/a	3,589	31%	-	0%	-	0%	-	0%

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

	HQ	EUROPE, MIDDLE EAST & AFRICA	ASIA PACIFIC	NORTH AMERICA	CENTRAL & SOUTH AMERICA
HOURS OF TRAINING					
Total average	6.1	1.0	0.7	3.0	0.2
Male	5.7	0.6	0.2	3.3	0.2
Director / Top management	0	7.9	3.5	17.0	3.3
Admin & Professional	7.1	0.9	0.3	0.7	0.2
Sales & Ops Managers	-	1.5	0.2	7.7	1.2
Sales & Ops Staff	-	0.4	0.1	2.1	0.1
Female	6.7	1.2	0.8	2.8	0.2
Director / Top management	0	7.3	0.3	86.2	77.0
Admin & Professional	6.9	1.2	8.7	3.4	0.6
Sales & Ops Managers	-	2.5	0.9	6.1	0.4
Sales & Ops Staff	-	1.1	0.1	1.6	0.1

Training hours in general have been reduced as a large proportion of our staff saw contracts suspended as a consequence of closing of airports during the pandemic.

North America has a different system and criteria for tracking training hours have been applied, resulting in lower training hours recorded.

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

	HQ	EUROPE, MIDDLE EAST & AFRICA	ASIA PACIFIC	NORTH AMERICA	CENTRAL & SOUTH AMERICA
IN %					
Total	100%	100%	100%	100%	100%
Male	100%	100%	100%	100%	100%
Director / Top management	100%	100%	100%	100%	100%
Admin & Professional	100%	100%	100%	100%	100%
Sales & Ops Managers	-	100%	100%	100%	100%
Sales & Ops Staff	-	100%	100%	100%	100%
Female	100%	100%	100%	100%	100%
Director / Top management	100%	100%	100%	100%	100%
Admin & Professional	100%	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

	HQ	EUROPE, MIDDLE EAST & AFRICA	ASIA PACIFIC	NORTH AMERICA	CENTRAL & SOUTH AMERICA
IN %					
Director / Top management					
% male	88.9%	66.7%	10.5%	63.9%	85.7%
% female	11.1%	33.3%	89.5%	36.1%	14.3%
% minority groups	n/a	n/a	n/a	n/a	n/a
% < 30 years	0.0%	0.0%	0.0%	0.0%	0.0%
% 30 – 50 years	32.0%	33.3%	0.0%	0.0%	0.0%
% > 50 years	68.0%	66.7%	100.0%	100.0%	100.0%
Admin & Professional					
% male	49.6%	51.0%	51.5%	41.4%	60.1%
% female	50.4%	49.0%	48.5%	58.6%	39.9%
% minority groups	n/a	n/a	n/a	n/a	n/a
% < 30 years	3.6%	11.3%	19.5%	9.9%	10.1%
% 30 – 50 years	75.9%	67.4%	69.5%	53.4%	64.1%
% > 50 years	20.5%	21.3%	11.0%	36.6%	25.8%
Sales & Ops Managers					
% male	-	49.3%	69.5%	38.2%	46.7%
% female	-	50.7%	30.5%	61.8%	53.3%
% minority groups	n/a	n/a	n/a	n/a	n/a
% < 30 years	-	1.9%	2.2%	7.6%	6.8%
% 30 – 50 years	-	53.9%	60.0%	59.1%	76.0%
% > 50 years	-	44.2%	37.8%	33.3%	17.2%
Sales & Ops Staff					
% male	-	33.2%	22.1%	26.0%	35.0%
% female	-	66.8%	77.9%	74.0%	65.0%
% minority groups	n/a	n/a	n/a	n/a	n/a
% < 30 years	-	18.7%	37.5%	17.0%	25.0%
% 30 – 50 years	-	57.7%	50.7%	43.1%	64.8%
% > 50 years	-	23.6%	11.8%	39.9%	10.2%

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

	HQ	EUROPE, MIDDLE EAST & AFRICA	ASIA PACIFIC	NORTH AMERICA	CENTRAL & SOUTH AMERICA
<b># OF INCIDENTS</b>					
Total number	0	0	0	0	0
Remediation plans implemented	0	0	0	0	0
Remediation plan implemented and under supervision	0	0	0	0	0
Incidents no longer subject to action	0	0	0	0	0

#### 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 (96 % of 2020 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 PUBLIC POLICY

Dufry considers important to engage in discussions with various stakeholders – from policymakers, legislators and regulators to representatives of the business community and society – to understand the issues that are important 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.

#### 415-1 POLITICAL CONTRIBUTIONS

	HQ	EUROPE, MIDDLE EAST & AFRICA	ASIA PACIFIC	NORTH AMERICA	CENTRAL & SOUTH AMERICA
<b>IN CHF</b>					
Total number	0	0	0	0	0

#### 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. Dufry does not sell own-brand products.

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.