Avolta

Sustainability Report 2024 Annex

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About the Annex
Avolta publishes its Sustainability Report in accordance with the Global Reporting Initiative Standards 2021 (GRI Standards), an approach designed to facilitate transparent and comparable disclosure and the tracking of sustainability performance indicators.

The Sustainability Report 2024 Annex forms part of the Sustainability Report, which, together with the 2024 TCFD Report, constitutes Avolta's 2024 Non-Financial Reporting in accordance with the requirements regarding transparency on non-financial matters set out in Art. 964(a) et seqq. of the Swiss Code of Obligations, the Ordinance on Climate Disclosures and the DDTrO. The Sustainability Report is included in the Annual Report 2024 on page 333 ff.

The Sustainability Report 2024 Annex contains information in tabular form, presenting quantitative and qualitative indicators in alignment with GRI Standards as of, and for the year ended December 31, 2024, with comparative figures for 2023, where applicable.

The GRI Content Index 2024, also included in the Annex, cross references indicators (GRI and SDGs) and page numbers, serving as a comprehensive guide to where the information on each topic may be found – either in the Annual Report, the Sustainability Report, on the Company's website or in this Annex.

Scope
Avolta's 2024 Sustainability Report includes information from all 70 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) unless stated otherwise.

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 geographical regions, with a similar structure as 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 geographical region can be found on pages 58 – 73 of the Annual Report 2024. Should you have any comments about the content of the Avolta's 2024 Sustainability Report or want to know more about Avolta's sustainability engagement, please contact us at: sustainability@avolta.net.

Material Matters, Related Impacts, Risks and Opportunities, and Mitigation
The table below outlines Avolta's material sustainability matters. In accordance with the GRI Standards, for each matter, we identify the actual and potential impacts generated by the Company on the economy, environment and people, including human rights, which have been assessed as significant according to our updated materiality assessment ("Impact materiality"). Additionally, for each material matter identified, we report the risks and opportunities that may influence Avolta's results and performance, and deemed significant in the context of our "Double Materiality" exercise ("Financial materiality"), in compliance with the requirements regarding transparency on non-financial matters pursuant to article 964(a) et seqq. of the Swiss Code of Obligations. This Double Materiality assessment also draws on the European Sustainability Reporting Standards (ESRS) foreseen by the new Corporate Sustainability Reporting Directive (CSRD). The overview considers impacts across Avolta's operations as well as its upstream and downstream value chain, encompassing business relationships, products and services, as detailed in the table below.

While beneficial impacts and opportunities are acknowledged, priority has been given to the identification of adverse impacts and risks, reflecting a precautionary approach. In the Sustainability Report, we describe the prevention and mitigation measures in place to manage impacts, risks and opportunities. An exception is made with respect to the "Supporting Communities" matter, for which only beneficial impacts and opportunities have been identified, reflecting the voluntary nature of our initiatives to support and engage communities.

Material Matters, Related Impacts, Risks & Opportunities, and Mitigation

Material matter	Own operations	Value chain	Impacts	Risks and opportunities	Mitigation by Avolta
Sustainable sourcing & traceability Adopt responsible sourcing practices aimed at both improving the transparency & traceability and increasing the procurement of sustainable and certified products.		X	Potential negative impact on environment, animal welfare and people related to harmful sourcing practices.	Potential risk on the Company's reputation deriving from raw materials limited traceability and responsible sourcing safeguards, and from the violation of animal welfare standards. Potential risk on the Company's business continuity due to raw material scarcity.	See page 120
Supply chain management Promote responsible and ethical management of the supply chain, also by partnering with suppliers attentive to their social and environmental impacts.		X	Potential negative impact on the 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.	Potential risk on the Group's reputation deriving from suppliers' socio-environmental performance not aligned with business and stakeholders' expectations.	See page 122
Healthy and sustainable choice Promote better travel experiences offering a wide range of healthy and sustainable products, good for both consumers' and planet health.	X	X	Potential negative impact on people in terms of customers' well-being due to a limited offer of sustainable, healthy and nutritious products.	Potential risk on the Group's financial results due to the shift in customers' preferences towards more healthy and sustainable choices.	See page 123
Product quality & safety Provide high quality & safety standards for the products and ingredients used in all the Company's channels.	X	X	Potential negative impact on people related to damage to customers health and safety.	Potential risk of non-compliance with regulations on product quality and safety.	See page 127
Climate change, energy and emissions Reduce GHG emissions by applying a set of measures including energy efficiency initiatives, sustainable logistics and mobility, and green stores building.	X	X	Potential negative impact on the environment related to the generation of greenhouse gas emissions.	Potential risk on the Company's business continuity deriving from the exposure to physical (extreme climatic events, rising of mean temperatures, etc.) and transition (evolving regulation, reputational damage, etc.) risks.	See page 131

Material matter	Own operations	Value chain	Inside-out impacts	Outside-In risks and opportunities	Mitigation by Avolta
Waste and Packaging Reduce and mitigate environmental damage caused by excessive production and/or inadequate disposal of waste, including food waste. Reduce the use of virgin plastic in packaging.	X	X	Potential negative impact on the environment related to excessive production and/or inadequate disposal of waste, including food waste. 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.	Potential risk of non-compliance deriving from evolving legislation related to waste and product packaging. Potential risk on the Company's financial results due to the scarcity of packaging raw materials, leading to price volatility.	See page 136
Water and Biodiversity Implement processes to monitor and reduce water withdrawal in the operations and purchase materials and products preserving biodiversity.	X	X	Potential negative impact on the environment related to excessive withdrawal from areas with water stress and/or inefficient consumption of water. Potential negative impact on the environment related to loss of biodiversity and damage to natural ecosystems.	Potential risk of non-compliance deriving from evolving regulations regarding water discharge, deforestation and biodiversity. Potential risk on the Company's business continuity deriving from water scarcity. Potential risks on the Company's reputation deriving from the lack of initiatives and/or safe-guards aimed at protecting biodiversity.	See page 140
Culture & Engagement Support diversity by fostering an inclusive working environment and incorporate culture and engagement throughout the organization, to develop a diverse, inclusive leadership.	X		Potential negative impact on people due to the perception of a non-inclusive culture, unable to recognize and value any kind of diversity, such as disability, gender, age, race, minorities, etc.	Potential risk on the Company's reputation deriving from the inability to foster a diverse and inclusive culture that stimulates creativity and innovative thinking.	See page 144
Talent recruitment, engagement and retention 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.	X		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.	Potential risk on the Company's productivity arising from the inability to recruit and retain diverse talent, considering also factors such as disability, gender, race, and other backgrounds. Potential risk on the Group's reputation due to a work-place culture that does not foster open dialogue and engagement.	See page 147
Employee Training and development Provide best training and performance development opportunities in order to foster employees personal and professional growth.	X		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.	Potential risk on the Company's productivity deriving from upskilling and development programs not in line with the business strategy and goals.	See page 149

Material matter	Own operations	Value chain	Inside-out impacts	Outside-In risks and opportunities	Mitigation by Avolta
Health and Well-being Strengthening the culture of health and safety in the workplace through training and prevention programs designed to reduce occupational injuries and protect physical and mental well-being.	X		Potential negative impact on people in terms of occupational illnesses and injuries. Potential negative impact on people in terms of physical and mental well-being benefits and work-life balance protection not aligned with expectations.	Potential risk of non-compliance caused by the violation of workplace health and safety regulations. Potential risk on the Company's reputation and productivity due to low employee satisfaction.	See page 151
Human rights Foster respect for human rights and workers' rights along the entire value chain.	X	X	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.	Potential risk on the Company's reputation arising from human rights violation including child and forced labor, adequate wages, collective bargaining, freedom of association, working time, adequate housing and non-discrimination.	See page 153
Supporting communities Contribute to the development of local communities through occupation, wealth and prosperity as well as with dedicated community engagement and charitable initiatives.	X		Potential positive impact on people and the communities coming from tangible support to local economy through occupation, wealth and prosperity. Potential positive impact deriving from the support to charitable organizations and NGOs, actively committed in contributing to social, environmental and economic development at local level.	Potential opportunities for positive impact on the Company's reputation arising from the fulfillment of its responsibilities as a corporate citizen and its ability to engage in strategic connections with the community.	See page 156

Non-Financial Risks & Opportunities

The factors listed below represent the main risks and opportunities for Avolta based on its business model and the Company's 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 – 57), the Sustainability Report (pages 99 – 161), the Financial Report (pages 164 – 252), and the Corporate Governance Report (pages 274 – 302).

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 an integral part of the Annual Report 2024 or on the Avolta Group website: www.avoltaworld.com.

Risks

Risk Factors	Potential Impact	Our Response
Decrease in passenger & traveler traffic and changes in customer behavior	– Any event outside our control that causes a decrease in 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.	– Business diversification has always been and will continue to be a key strategic element to mitigate risks and drive company growth. – Diversification by geography, sectors and channels to mitigate the impact of regional or local phenomena.
Risks related to pandemics	– 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.	– Taking prompt action to protect the health and safety of our employees and customers through our Health & Safety Protocol, aligning it with local regulations in the locations we operate. – Processes and risk mitigation strategies being in place already prior to the COVID-19 pandemic enabling the Company to react quickly and effectively. – Resilience of the Company secured by the definition of a new corporate strategy – Destination 2027 – implementing a variety of refinancing initiatives focusing on liquidity and a strong financial position.
Winning and extending concessions – Travel retail and travel F&B is typically a highly competitive concession business. Avolta competes with other travel retailers and F&B operators at global, regional and local levels in obtaining and maintaining concessions at airports and in other travel channels. Within a specific location (airport, cruise ship, train station, motorway location, casino or alike) the number of concessions is typically limited.	– Failing to win or extend a concession can prevent the Company from being present a specific location until the concession comes up again for renewal. – The renewal of a concession on less favorable terms, as well as the risk of revocation and modification, can negatively affect the Company's financial position, and overall performance.	– Diversification by geography, sectors and channels to mitigate the impact of regional or local phenomena. Information on sales split by geography, sectors, channels and product categories is available on pages 8 – 9 of the Annual Report 2024. – Concessions' average duration of over 7 years and well-balanced distribution throughout emerging and developed markets avoiding concentration; the largest concession accounts for less than 4 % and the ten biggest concessions for around 18 % of the Group's sales. – Local presence in all key markets, allows Avolta to monitor opportunities at global level to compete for attractive contracts.

Market & political risks – Operating in a highly regulated environment
 	
– Travel Retail and F&B in general is a highly regulated industry, as operators:
  – are required 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.
  – are required to follow product disclosure and health legislation as well as security requirements issued by the airline and airport industry.
	– 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.	– Diversification by geography and by customs regime so as to reduce exposure to local legislation level.
		– 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 support the industry's interests.

Risk Factors	Potential Impact	Our Response
Customer data privacy and cyber security	– Potential impact on both the operational capability of the business as well as with respect to potential legal liability and reputation in the case of issues with customer data.	– 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 and is designed to fulfil the requirements of the EU General Data Protection Regulation (GDPR) and to comply with international data protection laws such as among others the Payment Card Industry Data Security Standard (PCI DSS). – The Company regularly holds cyber security trainings helping to sensitize employees and increase their alertness for these topics. A detailed description on cyber security is available on page 129 of the Sustainability Report. – Avolta maintains a 24 / 7 global customer service platform, where any issues can be reported.
Availability and retention of human capital – Our team of more than 77,000 members across 70 countries is a key success factor in driving sales and increasing customer satisfaction.	– The ability to employ and retain a skilled workforce is a key success factor for the Company. – This is particularly true for our shop and restaurant staff, who typically require distinct skill sets compared to those in traditional high-street retail and F&B operations.	– Attractive multinational and multicultural working environment that takes into account the specific skill set required of our employees (e.g. foreign languages, shift work, security requirements, etc.) and offers trainings and mobility opportunities. – Flexible retention strategies, balancing global consistency with local adaptation, based on key foundational practices such as feedback culture, recognition and rewards scheme, competitive compensation and work-life balance programs. – Avolta Global Culture & Engagement strategy, supported by a dedicated Committee, fosters an inclusive workplace culture that respects and celebrates diversity in all its forms, combats discrimination, and fosters a respectful and supportive environment level.
Consumer behavior – Avolta welcomes daily customers from different countries and cultures, each with unique purchasing habits, dining behaviors, and product preferences.	– Changes in customer behavior as well as the ability to provide the right products and services in a timely manner, can influence sales performance of our operations both locally and globally.	– Avolta's Global Customer Insight team regularly performs customer experience tracking and satisfaction surveys to early identify potential changes in customer behavior and preferences both at global and local level. – In cooperation with our brand partners, our procurement teams identify new trends and customer needs to optimize our dining offerings and product assortments. – To drive innovation in F&B assortments, Avolta maintains two EMEA Centers of Excellence: Foodservice in Amsterdam, focused on global concept development and brand portfolio management, and Factory Food Designers in Milan, focused on food and recipe development according to new consumer trends.

Risk Factors	Potential Impact	Our Response
Suppliers & product availability – Avolta neither develops nor produces any products or private labels. The large majority of the products in Avolta's retail stores are sourced from third-party suppliers.	– The ability to maintain and develop relationships to source products from global and local brands and suppliers requested by customers is a key success factor. – Risks, including reputational risks, arising from supplier's non-compliance with regulations on ethical standards, human and social rights, and environmental protection.	– Avolta operates a centralized global procurement department that 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. – Avolta's Supplier Code of Conduct outlines clear standards and principles that all suppliers are expected to adhere to, ensuring alignment with the Company's commitment to ethical practices, sustainability, and social responsibility across its retail and F&B partnerships. See Page 122. – Introduction of the use of Ecovadis for deeper suppliers' assessment on social and environmental performance.
Legal & compliance – In the ordinary course of its business, there is a risk that the Company could breach laws and regulations regarding business conduct, including, among others, bribery, corruption, fraud, discrimination, unauthorized use of personal data, – The Company could become involved in lawsuits, claims of various natures, investigations and other business-related legal proceedings.	– Legal or compliance issues, especially incidents of corruption, could result in penalties and other legal liabilities, loss of concession or lease agreements, black-listings as well as reputational damage. These impacts could occur locally but also affect the Company globally. – Increasing compliance requirements at both global and local levels could lead to higher compliance costs, further impacting the Company's operations and financial performance.	– In its Code of Conduct, the Company stipulates provisions on how it expects employees, directors and officers to conduct business. The dedicated Global Compliance department monitors compliance with the relevant policies. – In addition, a comprehensive risk management is established, structured into three levels (see page 116 of the Sustainability Report). For corruption-related risks involving external partners, the Company has a procedure in place that requires due diligence and vetting of all external partners, including joint venture partners, consultants for business development projects, and counterparties in M&A and other transactions. In addition, regular reassessments of existing external partners are conducted. – Employees receive regular compliance trainings and awareness-raising communications. – Through the Avolta Supplier Code of Conduct, the Company aims to promote compliance within its supply chain.
Climate change & environmental risks – The Company neither develops nor produce own products, nor does it operate manufacturing sites. – Products are primarily sourced directly from brand, suppliers and distributors and delivered either to our Distribution Centers, wholesalers, or directly to shops and restaurants. – Products are primarily sourced directly from brand, suppliers and distributors and delivered either to our Distribution Centers, wholesalers, or directly to shops and restaurants. – Transportation of goods from supplier's production sites to the Company's Distribution Centers, wholesalers, or directly to shops and restaurants is the responsibility of the suppliers. – From an energy perspective, the Company's scope includes consumption at office buildings and covers its supply chain from the Distribution Center to the shops. These premises are mostly rented, with limited ability to influence construction. – Avolta develops its own shop & restaurant designs and respective guidelines.	– Environmental legislation and requirements can affect cost of energy consumption for transportation, as well as the operation of shops, restaurants and office premises within the Company. – Legislation on use of packaging material (e.g. single use plastics) and circular economy can influence business procedures.	– The Company's Sustainability Strategy covers various aspects of sustainability, while its Environmental Management guidelines integrate environmentally conscious practices into the Company's operations, so as to minimize the environmental footprint of its business activities. – The Company has defined emission reduction goals (for the former Dufry business) and discloses emissions on Scope 1, 2 and 3 for the whole Group. 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 promote sustainability by reducing energy consumption, incorporating recyclable materials and applying circular economy principles for refurbishments. – Avolta is replacing its single-use plastic usage with sustainable alternatives for both retail and F&B operations (see details page 137 of the Sustainability Report).

Risk Factors	Potential Impact	Our Response
Health & safety risks – Except for employees working in office-buildings, the Company's workforce primarily operates in highly regulated environments, such as airports, cruise ships & ferries, train stations, motorways as well as seaports and other similar locations. As a result, our operations are expected to adhere to two levels of health and safety provisions: our own and those established by the respective concession partner. – Fire, health pandemics, terrorist attacks and other external factors pose potential risks to our employees and customers.	– Injury, illness or fatality can affect operational readiness and cause 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, which our employees must adhere to and for which they receive specific training. – The Company's own health and safety regulations apply in addition to location-specific requirements and include Group-wide regulations and guidelines. – The Company implements a Health & Safety Protocol to protect both employees and customers. This protocol incorporates our internal guidelines while remaining flexible enough to adapt to local regulations in the countries and locations where we operate. A detailed overview of our Health & Safety management process is described on pages 151 – 152 of the Sustainability Report.

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	2024 Total
Female	**77**	**20,649**	**18,163**	**4,337**	**2,851**	**46,077**
Permanent	73	17,288	18,155	3,951	1,510	40,977
Fixed-term	4	3,239	8	386	1,217	4,854
Non-guaranteed hours	0	122	n/a	0	124	246
Male	**88**	**13,503**	**11,298**	**2,809**	**3,532**	**31,230**
Permanent	88	11,063	11,292	2,567	1,242	26,252
Fixed-term	0	2,355	6	242	2,215	4,818
Non-guaranteed hours	0	85	n/a	0	75	160
Not disclosed	**0**	**1**	**113**	**0**	**0**	**114**
Permanent	0	1	113	0	0	114
Fixed-term	0	0	0	0	0	0
Non-guaranteed hours	0	0	n/a	0	0	0
Total	**165**	**34,153**	**29,574**	**7,146**	**6,383**	**77,421**

Employees by employment contract and gender (HC)	HQ	EMEA	North America	LATAM	APAC	2023 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	n/a	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	n/a	0	143	215
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	n/a	n/a	n/a	n/a
Total	**148**	**32,379**	**31,737**	**6,562**	**6,136**	**76,962**

* In North America, data not tracked for non-guaranteed hours employees (both Retail and F&B business) and fixed-term employees (F&B business).

Employees by employment type and gender (HC)	HQ	EMEA	North America	LATAM	APAC	2024 Total
Female	**77**	**20,649**	**18,163**	**4,337**	**2,851**	**46,077**
Full-time	62	10,571	15,483	4,067	2,451	32,634
Part-time	15	10,078	2,680	270	400	13,443
Male	**88**	**13,503**	**11,298**	**2,809**	**3,532**	**31,230**
Full-time	82	9,020	9,989	2,743	3,112	24,946
Part-time	6	4,483	1,309	66	420	6,284
Not disclosed	**0**	**1**	**113**	**0**	**0**	**114**
Full-time	0	1	98	0	0	99
Part-time	0	0	15	0	0	15
Total	**165**	**34,153**	**29,574**	**7,146**	**6,383**	**77,421**

Employees by employment type and gender (HC)	HQ	EMEA	North America	LATAM	APAC	2023 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
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

						2024
Workers who are not employees by gender (HC)	HQ	EMEA	North America	LATAM	APAC	Total
Female	4	1,416	8	296	103	1,827
Male	2	1,161	2	287	66	1,518
Not disclosed	0	0	13	0	10	23
Total	**6**	**2,577**	**23**	**583**	**179**	**3,368**

						2023
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
Not disclosed	n/a	n/a	n/a	n/a	n/a	n/a
Total	**6**	**3,117**	**n/a**	**511**	**198**	**3,832**

* For 2023, data not tracked in North America. For 2024, data not tracked in North America for the F&B business, while a methodological improvement allowed to start monitoring data for the Retail business.

2-30 Collective bargaining agreements

						2024
Employees covered by collective bargaining (%)	HQ	EMEA	North America	LATAM	APAC	Total
Percentage of employees covered by collective bargaining agreements	96%	66%	57%	62%	22%	59%

						2023
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 from local communities (%)	HQ	EMEA	North America	LATAM	APAC	2024 Total
Percentage of senior managers from local communities	24%	90%	n/a	73%	82%	43%

Full-time senior managers from local communities (%)	HQ	EMEA	North America	LATAM	APAC	2023 Total
Percentage of senior managers from local communities	26%	84%	n/a	77%	94%	40%

* Data refers to individuals either born or who have the legal right to reside indefinitely (such as naturalized citizens or permanent visa holders) in the same geographical market where operations take place. Data not tracked in North America.

204-1 Proportion of spending on local suppliers

In 2024 Avolta's global spent on local suppliers amounted to over 27% of its global consolidated COGS.

The spent on local suppliers for its retail business amounted to about 30% of global retail COGS, while for its F&B sector this covered over 24% of global F&B COGS.

401-1 New employee hires and employee turnover

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.

						2024
New hires by age and gender (HC)	HQ	EMEA	North America	LATAM	APAC	Total
Female	**26**	**10,547**	**11,847**	**1,082**	**1,091**	**24,593**
<30	4	6,005	7,378	660	762	14,809
30-50	17	3,368	3,615	379	309	7,688
>50	5	1,174	854	43	20	2,096
Male	**17**	**7,927**	**7,938**	**762**	**1,529**	**18,173**
<30	2	5,203	4,598	469	1,216	11,488
30-50	13	2,116	2,679	269	303	5,380
>50	2	608	661	24	10	1,305
Not disclosed	**0**	**1**	**101**	**0**	**0**	**102**
<30	0	1	63	0	0	64
30-50	0	0	33	0	0	33
>50	0	0	5	0	0	5
Total	**43**	**18,475**	**19,886**	**1,844**	**2,620**	**42,868**

						2023
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	756	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
Not 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**	**27,342**	**2,110**	**3,763**	**52,393**

2024

Ingoing turnover by age and gender (%)	HQ	EMEA	North America	LATAM	APAC	Total
Female	**34%**	**51%**	**65%**	**25%**	**38%**	**53%**
<30	50%	114%	125%	46%	50%	105%
30-50	34%	33%	49%	16%	27%	37%
>50	26%	22%	18%	8%	12%	19%
Male	**19%**	**59%**	**70%**	**27%**	**43%**	**58%**
<30	40%	122%	119%	54%	56%	103%
30-50	22%	33%	59%	17%	24%	39%
>50	8%	21%	23%	7%	10%	21%
Not disclosed	**0%**	**100%**	**89%**	**0%**	**0%**	**89%**
<30	0%	100%	124%	0%	0%	123%
30-50	0%	0%	62%	0%	0%	62%
>50	0%	0%	56%	0%	0%	56%
Total	**26%**	**54%**	**67%**	**26%**	**41%**	**55%**

2023

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%	61%	26%
Not 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	2024 Total
Female	**18**	**9,461**	**13,259**	**791**	**922**	**24,451**
<30	1	5,336	7,733	424	615	14,109
30-50	12	2,911	4,155	320	277	7,675
>50	5	1,214	1,371	47	30	2,667
Male	**12**	**7,036**	**8,333**	**622**	**1,547**	**17,550**
<30	1	4,505	4,616	346	1,154	10,622
30-50	7	1,879	2,794	248	370	5,298
>50	4	653	923	28	23	1,631
Not disclosed	**0**	**0**	**81**	**0**	**0**	**81**
<30	0	0	53	0	0	53
30-50	0	0	24	0	0	24
>50	0	0	4	0	0	4
Total	**30**	**16,497**	**21,673**	**1,413**	**2,469**	**42,082**

Employees who left by age and gender (HC)	HQ	EMEA	North America	LATAM	APAC	2023 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
Not 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	**2024** Total
Female	**23%**	**46%**	**73%**	**18%**	**32%**	**53%**
<30	13%	101%	131%	29%	40%	100%
30-50	24%	29%	56%	14%	24%	36%
>50	26%	23%	28%	9%	18%	24%
Male	**14%**	**52%**	**74%**	**22%**	**44%**	**56%**
<30	20%	105%	119%	40%	53%	95%
30-50	12%	29%	61%	15%	30%	38%
>50	16%	23%	32%	9%	24%	26%
Not disclosed	**0%**	**0%**	**72%**	**0%**	**0%**	**71%**
<30	0%	0%	104%	0%	0%	102%
30-50	0%	0%	45%	0%	0%	45%
>50	0%	0%	44%	0%	0%	44%
Total	**18%**	**48%**	**73%**	**20%**	**39%**	**54%**

Outgoing turnover by age and gender (%)	HQ	EMEA	North America	LATAM	APAC	**2023** 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%
Not 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	2024 Total
Minimum number of weeks to provide notice for operational changes	12	6	13	3	4	8

Minimum number of weeks (n)	HQ	EMEA	North America	LATAM	APAC	2023 Total
Minimum number of weeks to provide notice for operational changes	12	6	13	3	4	8

* 2023 data related to EMEA has been restated following a refinement in the calculation methodology.

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	2024 Total
Employees covered by an occupational H&S system	165	31,909	29,574	5,203	1,895	68,746
Employees covered by an occupational H&S system, that has been internally audited	0	18,453	0	2,782	858	22,093
Employees covered by an occupational H&S system, that has been audited or certified by an external party (e.g., ISO 45001)	0	11,915	0	2,755	0	14,670

Employees covered by an occupational H&S management system (%)	HQ	EMEA	North America	LATAM	APAC	Total
Employees covered by an occupational H&S system	100%	93%	100%	73%	30%	89%
Employees covered by an occupational H&S system, that has been internally audited	0%	54%	0%	39%	13%	29%
Employees covered by an occupational H&S system, that has been audited or certified by an external party (e.g., ISO 45001)	0%	35%	0%	39%	0%	19%

Employees covered by an occupational H&S management system (HC)	HQ	EMEA	North America	LATAM	APAC	2023 Total
Employees covered by an occupational H&S system	148	29,500	31,737	4,601	1,212	67,198
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

Employees covered by an occupational H&S management system (%)						2023
Employees covered by an occupational H&S system	100 %	91 %	100 %	70 %	20 %	87 %
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. 2023 data related to total employees (HC and %) covered by an occupational H&S management system has been restated following a refinement in the calculation methodology.

403-9 Work-related injuries

						2024
Injuries of employees by type of incident (n)	HQ	EMEA	North America	LATAM	APAC	Total
Work-related injuries	0	930	1,049	92	103	2,174
– of which high-consequence work-related injuries (excluding fatalities)	0	10	0	0	0	10
Main types of work-related injury		Bruises and contusions, sprains and strains, cuts and wounds, burnings, and to a minor extent fractures				
Fatalities	n/a	0	0	0	0	0
Hours worked	272,404	53,296,423	40,889,153	13,820,089	12,178,938	120,457,008
Rate of recordable work-related injury	0.00	17.45	25.65	6.66	8.46	18.05
Rate of high-consequence work-related injuries	0.00	0.19	0.00	0.00	0.00	0.08
Rate of fatalities as a result of work-related injury	0.00	0.00	0.00	0.00	0.00	0.00

						2023
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	n/a	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	45,163,581	40,296,400	11,642,792	11,518,082	108,886,569
Rate of recordable work-related injury	0.00	21.26	36.03	7.99	4.60	23.49
Rate of high-consequence work-related injuries	0.00	0.27	0.22	0.00	0.87	0.28
Rate of fatalities as a result of work-related injury	0.00	0.00	0.00	0.00	0.00	0.00

*   Rates are calculated over 1,000,000 hours worked. 2023 data of hours worked related to EMEA and LATAM has been restated following a refinement in the calculation methodology.

404-1 Average hours of training per year per employee

						2024
Average training hours by gender and employee category (n)	HQ	EMEA	North America	LATAM	APAC	Total
Female	n/a	9	31	91	13	32
Director / Management	n/a	8	2	7	5	6
Admin & Professionals	n/a	8	1	6	11	7
Sales & Ops Managers	n/a	15	54	67	22	43
Sales & Ops Staff	n/a	9	29	103	14	33
Male	n/a	8	32	71	12	27
Director / Management	n/a	5	2	9	6	4
Admin & Professionals	n/a	7	1	4	8	6
Sales & Ops Managers	n/a	14	52	65	16	38
Sales & Ops Staff	n/a	7	30	89	12	28
Not disclosed	n/a	0	3	0	0	3
Director / Management	n/a	0	0	0	0	0
Admin & Professionals	n/a	0	0	0	0	0
Sales & Ops Managers	n/a	0	7	0	0	7
Sales & Ops Staff	n/a	0	2	0	0	2
Total	n/a	8	31	83	13	30

						2023
Average training hours by gender and employee 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
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
Not disclosed	n/a	n/a	0	n/a	n/a	0
Director / Management	n/a	n/a	0	n/a	n/a	0
Admin & Professionals	n/a	n/a	0	n/a	n/a	0
Sales & Ops Managers	n/a	n/a	0	n/a	n/a	0
Sales & Ops Staff	n/a	n/a	0	n/a	n/a	0
Total	n/a	8	33	15	8	19

						2024
Average training hours by type (n)	HQ	EMEA	North America	LATAM	APAC	Total
Operative skills	n/a	2	24	10	4	16
Managerial skills	n/a	1	6	2	0	3
Technical skills	n/a	2	1	67	3	8
Health & Safety and Quality	n/a	3	0	2	4	2
Compliance	n/a	1	0	2	2	1
Other	n/a	1	0	0	0	0
Total	**n/a**	**8**	**31**	**83**	**13**	**30**

						2023
Average training hours by type (n)	HQ	EMEA	North America	LATAM	APAC	Total
Operative skills	n/a	2	30	7	2	14
Managerial skills	n/a	1	2	1	1	2
Technical skills	n/a	2	1	3	1	1
Health & Safety and Quality	n/a	2	0	1	2	1
Compliance	n/a	1	0	1	2	0
Other	n/a	1	0	4	1	1
Total	**n/a**	**8**	**33**	**15**	**8**	**19**

* Training hours by type have been expressed in terms of average training hours per employee, with alignment of 2023 data as well to allow for better comparability. Data not tracked for Basel HQ.

405-1 Diversity of governance bodies and employees

Employees by employee category, age and gender (%)		HQ	EMEA	North America	LATAM	APAC	2024 Total
Female		**47%**	**60%**	**61%**	**61%**	**45%**	**60%**
Director / Management		33%	45%	47%	47%	43%	45%
	<30	0%	76%	63%	80%	67%	73%
	30-50	38%	47%	45%	53%	45%	47%
	>50	21%	39%	48%	38%	34%	41%
Admin & Professionals		56%	60%	68%	47%	51%	56%
	<30	62%	60%	50%	46%	53%	54%
	30-50	53%	61%	71%	47%	50%	56%
	>50	60%	58%	70%	49%	56%	57%
Sales & Ops Managers		0%	48%	57%	52%	31%	53%
	<30	0%	55%	64%	51%	34%	61%
	30-50	0%	48%	58%	48%	30%	52%
	>50	0%	48%	49%	69%	40%	49%
Sales & Ops Staff		0%	62%	62%	64%	45%	61%
	<30	0%	55%	60%	64%	40%	55%
	30-50	0%	63%	63%	63%	51%	62%
	>50	0%	68%	65%	69%	78%	66%
Male		**53%**	**40%**	**38%**	**39%**	**55%**	**40%**
Director / Management		67%	55%	53%	53%	57%	55%
	<30	0%	24%	38%	20%	33%	27%
	30-50	63%	53%	55%	47%	55%	53%
	>50	79%	61%	52%	62%	66%	59%
Admin & Professionals		44%	40%	32%	53%	49%	44%
	<30	38%	40%	50%	54%	47%	46%
	30-50	47%	39%	29%	53%	50%	44%
	>50	40%	42%	30%	51%	44%	43%
Sales & Ops Managers		0%	52%	43%	48%	69%	47%
	<30	0%	46%	36%	49%	66%	39%
	30-50	0%	52%	42%	52%	70%	48%
	>50	0%	52%	51%	31%	60%	51%
Sales & Ops Staff		0%	38%	37%	36%	55%	39%
	<30	0%	45%	40%	36%	60%	44%
	30-50	0%	37%	37%	37%	49%	38%
	>50	0%	32%	35%	31%	22%	33%

							2024
Not disclosed		0%	0%	0%	0%	0%	0%
Director/Management		0%	0%	0%	0%	0%	0%
	<30	0%	0%	0%	0%	0%	0%
	30-50	0%	0%	0%	0%	0%	0%
	>50	0%	0%	0%	0%	0%	0%
Admin & Professionals		0%	0%	0%	0%	0%	0%
	<30	0%	0%	0%	0%	0%	0%
	30-50	0%	0%	0%	0%	0%	0%
	>50	0%	0%	0%	0%	0%	0%
Sales & Ops Managers		0%	0%	0%	0%	0%	0%
	<30	0%	0%	0%	0%	0%	0%
	30-50	0%	0%	0%	0%	0%	0%
	>50	0%	0%	0%	0%	0%	0%
Sales & Ops Staff		0%	0%	0%	0%	0%	0%
	<30	0%	0%	1%	0%	0%	0%
	30-50	0%	0%	1%	0%	0%	0%
	>50	0%	0%	0%	0%	0%	0%

							2023
Employees by employee category, age and gender (%)		**HQ**	**EMEA**	**North America**	**LATAM**	**APAC**	**Total**
Female		**43%**	**61%**	**62%**	**61%**	**44%**	**60%**
Director/Management		28%	45%	49%	46%	41%	45%
	<30	0%	81%	54%	50%	100%	70%
	30-50	31%	49%	49%	50%	41%	47%
	>50	21%	32%	48%	40%	38%	39%
Admin & Professionals		66%	60%	61%	45%	51%	55%
	<30	80%	60%	50%	42%	53%	54%
	30-50	58%	61%	58%	47%	50%	56%
	>50	78%	58%	69%	45%	50%	57%
Sales & Ops Managers		0%	50%	57%	50%	29%	53%
	<30	0%	49%	63%	54%	37%	58%
	30-50	0%	51%	59%	45%	26%	53%
	>50	0%	49%	49%	67%	36%	49%
Sales & Ops Staff		0%	62%	63%	64%	44%	61%
	<30	0%	56%	61%	63%	40%	56%
	30-50	0%	63%	64%	64%	49%	63%
	>50	0%	67%	65%	69%	78%	66%

							2023
Male		57%	39%	37%	39%	56%	40%
Director/Management		72%	55%	51%	54%	59%	55%
	<30	0%	19%	46%	50%	0%	30%
	30-50	69%	51%	51%	50%	59%	53%
	>50	79%	68%	52%	60%	62%	61%
Admin & Professionals		34%	40%	32%	55%	49%	44%
	<30	20%	40%	50%	58%	47%	46%
	30-50	42%	39%	31%	53%	50%	44%
	>50	22%	42%	31%	55%	50%	43%
Sales & Ops Managers		0%	50%	43%	50%	71%	47%
	<30	0%	51%	37%	46%	63%	41%
	30-50	0%	49%	41%	55%	74%	47%
	>50	0%	51%	51%	33%	64%	51%
Sales & Ops Staff		0%	38%	36%	36%	56%	39%
	<30	0%	44%	38%	37%	60%	43%
	30-50	0%	37%	36%	36%	51%	37%
	>50	0%	33%	35%	31%	22%	34%
Not disclosed		n/a	n/a	0%	n/a	n/a	0%
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	7%	n/a	n/a	0%
	<30	n/a	n/a	0%	n/a	n/a	0%
	30-50	n/a	n/a	12%	n/a	n/a	1%
	>50	n/a	n/a	0%	n/a	n/a	0%
Sales & Ops Managers		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%
Sales & Ops Staff		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%

* The distribution of employees by employee category, age and gender has been expressed in percentage terms, with alignment of 2023 data as well to allow for better comparability.

405-1 Diversity of governance bodies and employee

						2024
Employees with disability by employee category and gender (%)	**HQ**	**EMEA**	**North America**	**LATAM**	**APAC**	**Total**
Female	**0%**	**1%**	**n/a**	**1%**	**0%**	**1%**
Director / Management	0%	0%	n/a	0%	0%	0%
Admin & Professionals	0%	1%	n/a	1%	0%	1%
Sales & Ops Managers	0%	0%	n/a	0%	0%	0%
Sales & Ops Staff	0%	1%	n/a	1%	0%	1%
Male	**0%**	**2%**	**n/a**	**1%**	**0%**	**1%**
Director / Management	0%	1%	n/a	0%	0%	0%
Admin & Professionals	0%	1%	n/a	2%	0%	1%
Sales & Ops Managers	0%	1%	n/a	0%	0%	0%
Sales & Ops Staff	0%	2%	n/a	1%	0%	1%
Not disclosed	**0%**	**0%**	**n/a**	**0%**	**0%**	**0%**
Director / Management	0%	0%	n/a	0%	0%	0%
Admin & Professionals	0%	0%	n/a	0%	0%	0%
Sales & Ops Managers	0%	0%	n/a	0%	0%	0%
Sales & Ops Staff	0%	0%	n/a	0%	0%	0%
Total	**0%**	**2%**	**n/a**	**1%**	**0%**	**1%**

						2023
Employees with disability by employee category and gender (%)	**HQ**	**EMEA**	**North America**	**LATAM**	**APAC**	**Total**
Female	**0%**	**1%**	**n/a**	**1%**	**0%**	**1%**
Director / Management	0%	0%	n/a	0%	0%	0%
Admin & Professionals	0%	1%	n/a	1%	0%	1%
Sales & Ops Managers	0%	1%	n/a	0%	0%	0%
Sales & Ops Staff	0%	1%	n/a	1%	0%	1%
Male	**0%**	**2%**	**n/a**	**2%**	**0%**	**1%**
Director / Management	0%	0%	n/a	0%	0%	0%
Admin & Professionals	0%	1%	n/a	3%	0%	1%
Sales & Ops Managers	0%	1%	n/a	0%	0%	0%
Sales & Ops Staff	0%	2%	n/a	2%	0%	1%
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	**0%**	**2%**	**n/a**	**1%**	**0%**	**1%**

* The distribution of employees with disability by employee category and gender has been expressed in percentage terms, to align to 2023 data as well to allow for better comparability. For some countries (North America: USA and Canada; EMEA: UK, Ireland, Sweden), data on employees with disabilities is not tracked due to privacy laws.

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, 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 poli-cymakers, 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 procure-ment 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 regu-lations 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)	2024	2023
Incidents of non-compliance with regulations resulting in a fine or penalty	28	16
Incidents of non-compliance with regulations resulting in a warning	16	9
Incidents of non-compliance with voluntary codes	10	7
Total	**54**	**32**

* The incidents of non-compliance regarding the health and safety impacts of products and services reported in 2024 mainly concern minor accidents, all of which have been carefully handled by the employee in charge of Quality, Health and Safety Management to tighten the company's standards.

2024 Packaging and Water Consumption

Previous Year data is available only for water consumption.

Single-use packaging F&B

					2024
Non-virgin plastics single-use packaging, by type (%)	EMEA	North America	LATAM	APAC	Total
Cups	87%	62%	-	88%	80%
Cutlery	98%	61%	-	85%	81%
Lids	58%	49%	-	57%	56%
Bowls and Plates	98%	92%	-	41%	92%
Straws	92%	91%	-	92%	91%
Shopping bags	99%	38%	-	99%	88%
Other	97%	87%	-	63%	87%
Total	**88%**	**68%**	**-**	**77%**	**81%**

* Data is referred to the following F&B countries: EMEA (Belgium, Denmark, Finland, France, Greece, Italy, Netherlands, Norway, Sweden, Switzerland, Türkiye, United Arab Emirates, UK), APAC (India, Indonesia, Malaysia, Vietnam) and North America (US, Canada). During 2024 Avolta had any F&B business activities in LATAM.

"Other" packaging includes: food boxes and bags, single-use carry trays, sauce containers, coffee stirrers, wrappings, and placemats.

Water consumption

Water consumption data for 2023 and 2024 are not directly comparable, as the scope of the analysis has changed, and the applied estimates are not equivalent.

					2024
	EMEA	North America	LATAM	APAC	Total
Water consumption (m³)	4,501,976	n/a	130,383	455,827	5,088,186

					2023
	EMEA	North America	LATAM	APAC	Total
Water consumption (m³)	3,739,786	n/a	68,347	453,682	4,261,814

* In F&B countries with no available data, water consumption was estimated through a comparative analysis, applying a proportionality coefficient based on entities with similar positioning and revenue. For retail countries with no available data, water consumption was estimated using a statistical coefficient obtained from public databases (Statista Research Department – 0.76 m³/m²). This coefficient is consistent with the average coefficient derived from the provided primary data, excluding any outliers or recorded anomalies. Data for North America is not available due to missing reference parameters for accurate estimation.

Avolta

Additional Regulatory Disclosures

Disclosure in Accordance with Art. 964j-l of the Swiss Code of Obligations and the Swiss Ordinance on Due Diligence and Transparency in Relation to Child Labor [1]

Avolta is committed to high standards with respect to labor practices and prohibits the use of child labor across its operations and in its supply chain. The Company espouses the Ten Principles of the United Nations Global Compact, the Universal Declaration of Human Rights adopted by the United Nations General Assembly and the International Labour Organization (ILO) Declaration on Fundamental Principles and Rights at Work.

We maintain a management system to identify and mitigate potential risks related to child labor within our travel retail and food and beverage ("F&B") businesses and their respective supply chains, as detailed below.

Policies

Our commitment to the prevention of child labor is anchored in the Company's corporate policy framework.

Avolta's global Human Resources Policy prohibits the use of child labor in violation of applicable legislation across its business operations, as well as hazardous work by those under the age of 18. Avolta supports the use of legitimate workplace apprenticeship and similar programs for youth that comply with all laws and regulations applicable to such programs where hazardous work is not involved. The Group's Human Resources Policy is available on Avolta's website at www.avoltaworld.com/en/our-impact (Download Section).

Avolta's Supplier Code of Conduct ("Supplier Code") prohibits the company's suppliers, their employees, agents and sub-contractors from:

1. Supplying any products or services to Avolta that have been manufactured, assembled or packaged in violation of internationally accepted human rights standards, including child labor;

2. The employment of minors below the age of 16 or, if higher, below the minimum age required by local law.

In accordance with the Supplier Code, Avolta expects its suppliers to duly perform third-party due diligence towards their sub-tier suppliers and to implement monitoring mechanisms, for example through audits. Suppliers must be capable of tracing their source of supply at least one tier back in the supply chain. These measures are designed to ensure accountability, transparency, and a commitment to upholding high standards throughout the supply chain.

To promote compliance, Avolta asks key suppliers to either sign the Supplier Code or undergo a certification process of their own code of conduct by Avolta. As of December 31, 2024, 684 suppliers had signed the Supplier Code or were certified, representing approximately 60% of the Group's costs of goods sold in 2024 (2023: 49%).

The Supplier Code is available on Avolta's website at www.avoltaworld.com/en/our-impact (Download Section) and is further described on page 122 of the Sustainability Report.

Risk Management

As part of its risk-based due diligence approach regarding child labor, Avolta in 2024 undertook a comprehensive risk assessment to assess potential child labor risks across its supply chains, leveraging the Ecovadis sustainability intelligence platform.

For products sold in our Retail operations, the assessment focused on product categories with higher exposure to the risk of child labor, as identified based on publicly available reports and studies. These include Tobacco, Food & Confectionery, Toys and Souvenirs, Textiles, Leather, Luggage and Electronics. It considered various criteria such as supplier location and the country of production taking into account the UNICEF Child Labor Country Risk Index, as well as financial materiality. Suppliers accounting for approximately 90% of purchase volume from global suppliers in each of the categories were included. Beyond these higher-risk categories, we also assessed our top 200 retail suppliers by purchase volume.

In our F&B supply chain, the risk assessment was run applying the same criteria and covered suppliers in geographic markets which together accounted for more than 70% of Avolta's F&B turnover in 2024.

The suppliers with the highest risk exposure as identified in the risk assessment are required to undergo a further screening process facilitated by Ecovadis, including a focused questionnaire regarding the supplier's labor practices. This enables Avolta to gain a deeper understanding

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1 Ordinance on Due Diligence and Transparency in relation to Minerals and Metals from Conflict-Affected Areas and Child Labor (DDTrO) of 3 December 2021.

of supplier compliance and to identify suppliers in need of further assessment or corrective action.

Suppliers for whom a reasonable suspicion regarding child labor is identified are subject to remedial action, including corrective action plans, guidance on compliance and trainings, with progress monitored by Avolta.

Of the more than 700 suppliers assessed, approximately 30 were identified as having the highest risk exposure and were thus selected to undergo the further screening process on child and forced labor facilitated by Ecovadis.

Traceability

Avolta recognizes that transparency across the supply chain is critical to maintaining trust, mitigating risks, and upholding high standards of social accountability. To support these goals, Avolta has implemented a master data approach designed to enable the systematic tracking of critical product- and vendor-related information. Further, as noted above, Avolta's Supplier Code expects suppliers to duly perform third-party due diligence towards their sub-tier suppliers and to implement monitoring mechanisms, for example through audits, and to have robust systems in place to trace their sources of supply at least one tier back in the supply chain.

Reporting Mechanisms

Avolta maintains several channels designed to allow its employees and third party stakeholders, such as suppliers, to report concerns regarding unethical practices or potential breaches of applicable laws or regulations, including child labor. Reports can be made directly to Avolta's Compliance Department at compliance@avolta.net or through the company's reporting platform at www.avolta-compliance.com using a secure web intake system or through toll-free hotline numbers, each with the option of anonymity. For further information on our Reporting channels, please see page 146 of the Sustainability Report.

Further, Avolta's suppliers are required to report breaches of the Supplier Code of Conduct to Avolta, including with respect to child labor.

In 2024, Avolta did not receive any alerts regarding child labor through these channels.