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# ESG report

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


## 2024 at a glance



**60** countries  
**6** continents



**300+** global aviation customers



**ca. 650** million airline passengers served



Operating in **200+** locations



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




**CHF 5.2 bn** revenue



**45k+** employees

**10.2%** of support vehicles either hybrid or electric at YE 2024



**255** Procurement & Food Safety specialists trained on human rights topics




**EcoVadis Bronze rating**



**62%** reusable and compostable packaging products vs total packaging revenue (vs 61% in 2023)



**3** operating units achieved ISO 14001 certification

# A message from the Chairman and CEO



## With our solid foundation and the necessary tools in place, we are driving our ESG strategy in all we do.

Dear customers, colleagues, partners, and shareholders,

Welcome to our ESG Report 2024, which provides a comprehensive review of our ongoing sustainability journey at gategroup. Since we first began addressing Environmental, Social, and Governance (ESG) concepts several years ago, our approach has evolved dramatically, from acknowledging the challenges ahead and tackling one-off initiatives to integrating ESG into our day-to-day conversations and core business strategy.

2024 marked a pivotal transition for gategroup. We have driven the fundamental principles and targets we set for ourselves into the full fabric of the organization by weaving ESG principles into key areas such as strategic decision-making, hiring practices, employee well-being, health and safety, procurement, and more — and we are all the stronger for it.

We made progress across multiple areas, including:

- **Investment decisions:** We now factor ESG considerations into every major investment. This approach reinforces our focus on long-term value creation while ensuring environmental and social responsibility.
- **Sustainable innovation:** We launched gatehorizon, an expert working group dedicated to positioning gategroup at the forefront of the industry and maintaining our competitive advantage.
- **Supply chain transparency:** We advanced our efforts to increase supply chain transparency by assessing the sustainability performance of nearly 3,000 Tier 1 suppliers. Using external screening tools, supplier self-assessments, and on-site audits, we have identified areas for improvement and worked with suppliers to enhance ESG compliance.
- **Sustainability in menu offering:** As part of our commitment to responsible sourcing, we have expanded our portfolio of locally sourced ingredients and vegetarian and vegan meals crafted by our talented team of international chefs. We are also innovating special meals, snacks, and desserts — prioritizing fresh, delicious, nutritious, and environmentally friendly options.
- **Circular systems:** Our gatesolutions vertical and its packaging brand deSter are collaborating on sustainable innovations for our food service customers. Through circular design principles, streamlined supply chains, and eco-friendly materials, we aim to set the industry benchmark.
- **Investment in renewables:** We committed to a program of renewable energy purchasing and conducted local infrastructure upgrades and vehicle fleet improvements.
- **International recognition:** deSter achieved EcoVadis Platinum status for sustainability leadership, while gategroup maintained its EcoVadis Bronze rating.

### The path ahead

We are proud to have made so much progress, and there is still more to do. As examples, we are working with our partners to ensure viable solutions in areas such as purchasing 100% cage-free eggs or minimizing inflight waste.

Our ESG journey has now entered the phase of execution and results. With our solid foundation and the necessary tools in place, we are driving our ESG strategy in all we do. This is an exciting opportunity — in an industry under scrutiny for its outsized environmental impact, gategroup is uniquely positioned to set the benchmark for best practices and establish itself as an ESG-forward business.

As we move ahead, we remain committed to ESG in all our operations, maintaining transparency in our reporting, and embracing opportunities to innovate and collaborate — driving positive impact for the planet, the global community, and our business.

On behalf of gategroup's Board of Directors and executive leadership, we sincerely thank you for your continued trust and support. We look forward to collaborating in our shared commitment to a more sustainable future.

**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

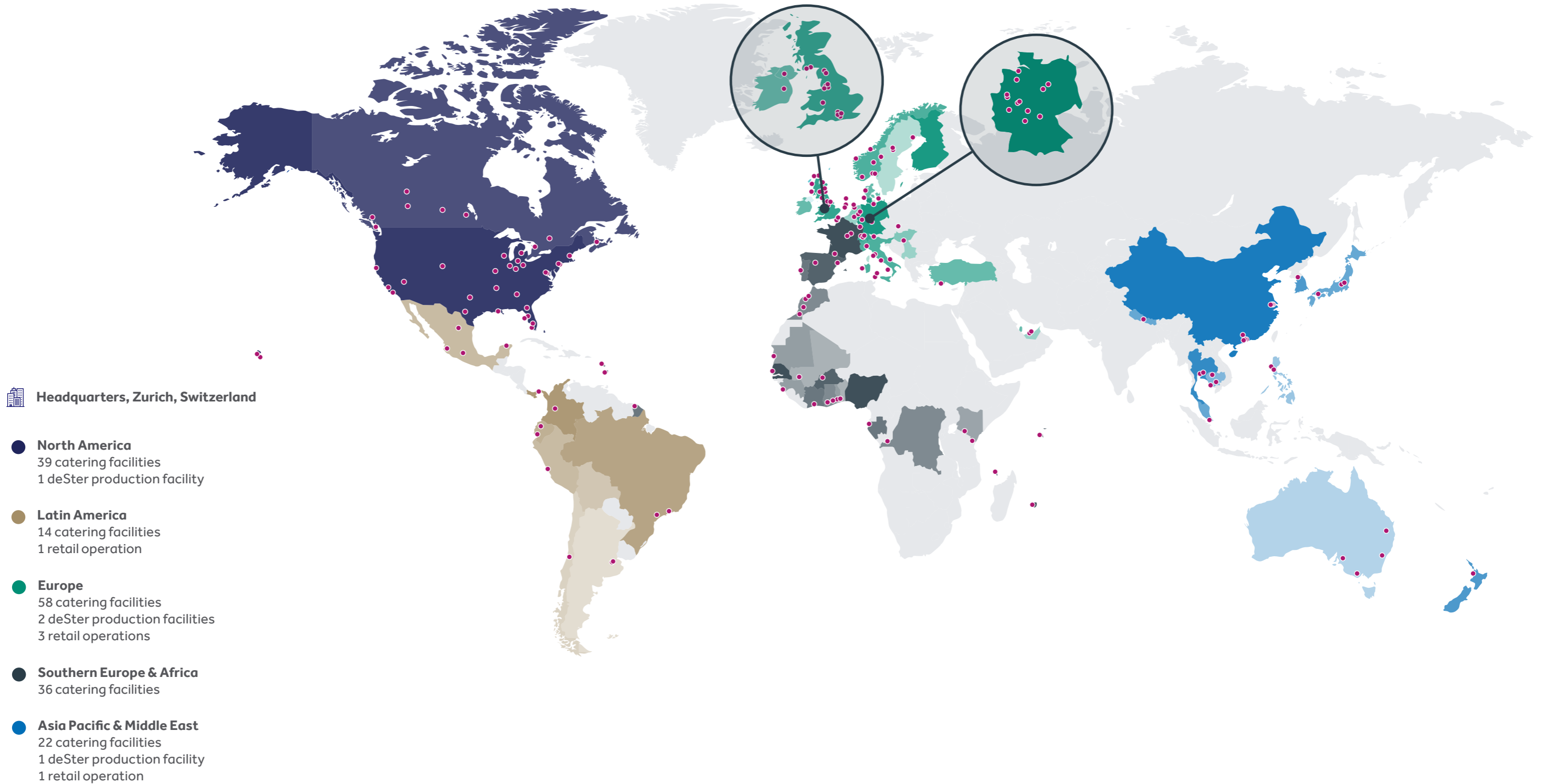
gatesolutions, the new brand of our Food Solutions division, is the gate for food service and retail customers in need for tailor-made packaged meals and sandwiches, unique catering components, innovative food packaging concepts and premium lounges and event catering. Leveraging our operational facilities 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.



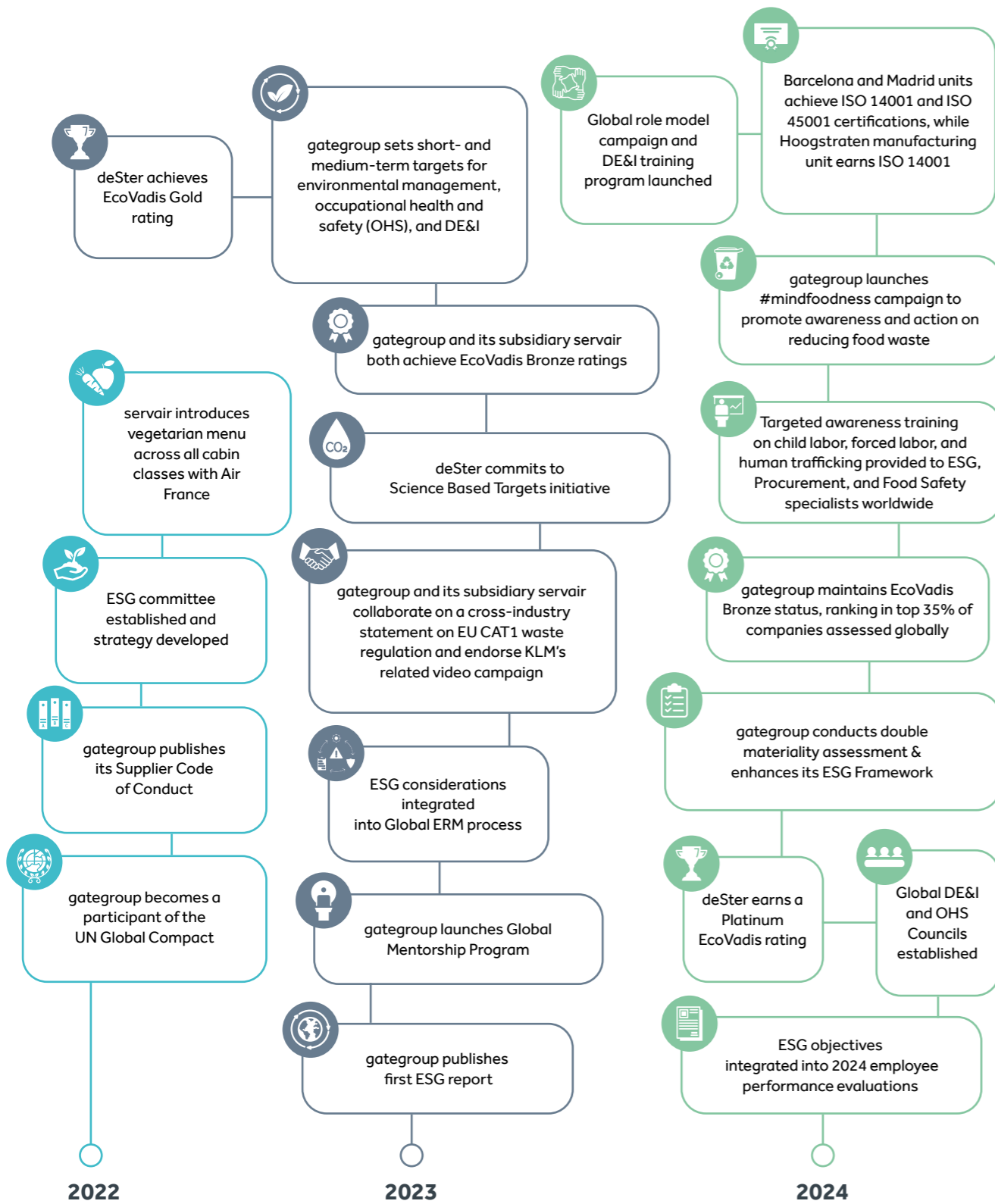
### Lounges & events

uqonic offers memorable culinary experiences for guests at lounges and special events. The uqonic brand has its origins in airport lounges, serving over 16 million guests annually in over 80 lounges around the world. Creating memorable guest experiences is what sets us apart. Through unique gastronomic delights and iconic dining experiences, our services include a wide variety of high-end catering for corporate and sporting events.

# Our global presence & network in 2024



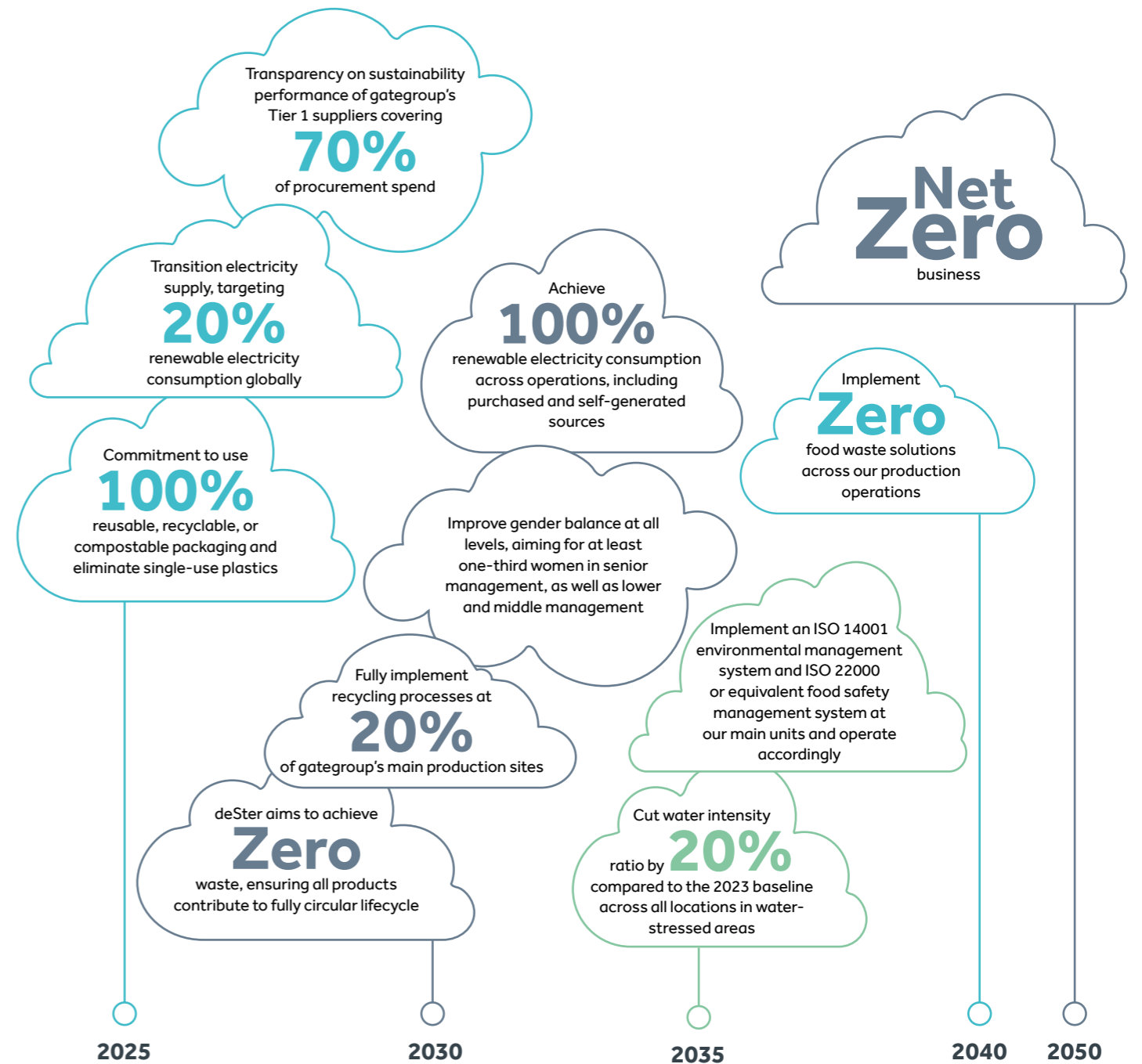
# ESG at gategroup



# 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.





# ESG management

The global ESG Framework serves as the foundation of gategroup's ESG management and a reference point for determining the concrete measures and KPIs required to achieve the company's sustainability goals. The Global ESG team, under the sponsorship of the Chief People Officer (CPO), coordinates the topic at the group level. The Global ESG Steering Committee, whose members include representatives of HR, Procurement, Compliance, and Operations, continues to oversee the development and implementation of ESG strategies and actions. The CPO chairs the monthly Committee meetings and provides quarterly updates to the Executive Management Board (EMB) together with the Global Head of ESG.

In 2024, we began establishing an ESG target operating model across gategroup's regions and divisions to ensure international alignment. Global and regional process owners collaborate closely on all ESG-related business topics, including but not limited to Health & Safety, Food Safety, Environment, Compliance, HR, IT, Communications, Marketing, and Culinary. To support these efforts, we established Global Councils on DE&I and occupational health and safety (OHS) in 2024 to coordinate global concepts and share knowledge and best practices.



In January 2024, gategroup's Global Risk and Compliance Committee approved the Global ESG Charter, which details ESG roles and responsibilities across all gategroup entities worldwide. To support these efforts, ESG objectives were included in the performance evaluations of the EMB as well as the General Managers of our operating units. We also established Global Councils on DE&I and Health & Safety in 2024 to facilitate sharing know-how and best practices. In parallel, gategroup continues to integrate ESG into its Internal Controls System for internal auditing purposes.

At the direction of the EMB, employees' 2024 performance evaluations included ESG considerations through an optional ESG category in the global evaluation process. For General Managers, we introduced a mandatory ESG objective aligned with the Global ESG Charter, outlining responsibilities such as assigning dedicated OHS and environmental personnel, tracking KPIs, and implementing improvement measures.

Furthermore, ESG was a key element of our global townhall meetings throughout the year. At the regional and business segment level, local teams continued engaging their functional teams on sustainability issues. Thanks to its strong efforts to integrate ESG into operations and transparent communication, deSter earned a Platinum medal from EcoVadis in 2024, ranking in the top 1% of companies assessed by EcoVadis worldwide. The group improved its own EcoVadis score by 14 points (from 50 in 2023 to 64 in 2024), maintaining its Bronze status and placing it in the top 35% of companies globally.

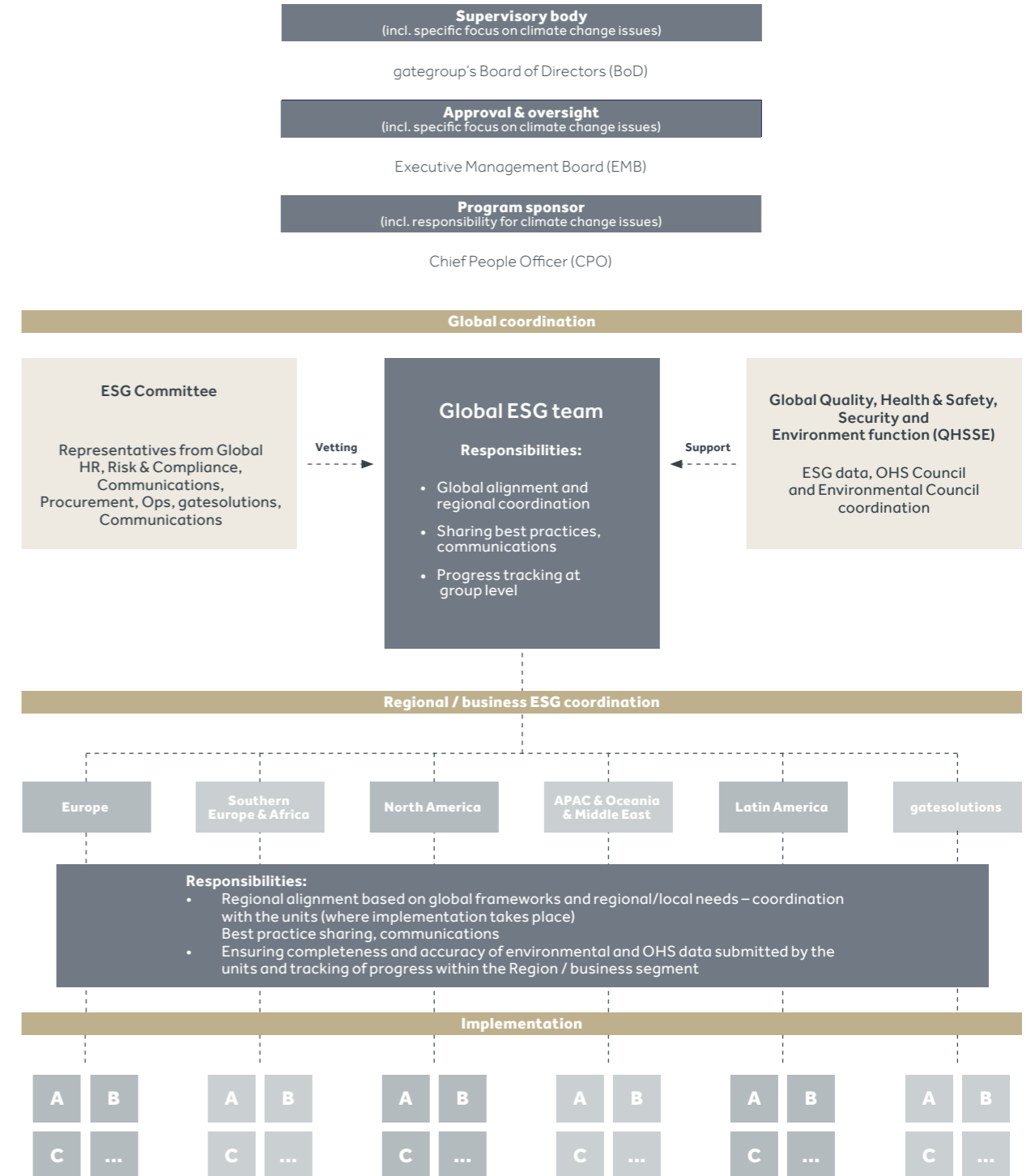


As a key step in aligning our existing processes and governance structures with the European Sustainability Reporting Standards (ESRS) outlined in the EU Corporate Sustainability Reporting Directive (CSRD), as well as the Task Force on Climate-Related Financial Disclosures (TCFD) and the Swiss Ordinance on Climate Disclosures, we assessed the most effective way to engage gategroup's supervisory body on ESG. Starting on March 13, 2025, sustainability-relevant topics, including climate change issues, will be a regular agenda item for gategroup's Board of Directors.

We conducted a double materiality assessment in 2024 and performed a separate gap analysis on our previous reports and publicly available materials to identify areas requiring further development and increased transparency as part of the preparations for publishing a gategroup-wide ESRS-aligned report. See the next chapter for more details on the double materiality assessment process and results.

\*An ESG Ambassador workshop organized by the deSter team at the brand's headquarters in Hoogstraten, Belgium, focused on reviewing progress, celebrating achievements, and charting a path forward.

## ESG governance organization





# Material areas of focus for ESG

## Our approach

### Context

In 2022, we conducted a materiality assessment to establish the strategic focus for gategroup's ESG activities, and in 2024, we fortified our ESG strategy by conducting a double materiality assessment (DMA) to identify the most significant sustainability topics for gategroup to focus and report on. gategroup's ESG strategy and DMA consider all products and services under gategroup Holding AG, the holding company representing all gategroup entities based on the financial reporting consolidation framework. Accordingly, the materiality analysis covered all of our business activities: catering and hospitality, packaging manufacturing, and retail on board.

For the purposes of CSRD, gategroup is a third-country company with more than 45,000 employees and revenue of CHF 5.2 billion (2024), generating more than the revenue threshold of EUR 150 million per year in the European Union (EU) and operating multiple subsidiary undertakings within the Union. EU-based subsidiaries of gategroup exceed the thresholds set by the CSRD, making them subject to the EU's sustainability reporting requirements for large undertakings. To streamline reporting requirements for individual EU-based entities, we have decided to prepare a consolidated disclosure for the entire Group, starting with full-year 2025 reporting, to be released in 2026 (subject to definitive requirements to be communicated by the European Commission in 2025).

At the time of the group-wide double materiality exercise, deSter had already conducted its own (see pages 35-49 of [deSter's ESG Report 2023](#)<sup>1</sup>) in preparation for its sustainability. The findings from this assessment, along with the value chain presentation developed during the process, were incorporated as sources. Additionally, the relevant deSter representatives participated in the interviews and contributed to the evaluation of group-wide material Impacts/risks, Risks/risks, and Opportunities/opportunities (IROs).

### Stakeholder engagement

In the following table, you will find an overview of gategroup's stakeholder groups, including those affected by our business activities and those who use the information in this ESG report. The overview also details how we engage

with these stakeholders on a regular basis and their primary expectations. When assessing topics for this DMA, we relied on a combination of stakeholder insights, input from internal experts, and findings from previous assessments to identify and prioritize relevant issues.

From this evaluation, a subset of key stakeholder categories was selected for further assessment. Suppliers were directly involved through an online survey, where they provided input on the significance of IROs previously identified as material by gategroup's subject matter experts. Other key stakeholders were represented through relevant gategroup functions acting as proxies in the assessment process.

Affected stakeholder group	Description and interactions	Direct or indirect communication	Stakeholder expectations on ESG
<b>Employees &amp; employee representatives</b>	gategroup is proud to employ over 45,000 team members across over 60 countries around the world.  <b>Engagement:</b> Interaction with managers and employees, surveys, and employee representatives' meetings	Direct	<ul style="list-style-type: none"> <li>• Safe and reliable working environment</li> <li>• Fair working conditions and remuneration</li> <li>• Development opportunities and meaningful work</li> <li>• Care for the well-being of employees</li> <li>• Sense of belonging</li> <li>• Ethical business approach</li> <li>• Environmental actions and low impact on planet</li> </ul>
<b>Customers</b>	In our daily work, we maintain continuous communication with our airline and food service customers, ensuring we contribute to their goals and targets, including those related to sustainability.  <b>Engagement:</b> Presentations, menu and packaging development workshops, testing, partnerships (especially in the case of equipment management services), and contractual relationships	Direct	<ul style="list-style-type: none"> <li>• Food safety</li> <li>• Safe and environmentally friendly products (including low- or zero-waste)</li> <li>• Contribution to customer ESG strategies</li> <li>• Continuous improvement and innovation</li> <li>• Compliance with local and global regulations</li> </ul>
<b>End-consumers</b>	As a B2B producer, we have limited direct contact with end consumers. It is essential that our products and services not only meet consumer expectations but also adhere to all relevant food and packaging safety standards.  <b>Engagement:</b> In case of the solutions manufactured by deSter, we regularly test our products with consumers on location	Culinary products: Indirect  Packaging products: Direct and indirect	<ul style="list-style-type: none"> <li>• Safe and environmentally friendly products</li> <li>• Ethical sourcing, including human rights and animal welfare</li> <li>• High ESG expectations overall</li> </ul>
<b>Investors</b>	gategroup is a privately held company with two shareholders, Temasek and RRJ, each holding 50% of the equity. The group also has a bond issued on the SIX stock exchange.  <b>Engagement:</b> Board meetings, company visits	Direct	<ul style="list-style-type: none"> <li>• Sustainability and profitability</li> <li>• Alignment with internationally recognized sustainability frameworks and reporting standards</li> <li>• Vision and performance</li> </ul>
<b>Suppliers</b>	Our global supply chain network includes over 12,000 suppliers, spanning food and beverage manufacturers, global consumer goods brands, and wholesalers specializing in the food service market, as well as the suppliers of plastic and paper materials for our packaging products.  <b>Engagement:</b> Regular ESG discussions with specific suppliers, improvement updates on specific topics, partnerships with targeted suppliers, on-site audits with selected suppliers, Supplier Code of Conduct	Direct	<ul style="list-style-type: none"> <li>• Good business relationship, including timely payments</li> <li>• Shared expectations</li> <li>• Clear communication</li> </ul>

<sup>1</sup> [https://dester.com/wp-content/uploads/2024/09/sustainabilityreport2023-DIGITAL\\_LR.pdf](https://dester.com/wp-content/uploads/2024/09/sustainabilityreport2023-DIGITAL_LR.pdf)

Affected stakeholder group	Description and interactions	Direct or indirect communication	Stakeholder expectations on ESG
<b>Supplier employees</b>	We recognize that our purchasing decisions affect thousands of people across our value chain. Their well-being matters, and we expect our suppliers to uphold the ethical standards we set.  <b>Engagement:</b> Supplier discussions, Supplier Code of Conduct, on-site audits	Indirect and direct (in case of on-site audits)	<ul style="list-style-type: none"> <li>Respect for human rights</li> </ul>
<b>Regulators</b>	With operations across multiple countries and jurisdictions, gategroup complies with all applicable laws and regulations.  <b>Engagement:</b> On-site regulatory audits, transparent disclosure on our website and to the regulatory bodies	Direct	<ul style="list-style-type: none"> <li>Compliance with set laws and regulations</li> <li>Transparent material disclosures</li> </ul>
<b>Industry associations</b>	To drive progress in areas beyond our direct control, we engage with industry organizations at both corporate and local levels.  <b>Engagement:</b> Board and Strategy Committee sessions at Aviation Catering Association (ACA), ad hoc and regular working group sessions at other associations	Direct	<ul style="list-style-type: none"> <li>Contribution towards topics of common interest (e.g., on international catering waste, food safety, etc.)</li> </ul>
<b>Communities and NGOs</b>	gategroup is committed to being a responsible and caring corporate citizen, supporting various social programs at the group, regional, and unit levels.  <b>Engagement:</b> Meetings, workshops, volunteering, social media	Direct	<ul style="list-style-type: none"> <li>Transparency and accountability</li> <li>Collaboration</li> <li>Investments and positive contributions towards global ESG goals</li> </ul>
<b>Media and Society</b>	We regularly engage with the media, sharing updates through our press releases and maintaining an open exchange of information.  <b>Engagement:</b> Press releases, interviews, social media	Direct and indirect	<ul style="list-style-type: none"> <li>Transparency</li> <li>No negative impact</li> </ul>
<b>Nature</b>	While nature may be a silent stakeholder, our role within the global ecosystem is significant, and we recognize the importance of minimizing our impact.	Indirect	<ul style="list-style-type: none"> <li>Respect for planetary boundaries</li> <li>Circularity</li> <li>Animal welfare</li> <li>Maintaining biodiversity</li> </ul>

**Methodology**

Our double materiality assessment evaluated materiality on two levels:

- **Impact materiality:** The positive and negative effects of our business on the world, especially in relation to society and the environment.
- **Financial materiality:** How societal and environmental impact translates to financial risks and opportunities for the business.



The identification and assessment of potentially significant impacts, risks, and opportunities followed a top-down group approach.

The analysis began with the creation of a list of sustainability aspects potentially linked to material IROs.

As a follow-up step, interviews were conducted with relevant subject matter experts to validate and supplement the mapping of potentially material impacts, reminding participants of possible dependencies that could trigger risks or opportunities. Participants were selected based on their responsibilities and expertise and assigned to the relevant topics. They were also given time after the interview to review results and supplement the list of candidate IROs, if necessary.



The process resulted in an overview of gategroup’s potentially significant IROs across the upstream value chain, operations, and downstream value chain, which were then subjected to a criteria-based assessment.

The materiality of negative impacts was assessed based on their scale, scope, and irreversible character (collectively: severity), while the materiality of positive impacts was determined by their scale and scope. For potential impacts, these criteria were supplemented by the likelihood of occurrence.

The materiality of sustainability-related risks and opportunities was evaluated based on the probability of occurrence of the underlying scenarios (“triggers”) and the expected financial impact associated with them.

To assess impact significance, experts were given access to an online survey, which they completed individually and anonymously. As a follow-up, selected key suppliers from across the globe participated in a separate online survey, providing their perspectives on the significance of IROs already identified by gategroup’s subject matter experts as material.

The likelihood of occurrence was assessed over a five-year period, aligning with gategroup’s existing ERM thresholds. For potential negative impacts, a follow-up question required respondents to specify the time horizon in which gategroup would need to act to avoid material negative consequences. The options provided were “within 1 year” (short-term), “between 1 and 5 years” (medium-term), and “later than 5 years” (long-term).

Impacts with a severity score of at least 53% on the scale for positive or negative impacts and a very high probability of occurrence were deemed material. The matrix was constructed based on this anchor point.

**Validation**

To enhance the informative value of the survey results, the Global ESG team and the ESG Steering Committee conducted a critical review of the evaluation. Some of the IROs were adjusted based on these discussions.

The final results, as reviewed, adjusted, and validated by the core team and the ESG Steering Committee, were consolidated into a list of material IROs and presented to the EMB representatives in a validation workshop. To ensure a clear understanding of all findings, a follow-up discussion was held with the EMB and the CEO. Minor formulation changes were made to the description of two IROs, but no structural or significant revisions were requested. The full EMB reviewed and validated the results during its session in November 2024.

In 2025, we will continue the review of our material topics and, if needed, refresh the results.

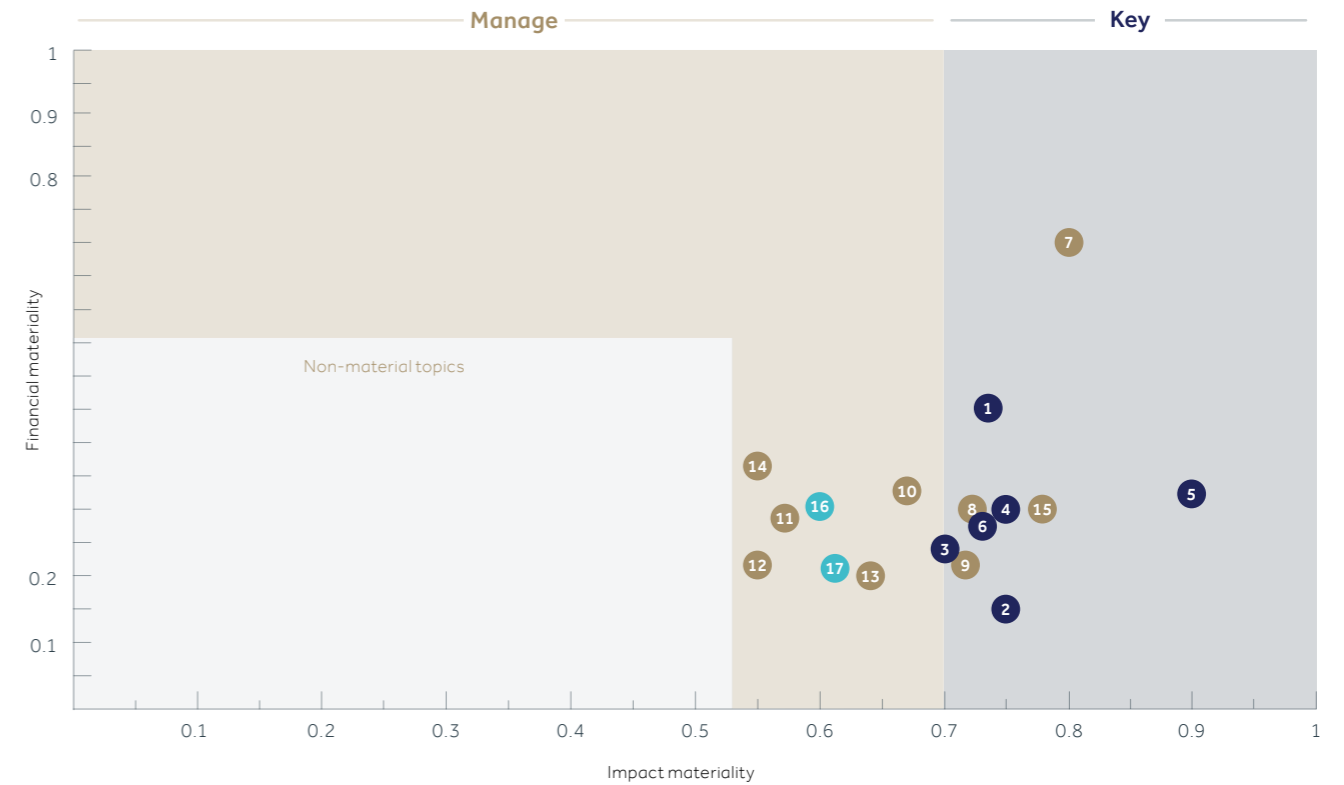
**Our materiality matrix**

**Materiality levels:**

The results of the double materiality exercise identified 17 material topics, with six related to **environmental matters**, nine to **social issues**, and two to **governance**. To prioritize action on these topics, we categorized them into two materiality levels:

- **Key:** A major focus of our ESG strategy
- **Manage:** Topics requiring continuous improvement and attention

- |   |  |  |
|---|--|--|
| 1. <b>Climate change</b>                                      | 8. <b>Own workforce: Occupational safety and health protection</b> | 14. <b>Consumers and end-users: Social inclusion and responsible marketing</b>     |
| 2. <b>Pollution of natural mediums and resources</b>          | 9. <b>Own workforce: Diversity, equal treatment and inclusion</b>  | 15. <b>Consumers and end-users: Health and safety</b>                              |
| 3. <b>Water and marine resources</b>                          | 10. <b>Own workforce: Training and skills development</b>          | 16. <b>Management of relationships with suppliers including payments practices</b> |
| 4. <b>Biodiversity and ecosystems</b>                         | 11. <b>Own workforce: Other work related rights (human rights)</b> | 17. <b>Animal welfare</b>  |
| 5. <b>Resource inflows and sustainable product innovation</b> | 12. <b>Human rights in value chain</b>                             |  |
| 6. <b>Resource outflows and waste</b>                         | 13. <b>Affected communities</b>                                    |  |
| 7. <b>Own workforce: Working conditions</b>                   |  |  |





# Our value chain

This chart represents a high-level overview of gategroup's most significant environmental, social, and governance impacts and risks that occur across our value chain (including upstream, own operations, and downstream) and our key stakeholders.



ACTIVITIES

IMPACTS

STAKEHOLDERS

## UPSTREAM

1. Resource extraction
2. Climate impact of purchased materials and goods
3. Climate impact of transport
4. Human rights in supply chain & biodiversity loss due to monoculture & chemicals use
5. Animal welfare

## OWN OPERATIONS

- |   |   |
|---|---|
| <ol style="list-style-type: none"> <li>6. Working conditions, health &amp; safety, and engagement of employees (incl. agency staff &amp; temporary workers)</li> <li>7. Climate impact of own operations</li> <li>8. Pollutants into water</li> </ol> | <ol style="list-style-type: none"> <li>9. Generation and processing of waste from own operations</li> <li>10. Delivery of products to the customers</li> <li>11. Collection and processing of waste from customers</li> <li>12. Business conduct and regulatory compliance</li> </ol> |
|---|---|

## DOWNSTREAM

13. Consumer health and safety
14. Circular economy of products and business models
15. Waste management downstream

- Suppliers
- Workers in the value chain
- Nature

- Employees
- Contractors on site
- Investors
- Local governments/policy makers
- Local communities

- Customers
- End consumers
- Media and society
- Nature

## Our ESG framework

In Q3 2024, we identified the need to create a unified ESG approach across our different brands. Through a series of collaborative sessions with sustainability colleagues from gategroup's Global ESG team, servair, deSter, and gatesolutions, we aligned on common themes that resonated across our businesses while addressing material topics from the double materiality assessment.

This led us to shift from the Environmental-Social-Governance structure to a People-Planet-Product framework, which reflects our impacts, risks and opportunities along the company's entire value chain.

Our updated framework comprises:

### PEOPLE

**Relationships with our employees, suppliers, and local communities**

1. Be a fair and equitable employer that develops its people
2. Focus on health & safety and overall well-being of our employees
3. Grow a supply chain committed to ethical standards
4. Foster positive impact in our local communities

### PLANET

**Environmental footprint of our operations and the climate impact of our value chain**

1. Reach Net Zero carbon
2. Avoid operational waste and prioritize recycling
3. Manage water use
4. Avoid pollution

### PRODUCT

**Sustainability considerations in our culinary and packaging offering**

1. Offer healthy and nutritional food
2. Ensure highest standards of safety in food and packaging
3. Advance responsible resource use and preserve biodiversity
4. Champion circular economy

After the proposal was approved by the EMB in November, we conducted a thorough review of our ESG targets at both the group and subsidiary levels to identify those that best align with the ambitions of our updated framework. We then engaged each relevant functional area to ensure cohesion, collaboration, and ownership of implementation.

In January 2025, the consolidated set of global ESG targets was endorsed by the functional owners and the EMB and now serves as a strategic foundation to drive further momentum in sustainability across our group.




#PeoplePlanetProduct






## ESG targets and progress in 2024

The table below details gategroup's updated ESG ambitions and targets as part of our refreshed global ESG Framework. The targets established prior to 2025 have been integrated into this revised list, with some adapted as needed. Where changes have been made, we provide an explanation either directly in the table or in the respective sections of this report.

Legend:  No progress  Completed

Topic	Ambition	Target	Deadline	KPIs	Developments in 2024	Status	Target existed prior to 2025?
PEOPLE	Be a fair and equitable employer that develops its people	Increase gender balance across all organizational levels, bringing women's representation to over one third in the senior management and in lower and middle management	2023	<ul style="list-style-type: none"> <li>% of women in lower and middle management</li> <li>% of women in senior management</li> </ul>	During 2024, we further solidified DE&I program governance with the establishment of a Global DE&I Council and a Global DE&I Ambassador. A clear roadmap was implemented to expand opportunities for women at gategroup.		Yes
		Develop a baseline and ensure gender pay equity	2030	Pay equity (men vs. women)	This is a new target for 2025 onwards.	New target	New
		90% of own employees with digital access completed mandatory annual compliance training	Continuous	% of own employees with digital access that completed mandatory annual compliance training	In 2024, 91% of in-scope employees completed the Antibribery course, while 68% completed the Data Privacy course.		New
		Increase the depth and quality of training and development opportunities available to employees to upgrade their skills and facilitate continued employability	2030	<ul style="list-style-type: none"> <li>% of own employees with access to training and skills development</li> <li>Average number of training hours per employee by gender</li> </ul>	This is a new target and that we will define the baseline during 2025.	New target	New
		Maintain at least 90% participation of own employees in regular performance and career development reviews	Continuous	% of own employees that participated in regular performance and career development reviews by gender	In 2024, 11.4% of all our employees were eligible for the global performance assessment process. 91.3% completed the review (92.3% of eligible women; 90.8% men)		New
		Conduct a human rights risk assessment of own operations and a subsequent internal audit	2027		This is a new target for 2025 onwards.	New target	New

Topic	Ambition	Target	Deadline	KPIs	Developments in 2024	Status	Target existed prior to 2025?
PEOPLE	Focus on health, safety, and overall well-being of our employees	Continue aligning reporting across gategroup throughout 2025, set a solid baseline, and aim for a 5% annual reduction in incidents	2030	<ul style="list-style-type: none"> <li>Lost time injury frequency rate (LTIFR)</li> <li>Lost time injury severity rate (LTISR)</li> </ul>	In 2024, our regions strengthened their systematic efforts to foster a culture of safety at gategroup. In parallel, we included additional operational segments into our global OHS reporting database and worked on standardizing injury categorization across locations. As this work is still ongoing, we have adjusted our OHS target. By the end of 2025, once reporting alignment is complete, we will set a new solid baseline.		Yes, adapted <sup>2</sup>
		100% of main locations align on an international standard on OHS (e.g., ISO 45001 or equivalent safety management system)	2028	% of main locations (62 units around the world)	This is a new target for 2025 onwards.	New target	New
		Manage potential ESG risks in the supply chain by conducting supplier self-assessments to identify areas for improvement and selecting suppliers for physical audits	Continuous	<ul style="list-style-type: none"> <li>% of ESG-focus suppliers covered by a due diligence process</li> <li># of targeted suppliers that underwent self-assessment</li> </ul>	At the end of 2024, 75% of the ESG-focus suppliers were covered by our due diligence process.	New target	New
	Grow a supply chain committed to ethical standards	Reach 85%+ target for Supplier Code of Conduct (SCoC) acceptance among existing and new targeted suppliers	2030	% of SCoC acceptance	TIn 2024, 39% of ESG-focus suppliers had signed our SCoC.	New target	New
		Foster positive impact in our local communities	Each region to support at least one employee-selected local community project by 2026	2026	Contributions from gategroup entities towards employee-selected projects for the local communities	In 2024, our locations worldwide supported a diverse range of projects under the theme of "Food and local communities." A structured, institutional-level program is currently in development and set to launch in 2025.	
	Engage with our host communities to provide work opportunities and a sustainable path for professional growth		Continuous	# of refugees hired, where possible	By the end of 2024, we hired over 810 employees through community outreach across our North American units.		Yes

<sup>2</sup>Previously: For 2024, we have established a target of a 7.5% LTIFR reduction from 2023.

<sup>3</sup>Previously: Each region to identify and support at least one employee-selected local community project by 2024 and start measuring social contribution metrics by 2025.



Topic	Ambition	Target	Deadline	KPIs	Developments in 2024	Status	Target existed prior to 2025?
<b>PLANET</b>  <b>Reach Net Zero carbon</b>		Strive for 100% of gategroup's electricity consumption (purchased or generated) to come from renewable sources	2030	% of renewable electricity	This is a new target for 2025 onwards.	New target	New
		Establish a baseline on all relevant Scope 3 categories and start tracking progress	2026	% absolute reduction on Scope 3 compared to 2024	In 2024, we conducted an initial assessment of relevant Scope 3 categories. Calculations have been completed for Scope 3.2, 3.6, and 3.7, in addition to expanding the disclosure on Scope 3.6. During 2025, we plan to establish the baseline for the other relevant categories.	New target	New
		Define a Science-Based Targets-aligned path to reach Net Zero carbon	2027		This is a new target for 2025 onwards.	New target	New
		Strive for 10% reduction in purchased energy consumption relative to revenue, compared to 2023 levels	2027	Purchased energy consumption relative to revenue	Purchased energy consumption in 2024 decreased by 2% from 2023 while revenues grew by 11%.	New target	New
<b>Avoiding waste and prioritize recycling</b>		Promote recycling and circular solutions at main production sites to reduce landfilled waste	2030	% of production sites with fully implemented recycling process (collection of aluminum, plastic, and carton for recycling as a minimum)  % of waste recycled	In 2024, gategroup recycled 14.4% (38,500 tonnes) of its total waste from our own operations and offloaded from our customers.		Yes (adapted)
		Strive to achieve zero food waste solutions across production operations	2040	% of production sites with composting or equivalent solutions for kitchen/back office organic waste	By year-end 2024, we had 20% (26 out of 130 reporting units) with composting of organic waste or recycling of cooking oil.		Yes
<b>Manage water use</b>		Strive to cut water intensity ratio by 20% across all locations in water-stressed areas, compared to 2023 baseline	2035	Water intensity ratio (water consumed relative to revenues)	In the updated ESG Framework, we adapted this target. Our 2024 water intensity ratio was 511 compared to 683 in 2023.		Yes
<b>Avoid pollution</b>		Implement water treatment solutions at production locations and mitigate air pollution, where relevant	2035	% of main units with water and/or air pollution mitigation measures in place	This is a new target for 2025 onwards. During 2025, we will establish a baseline of units with water and/or air pollution mitigation solutions in place and develop a plan for broader rollout.	New target	New
<b>Management of environmental impacts, risks and opportunities</b>		Implement an ISO 14001 environmental management system and operate accordingly	50% implemented by 2030 100% by 2035	% of main units	Three of our locations in Spain and Belgium earned ISO 14001 certification in 2024. Of these, Madrid (Spain) is on our main units list.	New target	New

Topic	Ambition	Target	Deadline	KPIs	Developments in 2024	Status	Target existed prior to 2025?
<b>PRODUCT</b>	<b>Offer healthy and nutritional food</b>	Develop a healthy and nutritional food strategy based on an evidence-based and functional food approach	2027	TBD	This is a new target for 2025 onwards.	New target	New
	<b>Ensure highest standards of safety in food and packaging</b>	Keep the number of complaints below 0.2 per 1,000 production hours	Continuous	# of complaints per 1,000 production hours	In 2024, the ratio was 0.23, 15% above the target		New
		Phase out PFAs for fiber packaging products	August 2026	% PFA-free fiber products compared to all fiber products	At the end of 2024, 70% of our fiber-based products were PFAS-free, i.e. without any intentionally added PFAS, compared to 34% at the end of 2023.		Existed at deSter - added to the global level
		Implement an international standard on food safety (e.g., ISO 22000 or equivalent food safety management system) and operate accordingly	50% by 2030 100% by 2035	% of the main units	This is a new target for 2025 onwards.	New target	New
<b>Use resources responsibly and preserve biodiversity</b>	Develop a group-wide framework to embed and promote responsible resource use and biodiversity within our sourcing strategy for each procured category	2027	TBD	This is a new target for 2025 onwards.	New target	New	
	Increase responsibly sourced food items (cage-free eggs, MSC, FSC, Friends of the Sea, organic, regeneratively farmed, etc.)	Continuous	% use of certified items	In 2024, we continued expanding our supply chain of cage-free egg products across our operations. We also began tracking certified farmed salmon products purchased for our North American, European and Oceania markets.		New	
	Increase responsibly sourced fiber materials for food contact packaging items	100% by 2030	% use of FSC or PEFC materials vs. non-FSC/non-PEFC virgin materials	In 2024, 39% of fiber based food contact products were purchased from FCS-certified sources		Existed at deSter. Added to the global level	
<b>Champion circular economy</b>	Produce and offer 100% reusable, recyclable, or compostable packaging. Continuously work with our customers to phase out unnecessary single-use plastics in our product offering	End of 2025	% of revenue of reusable and compostable packaging compared to total packaging revenue	In 2024, 62% of our packaging revenue came from compostable or reusable products.		Existed at deSter. Adapted and added to the global level.	

## Driving growth with ESG

### How sustainability and innovation are shaping gategroup's long-term success

As a global leader in food and hospitality, gategroup navigates diverse markets with a steadfast commitment to a greener, safer, and more socially responsible future. In this conversation, EMB members Urs Schwendinger (Chief Financial Officer) and Jens Kuhlen (President North America) discuss how gategroup's ESG initiatives create value for stakeholders by enhancing employee retention, fostering innovation, and driving growth in key markets like North America.

**Urs Schwendinger**

*People often ask how embedding ESG principles makes gategroup more appealing to investors and other stakeholders. For investors in general, the immediate focus has traditionally been, understandably, on financial performance and stability. However, it is clear that ESG is essential for positioning ourselves in the capital market and aligning with the aviation sector's growth while minimizing harm.*

**Jens Kuhlen**

*I see it as laying the essential groundwork. For our customers, the interest in ESG integration is more immediate. It's not a secret that the airline industry is under significant scrutiny. Airlines are being pushed to improve their environmental performance, and since we're an integrated provider, we must lead the way.*

*A great example is our work with AI technology to reduce waste. Many airlines are realizing that they're over-provisioning food, beverages, and containers. By using AI-driven provisioning systems, we can help them streamline operations, reducing not only waste but also aircraft weight. This, in turn, lowers kerosene consumption. It's a win for their sustainability goals and operational efficiency.*

**Urs Schwendinger**

*And priorities are not entirely set in stone. Like any foundational change, ESG will have its peaks and valleys. As a management team, we shouldn't simply chase trends or get distracted by the swings. We need to stay on course and focus on what we can control to improve our ESG results.*

*For instance, we see the importance of the social component of ESG — supporting diversity and doing right by our employees — which will have a lasting impact. It not only benefits our workforce but also strengthens employee retention, ultimately supporting our customers and business. One area where we currently still fall short, though, is our representation of women in leadership roles. On the front line, women make up the larger share of our workforce in many units. However, we need to better harness their potential by supporting their growth into roles like shift leaders, team leaders, process owners, and eventually middle management and senior leadership positions.*

**Jens Kuhlen**

*We're putting in a lot of effort in North America, particularly on the operations side, which has traditionally been heavily dominated by men. We are actively working to introduce women leaders into the pipeline, and we're hopeful these changes will take root.*

**Urs Schwendinger**

*As we invest in our people and continue to innovate our products and services, we will be in a good position to seize opportunities when our customers are ready. What have you observed in North America?*

**Jens Kuhlen**

*The regulatory environment in the US is complex, but it's also where significant opportunities exist in areas like waste reduction, recycling, and AI implementation.*

**Urs Schwendinger**

*I'd also add packaging to the list of opportunities in North America. We have excellent biodegradable, paper-based products — packaging, cutlery, cups, and so on. It's a matter of price point and distribution channels, but I see a lot of opportunities for this business segment in North America and globally.*

**Jens Kuhlen**

*Yes, we hope to tap into the compostable food packaging landscape, but currently, it comes at a higher cost to our customers. Ultimately, when it comes to ESG integration and its impact on growth, it's about creating a competitive advantage with a forward-thinking strategy.*

**Urs Schwendinger**

*We have a clear vision demonstrating tangible benefits to our customers, like waste reduction, fuel savings, or enhancing their ESG credentials. At the end of the day, ESG isn't just a checkbox; it's a driver of innovation and long-term success for our business and the planet.*

**Jens Kuhlen**

*That's why I'm optimistic about the future. By staying true to our vision, adapting to customer needs, and leveraging our scale, we're not just addressing today's challenges — we're shaping tomorrow's opportunities.*



Urs Schwendinger (left) and Jens Kuhlen (right) discuss ESG's value for stakeholders



# Environmental matters

## Environmental stewardship

Companies often face the challenge of balancing competing stakeholder priorities. However, environmental management stands out as an exception, enjoying broad support across the entire stakeholder spectrum — from investors and lenders to customers, suppliers, consumers, and the local communities where gategroup operates.

The significance of environmental management for gategroup was reinforced by the results of our double-materiality assessment, where six out of the nine identified priority areas related to environmental issues. It is both an ethical responsibility and a critical factor in long-term business growth and sustainability.



**Environmental management stands out as an exception, enjoying broad support across the entire stakeholder spectrum.**

### In 2024, gategroup:

- Continued investing in local infrastructure upgrades and vehicle fleet improvements while fine-tuning existing processes to enhance energy, waste, and water management efficiencies.
- Strengthened global and regional organizations by embedding environmental responsibility within the newly set up QHSSE function. The recently formed Global Environmental Council is set to hold its first meeting by the end of March 2025.
- As part of our updated global ESG framework, we refined and expanded the scope of our environmental commitments (see the “ESG targets and progress in 2024” section).
- By the end of 2024, two catering units in Spain (Madrid and Barcelona) and deSter’s packaging manufacturing facility in Hoogstraten achieved ISO 14001 certification. Additionally, Barcelona-based Nupik, acquired by deSter in February 2024, holds an ISO 14001 certification, as do both catering locations in Italy (Milan and Rome), where we have a controlling stake.
- While gategroup has yet to complete a group-wide CDP disclosure, in 2024 deSter filed its second annual CDP report, and servair reported to CDP for its Paris-based entities. CDP, an internationally recognized non-profit, enables companies, cities, and governments to disclose environmental impact data and mitigation measures.



## Climate

### Energy management and climate change

#### Our approach

Climate-related action has been part of gategroup's environmental agenda for several years. In 2024, it was elevated to a top priority as part of our updated global ESG Framework. Our Global Environmental Policy, approved in 2022, stipulates gategroup's commitment to reducing greenhouse gas (GHG) emissions, while the Global ESG Charter, introduced in early 2024, serves as a global mandate outlining ESG roles and responsibilities worldwide. Both documents emphasize continuous monitoring and improvement of our environmental and climate-related objectives and performance across the Group.

In 2023, in alignment with the national emission reduction target of Switzerland, we set a target to become a Net Zero business by 2050. To achieve this goal, we are prioritizing initiatives with the greatest potential to reduce our GHG footprint.

gategroup's action plan for reducing energy consumption and Scope 1 and 2 emissions includes adopting energy-efficient practices in our buildings, such as metering solutions for systematic energy monitoring, optimizing dishwashing and laundry operations, and exploring energy recovery in cooling and heating systems. We are also increasing self-generated energy solutions, expanding the use of renewable energy in our purchased mix, and transitioning our high-loader and support vehicle fleet to low-emissions models while adding more charging stations for electric vehicles.

In 2024, we identified the relevant Scope 3 emission categories based on group-wide activities and explored meaningful ways to assess their impact. We also expanded our reporting to include categories 3.2 (Capital Goods) and 3.7 (Employee Commuting), while enhancing our disclosure on category 3.6 (Business Travel). Category 3.1 (Purchased Goods and Services) presents a particular challenge due to the complexity of our supply chain, which requires additional efforts to gain transparency on the physical details, such as origin and weight, of ingredients purchased for our catering business. We are working to identify the most effective and efficient solutions, so that we can quantify, manage and track progress in reducing the footprint of our upstream activities. This group-level work will continue into 2025.

Our packaging brand deSter is already committed to the Science Based Targets initiative (SBTi) for near-term and net-zero targets based on the 1.5°C mitigation scenario, which was validated by SBTi in 2024. deSter also started engaging with their suppliers in early 2024 to reduce GHG emissions. The initial pilot designed based on insights from the Belgian Alliance for Climate Action (BACA), aimed to gather more supplier-specific data to better understand the carbon footprint of purchased materials and products.

As part of this effort, a carbon emissions questionnaire was sent to a selected group of suppliers, providing valuable insights into their progress. The responses were analyzed, and suppliers were categorized into four groups: Advanced, Medium, Beginner, and To Start. Moving forward, efforts will focus on further engagement with suppliers in the Beginner and To Start categories to help them progress in their environmental journey. By providing guidance and emphasizing the importance of this initiative for deSter, the goal is to encourage suppliers to enhance their carbon accounting, set targets, and implement reduction actions.

#### 2024 actions across our global network

*Shift towards renewables:* In July 2024, our EMB approved a transition in electricity supply, aiming to source at least 20% of purchased electricity from renewable sources in 2025. As part of our updated ESG framework and Net Zero carbon business ambition, we set a goal to strive for 100% renewable electricity sourcing by 2030. Starting in 2025, we will systematically track the share of renewable, fossil and nuclear energy consumed at our locations and include these details in our next disclosure cycle.

*Low-carbon alternatives to dry ice:* In collaboration with deSter, our gateretail business launched an ongoing pilot for a fresh food loading solution designed for mid- and long-haul flights. This innovation ensures temperature control for a minimum of 24 hours while replacing standard dry ice with a more environmentally friendly option.

*Low-emission vehicles:* Our Europe region committed to transitioning our support vehicle fleet to electric for all new or replacement vehicles, alongside the necessary charging infrastructure. Globally, by the end of 2024, we increased the number of alternative drive vehicles across our network to:

- Highloaders: 55 out of 2,970 highloaders were running on biodiesel, piloted by our Scandinavian locations. Additionally, we have two electric highloaders on order, expected to be added to our fleet the second half of 2025.
- Support vehicles: 10.2% of our support vehicles were either hybrid or electric.

*Energy-efficient lighting systems:* Throughout the year, various locations set up LED lighting and initiated or completed smart lighting installations for chillers, freezers, warehouse areas, and offices.

*Lower-GHG-impact equipment and processes:* Our Brussels location evaluated a series of simple energy efficiency measures and implemented six, including an HVAC system upgrade and the installation of frequency converters and pumps. Collectively, the measures resulted in an energy savings of 123 MWh in 2024.

*"Ultra-local" suppliers to support communities and reduce logistics footprint:* Our Zurich operations began sourcing selected products — including bread, cheese, and meats — from vendors closer to the catering unit. Similarly, our Paris-based locations purchase 73% of their products within France, and our Spanish units procure 75% of ingredients locally in Spain.

#### Metrics

During the 2024 reporting year, gategroup's GHG Scope 1 and Scope 2 footprint amounted to 198 tonnes of CO<sub>2</sub>e emissions, primarily driven by fuel use for vehicles and building operations, electricity consumption, and refrigerants.

GHG EMISSIONS (IN CO <sub>2</sub> e)		2024	2023
<b>Scope 1</b>	<b>1,000 tonnes</b>	<b>128.3</b>	<b>142.3</b>
Fuels for vehicles and building operations	1,000 tonnes	86.6	85.6
Fugitive emissions	1,000 tonnes	41.7	56.7
<b>Scope 2 (location and market based)</b>	<b>1,000 tonnes</b>	<b>69.7</b>	<b>66.4</b>
Electricity (mix)	1,000 tonnes	62.8	60.4
District heat (non-renewable)	1,000 tonnes	6.4	5.6
Steam (non-renewable)	1,000 tonnes	0.5	0.4
<b>Scope 3 (indirect emissions)</b>	<b>1,000 tonnes</b>	<b>81.4</b>	<b>74.6</b>
Category 2: Capital goods	1,000 tonnes	21.4	18.1
Category 6: Business travel	1,000 tonnes	8.7	7.1
Category 7: Employee commuting	1,000 tonnes	51.3	49.4
<b>Total GHG emissions</b>	<b>1,000 tonnes</b>	<b>279.4</b>	<b>283.3</b>
GHG emissions intensity (Scope 1 + 2 emissions per revenues)	1,000 tonnes/CHF million	0.038	0.044

## Culture of innovation: servair invests in recycled energy to lower carbon emissions

Our brand servair, is one of the front-runners in sustainability at gategroup. Supported by strong initiatives from local French authorities and Air France, its largest customer, the Paris-based food service and airline catering company has been systematically working to reduce its environmental footprint.

Since 2008, servair has been tracking and reporting its relevant environmental KPIs, laying the foundation for measurable progress. Over the last two years, servair has made significant investments to advance its sustainability goals. Among the wide-ranging initiatives, servair has refurbished cold production system, wash and pack areas, air treatment systems, and hot kitchens at existing facilities. The data speaks for itself: between 2009 and 2023, energy consumption decreased by 37.7%, while Scope 1 and 2 GHG emissions fell by 24.8%.

A dedicated engineering team oversees the technical infrastructure of servair's catering and aircraft cleaning units across France and Africa. This enables sound and strategic planning for implementing upgrades, whether as pilot projects or large-scale rollouts.

Just last year, for example, servair introduced a future-fit refrigeration system at one of its major catering units at Paris Charles de Gaulle (CDG) Airport. Due to food safety considerations and compliance requirements in France, servair's cooling and refrigeration systems are the largest contributors to the local units' energy consumption and resulting CO<sub>2</sub> footprint, accounting for approximately 50% of electricity usage.



*"In 2023, we brought in a consultant to perform a diagnostic on the system," explains Nathalie Chesnais, the QHSSE, ESG, Process and Engineering lead at servair. "Based on the results, we formed a plan to refurbish the cooling system. By simply upgrading the system, we saw improved energy efficiency and a reduction in refrigerant leaks. We soon realized that further investment could multiply these improvements tenfold."*

Fabien Fouquet, responsible for Occupational Health & Safety and Environment at servair, adds: *"Refrigeration generates cool temperatures inside while producing heat outside, and it's possible to recover that heat for other uses, such as heating water for dishwashing or warming the unit floor for employees. Since both cooling and heat are required for the unit, servair decided to increase the investment and further enhance the system, enabling heat recovery within the facility."*

This decision was a double win for servair. It not only enhanced the cold production system for food safety purposes but also created a solution that consumes less energy and incorporates more efficient equipment, thus reducing its environmental impact.

The recycled heat and cold energy initiative also aligns with the French government's efforts to lower carbon emissions, enabling servair to apply for an energy grant under the energy saving certificates and energy performance contracts schemes, CEE (Certificats d'Economie d'Énergie) and CPE (Contrats de Performance Énergétiques). The French government regularly publishes a list of initiatives that can save energy and qualify for such grants.

*"Thanks to the heat recovery generated by the cooling production, we are able to heat 10,000 square meters of our building (covering the production and warehouse areas) and 100 tons of water used for domestic hot water, preheating dishwashers, and defrosting our evaporators for free," says Montasser Kouki, Head of the Engineering Department at servair.*

This first refurbishment at CDG was completed in mid-2024, with the local team subsequently beginning a similar project at another major unit at the airport, scheduled for completion in 2025. Simultaneously, servair initiated a diagnostic phase at a third location.

The project's impact was apparent immediately. Following the initial upgrade, servair expects to achieve annual reductions including a 50% reduction in dry ice consumption (-285 tonnes CO<sub>2</sub>e), a 50% decrease in refrigerant leaks (-105 tonnes CO<sub>2</sub>e), and a 10% drop in electricity consumption (-17 tonnes CO<sub>2</sub>e), which are projected to collectively result in an estimated 10% (-400 tonnes CO<sub>2</sub>e) smaller annual carbon footprint.

These innovative cooling and heat recovery systems reflect the proactive climate actions of our Paris-based locations, enabling servair to anticipate and comply with future regulatory changes aimed at minimizing or preventing carbon-heavy refrigerants.

Another notable initiative undertaken by servair in recent years involves replacing dry ice used on Air France's short- and medium-haul routes to maintain the cold-chain for in-flight meals. Dry ice, the solid form of carbon dioxide, is a single-use pollutant in the cold-chain.



Following initial research (detailed on page 38 of our [ESG Report 2023](#)<sup>4</sup>), the rollout of the eco-friendlier gel pack solution began in July 2024. servair experienced some logistical and supply chain challenges that caused minor delays. By the end of 2024, gel packs were used on 20% of the in-scope flights, with plans to scale up to 100% between March and July 2025.

<sup>4</sup>[https://www.gategroup.com/wp-content/uploads/2024/08/GG24\\_ESGReport2023\\_Digital\\_Final.pdf](https://www.gategroup.com/wp-content/uploads/2024/08/GG24_ESGReport2023_Digital_Final.pdf)

## TCFD disclosure on climate risks and opportunities

At gategroup, we acknowledge our responsibility to mitigate climate change. Various risks related to climate change that, among others, include hurricanes, flooding, sea level rise, and fires can negatively impact our business, along with wider society and nature. Our climate strategy focuses on reducing contributions to climate change while building resilience, balancing near-term actions to secure long-term results.

gategroup's climate strategy outlines our approach to reducing GHG emissions through the following key actions:

- Measure emissions and continuously enhance data quality
- Avoid emissions by progressively transitioning towards more environmentally friendly solutions
- Replace conventional energy sources with renewable alternatives
- Engage and collaborate with suppliers and customers to reduce GHG emissions across our value chain

### Governance (TCFD-GOV-a, TCFD-GOV-b)

In Q4 2024, we aligned with the Chairman of the Board to establish that ultimate oversight and responsibility for ESG, including climate change matters, will lie with gategroup's full Board of Directors (BoD). Starting in 2025, the BoD will receive updates on ESG topics, including climate change issues, at its meetings. The Chief People Officer, one of the representatives of the Executive Management Board (EMB) at BoD meetings, holds responsibility for ESG matters at the EMB level, including climate-related issues. In addition, the EMB reviews progress on key ESG initiatives, such as Scope 1 and 2 GHG emissions, energy consumption, setting a baseline for Scope 3 emissions, and the reduction of said emissions.

The Global ESG team, supported by the Global Quality, Health, Safety, Security and Environmental Management (QHSE) team, leads the development of the group's environmental strategy. Within each region and business segment, dedicated team members are responsible for adapting global environmental ambitions at the regional level, ensuring implementation and ongoing discussions with individual locations (see "ESG governance organization" chart on page 15 of this report). This governance structure maintains a globally aligned approach to GHG emissions reduction while allowing for targeted actions tailored to the specific needs of our local business units.

### Strategy and risk management (TCFD-STR-a, -b, TCFD-RMA-a, -b, -c)

During the 2024 financial and reporting year, gategroup adopted a systematic approach to identifying climate-related risks, and opportunities, conducting an analysis to assess potentially relevant short-term (in 2025), medium-term (by 2030), and long-term (by 2050) exposure.

The first step in this process was leveraging input from the double-materiality assessment of climate-related impacts, risks and opportunities (IROs) as a foundation. The evaluation criteria for likelihood and magnitude were selected in alignment with gategroup's Enterprise Risk Management (ERM) approach (see "Material areas of focus for ESG at gategroup" for details). Specific impacts deemed material and consolidated under "Climate change" included:

- GHG emissions from input production used in own operations (including raw material extraction)
- GHG emissions from upstream logistics, especially high for nominated products
- Direct emissions from own operations, covering all energy sources, vehicles and fugitive emissions
- Emissions from product lifecycle stages, including use-phase and end-of-life of own products, operational goods, and assets

Specific risks related to these impacts were incorporated into the Global Risk Registry based on specialist assessments by the Global ESG and Global Risk teams and validated by the EMB.

The second step involved an initial deep dive into potential chronic and acute physical risks affecting gategroup's operations and value chain. The Global ESG and Global Risk teams conducted a desktop assessment, which was validated by internal regional stakeholders. The assessment followed the [EU Taxonomy's classification of climate-related hazards](#) (2021)<sup>5</sup> and applied the critical exposure lens based on production locations, customer operations, and the impacts of climate change on agricultural suppliers.

As a result, we identified 13 physical risks, highlighting vulnerabilities across gategroup's supply chain, operations, and customer network.

### Physical risks

CHRONIC RISKS	Type of physical risk	Specific category	Affected business	Timescale (S = short-term, M = mid-term, L = long-term)	Description of (potential) impacts
	Temperature-related	Temperature variability	Global operations	S / M	Unpredictable temperature patterns affect the reliability of forecasting for heating and cooling needs in our kitchens and during product deliveries to customers.
	Water-related	Changing precipitation patterns and types (rain, hail, snow/ice)	Global impact on supply chain	M / L	Heavily dependent on the agricultural supply chain, chronic changes in precipitation patterns can negatively affect the reliability, quality and availability of purchased products.
	Water-related	Sea level rise	<ul style="list-style-type: none"> <li>• The Netherlands</li> <li>• West Indies</li> <li>• French Guyana</li> <li>• Caribbean Islands</li> <li>• La Reunion</li> <li>• Mayotte</li> </ul>	L	Rising sea levels carry a potentially detrimental impact on coastal locations, with worst-case scenario leading to unit closures.
	Water-related	Water stress	Global locations identified as being in water-stressed areas	M / L	Chronic water stress will make it increasingly essential for our operations to maximize water-efficiency, ensuring we can continue providing services without placing unnecessary strain on this scarce resource.
	Solid mass-related	Soil degradation	Global impact on supply chain, with subsequent effect on the end-consumer	M / L	Soil degradation leads to a decline in nutritional value of harvested agricultural products, which can negatively affect end-consumers' health.

<sup>5</sup><https://ec.europa.eu/sustainable-finance-taxonomy/assets/documents/CCA%20Appendix%20A.pdf>



ACUTE RISKS	Type of physical risk	Specific category	Affected business	Timescale (S = short-term, M = mid-term, L = long-term)	Description of (potential) impacts
	Temperature-related	Heat waves	Global operations	S / M	Heat waves increase the need for cooling infrastructure, particularly when they occur unpredictably.
	Temperature-related	Wildfire	<ul style="list-style-type: none"> <li>The US</li> <li>Canada</li> <li>Australia</li> </ul>	S	While wildfires do not directly affect our premises, as our locations are on or close to airport grounds, they can disrupt customer operations, halt traffic, and impact our business. They may also interfere with supply chain routes and pose risks to employees due to poor air and water quality, and/or forced relocations.
	Wind-related	Cyclone, hurricane, typhoon	<ul style="list-style-type: none"> <li>The US</li> <li>Hong Kong</li> <li>Mexico</li> <li>Japan</li> <li>Philippines</li> <li>Singapore</li> <li>South Korea</li> <li>Thailand</li> <li>Cambodia</li> <li>Australia</li> <li>West Indies</li> <li>French Guyana</li> <li>Caribbean Islands</li> <li>La Reunion</li> <li>Mayotte</li> </ul>	S / M	Cyclones, hurricanes, and typhoons can temporarily disrupt traffic, halting operations at affected locations. The impact may extend beyond the duration of the weather event if it damages our premises or displaces employees.
	Wind-related	Storm (including blizzards, dust, and sandstorms)	Global	S / M	Storms temporarily disrupt traffic, halting operations at affected locations.
	Wind-related	Tornado	US locations (especially those located in high-risk areas)	S / M	Tornados temporarily disrupt traffic, halting operations at affected locations. The impact can extend beyond the duration of the weather event if it damages our premises or displaces employees.
	Water-related	Drought	<ul style="list-style-type: none"> <li>Global locations identified as being in water-stressed areas</li> <li>California</li> <li>Ecuador</li> <li>Locations in Africa</li> </ul>	S / M	Droughts can cause water rationing, disrupting our business and negatively impacting the supply chain for agricultural products.
	Water-related	Heavy precipitation (rain, hail, snow/ice)	Global	S	Depending on the location, heavy precipitation can disrupt logistics, traffic, and our customers' operations, which impacts our business as a result. It can also lead to crop losses, negatively impacting our suppliers.
	Water-related	Flood (coastal, fluvial, pluvial, ground water)	<ul style="list-style-type: none"> <li>The US</li> <li>Mayotte</li> </ul>	S	Flooding disrupts transportation routes, potentially impacting our logistics and supply chain

In the next reporting cycle, we will evaluate the resilience of gategroup's strategy by evaluating various climate-related scenarios, including a 2°C or lower scenario.

**Transition risks**

To identify transition-specific risks and opportunities, we conducted a high-level screening of four interest areas — policy and legal, technology, market, and reputation — within the context of the shift to a low-carbon economy. Looking ahead, we plan to conduct a more in-depth review to refine this assessment and enhance our efforts in mitigating identified risks.

Type of transition risk	Transition risk identified	Description of potential impact
Policy & legal	Net zero retrofit requirements	Net zero retrofit requirements for commercial buildings (including rented facilities) can lead to increased capital expenditure.
Policy & legal / Reputation	Single-use plastic levies	Failure to phase out single-use plastics quickly and replace them with viable alternatives may result in fines, taxation, and reputational damages.
Policy & legal	Rising airfares	Rising air travel costs due to carbon schemes could lead to a decline in airline passenger volumes.
Technology / Reputation	Failure to adopt emerging technologies (including AI analytics) for low-carbon operations	A delayed adoption of emerging technologies to reduce operational and Scope 3 emissions could result in competitive disadvantage and potential reputational risks.
Market	Declining demand for products with high GHG emissions	Failing to adapt our catering and packaging product portfolio to lower its GHG footprint could weaken the competitiveness of our offerings.
Market	Limited availability of renewable energy	Limited access to reliable renewable energy across our global operations could hinder progress towards our Net Zero Business commitment.

While many of the identified physical risks and opportunities have already been incorporated into the business continuity plans at affected locations, their mitigation — along with that of transition risks — has now been elevated to a strategic priority.

As part of our efforts to integrate ESG management, including climate matters, into gategroup's business strategy, the topic was placed among our company's key priorities for future innovation in late 2024. This ensures that climate-related considerations are comprehensively embedded in the development and implementation of global initiatives, enabling proactive risk mitigation and the pursuit of meaningful opportunities.

**Metrics** (TCFD-MET-a, TCFD-MET-b)

Details on Scope 1, 2, and 3 GHG emissions, associated risks, and climate targets and performance are outlined in the "Energy management and climate change" section, as well as in the "Environmental performance indicators" table of this ESG Report. To date, gategroup has focused on climate change mitigation and has not yet set any additional public targets for managing climate-related risks and opportunities.

## Waste

### Responsible advocacy

As a large-scale global business operating in a B2B context, we recognize that certain ESG topics require collaborative action to address pressing societal issues. In these instances, we aim to take an active role by engaging with our customers, suppliers, peers, and cross-industry organizations to expedite positive change.

One critical topic on our ESG agenda — and for the international community as a whole — is addressing aviation waste. Since the early 2000s, worldwide regulations have classified all airline catering waste generated during international flights as high-risk (ICW Category 1 waste) and required it to be incinerated or disposed of through deep burial in an authorized landfill. According to a 2014 report by the International Air Transport Association (IATA), the aviation industry estimated that 400,000-450,000 tonnes of Category 1 international catering waste are generated annually. This could be reduced by up to 40% if uncontaminated waste were allowed to be reused or recycled.

With airline passenger growth projected to increase flight volumes, cabin waste could double before 2030 according to IATA's waste handbook (2019), escalating landfill contributions due to the Category 1 classification. Despite ongoing challenges to these regulations by key parties — including airlines, caterers, and airport operators — significant regulatory shifts [have yet to be realized](#).<sup>6</sup>

To accelerate progress, gategroup is collaborating with cross-industry organizations such as the IATA, Airline Catering Association (ACA), International Flight Services Association (IFSA), and Aviation Sustainability Forum (ASF). Our goal is to enhance circularity and reduce CO<sub>2</sub> emissions within the aviation sector. In recent years, alongside several airline customers, we have participated in transatlantic recycling trials coordinated by IATA. We have also endorsed the cross-industry joint statement to the EU "[Towards Smarter Regulation of International Catering Waste \(Category 1\) in Aviation](#),"<sup>7</sup> as well as related [campaign](#)<sup>8</sup> by KLM.

To do our part, we work closely with our customers to minimize waste sent to landfills and incinerators. Initiatives include segregating waste on board to reduce the Category 1 portion, allowing more materials to be reused or recycled. Concurrently, we are committed to reducing waste and closing the loop in areas of our business unaffected by the ICW restrictions.

Any material classified as waste that has not been integrated into a circular system harms the environment. Incinerating or landfilling food waste exacerbates global food distribution inequalities and contributes to soil degradation. While we acknowledge the concerns behind the ICW regulations, we are driven to lead efforts that reduce waste and combat food scarcity. Driving positive change in our industry, our customers' industries, and the broader world remains a cornerstone of gategroup's social and environmental priorities.



<sup>6</sup> <https://www.iata.org/en/publications/newsletters/journey-net-zero-blog/towards-smarter-regulation-of-international-catering-waste-a-step-forward-for-sustainability-in-eu-aviation/>

<sup>7</sup> <https://www.iata.org/contentassets/821b593dd8cd4f4aa33b63ab9e35368b/joint-statement-towards-smarter-regulation.pdf>

<sup>8</sup> <https://nieuws.klm.com/about-recycling-catering-waste-from-outside-europe/>

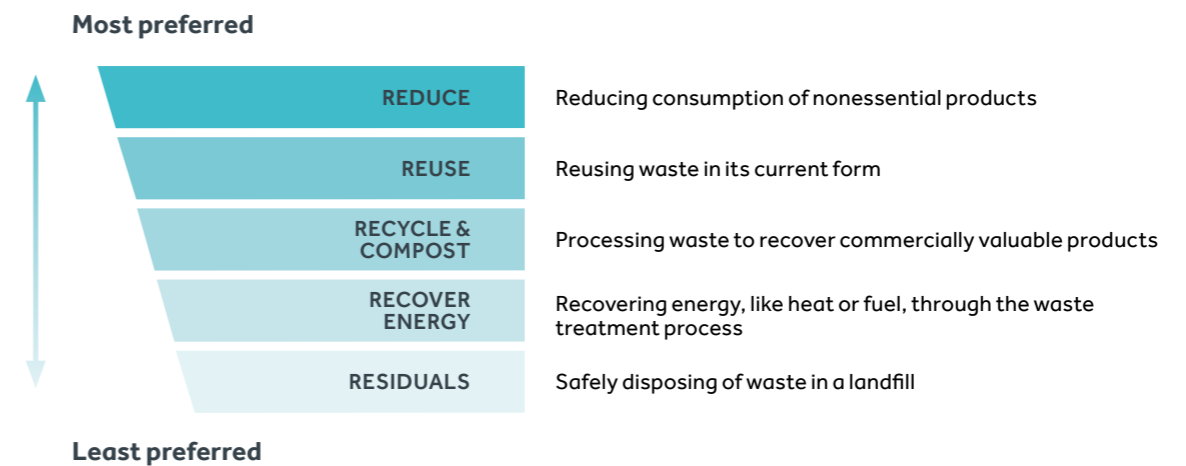
### Waste management

#### Our approach

The world generates 2 billion tonnes of municipal solid waste per year — that's equivalent to approximately 0.67kg (1.5 pounds) per person, per day. That number is expected to skyrocket to 3.8 billion tonnes by 2050, yet nearly half of this waste is mismanaged, costing the global economy billions. This urgent crisis demands that businesses adopt smarter waste management strategies to not only protect the planet but also drive efficiency, cost savings and long-term growth. At gategroup, our goal is to minimize landfill waste by prioritizing recycling and circular solutions. While regulatory restrictions on processing waste coming from international flights limit wide-scale action (see "Responsible advocacy" for details), we remain committed to implementing strong waste management practices within our direct control.

Updated global ESG Framework targets:

- Promote recycling and circular solutions at all main production sites
  - During the ESG Framework update, we reassessed our previous goal of reducing landfill and incineration waste by 50% by 2040. Given the uncertainty of when and how regulatory changes may impact international catering waste, we have shifted our focus to implementing effective recycling processes at all main locations by 2030. This includes tracking the percentage of sites with fully established recycling programs – covering aluminum, plastic, and carton collection at a minimum – as well as monitoring the percentage of successfully recycled waste.
- Achieve zero food waste solution across production operations
  - In 2024, we began tracking the percentage of units implementing composting or equivalent organic waste solutions from our catering kitchens and/or back offices. By year-end, 20%, or 26 out of 130 reporting units, were diverting organic waste to composting and/or recycling cooking oil. Since composting infrastructure remains limited in some regions, we are exploring innovative technologies and partnerships to expand solutions across our global network.



To bring our long-term waste reduction goals to fruition, we follow an integrated waste management hierarchy, implementing measures that prioritize resource efficiency and minimize waste, including:

- Collaborating with customers to design menus that promote conscious resource use
- Optimizing cooking processes to maximize resource efficiency (see page 30 of our [ESG Report 2023](#)<sup>9</sup> for more details)
- 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 where possible
- Recycling internal gategroup and customer waste that falls outside International Catering Waste restrictions
- Partnering with waste collection companies to facilitate composting and establish recycling programs for aluminum, plastic, cardboard, and glass

Our existing waste management programs across global locations currently facilitate the monthly collection of over 1,800 tonnes of recyclables, including cooking oil, cardboard, tetra packs, plastic, aluminum, metal, glass, wood, batteries, and electronics. In line with our commitment to digital solutions and emerging technologies, we continue to pilot IT-based solutions that screen offloaded waste from our customers, helping to identify opportunities for optimizing menu selection and minimizing product waste.



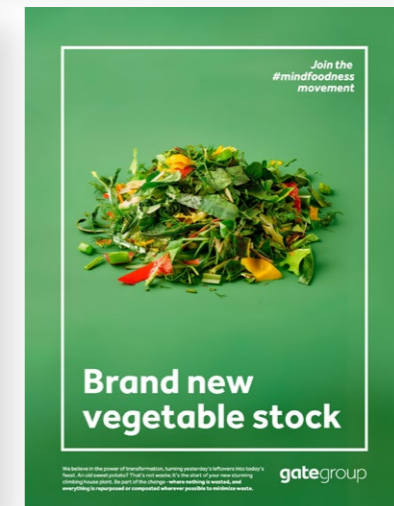
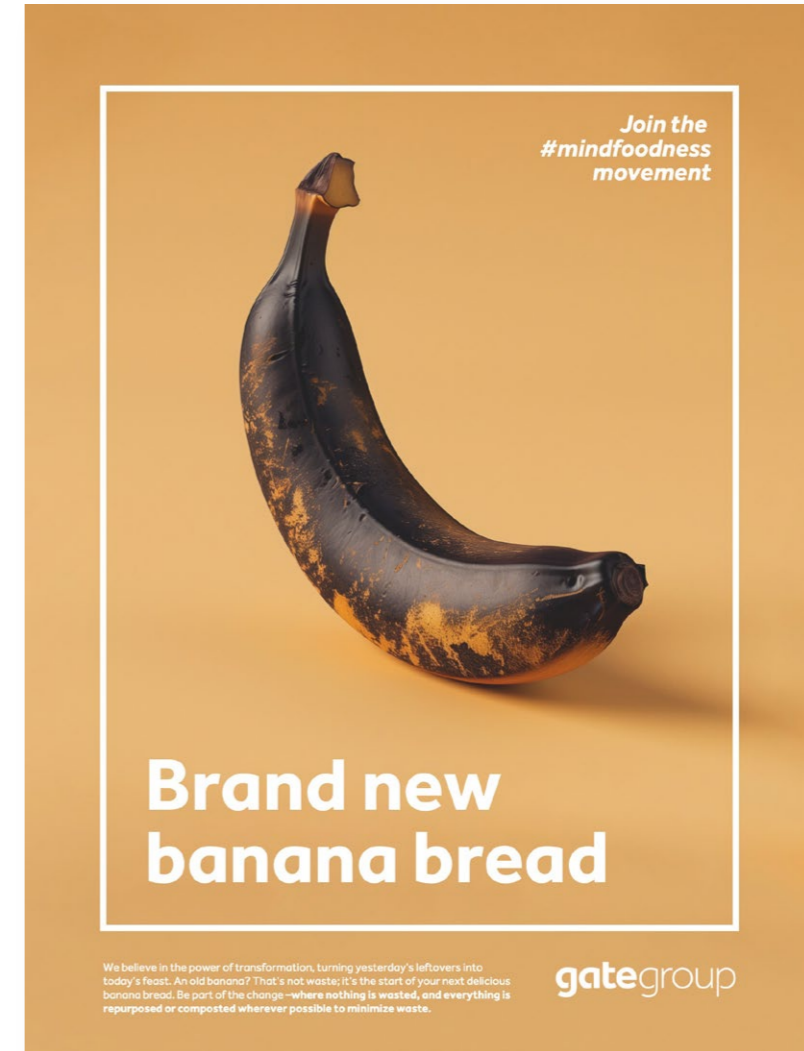
**Our actions on waste reduction**

Inspired by the [Stop Food Waste movement](#), we launched the #mindfoodness campaign during Earth Month in April 2024 to encourage responsible food handling and waste reduction. Over two weeks from late April to early May, gategroup units and employees worldwide contributed ideas — ranging from recipes using food scraps to process optimization proposals — demonstrating a collective commitment to reducing food waste.



This initiative marked the beginning of what we envision as an ongoing #mindfoodness movement to support our zero food waste goal in both kitchens and back offices. As a follow-up, our unit in São Paulo, Brazil, partnered with the Social Service of Industry (SESI) in August 2024 to hold lectures for employees on food waste and a workshop for chefs focused on no-waste cooking.

<sup>9</sup>[https://www.gategroup.com/wp-content/uploads/2024/08/GG24\\_ESGReport2023\\_Digital\\_Final.pdf](https://www.gategroup.com/wp-content/uploads/2024/08/GG24_ESGReport2023_Digital_Final.pdf)





In September, gategourmet Argentina held a special lunch for its employees, where, as part of the activities, the unit's Health, Safety, and Environment team conducted an activity related to composting. A stand was set up with talks about the composting process, raising awareness about the importance of waste separation and environmental care. Other concrete waste management actions in 2024 included:

- **AI-driven waste analysis:** Our airport lounges in Zurich, Switzerland, implemented an AI tool to track and analyze food waste. The insights have been instrumental in optimizing our menu offerings, contributing to significant food waste reductions during the reporting year. For instance, the volume of bread waste decreased by 70% year on year, while other products, such as potatoes and pizza snacks, saw reductions of 40% or more. The team took a creative approach to the #mindfoodness campaign challenge, incorporating a no-food-waste mindset into many of its recipes like making croutons and chips from sliced bread and using slightly over-ripe bananas for desserts.
- **Digitization of planning processes:** Several units, including Hong Kong and London Gatwick, transitioned to digital production planning and HR processes, significantly reducing paper usage. For instance, a single unit in Frankfurt cut its paper use by 1 million sheets.
- **Reduction of single-use plastics:** Selected employee canteens in Japan, the US, and the UK replaced single-use plastics with reusable or recyclable tableware and cutlery.
- **Expanded recycling programs:** Multiple locations introduced organic waste collection and enhanced recycling efforts for aluminum, plastic, and cardboard.

**Metrics**

The total volume of waste sent to landfills in 2024 was almost 99,000 tonnes, representing a 28% increase compared to 2023. Meanwhile, gategroup recycled a combined volume of almost 22,000 tonnes of different materials from our own operations and offloaded from our customers, 59% more than in 2023 than in 2023.

WASTE AND RECYCLING	Unit	2024	2023
<b>Total waste</b>	<b>tonnes</b>	<b>251'120.2</b>	<b>163'443.5</b>
Landfill	tonnes	98'976.1	77'367.2
Incineration	tonnes	130'233.6	72'280.6
Recycling	tonnes	21'910.5	13'795.7
Recycling waste as % of total waste	%	8.7	8.4

**Cross-industry collaboration on waste management**

In the spring of 2024, the Aviation Sustainability Forum (ASF) approached gategroup with a call for collaboration. Founded in 2019 to tackle the aviation sector's "throwaway problem," ASF is committed to driving the efforts to help reduce waste sent to landfill or incineration and improving circularity. The organization set an ambitious goal: to establish a global industry-wide audit program for cabin waste composition. By standardizing the way cabin waste is tracked and managed, ASF aims to facilitate a necessary regulatory shift and a smoother transition towards a circular economy.

To support this goal, ASF developed the Cabin Waste Composition Audits (CWCA) methodology, piloting it through an audit program in Singapore. This initiative led to an endorsement by IATA, with the publication of a Standardized Operating Procedure for the aviation sector to follow.

As a leader in aviation catering, we were enthusiastic about ASF's goals and scope and eager to support these efforts. Soon after, one of our key European customers began setting up a series of benchmark waste assessments with ASF and requested our help. Sustainability is a core pillar of its business strategy, and the airline is committed to ensuring that onboard product loading aligns with passenger preferences while minimizing unnecessary waste and its environmental impact.

Together, we identified the most relevant locations for the ASF audits, balancing the airline's strategic priorities with gategroup's operational feasibility. As a result, in 2024, we conducted waste assessments at three gategourmet locations — Hanover, Brussels, and Amsterdam — analyzing waste from two inbound flights assessed at each unit. The program continued into 2025 with an additional assessment in Copenhagen in January.



Under ASF supervision, our local teams prepared for the audits by securing adequate space, assembling necessary personnel, and gathering equipment such as scales, PPE, bags, and containers. During each audit, we emptied trolleys from the designated inbound flights, sorted waste into different categories (glass, plastic packaging, food, paper, aluminum, paper cups, bamboo cutlery, plastic foils, etc.), and recorded precise weights for each material type in the ASF data platform. Our customer played an active role in the initiative and briefed its crews on the audit-specific procedures to ensure smooth implementation. Representatives from the airline's senior management team also participated, reflecting the airline's dedication to environmental responsibility.

Through this cooperation, gategroup joins ASF's network of cross-industry players contributing to the aggregation and sharing of anonymized cabin waste data. This data will support other stakeholders' initiatives, IATA's case for harmonizing global waste management regulations, and airlines wanting to benchmark their performance against other carriers with similar aircraft sizes and service models. We see this as the beginning of a meaningful partnership with ASF and look forward to further developing a robust waste management program with our customers.

## Circular economy

At gategroup, sustainability is at the core of our operations, driving innovation in every aspect of our business, from supply chains and kitchens to packaging and operations. As the global leader in airline catering, we are committed to reducing waste, improving resource efficiency, and advancing circular solutions that benefit both our customers and the environment. Our approach integrates sustainable product design, responsible sourcing, and closed-loop recycling to minimize environmental impact while maintaining the highest industry standards.

### Innovative design and responsible sourcing

With the growing demand in the airline industry for greater sustainability in catering, we rely on our brand deSter's pioneering approach to developing innovative food packaging and serviceware solutions to not only meet their current needs, but to help guide their future sustainability efforts.

This leadership can be clearly seen in deSter's track record. Since 2020, every newly introduced product has been reusable, recyclable, or compostable, which now includes the entire portfolio. deSter is committed to sourcing 100% responsible materials and is on target to achieve zero waste by 2035, ensuring that all products are either compostable or part of a fully circular system.

Significant progress has already been made toward this goal. In 2023, revenue from reusable and compostable packaging increased, with compostables surpassing single-use plastics for the first time. Building on this momentum, in 2024, deSter generated 62% of its total revenue from compostable or reusable products.

### Our approach

Sustainability is integrated into our packaging from the initial design phase, ensuring that products minimize environmental impact while maintaining quality and functionality. The waste reduction strategy begins with research and development, where our designers, engineers, and material specialists explore ways to minimize environmental impact. Working closely with our customers, we evaluate the necessity of each product and identify opportunities to reduce or eliminate waste. Whenever possible, we introduce either durable, reusable products that can be closed-loop recycled or home-compostable alternatives made from renewable resources such as wood fibers.



Switching from plastics to renewables reduces reliance on fossil fuels but raises concerns about deforestation and biodiversity loss. To mitigate this, we prioritize responsibly sourced materials, increasing the share of FSC-certified paper- and fiber-based products to 39% in 2024, up from 9% in 2019. All our packaging production locations are FSC-audited as well.

In recent years, deSter's goal to make every product reusable, compostable, or recyclable has led to groundbreaking innovations, such as paperboard cutlery — a fully home-compostable alternative to plastic — and RFID-tagged reusable packaging, which enables seamless tracking and deposit-based return systems. Furthermore, when our reusable food packaging reaches the end of its lifespan, it can be recycled at deSter's facilities and used to create new products, reinforcing a low-waste, circular approach.

### Sustainable design principles

With over 50 years of industry experience, our deSter brand has become synonymous with innovative design that enhances efficiency while reducing waste. The company continuously seeks ways to minimize their footprint with a few key strategies:

- **Smart material use:** Lighter designs minimize material consumption and lower transport emissions, maintaining durability and user comfort.
- **Built for longevity:** Reusable products are carefully engineered for extended lifespans, using optimized materials and ongoing lifecycle assessments to refine durability.
- **Efficient storage and transport:** Products are designed with optimized stacking height, reducing secondary packaging needs and cutting down on shipping volume.
- **Safety and compliance:** All products meet strict European and national safety standards and are free from harmful substances.

Beyond designing sustainable products, responsible sourcing and ethical production remain priorities. gategroup and deSter are strengthening supplier management by evaluating not just materials but also the social and environmental standards of their partners (for more details, please see the "[Responsible supply chain management](#)" section of this report).



### Closed-loop recycling and carbon calculations

gategroup remains an industry pioneer in closed-loop recycling. Since deSter became the first company in the travel industry to receive EFSA (European Food Safety Authority) approval in 2021, we have implemented circular systems in collaboration with five major airlines — KLM, Cathay Pacific, Etihad, Emirates, and TAP Portugal — across three continents to implement closed-loop recycling processes at our facilities in Belgium and Thailand.

Additionally, deSter introduced a carbon footprint calculator in 2024 that enables customers to compare the carbon emissions of different products across each item's life cycle. Subject to external auditing, the calculator was developed in alignment with the Greenhouse Gas Protocol standards. Not only does it help customers make more informed choices, but it also guides internal efforts to lower Scope 3 emissions, which primarily stem from product materials and end-of-life processing.

### Circularity at gatesolutions

gategroup aims to lead the industry in ESG and set the standard for best practices. Supporting this vision is gatesolutions, our recently launched food service and retail arm that is expanding the reach of our recyclable, compostable, and reusable solutions.

Introduced in 2024, gatesolutions provides customized catering and packaged meal solutions for a diverse range of customers, including train operators, airport lounges, hospitals, schools, events, and convenience stores.

With its global reach, gatesolutions offers integrated sustainable packaging solutions to customers across continents, including a closed-loop initiative in Canada where packaging is produced, used, returned, washed, and reintroduced.

Beyond packaging, reducing waste requires both smarter food preparation and minimizing waste at the consumer level via data-driven solutions. When it comes to food production, transitioning away from meat originating from industrial-type settings significantly lowers resource use and carbon emissions, making it a focus for sustainability efforts.

By delivering end-to-end solutions on a global scale, gategroup is helping customers transition to circular economies — whether through innovative packaging, lower carbon intensity meals, closed-loop recycling, or a combination of these initiatives.

### deSter Packathon 2024

In early 2024, deSter hosted its first [Packathon](https://dester.com/packathon/)<sup>10</sup>, uniting sustainability enthusiasts, experts, and students to develop innovative reusable food packaging solutions. Participants tackled design, collection, logistics, and user incentives, generating a wealth of creative ideas.

In February, the top five teams gathered at deSter's Hoogstraten office, collaborating with deSter's designers, engineers, and product managers to refine their concepts. Finalists then pitched their projects to a panel of judges, who selected the winning innovations:

- RestoBox:** A novel reusable takeout box, designed specifically for fried foods
- WasteWise:** A university campus packaging system with rewards
- EcoMarket:** A branding-friendly alternative to single-use fruit and vegetable packaging

The inaugural Packathon, which deSter hopes to repeat in the coming years, aligns with gategroup's values of environmental stewardship and encourages innovation. By encouraging creative thinking and collaboration, gategroup continues to push the boundaries of waste reduction and responsible resource use.



<sup>10</sup><https://dester.com/packathon/>

## gatesolutions and deSter – the complete package

### How two of our brands are collaborating to bring sustainable solutions to the table

Launched in 2024, gatesolutions is on a mission to redefine the food service industry with world-class culinary expertise and a focus on sustainability. To learn more about the brand's vision, we brought together Maria Teixeira Dias, Head of Business Development at gatesolutions Europe, and Philippe De Naeyer, Director of Sustainability and ESG at deSter.

In this conversation, Maria and Philippe discuss how gatesolutions is working with deSter to drive innovation, seize emerging opportunities, and move towards a more sustainable future.

#### Maria Teixeira Dias

*When the aviation industry faced unprecedented challenges during the pandemic, gategroup leveraged its facilities to provide meals for canteens, hospitals, and schools. After this initial pivot, the company officially introduced gatesolutions in 2024. Under this new division, we have the deSter and uqonic brands, and we specialize in sustainable catering and packaging solutions in the food service industry, including train services, premium lounges, and events.*

#### Philippe De Naeyer

*At deSter, we're focused on designing smart, sustainable food packaging and serviceware. We're the market leader in aviation and growing steadily in the food service sector, where we apply circular economy principles to markets like quick-service restaurants, ready-made meals, and large-scale events.*

#### Maria Teixeira Dias

*Yes, deSter's packaging is essential, because many of our customers want options that can be recycled, composted, or reused. With deSter, we also have the capacity to create fully circular services. After use, the packaging is returned, washed, and reused — closing the loop.*

#### Philippe De Naeyer

*We're currently refining these types of programs in Europe, where regulations will push more companies toward reusable solutions. For example, France now mandates reusables for in-dining, while Germany has similar policies for take-away food packaging and Belgium for festivals.*





**Maria  
Teixeira Dias**

*Yes, our customers want to be ahead of upcoming regulations, and they're looking for integrated solutions — sustainable food paired with sustainable packaging. That's one of our advantages. We can offer both, thanks to deSter.*

*The challenge is scale. Our volumes aren't yet large enough to implement deSter's packaging globally. As soon as we secure a major international customer for our ready meals, our integration with deSter will be fully realized. We're currently scaling production at our Germany facility, which will enable us to combine deSter's sustainable packaging with our meals.*

**Philippe  
De Naeyer**

*In the meantime, we're proactively developing recyclable, compostable, or reusable alternatives for every product. Our shift to fiber-based materials, for example, has reduced reliance on plastics. And when we do use plastics, we strive to ensure they're part of a closed-loop system wherever possible. We've already seen success with reusable stadium cups embedded with radio-frequency identification (RFID) tracking tags, and I know gatesolutions is exploring similar opportunities. With our expertise in this space, we're well positioned to scale. Maria, how far along are we in using our catering facilities to wash reusables?*

**Maria  
Teixeira Dias**

*We're upgrading substations and introducing new machinery to enhance product drying. In the next year or two, demand will accelerate, and gatesolutions will be ready. Some customers seek reusable cups; others need dishwashing or reusable products. We're meeting these needs now while preparing for a major customer to require a complete solution.*

**Philippe  
De Naeyer**

*That's great. Looking ahead, I see three key opportunities for collaborating with gatesolutions. First, reusables — especially cups, bowls, and plates — have huge potential. Second, compostable packaging, and third, cutlery, though that's more challenging since it's not always sold with food.*

**Maria  
Teixeira Dias**

*Yes, integrating cutlery will take a more strategic approach. That said, right now, a deSter colleague and I are currently working closely with a customer who has specifically requested our meals be served alongside deSter's packaging, sugar sachets, creamers, and cutlery.*

*This is a major opportunity. Once launched, it could become a flagship collaboration between deSter and gatesolutions. By combining our expertise, we're creating sustainable solutions that go beyond what either of us could achieve alone. And together, we're setting a new standard for the food service industry.*

## Water management



### Our approach

Water conservation is not only one of gategroup's greatest responsibilities to the planet, but it is also essential to sustainable growth as a business. Every stage of our value chain — from agricultural processes and food preparation to dishwashing and sanitization — depends on clean, safe freshwater.

According to [The UN Sustainable Development Goals Report 2024<sup>11</sup>](#), agriculture accounts for 72% of global freshwater withdrawals, followed by 15% from industry and 13% from services. Responsibly managing this resource is critical for achieving broader SDG targets related to climate, food, energy, health, biodiversity, and peace, making water a core priority in our ESG Framework.

In 2023, we used the World Resources Institute's Aqeduct tool to identify gategroup locations at high risk of experiencing extreme water stress by 2040. Our goal in defining this scope was to highlight the urgency of minimizing additional stress on these ecosystems. This priority aligns with our business continuity mandates, ensuring our operations are future-ready and less reliant on water in areas where it is scarce.

Our global target is to reduce the water intensity ratio by 20% in water-stressed areas compared to the 2023 baseline, by 2035. This goal affects about 40% of gategroup's units and 37% of total water consumption in 2024.

Dishwashers and washing machines are our largest water consumers. We are addressing this through equipment upgrades, water metering, and efficiency-driven operational changes. These efforts will be particularly important as we transition from single use to reusable packaging, which may increase the need for dishwashing. However, ongoing monitoring and analysis will help us balance both plastic reduction efforts and water conservation.

### Our actions on water management

In 2024, we continued the global rollout of a dishwasher metering solution to enable our locations to monitor machine operations and adjust usage for greater efficiency, ultimately reducing water, chemical, and energy consumption. This solution was implemented at our locations in Germany, Denmark, Japan, Hong Kong, and the US. By year-end, 68 machines — up from 52 in 2023 — were connected to the global system or scheduled for immediate integration. Many of our units also introduced water-saving solutions in employee restrooms, including motion sensor taps in Korea and low-flow faucets in the US. Additionally, our unit in Seoul, Korea, now uses rainwater collection for cleaning vehicles, while our Bogotá, Colombia, unit piloted a "dry-washing" project for delivery cars, requiring just 300ml of water to clean a medium-sized truck.

### Metrics

During the reporting period, our total water consumption declined by 17% while the water intensity ratio decreased by 25%. As of the 2025 calendar year, and in alignment with ESRS expectations, we are expanding our reporting to include broader water-related KPIs, including water recycled and reused, as well as wastewater tracking.

<sup>11</sup><https://unstats.un.org/sdgs/report/2024/The-Sustainable-Development-Goals-Report-2024.pdf>

## Pollution

When it comes to our catering business, potential soil and water pollution primarily stem from the use of chemicals in dishwashing processes, as well as limited air emissions from our vehicle fleet for delivering meals to our customers. The impacts of waste from our operations and the downstream value chain are detailed in the "[Waste management](#)" section of this report. Meanwhile, the environmental impact of our upstream activities is significantly greater and closely linked to biodiversity loss, as addressed in the next section.

In our packaging operations, we strive to minimize pollution from both production processes and products, whether affecting air, water, or soil. deSter has set specific anti-pollution targets for soil and air pollution in its [Global Environmental Policy](#)<sup>12</sup> and shared progress tracking in its separate [ESG disclosure](#)<sup>13</sup>. Minimizing marine water pollution is also a key focus of our efforts to prevent downstream waste, particularly through packaging product circularity (see the "[Circular economy](#)" section for more details).

At the group-wide level, we are committed to pollution prevention across our direct operations. Our target is to implement water treatment solutions at all main production locations by 2035 and mitigate air pollution where applicable.

As a result of learnings from conducting the DMA, in 2025 we will establish a baseline of units with water and/or air pollution mitigation measures in place and develop a roadmap for broader implementation. In addition, we are working with our global chemical solutions provider to transition toward cleaner alternatives.

## Biodiversity and ecosystems

Given the many ecological challenges facing the planet, maintaining biodiversity is critical. As biodiversity loss has accelerated in recent decades, new risks have emerged for people, businesses, and the environment. Considering these growing environmental challenges ahead, gategroup is investigating how best to play a meaningful role in biodiversity preservation.

The main pressures on biodiversity and ecosystems include climate change, pollution, land use change, freshwater use change, sea use change, direct exploitation of organisms, and invasive alien species. Through our double materiality assessment, we have identified adverse impacts on biodiversity linked to procurement activities — such as farming, resource extraction, and deforestation — as a key material issue.

The direct impact of gategroup's operations on biodiversity is limited, as our sites are primarily located in existing industrial parks, often on or near airports in the case of our airline catering units. Similarly, none of our packaging manufacturing sites is near a recognized biodiversity-sensitive area, nor do they pose significant risks to local ecosystems.

Climate change mitigation and pollution reduction are addressed through gategroup's Net-Zero strategy and commitments to minimizing waste and pollution.

In this regard, our upstream activities, such as purchasing, have a significantly greater impact on biodiversity, putting pressure on all aspects of nature.

- **Catering activities:** As part of the agricultural value chain, sourcing produce, seafood and meat products, gategroup has a responsibility to shift towards a more sustainable supply chain model. By 2027, we aim to develop a group-wide framework to integrate responsible resource use and biodiversity considerations into our sourcing strategy, accompanied by a clear implementation plan.
- **Packaging activities:** Our upstream impact on land use and land use change is directly tied to sourcing paper, fibers, and wood materials, which pose deforestation risks. Our global approach, targets, and actions on responsible resource use are detailed in [deSter's ESG Report](#)<sup>14</sup> in the Product section.



<sup>12</sup><https://dester.com/wp-content/uploads/2024/05/deSter-Global-Policy-re-Environment-Final-version-2024.pdf>

<sup>13</sup><https://dester.com/sustainability/reports/>

<sup>14</sup>[https://dester.com/wp-content/uploads/2024/09/sustainabilityreport2023-DIGITAL\\_LR.pdf](https://dester.com/wp-content/uploads/2024/09/sustainabilityreport2023-DIGITAL_LR.pdf)





# Social matters

## Our people

### People strategy

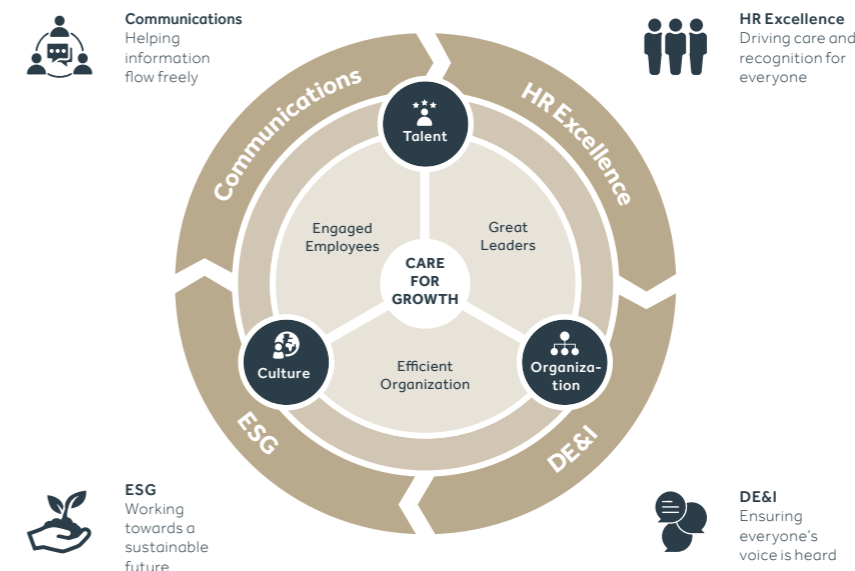
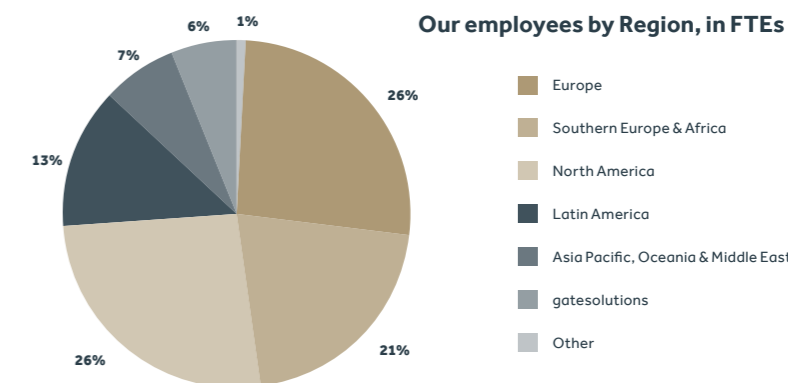
At gategroup, we have a strong track record of providing exceptional culinary experiences and innovative solutions, but our true strength lies in the people who bring that expertise to life. Every achievement — whether related to technology, business expansion, or ESG progress — is made possible by the dedication and skill of our over 45,000 employees. Their passion drives our success, and in return, we are committed to fostering a workplace where they feel valued, supported, and empowered in their careers.

We believe that professional fulfilment and high performance go hand in hand. That's why our people management approach is guided by the same core values that shape our business: Excellence, Passion, Responsibility, and Respect.

Under the leadership of our Chief People Officer, Dr. Jeanette Hron, our function collaborates across the organization on our People strategy, ensuring we continue to invest in our employees while driving long-term business success.

The gategroup People strategy is rooted in a Care for Growth philosophy, designed to foster employee engagement and people development, including offering career opportunities at all levels. Guided by this ethos, we've made significant strides in several key areas in 2024. For example, we've enhanced gategroup's performance review process, strengthened our feedback culture, launched leadership programs for our managers, made progress on our job architecture initiatives, invested further in succession planning, and expanded training and mentoring opportunities.

We're also improving internal communication channels to ensure employees have full access to the resources and opportunities available to them. By continuously evolving our People strategy, we are investing in the future — both for our employees and for gategroup as a whole.





## Talent management, learning, and development

In 2024, we took significant steps to enhance our approach to talent management, learning, and development, providing more opportunities for employees to grow with gategroup.

Key achievements from the past year include:

- Launched our Leadership Framework
- Established a Leadership Development Council
- Enhanced the Performance Management Process (PMP)
- Increased participation in the PMP and training for managers
- Integrated available learning modules across gategroup into one catalogue to simplify and increase access for employees to existing training

On a global level, we established a clear Talent and People Development approach centered on three interconnected priorities: attracting, retaining and developing diverse, high-performing talent; aligning individual growth with organizational goals; and cultivating strong leadership for the future. By fostering continuous development and career progression, we strive to equip our employees for an ever-changing business landscape.

### Talent management and leadership development

In September 2024, we introduced our new Leadership Framework, which is based on our values and clearly defines the principles, skills and values expected of our leaders at gategroup. We promote an inclusive approach to leadership, as we believe it is a mindset, not just a title, that applies to everyone. Our framework is organized into three pillars – Team, Self, and Business – each encompassing three equally important focus areas.

Within each focus area, we have outlined gategroup’s goals and expectations at different levels, from individual contributors to senior leaders. This structured approach will be embedded across assessments, succession planning, and employee development to ensure a unified leadership vision across the company.

The framework also provides employees with a clear understanding of what is expected at different career levels, allowing them to pursue relevant training and growth opportunities. In addition, the framework aligns with our global job architecture and grading initiative, ensuring consistent criteria for performance assessment and career advancement.

In 2024, we refined the PMP to create more opportunities for engagement and development. Employees can set adaptable objectives, partake in meaningful performance, feedback, and development discussions with managers, and schedule check-ins throughout the year. They can also add career development aspirations to their profile in our HR system to help guide discussions and enhance access to relevant development measures.

Our performance review process ties in with talent reviews and succession planning. In 2024, we went through talent reviews and discussed succession plans for gategroup’s top 100 global leaders.

We’ve also continued developing our total rewards offerings, designed to attract, engage, and retain top talent while aligning with industry benchmarks. Competitive compensation and benefits play an important role in both talent acquisition and long-term employee satisfaction. By linking rewards to business performance and adhering to a pay-for-performance philosophy, we aim to create a culture that recognizes and incentivizes excellence.



At the regional level, training and development efforts have also shown significant advancements over the past year. Below are some key highlights:

**North America Senior Operational Leadership Training (SOLT):** The North America region continued its SOLT program for new operational leaders, with eight new employees joining in 2024. The Learning & Development team conducted two intensive training sessions in Reston, Virginia, and Denver, Colorado, covering employee relations, finance, procurement, and leadership development to strengthen operational excellence.

**Middle Management Leadership Program (MMLP) in Europe:** In May 2024, six countries within Europe launched a one-year MMLP pilot, laying the groundwork for a scalable format in other regions. The 19 participants followed a curriculum based on gategroup’s values and leadership framework, covering self-leadership, team leadership, and business leadership. A blended learning approach combined online modules with face-to-face sessions, culminating in a two-day workshop in November featuring interactive discussions with senior leaders.

**Leadership development and compliance in Japan:** In 2024, 50% of managers completed tailored leadership training, while all 15 managers underwent harassment prevention training. Seven managers participated in leadership development programs, reinforcing a commitment to professional growth and workplace compliance.

**Supporting growth through Buddy Programs:** In 2024, Hong Kong implemented a Buddy Program, fostering collaboration and knowledge-sharing among employees. This initiative helps new team members integrate quickly and effectively while reinforcing a culture of mentorship and support.

### Learning and development

Investing in learning and development remains central to our strategy, as we believe that a well-trained, and engaged workforce is the foundation of our success. That’s why we offer a range of development programs, from leadership training and mentorship opportunities to specialized technical skill-building.

In 2023, we launched a global mentorship program designed to help employees easily connect with mentors. Through our internal HR system, any employee can find a mentor, while those interested in mentoring can self-nominate without needing additional approvals. By the end of 2024, 66 mentorship pairs had been formed across gategroup, reflecting strong engagement and interest among employees. Our North America Region and gategroup’s Shared Services Center in Serbia were particularly successful in promoting this initiative, accounting for 73% of mentorship pairs formed across the business.

## Building a culture of growth and innovation

### Inside gategroup's evolving talent and people strategy with Regina Fiege at the helm

Since joining gategroup in 2023 as the Global Head of Talent and People Development, Regina Fiege has dedicated her days to supporting gategroup's most valuable asset: its people. We caught up with Regina to learn how her work drives leadership growth, empowers employees, and positions the company for long-term success.

#### Q Can you share your career journey and what brought you to gategroup?

**A** The most important thing to know about me is that I'm passionate about development, which has been the guiding thread of my career. I'm a psychologist by training, and early on, I worked in industrial psychology, focusing on assessments, personality testing, and leadership development.

Over time, I realized I needed to work directly with people, which led me to generalist roles in People functions and, ultimately, to specializing in leadership and development — bringing me to my current role at gategroup. My responsibilities span four key areas — performance management, people development, talent management, and leadership development — so prioritization is essential.

#### Q How has gategroup's performance management process transformed since you joined?

**A** In performance management, we've reshaped the annual review process. In the past, it was a tick-the-box exercise. But now, it's a chance for managers and employees to have meaningful development conversations and set goals together. In addition, regular check-ins and aligning performance reviews with compensation cycles have made the process more relevant.

We also introduced a calibration process last year. Previously, ratings were approved one-on-one, without input from other leaders. Now, a bottom-up approach incorporates local, regional, and executive-level calibrations. This process also identifies key development actions, such as providing mentorship, exposure, or strategic opportunities for high-potential talent to support their growth.

#### Q What initiatives have you introduced for training and people development?

**A** One early initiative was creating a global training catalog that compiles all our existing resources into an easily accessible format. We're planning to expand this into an internal "gate academy" offering tailored e-learning journeys for specific roles.

We also launched an open mentoring program on our global HR system, allowing employees to connect with mentors easily. No additional approvals are needed, and anyone can take on the role of mentor or mentee, fostering a culture of learning and shared growth.

#### Q How would you describe gategroup's new talent and people development strategy?

**A** I think about it as a self-supporting cycle. Essentially, we attract and develop diverse, high-performing talent and prepare them for leadership roles, ideally aligned with their aspirations. This fuels growth, creating a positive cycle where our success attracts and nurtures even more talent.

To support this, we've developed a leadership framework based on extensive interviews and workshops with employees at all levels. The framework clearly outlines the skills required to address future business challenges and will be embedded into performance management, training, tools, and all our people-focused processes.

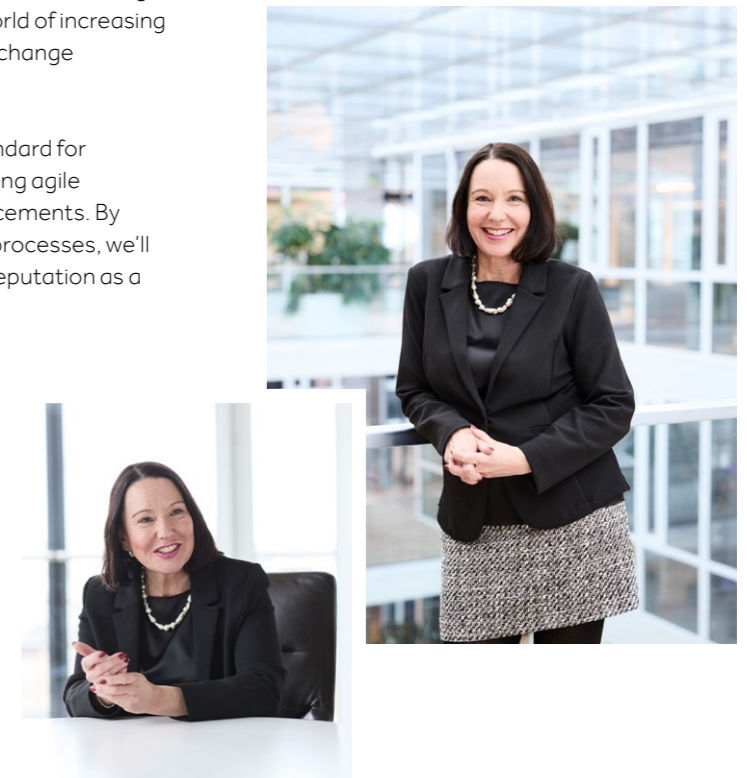
#### Q What are your key priorities and plans for 2025?

**A** We're preparing to launch a Senior Executive Development Program this year. We'll also continue refining our assessment strategy to align with our leadership framework, including tools like 360-degree feedback and individual development plans. A key priority moving forward will be early talent development. To build the required pools for succession planning and advance diversity, especially female representation, we need to start earlier to identify our talent.

#### Q What's your long-term vision for talent and people development at gategroup?

**A** My vision is to establish strong processes that really ingrain learning and feedback into the company culture, ensuring continuous growth and adaptability. In a world of increasing complexity and automation, upskilling and change management must be a priority.

Ambitiously, we aim to set the industry standard for talent and leadership development by staying agile and responsive to global trends and advancements. By fostering innovation and excellence in our processes, we'll not only attract top talent but also build a reputation as a leader in people development.



## Health and well-being at work

At gategroup, we are committed to promoting a supportive and healthy work environment that prioritizes employee well-being. We strive to create conditions that enable a healthy work-life balance as well as access to resources and support for both physical and mental health.

As part of that commitment, many of our locations around the world have measures in place to support employee health and well-being. These include on-site occupational healthcare, first-aid training, health monitoring stations, encouraging active breaks (stretching, exercise, and deep breathing), and periodic eyesight check-ups, among other services.

In November 2024, we launched the global "I Like My Site" campaign, aimed at enhancing workplace well-being. With over 70% of our workforce being frontline employees, prioritizing their needs by fostering a supportive workplace is essential. Designed as an ongoing initiative, the campaign focuses on key areas that directly impact employees' day-to-day experiences. Management teams from our 30 largest units were asked to engage with employees, gathering ideas and recommendations for meaningful improvements. Throughout 2025, we will share examples of best practices with our internal community, provide progress updates, and reward the most impactful ideas with prizes.



During the reporting year, our Europe region expanded its already robust well-being initiatives by introducing webinars and resources on mindfulness, mental health awareness, sleep improvement, neurodiversity, anxiety management, and other forms of community support. Additionally, initiatives were implemented to reinforce a culture of openness and trust, encouraging employees to share challenges and strengthen personal and professional relationships.

In France, the local team launched a breast cancer awareness campaign focused on early detection tips, while in Spain, a Healthy Habits Communication Campaign educated employees on hydration, sun protection, nutrition, and temperature awareness. In addition, a "Back to Routine" campaign helped employees to transition smoothly from summer vacation to their regular routines with guidance on maintaining balance and productivity.

In our Asia Pacific Middle East locations, well-being initiatives in 2024 included "R U OK? Day" in Australia and New Zealand, encouraging conversations on mental health. In Korea, employees created and distributed a monthly in-house "Health Magazine" covering a broad range of wellness topics.

These efforts reflect our ongoing commitment to ensuring a healthy and supportive work environment across all gategroup locations.

## Employee representation

We respect our employees' right to join a union or professional association. We encourage constructive dialogue and collaborate with employees and their representatives in accordance with all regional, national, and local regulations or statutory frameworks. Our approach prioritizes partnerships with our recognized unions, employer federations, and workers' councils, and we value their contributions to our business and broader People agenda.

In Europe, for example, gategroup maintains a cooperative relationship with national representatives and organizes annual region-wide discussions through Forum Europe. This platform fosters dialogue between employee associations and gategroup, allowing us to present group-wide and regional aspirations alongside programs relevant to our people.

In 2024, over 82% of gategroup's global workforce was covered by collective bargaining agreements.



## Equitable compensation and total rewards

We strive to align total rewards with industry standards, business objectives and a pay-for-performance philosophy, enabling us to attract, engage, and retain top talent. Where applicable, provided compensation and benefits are closely aligned with employee representatives and refer to internal and/or external benchmarks.

Providing fair compensation based on professional merit — regardless of gender, nationality, ethnicity, age, sexual orientation, or identity — is essential for fostering an inclusive environment. Aligning this standard across our global network remains a strategic priority.



## Human rights

At gategroup, we are dedicated to upholding human rights across our operations and partnerships. We strive to ensure that our work and the opportunities we create respect the dignity and welfare of all individuals. Human rights are universal and must be upheld for everyone, regardless of identity or background. As a global company, we recognize the potential risks of human rights violations within our supply chain and are committed to protecting these rights while holding our partners to the same high standards.

### Policy commitment

gategroup is dedicated to integrating human and labor rights principles into all aspects of our operations and supply chain. This commitment is formalized in our global Labor and Human Rights Policy, Supplier Code of Conduct, and gategroup Integrity Line Policy which set the foundation for preventing human rights violations, such as forced labor, child labor, unsafe working conditions, and discrimination. All employees undergo onboarding through gategroup systems, which include risk-based assessments to identify and address potential human rights risks.

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

### Awareness on human rights in the supply chain

In Q2 2024, we conducted targeted awareness training on child labor, forced labor, and human trafficking for ESG, Procurement, and Food Safety specialists. The training included scenario-based exercises designed to equip employees with the skills to recognize and address potential human rights violations in supplier interactions.

### Ethical recruitment practices

gategroup strictly prohibits child labor. We verify the age of all candidates during the hiring process and adhere to a defined framework to ensure compliance with legal age requirements, particularly for apprenticeships. Our local HR teams oversee the implementation of these standards.

### Addressing adverse impacts

If material adverse human rights impacts are identified within our operations or our suppliers', gategroup will take action to address them in alignment with the UN Guiding Principles. Material violations are thoroughly investigated, and corrective measures are implemented to remediate the situation. In cases where breaches cannot be resolved, we may terminate the partnership.

### Outlook

As part of the double materiality assessment conducted in 2024, human rights within the value chain remain a key topic on our agenda. In 2025, we aim to further enhance our Human Rights Due Diligence (HRDD) efforts to assess, prevent, and mitigate human rights risks across our value chain, building on the foundation established in 2024.

In line with the UN Guiding Principles, we will perform a saliency evaluation to identify and address the most significant human rights issues. Alongside these efforts, we will continue to deliver targeted training programs to improve awareness and expertise across our teams. On-site audits of selected suppliers will also be carried out to ensure compliance and reinforce our monitoring process.

## Diversity, equity, and inclusion (DE&I)

Diversity is at the heart of gategroup's culture, creativity, and capacity for innovation. It spans all ages, nationalities, ethnicities, cultures, religions, gender identities, sexual orientations, and abilities. That's why, in 2024, we deepened our commitment to fostering a culture where every employee feels empowered to be themselves at work. Key initiatives included launching the Global DE&I Council, introducing gender-inclusive recruitment guidelines, integrating DE&I into global succession planning, and embedding DE&I training into the onboarding process.

As communicated in our ESG Report 2023, our initial target is to increase gender balance across all organizational levels, bringing women's representation to over one third across lower, middle and senior management. By the end of 2024, we observed a slight increase in gender representation, with women in senior management reaching 22.1% (up from 20.9% in 2023), while representation in lower and middle management declined slightly to 31.5% (down from 31.7% in 2023).

Our priority remains to ensure that everyone feels welcome, no matter who they are or where they come from. This principle underpins our approach to attracting, managing, and nurturing talent and is essential to our strategic and cultural objectives. The company continues to pursue ambitious goals to recognize, support, and uplift diversity across the organization.

### Global initiatives

In 2024, gategroup launched several DE&I programs, with plans to continue them in 2025:

- We began integrating DE&I into succession planning to ensure diverse representation and inclusive leadership development.
- In partnership with the University of St. Gallen in Switzerland, we conducted a detailed benchmarking exercise of our diversity and equity progress compared to industry peers in Switzerland, revealing both strengths and opportunities for improvement.
- Our participation in the UN Global Compact's Target Gender Equality Accelerator informed our 2025 DE&I Action Plan and ensured alignment with globally recognized best practices.
- An International Women's Day panel discussion highlighted the importance of gender equity and mentorship to create equitable opportunities across the organization.

### Launching the Global DE&I Council

In Q1 2024, a nomination process among gategroup's top 100 leaders led to the formation of the first Global DE&I Council. Comprising leaders from all regions, the Council meets monthly to assess regional needs, develop action plans and collaborate with HR to embed DE&I across operations.

As part of our 2030 goal to achieve greater gender balance at all levels, targeting over one-third representation of women in low, middle, and senior management roles, the Council conducted a comprehensive analysis of gender balance across regions and functions.



To that end, the Global ESG team and DE&I Council collaborated with each region to analyze gender representation at various levels and establish baselines for measurement. Based on this analysis, we identified underrepresented regions and functions, as priority areas for targeted intervention. Leveraging data-driven insights, we determined the specific number of women hires or promotions needed in each region to meet the year-end 2025 targets. Our approach also involved calculating the annual incremental increases required in lower, middle, and senior management roles to ensure steady progress toward achieving our 2030 goal.

With 2030 fast approaching, we are intensifying efforts to develop internal talent pipelines through:

- **Talent identification:** We are identifying and enrolling women in lower and middle management roles in tailored development programs to prepare them for senior leadership opportunities.
- **Inclusive talent pools:** We aim for at least 40% female representation in succession plans to strengthen and diversify the leadership pipeline.



One of the highlights of 2024 was the launch of a Global DE&I Role Model Campaign, showcasing gategroup employees who have broken barriers in traditionally male-dominated functions. These role models shared their journeys to inspire others and provide practical advice for career progression. Additionally, we introduced refresher DE&I training sessions to help reduce unconscious bias, ensure fairness in our recruitment and promotion processes, and support managers and employees as we work to build a more inclusive workplace.

Another significant step was the launch of gender-inclusive recruitment guidelines aimed at eliminating bias throughout the hiring process. Our updated guidelines provide recommendations for crafting inclusive job descriptions, ensuring balanced candidate shortlists, and standardizing evaluation criteria.

### Regional and local actions

While gategroup's global DE&I strategy sets the foundation, regional and local teams have implemented tailored initiatives. Here are a few highlights from 2024:

- **North America:** The region adopted a broader Diversity, Equity, Inclusion, and Belonging (DEI&B) framework. In 2024, efforts focused on improving professional development opportunities and formalizing promotion, mentoring and retention strategies. The cultural and linguistic diversity of employees was celebrated throughout the year, fostering connection and inclusion among its team.
- **Brazil:** Our São Paulo unit was recognized by the Guarulhos Diversity Department as a key partner in promoting acceptance, diversity, and inclusion. Initiatives included awareness training and proactive recruitment efforts to create opportunities for individuals from diverse backgrounds.
- **Asia-Pacific Middle East:** In Oceania, the local teams introduced a cultural events calendar and programs to integrate refugees and people with disabilities.

### Looking ahead to 2025 and beyond

Starting in 2025, our DE&I Action Plan includes incorporating DE&I targets into line management performance reviews. This initiative will hold our organization accountable for making measurable progress in gender equity representation, recruitment, and retention.

## 'A company of opportunities'

### A conversation on diversity, equity, and inclusion with Yolanda Escribano, gategroup's Global DE&I Ambassador

In 2024, gategroup took a significant step toward strengthening and diversifying its leadership pipeline by launching the Global DE&I Council. We spoke with Yolanda Escribano, the Managing Director of gategourmet Spain and Portugal and gategroup's Global DE&I Ambassador, to discuss the council's strategy, early achievements, and vision for the future.

#### Q Could you walk us through your career so far?

**A** I started my journey at gategourmet as a trainee, rotating through operational roles, over 20 years ago — an experience that gave me a strong foundation in the company. Over time, I advanced through positions in Madrid and Barcelona, and supported operations across Europe. I'm now the Managing Director for Spain, and my role has recently expanded to include Portugal, covering the entire Iberian Peninsula.

#### Q What motivated you to become a Global DE&I ambassador?

**A** Since stepping into leadership roles, I've been deeply interested in DE&I and its role in driving innovation and operational efficiency within the company. Throughout my career at gategourmet, I've also benefited from the guidance of mentors, both men and women. Now, it feels like the right time to give back.

#### Q What has the DE&I Council accomplished so far?

**A** We've made significant progress. Back in May 2024, we began by measuring where we are now and where we want to be based, on our goals, including achieving at least one-third women in leadership representation by 2030. From there, we developed a DE&I Action Plan that analyzes gender representation across our regions and outlines strategies to reach our target.

#### Q DE&I is such a broad area. Why focus on women first?

**A** We needed a starting point, and focusing on women makes sense for a few reasons. First, women make up roughly 50% of the global population, so striving for balance in leadership is logical. Second, we already have reliable data on gender, which makes this a practical area to begin, especially considering data privacy challenges with other aspects of diversity.

Focusing on gender as a starting point also helps lay a strong foundation for broader diversity goals down the line. For me, the key is building awareness because the biggest barriers exist in people's minds. Breaking down those barriers and identifying talent based on merit is the ultimate goal.

#### Q Can you share an example of a broader initiative at gategourmet Spain?

**A** Definitely! We work with Fundación Integra, a nonprofit supporting people with disabilities or at high risk of social exclusion in rejoining the workforce. From their candidate pool, they match their skills to gategroup's needs and offer ongoing support after placement. So far, around 40 employees have joined us through this partnership, primarily in Madrid, and we're now exploring ways to expand.

This kind of collaboration reflects what I've always loved about gategroup and why I've dedicated my entire career here: it's a company of opportunities — for women, men, and anyone eager to grow, adapt, and learn.



“  
I've dedicated my entire career here: it's a company of opportunities — for women, men, and anyone eager to grow, adapt, and learn.”



## Occupational health & safety (OHS)

Employee safety and accident prevention are central to gategroup's operational standards. We consider it the shared responsibility of every coworker to actively foster a culture of safety and engage in practices that continually improve our OHS performance.

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

In accordance with the zero-incident goal outlined in gategroup's ESG Framework, we are committed to reducing preventable injuries. In 2024, the global Quality, Health, Safety, Security & Environment (QHSSE) team focused on standardizing how personal accidents are tracked and reported across gategroup. This effort will continue throughout 2025, with the goal of establishing a solid baseline by the end of the year and achieving a 25% reduction in incidents by 2030 relative to that baseline. We have updated our global OHS target due to the need for this global alignment.

In 2024, we published our internal Health and Safety Management System manual, enhanced the list of indicators monitored, and held several safety workshops. In Europe, sessions covered topics such as "Incident investigation", "Human factor", and "Internal Safety Assurance". In July, broader QHSSE topics were addressed with the Asia-Pacific Middle East team, while a joint workshop with the European region in December focused on airside safety.

We will continue to assess the root causes of incidents and develop a roadmap for improvement, including enhanced procedures, training, and internal auditing tools. Our goal is to align OHS practices at all major gategroup locations with the ISO 45001 standard and operate accordingly by 2030. In March 2024, our Madrid and Barcelona units achieved ISO 45001 certifications for OHS management, marking a significant milestone.



Regional OHS highlights during the year included:

- **Fleet safety upgrades:** In 2024, 241 trucks across multiple locations (e.g., Germany, the Netherlands, France, Spain, the UK, the US, Canada, Oceania) were equipped with anti-collision systems. An additional 150-plus trucks are slated for upgrades in 2025.
- **Ramp-side safety video:** In recognition of its award-winning safety record<sup>15</sup> and as an initiative to support global ramp safety goals, our Europe Region recorded a new airside safety training video at the Brussels airport in November 2024 to better reflect our Global Ramp Safety Manual. We plan on improving and standardizing our safety training materials in Europe and this video was the first major milestone.

<sup>15</sup><https://www.gategroup.com/newsroom/gategourmet/gategourmet-belgium-wins-brussels-airport-company-safety-award-2024/>

- **Weekly Hub Safety Program (US):** The OHS team in the US launched a Weekly Hub Safety initiative at gategroup's largest locations in the country, sharing tips, recommendations, and awareness campaigns while addressing challenges and reviewing safety statistics.
- **Ramp safety program (North America):** A week-long training course was held in Los Angeles and New Orleans to strengthen the US safety team's capabilities. Participants gained theoretical and practical knowledge to promote sustainable safety practices and ensure compliance on ramp safety.
- **Recognition for efforts on OHS (Ecuador):** In October, our two units in Quito and Guayaquil, Ecuador, were recognized as a "Pioneer Centers" after a one-week audit and achieving compliance with new national regulations related to the promotion of health and safety at work. The program is called "Activate and Live", and it certified our units as "Healthy Working Environments", with a score of 98/100, making them two of just over 100 businesses in the country to receive such an award.
- **Emergency team training (Brazil):** Local units in Brazil received training and refresher courses for emergency preparedness.
- **Fire drill training (Thailand):** Colleagues in Prachinburi engaged in an important fire drill training session. In addition to the training, a fire evacuation drill was conducted that day to simulate a real emergency scenario.
- **Safety Awareness campaigns (Asia):** Our Hong Kong-, Korea-, and Thailand-based locations organized safety weeks and ran various awareness campaigns to engage employees.



## Responsible supply chain management

### Responsible supply chain management

Logistics, procurement, and supply chain management are among gategroup's core strengths. We serve more than 640 million airline passengers each year across more than 200 locations in over 60 countries and territories. In 2024, 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 specializing in the food service market and operating primarily in local delivery areas.

### Employee training

In 2024, we continued to provide ESG Procurement & Supply Chain training sessions, with a focus on human rights. Supported by focusright, an external partner, we developed a half-day tailor-made training course for our global Supply Chain, Food Safety and Procurement employees. A total of 255 colleagues completed the virtual session, which was conducted in four languages.

This human rights workshop highlighted:

- Potential human rights issues that may arise in gategroup's supply chain
- How to incorporate human rights considerations into supplier dialogues and daily operations
- Ways to recognize potential and actual human rights impacts at suppliers
- How to address identified impacts in collaboration with suppliers

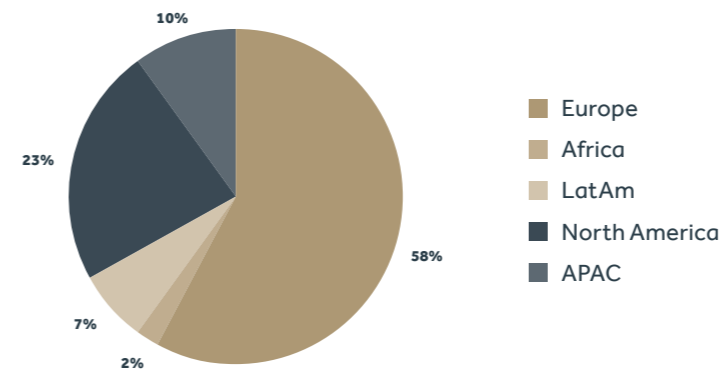


In addition, we ran updated training sessions on our Supplier Code of Conduct (SCoC) and supplier management system. Our ESG-focused internal training reached 100% of our Senior Procurement Management and 35% of our Procurement team members, and we also began updating our global internal Procurement Chain Policy, with training and rollout planned for 2025.

### Collaboration with our supplier base

The majority of gategroup's procurement spend is concentrated in Europe, followed by North America and other regions. Long-term partnerships with core suppliers form the backbone of our operating model. Local sourcing of materials used for our production in 2024 remained steady at 89%, consistent with 2023 levels. Over 65% of our total purchasing spend in 2024 was with suppliers we have been working with for five or more years.

### Purchase volume by geographic region, 2024



### Local sourcing in action

As an example of gategroup's move toward local sourcing, in 2024 our locations in France partnered with "C'est Qui Le Patron?" (CQLP), a cooperative supporting French agriculture by ensuring fair remuneration for producers and respecting fair-trade principles. servair, which uses over 200,000 liters of ultra-high-temperature milk annually, now favors 100% French milk through CQLP, benefiting over 300 farming families. This partnership also supports more sustainable farming practices, including grazing requirements, GMO-free feed, and fully recyclable packaging. In the coming years, servair plans to expand the collaboration to include other products such as apple juice and eggs to reinforce our support for French producers and dedication to sustainable sourcing.



### ESG transparency and supplier engagement

Our procurement team regularly visits prospective suppliers to inspect their management capabilities, assess potential risks, and identify opportunities for improvement before entering a new relationship. If we identify deficiencies, suppliers must take corrective and preventive actions before any active business relationship begins. Suppliers that fail to meet our requirements are not accepted as gategroup partners.

In early 2024, we continued to review our supplier base for financial, legal, reputational, and operational risks, alongside environmental, human and labor rights, and governance issues — efforts that have bolstered gategroup's existing supply chain risk management process. To advance our objectives, in 2023, we set a target to gain transparency on the sustainability performance of our Tier 1 suppliers. We identified almost 3,000 of our Tier 1 suppliers accounting for 86% of gategroup's 2024 purchasing volume as "ESG Focus", and we are prioritizing this segment as part of our ESG improvement efforts.

We also used external supply chain screening software to assess each of our ESG Focus suppliers on a range of sustainability metrics. Based on the results, we determined that the 3% of suppliers with the lowest performance had the potential for improvement, and we contacted them to initiate remediation.

Over the past few years, we have achieved positive outcomes by conducting follow-ups with suppliers, including an ESG self-assessment based on the SASB Sustainable Industry Classification System®. If a supplier's rating does not improve, we may decide to conduct on-site ESG audits to work more closely with them on enhancing their sustainability management practices. As a last resort, we may terminate the business relationship.



Planned to begin in 2025, our group-level on-site supplier audit program will be developed based on the experience of our deSter team, which started conducting targeted assessments in 2023. The initial pilot focused on working with suppliers to measure and reduce their GHG footprint as part of gategroup's efforts to address indirect emissions in our value chain. In 2024, deSter began a second risk assessment cycle and conducted 21 on-site supplier audits. If deemed necessary, suppliers must implement and report on their corrective action plans to reduce negative impacts, with immediate action required for the lowest ratings at all stages.

The gategroup SCoC, implemented in 2022, is available on our website and incorporated into all new supplier agreements. We expect our suppliers to comply with these standards and principles in all dealings related to gategroup. By the end of the 2024 reporting year, 39% of suppliers designated as ESG Focus suppliers had signed our SCoC.

We remain committed to increasing transparency across our supply chain network and improving the sustainability of the products we source.

To strengthen our engagement with our suppliers on sustainability, the Procurement team in Paris hosted a Supplier Day in September 2024. Around 40 external partners attended the session, which focused on enhancing collaboration in sustainable development and responsible purchasing.

### Supplier diversity reporting

We select suppliers using a broad set of objective criteria, including quality, reliability, price, and ESG practices, all of which are evaluated through our Sustainable Procurement Practices. Supplier diversity is a sub-criterion within these practices and is considered during the selection process when relevant.





## Deliciously sustainable: The future of in-flight dining

At gategroup, we firmly believe that sustainability is the way forward, benefiting business, society, and the environment. For our culinary and customer experience teams, this principle drives menu innovation that supports our ESG goals and customers' needs.

Sustainability presents both challenges and opportunities in the culinary world. We see it as a chance to delight passengers with fresh, inventive, healthy, and environmentally friendly dining options.

As culinary experts, we strive to share our knowledge — both with our direct customers and through our worldwide culinary studios — while collaborating with internationally renowned culinary institutions to develop emerging chefs who inspire innovation and enhance gategroup's talent pipeline.

We continue to see the reduction of industrial meat production as a pathway towards regenerative agricultural practices. As a way of tracking our contribution towards this development, we previously set a target of offering plant protein-based hot dishes in 50% of newly designed menus. In 2024, we analyzed the data from 18 airline catering units (contributing to approx. 40% of the revenues from this business segment) and learned that, throughout the entire year, almost 70% of the food items in dishes served to airline passengers did not contain any animal products. While capturing only part of our global network, we believe this data is representative of our entire offering.

As part of our updated ESG Framework, going forward we have broadened our focus and initiated work on a health-focused food strategy rooted in evidence-based nutrition and functional foods. This approach will include metabolic health considerations and provide balanced meal guidelines for employees and customers.

### Culinary considerations for sustainable menus



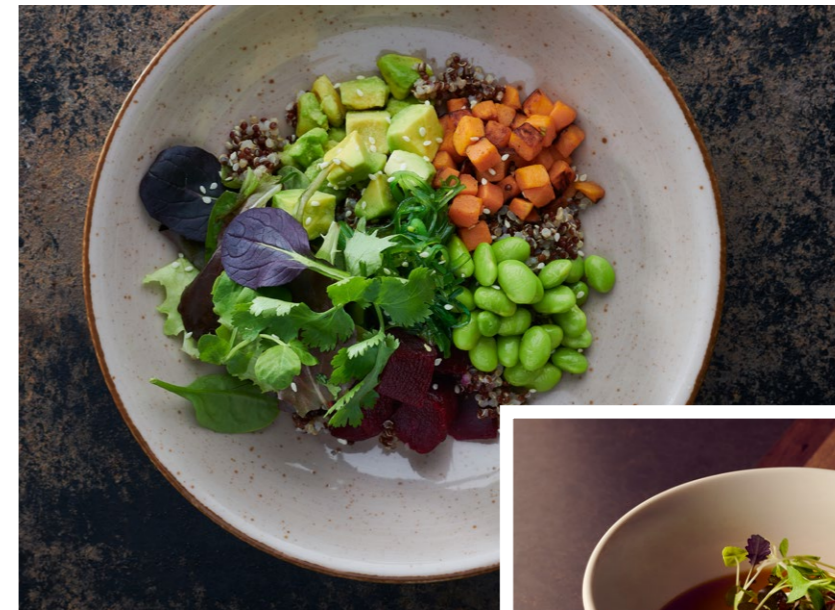
- Through market & data insights, gategroup fully understands the consumer expectations in terms of a sustainable food offering while traveling.
- gategroup considers CO<sub>2</sub> emissions in its menu design, sourcing, production, and delivery.
- gategroup's culinary teams are prioritizing seasonal and locally sourced ingredients for their menu design, supporting local farmers and food communities.
- gategroup promotes closed loop serveware and plastic packaging that is fully reusable, recyclable or compostable.
- Nutrition is an integral part in gategroup's menu design process, aiming for healthy, nutrient dense menus through bespoke selection of ingredients and reduction of additives & preservatives.
- gategroup is fully committed to support its customers' sustainability strategies through thoughtful culinary design & catering operations.

A major focus of our culinary agenda is transforming the special meals category. Traditionally, these meals have been developed to meet medical requirements (such as gluten-, lactose-, or allergen-free) or cultural needs (such as Kosher, Halal, or Vegetarian Hindu meals). As a global culinary company, we have a responsibility to create appealing dishes for all passengers — respecting religious and/or cultural preferences while elevating special meals with more thoughtful choices.

Our goal is for every meal to follow the principles of a balanced diet. Special meals should not only accommodate dietary needs but also offer optimal nutrition.

In the case of vegetarian meals, we're seeing a shift back to basics — quite literally. The era of heavily processed meat substitutes like vegan sausages and burgers appears to have peaked. Passengers increasingly seek recognizable, high-quality ingredients and craftsmanship in meal preparation.

We are currently brainstorming new menu ideas with our chefs across all regions. Although we operate globally, it's crucial to incorporate local taste preferences in all of our food offerings, from hot meals to desserts and other tray components.



## Food safety

Food safety is essential to gategroup. To ensure best practices, the company has established its own Food Safety Standard, which adheres to 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 structured around four pillars:

1. Interactive Communication
2. Management System
3. Prerequisite Programs (PRPs)
4. HACCP (Hazard Analysis Critical Control Point) Principles

This framework supports a continuous improvement cycle across all company levels, ensuring control over every stage of the production flow — from receiving raw materials to delivering final products to customers.

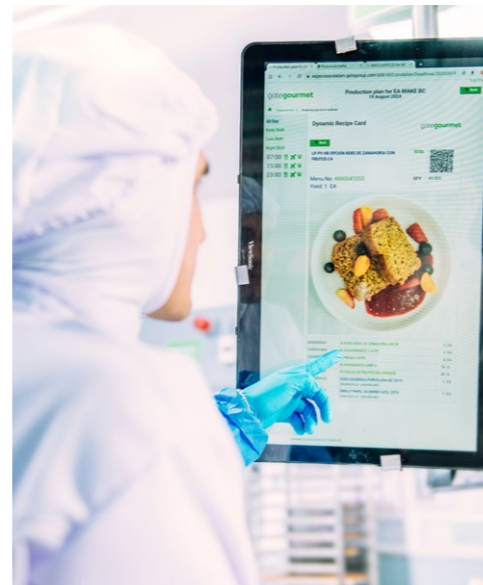
As part of our updated ESG Framework, we have set a target to align more closely with international food safety standards, such as ISO 22000 or equivalent, and operate accordingly, aiming to have 50% of our main locations certified by 2030 and 100% by 2035.

A comprehensive Integrated QHSSE Policy outlines processes and responsibilities within gategroup.

Our employees receive training to ensure they understand and can effectively perform food safety controls relevant to their roles. Training is mandatory: new employees undergo onboarding training, and all employees complete an annual refresher training to reinforce knowledge.

To verify food safety compliance, 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 Principles.

Health authorities/inspectors regularly conduct additional mandatory and verification audits against food legislation and, where applicable, our customers and other certifying bodies provide supplementary verifications against customers' and certification standards, respectively. As of 2025, we set the goal to certify all our main units according to ISO 22000 or the equivalent food safety management system by 2030, and to operate accordingly.



## Safety in packaging

### Our approach

Safety is paramount when producing consumer-facing, food-contact products. We minimize safety risks, such as physical hazards and the presence of harmful chemicals, by maintaining rigorous standards throughout our products' lifecycles.

From careful design and material selection to manufacturing and distribution, we take a proactive approach to ensure the safety of our consumers, personnel, and the public. This commitment includes compliance with all statutory requirements, encompassing accurate labeling, operational safety, and product traceability. More details can be found in the Consumer Health and Safety section of deSter's [Global Environmental Policy document](#)<sup>16</sup>.

### Elimination of PFAS

An important part of our consumer health and safety approach is phasing out PFAS additives, which are currently used for grease and moisture resistance in molded fiber packaging. While all deSter-made packaging already adheres to existing food contact regulations, we are proactively phasing out PFAS to prevent potential environmental or health impacts while preparing for future regulations. Our goal is to phase out all added PFAS by August 2026. At the end of 2024, 70% of our fiber-based products were PFAS-free — meaning they contained no intentionally added PFAS — compared to 34% at the end of 2023.

All wet-molded fiber products produced in-house are made without added PFAS. However, a considerable portion of these products is still manufactured by external partners and not all of it is PFAS-free yet.



<sup>16</sup><https://dester.com/wp-content/uploads/2024/05/deSter-Global-Policy-re-Environment-Final-version-2024.pdf>



## Community engagement

Impact isn't just measured in numbers — it's defined by the difference we make. At gategroup, our mission extends beyond serving fresh, high-quality food; we strive to create a lasting positive impact in the communities where we operate. Our commitment to social responsibility is reflected in both global and local initiatives. Since 2018, we have proudly partnered with Cuisine sans Frontières, offering financial support, volunteer engagement, and in-kind contributions.

Our global framework for charitable activities continues to drive our outreach, ensuring that every initiative aligns with our core theme: "Food and Local Communities." This structure supports our locations and regional teams in driving meaningful, locally relevant programs.

Throughout 2024, our teams have continued to give back in impactful ways. Here are a few highlights:



### Europe:

- In Switzerland, gategroup joined forces with Food Zurich, one of Europe's largest food festivals, as a supporting partner. In addition, we have collaborated with Zurich's Vocational School for Culinary Arts, the Allgemeine Berufsschule Zürich (ABZ), to support the young culinary talent who represent the future of cuisine. In June 2024, 18 students from the Talent Class of ABZ were challenged to craft entree dishes inspired by Food Zurich's 2024 theme, "nostalgia." Their creations aimed to capture the magic of childhood through traditional home cooking. Guided by gategroup and uqonic chefs, the students prepared six dishes, which were served at the Food Zurich opening party and were later featured in uqonic airport lounges across Europe.
- At our corporate headquarters in Switzerland, employees organized a fundraiser in support of Movember — an international platform dedicated to raising awareness and funds for prostate cancer prevention and men's health. To maximize the initiative's impact, gategroup matched the donations.

- In Belgium, deSter was quite active, celebrating YOUCA Action Day, an event encouraging young people to contribute to positive social change. In 2024, deSter Hoogstraten joined the initiative for the first time by hosting a student in the R&D department for a day. In May, more than 20 deSter employees joined the 39th edition of the Hoogstraten Street Run. Beyond running, we introduced our innovative OptiCup at water stops, replacing nearly 1,700 single-use cups and showcasing sustainable alternatives. In December, deSter HQ also held its annual WarmSter fundraising event, raising €2,500, which deSter matched for a total donation of €5,000 to Het Gielsbos, a care facility in the Kempen region where children and adults with disabilities can build their lives and pursue their dreams.
- In the UK, our London-based colleagues came together to support the longstanding breast cancer awareness campaign, raising funds for the "Wear it Pink" charity. To amplify their efforts, gategroup is matching all donations, doubling the impact of this initiative.
- In Spain, gategourmet signed an agreement with Fundación Integra to support the integration of individuals with disabilities and at risk of social exclusion. Through this partnership, our locations in Spain welcomed six new employees in 2024.

### North America:

- Our North America team has expanded community engagement across multiple locations, focusing on attracting diverse talent to our workforce. These efforts include partnerships with non-profit organizations, community centers, and refugee and immigration resettlement agencies, both locally and through the Tent partnership.
- By the end of 2024, we hired over 810 employees through community outreach across our North America units. In addition to working with Tent to identify refugee candidates, we partnered with the City of New York for transportation support and Latino Outreach for housing assistance, successfully launching a relocation program from New York to St. Louis.
- A group of 24 gategroup colleagues participated in a heartwarming volunteer initiative at the Agape Youth & Family Center in Atlanta, Georgia. Agape serves as a vital resource for underserved families, supporting 200 children daily within a community of over 2,000 school-aged children. With a mission to provide academic support and family services, Agape aims to break the cycle of poverty and empower the next generation. The gategroup team spent the day engaging with 145 students, helping with homework and projects, and joining fun activities to foster learning and connection.
- In Toronto, Canada, deSter's Business Development Director for North America delivered an engaging presentation on sustainable plastics to a 5th grade class at Northlea Elementary School. During the event, students explored the waste hierarchy, brainstormed innovative waste transformation ideas, and learned more about deSter's products.

### APAC:

- In Hong Kong, we partnered with the Food and Environmental Hygiene Department to organize a shoreline cleanup, reinforcing our commitment to community engagement and environmental stewardship.
- In Thailand, deSter joined hands with local government representatives to launch a vetiver grass planting initiative at its Prachinburi site, contributing to greening efforts and sustainable land management.



# Governance matters

## Transparent governance

### Corporate governance

gategroup and its subsidiaries are committed to maintaining high standards of corporate governance. The principles and rules of corporate governance at gategroup are stipulated in the Articles of Incorporation, the Organizational Regulations of the Board of Directors, and the Charters of the Board Committees. These documents are regularly reviewed by the Board of Directors (the BoD) and adapted as necessary. More information is available on the [Corporate Governance<sup>17</sup>](#) page of our website.

### Compliance framework

gategroup has implemented a comprehensive compliance framework based on a risk-based methodology. This approach includes a range of policies addressing key areas such as anti-bribery and anti-corruption, competition law, trade sanctions, data privacy, and operational compliance topics, including quality and food safety.

Diverse shop-floor compliance training is conducted across our units, including specialized sessions on topics such as ramp safety, security, and chemical handling. In 2024, gategroup also rolled out two legal compliance training programs:

- Data Protection and Privacy: Vigilance Matters, completed by 6,389 employees (68% of those in scope)
- Anti-Bribery: Third Party Business Partners, completed by 945 employees (91% of those in scope)



In addition to e-learning, we conducted multiple classroom training sessions for designated groups, strengthening compliance awareness across the organization. To actively manage Governance, Compliance and Risk, gategroup has established a Global Risk and Compliance Committee (GRCC). Chaired by the Chief Legal Officer, the GRCC meets quarterly and includes all members of the EMB alongside subject matter experts. At the regional level, Business Risk and Compliance Committees (BRCC) meet quarterly to ensure local oversight.

<sup>15</sup><https://www.gategroup.com/corporate-affairs/corporate-governance/>

### Third-party reporting system: the Integrity Line

gategroup maintains a third-party reporting system, the Integrity Line, which is accessible online and via telephone. Hosted by an external provider, the system guarantees anonymity for reporters, if desired, and is available to employees, suppliers, and business partners should they wish to report possible issues, seek guidance, or pose questions.

Aligned with the EU Whistleblowing Directive, the Integrity Line is actively promoted by gategroup through various channels, including the [public-facing website](#)<sup>18</sup>. The cases are typically handled regionally, with quarterly updates provided to the GRCC.

In the 2024 reporting period, there were 263 submissions to the Integrity Line, compared with 245 in 2023. The reports were concerned with:

- Alleged corruption or bribery: 2
- Alleged conflict of interest: 14
- Alleged discrimination or harassment: 62
- Management conduct: 70
- Other: 115

All cases undergo an independent review by gategroup's Legal & Compliance team and, if appropriate and necessary, external forensic experts, with follow-up actions and remediation implemented as needed.

<sup>18</sup><https://www.gategroup.com/integrity-line/>

### Corporate risk management

gategroup employs a systemic approach to managing risks and opportunities, balancing informed risk-taking with a commitment to minimizing potential adverse effects.

The Corporate Risk Management framework includes:

- Identifying, assessing, and addressing strategic risks
- Conducting periodic risk monitoring and reviews
- Communicating and reporting risks transparently

Using a top-down risk identification procedure starting at the strategic level, Risk Registers have been developed in collaboration with Risk Owners from the following areas: Commercial, ESG, Finance, Food Solutions, IT, Legal & Compliance, Operations, People & Organization, Procurement, and Retail.

Two review and reporting cycles per year ensure 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 ISO 31000:2009 Risk Management Standard and supported by an ongoing program of education and training.





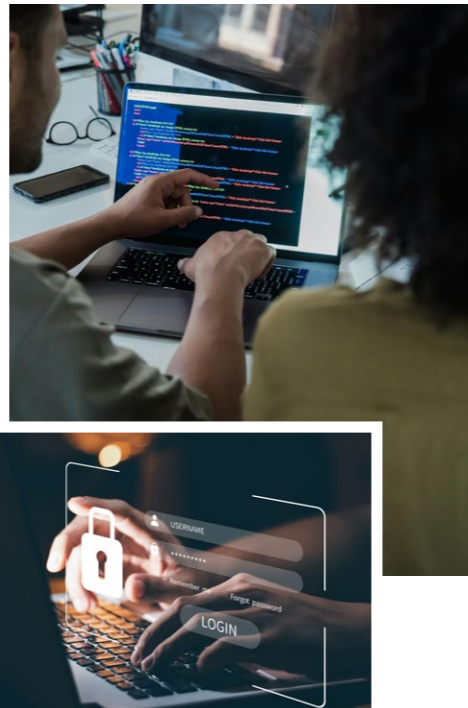
**IT and cyber security**

Securing data and maintaining operational continuity are critical for our business. We are dedicated to maintaining the highest standards of reputation and data privacy. Our comprehensive strategy focuses on priorities, including ensuring smooth operations, complying with stringent regulations such as the EU’s Network and Information Systems (NIS) Regulation, protecting sensitive information, and proactively mitigating ever-evolving cyber risks.

The NIS Regulation reinforces our approach to managing cybersecurity threats and ensures the resilience of our critical infrastructure. Guided by our Global Information Security and Data Privacy policies, we are dedicated to protecting and managing our data and infrastructure effectively, while respecting individual privacy and preserving the integrity of our business.

With this in mind, we focus on:

- **Operational continuity:** Protecting IT security to prevent supply chain disruptions, ensuring seamless operations and timely delivery.
- **Regulatory compliance:** The airline industry operates under heavy regulations, including strict data protection laws. Robust IT security enables us to adhere to these standards, while avoiding legal and financial penalties.
- **Protection of sensitive data:** Airline catering companies manage significant volumes of sensitive data exchanged in real-time, such as flight schedules and passenger dietary requirements. Effective IT security is essential to safeguard this data from breaches and unauthorized access, upholding passenger privacy and safety.
- **Defense against cyber threats:** The increasing prevalence of cyber threats, including ransomware and phishing attacks, presents substantial risks. A strong IT security framework is vital for protecting the company’s digital infrastructure and assets from these evolving threats.



Over the course of 2024, IT security:

- Released 2 new cybersecurity policies
- Blocked 99.4m security events
- Performed 2 cybersecurity assessments
- Launched 20 phish test campaigns
- Delivered remedial training to 12 employees for repeated phish test failure

**Business conduct**

**Animal Welfare**

Given our procurement of animal products, considerations for animal welfare play a material role for gategroup, especially regarding industrial farming and seafood.

In August 2022, gategroup committed to purchasing 100% cage-free egg products (including shell eggs, liquid eggs, and mixes containing more than 80% egg) by 2025. While progress has been slower than expected due to the limited market availability of processed ingredients that meet our quality requirements in certain regions, 55% of egg products were cage-free globally in 2024.

We remain steadfast in our commitment and will continue working with the Lever Foundation and other organizations to expand cage-free options worldwide.

Geographic region	2022 (actual)	2023 (actual)	2024 (projected)	2025 (target)
Europe	43%	55%	76%	85%
North America	32%	50%	68%	100%
Oceania <sup>9</sup>	9%	97%	40%	100%
Other (Asia, LatAm, Africa)	<5%	<5%	28%	30%
<b>Overall</b>	<b>27%</b>	<b>45%</b>	<b>55%</b>	<b>67%</b>

In Europe, North America, and Oceania, we offer cage-free egg products to our customers during menu presentations and transition to these products as market availability allows. In some countries within these regions, we have fully adopted cage-free sourcing, though supply fluctuations occasionally impact consistency.

This transition is just the first step in fulfilling our long-term commitment to integrating animal welfare considerations into our purchasing practices. In 2023, we also set a target for farmed salmon procured in North America, Europe, and Oceania. By the end of 2024, we achieved our goal of ensuring that at least 50% of our farmed salmon met the environmental, social, and animal welfare standards required by one of the following certification programs:

- 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, 72% of the farmed salmon (and products containing more than 80% farmed salmon) purchased for our North American, European and Oceania markets came from certified producers. By 2030, we aim to ensure that 100% of farmed salmon supplied to our units in these regions meet at least one of these standards. While we recognize that certification programs vary in their approach to animal welfare, we remain committed to advocating for the highest standards among our suppliers.



### Conflict minerals statement

The term "conflict minerals" refers to minerals mined in conditions where armed conflict and human rights abuses occur. The term typically applies to four minerals: tungsten, tantalum, tin, and gold, which are primarily sourced from the eastern region of the Democratic Republic of the Congo. Also known as 3TG, these minerals are used in a wide range of products, including jewelry and virtually all electronic devices.

To the best of our knowledge, we neither directly nor indirectly use these minerals in our products or source them for any other purpose. Therefore, gategroup has determined that due diligence related to conflict minerals in our supply chain is not required.

### Child labor due diligence statement



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

- Universal Declaration of Human Rights
- International Covenant on Civil and Political Rights
- International Covenant on Economic, Social and Cultural Rights
- International Labor Organization's Declaration on Fundamental Principles and Rights at Work
- United Nations Convention on the Rights of the Child

Our priorities include fostering a safe, healthy working environment that ensures 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 of its entire supply chain to identify areas at

potentially higher risk of child labor, based on the UNICEF's Children's Rights in the Workplace Index (June 2023), an online platform covering 195 countries. The index methodology is guided by two United Nations reporting frameworks — the Guiding Principles on Business and Human Rights and the Children's Rights and Business Principles — and includes over 150 indicators. Many indicators are child-specific, while others address broader human rights issues that directly and indirectly impact children due to where their families live and work.

To the best of our knowledge, we have no known purchase volume with material suppliers in countries classified by the Children's Rights in the Workplace Index<sup>20</sup> as "heightened risk". However, in 2024, we identified 1,680 suppliers with active spending located in "enhanced risk" countries. For these suppliers, we have implemented additional controls and will continue to conduct regular due diligence on an ongoing basis.

We have not received any reports or indications of child labor in our supply chain from suppliers or other stakeholders in 2024.

<sup>19</sup>In Oceania, the supply of cage-free eggs for both retail and food service was limited in 2024 due to the bird flu pandemic.  
<sup>20</sup><https://www.unicef.ch/en/what-we-do/national/partners-and-initiatives/childrens-rights-and-business>

# 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 with Lever Foundation (a non-profit organization based out of the US) to improve animal welfare standards in our supply chain.
The Sustainable Restaurant Association (SRA)		gategroup partnered with The Sustainable Restaurant Association in late 2024 to assess a selection of its airport lounge locations using the Food Made Good Standard, the world's leading sustainability certification specifically designed for the hospitality sector.
Cuisine sans frontières		Since 2019, 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.
Aviation Sustainability Forum (ASF)		gategroup collaborates with ASF on initiatives aimed at reducing the amount of waste sent to landfills and improving circularity.

### 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 2024.

In the coming years, we will continue expanding the scope of the sustainability data we collect and track, with the goal of aligning ESG reporting with international best practices. The entities included in this ESG report are consistent with those listed in the Annual Report 2024, under the Group Companies section.

## Scope of data collection and reporting

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

## Environmental performance indicators

In 2024, environmental data was collected from most production facilities in-flight businesses, servair, deSter's manufacturing units, and gatesolutions' Evertaste catering facility in Germany. Exceptions included our catering businesses in Italy, Finland, and Cambodia, which together account for less than 3% of our total headcount. The entities included in this report represent about 83% of gategroup's total revenue. Operations under gateretail, other operating brands, and back-office facilities were excluded for this reporting period. As in our previous ESG report, 2024 utility consumption figures were collected from individual reporting entities for January to September 2024 and then extrapolated for the full year using financial revenues as a proxy.

From a commercial perspective, our business in 2024 surpassed the pre-pandemic levels. At the same time, we continued to enhance the depth and accuracy of our environmental reporting. As a result, some adjustments were made to the information published in the ESG Report 2023:

- In 2024, we implemented a new environmental data management solution with an integrated emissions factor library. As part of this transition, we recalculated the GHG footprint for the 2023 reporting period using the new emissions factors, resulting in slight changes to our Scope 1 and 2 figures compared to our previous disclosure. At the same time, the total volume of consumed vehicle fuels represented in MWh changed compared to the previous disclosures due to a more precise conversion factor applied from liters to MWh for specific fuel types (vs. a uniform factor that was applied in the past).
- Additionally, a correction was made to the reported volume of recycling in 2023 due to a calculation error in the volume of recycled cooking oil.

New locations added to reporting as of 2024:

- A manufacturing facility of Nupik in Barcelona, acquired by deSter in February 2024
- servair entities in Burkina Faso, Gabon, Ghana, Kenya, Mali, Mauritania, Senegal, Seychelles, Togo, and one entity in France

For locations where data sets were incomplete, we extrapolated based on proxies such as financial revenues, costs, or the number of flights served, depending on relevance. Scope 1 and 2 emissions were calculated according to the Greenhouse Gas Protocol, using site-specific data on fuel consumption and purchased utilities. Group-wide Scope 3 data currently includes emissions related to business travel, employee commuting, waste, and capital goods. During 2025, we will finalize the details of additional Scope 3 categories relevant to gategroup and will publish comprehensive data in the next reporting cycle.

## Social performance indicators

Employee-related data was collected across all group-wide units. The total reported headcount and full-time equivalent (FTE) figures for 2024 include all employees worldwide, whereas in previous years, our business in Italy was excluded. Detailed indicators for 2024 exclude our operations in Italy and Africa.

In preparation for upcoming CSRD disclosures, we have updated certain demographic breakdowns, such as age group brackets and gender-related indicators.

A breakdown of employee demographics by gender is presented for indicators where employees provided this information. At present, the report does not include statistics on nonbinary or gender-nonconforming individuals, but we will incorporate this data in future reporting when available.

While OHS data was manually consolidated from separate reporting systems in 2023, efforts were made in 2024 to integrate all gategroup businesses into our global OHS reporting system. This system is now our reference point for all OHS metrics. The OHS data reported for 2024 excludes personal accident data from our gatesolutions business and units in Africa, as these entities are still being integrated into the global OHS platform.

A correction was made to the 2023 voluntary turnover figures reported in the ESG Report 2023 as we identified a calculation error.

# Environmental performance indicators

	Unit	2024	2023
<b>Energy consumption</b>			
<b>Total energy consumption</b>	<b>MWh</b>	<b>723'820.0</b>	<b>712'485.9</b>
Building operations fuel (natural gas, heating diesel, liquid petroleum gas, propane, fuel oil)	MWh	213'577.9	211'678.7
Vehicle fuel (biodiesel, diesel, gasoline, liquid petroleum gas, petrol)	MWh	173'092.6	179'157.7
Purchased electricity	MWh	303'009.0	291'461.8
Purchased heat	MWh	31'591.9	27'815.9
Purchased steam	MWh	2'548.8	2'371.9
Energy intensity (total energy consumption per revenues)	MWh / CHF million	138.9	151.6
<b>GHG emissions (in CO<sub>2</sub>e)</b>			
<b>Scope 1</b>	<b>1,000 tonnes</b>	<b>128.3</b>	<b>142.3</b>
Fuels for vehicles and building operations	1,000 tonnes	86.6	85.6
Fugitive emissions	1,000 tonnes	41.7	56.7
<b>Scope 2 (location and market based)</b>	<b>1,000 tonnes</b>	<b>69.7</b>	<b>66.4</b>
Electricity (mix)	1,000 tonnes	62.8	60.4
District heat (non-renewable)	1,000 tonnes	6.4	5.6
Steam (non-renewable)	1,000 tonnes	0.5	0.4
<b>Scope 3 (indirect emissions)</b>	<b>1,000 tonnes</b>	<b>81.4</b>	<b>74.6</b>
Category 2: Capital goods	1,000 tonnes	21.4	18.1
Category 6: Business travel	1,000 tonnes	8.7	7.1
Category 7: Employee commuting	1,000 tonnes	51.3	49.4
<b>Total GHG emissions</b>	<b>1,000 tonnes</b>	<b>279.40</b>	<b>283.29</b>
GHG emissions intensity (Scope 1 + 2 emissions per revenues)	1,000 tonnes / CHF million	0.038	0.044
<b>Water consumption</b>			
<b>Total water consumption</b>	<b>m3</b>	<b>2'660'019.3</b>	<b>3'208'758.4</b>
Water intensity ratio	m3 / CHF million	510.6	682.9
<b>Waste and recycling</b>			
<b>Total waste</b>	<b>tonnes</b>	<b>251'120.2</b>	<b>163'443.5</b>
Landfill	tonnes	98'976.1	77'367.2
Incineration	tonnes	130'233.6	72'280.6
Recycling	tonnes	21'910.5	13'795.7
<b>Recycled waste as % of total waste</b>	<b>%</b>	<b>8.7</b>	<b>8.4</b>

# Social performance indicators

	Unit	2024	2023
<b>Employees</b>			
<b>Employees (total)</b>	<b>Headcount</b>	<b>45'213</b>	<b>43'541</b>
	<b>FTEs</b>	<b>44'097</b>	<b>43'494</b>
<b>gategroup business verticals</b>			
	Europe	FTEs	11'389
	Southern Europe & Africa	FTEs	9'450
	North America	FTEs	11'582
	Latin America	FTEs	5'538
	Asia Pacific, Oceania & Middle East	FTEs	3'210
	gatesolutions	FTEs	2'458
	Other	FTEs	470
<b>Gender breakdown</b>			
Men employees (total)	Headcount	25'518	24'135
	% of total FTEs	56.4	55.4
Women employees (total)	Headcount	17'716	16'907
	% of total FTEs	39.2	38.8
Not reported or declared	Headcount	1'979	2'499
<b>Representation in management</b>			
<b>Lower &amp; middle management</b>	Total	5'513	5'444
	Women	FTEs	1'738
	% of total FTEs in lower and middle management	31.5	31.7
	Men	FTEs	3'775
	% of total FTEs in lower and middle management	68.5	68.3
<b>Senior management</b>	Total	403	406
	Women	FTEs	89
	% of total FTEs in senior management	22.1	20.9
	Men	FTEs	314
	% of total FTEs in senior management	77.9	79.1
<b>Executive Management Board (EMB)</b>	Total	8	7
	Women	FTEs	2
	% of EMB members	25.0	28.6
	Men	FTEs	6
	% of EMB members	75.0	71.4



(2/3)

## Social performance indicators

	Unit	2024	2023
<b>Board of Directors</b>			
	Total	9	9
	Women		
	Number	1	1
	% of total	11.1	11.1
	Men		
	Numer	8	8.0
	% of total	88.9	88.9
	Unit	2024	2023
<b>Age breakdown</b>			
<b>Employees age by decade</b>			
	% of headcount		
	under 30	14.1	11.7%
	30-50	46.2	45.2%
	over 50	39.7	43.1%
<b>Women employees age by decade</b>			
	% of headcount		
	under 30	5.5	4.8
	30-50	19.0	18.6
	over 50	16.2	20.4
<b>Men employees age by decade</b>			
	% of headcount		
	under 30	8.6	7.5
	30-50	27.2	26.4
	over 50	23.5	31.1
	Unit	2024	2023
<b>Employment by contract type</b>			
<b>Part-time employees (total)</b>			
	Headcount	2'872	2'770
	% of total headcount	6.4	6.4
	Whereof women		
	Headcount females	1'600	1'531
	% of part-time employees	55.7	55.3
<b>Temporary employees (total)</b>			
	Headcount	1'636	1'821
	% of total headcount	3.6	4.2
	Whereof women		
	Headcount females	815	895
	% of temporary employees	49.8	49.1

(3/3)

## Social performance indicators

	Unit	2024	2023	
<b>New hires</b>				
<b>Total new hires</b>		<b>Headcount</b>	<b>14'914</b>	<b>18'134</b>
	New hires, male	Headcount	8'992	10'480
	New hires, women	Headcount	5'881	7'623
<b>New hires by age (decades)</b>				
	under 30	Headcount	5'302	6'023
	30-50	Headcount	7'284	8'927
	over 50	Headcount	2'328	3'184
<b>Departures</b>				
<b>Total departures</b>		<b>Headcount</b>	<b>13'305</b>	<b>14'297</b>
	Departures, male	Headcount	7'933	8'240
	Departures, women	Headcount	5'191	5'846
	Unwanted departures	% of total departures	58.9	67.8
<b>Departures of employees by decade</b>				
	under 30	Headcount	3'823	4'204
	30-50	Headcount	5'393	5'907
	over 50	Headcount	2'405	2'620
<b>Total employee fluctuation</b>		<b>%</b>	<b>30.0</b>	<b>33.9</b>
<b>Training</b>				
<b>gategroup employees with training during the year</b>		<b>Headcount</b>	<b>7'711</b>	<b>7'792</b>
	(Note: this data covers only employees with digital access to training via the consolidated global HR management system)	<b>% of headcount</b>	73.5	71.9
<b>Health and Safety</b>				
<b>Total personal injuries</b>		<b>Headcount</b>	<b>2'186</b>	<b>1'826</b>
	gategroup employees	Headcount	1'915	1'691
	Agency staff	Headcount	217	65
	Third Parties	Headcount	54	70
<b>Lost Time Injury Frequency rate (LTIFR)</b>		<b>(Lost time injuries in the reporting period) x 1,000,000 / (Total hours worked)</b>	<b>28.1</b>	<b>26.4</b>

# Swiss code of obligations content index

Swiss Code of Obligations – Art. 964b, paragraph 2	Reference	Pages
A.) Description of the business model	<ul style="list-style-type: none"> <li>Our family of brands</li> <li>Our value chain</li> </ul>	P. 08-09 P. 22-23
B.) Description of policies adopted in relation to:		
1. CO <sub>2</sub> e goals	<ul style="list-style-type: none"> <li>Environmental matters - Climate</li> </ul>	P. 34
2. Social issues	<b>Social matters chapter</b> <ul style="list-style-type: none"> <li>Our people</li> <li>Responsible supply chain management</li> <li>Food safety</li> <li>Safety in packaging</li> <li>Community engagement</li> </ul>	P. 57-71 P. 72-75 P. 78 P. 79 P. 80-81
3. Employee-related issues	<ul style="list-style-type: none"> <li>Our people</li> </ul>	P. 57-71
4. Respect for human rights	<ul style="list-style-type: none"> <li>Our people – Human rights</li> <li>Responsible supply chain management</li> </ul>	P. 64 P. 72, 74-75
5. Combatting corruption	<b>Governance matters chapter</b> <ul style="list-style-type: none"> <li>Transparent governance</li> </ul>	P. 83-85
C.) Presentation of the measures taken to implement these policies and an assessment of the effectiveness of these measures	<ul style="list-style-type: none"> <li>ESG management</li> <li>Environmental matters section</li> <li>Social matters section</li> <li>Governance matters section</li> </ul>	P. 14-15 P. 32-55 P. 56-81 P. 82-88
D.) Description of the main risks related to the matters referred to above and how the company is dealing with these risks, in particular:	<ul style="list-style-type: none"> <li>Material areas of focus for ESG at gategroup</li> <li>TCFD disclosure on climate risks and opportunities</li> </ul>	P. 16-21 P. 38-41
6. Risks that arise from own business operations		
7. Risks that arise from business relationships, products or services (to the extent relevant and proportionate)		
E.) The main performance indicators for these activities in relation the matters referred to above	<ul style="list-style-type: none"> <li>ESG targets and our progress in 2024</li> <li>Environmental performance indicators</li> <li>Social performance indicators</li> </ul>	P. 26-29 P. 92 P. 93-95
Swiss Code of Obligations – Art. 964j	Reference	Page
Conflict Minerals	<ul style="list-style-type: none"> <li>Conflict Minerals Statement</li> </ul>	P. 88
Child Labor	<ul style="list-style-type: none"> <li>Child Labor Statement</li> </ul>	P. 88

# TCFD content index

TCFD disclosure	TCFD code	Description	Disclosed
<b>Governance</b>	TCFD-GOV-a	Describe the board's oversight of climate-related risks and opportunities.	<b>Yes</b>
	TCFD-GOV-b	Describe management's role in assessing and managing climate-related risks and opportunities	<b>Yes</b>
<b>Strategy</b>	TCFD-STR-a	Describe the climate-related risks and opportunities the organization has identified over the short, medium, and long term.	<b>Yes</b>
	TCFD-STR-b	Describe the impact of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning.	<b>Yes</b>
	TCFD-STR-c	Describe the resilience of the organization's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario.	No
<b>Risk management</b>	TCFD-RMA-a	Describe the organization's processes for identifying and assessing climate-related risks.	<b>Yes</b>
	TCFD-RMA-b	Describe the organization's processes for managing climate-related risks.	<b>Yes</b>
	TCFD-RMA-c	Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organization's overall risk management.	<b>Yes</b>
<b>Metrics and targets</b>	TCFD-MET-a	Disclose the metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management process.	<b>Yes</b>
	TCFD-MET-b	Disclose Scope 1, Scope 2 and, if appropriate, Scope 3 greenhouse gas (GHG) emissions and the related risks.	<b>Yes</b>
	TCFD-MET-c	Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets.	Partial (i.e. ambition to become a Net Zero business and related targets)

# Our contributions to the UN SDGs

**SDG**

**Our contribution**

<p><b>3</b> GOOD HEALTH AND WELL-BEING</p> 	<p>We remain committed to delivering nutritious meals that nourish the body, please the palate, and promote the benefits of eating fresh, healthy foods. Our focus extends beyond culinary excellence to support overall well-being, especially for our employees. At many of our units worldwide, we provide health checkups and spaces where employees can de-stress and relax during their breaks.</p> <p>Across our Regions, we coordinate a variety of initiatives for local employees, including health check stations, mental health resources, hydration campaigns, tips for healthy eating, and programs to promote better sleep.</p>
<p><b>5</b> GENDER EQUALITY</p> 	<p>We have established performance targets to drive continuous improvement as an equal opportunity employer. Within our ESG Framework, gender equity is our initial focus under the broader umbrella of Diversity, Equity, and Inclusion. We've set clear targets to enhance gender parity and promote equality across the organization, ensuring women's full participation in decision making and leadership roles. This aligns with our strategy to achieve success by leveraging the diverse talents and perspectives of our entire team. To advance gender equality, we have assessed the current balance across our regions and functions and identified the incremental progress required in each area. With this insight, we've implemented gender-inclusive recruitment guidelines, launched a refreshed DE&amp;I training program, and developed a roadmap for 2025.</p>
<p><b>8</b> DECENT WORK AND ECONOMIC GROWTH</p> 	<p>We recognize employee empowerment as an essential factor in building our reputation as an employer of choice. Our ongoing organizational development includes initiatives designed to enhance gategroup's commitment to fostering a culture where team members are valued, respected, and given opportunities to prosper and thrive. Our dedication to job creation is further reflected in the implementation of our refugee integration program, supported by partnerships with local agencies to provide transportation and housing assistance.</p>
<p><b>9</b> INDUSTRY, INNOVATION AND INFRASTRUCTURE</p> 	<p>Our investments in product stewardship and innovation align with both our customers' and our own goals for sustainable economic growth and a reduced carbon footprint.</p> <p>We work closely with our customers to explore emerging technologies, identify opportunities to minimize the carbon footprint of the meals we serve, reduce waste, and address evolving customer and societal needs.</p>
<p><b>12</b> RESPONSIBLE CONSUMPTION AND PRODUCTION</p> 	<p>We have implemented measures to reduce waste, conserve energy and water, and transition to circular solutions. These efforts include cutting energy consumption, recycling materials (such as aluminum, plastic, glass, and cardboard), reducing transport emissions, and minimizing single-use plastics.</p> <p>Additionally, we collaborate with customers to educate and encourage end-consumer choices that support responsible consumption and production.</p>

**SDG**

**Our contribution**

<p><b>13</b> CLIMATE ACTION</p> 	<p>As an active member of industry and cross-sector advocacy organizations, gategroup supports regulatory changes that advance climate action practices. Our approach to climate change mitigation focuses on improving operational efficiencies, transitioning towards renewable energy use — including adopting a hybrid and electric vehicle fleet, and sourcing and generating renewable electricity — and reducing our indirect climate footprint. We raise awareness across our Regions through group-wide internal environmental campaigns and create internal incentives for enhancing environmental actions. Additionally, we collaborate with customers and external partners to analyze inflight waste, optimize resource consumption, and reinforce our shared commitment to sustainability.</p>
<p><b>14</b> LIFE BELOW WATER</p> 	<p>We are dedicated to eliminating single-use plastics from our products by the end of 2025 and achieving a 50% reduction in waste sent to landfill or incineration by 2040. We implement water treatment and rainwater collection measures at specific locations to help protect marine life and ecosystems.</p> <p>We also focus on responsibly sourcing seafood to support healthy marine ecosystems, and some of our locations contribute to river and beach cleanup efforts, aiding the preservation of life below water.</p>
<p><b>15</b> LIFE ON LAND</p> 	<p>We have implemented ongoing culinary initiatives and environmental measures to minimize food waste in our kitchens and transition to a model that optimizes upcycling, composting, and circular solutions to help conserve land and natural resources.</p> <p>These efforts include a central recipe assembly program, composting solutions, and a strategic shift toward biodegradable and reusable packaging equipment.</p>
<p><b>16</b> PEACE, JUSTICE AND STRONG INSTITUTIONS</p> 	<p>gategroup respects employees' rights 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, actively implementing training programs to promote fairness within our supply chains and strengthening our institutional framework through our whistleblower hotline.</p> <p>Since 2022, gategroup has been a UN Global Compact (UNGC) participant and a member of the Switzerland and Liechtenstein chapter's working group on sustainable supply chain management.</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.***