

# SUSTAINABILITY REPORT 2021 ANNEX



**DUFRY**

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# SUSTAINABILITY REPORT ANNEX

## About the Report

Following its commitment to providing more visibility into its annual non-financial performance, and building on the steps taken in 2016 with the commissioning of its first Materiality Assessment to identify the sustainability topics and in 2017 with the preparation of the first Sustainability Report following international standards, Dufry has again aligned its Sustainability Report with the guidelines of the Global Reporting Initiative (GRI) Standards: 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.

Dufry's 2021 Annual Report, includes information for the same set of GRI indicators as the report of 2020, including those that Dufry decided to voluntarily report on: Emissions, Environmental Compliance and Public Policy. The Dufry 2021 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, 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, 2021.

For easier tracking, a complete list of the indicators in the GRI Index is available also as an annex of the Dufry Annual Report and in Dufry's corporate website. That Index cross references indicators (GRI and SDG indicators) and page numbers, serving as a comprehensive guide to where the information on each topic may be found - either in the annual report, on the Group website or in this annex.

## Scope

Dufry's 2021 Sustainability Report maintains the same scope of the 2020 report and includes information from all the 66 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 four 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
- Americas

More information about each of the countries included may be found on pages 42 - 59 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).

## NON-FINANCIAL RISKS & OPPORTUNITIES

The factors listed below represent the main risks and opportunities for the Dufry Group based on the business model and the company strategy as implemented in 2021. These factors are regularly reviewed and adapted in line with changes in the company's scope and business model as well as to reflect new external developments. Detailed information on the business model is provided in the Strategy Chapter (pages 22 - 72), the ESG Report on pages (73 - 109) as well as in the Financial Report (pages 118 - 123) and the Corporate Governance Report (pages 235 - 259).

### RISKS

RISK FACTORS	POTENTIAL IMPACT	OUR RESPONSE
<p><b>Reduction in passenger traffic and changes in customer behavior</b></p>	<ul style="list-style-type: none"> <li>- Any event outside our control that causes a reduction of passenger traffic in among others airports &amp; airlines, railway stations, as well as ferries and cruise lines could adversely affect our business.</li> <li>- The same applies to economic conditions and political changes, which influence customer sentiment as well as traveling and spending behavior.</li> </ul>	<ul style="list-style-type: none"> <li>- Business diversification has always been and will continue to be a key strategic element to mitigate risks and drive company growth.</li> <li>- Diversification by geographies, sectors and channels to mitigate the impact of regional or local phenomena.</li> <li>- Information on sales split by geographies, sectors, channels and products categories is available on pages 4 - 5 of the annual report 2021.</li> </ul>
<p><b>Specific Covid-19 related risks</b></p>	<ul style="list-style-type: none"> <li>- The COVID-19 pandemic is an example of how governmental restrictions to reduce traveling and personal contacts strongly reduce domestic and international travel, passenger traffic and therefore impact the travel retail industry and our business.</li> </ul>	<ul style="list-style-type: none"> <li>- We have immediately taken action to protect health and safety of our employees and customers through our Global Health &amp; Safety Protocol, fully aligning it with local regulations in the locations we operate.</li> <li>- Various processes and risk mitigation strategies being in place already prior to the COVID-19 pandemic have enabled us to react quickly and effectively on this specific situation.</li> <li>- We have taken a location-by-location and shop-by-shop approach to assess opportunities to keep shops open or reopen them as soon as possible.</li> <li>- We have adapted the company organization and processes to the new business environment, to reduce costs and applied an increased control on cash management.</li> <li>- We have secured the resilience of the company by implementing a variety of refinancing initiatives focusing on liquidity and a strong financial position.</li> <li>- We expect to be well positioned for the recovery phase and to be able to engage in strategic initiatives to accelerate growth going forward.</li> </ul>
<p><b>Winning and extending concessions</b></p> <ul style="list-style-type: none"> <li>- Travel retail is typically a highly competitive concession business. Dufry competes with other travel retailers at global, regional and local levels in obtaining and maintaining concessions at airports and in other travel channels. Within a specific location (an airport, a cruise ship, a train station, casino or alike) the number of concessions is typically limited and includes a de-facto exclusivity.</li> </ul>	<ul style="list-style-type: none"> <li>- Failing to win or extend a concession can prevent Dufry - or any competitor - to enter a specific location until the concession comes up again for renewal.</li> <li>- Concession contracts can be subject to revocations and modifications, which can negatively affect the performance of the company at the particular location or at corporate level.</li> </ul>	<ul style="list-style-type: none"> <li>- Dufry maintains a highly diversified concession portfolio across over 420 locations, over 2,300 shops in 66 countries with an average remaining life-time of currently 6 years.</li> <li>- Concessions are well balanced throughout emerging and developed markets; the largest concession accounts for less than 4% and the ten biggest concessions for less than 22% of sales.</li> <li>- Local presence in all key markets, allows Dufry to monitor opportunities at global level to compete for attractive contracts.</li> </ul>

**Market & political risks – Operating in a highly regulated environment**

Travel Retail in general is a highly regulated industry, as operators:

- have to adhere to the same regulatory framework with respect to commercial activities and product requirements as local retailers 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.

- 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 geographies and by customs regime reducing exposure to local legislation.
- Broad product assortment constantly adapted to new customer preferences.
- Strong and long-term partnerships with airport authorities and other landlords. Mutual trust and shared objectives with these landlords are key for value creation.
- Cooperation with industry associations to lobby for the industry's interests.

**Customer data privacy and cybersecurity**

- 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.

- Dufry manages its IT, data protection and cybersecurity risks through its Global IT Security Team responsible to assess, identify and implement protective measures to mitigate existing and potential new risks.
- Dufry's Group Data Protection Policy defines requirements to process third party transactions and 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 85 of the ESG Report.
- Dufry maintains a global customer service platform, where any issues can be reported online and/or by personal contact 24/7.

**Availability and retention of human capital**

- By directly engaging with our customers from over 150 nationalities and ethnicities our employees are key success factors to drive sales and customer satisfaction.

- The capability of employing and retaining a skilled workforce is a key success factor in the company.
- This is particularly true for our shop staff, who normally have higher and different skill requirements than in traditional high-street retail shops.

- 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.

**Customer behavior**

- Dufry's welcomes daily customers from over 150 nationalities, many of them having different purchasing behaviors and product preferences.

- Changes in customer behavior as well as the capability to provide the right services can influence sales performance of our shops locally and globally.

- Dufry 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 central procurement teams identify new trends and customer needs to optimize our assortments.

**Suppliers & product availability**

- As a "pure" retailer, Dufry does not develop or produce any products nor private labels.

- The ability to maintain and develop supply relationships to source products from global and local brands requested by customers is a key success factor.

- Dufry operates a centralized global procurement department, which directly manages its supply chain with owners of global brands.
- Local brands are sourced locally.
- Dufry's global brand portfolio represents a valuable asset for landlords, when we compete for concessions.

**Legal & compliance**

- Within its course of business, there is a risk that the company could violate laws and regulations at local level regarding business conduct and regulations, preventing among others bribery, corruption, fraud, discrimination, unauthorized use of personal data.
- The company could be involved in lawsuits, claims of various natures, investigations and other business related legal proceedings.

- Legal or compliance issues can generate related costs, penalties, as well as reputational damage. These impacts can occur locally, but also affect the Group.

- In its Code of Conduct Dufry stipulates provisions on how it expects employees, directors and officers to conduct business. The dedicated Global Compliance department monitors the respect of the respective set of company policies.
- Through the Dufry Supplier Code of Conduct, the company extends its scope of compliance with respect to accepted regulations and business ethics.
- Employees receive regular compliance trainings and awareness raising communications.

**Climate change & environmental risks**

- Dufry does not develop nor produce own products nor does it operate any kind of manufacturing sites.
- Products are sourced directly from brand owners and are delivered either to our Distribution Centers or directly to the shops.
- Transportation of goods from the supplier's production sites to the Dufry Distribution Centers or directly to the shops is covered within the responsibility of the suppliers.
- From an energy perspective Dufry includes in its scope consumption at office buildings and covers its supply chain from the Distribution Center to the shops. These premises are mostly rented with low possibility to influence construction.
- Dufry develops its own shop design and the respective guidelines.

- Environmental legislation and requirements can affect cost of energy consumption for transportation as well as the operation of shop and office premises within the Group.
- Legislation on use of packaging material (e.g. single use plastics) and circular economy can influence business procedures.

- Dufry's ESG Strategy covers the different aspects of sustainability.
- The company has defined emission reduction goals and discloses emissions on Scope 1, 2 and 3.
- Dufry has a dedicated Shop Design Strategy to develop sustainable shops with respect to reduced energy consumption, use of recyclable materials and circular economy for shop refurbishments.
- Dufry is replacing its single-use plastic packaging with sustainable and alternatives, where possible (see details page 92).

**Health & safety risks**

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

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

- The first level of health and safety provisions is defined by landlord's health and safety programs, to which our employees have to adhere to and for which they are specifically trained.
- Dufry's own health and safety regulations are applied on top of the location specific ones and include group-wide regulations and guidelines.
- In the context of the COVID-pandemic Dufry implemented an additional Global Health & Safety Protocol to protect both employees and customers. The protocol includes our internal guidelines and is flexible enough to adapt to the local regulations in the countries and locations of our shops.
- A detailed description of the Health & Safety management process is described on pages 99 - 100 of the ESG Report.

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

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

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

## OPPORTUNITIES

OPPORTUNITY FOR GROWTH	POTENTIAL IMPACT	OUR RESPONSE
<b>Demographic growth of population</b>	- The increase in the World's population provides the whole travel and travel retail industry with a secular growth of potential customers.	<ul style="list-style-type: none"> <li>- Global presence.</li> <li>- Business model covering different channels of travel and leisure.</li> <li>- Strong digital strategy to further drive sales and attract customers on a global basis.</li> </ul>
<b>Increasing wealth of societies fueling mobility and propensity to travel</b>	- Besides pure demographics, the ongoing wealth increase of societies contributes to accelerate mobility and growth of the travel retail industry as travelling becomes an aspirational life-style element.	<ul style="list-style-type: none"> <li>- Offer different shop formats to best accommodate customer needs.</li> <li>- Evolve customer experience by combining online and physical shopping opportunities.</li> <li>- Evolve assortment with novelties, travel retail and Dufry exclusives following global trends.</li> <li>- Intensify digitalization and personalized marketing services.</li> </ul>
<b>Fragmentation of industry</b>	- The global travel retail market still offers opportunities for further consolidation in all continents, thus representing an attractive growth opportunity.	<ul style="list-style-type: none"> <li>- Dufry has two strategic growth pillars: organic growth and M&amp;A.</li> <li>- 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.</li> <li>- We continue to focus on M&amp;A as it offers the opportunity for strategic add-on acquisitions in travel retail as well as for accessing new travel related markets.</li> <li>- M&amp;A often allows to leverage existing local organization thus increasing profitability.</li> </ul>

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

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

	HQ	EUROPE, MIDDLE EAST & AFRICA	ASIA PACIFIC	AMERICAS	TOTAL
Headcounts	134	10,644	789	11,288	22,855
Male	73	3,965	219	3,934	8,191
Female	61	6,679	570	7,354	14,664
Number of Nationalities	24	108	22	106	144

	HQ	EUROPE, MIDDLE EAST & AFRICA	ASIA PACIFIC	AMERICAS
<b>BREAKDOWN BY EMPLOYEE TYPE</b>				
Headcounts	134	10,644	789	11,288
Male	73	3,965	219	3,934
Full time	68	3,354	199	3,463
Part time	5	611	20	471
Female	61	6,679	570	7,354
Full time	36	4,600	496	6,509
Part time	25	2,079	74	845

	HQ	EUROPE, MIDDLE EAST & AFRICA	ASIA PACIFIC	AMERICAS
<b>BREAKDOWN BY CONTRACT TYPE</b>				
Headcounts	134	10,644	789	11,288
Male	73	3,965	219	3,934
Permanent	72	3,578	203	3,789
Temporary	1	387	16	145
Female	61	6,679	570	7,354
Permanent	60	5,975	493	7,096
Temporary	1	704	77	258

	HQ	EUROPE, MIDDLE EAST & AFRICA	ASIA PACIFIC	AMERICAS
<b>BREAKDOWN BY AGE GROUP</b>				
Headcounts	134	10,644	789	11,288
Male	73	3,965	219	3,934
< 30 years	5	653	47	990
30 - 50 years	51	2,354	144	1,958
> 50 years	17	958	28	986
Female	61	6,679	570	7,354
< 30 years	2	916	121	1,655
30 - 50 years	42	3,953	370	3,606
> 50 years	17	1,810	79	2,093

	HQ	EUROPE, MIDDLE EAST & AFRICA	ASIA PACIFIC	AMERICAS
<b>BREAKDOWN BY PROFESSIONAL LEVEL</b>				
Headcounts	134	10,644	789	11,288
Male	73	3,965	219	3,934
Director / Top management	10	35	5	25
Admin & Professional	63	507	47	395
Sales & Ops Managers	-	308	31	228
Sales & Ops Staff	-	3,115	136	3,286
Female	61	6,679	570	7,354
Director / Top management	2	22	4	8
Admin & Professional	59	640	69	508
Sales & Ops Managers	-	315	27	244
Sales & Ops Staff	-	5,702	470	6,594

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 and Shared Services Centers 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	AMERICAS	TOTAL
Headcounts	134	5,232	0	6,744	12,111
% over total	100%	49%	0%	60%	53%

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

	HQ	EUROPE, MIDDLE EAST & AFRICA	ASIA PACIFIC	AMERICAS
RATIO (1.00 = MINIMUM WAGE)				
Male	1.00	1.68	2.87	2.56
Female	1.00	1.78	2.38	2.46

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 operations located in some Caribbean locations, Canada, Germany, Kuwait, Macao, UAE and the US and hence, these operations have been omitted from the 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	AMERICAS
IN %				
Locally hired	41%	92%	35%	89%

**204-1 PROPORTION OF SPENDING ON LOCAL SUPPLIERS**

The food, confectionery and catering category (which represents 22% of Dufry's 2021 global sales) spent by far the largest proportion of its global procurement budget on local providers; approximately 80%. This is followed by the Wine & Spirits category (17% of the 2021 global sales), with 20% of its budget spent on local brands, and the Luxury category (11% of 2021 global sales), with 20% of its budget spent on local providers. Tobacco goods (8% of the 2021 global sales) allocated 2.5% of its budget, while Perfume and Cosmetics (31% of the 2021 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 have been impacted by layoff 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	AMERICAS
<b>HEADCOUNTS</b>				
New Hires (absolute)	9	2,310	39	6,474
Male	6	802	11	2,266
< 30 years	3	357	3	1,049
30 - 50 years	3	372	8	745
> 50 years	-	73	-	472
Female	3	1,508	28	4,208
< 30 years	-	513	9	1,880
30 - 50 years	2	806	17	1,451
> 50 years	1	189	2	877

	HQ	EUROPE, MIDDLE EAST & AFRICA	ASIA PACIFIC	AMERICAS
<b>HEADCOUNTS</b>				
Employee turnover (absolute)	23	3,152	516	5,103
Male	10	1,041	128	1,799
< 30 years	-	326	49	751
30 - 50 years	8	540	64	723
> 50 years	2	175	15	325
Female	13	2,111	388	3,304
< 30 years	-	598	96	1,429
30 - 50 years	10	1,097	217	1,250
> 50 years	3	416	75	625

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
<b>IN WEEKS</b>				
Minimum notice period	13	4	5	3

For certain countries the minimum notice period may change depending the scope of the operational changes: Finland (2 - 24 weeks), France & Switzerland (4 - 20 weeks), Switzerland (4 - 12 weeks), UAE (4 - 12 weeks). For calculating the information for the indicator we have adopted average periods in these locations.

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

	HQ	EUROPE, MIDDLE EAST & AFRICA	ASIA PACIFIC	AMERICAS
<b>IN %</b>				
Staff represented in H&S committees	100%	100%	100%	48%

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		AMERICAS		
ABSOLUTE / IN %								
employees and workers who are not employees, covered by the H&S system	134	100%	10,644	100%	789	100%	11,288	100%
employees and workers who are not employees, covered by the H&S system that has been INTERNALLY audited	-	n/a	144	1%	-	0%	-	0%
employees and workers who are not employees, covered by the H&S system that has been EXTERNALLY audited	-	n/a	144	1%	-	0%	-	0%

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

	HQ	EUROPE, MIDDLE EAST & AFRICA		ASIA PACIFIC		AMERICAS		
HOURS OF TRAINING								
Total average		2.6	17.0	27.3	13.0			
Male		2.8	15.4	12.8	11.0			
Director / Top management		-	4.1	-	4.3			
Admin & Professional		3.2	6.0	1.6	0.9			
Sales & Ops Managers		-	8.5	6.1	4.9			
Sales & Ops Staff		-	18.3	18.7	13.2			
Female		2.4	18.0	32.9	14.1			
Director / Top management		-	6.6	-	10.2			
Admin & Professional		2.5	7.6	0.2	1.9			
Sales & Ops Managers		-	13.8	1.8	5.6			
Sales & Ops Staff		-	20.6	39.8	16.3			

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		AMERICAS		
IN %								
Total	100%	95%	100%	100%	100%			
Male	100%	95%	100%	100%	100%			
Director / Top management	100%	100%	100%	100%	100%			
Admin & Professional	100%	95%	100%	100%	100%			
Sales & Ops Managers	-	96%	100%	100%	100%			
Sales & Ops Staff	-	95%	100%	100%	100%			
Female	100%	96%	100%	100%	100%			
Director / Top management	100%	92%	100%	100%	100%			
Admin & Professional	100%	98%	100%	100%	100%			
Sales & Ops Managers	-	97%	100%	100%	100%			
Sales & Ops Staff	-	95%	100%	100%	100%			

## 405-1 DIVERSITY OF GOVERNANCE BODIES AND EMPLOYEES

			HQ	EUROPE, MIDDLE EAST & AFRICA	ASIA PACIFIC	AMERICAS
<b>IN %</b>						
Director / Top management	< 30 years	Men	-	3%	-	-
		Women	-	-	-	-
		Minority	n/a	n/a	n/a	n/a
	30 - 50 years	Men	59%	18%	40%	23%
		Women	13%	34%	20%	14%
		Minority	n/a	n/a	n/a	n/a
	> 50 years	Men	22%	36%	25%	45%
		Women	6%	9%	15%	18%
		Minority	n/a	n/a	n/a	n/a
Admin & Professional	< 30 years	Men	2%	5%	8%	4%
		Women	5%	7%	13%	7%
		Minority	n/a	n/a	n/a	n/a
	30 - 50 years	Men	33%	27%	38%	26%
		Women	40%	40%	34%	33%
		Minority	n/a	n/a	n/a	n/a
	> 50 years	Men	5%	9%	3%	14%
		Women	14%	12%	4%	18%
		Minority	n/a	n/a	n/a	n/a
Sales & Ops Managers	< 30 years	Men	-	1%	4%	2%
		Women	-	1%	4%	4%
		Minority	n/a	n/a	n/a	n/a
	30 - 50 years	Men	-	30%	32%	33%
		Women	-	35%	21%	35%
		Minority	n/a	n/a	n/a	n/a
	> 50 years	Men	-	16%	20%	13%
		Women	-	17%	20%	13%
		Minority	n/a	n/a	n/a	n/a
Sales & Ops Staff	< 30 years	Men	-	6%	11%	10%
		Women	-	9%	18%	16%
		Minority	n/a	n/a	n/a	n/a
	30 - 50 years	Men	-	21%	21%	16%
		Women	-	38%	41%	31%
		Minority	n/a	n/a	n/a	n/a
	> 50 years	Men	-	8%	2%	8%
		Women	-	18%	7%	19%
		Minority	n/a	n/a	n/a	n/a

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

	HQ	EUROPE, MIDDLE EAST & AFRICA	ASIA PACIFIC	AMERICAS
<b># OF INCIDENTS</b>				
Total number	0	3	1	0
Remediation plans implemented	0	-	1	0
Remediation plan implemented and under supervision	0	1	1	0
Incidents no longer subject to action	-	0	1	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 2021 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	AMERICAS
IN CHF				
Total number	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.