



ESG

report

2023



gategroup

Table of contents

04	A message from gategroup's CEO and Chairman
06	About gategroup
06	Our family of brands
08	Our global presence and network
10	2023 at a glance
11	Sustainability in the context of a culinary company
12	ESG at gategroup
14	Material areas of focus for ESG at gategroup
15	Our key stakeholders
16	Our ESG Framework
20	ESG management at gategroup
22	Building the next generation gategroup
24	Responsible advocacy
26	Environmental management: Caring for our planet
27	Environmental stewardship
32	Water
34	Waste
36	Energy, climate change, and greenhouse gas (GHG) emissions
38	Customer collaborations – supporting innovation in aviation
40	Social matters: Treating people fairly
41	Our people
44	Occupational Health & Safety (OHS)
46	Diversity, equity, & inclusion (DE&I)
52	Community engagement
54	Governance matters: Behaving responsibly
55	Transparent governance
59	Responsible supply chain management
63	Product stewardship and innovation
67	Our external partners and initiatives supported
68	About this report
69	Environmental performance indicators
70	Social performance indicators
74	Our contributions to the UN SDGs

A message from gategroup's CEO and Chairman

We are pleased to present our second annual ESG report on the progress we have made to date and to share updates on the plans and programs we have established to bring our ESG ambitions to fruition.



Dear customers, colleagues, partners, and shareholders,

The word "sustain," according to the Merriam-Webster Dictionary, dates to the 13th century — but 2024 marks the 100th anniversary of the first use of the word "sustainable." Just as the definition of that word has evolved over time, gategroup's ESG practice continues to develop. We are pleased to present our second annual ESG report on the progress we have made to date and to share updates on the plans and programs we have established to bring our ESG ambitions to fruition.

Last year's report included a mention of our mantra: If you don't measure it, you don't manage it. In accordance with that principle, we dedicated 2022 to establishing a sound ESG foundation by defining material areas of action and long-term commitments.

With this year's report, we can share with you the initial steps we took during 2023 to transition from measurement to management of our strategy for pursuing continuous improvement in our environmental, social, and governance performance. By the end of the year, we had:

- Integrated ESG into our Enterprise Risk Management process and into the CAPEX investment decision-making process.
- Strengthened diversity, equity, and inclusion (DE&I) within gategroup's Executive Management Board with the additions of Chief Legal Officer Angela Petzold Theiler and Chief People Officer Jeanette Hron.
- Defined short- and medium-term targets and metrics for DE&I. Held a series of activities related to gender equity that, in addition to promoting stronger opportunities and career paths for women at gategroup, served as a pilot for subsequent programs in support of a broader DE&I program.
- Defined short- and medium-term targets on environmental management and occupational health and safety along with a clear set of measures to help us achieve these goals.
- Earned a Bronze rating from EcoVadis for gategroup as a whole, a Bronze for our servair brand, and a Gold rating for our deSter brand.
- Signed a cross-industry statement presented to the European Union Commission regarding Category 1 waste regulation and joined a coalition of advocates who supported a related video campaign produced by KLM.

These milestones are among the early measures of our progress as we redefine gategroup's business parameters, reinvigorate our corporate culture, and integrate ESG throughout the organization's people and business strategies.

We firmly believe that ESG performance is about people as well as percentages. Our progress to date reflects the energy, enthusiasm, and commitment to innovation that we see exhibited daily by the member of our team.

The culture we're building is already proven as a key asset in attracting and retaining talent. The results we are achieving together align with our customers' ESG as well as culinary priorities and requirements. Our resolve to continue on this path is strengthened by the consistent support we receive from our shareholders and lenders. We are grateful to each of our stakeholders for the invaluable role they play in realizing our business and ESG ambitions.

On behalf of gategroup's Board of Directors and executive leadership, we thank you for your confidence in the strategies we are executing and for your allegiance as we continue to advance toward sustainable growth.

Timo Vättö
Chairman of the Board

Christoph Schmitz
Chief Executive Officer

About gategroup

Our family of brands

gategroup is the global leader in airline catering, retail-on-board, hospitality services, food solutions and packaging. Our family of brands is at the forefront of each of their respective categories in the industry. Providing passengers with superior culinary and retail experiences onboard or ready-to-go meals at supermarkets using sustainable food packaging concepts, our brands leverage innovation and operational excellence to deliver unique food experiences and environmentally friendly solutions that adhere to the highest standards.



Global leader in airline catering and provisioning services

gategourmet is the global leader in airline catering solutions, serving airlines at over 200 airports and airport lounges. Our passion lies in delivering an exceptional dining experience to airline customers and passengers. From menu design to execution and delivery, we work closely with our airline partners and culinary community to develop innovative and authentic creations that delight the senses of passengers around the world. Our culinary team is supported by our dedicated operational excellence team which stringently ensures that we deliver standardized, consistent catering services using the highest quality ingredients through our vast network of appraised suppliers.



Caterer to the world and market leader in Africa

Leveraging its rich heritage in airline culinary excellence, servair is the premium caterer and food service provider for France and the African continent. Passionate about gastronomy, servair joined gategroup in 2017 and delivers world-class inflight catering and operates a wide variety of airport services and non-aviation hospitality and catering facilities focused on France and its overseas territories as well as Africa.



Innovating and delivering profitable retail programs

As the world's leading inflight retailer, gateretail enhances the passenger experience through our award-winning, omni-channel retail programs for our airline partners. With an extensive knowledge and experience in food and beverage in travel retail, gateretail's programs are designed to drive increased revenue streams for airlines through technological innovation and training. With a global customer portfolio covering four continents, gateretail serves more than 20 airline customers on over 1,000 aircraft to more than 315 million passengers a year.



Shaping the future of sustainable dining

deSter is the market leader in designing and manufacturing sustainable food packaging and serviceware concepts for the aviation, hospitality, and food service industries. Prioritizing environmental goals and incorporating lightweight, eco-friendly materials into product development, each design is unique and always aims toward contributing to a circular economy. deSter excels at transforming distinct product concepts into tangible solutions that meet the highest quality standards.





Tailored food experiences


gatesolutions, the new brand of our Food Solutions division, is the gate for food service and retail customers in need for tailor-made packaged meals & sandwiches, unique catering components, innovative food packaging concepts and premium lounges & event catering. Leveraging our operational facilities and expertise around the world, we are confident in gategroup's ability to continue to win new business and fortify longstanding relationships as we build on our reputation for culinary excellence and sustainability.


Our global presence and network in 2023


 **Headquarters, Zurich, Switzerland**


 **North America**
40 catering facilities
1 deSter production facility

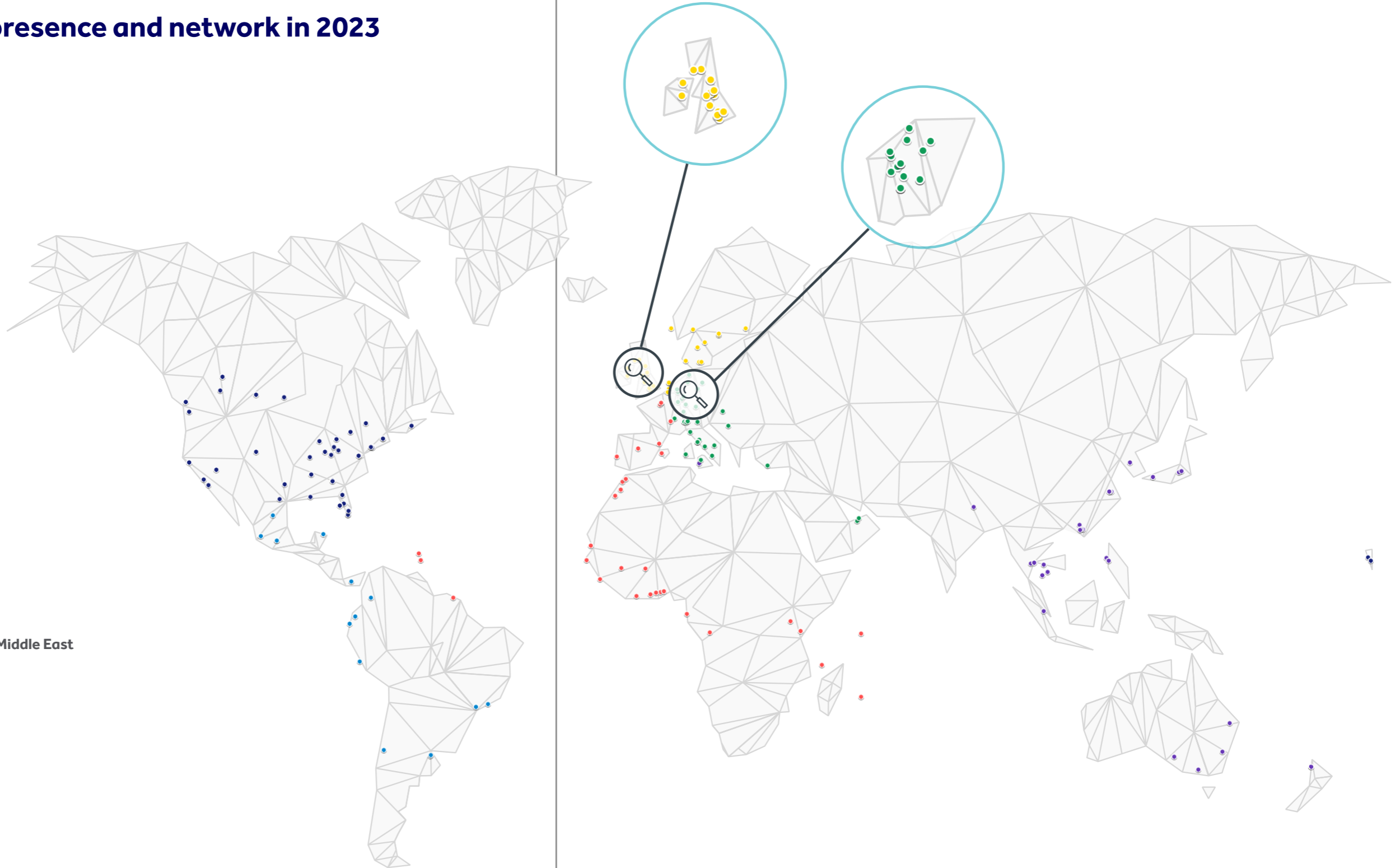
 **Latin America**
14 catering facilities
1 retail operation

 **Central Europe, Eastern Europe, & Middle East**
31 catering facilities
1 retail operation

 **North Western Europe**
28 catering facilities
1 deSter production facility
2 retail operations

 **Southern Europe & Africa**
37 catering facilities

 **Asia Pacific**
23 catering facilities
1 deSter production facility
3 retail operations





End-to-end services to **7** rail operators, catering **33,000** trains and **52 million** passengers



ca. 590 million airline passengers served



60 countries
6 continents



CHF 4.7 bn revenue

300+ global aviation customers



Operating in **200+** locations



55,000+ meals served in Morocco as aid to the victims of the Safi earthquake

WE SUPPORT



Participant of **UN GLOBAL COMPACT** as of 2022



41k+ employees

Number of highloaders operating on bio-diesel in Scandinavia increased to

55



Almost **28.5k** meals donated in North America

948 refugees were hired in 2023 in our North America units



9k tonnes of materials recycled per month diverting them from landfill & incineration



EcoVadis Bronze rating for 2023

2023 at a glance

Sustainability in the context of a culinary company

As a culinary company, we've made innovative food solutions a core part of our purpose as a business.



We live in a global community in which chronic hunger afflicts as many as 783 million people. The United Nations World Food Programme notes that in 2023, more than 333 million people struggled with acute food insecurity.

At the same time, the UN's Food and Agricultural Organization reports that each year, the world wastes 1.3 billion tonnes of edible food, and this food waste generates an estimated 3.3 billion tonnes of CO₂ equivalent greenhouse gasses. In other words, food that could be preventing starvation is instead causing threats to the health of our planet and its inhabitants.

As a culinary company, we've made innovative food solutions a core part of our purpose as a business, *Nourishing the journey*. As citizens of communities across the world, we recognize our responsibility to collaborate with partners around the world to tackle food waste and chronic hunger. It is therefore a core component of our ESG commitments.

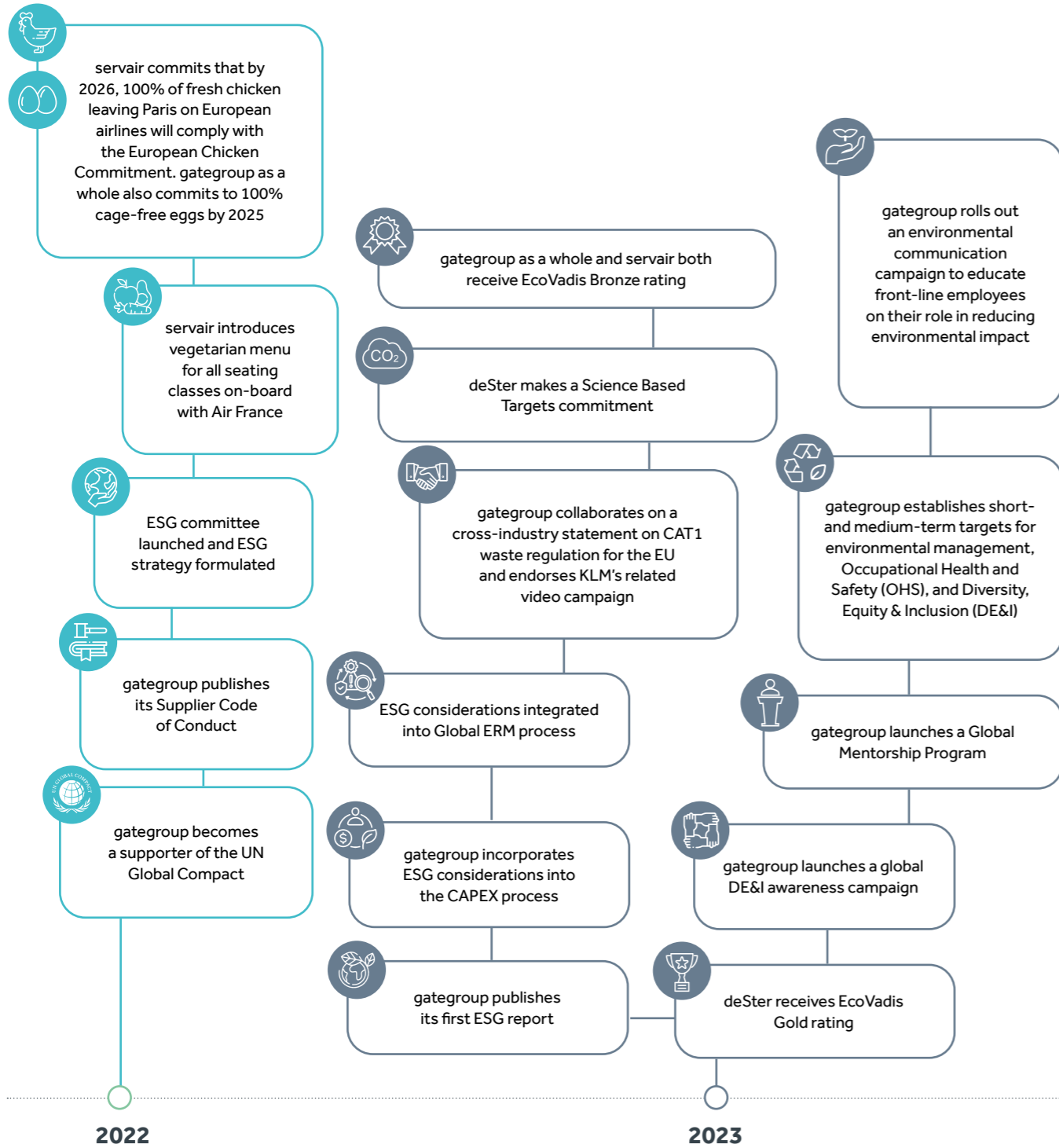


Sustainable local sourcing of ingredients is a matter of increasing focus for us. Our partnerships with local food producers complement our efforts to support economic development and self-sufficiency in all the communities in which we do business.

At the same time, we are working with stakeholders across our value chain to actively promote better, more sustainable approaches to food production, consumption, and distribution, including discussions with customers, suppliers, and regulators. As our business practices integrate improved food resource efficiency, we open the door to enhanced positive environmental and social impact of our operations, as well as to productivity, cost management, and operational performance.

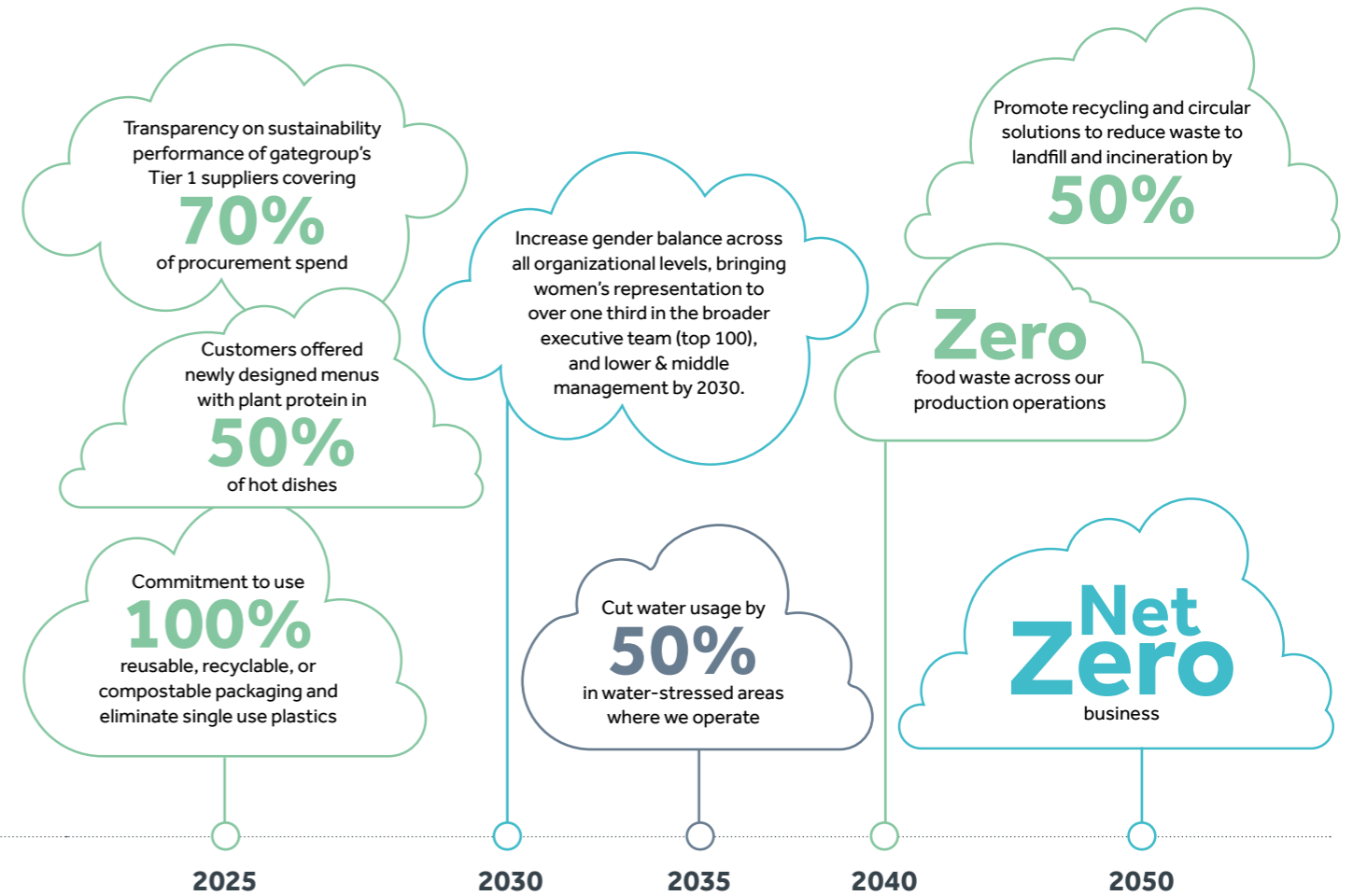
Our perspective on ESG embraces the principle that environmental and social initiatives are complementary to, rather than in conflict with, our business objectives, ability to support customers' requirements, and capacity to serve the priorities of every stakeholder in gategroup's value chain.

ESG at gategroup



Our sustainability journey

gategroup's ESG story began a number of years ago, with sustainability considerations playing a role in the organization's agenda across our international network of locations. As we drive sustainability management with strategic intent as an integral part of our group-wide business blueprint since 2022, we focus the overview in this timeline on the activities undertaken by gategroup since then.



Material areas of focus for ESG at gategroup

The focus of our ESG activities during 2023 was driven by the results of the materiality assessment we conducted during the second half of 2022 and described in our ESG Report 2022. This exercise identified the areas of sustainable development that are most relevant to our operations and in which we could make the greatest impact.

gategroup's material ESG priorities are:

Waste management	While regulatory restrictions on repurposing of international catering waste contribute to a surge in volumes sent to landfill and incineration, gategroup recognizes the vast possibilities of putting in place waste management actions within the scope of our direct influence. We are working across the company's value chain to reduce and recover food waste internally, as well as in collaboration with our customers for offloaded waste.
Water management	Recognizing the interdependency between our business and water resources, we understand that saving water within our operations contributes directly to the preservation of water resources for the local ecosystems and communities.
Energy and greenhouse gas (GHG) emissions management	Our business provides energy-intensive services to customers who themselves operate in energy-intensive industries. Managing the energy efficiency of our operations and the resulting GHG emissions footprint is necessary to ensure and support our group's climate resilience.
Occupational Health & Safety (OHS)	Operating in the context of a fast-paced production and assembly business, we identify OHS to be one of the key employee-relevant topics for our group.
Diversity, equity, inclusion (DE&I) & wellbeing of our employees	As a company operating in over 60 countries, we take pride in the diversity of backgrounds and perspectives represented within our workforce. It is a source of creativity and fresh insights in every aspect of our work. We firmly believe that every employee deserves fair treatment and a sense of belonging. By setting a strategic focus on diversity, equity, inclusion, and wellbeing, we aim to create a supportive and inclusive work environment for all.
Community, social impact & labor rights	We recognize the importance of actively involving our employees and engaging with the communities we operate in to create meaningful impacts in different regions.
Transparent governance	Transparent governance ensures that we measure and report our ESG performance, hold ourselves accountable and continuously improve. It serves as a pivotal driver for our overall ESG agenda.
Responsible supply chain management	Identifying risks and opportunities within our supply chain is a crucial topic for business continuity, customer satisfaction, regulatory compliance, and steering gategroup's indirect impact on sustainable development around the world.
Product stewardship & innovation	Being one of the leaders in the catering service industry means that we need to understand and stay ahead of the curve on consumer trends and developments, proactively engaging with our customers to integrate the relevant drivers into menu design and creation. Sensitizing our customers and passengers on sustainability topics through our products, we have a possibility to create a vast positive environmental and social impact.

Outlook: During 2024 and in preparation for aligning gategroup-wide ESG reporting to CSRD requirements, we plan to conduct a double-materiality exercise. We anticipate that this might bring potential updates to the list of material areas, and therefore, we will finetune our activities accordingly in due course.

Our key stakeholders

Our business is an intrinsic part of a complex ecosystem that relies on strong relationships with a broad range of stakeholders. Proactive contact with them on important issues allows us to make sure that we walk in step with the times and develop forward-looking solutions.

Stakeholder group	Description and key interactions
Employees	gategroup is proud to employ over 40,000 team members in 60 countries around the world. Their motivation and hard work make our organization tick. It is therefore of the highest importance for us to engage with them and build an environment that fosters their skills and enables them to grow. Periodic employee engagement surveys are conducted within our regions to test the pulse of the organization.
Customers	In our daily work, we are in continuous contact with our airline and food service customers making sure we do our part in contributing to their goals and targets, including those on sustainability issues. We keep a close eye on market trends and end-customer needs to ensure that our product and service offerings, including bespoke solutions, align with current requirements.
Investors	gategroup is a privately held company, with two shareholders, Temasek and RRJ, each holding 50% of the equity. Representatives of the two firms hold seats on our Board of Directors, and there is a monthly financial update provided to the investors. Temasek places strategic focus on ESG, and we are in dialogue with them to make sure we are aligned to meet their best practice expectations on ESG matters.
Suppliers	Long-term successful partnerships with gategroup's suppliers are essential for business continuity. Therefore, we place great emphasis on ensuring that they meet our own standards for quality, safety, sustainability, and ethics. We regard our suppliers as crucial partners in minimizing social and environmental risks and capturing opportunities along our value chain.
Regulators	gategroup has an international business with operations in many countries and jurisdictions and complies fully with their respective laws and regulations.
Industry associations	To advance efforts on topics where gategroup does not have the possibility for sole direct control or impact, we engage with industry organizations at corporate and local levels. These include the Airline Catering Association (ACA), IATA, International Flight Services Association (IFSA), the Aviation Sustainability Forum, etc.
Communities and NGOs	gategroup believes in being a responsible and caring corporate citizen and supports a number of social programs through contributions done on a Corporate and unit level. We are in ongoing dialogue and collaborate with various NGOs on topics such as capacity building within local communities and animal welfare. As of 2022, gategroup is an active participant in the UN Global Compact.
Media and society	We regularly publish media releases on relevant topics and maintain an ongoing exchange of information with the media.

Our ESG framework

At gategroup, we take our ESG responsibilities seriously. This strategy and its goals are the result of an in-depth analysis of our material issues, challenges and opportunities. We are committed to following the principles of the United Nations Global Compact and regular, meaningful and transparent reporting.



Responsible advocacy

As the world's most diversified and customer-centric food company, our purpose is to use our influence to nourish change in international policy that improves the nutrition and sustainability of food throughout all journeys, as well as reducing waste and associated impacts.






Progress towards our sustainability commitments

Addressing Environmental matters at gategroup				
Topic	Ambition	Target	Developments in 2023	Status
Water	Cut water usage by 50% across locations in water-stressed areas by 2035.	Conduct groupwide water usage assessment by EoY 2023 and create water management strategy by EoY 2024.	Conducted unit-level assessment at production units in water-stressed areas around the world. Summarized findings and identified common measures for Regions to implement. Executive Management Board (EMB) agreed to short- and medium-term water conservation goals.	●
			Deploy a proactive water management program and show demonstrable results by 2025.	Units across our global network are defining concrete measures for action from 2024 onward based on global recommendations and local specifics.
Waste	Achieve zero food waste solution across production operations. Promote recycling and circular solutions to reduce waste to landfill & incineration by 50% by 2040.	Conduct groupwide waste assessment by EoY 2023 and create waste management strategy to maximize recycling & minimize single use materials by EoY 2024.	Conducted unit-level assessment at production units that contributed to 80% of the group's waste sent to landfill & incineration in 2022. Summarized findings and identified common measures for Regions to implement. EMB agreed to short- and medium-term waste reduction goals.	●
			Deploy a proactive waste reduction program and show results by 2025.	Units across our global network are defining concrete measures for action from 2024 onward based on global recommendations and local specifics.
Energy & GHG emissions	Become a Net Zero business by 2050.	Conduct a groupwide energy usage assessment by EoY 2023 and create an energy management strategy by EoY 2024.	Conducted unit-level assessment at production units that contributed to 85% of the group's energy consumption in 2022. Summarized findings and identified measures for Regions to implement. EMB set short- and medium-term energy conservation goals.	●
			Deploy a proactive energy management program and show results by 2025.	Units across our global network are defining concrete measures for action from 2024 onward based on the global recommendations and local specifics.




Level of achievement ○ 0% ● 100%

Addressing Social matters at gategroup

Topic	Ambition	Target	Developments in 2023	Status
 <p>Occupational health & safety (OHS)</p>	Create an accountable, zero-incident culture.	Audit health and safety policies, systems, and procedures annually. Standardize these and create a roadmap for improvements by 2025.	Conducted a status quo assessment of OHS processes with units worldwide to identify potential gaps. Provided global recommendations to all Regions to implement starting in 2024.	●
		Cultivate a safe and welcoming working environment. Continually reduce incidents from 2022 baseline; target of 50% reduction by 2030.	Units worldwide are defining concrete measures for action from 2024 onward based on the global recommendations and local specifics.	◐
 <p>Diversity, equity, & inclusion (DE&I)</p>	Create an industry-leading DE&I action plan and implement by 2025.	Roll out group-wide DE&I awareness on all levels by EoY 2023.	In Q4 2023, organized and rolled out a global DE&I awareness campaign, Challenge the Bias. Initial focus is on gender equity and creating opportunities for women at gategroup.	●
		By EoY 2025, establish a framework to recognize, support, and uplift our organization's diversity and communities.	Building on introductory awareness campaign, initiated steps for broader gender equity strategy. In December, the EMB approved the target to increase women's representation in management by 2030.	◐
 <p>Community, social impact & labor rights</p>	Create a group-wide community engagement strategy to foster social impact in our locations.	Each region to identify and support at least one employee-selected local community project by 2024 and start measuring social contribution metrics by 2025.	Finalized a high-level framework for group-wide community engagement activities, including a global procedure to guide a structured process for engagement with external organizations addressing compliance and ESG impact considerations.	◐
		Engage with our host communities to provide good work opportunities and a sustainable path for professional growth.	Actively engaged with 16 non-profit organizations across North America, supporting the resettlement of refugees from Afghanistan and Latin America.	◐

Level of achievement ○ 0% ● 100%

Addressing Governance matters at gategroup

Topic	Ambition	Target	Developments in 2023	Status
 <p>Transparent governance</p>	Develop exemplary, transparent, and auditable reporting and governance standards by 2025.	Achieve ESG governance transparency by publishing applicable proceedings on website and intranet by H2 2023.	In H1 2023, published inaugural ESG Report 2022 and relevant policies both internally and on the gategroup website.	●
		Align sustainability reporting to international best practice standards.	Preparation for reporting aligned with TCFD, CSRD, and EU Taxonomy expectations is ongoing.	◐
 <p>Responsible supply chain management</p>	Develop transparent, audited responsible group supply chain by 2040.	Gain transparency on sustainability performance of Tier 1 suppliers (covering 70% of procurement spend) by end of 2025.	Conducted a high-level assessment of all suppliers in scope and evaluated an improvement potential in 3% of them. Contacted these suppliers with reminders of requirement to comply fully with gategroup's Supplier Code of Conduct. Follow-up steps may include ESG self-assessment based on SASB Sustainable Industry Classification System®, collaborative work to improve a supplier's ESG standing, or contract termination.	◐
		Use 100% cage-free eggs by 2025.	Procurement actively sought local solutions in each market around the world. While supply in certain countries fully satisfies requirements, the Latin America, Oceania, APAC, and Africa markets pose continued challenges. We are engaged with animal welfare organizations to find network-wide solutions.	◐
 <p>Product stewardship & innovation</p>	Establish gategroup as a sustainability-focused leader in the catering service industry through innovative culinary product stewardship.	To improve animal welfare and emission impact in our supply chain, feature plant protein in 50% of hot dishes in newly designed menus by end of 2025.	Finalized a high-level framework for group-wide community engagement activities, including a global procedure to guide a structured process for engagement with external organizations addressing compliance and ESG impact considerations.	◐
		To eliminate single-use plastics in our product offering, use 100% reusable, recyclable, or compostable packaging by the end of 2025.	Since initiating the work to eliminate single-use plastics from our Group's portfolio, deSter reduced the total volume of these products sold by 55% (in weight). In 2023, we saw an improvement of 28% compared to 2022.	◐

Level of achievement ○ 0% ● 100%

ESG management at gategroup

The ESG Framework 2025+ serves as the foundation of gategroup’s global ESG management and as a reference point for determining the concrete measures and KPIs the company will undertake to achieve its sustainability goals.

The topic is coordinated on the group-wide level by the Global ESG team that reports directly to the Chief People Officer (CPO).

The Global ESG Steering Committee, whose members include representatives of HR, Procurement, Compliance, and Operations, oversees the development and implementation of ESG strategies and actions. The CPO chairs the monthly meetings of the Committee and provides quarterly updates to the Executive Management Board (EMB) together with the Global Head of ESG on relevant developments. During 2023, we set up a complimentary virtual Regional ESG coordinating organization that meets monthly to ensure global alignment of concepts and to share knowhow and best practice insights.

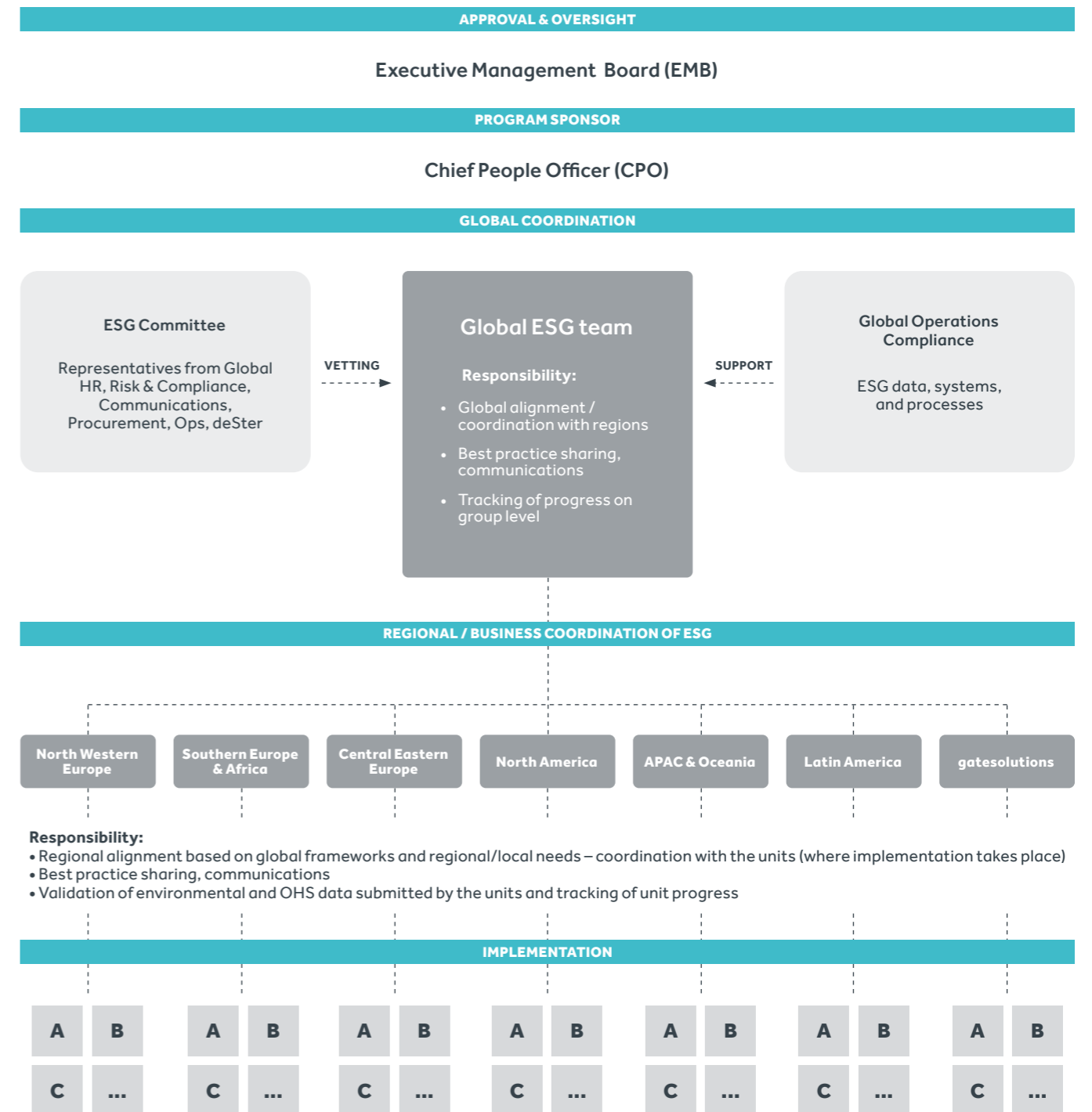
In addition, we included ESG on the agenda during global and Regional townhalls held throughout the year. Employees at units across the organization as well as at corporate headquarters participated in information sessions and trainings to provide greater depth of understanding of our ambitions and targets and to emphasize the value of sound ESG data. At the direction of the EMB, performance evaluations will include ESG from 2024 onward.

In late 2023, the now approved Global ESG Charter was presented to gategroup’s Global Risk and Compliance Committee. It is a mandate for all gategroup entities worldwide that details ESG roles and responsibilities at each level of the gategroup hierarchy to facilitate progress toward our sustainability goals and enhance the robustness and quality of nonfinancial data management and external reporting. ESG is expected to be integrated into the Internal Controls System during 2024 for internal auditing purposes.

During 2024, we will assess our existing processes and governance structures against the European Sustainability Reporting Standards (ESRS) expectations communicated in the EU Corporate Sustainability Reporting Directive (CSRD). In 2026, we plan to publish a gategroup-wide ESRS-aligned report on 2025 activities in a format that conforms to transparent disclosure requirements.



ESG governance organization



Building the next generation gategroup

A discussion with Sebastien Burnier, Chief Operating Officer, and Yulia Bolotina, Global Head of ESG

Sebastien Burnier joined gategroup as Chief Operating Officer in January 2024. He was drawn to the size and scope of the company's operations and the opportunity to optimize operational and sustainability performance, especially when gategroup is in a period of diversification. Here, he and Yulia Bolotina, Global Head of ESG, discuss the company's goals for integrating ESG practices and business practices on a day-to-day basis.

Sebastien Burnier

Standardization and structure play a key role in achieving sustainability and efficiency targets. Although I joined gategroup only recently, I've already seen the opportunity to increase consistency in the way waste is sorted and managed in our kitchens. Equipment is another area in which ESG and operational priorities align. For example, we can achieve quite a lot by upgrading our dishwashers to newer, more efficient models that consume less water, electricity, and detergent — so they contribute to resource conservation but also to cost management.

Yulia Bolotina

With the right innovative approach, there are many opportunities to support sustainability and business targets simultaneously. Sometimes, these are behavioral adjustments that require a change management mindset. At other times, the solutions are projected to reduce running costs over the mid-term but may need more than a year to deliver a return on investment. During 2023, we worked with the colleagues from various functions in search of ideas that could take flight on a local level and be replicated globally.

Sebastien Burnier

I'm a big believer in the bottom-up process of collecting from the team all the ideas that can improve our way of working. It's essential to give people a tool that helps them to communicate their ideas. We need to regularly reinforce the fact that their suggestions and feedback are welcome.

Of course, any process that you want to improve must be linked to key performance indicators. This makes it possible to monitor and measure changes week after week, and month after month, to track the trends. I also favor creating a dashboard that makes this data accessible to all stakeholders — which also helps to reinforce a sense of accountability regarding those metrics.

Yulia Bolotina

Absolutely. Metrics are fundamental to sustainability-specific process and practice improvements, as well. As of this year, across all regions, we are putting in place systematic tracking of measures that will tangibly contribute to group-wide goals set within the ESG Framework. This will facilitate our ability to measure their impacts and fine-tune our approach as needed.

Sebastien Burnier

Like all companies, we are working to maximize alignment of our targets for sustainability, operational efficiency, and financial performance. It's important to stay focused on how to find commonalities among those priorities and avoid putting them into competition with one another. That's one of my key priorities: identifying shared goals and shared ways of working.



Sebastien Burnier and Yulia Bolotina, discuss the company's goals for integrating ESG practices and business practices on a day-to-day basis.



Working for positive change in our industry, our customers' industries, and our world is a cornerstone of gategroup's social and environmental priorities.

Responsible advocacy

As a global large-scale business operating in a B2B context, we see that there are several topics in the ESG realm in which collaborative action is needed to find solutions to pressing common societal issues. Where this is the case, we would like to take an active stance and engage with our customers, suppliers, peers, and cross-industry organizations to expedite the change to the positive.

One such topic, and something that we see as critical for our ESG agenda as well as for the international community as a whole, is the issue of how to address aviation waste. All around the world, there are currently laws in place mandating that all catering waste originating from international flights (ICW Category 1 waste) must be incinerated or landfilled. According to a 2014 report of IATA, the sector estimates that 400,000-450,000 tonnes of Category 1 international catering waste is generated each year, which could be reduced by up to 40% if uncontaminated waste could be reused or recycled. Stemming from the early 2000s, these regulatory restrictions are being contested by all key involved industry parties, including airlines, caterers, and airport operators, but it is not yet clear when there might be a shift on this issue.

To expedite the process, gategroup is actively working with cross-industry organizations such as the Airline Catering Association, International Air Transport Association (IATA), and International Flight Services Association (IFSA) to provide input from our end. During 2023, together with a few of our airline customers, we have actively participated in the Transatlantic recycling trials coordinated by IATA. We have also added our name to the cross-industry joint statement to the EU "[Towards Smarter Regulation of International Catering Waste \(Category 1\) in Aviation](#)" and related additional [campaign by KLM](#).

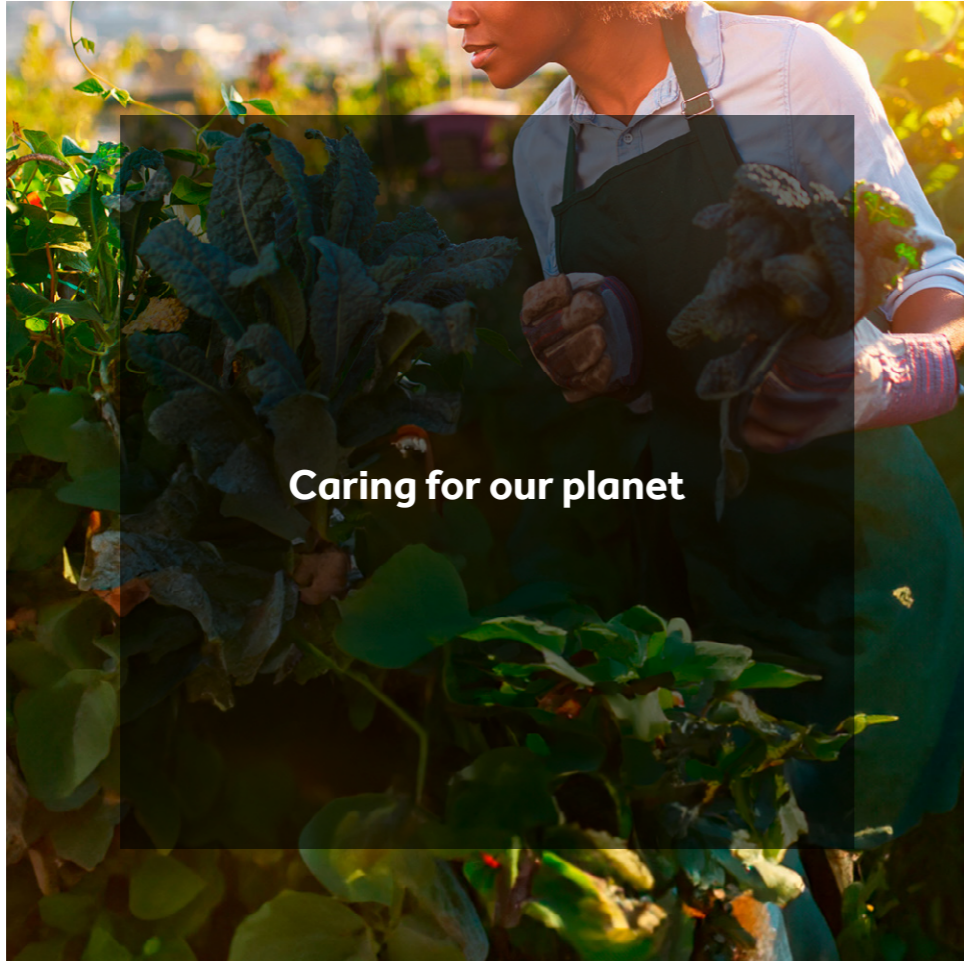
In the meantime, we are also collaborating with our customers on ways to jointly reduce waste going to landfill and incineration, including but not limited to, wherever possible, segregating waste on board so that the Category 1 portion is reduced and more can be reused or recycled. In parallel, we are working on reducing waste and closing the loop in the parts of the business not affected by the ICW restrictions.

Everything deemed as waste and not processed according to a circular approach causes harm to the environment. But when we talk about food items being incinerated or landfilled, this also further exacerbates the existing issues of uneven global food distribution and diminishing fertile soil. While we understand and respect the concerns behind the ICW regulations, we are compelled to play a leadership role in approaching this issue in a manner that reduces waste and famine.

Having provided meals to those who are in immediate need — refugees, victims of natural disasters and people with severely restricted access to food and clean water — gategroup has seen the faces behind the statistics one reads about in the media. We are always available to support emergency response efforts by using our expertise in the logistics of preparing and transporting high volumes of food on a fast turnaround. But it's equally important to advocate for stopping the current prevalent wasteful practices of disposing of still consumable food items and to work on the establishment and maintenance of a global network of systems for reallocating food resources so that excess volume in one location can provide relief from hunger in another.

Working for positive change in our industry, our customers' industries, and our world is a cornerstone of gategroup's social and environmental priorities.





Environmental management

We are committed to reducing our environmental impacts across our operations by developing systems to monitor and reduce water use, waste production, and GHGs.



Water



Waste



Energy, climate change, and greenhouse gas (GHG) emissions

Environmental stewardship

Companies regularly contend with the need to negotiate among stakeholders' competing priorities. Environmental management stands out as an exception to this rule. It has universal support among stakeholders representing the full spectrum of interests, from investors and lenders to customers and consumers, and from suppliers and vendors to members of the communities in which gategroup operates.

The topic is embraced with equal vigor by internal stakeholders. The senior managers in attendance at gategroup's General Management Meeting in October supported the statement that it is the company's ethical obligation to drive environmental measures.

Our long-term objectives include achieving ISO certification for environmental management processes for units throughout the world.



In keeping with this consensus, during 2023, gategroup:

- Established short- and medium-term targets for the areas of water, waste, and energy & GHG footprint management that are an outgrowth of the long-term ambitions formulated at the start of 2023 and communicated in the 2022 ESG Report.
- Conducted unit-level surveys to capture a complete picture of the status quo and identify the areas with the greatest potential for positive impact. Our focus was on units that contributed to 85% of our energy consumption, 80% of waste sent to landfills and incineration, or are located in areas facing current or projected high or extremely high water stress.
- Consolidated survey feedback and converted takeaways into concrete actions to meet the goals set on the group-wide level. Regional implementation will reflect local conditions and will be tracked on an ongoing basis to ensure continued progress toward our global targets.

Our long-term objectives include achieving ISO certification for environmental management processes for units throughout the world. The models for this endeavor are our Madrid and Barcelona units, which completed the ISO 14001 external audits during 2023 and received their official certifications in early March 2024.

Area	Communicated ambition	Target reduction for 2024 (in %)	Target reduction by YE 2025 (in %)	Target reduction by YE 2030 (in %)	Target reduction by YE 2035 (in %)	Target reduction by YE 2040 (in %)	Target reduction by YE 2050 (in %)
Water	Cut water usage by 50% across our locations in water-stressed areas by 2035.	5	10	30	50		
Waste	Zero food waste solution across our production operations and promotion of recycling and circular solutions to reduce waste to landfill & incineration by 50% by 2024.	4*	8*	25*	35*	50*	
		Tracking of % of gategroup units that have put in place a composting solution for their kitchen and back-office food waste.					
Energy & GHG emissions	Become a Net Zero business by 2050	4**	tbd based on SBT path	tbd based on SBT path	tbd based on SBT path	tbd on SBT path	Net Zero
		Science Based Targets (SBT) to be defined during 2024					

* target on reduction of waste sent to landfill & incineration
 ** target on reduction of GHG footprint

Engaging on environmental stewardship with our employees



deSter's Earth Week challenge

More than 120 employees across the deSter brand participated in an Earth Week Challenge that showcased environmentally friendly behavior in the workplace and at home. The event, held during April 2023 in honor of Earth Day, served to show the global team's support for environmental protection. Employees advocated commuting sustainably by cycling, walking, or taking public transport; choosing meatless lunches and reusable bottles for drinking water; and a variety of green actions, including planting trees, recycling, and upgrading equipment on site.



Group-wide campaign

In Q3 2023, we launched a global communications campaign to offer sustainability tips to front-line employees in all regions. Suggestions included in the campaign's flyers, posters, and stickers were submitted by our colleagues and addressed water, waste, and energy concerns.



Environmental stewardship in culinary processes

Through years of transformation and diversification, one constant remains: gategroup is a culinary company. During 2023, our Culinary team considered how innovations in change management strategies and staff training could ensure that our meal preparation and processes reflect the priorities and purpose captured in our ESG framework. Oliver Fischer, Global Director of Culinary Excellence, shares his thoughts about taking the lead in high quality, nutritious, and environmentally responsible food preparation while simultaneously increasing manufacturing capabilities.

Q One of the innovations introduced during 2023 is central recipe assembly. What are the early results of that initiative in terms of sustainability?

A Globally, this process enhancement increased consistency by 50%. At the same time, we achieved meaningful environmental results. For example, at just one unit in Zurich, we saved 2.5 tonnes of oil in a year by marinating beef in oil and then grilling it instead of cooking it in a pan that contains oil. Imagine the impact this practice could have when implemented globally. In the same way, we have found that it's possible to significantly reduce the amount of water used to prepare pasta without compromising on meal quality. We're also exploring the potential for making increased use of techniques such as pasteurization, fermentation, and sterilization to increase shelf life and reduce food waste. These are just a few illustrations of the extent to which cost management and environmental practice complement one another in gategroup's kitchens.



Q How is innovation helping to accommodate passengers' diverse and changing dietary requirements?

A We are seeing a rise in special requests, and diversification of meals on each plane is increasing. Any given flight may need to include meals that are vegetarian, vegan, halal, kosher, dietetic, lactose- or gluten-free, or child-friendly, and we see new requirements often. Our solution is to develop authentic and healthy menus addressing the end-consumer's preferences while weaving them in as integral components of our "standard" menu offering – both out of respect for cultural diversity and for resource sufficiency.

Equipment and logistics play a role as well. Under the "cook and chill" production method, a row of RATIONAL combi-steamers faces a corresponding row of chilling units. Their proximity to one another makes it possible for us to execute 210 recipes daily. The project to gradually convert our kitchen equipment to the digital and modular solution offered by RATIONAL has been ongoing since 2006. They offer a clear environmental benefit of reduced energy consumption, food waste, and water consumption compared to conventional appliances, and we expect all kitchens worldwide to be outfitted with this solution by the end of 2024.

Q What next steps and goals are you targeting?

A I'm always interested in exploring initiatives that allow us to combine innovation, community, and education. These three pillars should be our focus. And the ESG Framework helps us to identify opportunities to bring these priorities together and adopt the techniques, technologies, and processes that best complement our commitment to sustainability as a core component of culinary excellence.

Dishwasher meters as a tool to increase efficiencies



Efficiency is a product of transparency. Data monitoring and analysis is key to managing equipment at our units to ensure optimal efficiency, which in turn contributes to stronger and more sustainable environmental, operational, and financial performance.

Within our catering operations, dishwashers and washing machines are the primary targets for this intervention. They generate a significant amount of the electricity and water consumption in our units and the volume of detergent used organization-wide. Metering and daily tracking of usage provides us with the information we need to reduce energy, water, and chemicals use and, by extension, decrease the costs the machines contribute to our operating expenses.

Mindful of the need to include employee onboarding and training in our solution, we launched a pilot project at units in our Central and Eastern Europe region in early 2023, starting with locations in Germany and Belgium. By the end of the year, we had connected 48 machines in the two countries to this digital tracking system.

The project was conceived and overseen by Michael Engsborg, the Region's Director, Facility & Fleet Management. His thoughts on the initial results: "Potential for savings depends on how well the machine is run, but we estimate that it can approach 20-25% in lower costs based on the reduction of over 20% in energy use and 20-40% in water consumption." We are now working on a plan to expand the implementation of this solution across more gategroup units.

Metering and daily tracking of usage provides us with the information we need to reduce energy, water, and chemicals use.



Water

The United Nations 2023 SDG Report estimates that 2.4 billion people were living in countries experiencing water stress, which it defines as “the ratio of freshwater withdrawn to total renewable freshwater resources.” These are not abstract figures for gategroup. Some of our own employees live in areas where reliable, year-round access to clean water has been disrupted.

Water conservation is therefore one of gategroup’s greatest responsibilities to the planet as well as to our own sustainable progress as a business. Every segment of our value chain — from the agricultural sector that provides our high-quality produce to the kitchens where we prepare meals and sanitize cookware — depends on clean, safe freshwater to function to our standards. Taking only our aviation business into account, we served meals to more than a half-billion airline passengers during 2023, and we take our responsibility to each of them seriously.

We also recognize that contributing to the global overhaul of water conservation offers gategroup the opportunity to extend its impact across many aspects of sustainability. The UN Report ties effective freshwater management to the world’s ability to achieve SDG targets on climate, food, energy, health, life on land and below water, and peace. The priority we place on protecting this natural resource is reflected in our ESG Framework 2025+ priorities.

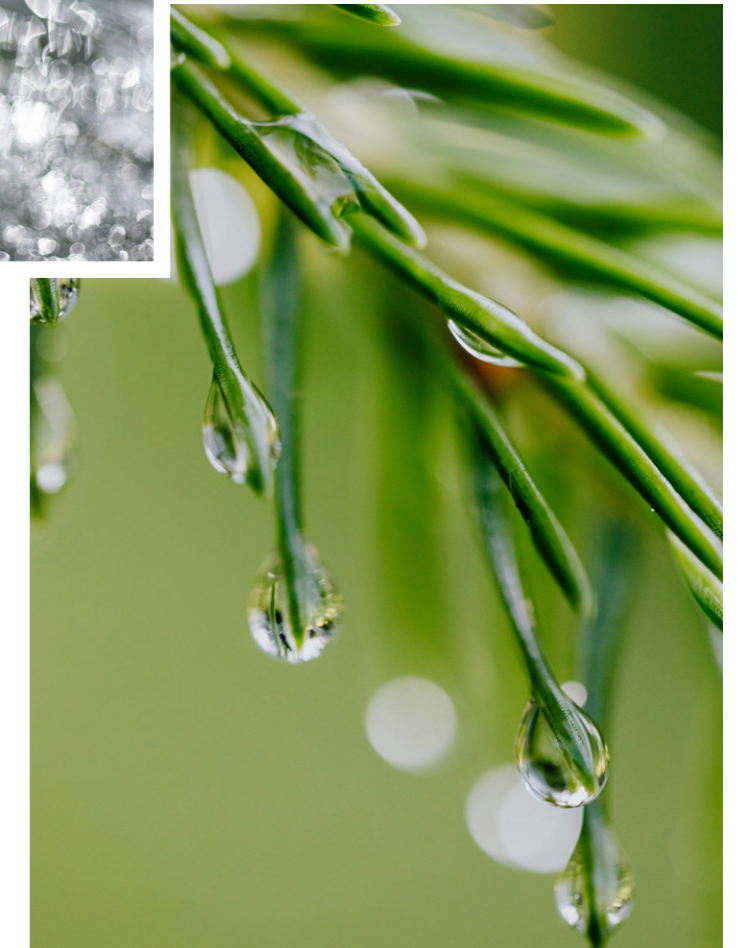
During 2023, we considered the communities where gategroup has a presence and used the World Resources Institute’s Aqueduct tool to identify those that are expected to be under high or extreme water stress by 2040. Our goal in defining this scope was to emphasize the urgency of minimizing any additional stress on those ecosystems. This priority runs in parallel with our business continuity mandates, which include future-fitting our operations to reduce their reliance on water use where this resource is scarce.



Our long-term ambition is to reduce water use by 50% in those areas by 2035. This affects about 40% of our units contributing to over 30% of gategroup’s total water consumption in 2023. During the year, we took our first step toward achieving this ambition by conducting a groupwide water usage assessment and pinpointed those areas in which our actions would have the most impact.

Globally, the biggest water consumers at our units are dishwashers and washing machines. Our roadmap for addressing this issue includes upgrading existing equipment in the coming years, monitoring use with water meters, and actively managing machine use to increase resource efficiency. Our initiatives in this key area will gain importance as the transition from single-use to reusable packaging progresses. We are mindful of the likelihood that this move to reduce plastic waste will correspond to an increase in the need for dishwashing and may create a need to balance potentially competing environmental demands. Our ongoing water consumption monitoring, analysis, and target-setting will take these emerging factors into consideration.

Additional steps under consideration include water reuse and rainwater use solutions. As we set the stage for implementing new measures from 2024 onward, we will also engage in knowledge-sharing to benefit from the experience of locations that already have best practices in place.



Water conservation is one of gategroup’s greatest responsibilities to the planet as well as to our own sustainable progress as a business.



Waste

The numbers are staggering. According to United Nations statistics, humanity is generating 2 billion tonnes of municipal solid waste — food, plastics, electronics, and mining and construction debris — each year. And the news gets worse from there: 45 percent of this waste is mismanaged.

It's a devastating and expensive problem that diminishes the global economy by billions of dollars annually. Those harsh realities make it imperative for businesses to forge a waste management strategy that respects our planet and its inhabitants — and to build into that strategy business necessities such as cost management, operational and supply chain efficiency, and prospects for sustained top- and bottom-line growth.

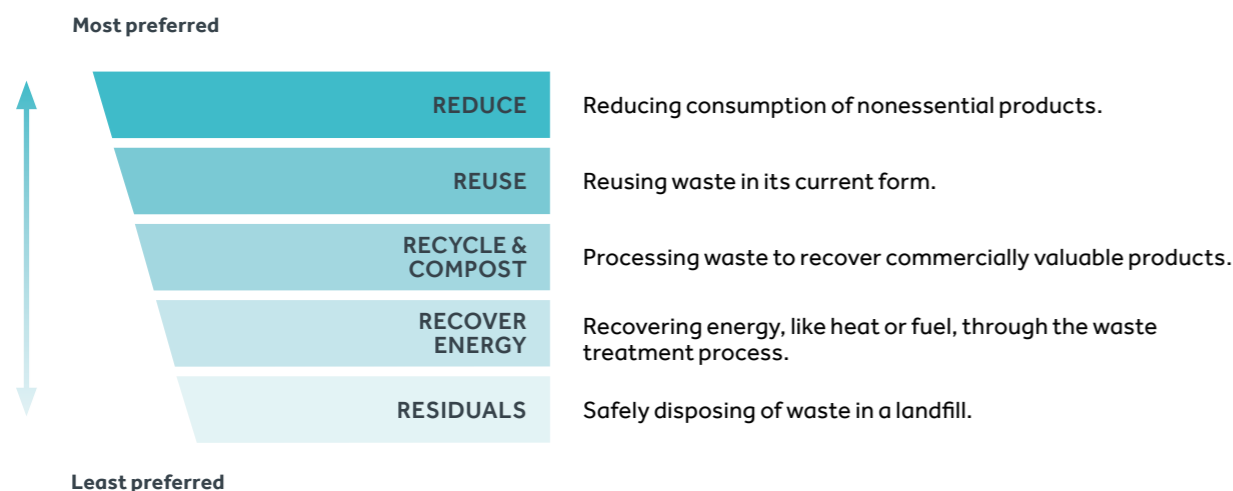
At gategroup, our ambition is to achieve zero food waste across our kitchens and to reduce waste sent to landfill and incineration by 50% by 2040. Our path toward that transformation began with unit-level assessments conducted during 2023 at locations that contributed to over 80% of the waste we sent to landfill and incineration during 2022.

Based on the take-aways from the status quo review at our locations, we put together a catalogue of concrete measures that will form the foundation of our global waste management strategy.

To bring our long-term ambitions to fruition, we will apply the integrated waste management hierarchy and focus on implementing measures designed to minimize resource waste, including:

- Collaborating with our customers on menu design that prioritizes conscious resource use;
- Ensuring the highest meaningful resource efficiency during our cooking process;
- Working with our suppliers to reduce cardboard, plastic wrapping, and other packaging waste;
- Donating food items to local non-profits where possible;
- Composting kitchen food and liquid waste at all units;
- Recycling internal gategroup and customer waste not subject to International Catering Waste restrictions and working with waste collection companies to set up recycling of aluminum, plastic, cardboard, and glass, and to facilitate composting.

Starting in 2024, we will be tracking the percentage of our units that implement composting solutions, while working on a 4% annual reduction of the total volume of waste sent to landfill and incineration.



Existing waste management programs and measures at our locations around the world already generate the monthly collection of about 9,000 tonnes of recyclables, on average. These include cooking oil, cardboard, tetra packs, plastic, aluminum, metal, glass, wood, batteries, and electronics. In addition, in keeping with our commitment to digitized solutions and adoption of emerging technologies, we are piloting IT-based solutions that can screen waste being offloaded from our customers. This supports our goal of identifying the potential to optimize menu selection and reduce product waste.

Putting circularity at the center of product development/design and development

Innovations that are in development or already introduced at deSter provide gategroup with a model for integrating circular economy practices within groupwide sustainability plans. The deSter R&D, design, and product management teams collaborate packaging breakthroughs that support the target of creating a 100% circular product line without compromising on functionality or performance.

From 2022 forward, all new products launched under the deSter brand have had to be reusable, compostable, or recyclable. We intend to apply that standard to all deSter products by 2025, which is also the brand's target date for phasing out unnecessary single-use plastic. By 2030, our ambition is that 100% of deSter products will create zero waste and will be sold with a guarantee of end-of-productive-life circularity.

We are pursuing these targets in tandem with two additional goals keyed to 2025: removing PFAs from product packaging materials globally and working only with responsible resources and sustainable materials.





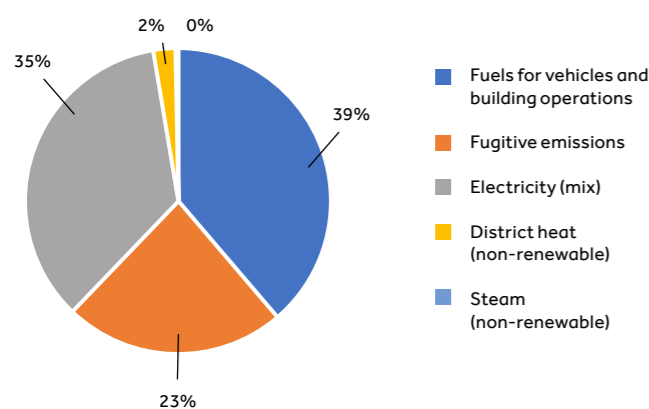
Energy, climate change, and greenhouse gas (GHG) emissions

Having committed to become a Net Zero business by 2050, gategroup is investigating all opportunities to minimize energy consumption and greenhouse gas emissions. We are prioritizing those actions with the potential to have the greatest positive impact on our environmental footprint.

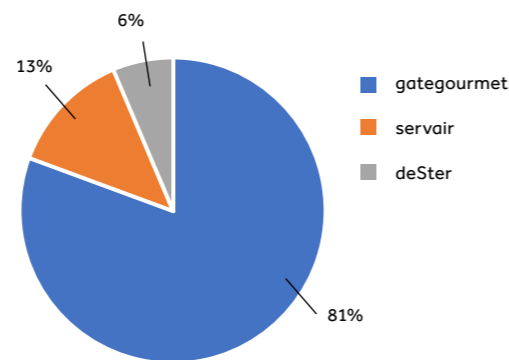
In 2023, our group's GHG footprint amounted to 132,100 tonnes of CO₂e emissions, with fuels for vehicles and building operations, electricity consumption, and refrigerants being the key contributing components. The goal for 2024 is that we reduce our group-wide footprint by 4% compared to 2023.



gategroup's 2023 GHG footprint (in 1,000 tonnes)



gategroup's 2023 GHG footprint by brand



	Unit	2023	2022	2019
GHG emissions (in CO₂e)				
Scope 1	1,000 tonnes	132.1	111.2	171.2
Fuels for vehicles and building operations	1,000 tonnes	82.3	72.3	129.9
Fugitive emissions	1,000 tonnes	49.8	38.9	41.3
Scope 2 (location and market based)	1,000 tonnes	80.4	73.4	102.3
Electricity (mix)	1,000 tonnes	75.0	68.7	95.3
District heat (non-renewable)	1,000 tonnes	5.0	4.7	5.2
Steam (non-renewable)	1,000 tonnes	0.4	0.0	1.7
Scope 3 (indirect emissions)	1,000 tonnes	6.4	3.4	0.0
Category 6: Business travel	1,000 tonnes	6.4	3.4	n/a
Total GHG emissions	1,000 tonnes	218.9	188.1	273.5
GHG emissions intensity (emissions per revenues)	1,000 tonnes / CHF million	0.047	0.049	0.055



A global unit-level assessment of energy use revealed that the equipment with the highest consumption includes dishwashers, washing machines, coolers, chillers, hot kitchens, and production machines at our deSter manufacturing facilities. We are addressing this issue with a plan for progressive upgrading to more energy-efficient equipment and for metering and monitoring machine use to identify further conservation opportunities. In addition, we are exploring the development of energy recovery systems, optimizing the use of refrigerants, as well as self-generation and sourcing of renewable energy. Among the initiatives and measures put in place during 2023 were:

The "Just Turn It Off" campaign, launched in November by our colleagues in North America, which encourages employees to turn vehicles off when they are not driving or servicing an aircraft. This campaign has the capacity to deliver Occupational Health and Safety benefits in addition to reducing unnecessary fuel use, GHG emissions, and particle emissions.



A servair unit at Paris Charles de Gaulle airport launched an action plan to reduce its carbon footprint by 10% per year by minimizing dry ice use and refrigerant leaks and decreasing electricity consumption.

servair's overall GHG-related targets include an 80% reduction of carbon footprint (Scopes 1 and 2) and, more specifically, a 40% reduction in energy consumption from its 2009 baseline to 2030. It also aims to reduce industrial process emissions by 50% and decarbonization of fossil fuel emissions by 70%.

Our deSter subsidiary began the assessment of its Scope 3 calculations via the spend-based method and further calculations with better quality data. In addition, it installed energy-efficient machines in the Hoogstraten, Belgium unit, which eliminated fugitive emissions from refrigerants in 2023. A new dust collecting system installed in the Lima, Ohio (US) facility improved air quality substantially. As part of its internal capacity building efforts, during 2023, deSter organized a dedicated training on GHG emissions to its Procurement specialists in preparation for the supplier engagement pilot planned for 2024 and held a course on ESG, including energy management, for the managers of the Lima plant.



Our Scandinavian units had 55 high loaders running on biodiesel at the end of 2023 (compared with 45 at the end of 2022). In Oslo, management vehicles were replaced with electric vehicles and two charging stations were installed. Our Dublin and Bergen units also operate electric cars, and the latter converted to all LED lighting in its production area during 2023.

The London Heathrow unit replaced four washing machines with more energy- and water-efficient models and installed new energy-efficient freezers.

Customer collaborations – supporting innovation in aviation

Air France: An in-flight innovation reduces greenhouse gas emissions

Our subsidiary servair has partnered for years with Air France to deliver the most environmentally friendly and healthy in-flight offerings. Working in close collaboration at the Paris hub, we have developed sourcing solutions with suppliers located close to the airport, including those who provide 100% French meat, poultry, dairy, and egg products and fish that is 100% Marine Stewardship Council certified. In parallel with gategroup's commitment to source egg products from cage-free chickens, the Paris-based units have pledged that by 2026, 100% of fresh chicken departing Paris on European airline flights, including Air France, will comply with the European Chicken Commitment.

Complementing our existing campaigns to increase environmental efficiency in our operations, the servair team and Air France are investigating the use of gel packs instead of dry ice to maintain the cold-chain for in-flight meals. Dry ice, the solid form of carbon dioxide, is a single-use pollutant and inefficient in the cold-chain. servair's sustainability team has found that gel packs aid in reducing the carbon footprint of this process and minimizing both resource use and plastic waste.



To be approved for implementation, the solution had to be non-toxic, comply with all necessary food safety requirements (including ensuring that the cold chain is maintained), generate quantifiable reductions in carbon emissions compared with dry ice, and be reusable and 100% made in France. The team evaluated suppliers and chose a provider close to Paris that can produce gel packs whose shape is customized to fit perfectly in meal carts. Following use, they can be washed, re-frozen to -18C, and used again.

"This project illustrates why we value our partnership with servair not just for its sustainability innovations, but also for its support in assessing and quantifying the impact of each solution we test," says Marion Gabriel-Yacoub, Food safety and sustainable development manager at Air France. "Our industry is under pressure to reduce its carbon footprint, and the servair team's creativity in introducing an alternative to dry ice provides one means of meeting that challenge."

servair and Air France validated the solution in late 2023 for all beverage and food containers on a pilot route. The team hopes to extend this solution to all short and medium-length flights it serves and to see it adopted throughout gategroup. Reduction in the use of dry ice represents 25% of servair's greenhouse gases emission reduction goal.

Virgin Atlantic: A 100% Sustainable Aviation Fuel flight

On November 28, 2023, gategroup's longstanding customer Virgin Atlantic operated the world's first commercial transatlantic flight (from London Heathrow to New York JFK) using 100% Sustainable Aviation Fuel (SAF). gategourmet and deSter teams provided support for this auspicious flight. Passengers were given the opportunity to pre-select their meals from available Upper Class and Premium options, a tactic that plays a key role in reducing onboard food waste. The flight also provided a trial of waste-reduction packaging innovations, including wrapping blankets in paper rather than plastic and using rotatable rather than single-use plastic cups.

To assess the impact of these solutions, gategroup worked with Virgin Atlantic and ICF to gather all relevant catering- and waste-related data and conduct a comparative Life Cycle Analysis of the existing plastic blanket wrap and single-use plastic cups versus the alternatives trialed on the flight. The resulting assessment was designed to address diverse environmental impacts, from materials used to emissions produced across the entire journey, including production, use, disposal, and the impact of additional weight on fuel burn. The results will be used to inform decision-making about more sustainable alternatives for the airlines of the future and will be shared freely to support industry-wide change.

As a follow-up to the 100% SAF flight, the gategourmet team partnered with Virgin Atlantic to conduct the recycling trial of offloaded waste at its JFK facility. This supports the broader IATA program intended to address the current regulatory restrictions on managing international catering waste.

These pilot projects are just two out of many collaborations in sustainability space that gategroup and Virgin Atlantic have worked on together over the years. One of these, for instance, was assessing the Winter '23 menu for its climate impact to establish a baseline for improving the climate friendliness of menus offered onboard. This, coupled with Virgin's own Thoughtful Food program ensures ethical standards for Virgin's in-flight menus. The two organizations are in continuous contact about the ways gategroup's ESG activities can contribute to Virgin's sustainability goals. The challenges are not to be underestimated, but both teams continuously strive to ensure they are leaders in delivering against ESG commitments.

Kelly O'Reilly, gategroup's Global Account Director for the Virgin Atlantic, said, "It is an absolute pleasure and honor to work with Virgin Atlantic, who are so focused on walking the walk not just talking the talk when it comes to ESG and creating a sustainable aviation industry. I am delighted that we have been able to support their efforts and believe through these trials and activities, we can co-create a new, more sustainable way of catering long-haul flights."



Paul Mills, Head of Inflight Services at Virgin Atlantic, said, "Flight100 marked the culmination of a year of radical collaboration with our partners, including gategroup, to demonstrate the capability of SAF as a safe drop-in replacement for fossil derived jet fuel. gategroup have been instrumental in our sustainability journey, and we look forward to continuing our work with them on future initiatives."



Treating people fairly

Social matters

Our communities matter. We commit to creating a responsible and caring culture that supports our people and communities from the grassroots level.



Occupational health & safety



Diversity, equity, & inclusion (DE&I)



Community, social impact & labor rights

Our people

To capture the breadth of what we do, we describe gategroup as a culinary company — but equally important, we are a company of culinary people. Every innovation, every opportunity for expansion, and every ESG advance we achieve is a credit to the people who we're fortunate to have on our team. They dedicate their skills and expertise to supporting our ability to achieve our business ambitions. In return, we have an obligation to provide them with a safe and supportive workplace, fulfilling careers, and a sense of ownership in what we accomplish together.

In our view, productivity and professional satisfaction are inseparable. From that perspective, gategroup employee performance and gategroup's performance as an employer must be held to the same standards of excellence. Our approach towards people management therefore reflects these key principles:

- By placing our employees as people first, we aim to better serve all our stakeholders.
- We know and understand that every person is important and has something to contribute.
- We work together at all levels of the organization.
- By recognizing and nurturing the talent within our organization, we become stronger.

The People function, under the leadership of our Chief People Officer, establishes partnerships throughout the company to align the best talent with the best opportunities for business growth, professional development, and continual learning. On a global level, we have enhanced this function via initiatives and programs that were implemented throughout 2023 and are being carried forward into 2024.

The four pillars of our PEOPLE strategy



- **Talent & People Development**
 - Promote life-long learning at every level
 - Enhance and target development plans
 - Ensure robust succession plans for all key roles
- **Organizational Design & Development**
 - Promote data-driven decision making
 - Establish global organizational standards, and cost efficiency
 - Deliver industry-aligned Total Rewards offerings
 - Ensure accurate job architecture and grading
- **HR Excellence**
 - Establish a clear Employee Value Proposition
 - Fulfillment of operational HR functions
 - Maintain the systems, data, and processes for operational efficiency
- **Culture**
 - Promote our purpose and values
 - Grow DEI within our global work force
 - Drive our ESG commitments and goals

Talent management, learning and development

One of the core areas that we worked on during 2023 was to update gategroup’s approach to talent management, learning and development. We recognize that team members have individual goals and aspirations. For some, that means a career path that offers opportunities for growth and advancement. For others, it means continual learning and progressive levels of responsibility. Tailoring learning and development to these goals and preferences demonstrates our commitment to providing employees with the chance to explore new roles, whether those represent upward advances or lateral moves. It also reinforces the message that employees can be themselves and pursue their priorities at gategroup.

Notable progress on a group-wide level during 2023 included:

- Enhancing the employee Performance Management Process.
- Introducing mechanisms for encouraging employee-manager dialog on support and development.
- Adding a self-evaluation process in advance of year-end performance reviews.
- Inaugurating awareness campaigns designed to increase fairness, reduce bias, promote equity, and open dialog to improve understanding of our talent base.
- Launching a group-wide open-access mentoring program that allows self-nomination of mentors and mentees and that was immediately put to use by employees.
- Conducting a talent review for Top 100 roles and creating a blueprint for improved succession planning.

There were highlights in programs and initiatives introduced or continued at the regional level, as well, such as:

- leadership programs in the US and in Switzerland;
- active promotion of training courses in Germany;
- individual development planning for our employees in Latin America and Central and Eastern Europe regions.

Health and well-being at work

Many of our locations around the world have put measures in place to encourage and promote the health and well-being of our employees at work and beyond.

In Peru, gategourmet administrative employees were given the opportunity to learn relaxation techniques in their work areas that could aid in muscle recovery and stress release. The unit also organizes 10-minute health dialogues with its people on topics ranging from healthy nutrition and physical activity to first aid.



Units in the US, Korea, the Philippines, Brazil, Ecuador, Peru, and Chile have installed health monitoring stations where team members can access a blood pressure device and get advice about healthy nutrition. Some locations offer health care support from on-site occupational doctors or nurses.

As a demonstration of gategroup’s dedication to health and well-being, the company provided a vehicle and driver for employees in São Paulo, Brazil who wanted to take part in a blood donation campaign at the airport.

Our Auckland, New Zealand unit participated in Pink Shirt Day for the second year in a row, which is hosted at companies in many countries to show solidarity against bullying in any form. The community-building event encourages all people to feel safe, valued, and respected, regardless of gender identity, sexual orientation, age, ability, religion, or cultural background. With many staff members new to the gategroup team, the event provided an opportunity to convey those values to employees who were still getting immersed in gategroup culture.



Employee representation

We respect our employees’ right to membership in a union or professional association. We encourage constructive dialog and work with employees and representatives in accordance with all regional, country, and local regulatory requirements or statutory frameworks. Our practice is to seek to work in partnership with our recognized unions, employer federations, and workers councils, and we value their contributions to our business and wider people agenda. In Europe, for example, gategroup maintains a cooperative relationship with country representatives and, among other engagements, organizes annual region-wide discussions led under Forum Europe. This exchange facilitates dialog between employee associations and gategroup and provides a platform for us to present group-wide and regional aspirations and People-relevant programs.



Occupational Health & Safety (OHS)

Employee safety and accident prevention are central to gategroup's standard of successful operations. We consider it each of our coworkers' responsibility to play an active role in ensuring that we maintain a culture of safety and engage in the good working and management practices necessary to continually improve our OHS performance.

To support these goals, we have a global Health and Safety program that is updated as needed to provide guidance on required processes at each unit and to delineate team, unit, and regional OHS responsibilities.

In accordance with the zero-incident goal outlined in gategroup's ESG Framework, we are working continually to implement the steps necessary to achieve a 50% reduction in preventable injuries by 2030 relative to the 2022 baseline. For 2023, we recorded 1,826 personal injury incidents across our global operations. Although that figure is a 4% increase over 1,756 incidents in 2022, we also logged a 15% increase in hours worked in 2023 over 2022.

As part of the process to enhance internal steering of the topic, the calculation of the injury rate was revised from looking at all accidents occurring to the scope within the OSHA approach and covered by the Lost Time Injury Frequency rate (LTIFR). This KPI also became a critical element of the short-term incentive plan for evaluation of our management's performance in 2023.

For the year, the LTIFR (a ratio comparing the number of lost time injuries to hours worked) was 26.4 and Lost Time Injury Severity (LTISR) rate (a ratio comparing the number of days lost due to injuries to hours worked) was 0.8. For 2024, we have established a target of a 7.5% LTIFR reduction from 2023.



We continue to assess the root causes of incidents that occur and to complete a roadmap for improvement, including enhanced internal procedures, training, and internal auditing tools, by 2025. Our mid- to long-term aspiration is to align all locations' OHS practices with the ISO 14001 standard. In the meantime, and in addition to the certifications on environmental management, our Madrid and Barcelona units also received their official ISO 14001 accreditations in early March 2024.

During 2023, on a global level, we conducted a status quo assessment with the units across the world on the existing OHS processes to identify potential gaps that we need to fill. Recommendations were provided to all the Regions for implementation starting in 2024.



At the regional level, notable OHS-specific actions included:

An annual safety week campaign conducted in our APAC and Oceania region. The Oceania event includes a competition to nominate and vote for a safety mascot. In 2023, the winner was Leonardo the turtle. The turtle symbolizes vitality, endurance, and strength in Polynesian culture and is the most important symbol of the tribe and family unity. It also represents longevity, safety, and peace in Hawaiian culture. The mascot's PPE was handcrafted by a member of our New Zealand team and sent to each port.

In Australia, safety week activities include appearances by special guests. This year's speaker was an Australian Paralympian, who has firsthand knowledge of the importance of workplace safety. In his twenties, while working at a heavy industry paint machine, he suffered an injury that led to the amputation of one of his legs. He shared insights into taking care of ourselves and looking out for others in the workplace.

Employee safety and accident prevention are central to gategroup's standard of successful operations.



Each October, our unit in Korea hosts a Safety Week Campaign with an agenda that includes employee activities as well as guest experts who address such topics as stress management, Hazard Analysis Critical Control Points (HACCP) training, and food safety.

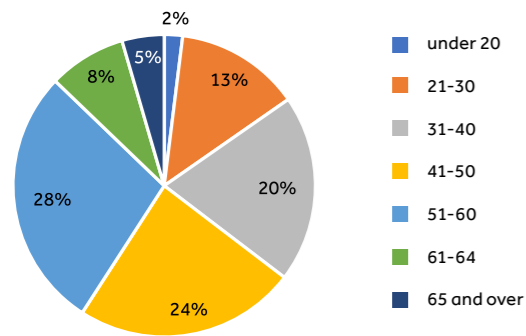




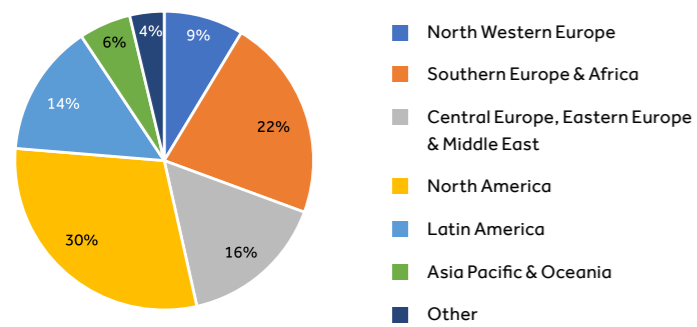
Diversity, equity & inclusion (DE&I)

Diversity is central to gategroup's culture, creativity, and capacity for innovation. It encompasses all ages as well as every nationality, ethnicity, culture, religion, gender and gender identity, sexual orientation, or disability status. That's why, during 2023, we renewed our commitment to providing employees with a culture that allows them to be themselves at work. Our DE&I priority is to ensure that everyone feels welcome — whoever they are, wherever they come from. This principle, which serves gategroup's strategic and cultural objectives, guides our approach to attracting, managing, and nurturing talent throughout our organization. The company's short- and medium-term goals include establishing "a framework to recognize, support, and uplift the diversity and communities within our organization" by the end of 2025.

Employees age by decade (2023)



Employees by business region (as % of total FTEs in 2023)



With that in mind, we fulfilled a commitment noted in the 2022 ESG report by organizing and rolling out a global DE&I awareness campaign, Challenge the Bias. The CEO and CPO kicked off the campaign with a video message that reminded employees of why DE&I is a core gategroup value. Following that launch, we provided unconscious bias training to team members in leadership functions, distributed campaign posters to all units, and published a Gender Equity handbook that was distributed to all employees.

Our goal by 2030 is to increase gender balance at all levels, targeting over 1/3 representation of women in top 100 executives and lower/middle management.



During 2023, gender equity became the first area of focus in pursuit of gategroup's diversity goals, and in December, the Executive Management Board approved a new commitment: to "increase gender balance at all levels, targeting over one-third representation of women in top 100 executives and lower/middle management by 2030." The EMB led by example on this issue during 2023, when Chief People Officer Jeanette Hron and Chief Legal Officer Angela Petzold Theiler joined the board. Their appointments brought women's representation on this management body to 29% (as per the year-end 2023), and we look forward to building on that progress as our ESG programs gain momentum.

But we did not limit ourselves to a top-down approach to achieving gender equity. Alongside the General Management Meeting held in October, we hosted an event attended by senior women from across the company to solicit their insights on the types of initiatives they favor and where they see opportunities for action. Their input played an invaluable role in prioritizing concrete measures for implementation. To gain additional insights into best practices on this topic, during 2023, the Global ESG team participated in the Target Gender Equality Accelerator program organized by the UN Global Compact.



These efforts not only created a roadmap for achieving our gender equity targets, but also provided a blueprint for expansion of our diversity initiatives to future areas of focus. Teams in gategroup's regional offices are already serving as resources for those next steps. For example, the North American Region has conducted a broader DE&I assessment within its operations in the context of organizational culture. Results from these assessments will be shared with other regions so that useful takeaways can be adopted or adapted as appropriate.

The North American HR team also conducted half-day "Civil Treatment" trainings and two-hour "Creating an inclusive environment" workshops for local leadership — including shift leads — and employees. Sessions focused on building an inclusive workplace and are expected to be offered at additional locations during 2024.

Respect stands at the core of these diversity principles and actions. Those values extend beyond our workplace to human and labor rights at a global level and in the communities in which we do business. These beliefs are codified in our group-wide Code of Conduct and global Labor and Human Rights policy.



Equitable compensation

Providing fair compensation to our employees based on their professional merits and regardless of their gender, nationality, ethnic origin, age, sexual orientation, or identity is essential for gategroup to foster an environment of inclusivity. Ensuring alignment on this across our global network is a topic on our strategic agenda. To facilitate proper evaluation across our businesses, we are launching a project in January 2024 to calibrate the functions on all the levels of the organization. This evaluation is expected to last around 12 months and will set the foundation for subsequent evaluations and comparisons at a global level. In the meantime, in all the countries where it has been a legal obligation to conduct an equal pay assessment these have been performed and reported, as required.



Our DE&I priority is to ensure that everyone feels welcome.





A conversation on DE&I

In 2023, Chief Legal Officer Angela Petzold Theiler and Chief People Officer Jeanette Hron joined the Executive Management Board. They are the first two women to serve in this leadership capacity at gategroup. In this conversation, they share their thoughts about the role diversity, equity, and inclusion plays in meeting both ESG and business performance goals.

Jeanette Hron

Women bring another dimension to leadership and play an essential role in challenging concepts and ideas to promote optimal decision-making. Our presence in upper management and the executive suite also enhances the way the company is perceived by our increasingly diverse customer base. DE&I therefore helps us to assure customers that we share strong common values and beliefs. The same concept applies to job candidates. It's important that they feel able to relate to us and are confident that we relate to them.

Angela Petzold Theiler

I'm a strong believer that a significant percentage of women on a board, and across every team, creates advantages for the company and the team. That principle extends, of course, to every area of diversity: people of every racial, ethnic, and national background as well as every age, sexual orientation, disability status, and so on. We focused on gender equity in 2023, and that is a priority for gategroup, but that focus also provided us with a model for ensuring that our practice conforms to our equity priorities across all groups.

Jeanette Hron

For me, the most important thing when we talk about diversity, equity and inclusion is for gategroup to be a company where people feel they can be themselves at work. We want to offer career paths to everyone in the organization so that people can learn, develop, and progress to increasing responsibility, whether laterally or vertically. Our talent management approach is evolving with that objective in mind, and the mentorship program we launched in December 2023 is one more way we're supporting that goal. We introduced an HR tool that anyone can use to self-nominate as a mentor or mentee, and we began getting positive responses to that within the first hour after the system went live. It's one more way of showing employees that if you consider yourself a talent and want to have a career at gategroup, be courageous and put yourself in the spotlight. We are happy to have you.

Angela Petzold Theiler

A key related concern is that for people to feel comfortable at work, there needs to be an easy way for them to voice opinions and concerns. Ideally, when there's a problem, the team members involved can address it via direct communication. We maintain what we call a "speak up line" for support when one-on-one conversation doesn't resolve the issue. It's gategroup's responsibility as an employer to ensure that people are aware of and know how to use this mechanism. But even more important, we must give them confidence that when they express concerns, we will take them seriously, address the matter, and make any adjustments necessary to keep the problem from occurring again.

Jeanette Hron

Absolutely. That's an excellent illustration of how the HR function is evolving at gategroup. We are becoming people partners for leadership and for the teams. That means these ESG-driven initiatives are bringing us closer to business needs and strategies, as well. We approach HR from a growth mindset to build a team that is focused on gategroup's future and wants to contribute to that.



Chief Legal Officer Angela Petzold Theiler and Chief People Officer Jeanette Hron share their thoughts about the role diversity, equity, and inclusion plays in meeting both ESG and business performance goals.



Community engagement

There are many measures of success. As a company whose core purpose is to nourish people with fresh, wholesome, and of course delicious food, we cannot measure our success exclusively in terms of financial figures. We have always sought opportunities to contribute to the communities in which we do business and to make our own success a driver for helping those in need.

This sense of social responsibility can be seen in our support of diverse global and local charitable endeavors. On a global level, we have been a corporate partner of Cuisine sans frontières since 2018, supporting the organization through financial contributions, human resources, and in-kind donations. In 2023, we formalized our global procedures related to community engagement activities in a document that was published in early 2024. Our goal is to align all charitable activities around the theme "Food and Local Communities". Publication of that document provides guidelines for our Regions to follow in selecting dedicated causes.

Local initiatives undertaken during 2023 offer insight into how each team approaches giving back and the social priorities they have identified to date. The examples of their engagement included the following activities:



- In North America, we collaborated with 16 nonprofit organizations, community centers, and refugee/immigrant resettlement agencies providing aid to refugees from Afghanistan, Venezuela, and other countries in Latin America. Among these efforts were our ongoing work through the Tent partnership, through which we recruited 948 new hires during 2023. This, in combination with the 61 employees recruited through the partnership in 2022, exceeded our target of 1,000 refugees hired over a three-year period
- Our Singapore unit distributed daily essentials packages (body and facial wash, shampoo, toothbrushes and toothpaste, detergent, and dishwashing liquid) to about 30 residents of a local elderly care center and joined the residents for an afternoon of lunch and games



- In the UK, a deadstock sale raised £10,500 that was donated to Stanwell Food Bank and Shooting Stars Childrens Hospices.
- The servair team in Morocco served 55,000 meals to refugees following the Safi earthquake in September 2023.
- In Ireland, our unit in Dublin provided 1.1 tonnes of surplus food (equivalent to over 2,600 meals) to a local organization, FoodCloud, that redistributed it to charities and community groups across the country.

We have always sought opportunities to contribute to the communities in which we do business and to make our own success a driver for helping those in need.





Governance matters

Transparency builds trust and accountability. As an industry leader, we must ensure everything we do aligns with best practices and applicable international reporting frameworks.



Transparent governance



Responsible supply chain management



Product stewardship & innovation



Transparent governance

Corporate governance

gategroup Holding AG (the "Company" or "gategroup") and its subsidiaries (together the "Group") are committed to a high standard of corporate governance.

The principles and rules of corporate governance practiced by gategroup are stipulated in the Articles of Incorporation, the Organizational Regulations of the Board of Directors, and the Charters of the Board Committees. These are reviewed regularly by the Board of Directors (the "Board") and adapted as needed. Read more on the Corporate Governance page of our website.

Compliance framework

gategroup has established, communicated, and trained our employees on a wide array of policies that have been developed and issued on a risk-based methodology. Among others, these policies include internal anti-bribery and anti-corruption regulations, competition law, trade sanctions, data privacy, and operational compliance topics such as, e.g., quality and food safety.

Diverse shop-floor compliance trainings are conducted on a regular basis at our units (e.g., on ramp safety, security, chemicals handling, etc.). At the end of 2022, gategroup rolled out two specific legal compliance trainings on information security and data protection (4,146 employees completed the course, whereof 977 people in 2023) and competition law (938 employees completed the training, whereof 684 in 2023). In addition to these general e-learning, there have also been classroom trainings for designated groups on different legal compliance topics.

To actively manage Governance, Compliance and Risk within gategroup, the Company has established a Global Risk and Compliance Committee (GRCC), which meets quarterly and consists of gategroup's Executive Management Board and additional subject matter experts. The GRCC is chaired by the Chief Legal Officer. In addition, Business Regional Risk and Compliance Committees (BRCC) are established for each region/business unit, which also meet quarterly.

Whistleblower program: the *speak-up line*

The company maintains a whistleblower system, the *speak-up line*, which is accessible via the internet and telephone. The system is hosted by an external provider to guarantee anonymity if desired by the reporter. The SpeakUp line is for employees but also for external stakeholders such as suppliers and business partners who want to report possible issues.

This system follows the applicable regulations from the EU Whistleblowing directive and its national implementations. gategroup actively promotes the system through various channels across the group and on the external website. It is frequently used by gategroup's employees to report on possible issues or to ask questions. The cases are typically handled at the regional level, with quarterly reporting to gategroup's GRCC.

In the reporting period of 2023, there were 245 cases reported via the *speak-up line* (2022: 185). The vast majority of these cases were HR grievances, which included topics such as supposed incorrect payments, administrative issues but also complaints about the behavior of colleagues or managers and conflicts amongst employees.



Corporate Risk Management

gategroup is committed to a systematic and comprehensive approach to the effective management of potential opportunities and adverse effects by achieving best practice in strategic risk management. gategroup encourages intelligent risk-taking and recognizes that risks can have both positive and negative consequences.

The scope of Corporate Risk Management includes, but is not limited to:

- Identification, assessment, and treatment of strategic risks,
- Periodic risk monitoring and review,
- Risk communication and reporting.

Following a top-down risk identification procedure starting at the strategic level, Risk Registers have been developed with Risk Owners from the following disciplines: aviation, gatesolutions, retail, Commercial, IT, Finance, Procurement, Legal & Compliance, People, and ESG.

A twice-annual review and reporting cycle ensures that gategroup maintains its risk awareness as well as its capacity to act according to the guidelines outlined in its Corporate Risk Management Policy.

gategroup's risk management system is aligned with the ISO31000:2009 Risk Management Standard and supported by an ongoing program of education and training.

Food safety

Food safety is essential to gategroup. Accordingly, the company has produced its own Food Safety Standard to ensure compliance with local legislation and IFSA World Food Safety Guidelines. The gategroup Food Safety program is based on the ISO 22000:2018 Food Safety Management system and consists of the 4 pillars: Interactive communication, Management system, Prerequisite Programs and HACCP (Hazard Analysis Critical Control Point) principles. This ensures maintenance of a continual improvement cycle on all levels in the company and control over every step in the production flow, from receiving to delivery of final products to our customers.

A global Quality and Food Safety Policy spells out processes and responsibilities within gategroup.

All our employees are trained to an extent that enables them to understand and perform food safety control relevant to their jobs. Training is mandatory: new employees go through onboarding training, and all employees complete an annual refresher training.

To verify compliance of our whole system, internal audits are performed. Additionally, an external auditing firm performs a second-party internal audit annually using a certified ISO 22000 Lead Auditor to add transparency and sustainability to the applicable FSMS procedures, including HACCP. Health authorities/inspectors provide additional mandatory and regular verification audits against food legislation, and our customers and other certifying bodies (where applicable) provide supplementary verifications against customers' and certification standards, respectively.



IT/Cyber security

Keeping our data secure is crucial for our company, especially considering our position in the airline catering industry. We are dedicated to maintaining high standards of reputation and data privacy. Our all-encompassing strategy involves several key elements, including ensuring smooth operations, adhering to strict regulations, protecting sensitive information, and proactively defending against constantly evolving cyber risks. Our Global Information Security and Data Privacy policies govern these efforts, demonstrating our dedication to efficiently safeguarding and managing our information and infrastructure, while also respecting individuals' privacy and maintaining the integrity of our business.

With this in mind, we focus on the following topics:

- **Operational Continuity:** A breach in IT security can lead to disruptions in the supply chain, affecting meal preparation and delivery schedules. Robust IT security is essential to ensure uninterrupted operations and timely service to airlines.
- **Compliance with Regulations:** The airline industry is heavily regulated, and we must adhere to strict data protection laws. Effective IT security helps in complying with these regulations and avoiding legal and financial penalties.
- **Protection of Sensitive Data:** Airline catering companies handle vast amounts of real-time exchange of sensitive data, including flight schedules and dietary requirements. IT security is crucial to protect this data from breaches and unauthorized access, ensuring the privacy and safety of passengers.
- **Defense Against Cyber Threats:** The increasing prevalence of cyber threats, such as ransomware and phishing attacks, poses a significant risk. A strong IT security framework is critical to protect the company's digital infrastructure and assets from such threats.





Global Information Security and Data Privacy policies guide group-wide activities on the topic. The Information Security Policy defines the necessary approach to ensure the protection, preservation, and management of the Confidentiality, Integrity, Availability, and Resilience of gategroup's information, assets, systems, infrastructure, and data. This encompasses all forms and states of information, regardless of whether it is in electronic or physical form. The Data Privacy Policy underscores the company's obligation to adhere to data privacy laws in all jurisdictions where it operates. It serves as a guide to ensure compliance as a global company and to ensure that employees, directors, officers, agents, and contractors understand and uphold the principles of handling and protecting personal data while respecting individuals' right to privacy. The document outlines the company's commitment to safeguarding personal information and establishes protocols for collecting, storing, and processing data in a secure and lawful manner. All new employees are trained and guided through our Global Information Security and Data Privacy policies, together with our People Function, to ensure full understanding of them.

During 2023, gategroup undertook a range of measures to ensure robustness of our information security processes and readiness to prevent and mitigate possible risks. These included:

- performing phishing simulation attack campaigns,
- training employees on risks in cyberspace and how to manage them,
- evaluating on a constant basis the vulnerabilities on our systems and ensuring they are remedied,
- running pen tests on our environment to optimize its integrity,
- scheduling third party audits to ensure we are aligned with expectations of the highest cybersecurity frameworks (such as NIST, ISO 27001, CIS, etc.).

One action for our employees was the Cybersecurity Awareness campaign run during the month of October. Weekly tips were provided to employees around the globe on the topics of password security, data privacy, and phishing alertness, including detailed information resources and guides.

As we continue to navigate the complex landscape of the catering industry, our commitment to maintaining strong IT security remains our main priority. Through our proactive initiatives and measures implemented in 2023, we have demonstrated our dedication to ensuring the protection of our operational processes and the trust of our clients and their passengers. Our adherence to Global Information Security and Data Privacy policies goes beyond mere compliance; it is an integral part of our business philosophy. By constantly improving our security protocols and educating our employees, we are not only safeguarding data and systems, but also strengthening our reputation and dependability in this dynamic industry. Looking ahead, we remain vigilant and dedicated to advancing our security measures to meet and exceed the challenges we will face and ensure that we maintain our position as a trusted and secure partner to our customers.



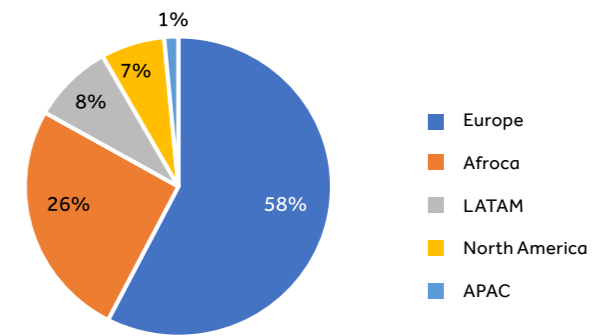
Responsible supply chain management

Logistics, procurement, and supply chain management are among gategroup's core strengths. Across more than 200 operating units in over 60 countries and territories, gategroup's team serves around 590 million airline passengers each year. In 2023, our global supply chain network encompassed more than 12,000 providers of products and services — predominantly food and beverage manufacturers, global consumer goods brands, and wholesalers who specialize in the food service market and work primarily in a local delivery area.

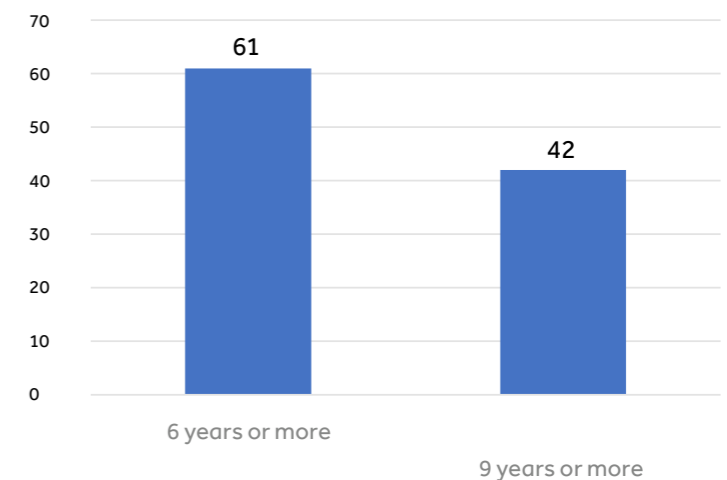
During 2023, we continued to provide gategroup ESG Procurement & Supply Chain requirements training along with our Code of Conduct, Supplier Code of Conduct, internal Supply Chain Policy, and supplier management system to our Global Procurement team members. Our internal trainings with ESG focus reached more than 92% of them.

Long-term partnerships are the backbone of our operating model. These collaborations enable us to maintain our commitment to providing locally sourced and sustainably packaged gastronomic experiences that reflect our customers' brand identities and culinary roots. Local sourcing of our direct material products rose from 85% in 2022 to 89% in 2023, which brings us to the brink of achieving our long-term target of 90%.

Purchase volume by geographic region 2023



Supplier relationship



■ % of purchased volume; calculations based in this section are Jan-Oct 2023 data





Our procurement team may visit prospective suppliers and inspect their management capabilities to assess potential risks and identify opportunities for improvement before we enter into a new relationship. If we find deficiencies, the suppliers must take corrective and preventive actions before we begin any active business relationship. Candidates that fail to meet the requirements are not accepted as gategroup suppliers.

As part of gategroup's ESG Framework, we prioritized increasing transparency on sustainability matters within our supply chain. In early 2023, we launched an initiative to review the supplier base for financial, legal, reputational, and operational risks as well as those on environmental, human & labor rights, and governance issues. This augments gategroup's existing supply chain risk management process.

To advance further toward our objectives, we set a target of gaining transparency on the sustainability performance of our Tier 1 suppliers covering 70% of our procurement spend by the end of 2025. Identified in 2023, these almost 3,000 ESG-focus suppliers accounted for 84% of gategroup's 2023 purchasing volume. Our long-term ambition is to develop a transparent and audited responsible group supply chain by 2040.

In 2023, we employed external supply chain screening software to assess all ESG-focus suppliers on a range of sustainability-relevant metrics. We calculate that 3% of these suppliers have the lowest performance evaluations and, therefore, considerable improvement potential. We contacted them to reiterate the importance of full compliance with our Supplier Code of Conduct. Additional follow-up steps may include ESG self-assessment based on the SASB Sustainable Industry Classification System®, collaborative work to improve the supplier's sustainability standing, or business termination with gategroup.

As an additional initiative, in Q4 2023, we started the planning of a training module focused on identifying and mitigating human rights risks in supply chain for all our group-wide Procurement and Food Safety teams. This course will go live by the end of H1 2024.

The gategroup Supplier Code of Conduct (SCoC) was implemented at the end of 2022 and published on our website. The SCoC and General Terms and Conditions are incorporated into all new supply agreements. In 2023, we began to inform suppliers that we expect them to comply with these standards and principles in all their gategroup-related dealings. By the end of the reporting year, 33% of the ESG-focus suppliers signed our SCoC.

We continue to work on increasing our supply chain network's transparency and improving the sustainability of the products we source.

Reporting Region	2022 (actual)	2023 (projected)	2024 (progress)	2025 (target)
	cage free	cage free	cage free	cage free
Europe	43%	55%	75%	100%
North America	32%	48%	69%	100%
Oceania	9%	20%	80%	100%
Other (ASIA, LATAM, AFRICA)	<5%	solution in progress		100%
Overall	27%	solution in progress		100%



Responsible food sourcing with animal welfare considerations

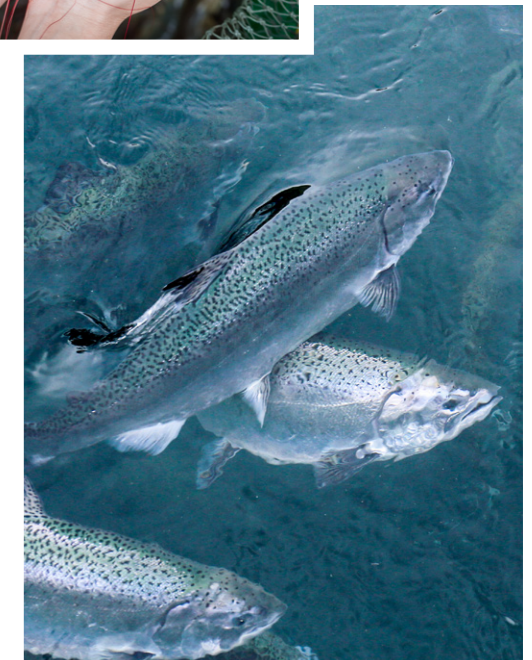
In August 2022, gategroup made a global commitment to purchase 100% of its egg products (shell egg, liquid egg, and mixes containing more than 80% egg) from cage-free chickens by 2025. During 2023, 27% of our egg products were cage free. In Europe, North America, and Oceania, we offer cage-free egg products to our customers during menu presentations and implement the shift to these products as solutions become available. In other regions, we join forces with the Lever Foundation, the Humane Society International, and other animal welfare organizations to develop market solutions that we will implement as they become available.

This transition is just the first step in meeting our long-term commitment to integrating animal welfare considerations into our purchasing practices. The fish and seafood supply chain is another priority area of focus for gategroup, and our newest target is farmed salmon purchased in North America, Europe, and Oceania. Within our supply chain, our goal is to ensure by the end of 2024 that 50% of these products address environmental, social, and animal welfare considerations by meeting one of the following certification standards:

- BAP (Best Aquaculture Practices Certified)
- European Organic Certification
- FOS (Friend of the Sea)
- GLOBAL G.A.P.
- ASC (Aquaculture Stewardship Council)
- Naturland
- Global Animal Partnership



In 2024, we will begin reporting on farmed salmon (and products containing more than 80% farmed salmon) purchased for our North American, European and Oceania markets from producers certified according to these standards. Our aim is for 100% of farmed salmon supplied to our units in these regions to be certified in accordance with one of these standards by 2030.



Conflict Minerals statement

Conflict minerals is a term used to define minerals mined in conditions where armed conflict and human rights abuses occur. The term typically refers to four minerals: tungsten, tantalum, tin, and gold (also known as 3TG), mined in the eastern region of the Democratic Republic of the Congo (DRC). These minerals are used in the production of various goods such as jewelry and virtually all electronic devices.

To the best of our knowledge, we do not directly or indirectly use these minerals in our products or source them. Therefore, gategroup has determined that there is no need for due diligence related to conflict minerals in our supply chain.



Child Labor due diligence statement

Respect for human and labor rights is a fundamental component of gategroup's values and business principles, and we support all international norms and codes regarding human rights, including but not limited to:

- The Universal Declaration of Human Rights
- The International Covenant on Civil and Political Rights
- The International Covenant on Economic, Social and Cultural Rights
- The International Labour Organization's (ILO) Declaration on Fundamental Principles and Rights at Work
- U.N Convention on the Rights of the Child

Our priorities include creating a safe, healthy working environment that embodies fair employment practices. Child labor is prohibited in our Code of Conduct, Supplier Code of Conduct, and Human Rights Policy.

Beyond these policy measures, gategroup has conducted a risk assessment on its entire supply chain to identify areas at potentially higher risk of child labor, in line with the UN approach of the Children's Rights in the Workplace Index/June 2023, an online platform that covers 195 countries.

The Index methodology is guided by the United Nations Guiding Principles for Business and Human Rights and Children's Rights and Business Principles, which set out the expectations of companies with respect to human and children's rights. Many of its more than 150 indicators are child-specific. Others are human rights indicators that affect children directly and indirectly in the contexts in which they and their families work and live.

To the best of our knowledge, we have no known purchase volume with material suppliers based in countries with a "heightened risk." We have identified 1,415 suppliers with an active spend in 2023 that are based in a country with an "enhanced"¹ risk. We have established additional controls for managing these suppliers and will monitor and run regular additional due diligence on them on an ongoing basis.

We have not received any reports or indications of child labor in our supply chain from our suppliers or others in 2023.

Procurement achievement

EcoVadis noted the strength of gategroup's procurement policies and actions when it presented the company with a Bronze award for 2023. Our sustainable procurement achieved a score of 60 compared with the industry average of 36.

Supplier diversity reporting

We select suppliers by using a broad set of objective criteria based on quality, reliability, price, and ESG practices, which we review through our Sustainable Procurement Practices. Supplier Diversity is a sub-criterion within our Sustainable Procurement Practices that can be part of the selection process, when relevant.

1. Source: Children Workplace Index <https://www.unicef.ch/en/what-we-do/national/partners-and-initiatives/childrens-rights-and-business>



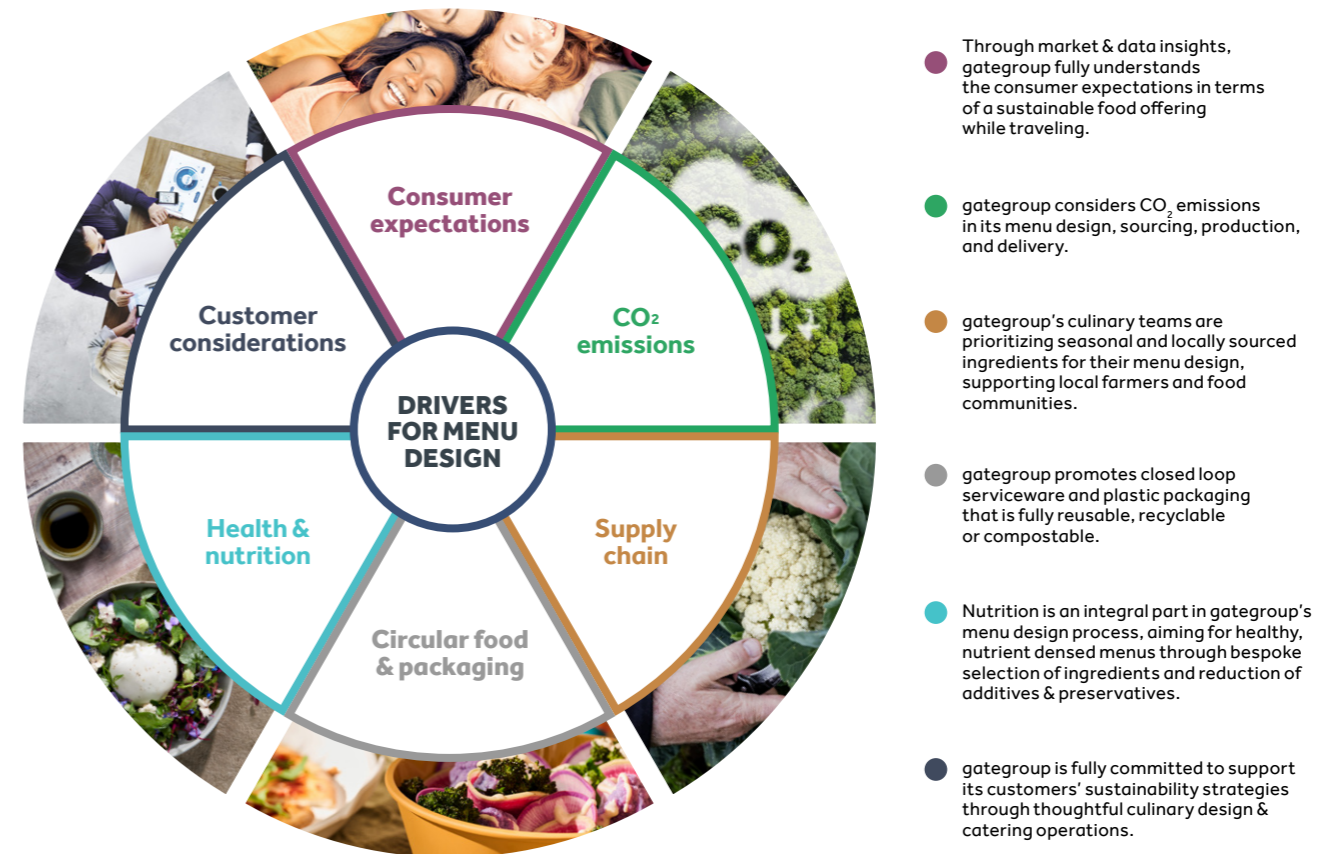
Product stewardship & innovation

Sustainability spices up our culinary offerings

At gategroup, we firmly believe that sustainability is good practice for business, society, and the environment. For our culinary and customer experience teams, this principle is driving innovation in menu development that supports climate goals and customer needs.

Sustainability presents culinary challenges, but also opportunities to delight passengers with fresh, inventive, healthy, and environmentally friendly dining options. We're proud to be pioneering the future of sustainable dining.

Culinary design drivers enhancing sustainable menu offering



As culinary experts, we want to share our knowledge with the global community. That means serving our direct customers and sharing knowledge in our culinary studios worldwide. We are committed to working in collaboration with internationally renowned culinary institutions to train and develop emerging chefs who inspire innovation and augment our in-house talent pipeline.



Our expertise and ambitions

We take pride in developing menus that make travel more pleasurable and support our customers' ability to meet their customers' expectations. The ESG Framework 2025 includes two targets for our product catalog:

Addressing the composition of our hot meal offering

We see regenerative farming practices as a key component in strategies for addressing climate change and biodiversity loss. Managed properly, this approach can help sequester carbon, reduce soil erosion, increase water retention, and improve soil health. Integrating animal husbandry is core to healthy soil, and we therefore do not propose a shift to entirely meatless menus. Instead, to facilitate transition towards regenerative agriculture methods, improved animal welfare, and better meat, we support a reduction in current levels of meat production and set a target of offering plant protein-based hot dishes in 50% of our newly designed menus by 2025. During 2023, we worked toward this goal and aligned our systems and databases to optimize tracking of this metric. Additionally, we have built a global cloud-based recipe library that we use to analyze, collect, and design recipes and menu concepts for our customers in the air and on the ground.



Replacing single-use plastics with 100% reusable, recyclable, or compostable packaging by the end of 2025.

Our subsidiary deSter is designing and producing packaging solutions to meet this goal and achieve our circularity targets. Since 2020, all new product launches from deSter have been reusable, compostable, and recyclable. Our goal for 2025 is to extend this standard across the entire deSter product line and to ensure 100% use of responsible resources. By 2030, our ambition is for 100% of our products to create zero waste and to sell only products with a guaranteed circular life cycle. Reporting on this KPI is included in [deSter's sustainability report](#).



Integrating sustainability into our growing business scope – gatesolutions

Our Navigate 25 strategy to become an integrated global food business is a platform where commercial and financial metrics are interlocked and interdependent with environmental and social performance. In 2023, we recognized that the most efficient and effective way to achieve those objectives and reinforce gategroup's unique selling proposition is to create an umbrella organization focused on non-aviation customers in the food service and retail channels. gatesolutions encompasses our packaged meal, catering, lounge and event catering, and food packaging solutions. Chris Plüss, President, Food Solutions, shares his thoughts on the future and vision of gategroup's new gatesolutions brand.

Q What is your vision for the role the gatesolutions businesses will play in advancing gategroup's ESG performance and, by extension, its strength as a competitor across the markets it serves?

A Our Navigate 25 strategy to become an integrated global food business is a platform where commercial and financial metrics are interlocked and interdependent with environmental and social performance. In 2023, we recognized that the most efficient and effective way to achieve those objectives and reinforce gategroup's unique selling proposition is to create an umbrella organization focused on non-aviation customers in the food service and retail channels. gatesolutions encompasses our packaged meal, catering, lounge and event catering, and food packaging solutions.

Q What are some of the notable sustainability advantages that gatesolutions has already brought to the market?

A With our network of more than 200 kitchens across the globe, we're physically closer to our international customer base. This reduces the carbon impact of transport. It also keeps food fresher in the transfer from the production facility to the point of sale, which is an important control for reducing food waste. Similarly, our deep-frozen menus allow customers to provide fresh-tasting meals on demand and conserve the remaining inventory until it is needed. This creates competitive advantages for our customers in both sustainability and operating efficiency. In our packaging solutions, we offer recyclable, compostable and reusable options that actively contribute to our customers' goals to stop the single-use plastic consumption.

Q What other aspects of ESG have you prioritized?

A In addition to our environmental performance targets, there's a social component to our solutions. The public's embrace of ESG includes heightened cultural awareness, and within the culinary sphere, that means authenticity in ingredients, menu development, and food preparation. Increasingly, it also means meeting customer preferences for more plant-protein-based meals that are healthy, nutritious, and live up to gategroup's standards of culinary excellence.





Q What innovations are you exploring to promote circularity?

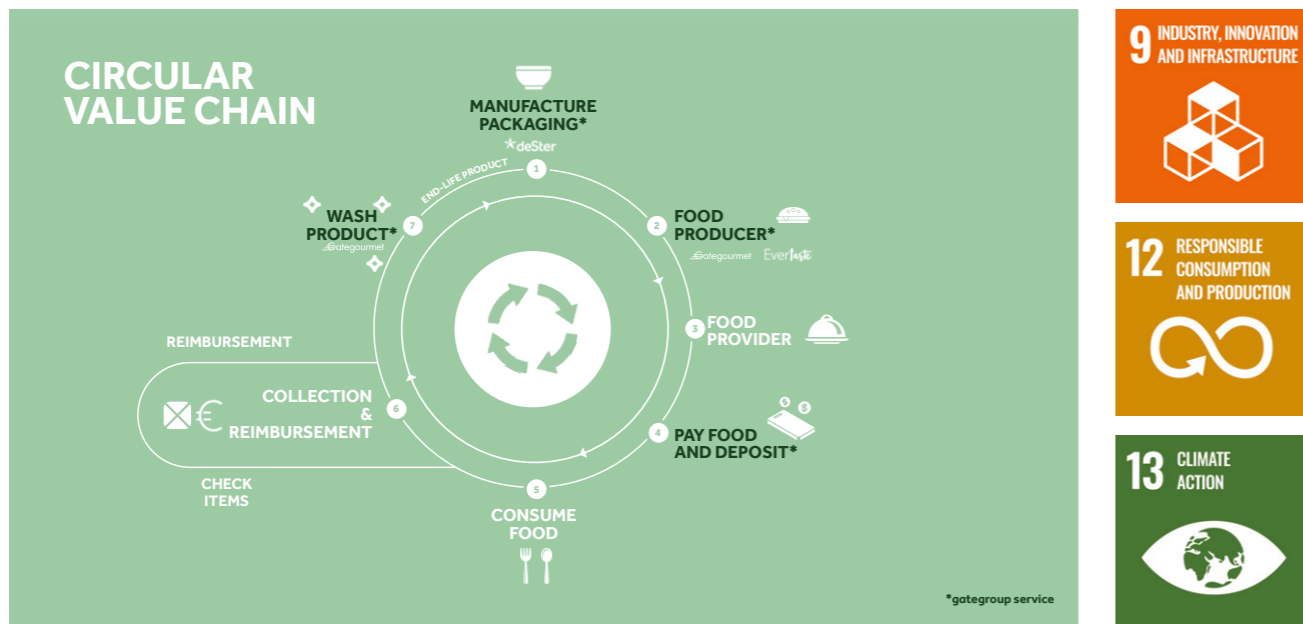
A Looking to our deSter business, for example, one of the methods we are leading in is producing cutlery made of pressed paper boards, which are fully compostable.

We have launched another program aimed at incorporating our innovative reusable packaging equipped with RFID technology. This allows for easy identification and traceability and works in conjunction with a deposit system. The resulting closed-loop process is designed to enhance sustainability and is already successfully implemented, e.g., in football stadiums.

A third program we are exploring is producing meals that are delivered to our customers in our reusable packaging, which can be reintroduced to the market once it is thoroughly cleaned and sterilized in our dishwashers. When the packaging reaches the end of its life cycle, it will be returned to our deSter factory for recycling and transformation into new reusable packaging. This comprehensive and seamless closed-loop system reflects our commitment to offering environmentally conscious and sustainable solutions to our customers.

Q Can we say, then, that ESG is a building block for ensuring the viability of new gategroup ventures?

A Absolutely. Every solution we offer needs to have sustainability embedded in our supply chain, our kitchens, our packaging, our practices, and our infrastructure. We continue to develop ESG as a differentiating element of our gategroup selling proposition and expect it will be a strong asset in optimizing our value and our potential for expansion into additional market segments.



Our external partners and initiatives supported

Our partners

gategroup works with a number of external organizations to help us drive the agenda on sustainable development.

Organization	Description
Lever Foundation	gategroup is working together with Lever Foundation and the Humane League (non-profit organizations based out of the UK and the US, respectively) to improve animal welfare standards in our supply chain.
The Humane League	
Cuisine sans frontières	Since 2018, gategroup has supported projects of Cuisine sans frontières (Kitchens without Borders), a Swiss-based NGO that, in cooperation with local partnering organizations, builds gastronomic meeting places and training facilities in areas of (social) conflict.
International Flight Services Association (IFSA)	gategroup is a member of IFSA and is actively involved in cross-industry discussions led by the Association with the regulatory bodies around the world to shift the current international catering waste restrictions and facilitate transition towards circular economy.
Airline Catering Association (ACA)	gategroup is a founding member of the ACA and engages with it as a platform for cooperation among the operators in the airline catering industry on topics relevant to human, economic, and social development globally and regionally.

Participation in external initiatives

Organization	Description
UN Global Compact (UNGC)	Since 2022, gategroup has been committed to the UN Global Compact corporate responsibility initiative and its principles in the areas of human rights, labor, environment, and anti-corruption.

About this report

This report covers the period from 1 January to 31 December 2023. In the following years, we will continually expand the scope of the sustainability data that we collect and record, with the goal of aligning ESG reporting with international best practice standards. The list of entities included in this ESG report follows the list of affiliated group companies disclosed in the Annual Report 2023, section Group Companies.

Scope of data collection and reporting

Operating control basis was applied for data collection and reporting on all indicators.

Environmental performance indicators

Due to the dramatic reduction in business volumes during 2020-2021 as a result of the COVID pandemic, the environmental figures for these years are not shown in this report to provide a more accurate reflection of gategroup's environmental footprint during normal business activity. In 2023, environmental data was collected from all production facilities of in-flight businesses of gategourmet and servair, as well as from production units of deSter. These cover about 85% of gategroup's total revenues. Operations of gateretail, other operating brands as well as back-office facilities were excluded for this reporting period. The 2023 utility consumption figures were collected from the individual reporting entities for January – September 2023 and then extrapolated to the full year using financial revenues as a proxy.

While the business in 2023 returned to its pre-pandemic levels, we continued improving environmental data quality and made certain adjustments to the information published in the ESG Report 2022:

- The baseline for the environmental targets was shifted from 2019 to 2023 as we plan to conduct the assessment of our GHG footprint in alignment with the Science Based Targets approach and define the path to Net Zero based on the 2023 data. In line with that, we see it meaningful to set the Water and Waste targets using 2023 as the baseline year as well.
- Business travel-related footprint of the Group for 2023 was extended with the information of the entities operating under the servair brand (was not covered in the 2022 data set).
- As new information came in from our units in Ireland, the US, and Panama, we made corrections in the data reported for 2019 and 2022 for these locations for building operating fuels and vehicle fuels.
- Parallel to that, we made corrections to emissions conversion factors used for 2019 and 2022 for some of the utilities used in the US, Brazil, Ecuador, Panama, and the Netherlands.

For a number of locations, wherever incomplete data sets were provided, we made an extrapolation based on proxies using financial revenues, costs, or number of flights served, where one or the other was meaningful. Scope 1 and 2 calculations were done according to the Greenhouse Gas (GHG) Protocol based on site-specific data for fuel consumed and utilities purchased. Availability of Scope 3 information is currently limited to the business travel-related footprint. We intend to conduct a detailed Scope 3 assessment during 2024 and to publish data on further categories relevant for gategroup in the next reporting cycles.

Social performance indicators

Employee-related data and indicators are collected from and reported for all groupwide units. Similar to the environmental data, we also continued improving the quality of our social disclosures. We therefore updated the employee demographics details and the indicator for voluntary disclosures for 2022.

A breakdown of employee demographics by gender is provided for the indicators where this information was provided by the employees and at this time does not include an overview regarding nonbinary/gender nonconforming individuals. We will include it in future reporting.

In line with plans communicated in the ESG Report 2022, we enhanced our internal and external reporting on OHS, aligning our calculations of personal injury rates with the OSHA definitions.

Environmental performance indicators

	Unit	2023	2022
Energy consumption			
Total energy consumption	MWh	740,471.4	613,118.7
Building operations fuel (<i>natural gas, heating diesel, liquid petroleum gas, propane, fuel oil</i>)	MWh	220,386.4	180,843.4
Vehicle fuel (<i>biodiesel, diesel, gasoline, liquid petroleum gas, petrol</i>)	MWh	189,505.5	149,408.1
Purchased electricity	MWh	300,391.8	255,030.9
Purchased heat	MWh	27,815.9	26,877.4
Purchased steam	MWh	2,371.9	958.9
Energy intensity (<i>total energy consumption per revenues</i>)	MWh / CHF million	157.6	158.2
GHG emissions (in CO₂e)			
Scope 1	1,000 tonnes	132.1	111.2
Fuels for vehicles and building operations	1,000 tonnes	82.3	72.3
Fugitive emissions	1,000 tonnes	49.8	38.9
Scope 2 (location and market based)	1,000 tonnes	80.4	73.4
Electricity (mix)	1,000 tonnes	75.0	68.7
District heat (non-renewable)	1,000 tonnes	5.0	4.7
Steam (non-renewable)	1,000 tonnes	0.4	0.0
Scope 3 (indirect emissions)	1,000 tonnes	6.4	3.4
Category 6: Business travel	1,000 tonnes	6.4	3.4
Total GHG emissions	1,000 tonnes	218.9	188.1
GHG emissions intensity (<i>emissions per revenues</i>)	1,000 tonnes / CHF million	0.047	0.049
Water consumption			
Total water consumption	m3	3,219,240.1	3,433,457.8
Waste and recycling			
Total waste	tonnes	248,845.3	172,933.6
Landfill and incineration	tonnes	140,895.5	120,644.3
Recycling	tonnes	107,949.7	52,289.3
Recycled waste as % of total waste	%	43.4	30.2

(1/4)

Social performance indicators

	Unit	2023	2022
Employees			
Employees (total)	headcount	41,283	38,007
	FTEs	39,807	36,581
Northern & Western Europe	FTEs	3,440	2,967
Southern Europe & Africa	FTEs	8,746	8,631
Central Europe, Eastern Europe & Middle East	FTEs	6,317	5,993
North America	FTEs	11,871	10,536
Latin America	FTEs	5,709	5,192
Asia Pacific & Oceania	FTEs	2,241	1,795
Other	FTEs	1,482	1,467
Gender breakdown			
Women employed (total)	headcount	16,919	15,362
	FTEs	16,126	14,605
	% of total FTEs	40.5	39.9
Women in lower & middle management	FTEs	1,373	1,170
	% of total FTEs in lower & middle management	32.4	29.7
Women in senior management	FTEs	85	76
	% of total FTEs in senior management	21.2	21.5
Women on the Executive Management Board (EMB)	FTEs	2	0
	% of EMB	28.6	0.0
Women on the Board of Directors	number	1	1
	% of total FTEs	11.1	11.1
Age breakdown			
Employees age by decade			
under 20	% of headcount	2.0	2.8
21-30	% of headcount	13.4	12.3
31-40	% of headcount	20.0	19.3
41-50	% of headcount	23.8	24.4
51-60	% of headcount	28.1	29.3
61-64	% of headcount	8.3	7.8
65 and over	% of headcount	4.5	4.1

(2/4)

Social performance indicators

	Unit	2023	2022
Female employees age by decade			
under 20	% of headcount	1.8	2.7
21-30	% of headcount	13.0	12.5
31-40	% of headcount	19.9	19.0
41-50	% of headcount	24.9	25.5
51-60	% of headcount	27.8	28.3
61-64	% of headcount	8.0	7.6
65 and over	% of headcount	4.7	4.4
Male employees age by decade			
under 20	% of headcount	1.8	2.3
21-30	% of headcount	13.7	12.1
31-40	% of headcount	20.2	19.6
41-50	% of headcount	23.0	23.8
51-60	% of headcount	28.3	30.2
61-64	% of headcount	8.6	7.9
65 and over	% of headcount	4.4	4.0
Employment type breakdown			
Part-time employees (total)	headcount	2,781	2,715
	% of headcount	6.7	7.1
Whereof women	headcount women	1,548	1,595
	% of headcount	55.7	58.7
Temporary employees (total)	headcount	2,069	1,740
	% of headcount	5.0	4.6
Whereof women	headcount women	931	792
	% of headcount women	45.0	45.5
New hires by age (decades)			
Total new hires	headcount	15,023	17,370
New hires, men	headcount	8,721	9,631
New hires, women	headcount	6,212	7,537

(3/4)

Social performance indicators

	Unit	2023	2022
New hires by age (decades)			
under 20	headcount	1,388	1,777
21-30	headcount	4,941	5,573
31-40	headcount	3,863	4,179
41-50	headcount	2,583	2,984
51-60	headcount	1,738	2,173
61-64	headcount	297	405
65 and over	headcount	213	279
Departures			
Total departures	headcount	11,705	13,312
Departures, men	headcount	6,736	7,467
Departures, women	headcount	4,845	5,748
Unwanted departures	% of total departures	28.3	20.7
Departures of employees by decade			
under 20	headcount	1,013	1,089
21-30	headcount	3,845	4,349
31-40	headcount	2,922	3,130
41-50	headcount	1,877	2,072
51-60	headcount	1,296	1,655
61-64	headcount	356	559
65 and over	headcount	396	458
Total employee fluctuation	%	29.4	37.1
Training			
gategroup employees with training during the year	headcount	3,948	n/a
(Note: this data covers only employees with access to email and whose training was tracked via the consolidated global HR management system)	% of headcount	38.2	n/a


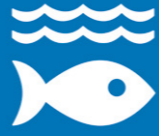


(4/4)

Social performance indicators

	Unit	2023	2022
Health and safety			
Total personal injuries	headcount	1,826	1,274
gategroup employees	headcount	1,691	1,182
Agency staff	headcount	65	33
Third Parties	headcount	70	59
Lost Time Injury Frequency rate (LTIFR)	(Lost time injuries in the reporting period) x 1,000,000 / (Total hours worked)	26.4	22.2
Lost Time Injury Severity rate (LTISR)	(Number of days lost due to injuries) x 1,000 / (Total hours worked)	0.8	n/a

Our contributions to the UN SDGs

SDG	Our contribution
3 GOOD HEALTH AND WELL-BEING 	<p>We remain committed to delivering nutritious meals that nourish the body, appeal to the palate, and promote the benefits of eating fresh, healthy foods.</p> <p>Our focus extends beyond culinary excellence to encompass overall well-being, especially for our employees. At many of our units around the world, we provide health checkups and facilities in which employees can de-stress and relax during their breaks.</p>
5 GENDER EQUALITY 	<p>We have developed performance targets designed to promote continuous improvement in our record as an equal opportunity employer.</p> <p>Within our ESG Framework, gender equity is our initial focus under the broader umbrella of Diversity, Equity, and Inclusion, marking the beginning of a dedicated effort. We've set specific targets to amplify gender parity and promote greater equality throughout the organization, ensuring women's full participation at all levels of decision-making and leadership. This supports our strategy for achieving success by leveraging the diverse talents and perspectives of everyone on our team.</p>
8 DECENT WORK AND ECONOMIC GROWTH 	<p>We recognize employee empowerment as a key contributor to earning regard as an employer of choice. Our ongoing organizational development includes components designed to advance gategroup's record in providing a culture in which team members are valued, respected on their own terms, and provided opportunities to prosper and thrive.</p> <p>Our dedication to employment creation is further demonstrated through the implementation of our refugee integration job program.</p>
9 INDUSTRY, INNOVATION AND INFRASTRUCTURE 	<p>Our investments in product stewardship and innovation support our customers' and our own targets for sustainable economic growth and a reduced carbon footprint.</p> <p>We collaborate with our customers to explore emerging technologies, identify ways to minimize the carbon footprint associated with meals we serve, reduce waste, and meet evolving customer and societal needs.</p>
12 RESPONSIBLE CONSUMPTION AND PRODUCTION 	<p>We have implemented measures to reduce waste, conserve energy and water, and transition to circular solutions. We collaborate with customers to educate and encourage sustainable end-consumer choices and emphasize the importance of maximizing recycling and reducing single-use plastics, where possible.</p>

SDG	Our contribution
13 CLIMATE ACTION 	<p>As an active member of industry and cross-sectoral advocacy organizations, gategroup works to support regulatory changes that enable improved environmental practice. Our approach to climate action encompasses internal and global initiatives, and we encourage our Regions to unite in their efforts to consistently discover ways to promote climate action and raise awareness through group-wide environmental campaigns.</p>
14 LIFE BELOW WATER 	<p>We have targeted eliminating single-use plastics from our products by 2025 and achieving a 50% reduction in waste going to landfill or incineration by 2040.</p> <p>We incorporate water treatment in specific units and implement rainwater collection measures to safeguard and support preservation of marine life and ecosystems.</p>
15 LIFE ON LAND 	<p>We have put ongoing culinary projects and environmental measures in place to minimize food waste in our kitchens and transition to a model that optimizes use of upcycling, composting, and circular solutions. These steps play an essential role in the conservation of land and natural resources.</p>
16 PEACE, JUSTICE AND STRONG INSTITUTIONS 	<p>gategroup respects employees' right to organize unions or professional bodies and to be afforded human rights and labor protections. We collaborate with stakeholders across our value chain to achieve shared goals. We are actively implementing training programs to enhance justice within our supply chains, and we promote our SpeakUp line to strengthen our institutional framework.</p> <p>gategroup is a participant of the UN Global Compact and, since 2023, a member of the UNGC's Swiss chapter's working group "Sustainable Supply Chains."</p>

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This consciously designed report strategically minimizes color usage for print, reflecting our commitment to sustainability while adhering to corporate standards and ensuring enhanced accessibility.