

SUSTAINABILITY REPORT

QUICK LINKS

[Letter to stakeholder](#)
[Methodological note](#)
[Materiality Analysis](#)
[Sustainability Governance, Ethics and Compliance](#)
[Employees](#)
[Customers](#)
[Environment](#)
[Society](#)
[Annex I](#)
[Annex II](#)

Creating a sustainable strategy
to help generations to come
to make ethical travel choices.

Letter to stakeholders

Dear all,

I cannot imagine a world without travel. Travel is good for the soul, taking us out of our comfort zone, and inspiring us to try new things and experience different cultures. We have all now lived in a lifetime when it was not possible, with borders shut. We felt that loss deeply.

So as human beings who long to explore, how can we do more to protect the planet and its inhabitants? It is a question facing the world right now. What does it mean for lastminute.com and its people who work to help people live their travel dreams?

Collaboration is crucial

We need to build from the inside by fostering an environment where our people can do the best work with a commitment to inclusion across race, gender and age. Because to be the most relevant and inspiring digital travel company, we need people who reflect the communities we serve globally.

We cannot do this alone. Imagining a more sustainable future for the travel tech industry must be a joint effort. We need to work with other companies with a similar commitment and care for sustainability and work more with the destinations we service to help them preserve their culture for future generations. And to do it, we need to return to the heart of lastminute.com’s culture: innovation.

As an asset-light company with a “digitally-native” approach to our operations and smart-working policy, our direct environmental impact might not be as heavy as others in the industry. However, our beliefs mean we still need to consider the environmental impact of our choices. It is the right thing to do.

Getting our governance right

There can be no quick fix for this, so in 2022, we started laying down the fundamentals to give us a baseline to make change happen. In this first edition of the lastminute.com Sustainability Report, you will find the first steps in this endeavour. Because we believe transparency matters, we publish this voluntary disclosure. You will discover our commitment to transparent reporting on our environmental, social, and governance performance.

We believe that sustainability is our ability to create long-term value and profitability for all its stakeholders and society and to set our business vision. Because it is intrinsic to corporate strategy, we’ve created the first-ever lastminute.com Ethics and ESG Committee. I’m proud to be its first chairperson with a clear mandate to focus on articulating our durable, value proposition for 2023 and beyond.

To successfully implement our sustainability strategy, we created our first dedicated in-house team and governance in 2022 to lead the transformation and embed sustainability principles across the business.

In the last 25 years, we’ve helped millions of holidaymakers create moments that matter. And we want to ensure that in the next 25 years, the next generation has all the options available to make sustainable travel choices. Every journey has to start somewhere. We can’t wait to continue ours together.

Maria Teresa Rangheri
Non-Executive Board Member
Chairperson of the Ethics & ESG Committee



“
We believe that sustainability is the company’s ability to create long-term value and profitability for all its stakeholders and for society as a whole
”

Methodological note

The aim of this Sustainability Report

Our purpose is to provide our external and internal stakeholders an overview of the current situation and plans concerning Environmental, Social, and Governance actions and performance. This disclosure is our first formal act to introduce a continuous improvement process, defining the qualitative and quantitative information to evaluate the Group performances in the long term and set the targets on sustainability issues.

Document drafting process and standards of reporting

The process of drafting the Sustainability Report and collecting data fully involved the Management in the following activities:

- identification of the scope of reporting and the relevant stakeholders;
- preparation of the materiality analysis;
- definition of the non-financial indicators to be reported and the timing of the information reporting process;
- identification of the referents to be involved;
- collection and consolidation of qualitative and quantitative data to be included in the document;
- preparation of the Sustainability Report document to be submitted for validation by the Board of Directors

The Sustainability Report was written following the GRI Sustainability Reporting Standards published in 2021 by the Global Reporting Initiative (GRI), “with reference to the GRI Standards”. The choice of the GRI indicators disclosed in this document was made considering the importance of the various material topics that lastminute.com has identified. For further details, please consider the “Materiality Analysis” section of this report.

For the drafting of the document, the GRI reporting principles were considered as a guideline:

Accuracy	Comparability	Timeliness
Balance	Completeness	Verifiability
Clarity	Sustainability context	

This voluntary report was not subjected to third-party assurance.

Reporting period and perimeter in scope

The reporting perimeter refers to the parent company, lastminute.com N.V., and its fully consolidated subsidiaries (see “[Management Report - General Information](#)”).

The information and data in this initial publication pertain to the fiscal year 2022 (from 1 January to 31 December).

Any exceptions are made explicit within the text.

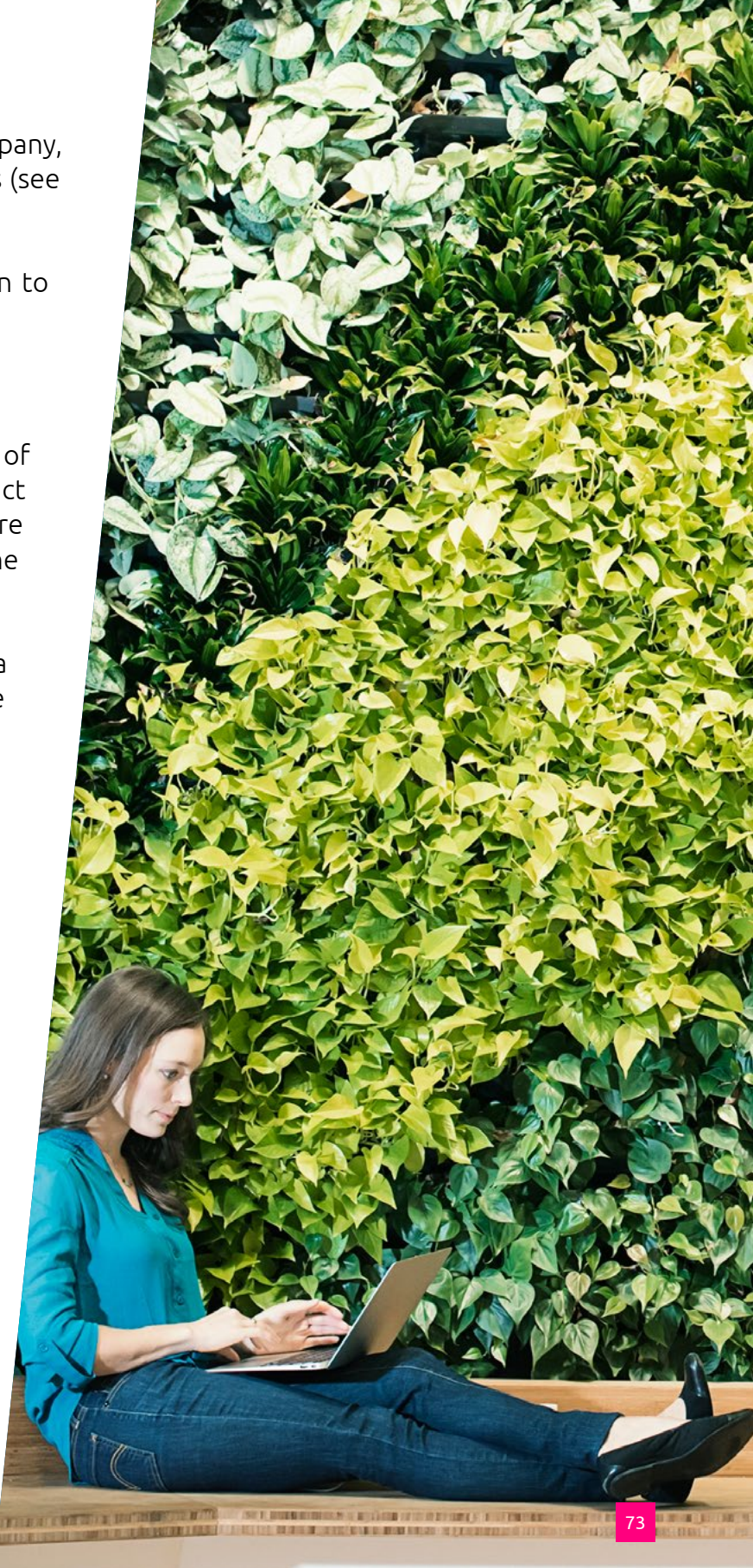
Data reporting is provided on an annual basis. The use of estimates has been kept to a minimum to accurately depict performance and ensure the validity of the data; where estimates are used, they are identified as such and the reasoning behind them is explicit.

In the “[GRI Content Index](#)” section, it is possible to see a breakdown of the information reported according to the performance indicators defined by the GRI.

For a complete understanding of the document, a “[Glossary](#)” has been included as an appendix: this contains definitions of the terms most frequently used by lastminute.com.

On 12 April 2023, the Board of Directors of lastminute.com N.V. approved the Report. The publication was on 13 April 2023 and the document is accessible on our Corporate Website, in the [Media](#) section.

For any information about the Sustainability Report, please email sustainability@lastminute.com.



Materiality Analysis

Our stakeholders and how we interact with them

At lastminute.com we aim to create long-term value for all our stakeholders, including customers, employees, investors, partners, communities, and governments. We strive to build value across our operating regions while producing profitable, sustainable growth. It is key to ensure constant communication with these stakeholders and give the highest priority to our relationship with them.

Who are they?	Why they are part of the Pink family	How we create value for them	Channels of engagement
 Customers	Our customers drive our business forward with their appetite for travel and digital solutions, letting us anticipate the trends in the industry. In addition to our travellers, a good part of our customers are other travel and non-travel businesses who have chosen to work with us to provide a unique travel experience to their customers.	We strive to be the leading company in product excellence and customer satisfaction. Not only do we constantly work to add new travel options and thus broadening our offering, but we are also continuously investing in our websites and apps to take the customer experience to the next level. To support this, we have made significant investments in Tech and Customer Care headcount in 2022.	Social media, Newsletters, Customer Care channels, Surveys, Events.
 Employees	Our 100% digital business model puts our employees at the heart of our thinking. They deliver our vision and underpin our core values through their daily work.	We constantly strive to make our working model smarter in compliance with local regulations, increasing efficiency while ensuring flexibility and work-life balance to our people. We promote personal growth, empowerment and accountability investing in talent retention initiatives, leveraging advanced learning and development tools, and fostering an open-minded, inclusive culture.	Corporate Social Media, Surveys, Events.
 Shareholders	Our listing at the SIX Swiss Exchange gives us the opportunity to engage with investors from all over the world to access equity capital.	We continue to increase our outreach to institutional investors and stock analysts through conferences and roadshow participation.	Conference, Roadshows, Investor calls.
 Financial Institutions	A number of banks and financial institutions partner with us in managing the significant cash turnaround of our business.	We maintain an active and continuous dialogue with banks and financiers.	Financiers relationship management.

Who are they?	Why they are part of the Pink family	How we create value for them	Channels of engagement
 Suppliers & Partners	We have a wide range of different suppliers and constantly seek new potential ones to further increase and strengthen our supplier base. Among our core suppliers are the content providers for all the travel services we offer - Holiday Packages, flights, hotels. Working with them, we are able to secure a virtually unlimited inventory of experiences for our customers. Being a digital company, technology suppliers and consultants are a further pillar of our offering, as well as the call centres supporting our Customer Care team.	Reaching a large consumer base every day, we provide a significant distribution channel for our suppliers - be it travel product suppliers, financial services suppliers or non-travel suppliers in the B2B space. Moreover, through our unique DP technology, we provide some of our suppliers with the price opacity they need to efficiently manage their inventory while at the same time offer a competitive pricing to the customer.	Commercial relationship management.
 Governments, Institutions & Supervisory Authorities	As an international online travel services provider who operates in regulated markets we are licensed, bonded and supervised in many different jurisdictions to safeguard our financial liability with our customers and suppliers. Processing customer data online, we need to adhere to strict data protection policies. As a listed company, we are subject to capital market laws as well as listing rules and regulations.	We closely cooperate with all regulatory bodies and authorities on all legal matters.	Monitoring and analysis of the regulatory context evolution where the Group operates.
 Local communities	Despite growing from a small start-up to an established international holiday provider, we've never forgotten where we started. We've always had the idea of thinking globally and acting locally, and as a travel tech company sending people all over the world we feel our responsibility reaches further than just where our offices are based.	We engage in different local projects, from beach cleanups to recycling, to support local communities in their efforts to protect the environment. We've worked with local charities via volunteering activities and also local entities such as trade unions to protect jobs.	Volunteering activities, sponsorship projects, trade unions.
 Environment	While our carbon footprint as a digital company is relatively small, we sell travel, which of course has a significant impact on global climate change. This is why we put a strong focus on our ESG efforts.	While on the one hand we strive to reduce our own carbon footprint even further, we also work on initiatives to invite our customers to reduce their footprint when travelling.	Support of recognised consultancy teams to ensure proper evaluation on the impact and consultancy on reduction activities.

Identification of the main sustainability topics and materiality analysis

The identification of the Company’s material topics, and the related qualitative and quantitative information, are the basis for structuring the sustainability disclosure. We began by identifying the sustainability issues related to the economy, environment, people, and human rights which are considered the highest priority for both the organisation and its relevant stakeholders.

As it’s our first year of reporting, we have chosen to carry out this activity without active stakeholder involvement, but through the involvement of the relevant internal business functions to structure a gradual process of involving stakeholders for 2023.

In 2022, we performed our first group sustainability materiality analysis using a staged internal analysis approach. During the first stage, we identified potentially relevant sustainability topics through a research on industry priorities, a benchmarking analysis on peers and competitors, pertinent media themes, company initiatives and strategies, and issues that were brought up by stakeholders. This analysis helped us identify the issues that are most impacted by lastminute.com’s economic, social, and environmental performance and that may have an impact on how stakeholders evaluate and make decisions.

In the second stage, we organised an internal workshop to prioritise issues identified in the materiality analysis. Leaders and managers of the company who frequently deal with one, or more, of the identified stakeholders, were involved. They played a double role in the materiality assessment, as they were asked to represent both the internal point of view of the organisation and of their stakeholders.

They were asked to evaluate the list of proposed topics as follows:

- a prioritisation based on lastminute.com’s business strategy and its impacts (both positive and negative) corresponding to the selected topics;
- a prioritisation considering the point of view of the stakeholders they interact with.

In a final phase, the results of the materiality exercise were later reviewed by the Executive Management and narrowed down to a shortlist of **eight material sustainability topics**.

DIMENSION	MATERIAL TOPIC	DESCRIPTION
GOVERNANCE	Compliance, ethics and integrity	lastminute.com’s commitment to ensure compliance with laws and regulations while conducting its business with ethics and integrity in all activities.
	Privacy and security	The necessary protection of subjects’ rights in terms of personal data management and the application of the most advanced best practices in terms of cybersecurity.



DIMENSION	MATERIAL TOPIC	DESCRIPTION
SOCIAL	Diversity, Inclusion and equal opportunities	Encouraging diversity and inclusion of underrepresented groups in the workforce. The term "diversity" can relate to many characteristics, including age, gender, religion, ethnicity and disability.
	Health, Safety and Wellbeing of workers	Creating an environment that promotes our employees' mental and physical well-being.
	Training and Development	Promoting the growth of technical and soft skills within the Group, as well as attracting and retaining talent.
	Customer management	Taking care of our customers before, during and after their trip, providing a high-quality experience throughout the overall customer journey.
ENVIRONMENTAL	Energy and emissions management	Active management and reduction of negative environmental impact related directly and indirectly to company activities.
	Promoting sustainable tourism	Actively reducing the negative environmental and social impact of tourism through the promotion of alternative ways of travelling and collaboration with more sustainable business partners.

These material topics will be disclosed within the document, along with issues that are relevant, but were not found to be material:

Innovation	The ability of lastminute.com to meet and anticipate consumers’ and partners’ evolving demand through innovation of products and processes.
Human Rights	Awareness and active safeguarding of human rights in all operations conducted by lastminute.com and its business partners and suppliers.
Circular economy & waste management	Assessment of direct impact lastminute.com can have on ecosystems and biodiversity through its actions and business activities, and waste generated by the operations. The aim is to reconsider ways to foster reduction, recycling, and reusing of waste.
Suppliers, investors and partners	Maintaining a proficuous and mutually beneficial relationship with suppliers, investors and business partners the Group engages with.
Relationship with local communities and territories	The impact lastminute.com has on communities and territories through donations, volunteering activities and environmental and social initiatives.

lastminute.com and the UN Agenda 2030 for Sustainable Development

In 2015, the United Nations launched the 2030 Agenda, a plan of action for people, planet, and prosperity. It sets out 17 Sustainable Development Goals (SDGs) which include 169 targets. Implementing the SDGs targets requires strong involvement from all components of society, including Institutions, Governments, Citizens, and Businesses.

To ensure our ESG strategy and materiality analysis are in line with current global priorities, each of our material Sustainability topics is linked to a UN Sustainable Development Goal. SDGs 4,8,9,10,12 and 16 have been prioritised due to the strong connection between these targets and our own material concerns.



Below are the 6 SDGs identified by the Company and the association with the material issues.

MATERIAL TOPIC	CORRELATED SDG		TARGETS TO WHICH THE GROUP CAN CONTRIBUTE
Compliance, ethics and integrity		16 PEACE JUSTICE AND STRONG INSTITUTIONS	Target 16.5 Substantially reduce corruption and bribery in all their forms.
Diversity, Inclusion and equal opportunities		10 REDUCED INEQUALITIES	Target 10.2. By 2030, empower and promote the social, economic and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status.
Health, Safety and Wellbeing of workers		8 DECENT WORK AND ECONOMIC GROWTH	Target 8.8. Protect labour rights and promote safe and secure working environments for all workers, including migrant workers, in particular women migrants, and those in precarious employment.
Training and Development		4 QUALITY EDUCATION	Target 4.7. By 2030, ensure that all learners acquire the knowledge and skills needed to promote sustainable development, including, among others, through education for sustainable development and sustainable lifestyles, human rights, gender equality, promotion of a culture of peace and non-violence, global citizenship and appreciation of cultural diversity and of culture's contribution to sustainable development.
Privacy and security		16 PEACE JUSTICE AND STRONG INSTITUTIONS	Target 16.3 Promote the rule of law at national and international levels and ensure equal access to justice for all.
Customer management		9 INDUSTRY, INNOVATION AND INFRASTRUCTURES	Target 9.1 Develop quality, reliable, sustainable and resilient infrastructure, including regional and transborder infrastructure, to support economic development and human well-being, with a focus on affordable and equitable access for all.
Energy and emissions management		9 INDUSTRY, INNOVATION AND INFRASTRUCTURES	Target 9.4 By 2030, upgrade infrastructure and retrofit industries to make them sustainable, with increased resource-use efficiency and greater adoption of clean and environmentally sound technologies and industrial processes, with all countries taking action in accordance with their respective capabilities.
Promoting sustainable tourism		12 RESPONSIBLE CONSUMPTION AND PRODUCTION	Target 12.8b Develop and implement tools to monitor sustainable development impacts for sustainable tourism that creates jobs and promotes local culture and products.

Sustainability Governance, Ethics and Compliance

MATERIAL TOPICS ADDRESSED IN THIS CHAPTER:

Compliance, ethics and integrity

lastminute.com's commitment to ensure compliance with laws and regulations while conducting its business with ethics and integrity in all activities.

Privacy and security

The necessary protection of subjects' rights in terms of personal data management and the application of the most advanced best practices in terms of cybersecurity.



GOAL 16
PEACE, JUSTICE
AND STRONG
INSTITUTIONS

Ethics and Compliance

Our values guide our actions, and there are high expectations for moral conduct. We are constantly committed to improving, encouraging ethical behaviour and accountability and establishing clear expectations through our internal policies and training.

However, in the second half of 2022, ethics, and compliance, were tested. An investigation began in July 2022 into the working hour reduction subsidies received by our Swiss subsidiaries and prompted a comprehensive review of our governance procedures.

We strengthened our corporate governance by appointing a new Board of Directors and CEO and establishing new board committees (see the Corporate Governance chapter - section [Board of Directors](#)). Risk management was improved, and an audit function was introduced to drive ownership and empowerment within a controlled framework (see the "[Risk Management & Internal Control System](#)" section).

Supporting our employees at this difficult time was the top priority. As our previous CEO and COO were affected by the proceedings, we appointed interim leaders for business continuity and to steer the company through these turbulent times. We kept our people informed and reassured via punctual communications as it followed two years of disruption caused by the pandemic. Uncertainty related to the Investigation put an additional psychological strain on our workforce, so we decided to offer Mental Health support to our people in Chiasso, who were directly affected. This service, provided by a dedicated platform, is free, anonymous and completely confidential.

At the same time, being a listed company, it was also crucial to share timely updates externally to the market and shareholders, keeping them up to date with the latest news on the Investigation and business news. (Press releases related to the Investigation are here: [Media section](#)).

Last but not least, we would like to leverage more on our Code of Conduct to ensure our principles, that have always inspired the work of lastminute.com, are shared inside the company at all levels. We also aim to evolve this into a comprehensive Code of Ethics to be shared with our external stakeholders to ensure our business decisions align with the guiding principles.

Sustainability Governance

In 2022 we created our first in-house team leading the sustainability strategy implementation, which reports directly to the Chief Financial Officer.

We also created an Executive Committee composed of the CFO, the Interim CEO and the Chief Culture Officer to support and give direction to the team while taking the first steps.

We addressed one major step in the evolution of the sustainability governance structure in early 2023 with a dedicated Board committee. Its purpose is to review and recommend objectives, policies, and procedures to the management and board of directors.

The committee will be required to oversee and formally approve the sustainability strategy definition following the Group vision and mission, monitor the compliance with applicable regulations, suggest the adoption of any relevant governance framework needed, and review the performance of strategic sustainability initiatives and/or targets to contribute to the Sustainable Development Goals agenda.

As reported in the "[Risk Management and Internal Control System](#)" section, we also plan to improve our risk management by extending our climate-related risk analysis in our business. We are willing to maintain a proactive approach to risk management and anticipate non-financial reporting normative requests of the countries where lastminute.com operates.

The Group will indeed start a path of alignment to the reporting guidelines of the Task Force on Climate-Related Financial Disclosure (TCFD)¹⁰ and the changes expected to be introduced by the European Union with the adoption of the Corporate Sustainability Reporting Directive (CSRD)¹¹. Such a directive incorporates the concept of “double materiality”¹², which will impact how organisations report non-financial information.

The importance of data protection and cybersecurity

As a technology company handling large volumes of client data, cybersecurity and data privacy are of utmost significance to us. We collect and process millions of consumer personal data, such as names, payment card numbers, email addresses, and travel locations. Customers trust us with their personal information, knowing that it would be properly protected from misuse or unauthorised processing.

The potential data breach and consequent losses suggest severe consequences for our clients, business partners, and ourselves. We are steadfastly devoted to protecting these as effectively as we can through a series of measures in compliance with the General Data Protection Regulation¹³ (“GDPR”), and all other applicable laws such as:

- Implementation of data protection policies and security mechanisms.
- Introduction of guidelines about how employees must treat personal data.
- Setting of data protection contracts with third-party processors.

¹⁰ The TCFD has been established by the Financial Stability Board (FSB) to help investors, lenders, and insurance underwriters properly assess and price a particular set of risks related to climate change. The TCFD published recommendations for financial disclosure connected to climate change in 2017 with the goal of assisting businesses in providing better data to support wise capital allocation.

¹¹ On December 16, 2022, Directive 2022/2464 of the European Parliament and of the Council of December 14, 2022, amending Regulation (EU) No. 537/2014, Directive 2004/109/EC, Directive 2006/43/EC, and Directive 2013/34/EU, regarding Corporate Sustainability Re-

- Documentation of the company data processing activities.
- The recording, management and reporting of personal data breaches.
- The implementation of data protection impact assessments.

With the aim of ensuring our commitment to privacy and data protection across all the organisation, we have created an internal governance composed by different layers:

THE DATA PRIVACY COMMITTEE (former RISK SUPERVISORY COMMITTEE) - It is the Board Committee appointed to finally oversee and approve processes and actions proposed and implemented by the Data Protection Officer (“DPO”), aimed at promoting data protection at Group level, in compliance with all applicable legislation and regulations.

THE DPO OFFICE - This is a dedicated team of multidisciplinary experts led by the Data Protection Officer. It ensures that privacy risks are under control and that GDPR is implemented with continuous internal process improvements.

THE GDPR CORE COMMITTEE - Composed by company leaders, it is in charge of supporting the DPO Office ensuring GDPR-related topics prioritisation company-wide, monitoring the GDPR Roadmap achievement, discussing strategies, and approving Policies related to personal data.

THE PRIVACY CHAMPIONS TEAM - It is a cross-functional team. In all departments, there is at least

porting Directive (CSRD) was published in the Official Journal of the European Union. The Group will monitor how member states will transpire the Directive into national legislation.

¹² Reporting organisations will need to provide the information necessary to understand both the company’s impact on key sustainability issues (impact materiality, so-called “inside-out” perspective) and how these issues affect the company’s development, performance and positioning (financial materiality, so-called “outside-in” perspective).

¹³ General Data Protection Regulation (GDPR) - Regulation (EU) 2016/679

one person with an in-depth knowledge of Privacy regulation (called “Champion”) that helps the DPO office in the implementation of GDPR-related essential actions across the whole organisation.

THE PRIVACY CUSTOMER CARE TEAM - It specialised in handling customers’ privacy requests. It works in synergy with the DPO Office to satisfy every query and Data Subject Rights Request with a very tight and mandatory deadline to comply.

The DPO Office is responsible for possible data breaches and reports them to the Data Privacy Committee. Warnings may come internally and externally (i.e. if a supplier does not respect Data Processing Agreements) and - as requested by GDPR - incidents are processed within 72 hours with the help of any relevant department or external supplier involved. After the investigation is carefully carried out, and based on the severity assessment, the DPO Office decides whether to involve authorities.

In 2022, no identified incidents needed reporting to data protection authorities.

When issues are resolved, we use them as a lesson-learned to identify patterns and improve processes to develop long-term solutions. We worked on a dedicated program led by the DPO Office and overseen by the Data Privacy Committee to keep improving in this respect.

Beyond being compliant with local privacy regulations, including GDPR, we address the data privacy issue with our suppliers and in our training programs.

To guarantee control over how our suppliers manage personal data, we perform audits on the processes related to suppliers with a specific questionnaire both during the onboarding of suppliers and during regular activities. These also include security reviews and a Data Protection Impact Assessment (DPIA) is performed

when necessary. (Refer to “Relationship with suppliers and business partners”).

Moreover, we believe that prevention through awareness is at the core of data protection. For this reason, full privacy training has been developed and has become mandatory at least twice a year for all agents, internal and external. The course focuses on:

- how to perform an identity check
- how to recognise and manage Data Subjects Rights
- how to recognise and manage a potential data incident.

Moreover, all employees receive training on the main measures regarding privacy and information security, as well as cybersecurity. Not only do we provide training courses requested by law, but we also create bespoke training.

The Group has also developed a series of policies related to data privacy, which are detailed below:

- GDPR Policy
- GDPR Audit Policy
- Privacy by Design and default Policy
- Data Retention Policy
- Data Protection Master Policy
- Supplier Management Policy
- Technical security measures policy
- Risk Assessment policy
- Internet Network & Equipment Usage Policy
- Information systems access policy
- Physical Access Policy
- Incident Management policy
- Building Security standards
- Data Transfer Policy Ex EU Policy

Cybersecurity

Cybersecurity is a fundamental ally of Data Privacy, because a safe cyber environment makes it harder for attackers to enter IT systems and cause damages such as data leakage.

When it comes to cybersecurity governance, the Security Engineering Team is in charge of coordinating all cybersecurity activity, based on the principles of prevention, detection, and response, in collaboration with the DPO Office and all the other IT Teams.

IT Security objectives:

Data protection:

we safeguard our data at rest by tokenising any personal information kept in our databases, keeping track of permitted user access and activity, and examining both internal and external processes involved in data processing.

Application and infrastructure protection:

business services continuity is determined based on the level of cybersecurity guaranteed by the security measures implemented for applications and infrastructure.

Internal/External fraud prevention:

digital investigations to identify the underlying causes and strengthen the procedures to avoid the recurrence of financially significant frauds.

Brand security reputation protection:

monitor information that is available to the public (security indicators, social commentary, dark web discoveries, publicly accessible vulnerabilities, etc.) to ensure that none of our property or that of our partners can reveal problems that could jeopardise our security credibility.

As of 2022, our cybersecurity services are divided into three main categories:

- **reactive services** (i.e. Incident handling support 24/7, Remediation plan definition support, Malware and Phishing analysis, Digital Forensic and Incident Response support, Alerts triage and analysis)
- **proactive services** (i.e. Monitoring of the Exposed surface and Internal systems, Monitoring Threats actors and Vulnerabilities, Monitoring Cyber Security Reputation (3rd parties), Define/Support Roadmap for security improvement, Secure Development and Awareness Trainings)
- **risk management and governance** (i.e. Policies definition, Processes and Procedures reviews, Control Matrix, Regulatory Compliance, Internal Audit fulfillment and External Audit support, Strategic Planning)

Whistleblowing

In 2022 we improved our Whistleblowing process by adopting a new advanced system.

Thanks to [this tool](#) - accessible through our corporate website in the Investors' section, Governance Documentation tab - it is now possible for every internal or external stakeholder to report any suspected illicit behaviour of public interest anonymously. The reporting person will be informed of the Board's position regarding the suspected irregularity within four weeks from the date of the internal report.

There were no incidents of corruption in 2022.



Employees

MATERIAL TOPICS ADDRESSED IN THIS CHAPTER:

Diversity, Inclusion and Equal opportunities

This topic focuses on the encouragement of diversity and the inclusion of underrepresented groups in the workforce. The term “diversity” can relate to many characteristics, including age, gender, religion, ethnicity and disability.

Health, Safety and Wellbeing of workers

This topic focuses on the creation of an atmosphere that promotes our employees’ mental and physical well-being.

Training and Development

This topic focuses on the promotion of internal growth of technical and soft skills within the Group, as well as the attraction and retention of talents.



GOAL 4
QUALITY
EDUCATION



GOAL 8
DECENT WORK
AND ECONOMIC
GROWTH



GOAL 10
REDUCED
INEQUALITIES



Our people are the central axis of lastminute.com’s business model. They are growth-drivers, as their thoughts and ideas are a constant source of progress.

As reported in our Code of Conduct, to support our people and their own individuality, we are following our company values:

Be Bold: Make every second count. Grasp opportunities and take a chance.

Own it: Do your best and don’t be afraid of mistakes, embrace and learn from them. Then try again.

Be Yourself: Celebrate your individuality and use it to create and inspire others around you.

“Engagement” in the workplace is an umbrella term to describe **the motivation, commitment, satisfaction** and **willingness** the employees feel towards their job and the organisation as a whole. A common belief is that engagement makes you likely to be **happier, healthier** and more **fulfilled** and more likely to deliver

better performance, contribution and **innovation**.

Engagement improves morale, reduces absenteeism, increases productivity and helps retain talent. It is not about benefits and bonuses, it **is feeling part of a successful business** and strengthening our culture to become the best company we can be.

On 31 December 2022, the lastminute.com Group workforce had **1587 employees** representing **59 different nationalities**, with **almost a 50/50 split of men and women**. We have always favoured creating enduring and reliable working connections; nearly all of our people **(99%) have permanent contracts**, and **97% work full-time**. This demonstrates our commitment to job stability and quality of work.

Our international footprint (shown in the following table) sees employees split across eight countries. A total of 64¹⁴ workers who are not employees have worked for the lastminute.com Group across Europe (specifically in Germany, Italy, Poland, Spain and, most of all, Switzerland).

Employees¹⁵ divided by type of contract (permanent/fixed term¹⁶), gender and geographical regions for FY 2022

Country	Women			Men			Grand Total
	Permanent	Fixed-Term	Total	Permanent	Fixed-Term	Total	
France	16	-	16	9	-	9	25
Germany	31	3	34	30	-	30	64
India	115	-	115	172	-	172	287
Italy	51	4	55	86	2	88	143
Poland	16	-	16	30	-	30	46
Spain	312	3	315	179	1	180	495
Switzerland	187	-	187	285	-	285	472
UK	32	-	32	23	-	23	55
Grand Total	760	10	770	814	3	817	1587

¹⁴Data at 31.12.2022. The data involves interns, agency workers and consultants. Data related to outsourced agents are omitted due to unavailability: our agreement with outsourcers, in fact, is not based on headcounts but on service coverage.

¹⁵Head count at 31.12.2022. External workers are not counted.

¹⁶Temporary employees as defined by GRI Standards 2021. In the course of FY 2022, the category of contract non-guaranteed hours employees has not been found for any entity belonging to lastminute.com Group.

Employees¹⁷ divided by type of contract (full/part time), gender and geographical regions for FY 2022

	Women			Men			
Country	Permanent	Fixed-Term	Total	Permanent	Fixed-Term	Total	Grand Total
France	16	-	16	9	-	9	25
Germany	28	6	34	29	1	30	64
India	115	-	115	172	-	172	287
Italy	48	7	55	88	-	88	143
Poland	16	-	16	30	-	30	46
Spain	301	14	315	179	1	180	495
Switzerland	176	11	187	282	3	285	472
UK	28	4	32	22	1	23	55
Grand Total	728	42	770	811	6	817	1587

Diversity, Inclusion and Equal opportunities

As mentioned, one of our main values is “Be Yourself”, which means celebrating diversity and individuality, and treating everyone as equal. We are proud to be an international business with a variety of different people, languages, and cultures.

We want to create a network of diverse talent that is able to understand consumer needs, innovate, and steer the industry’s evolution. For all these reasons, diversity, equity, and inclusion are vital pillars of the lastminute.com corporate culture.

DIVERSITY

Refers to anything that sets one individual apart from another. In the workplace, it means that the workforce is composed of people with different backgrounds and characteristics. A company that embraces diversity works against discriminatory practices and guarantees equal opportunities for its employees, regardless of who they are.

EQUITY

This means providing everyone fair access, equal opportunities, resources and a chance to thrive in a respectful environment. At the workplace, equity offers people the same chances to develop and contribute - regardless of their identity.

INCLUSION

There are typically three elements of inclusion, especially in a work environment: belonging, respect, and support. Belonging is one’s perception of acceptance, respect is the extent to which someone feels they are being treated with civility, and support is the level at which one is provided the means to achieve their full potential.

¹⁷ Head count at 31.12.2022. External workers are not counted.

We welcome and celebrate differences. In a complicated, global, and interconnected world, we see distinctions based on gender, age, culture, ethnicity, sexual orientation, and other diversities as powerful advantages that enrich our company culture and principles and serve as a business necessity.

We believe that stereotypes adversely affect people in the working environment and can prevent everyone from achieving their full potential. At lastminute.com, our annual survey focuses on employee engagement and well-being.

In 2022 we included “Diversity, Equity, and Inclusion”, for the first time. The DE&I questions aimed to understand employees’ perception of such a complex topic and their opinion on how lastminute.com was managing it, to identify our rooms for improvement. The results were very positive. The majority expressed a favourable opinion towards how diversity, equity, and inclusion were integrated into the company culture. We take these results as a springboard for proactively developing new DE&I actions in the future.

While the presence of men and women within our Group is almost 50/50, the gender distribution varies significantly across different professional categories. For example, Product, Tech & Data are predominantly composed of men (over 80%), while women represent a majority of the workforce in all the other categories.

This has occurred naturally following trends in the labour market where technology and development roles historically have more male applicants with an academic and professional background in line with selection requirements.

Travel technology is our core business, so hiring highly professional talent with cutting-edge skills is paramount. With Tech skills scarce, employees specialising in this area have a higher average remuneration compared to other roles with the same seniority. Market dynamics, coupled with the scarcity of female candidates described above, affect our Group’s overall gender pay gap.

Executives & Business Leaders data shows a gender pay gap due to a combination of factors: geographical distribution, seniority and career level, and the breadth of responsibilities in some posts, currently held by men.

A negative gender pay gap is visible in the Customer Care professional category, mainly due to the geographical distribution of the employees, as many men were hired in a country with lower average remuneration.

Regarding the employees’ distribution by age group, we have a very diversified workforce with a majority of employees (55%) under 35. We strongly support the growth of talented people in our business, as reflected by the fact that 71% of our business leaders are under the age of 45.

Employees¹⁸ divided by professional category, gender and age group for FY 2022 [in n]

	By gender		By Age group					
Professional category	Women	Men	Below 25	25-35	36-45	46-55	Over 56	Grand Total
Employees & Middle Managers*	742	747	115	756	481	124	13	1489
Business Units	245	137	21	200	123	35	3	382
Corporate & Staff Functions	127	68	3	89	77	25	1	195
Customer Care	290	207	77	239	134	40	7	497
Product, Tech & Data	80	335	14	228	147	24	2	415
Executives & Business Leaders**	28	70	0	10	60	20	8	98
Business Units	9	14	0	6	12	4	1	23
Corporate & Staff Functions	12	17	0	1	18	4	6	29
Customer Care	2	1	3	0	1	2	0	3
Product, Tech & Data	5	38	0	3	29	10	1	43
Total	770	817	115	766	541	144	21	1587

* The category includes employees with junior to middle management roles.
** The category includes senior and top managers and senior professionals with relevant roles in defining and coordinating the implementation of the Group strategy.

Employee rate on total ¹⁹ divided by professional category, gender and age group for FY 2022 [in %]

	By gender		By Age group					
Professional category	Women	Men	Below 25	25-35	36-45	46-55	Over 56	Grand Total
Employees & Middle Managers	49.8	50.2	7.7	50.8	32.3	8.3	0.9	100
Business Units	64.1	35.9	5.5	52.4	32	9.2	0.8	100
Corporate & Staff Functions	65.1	34.9	1.5	45.6	39.5	12.8	0.5	100
Customer Care	58.4	41.6	15.5	48.1	27.0	8.0	1.4	100
Product, Tech & Data	19.3	80.7	3.4	54.9	35.4	5.8	0.5	100
Executives & Business Leaders ¹²	28.6	71.4	0.0	10.2	61.2	20.4	8.2	100
Business Units	39.1	60.9	0.0	26.1	52.2	17.4	4.3	100
Corporate & Staff Functions	41.4	58.6	0.0	3.4	62.1	13.8	20.7	100
Customer Care	66.7	33.3	0.0	33.3	66.7	0.0	0.0	100
Product, Tech & Data	11.6	88.4	0.0	7.0	67.4	23.3	2.3	100
Total	48.5	51.5	7.2	48.3	34.1	9.1	1.3	100

¹⁸ Head count at 31.12.2022. External workers are not counted.
¹⁹ Head count at 31.12.2022. External workers are not counted.

Employees²⁰ Gender Pay Gap for FY 2022

Professional category	Pay Gap*
Employees & Middle Managers	24%
Business Units	15%
Corporate & Staff Functions	10%
Customer Care	-34%
Product, Tech & Data	21%
Executives & Leaders	24%
Business Units	23%
Corporate & Staff Functions	33%
Customer Care	42%
Product, Tech & Data	35%
Grand Total	31%

* Calculated by dividing the difference between women's average salary and men's average salary for men's average salary, and the result was multiplied for 100. The salary includes the base remuneration plus bonus.

Health, Safety and Wellbeing

Ensuring health and safety to our employees working from anywhere in the world is a top priority. All employees receive mandatory training as requested by law in the countries where we operate. We also make specific informative material (e.g. absences due to sickness, injuries and needed assistance) accessible in the Group Intranet. This aspect is particularly important as our workforce is mostly hybrid and in certain cases full-remote.

We ensure that all our employees are covered by accident insurance, complying to all local regulations. We also provide our staff global travel insurance when they are travelling in their free time.

Despite our business not being particularly subject to work injuries, due to its office-based nature, in the next year lastminute.com Group will implement improvement to harmonise quantitative data management at Group level. During FY 2022, this was managed by local Health & Safety functions.

Welfare

Wellbeing has a strong influence on productivity, and a strong dependency on belonging and engagement.

²⁰ Head count at 31.12.2022. External workers are not counted.

Our employees can take advantage of some exclusive benefits, such as:

- Our entire collection of flights and hotels with zero commission.
- Flash exclusive staff fares on flights, hotel stays and flight + hotel dynamic packaging bookings.
- Great savings on products like priority boarding and insurance.
- Package prices - without the package - for flights and hotels.

These offers are also valid for employees' families (unlimited commission-free travel bookings) and friends (ten commission-free travel bookings). Moreover, we give our employees the chance to take advantage of our partners and ancillaries' deals on airlines and hotel chains, car rental and transfers, travel insurance.

We also offer free and discounted tickets for a spin on the London Eye and various local offers, such as gyms, physiotherapy, airport parking and more.

Remote working

The way companies work has radically changed in the last three years. As an agile and international group, we have been pioneers of smart-working. Our employees already used to work-from-home before then. When the pandemic hit, we scaled up working from home overnight with no loss of productivity. This agility also helped us navigate this whole new way of working.

For all our efforts in this sense, we won the Remote Working Award from Workplace by Meta in 2020, thanks to our ability to keep our pink people engaged and committed wherever they were in the world. This is the attitude we are taking forward.

For us, smart working means adopting a comprehensive and strategic approach to flexibility that prioritises autonomy and a result-driven management style. Our aim is to grow into an even better workplace, promoting engagement and productivity to keep attracting and retaining a large and varied talent pool.

All this can be achieved by striking a balance between promoting meaningful in-person moments and giving our people the chance to choose where, when and how they want to work.

In compliance with local laws, our employees can choose to work onsite (Full Office Working), to balance home working with office days (Hybrid Working) or Full Remote Working.

Regarding Full Remote Working, we have developed an ad hoc policy. According to such policy, Full Remote Working is a permanent, contractual arrangement allowing employees to work from their home address or another agreed specified location. When working remotely, however, the employee

must guarantee company data security, take all reasonable steps to ensure the confidentiality and security of lastminute.com information as outlined in the **Smart Working Security Policy** and take care of their own health and safety, agreeing to the practices and requirements stated by the contracted country.

Health and safety practices also have a mental dimension. Remote employees may feel isolated from the rest of the company, as the common sense of belonging and shared purpose can easily get lost when working far from the office. Moreover, remote-hybrid work brings the need for individualised support to the forefront, and the managers are best positioned to provide this kind of support by providing clarity on priorities.

We want our employees to feel good and care about their mental health and we really want them to rely on us: we strongly recommend talking with our HR People Team about any negative feelings related to home working, so we can provide support. Furthermore, we provide tips about mental health and wellbeing on our Group Intranet.

Performance Management & Training and Development

Our people are the real engine of our growth: we want to keep empowering them - both those working remotely and in-person - to improve and succeed.

We value training and development and promote performance management, as developing new skills and feeling recognised are powerful motivators.

We believe it is essential to provide room for self-growth, set clear expectations, smart goals and continuous feedback.

We are promoting continuous improvements in this respect, as further explained below.

Talent acquisition

We want our people to share their own expertise also externally, so we are always eager to take part in relevant events, both as sponsors and as guests, such as university career days, industry conferences, and tech seminars. These are all great occasions both to present our brand and our company as a potential good employer.

When the travel sector started to get back to pre-covid levels, our hiring rate boosted. In 2022 we registered 754 new hires and 326 terminations.

This latter category includes employees who left the group voluntarily, those whose contract expired, those who were dismissed, who failed to pass the probation period or retired. This gives our group an incoming rate of 47,5%, which is higher than the outgoing rate (20,5%).

New hires²¹ divided by gender, age group and geographical region for FY 2022

New hires in numbers	By gender		By Age group					
Country	Women	Men	Below 25	25-35	36-45	46-55	Over 56	Total
France	1	3	1	2	1	0	0	4
Germany	16	9	1	11	8	3	2	25
India	109	153	99	135	26	2	0	262
Italy	44	64	4	62	35	7	0	108
Poland	6	10	3	7	6	0	0	16
Spain	208	74	34	147	77	21	3	282
Switzerland	17	35	5	36	10	0	1	52
UK	3	2	0	2	0	3	0	5
Total	404	350	147	402	163	36	6	754

Outgoing employees²² divided by gender, age group and geographical region for FY 2022

Turnover in numbers	By gender		By Age group					
Country	Women	Men	Below 25	25-35	36-45	46-55	Over 56	Total
France	3	3	0	4	1	0	1	6
Germany	10	5	0	9	2	2	2	15
India	25	26	17	29	4	0	1	51
Italy	18	12	2	14	12	2	0	30
Poland	2	6	1	1	5	1	0	8
Spain	115	40	11	73	51	18	2	155
Switzerland	10	40	1	30	15	4	0	50
UK	4	7	0	5	3	3	0	11
Total	187	139	32	165	93	30	6	326

²¹ External workers are not counted.

²² External workers and internal transfers were excluded.

New Hires rates²³ divided by gender, age group and geographical region for FY 2022

New Hires rate [%]	By gender		By Age group					
Country	Women	Men	Below 25	25-35	36-45	46-55	Over 56	Total
France	6.3	33.3	N/A	20.0	8.3	0.0	N/A	16.0
Germany	47.1	30.0	100.0	40.7	29.6	42.9	100.0	39.1
India	94.8	89.0	125.3	83.3	61.9	50.0	N/A	91.3
Italy	80.0	72.7	400.0	86.1	64.8	46.7	0.0	75.5
Poland	37.5	33.3	60.0	29.2	42.9	0.0	0.0	34.8
Spain	66.0	41.1	141.7	63.9	43.3	36.8	50.0	57.0
Switzerland	9.1	12.3	100.0	16.1	5.3	0.0	12.5	11.0
UK	9.4	8.7	N/A	11.8	0.0	30.0	0.0	9.1
Total	52.5	42.8	127.8	52.5	30.1	25.0	28.6	47.5

Turnover rates²⁴ divided by gender, age group and geographical region for FY 2022

Turnover rate [%]	By gender		By Age group					
Country	Women	Men	Below 25	25-35	36-45	46-55	Over 56	Total
France	18.8	33.3	N/A	40.0	8.3	0.0	N/A	24.0
Germany	29.4	16.7	0.0	33.3	7.4	28.6	100.0	23.4
India	21.7	15.1	21.5	17.9	9.5	0.00	N/A	17.8
Italy	32.7	13.6	200.0	19.4	22.2	13.3	0.0	21.0
Poland	12.5	20.0	20.0	4.2	35.7	50.0	0.0	17.4
Spain	36.5	22.2	45.8	31.7	28.7	31.6	33.3	31.3
Switzerland	5.3	14.0	20.0	13.4	7.9	8.7	0.0	10.6
UK	12.5	30.4	N/A	29.4	12.0	30.0	0.0	20.0
Total	24.3	17.0	27.8	21.5	17.2	20.8	28.6	20.5

²³ The New Hires rates are calculated by dividing the number of new hires recorded in 2022, by the number of employees, by gender and geographical area at 31 December 2022.

²⁴ The turnover rates are calculated by dividing the number of terminations recorded in 2022, by the number of employees, by gender and geographical area at 31 December 2022.

Performance management

Creating opportunities for personal growth and development is key to making our people feel empowered to succeed. Our ‘Power Up’ performance management process goes in this direction, asking our employees to set their main goals and to set-up regular conversations around personal performance and development with their managers.

The programme is continuously evolving: in 2022 we launched a feature allowing managers to ask peers to provide feedback on their colleagues’ performance.

The performance review process is run annually and includes two “touch-points” occurring every six months²⁵. These two key moments are structured in the following steps:

1.Prepare: we start with a moment of self-reflection, where the employee carries out a self-rating based on individual performance goals (both qualitative and qualitative), weighs on achievements & challenges, and proposes new individual performance and development goals to focus on in the next six months. Following that, managers go through a management review: they rate employees’ individual performance and confirm or define new performance and development goals that employees need to focus on.

2.Meet & Wrap Up: a one-to-one performance conversation to celebrate past work and agree on Individual Performance and new development goals, if needs have changed.

At the end of the year, between these two steps, a Calibration process also takes place: the HR Business Partners meet with the Leadership Team first line to ensure awareness and consistency given within the functions, according to a set of standards.

²⁵ The first touchpoint, which usually happens between April and May, takes into consideration all the information about employees’ performance gathered six months earlier, so usually in November of the previous year.

The majority of eligible employees have received a performance management review during FY 2022.

Number and percentage of employees²⁶ who received a performance review during the two review cycles of FY 2022

April-May cycle		
Number of eligible employees	Number of employees who received a review	%
1,212	1,006	83.0
October-November cycle		
Number of eligible employees	Number of employees who received a review	%
1,455	1,443	99.2

This 2022 End Year Performance Review was focused on updating performance ratings and the definition of individual goals. More specifically, we have reframed a new Performance Rating Scale to make it more meaningful and reinforce the different shades of positive performance to make appropriate assessments. The new scale goes from 1 (which means that the employee is consistently not meeting expectations and, therefore, a performance improvement plan is needed) to 5 (which means that the employee is consistent, exceptional performance recognised, not only by their own team, but also other teams/departments).

In addition to that, inspired by our values, we have defined six core competencies that our employees have to refer to when defining their development goals:

Strive for Success: demonstrating a desire to succeed and concentrating efforts on achieving important goals and favourable results for oneself, one’s team, and the company.

Problem Solving: anticipating, recognising, taking responsibility for, and clearly identifying problems by proposing fixes or fresh approaches to tasks, being creative and inventive.

²⁶ External workers are not counted.

Collaboration: promoting a spirit of cooperation and working well both internally and externally with others to achieve goals and act in the best interests of the company.

Influence Others: affects the actions, behaviours or opinions of others, building consensus and reaching a common agreement by being attuned to everyone’s needs.

Empathy: recognising and comprehending one’s own traits and their influence on attaining goals, including one’s strengths, places for improvement, and other traits.

Motivate & Inspire People: motivating by proactively taking responsibility for tasks, in a timely manner, and making fair decisions.

We know that people want to know how they can advance as professionals within the organisation, what skills they should develop, what their career prospects are, what is expected of them in their roles, and what fair compensation and benefits are.

They also want to know that they are improving and that their progress is being recognized. In the attempt to give an answer to those needs, we developed a framework called **Career Ladder**, meant to support meaningful conversations around the expectations of each role, and to show how to plan for the next stop in our career journey.

As a further step in the development of this tool, in 2022 we improved the framework for some technical profiles.

The framework is based on five axes, represented in a radar chart, that show the different perspectives and expectations of a given position for each field:

- **Technology:** knowledge of the tech stack and tools
- **Influence:** scope of influence

- **Business:** knowledge of the business
- **People:** Relationship with the team(s)
- **Processes:** Level of engagement with the development processes and mindset

Training

We believe that professional learning and development is a competitive advantage for any role and company, as well as a key driver of engagement for our people.

We have a specialised team of Learning & Development experts, fully dedicated to identifying development needs and designing the right learning strategies to best support our employees’ development and performance.

We provide in-presence training as well as digital content through our e-learning platform focusing on three macro-groups:

- Legal & Compliance training - mandatory by law (legal, GDPR, Health & Safety,etc.)
- Soft skills development training (communication, problem solving, etc.)
- Specialist & Technical trainings (business and role specific)

Type of training	Percentage of hours of training* [%]
Legal & Compliance	4.5
Soft Skills	1.2
Specialist Training	84.3
Technical Training	10

* The percentage of hours of training is calculated on the sum of hours of training for each category of training divided for the total hours of training completed during FY 2022.

Average hours²⁷ of training completed by employees divided by gender and job category for FY 2022

Professional category	Women	Men	Total
Managers & Employees	58,9	51,2	55,0
Business Units	34,1	23,1	30,2
Corporate & Staff Functions	9,2	6,8	8,3
Customer Care	113,3	121,0	116,5
Product, Tech & Data	16,4	28,6	26,2
Exec & Business Leaders	6,7	15,3	12,8
Business Units	3,6	10,8	8,0
Corporate & Staff Functions	6,5	4,3	5,2
Customer Care	4,6	0,0	3,1
Product, Tech & Data	13,2	22,3	21,2
Total	57,0	48,1	52,4

Every employee needs some breathing space and time to properly focus without distraction. This is why we created our “FriYAYs”. On Friday mornings, people are encouraged to keep the morning meeting-free and make room for deep work and/or learning and development.

Since it is the core topic of our business, during FY 2022 we gave an extra focus on training initiatives related to Technology. For example, we have created an internal Tech blog in which employees can post information and news regarding Tech topics in order to keep themselves always updated.

Moreover, we subscribed to an e-learning platform owned by one of the biggest tech publishers in the world: through the platform, our employees have access to several tech publishers, interactive learning and live sessions with experts.

Lastly, we are receiving support from a renowned technology consultancy that is organising bespoke coaching, training, and mentoring sessions aimed at improving the skills and the methodology of our tech teams.

²⁷ The average hours of training are calculated by dividing the number of hours of training recorded in 2022, by the number of employees, by gender and professional category at 31 December 2022. Ad personam trainings exceeding 500 hours have been omitted in order to do not affect the average.

Moreover, we promote interaction and good exchange among colleagues with three different periodic meetings:

Communities of Practice (CoP):

members that share common interests across the Group can connect on a voluntary basis and join forces to share knowledge, coordinate global changes, create guidelines and best practices that solve common concerns. We now have two communities in place: one related to Frontend development, one related to Product.

LM Talks:

informal short meetings (5 to 40 minutes long) devoted to sharing knowledge on multiple topics and fields. Everybody in the company is invited and attendance is optional: our employees join based on their interests.

Coding Dojo:

during these meetings experts of coding get together to work on programming challenges. Usually, the attendees work in pairs in separate breakout rooms for a given amount of time, then meet at the end for a short retrospective. The Coding Dojo is open to any Software Engineer in the Company, and happens every week.



Working in Travel Tech at lastminute.com?

It is all about the <Alt>itude

Investment in innovation has always been crucial to lastminute.com’s relentless digital focus over the last 25 years. And the people who drive our innovation are at the heart of that drive for online excellence.

Following the biggest technical recruitment drive in our history in 2021 and 2022, we felt it was the right time to bring our travel tech team together. We wanted to give our 100 new developers and data experts the chance to discover what being part of the “pink people” was really all about.

With our 400-strong team distributed across Europe and India, we decided to hold our first-ever bespoke Product & Tech Camp in November in Barcelona.

There the teams got the chance to share knowledge, bond, and build trust to enable them to work even more closely together in the future.

The four days were packed with: a plenary session about the vision and strategy from senior leaders, team activities, an Open Space conference, and several social moments. Attendees also took part in a beach clean-up activity organised by our Sustainability and Social Responsibility team for the Oceans and Rivers Protection Project.

The driving force behind the event in her role as **People and Culture Business Partner for Technology, Raffaella Rossini**, said sharing best practices was crucial to a brand that reaches millions of consumers worldwide via its digital platforms every month.

She said: *“The camp was a huge success and we believe these opportunities for individual and collective growth for our people are crucial in retaining our talent.”*

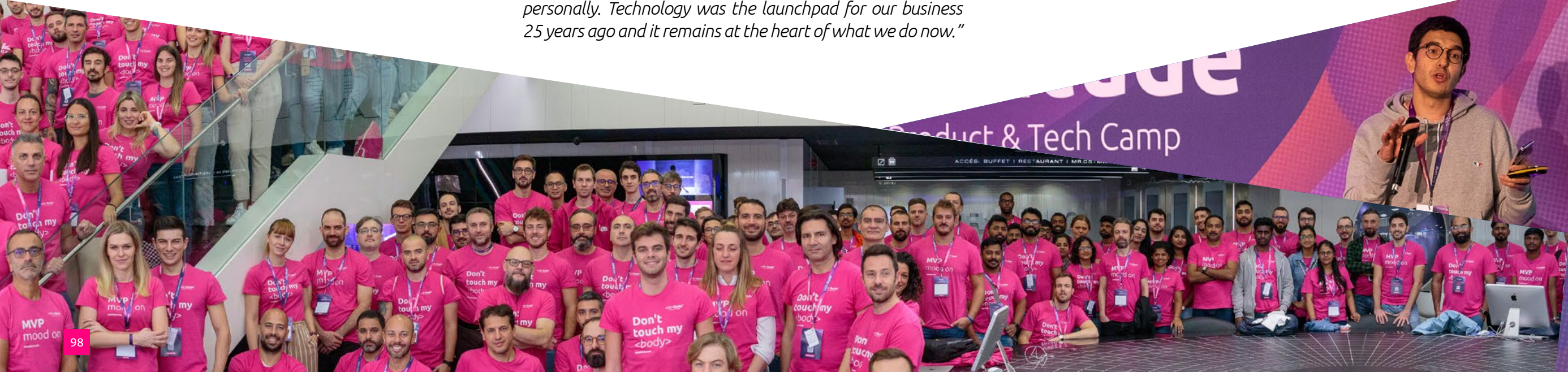
It was an enriching and rewarding experience also for me personally. Technology was the launchpad for our business 25 years ago and it remains at the heart of what we do now.”

We were delighted to put together the camp with our event partners which included Sabre, AWS, Piksel, Bip Openknowledge, Netribe Group, Dative.io, Gruppo E and Thoughtworks. Other colleagues attending came from our digital marketing hub in Barcelona, which alongside our digital hub in Bilbao and office in Madrid, brings a strong tech presence in Spain.

“We believe these opportunities for individual and collective growth for our people are crucial in retaining our talent.”



Raffaella added: *“Helping to organise our first Product and Tech Camp together with a handful of colleagues saw a lot of work, and love, go into preparing the Camp, and it showed: the attendees provided great feedback (“I am enjoying every minute” is one that I’ll never forget), and the execs who thought that the time was right to run such an event for that audience were happy with the outcome.”*



<Alt>itude²³
Product & Tech Camp

lastminute.com

Customers

MATERIAL TOPICS ADDRESSED IN THIS CHAPTER:

Customer management

Taking care of our customers before, during and after their trip, providing a high-quality experience throughout the overall customer journey.

Promoting sustainable tourism

Actively reducing the negative environmental and social impact of tourism through the promotion of alternative ways of travelling and collaboration with more sustainable business partners.



GOAL 9
INDUSTRY,
INNOVATION AND
INFRASTRUCTURE



GOAL 12
RESPONSIBLE
CONSUMPTION
AND
PRODUCTION



Customer journey and customer service

Customers are at the heart of everything we do, and making sure they enjoy the best travel experience possible is a business imperative. They are both looking for smart technological platforms and personalised assistance: a balance of digital freedom offering virtually unlimited travel choice with a human touch, whether for expert advice or help when things don't go to plan.

After years of travel disruption, customers show more anxiety than ever before about their travel schedule and related services. Their demand for an always more efficient and effective customer care service is front and centre of our customer strategy and objectives.

This objective has been pursued with an all-rounder program of activities: scaling up our customer care structure, streamlining our internal processes, leveraging on new streams of automatization, activating new services, and continuously improving based on our customers' feedback.

In-housing investment

During 2022, we invested in the enlargement of our internal customer care structure with an extensive recruiting programme. We switched from a mainly outsourced customer care to a predominantly in-house team in order to better train our people and therefore provide a better service to our customers.

Today our customer care team counts more than 1000 trained internal and external agents across seven countries, covering different languages and time zones. 56% of our customer care cost base is now insourced, compared to just 23% in 2019. This switch especially impacted our customer service hubs in Spain and India.

²⁸ Total time required from the customer request submission to the final solution.

²⁹ Italy and Sweden are for the moment out of scope due to local regulations.

Streamlining for success

In 2022 we streamlined our internal processes and created the **One Contact Resolution Initiative**.

The project was to ensure customer requests were managed by a solution within the perimeter of the first contact, improving efficiency, avoiding reworking and reducing the call's Turnaround Time (TAT)²⁸.

To do so, we focused on four main improvements:

- Reorganised our teams to integrate front-office customer management with back-office tasks managers, adopting an end-to-end approach towards customers' requests;
- Managed voluntary change requests from customers, we introduced a new tool that automatically recalls customers and connects them with the agent, avoiding time spent waiting in the queue from both sides;
- Shifted a large share of inbound Customer Service contacts from the telephone to the Live Chat channel in most countries²⁹ and for most of our products³⁰, with an overall increase of chat usage over the telephone by 31% from May to December 2022.



Davide Mara, Planning and Strategy director for customer operations, said the efforts had "delivered meaningful improvements" and allowed them to take advantage of new technology, such as AI, for handling some requests.

³⁰ Tour Operators products have been excluded from scope in 2022.

He added: “The instant translator has helped overcome language barriers and allowed better request routing to specialised agents.

Response time has improved as agents now handle up to three contacts simultaneously. By investing in team development, creating a dedicated knowledge-sharing database and introducing a job rotation program, we have been able to boost talent, improve skills, and encourage personnel”.

The power of listening

Learning from customers’ feedback is a surefire way of improving services. Listening builds loyalty, so we set a great store in our **Voice of the Customer (VOC)** initiative, through which we have an extended program of surveys aimed at understanding the satisfaction level of our services throughout the customer journey.

We send our clients bespoke surveys in order to explore customers’ experience with the many steps of interaction they have had with our customer service. More specifically, we aim to assess:

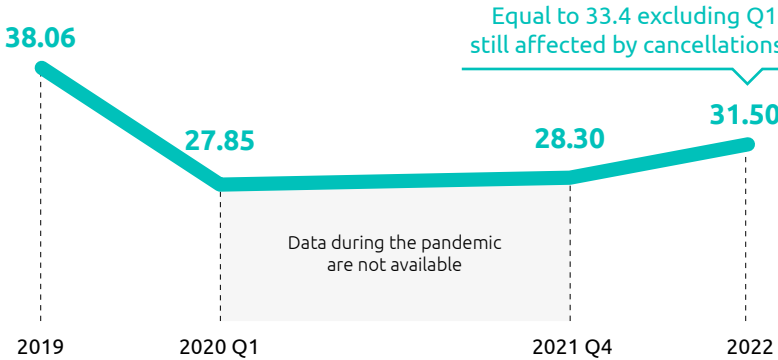
- The quality and courtesy of the customer management following a request made through the different channels (email, call and chat).
- Effectiveness of interaction and customer satisfaction after an issue management.
- Customer satisfaction related to claims management.
- Effectiveness of the services to customers logged in to their personal page on the website.

³¹Metrics consisting of subtracting the percentage of detractors from the percentage of promoters, collected by asking to assess the likelihood of customers recommending a brand. Values can range from a minimum of -100 (if every customer is a detractor) to a maximum of 100 (if every customer is a promoter).

As a final verification of the overall experience, we send what we call the “Welcome Back” survey. This is our main KPI to understand customer satisfaction and the willingness to recommend our brand.

Based on this survey results, we calculated our Net Promoter Score³¹: in 2022 it has been on average 31.5, or 33.4 if we exclude the first quarter - still heavily impacted by cancellations - on the way back to pre-pandemic levels.

Welcome back NPS



Thanks to all the initiatives reported above, from April to December 2022 we have consistently decreased the average Turnaround Time of the post sales³² requests, significantly exceeding our internal targets. Moreover, the average abandon rate registered in 2022 for phone calls was below 4%, and below 4.5%³³ for live chats.

Such achievements gain even more value, considering the fact that they took place in a situation of increasing complexity due to new threats (i.e. airport/airlines disruption) and a general higher customer anxiety that pushes for quick replies, contacting more than one channel at a time.

³²In such figures the following services are excluded: refunds and claims which are processed with dedicated queues.

³³Percentage calculated from April to December.

Special Projects

The Terminal Project

Timing is crucial when customers need help. In the summer of 2022, many major European hub airports struggled with increased passenger numbers due to strikes and labour shortages. Thousands of flights were delayed or cancelled every week, disrupting travellers’ plans.

The Terminal Project took off in August 2022. It provided guidance and assistance to our customers on the departure day by prioritising their calls and sending them customised communication through our Chat support. We dedicated experienced agents to support customers in finding alternative options. We also created a dedicated FAQ page with information about airport cancellations.

All Night Long

We leverage technology to give our customers in need the highest priority. During 2022 we revamped our 24/7 service, which had suffered a setback during the pandemic, starting in the UK market and extending it to all our main markets in autumn 2022. By spring 2023, we will service them all.

Claims Management

We always do our best to ensure our customers are happy and satisfied with our products and services, but things can go wrong. In 2018 we set up an internal specialised team focused on claims management.

Since then, we have grown the team to one hundred expert employees.

Cruise customer management

Our Cruise business was born with a highly ambitious goal: to develop a web platform dedicated to the world of cruises providing best-in-class service technology.

Available in Italy, Spain, and France, our website features all the information on ships, types of cabins, companies and itinerary and is updated daily with the latest offers from the cruise companies available.

The real added value of our cruise business is our cruise consultants, who personally visit the ships and are constantly available to help customers choose and book cruises according to their needs and preferences. We also have a dedicated post-sale customer care service which provides assistance and information from booking to boarding.

The cruise sector registered a strong recovery in March 2022, so we doubled the resources dedicated to customers in two months and extended the front-office opening to seven days per week.

We are always committed to helping customers at our best and are especially careful with claims management. Claims can be sent via email to a dedicated address or through institutional channels (e.g. lawyers or consumer unions). In 2022 we received 180 claims from 136 unique customers. Of those claims, 92.2% were closed at the end of 2022, and 100% have been closed by the publication of the current report. The main reasons were disruptions of the shipping company (for which we act as intermediaries) or complaints related to cancellations and refunds of Covid vouchers.

Customers can contact us through channels targeted at different use cases. Some quick requests can be held on chat or customers can reach us through standard channels (phone and email). We also collect 'escalated requests', notified through lawyers, consumer associations, and internal contacts. Our ticketing tool system automatically dispatches the request based on criteria.

Once dispatched, our dedicated team assesses it, then staff reach out to the customer and start an investigation to understand the nature of the claim and possible causes. We contact them again to inform them about the possible solutions.

In 2022 we recorded 90.764 complaints³⁴, of which 99% were dealt with by the end of December 2022. The remaining ones completed at the start of 2023.

Our claims rate is 1.65% - if we consider the number of bookings³⁵ affected by a claim - or 0.78 complaints per 100 customers, as a benchmark with other players in our industry. Our claims Turnaround Time shows an average response to claims in 13 days, abundantly below any regulatory requirement.

The list shows the first cause for the claims registered during 2022 concerns complaints related to providers' issues.

We make an extra effort to guarantee full assistance to our customers, even when it's a third party issue and is not under our direct responsibility.

Main reasons for claim in order of number:

- **Providers Issues** (i.e. No booking on arrival, hotel standard, car, transfer...)

- **Voluntary Cancellation & Change**
- **Refunds** (i.e. Refund waiting time, value of the refund)
- **Baggage & Extra Service**
- **Vouchers Management** (i.e. Voucher extension request, cashback, etc)
- **Others**

Our path towards the Sustainable Tourism

Sustainability has become a topic of primary relevance on the public agenda.

An increasing number of research pieces and academic papers show a general increase in awareness of environmental and social issues.

Holidaymakers are showing interest in a more conscious approach to travel. As part of the global travel community, we believe we have a duty to innovate the industry.

We are an asset-light company - we don't own aircraft, hotels or other tangible assets. Our direct impact on the environment and local communities is limited, but we believe we can have power.

As intermediaries and travel organisers, we can do our part by leveraging our websites' audience.

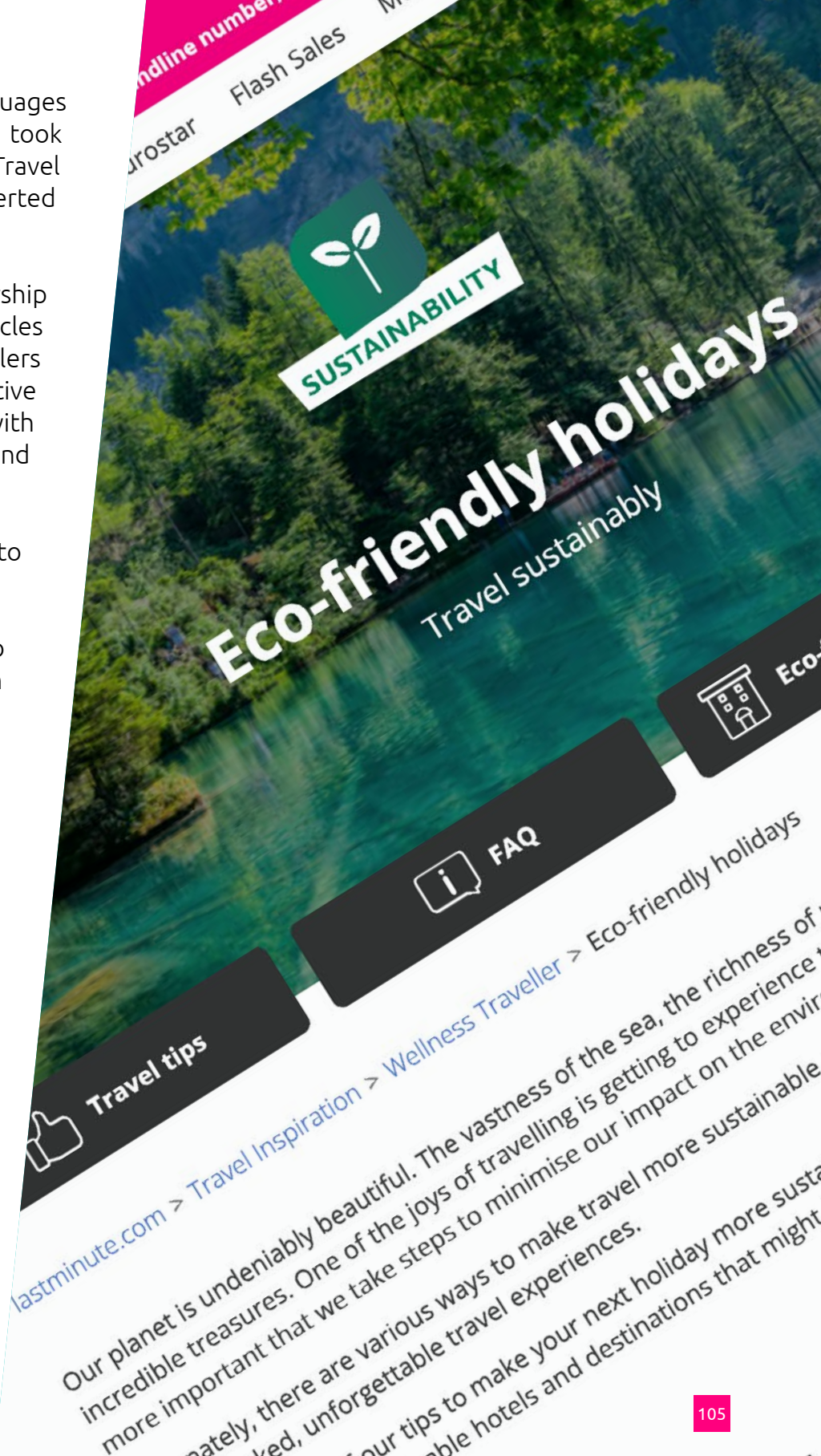
We are still at the very beginning of this path, but in 2022 we published sustainable travel-related content on our META platforms, promoting environmentally-friendly destinations and alternative transportation and providing tips on being a responsible traveller.

We created 69 web pages in 8 different languages across 23 countries, while on the App we took advantage of our latest content feature, the Travel stories. Among the first profiles released, we inserted one dedicated to Ecotourism.

Furthermore, in connection with our partnership with the Tour de France, we created 85 articles published in 8 markets aimed at inspiring travellers with a focus on cycling holidays and alternative mobility, suggesting how and where to travel with a bike, and sharing tips from cycling experts and travel writers.

In 2023 we plan to develop our approach to sustainable tourism in two ways:

- We will create a dedicated information hub to inspire and educate our customers through landing pages, newsletters and editorial content.
- We will develop a CO2 calculator to ensure our customers are aware of the environmental impact of their trips, and we will provide a range of choices in this respect.



³⁴ The total number of complaints is referred to 73,129 unique bookings.
³⁵ The calculation considers all the bookings that can generate a claim, independently from their status in 2022.

Environment

MATERIAL TOPICS ADDRESSED IN THIS CHAPTER:

Energy and emissions management

Active management and reduction of negative environmental impact related directly and indirectly to company activities.



GOAL 9
9. INDUSTRY,
INNOVATION,
INFRASTRUCTURE



We want to help people make unforgettable memories while travelling the world and because of that, we’re committed to play an active role in protecting our planet and fighting against climate change through concrete actions. Reducing our direct energy use and greenhouse gas emissions, as well as involving our workforce in our environmental protection projects are priorities in this sense.

As a tech company, we think that technology can be a powerful force for good. Even though our core activities have a relatively low impact, in 2022 our Group engaged in a series of activities aimed at assessing our environmental footprint and developed a structured plan to make our business more sustainable. Our assessment focused on three main areas: CO2 emissions calculation, initiative for circular economy, and engagement for awareness.

The Group’s Carbon Footprint

Our journey aimed at reducing our direct and indirect emissions kicked off with quantifying emissions connected to our operations and continued with the definition of specific reduction targets for future years and related KPIs to monitor the process.

This assessment was to define specific actions to meet the goals of the Paris Agreement on climate change. We worked with a leading solution provider using certificated cloud-based software. The reporting perimeter of analysis included our parent company, lastminute.com N.V., and its fully consolidated subsidiaries with a calculation, based on guidelines from the Greenhouse Gas Protocol Corporate Accounting and Reporting Standard (GHG Protocol). Primary data on the group’s consumptions were collected whenever possible, and when not, secondary data from credible sources were used.

³⁶This indicates that, in accordance with the Intergovernmental Panel on Climate Change Assessment Report, all important greenhouse gases were accounted for in the calculations. These include nitrogen trifluoride (NF3), sulphur hexafluoride (SF6), methane (N2O), hydrofluorocarbons (HFC), perfluorocarbons (PFC), and carbon dioxide (CO2) (NF3).
³⁷Scope 1 Direct Greenhouse Gas (GHG) emissions from sources that are owned or controlled by the organisation, as defined by the GRI Standard 2021.

The conversions performed for the emission calculations are based on the following sources: [DEFRA 2021](#) and [Ecoinvent 3.8 2021](#). All emissions are measured in CO2 equivalents (CO2e³⁶).

The calculation includes complete Scope 1³⁷ and 2³⁸ emissions and partial scope 3³⁹ emissions. We focused on assessing those Scope 3 categories that are relevant for our sector, which comprises goods and services purchased by the group during 2022, fuel and energy-related activities not included in scope 1 and 2, business trips, events and employee commuting. For the FY 2022, our total group emissions amount to 5.259 tCO2e.

As shown in the figure, the largest share of emissions is related to activities that are outside of our direct control (i.e. scope 3 emissions).

This gives us a series of challenges in implementing actions to tackle these emissions, as will be further detailed in this chapter.

Emission sources	tCO2e	%
Scope 1	33	0.6
Scope 2	572	10.9
Scope 3	4,654	88.5
Total emissions	5,259	100

Scope 1 and Scope 2 emissions

Scope 1 and Scope 2 emissions are directly linked to electricity, heating and cooling used in our offices. Scope 1 Direct emissions are the least relevant for our Group, only accounting for 0,6% of total emissions. During FY 2022, our only source of Direct Scope 1 emissions are refrigerant leakages connected to cooling in

³⁸Scope 2 Indirect Greenhouse Gas (GHG) emissions that result from the generation of purchased or acquired electricity, heating, cooling, and steam consumed by the organisation, as defined by the GRI Standard 2021.
³⁹Scope 3 Indirect Greenhouse Gas (GHG) emissions not included in energy indirect (Scope 2) GHG emissions that occur outside of the organisation, including both upstream and downstream emissions, as defined by the GRI Standard 2021.

leased offices. Cooling (Refrigerant leakages) related to co-working areas, instead, are included in Scope 2.

Scope 1 emissions of lastminute.com Group for FY 2022

Source of emissions	tCO2e
Cooling in leased offices (refrigerant gas leaks)*	33

*Quantity of refrigerant leakage is calculated based on the following assumptions: 1) The type of refrigerant we assumed is R410A, since it is one of the most frequently used cooling agent; 2) The ceiling height is 3m; 3) Assumed an air conditioning system with the highest emissions namely a split/multi-split system used for medium sized spaces 4) Leakage rate per year of 6% is assumed as it is a standard assumption for multi-split systems.

When it comes to our energy consumption and indirect GHG emissions, our impact is connected to our working spaces.

Since we do not own any of our offices, as they are either leased or co-working areas, we are implementing a series of actions to raise awareness among our staff on applying best practices in everyday work life, such as switching off lights when not necessary and using heating and cooling sources responsibly.

Energy consumption of lastminute.com Group in 2022 divided by country and type of consumption [in GJ⁴⁰]

Country	Electricity [GJ]	Heating [GJ]
France	49	48
Germany	489	307
Italy	157	124
India	555	N/A
Poland	66	189
Spain	618	163
Switzerland	451	1.255
UK	54	117
Total	2,439	2,203

Energy intensity⁴¹ of lastminute.com Group for FY 2022

[in GJ/number of employees]

Total energy consumption (GJ)	Energy intensity
4,642	3

⁴⁰ Data were converted from kWh to GJ with the following conversion factor: 0,0036 GJ/kWh.

⁴¹ Energy intensity calculated onto the total of employees as per the 31.12.2022.

For the calculation of Scope 2, we included emissions linked to the use of electricity, heating and cooling⁴² at our office buildings worldwide.

Scope 2 emissions cover a limited amount of GHG total emissions, for a total of 10,9%⁴³on the total of emissions. Electricity is the main source of Scope 2 emissions, and constitutes ⅔ of the total.

Emissions were calculated using both the market-based and the location based methods, as recommended by the GHG Protocol.

For the market-based method, where available, specific emission factors for the electricity purchased were collected. When specific factors were not available, factors for the residual mix in the country of operation were used, or, if this was unavailable, the average grid mix of the country was used.

For the location-based method, the average electricity grid mix for the country was calculated, enabling a direct comparison of the company’s values with the country-specific average.

Scope 2 emissions (Market-based) of lastminute.com Group for FY 2022

Source of emissions	tCO2e
Electricity*	408
Heating**	154
Purchased cooling in co-working areas	10
Total	572

* For some offices where primary data on electric energy consumption was not available, the data was estimated. Emissions calculations were done using default country-specific values related to electric energy (kWh) consumption on sqm. In the absence of such emission factors for a specific country, we calculated emissions approximating them on a geographically proximate country.

** For some offices where primary data on heating was not available, the data was estimated. Emissions calculations were done using default country-specific values related to heating (kWh) consumption on sqm. In the absence of such emission factors for a specific country, we calculated emissions approximating them on a geographically proximate country.

⁴² Data refers to refrigerant leakages related to co-working areas, which are excluded from Scope 1.

⁴³ Considering the Market-based approach values.

Scope 2 emissions⁴⁴ (Location-based) of lastminute.com Group for FY 2022

Source of emissions	tCO2e
Total	293

lastminute.com Group emission intensity

[in tCO2e/number of employees]

Total emissions Scope 1 and 2* (tCOe)	Emission intensity**
605	0.4

* Market-based approach.

** Emission intensity calculated onto the total of employees as per 31.12.2023.

Scope 3 emissions

Scope 3 indirect emissions represent the main type of emissions of lastminute.com Group. They account for a total of 4.654 tCO2e, which represents 88,5% of our total emissions. For 2022 calculation, the following categories are included:

- **Category 1:** Purchased goods and services, which are composed by electronic devices and external data centre (almost completely transitioned to cloud computing), as two most relevant purchases for a tech company;
- **Category 3:** Fuel- and energy-related activities not included in Scope 1 or Scope 2;
- **Category 6:** Business travel, including corporate and company events;
- **Category 7:** employee commuting, including home working.

Category 1: Purchased goods and services

Electronic devices

Electronic devices are fundamental assets for our business. In 2022, the electronic devices we purchased accounted for 237 tCO2e⁴⁵, which consists of 4,5% of our total emissions. However, as we better explain in the

“Technological assets and circular economy” section of this chapter, we are working on further optimising the management of our obsolete electronic devices in the most efficient way possible by promoting circularity.

Data Center

The external data centres we rely on in our business operations account for 568 tCO2e⁴⁶, which consists of 10,8% of total emissions. As part of the strategy to tackle our emissions, we are transitioning data storage activity from the physical data centre to cloud computing services, relying on two renowned cloud service providers. It should be noted that both companies have emission reduction strategies in place and have publicly stated their intention to continue implementing sustainability measures for the benefit of their customers.

Category 3: Fuel and energy-related activities

This category includes emissions related to the production of fuels and energy purchased and consumed by the reporting company in the reporting year that are not included in scope 1 or scope 2. This means including emissions derived from the extraction, production, and transportation of fuels consumed in the generation of electricity, and heating that is consumed by the reporting company. Emissions were calculated based on the corporate energy consumption⁴⁷.

Category 6: Business trips and Events

Travelling is a priority not only for our customers but also for our employees. After being forced to stay at home on and off for over two years because of the Covid-19 pandemic, in 2022 we all felt the need to reconnect. In 2022, following a recruitment drive that significantly grew our workforce worldwide, we felt

⁴⁴ Purchased electricity for own use.

⁴⁵ Primary data on the purchase of electronic devices by all companies in the lastminute.com Group.

⁴⁶ Emissions for external data centres where provided by the service providers.

⁴⁷ Where primary data on energy consumption was not available, an estimation based on offices sqm was done.

the need to help our international teams meet again and let newbies finally meet their colleagues in person. However, we are aware that business trips, together with related events, accounts for 37,60%⁴⁸ of the total emissions of our Group. This is why we are willing to implement new policies to ensure we travel and plan events in a more sustainable way.

Category 7: Employee Commuting

Another important source of emissions for our business is employee commuting which accounts for 32,9% of our total emissions with 1.731 tCO2e. As mentioned in the “Remote working” chapter we have formalised hybrid and full remote working policies for our employees, giving them the chance to manage their time flexibly, saving hours dedicated to commuting, and avoiding GHG emissions correlated to their trip to work. People working at home, however, still produce emissions, therefore, we decided to include emissions resulting from a home office in the calculation⁴⁹.

Data on employee commuting habits during FY 2022 were collected through a survey, where lastminute.com workers⁵⁰ were asked to provide the number of km travelled from home to work, the most used means of transportation and the number of days of presence in the office⁵¹. Since commuting has a major impact on our employees` quality of life as well, we added an additional section to the survey aimed at investigating how the Group can help employees choose greener and more preferable commuting options. To further encourage our employees to use public transport to get to work, we rent office spaces that are located in well-served urban areas, such as city centres or near train stations. In the future, we intend to adopt

a new policy for selecting offices, taking environmental aspects into consideration during the selection process. For FY 2023, we will focus on the commuting issue, considering evolving regulations, possible evolutions in our remote working policy and ongoing initiatives to promote sustainable commuting.

Technological assets and circular economy

lastminute.com is mostly paperless, however, we are aware that technological assets, which are its main working tools, have an impact on the environment. Our objective is to actively reduce this negative environmental impact by (1) maximising the lifespan of our technical equipment (2) giving them new life following the principles of a circular economy, and (3) selecting appropriate disposal options allowing for recycling.

The average lifespan of technological assets can vary considerably within the Group, based on the asset considered and the different functions` needs for regularly updating their equipment. For example, IT developers are much more dependent on high-performing and innovative technical equipment than administrative staff. We have developed internal guidelines to ensure we maximise our assets` lifespan without affecting productivity.

Employees are given the opportunity to purchase retired corporate laptops. Moreover, the Group is looking for further alternatives by searching for donation options such as schools and associations that promote technological inclusions, that can leverage perfectly functioning devices. We intend to raise awareness on the correct use of corporate devices to extend their lifespan and collaborate with service providers that ensure the recycling of discarded components.

depending on the case. For those legal entities that received a satisfying number of answers (more than 50% of total employees), lastminute.com Group estimated the remaining data by calculating an average amount of emissions per employee based on the available data, and then multiplied such emission factors for the employees who did not provide any answer. For those legal entities that did not receive a satisfying number of answers (less than 50% of total employees), lastminute.com Group estimated the remaining data by multiplying a country-specific emission factor related to commuting for the employees who did not provide any answer.



Society

MATERIAL TOPICS ADDRESSED IN THIS CHAPTER:

Suppliers, investors and partners

Maintaining a proficuous and mutually beneficial relationship with suppliers, investors and business partners the Group engages with.

Relationship with local communities and territories

The impact lastminute.com has on communities and territories through donations, volunteering activities and environmental and social initiatives.



Relationship with local and global communities

The importance of **creating a valuable relationship with the local communities** where we operate is something we strongly believe in. But this is not limited to our office locations. As a travel tech company helping millions of customers experience the world, we need to think about the global community, add value to local areas visited by our customers, and contribute to new job opportunities.

Collaboration with the lastminute foundation

Founded in May 2016, the lastminute foundation has two main areas of focus:



EDUCATION

creating an educational ecosystem that can really make a difference for younger generations. This means building awareness of crucial world issues - such as environment, diversity, and sustainability - but also channelling their potential by empowering critical and creative thinking, independent reasoning, cooperation and empathy.

SOCIAL ENTREPRENEURSHIP

fostering social change by supporting high impact projects and solutions to bring concrete benefits to people and society, including training activities and the development of an effective and impactful entrepreneurial ecosystem.

In 2022 the outbreak of the war in Ukraine saw us shift our priorities overnight to address an immediate need. As a top priority, we contacted and supported our employees and their families based in Ukraine, making sure no one was left behind. Our employees based in neighbouring countries, such as Poland, showed great empathy and solidarity, offering aid and support to their Ukrainian colleagues. No one asked them to do this - this is just how our people are.

Together with the lastminute foundation, we supported those affected by the war through donations to the Ukrainian Red Cross. Every euro/hryvnia/pound that has been donated by our employees, has been matched by the lastminute foundation alongside a minimum donation of EUR 100 thousand.

The lastminute foundation also organised a 5-week workshop for families fleeing from war-affected areas and finding refuge near Chiasso (CH), where our headquarters are located. The workshop was aimed at welcoming those families, providing support in approaching local laws and sharing other relevant information, while their children were engaged in an art workshop conducted by a therapist. Employees of lastminute.com Group were also actively involved in the workshop as volunteers.

Employees volunteering

Our Volunteering Policy, launched in December 2021, gives our employees the chance to use up to 2 days per year supporting charity projects sponsored by the company and the lastminute foundation or for whatever cause that is meaningful to them.

We are always open to new volunteering activities and our employees are strongly encouraged to pitch in ideas for new non-profit projects, and to share these opportunities with their colleagues.

Ocean & River Protection

As a Travel Tech company selling experiences all around the globe, it is important to raise our own people’s awareness on the environmental issues affecting our planet, such as garbage littering and its negative effects on ocean biodiversity. We strongly believe that sustainability sensitivity drives innovation.

This is why in 2022, we carried out an “Ocean & River Protection” initiative aimed at contributing to cleaning up public areas and raising awareness of waste management problems. An issue that is strongly connected to traveller habits and the ability of the local administrations to manage the challenge of overtourism⁵².

So in collaboration with local NGOs, 256 employees took part in this initiative cleaning beaches, parks and riverbanks in four of the cities where our offices are located: Paris, Munich, Barcelona and Bangalore.

While working together to separate and dispose of the waste to be sent to recycling facilities, we had the perfect opportunity to engage in a discussion around marine littering and the impact on biodiversity and human health. We aim to build on this initiative in 2023.



MUNICH

BANGALORE

PARIS

BARCELONA

114 ⁵² Overtourism is the congestion or overcrowding from an excess of tourists, resulting in conflicts with locals. The World Tourism Organisation (UNWTO) defines overtourism as "the impact of tourism on a destination, or parts thereof, that excessively influences perceived quality of life of citizens and/or quality of visitor experiences in a negative way".

Promotion of an equal and inclusive society

Travelling should be one of the most enjoyable moments in life, a moment to feel free to be yourself: this idea embodies our core values as a brand, and we really want to do our part in building a society that truly embraces diversity.

Our very own company value “Be Yourself” encourages all employees - and everyone else - to be their real, authentic selves both at work and outside of work every day. We aim to tackle discrimination at its roots and help people feel welcomed, informed and included, whatever their nationality, gender or sexual orientation.

We have a long history partnering with Pride events and associations, and in July 2022 we were the main sponsor of the Madrid Orgullo (Pride), the biggest parade in Europe (and second only to New York globally in size).

Our employees were joined by business partners and influencers on our open-topped bus in the parade, which involved 2 million people. We’d identified 11 key influencers (7 Spanish, 2 Italian and 2 English) that are active in the LGBTQ+ community to join us and spread messages of tolerance and love.

Thanks to that, rainbow colours were spread on social media too, together with some informative content on LGBTQ-friendly holiday destinations.

Prior to the parade in June 2022, we decided to dedicate two special days to inclusivity in London.

As sponsors of the lastminute.com London Eye, we lit up the famous wheel in rainbow colours to represent our willingness to encourage people to be themselves, regardless of social constraints.



We also hosted a boat party featuring a fun but factual quiz on diversity and inclusion in collaboration with influencers from the LGBTQ+ community.

Our employees are the heart of everything we do, and are always encouraged to celebrate diversity and inclusion.

They were invited to come and join both our 2022 Pride events, in Madrid and London. Also, our 2022 summer parties across all our locations were Pride-themed and aimed at promoting our company value “Be Yourself”.

Raising awareness over inclusivity among our own people is key to delivering the right messages both to the internal and the external audience.

In October 2022, our Marketing team organised a workshop about inclusive communication, partnering with a globally recognised consultancy agency specialised in LGBTQ+ topics related to the travel sector.

Thanks to the workshop, our teams learned more on how to be authentic, inclusive and respectful of all diversities when it comes to marketing communications and campaigns.

Relationship with suppliers and business partners

Our travel provider partners and affiliates are an integral part of our business. We collaborate closely with airlines, tour operators, hotels, car rental agencies, destination services, payment services, cloud technology and assistance supply partners to provide our consumers the best service possible. Consistently with our **Code of Conduct**, we manage relations with our suppliers and partners with loyalty, fairness and professionalism, encouraging solid and lasting collaboration.

Suppliers' selection process

The selection of suppliers and the determination of contractual conditions are based on objective and impartial evaluations as detailed in our **Group Procurement Policy** and the connected **Procurement Procedure**.

Our procurement operations are managed through an integrated tool, with the goal to assure compliance with all applicable laws and the GDPR framework implemented by the Group.

The process is structured in four main steps:

- Vendor selection / negotiation;
- Contract & GDPR check;
- Purchase Order issuing and approval;
- Contract signature.

Multiple internal teams participate in the process:

1. During the selection and negotiation process the Business Owner collaborates with our team dedicated to Global Procurement in order to address business needs evaluating all suitable options and finally select the best offer.

2. The Legal and Data Protection Teams provide the Business Owner adequate support in order to ensure regulatory and privacy requirements are properly addressed. When a technological solution is under evaluation, also technical performances and cybersecurity guidelines are considered.
3. The purchase order process is based on different levels of approval in order to guarantee alignment with the allocated budget and the proper segregation of duties.
4. If the purchase is approved, the Procurement team identifies the signers and sends the contract through for signature.

The qualification and selection of the suppliers and partners we wish to work with is detailed in the **Vendor Onboarding procedure**, detailing:

- The vendor onboarding flow and related internal responsibilities;
- Documentation to be acquired before starting the assignment;
- Vendor contracting arrangement;
- Vendor monitoring activities.

During the onboarding process, for example, we ask our potential suppliers to provide us evidence of their financial stability, all regulatory compliance and operational audits (i.e. PCI DSS Certification, DPIA⁵³ requested by GDPR⁵⁴...).

Moreover, we make sure that the potential supplier is aligned with our vision, strategy and overall goals by

checking their reputation in the industry and general public and we assess them on the following issues:

- Cybersecurity attacks.
- Data security breaches.
- Management of sensitive and confidential information.
- Past, present or expected legal issues.

During FY 2022 we performed a Vendor Onboarding Audit with the goal to ensure that the Group internal **Vendor Onboarding Procedure**, best practices, and legal requirements - including GDPR for vendors that process personal data - are effectively applied to the engagement process for lastminute.com Group's vendors and, eventually, strengthen it with corrective measures.

Specifically, we performed a system auditing activity on our internal onboarding processes taking a sample of 10 suppliers, of which 7 suppliers with privacy roles and 3 vendors without privacy roles.

Suppliers Due Diligence

Our due diligence evaluation is carried out on both current and prospective suppliers and it is detailed in our Supplier Management Policy.

Suppliers are assessed for honesty, integrity, compliance and confidentiality when a new agreement is subscribed and at least on a yearly basis when we commit for a new purchase. Here below some of the risks assessed are summarised.

Compliance Risk: we verify that the Supplier follows its own policies, procedures, and processes to comply with applicable laws related to information security, regulatory mandates, and internal operational issues.

Country Risk: we review the country in which the Supplier is located for economic, political, social and other relevant events to ensure the geographic landscape is stable.

Credit Risk: we review their financial statements and/or other financial information, including public records to ensure that the Supplier is financially stable.

Reputation risk: we verify the Supplier public perception and opinion, the alignment with our business initiatives, and the possible failure to delivery.

Information Technology Risk: we verify that our suppliers utilise secure and stable hardware/software systems and that all IT infrastructure follows security standards with regards to confidentiality, integrity and availability of data. To protect the privacy rights of our customers, we assess the risk of data breaches that might potentially result in the loss of sensitive and confidential information for all our suppliers.

⁵³ Data Protection Impact Assessment

⁵⁴ General Data Protection Regulation (EU GDPR) of 2016/679

Annex I

Emission sources	tCO2e	%
Scope 1	33	0.6
Refrigerant leakage	33	0.6
Scope 2	572	10.9
Purchased electricity for own use (stationary)*	408	7.8
Purchased heating, steam, and cooling for own use, of which:	164	3.1
Heat (purchased)	154	2.9
Purchased cooling	10	0.2
Scope 3	4,654	88.5
Business travel, of which:	1,977	37.6
Flights	1,794	34.1
Hotel nights	147	2.8
Rental and private vehicles	18	0.3
Rail	18	0.3
Employee commuting, of which:	1,730	32.9
Employee Commuting	1,172	22.3
Home office	558	10.6
Purchased goods and services, of which:	804	15.3
External data centre	567	10.8
Electronic devices	237	4.5
Fuel- and energy-related activities, of which:	142	2.7
Upstream emissions electricity	117	2.2
Upstream emissions heat	24	0.5
Upstream emissions cooling	0	0.0
Total emissions	5,259	100

* Calculated using the market-based method. Emissions calculated using the location-based method are 293 tCO2e.

Annex II

Table of correlation between Material Topics, Indicators (GRI and Non-GRI) and SDGs

MATERIAL TOPIC	INDICATORS (GRI AND Non-GRI)	CORRELATED SDG	TARGETS TO WHICH THE GROUP CAN CONTRIBUTE
Compliance, ethics and integrity	205-3: Confirmed incidents of corruption and actions taken	16 PEACE JUSTICE AND STRONG INSTITUTIONS	Target 16.5 Substantially reduce corruption and bribery in all their forms
Diversity, Inclusion and equal opportunities	2-7: Employees 2-8: Workers who are not employees 401-1: New employee hires and employee turnover 405-1: Diversity of governance bodies and employees 405-2: Ratio of basic salary and remuneration of women to men	10 REDUCED INEQUALITIES	Target 10.2. By 2030 empower and promote the social, economic and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status
Health, Safety and Wellbeing of workers	403-5: Worker training on occupational health and safety 403-6: Promotion of worker health Percentage of hours of training for specific type of training	8 DECENT WORK AND ECONOMIC GROWTH	Target 8.8. Protect labour rights and promote safe and secure working environments for all workers, including migrant workers, in particular women migrants, and those in precarious employment
Training and Development	404-1: Average hours of training per year per employee 404-2: Programs for upgrading employee skills and transition assistance programs Number of eligible employees for performance review Number of employees who received a performance review Percentage of employees who received a performance review Percentage of hours of training for specific type of training	4 QUALITY EDUCATION	Target 4.7. By 2030, ensure that all learners acquire the knowledge and skills needed to promote sustainable development, including, among others, through education for sustainable development and sustainable lifestyles, human rights, gender equality, promotion of a culture of peace and non-violence, global citizenship and appreciation of cultural diversity and of culture's contribution to sustainable development.
Privacy and security	GRI 418-1: Substantiated complaints concerning breaches of customer privacy and losses of customer data	16 PEACE JUSTICE AND STRONG INSTITUTIONS	Target 16.3 Promote the rule of law at the national and international levels and ensure equal access to justice for all
Customer management	Average abandon rate for phone calls Average abandon rate for live chats Net Promoter Score Number of complaints Percentage of complaints managed by the end of the FY Claims Turnaround Time	9 INDUSTRY, INNOVATION AND INFRASTRUCTURES	Target 9.1 Develop quality, reliable, sustainable and resilient infrastructure, including regional and transborder infrastructure, to support economic development and human well-being, with a focus on affordable and equitable access for all
Energy and emissions management	302-1: Energy consumption within the organisation 302-3: Energy intensity 305-1: Direct (Scope 1) GHG emissions 305-2: Energy indirect (Scope 2) GHG emissions 305-3: Other indirect (Scope 3) GHG emissions 305-4: GHG emissions intensity	9 INDUSTRY, INNOVATION AND INFRASTRUCTURES	Target 9.4 By 2030, upgrade infrastructure and retrofit industries to make them sustainable, with increased resource-use efficiency and greater adoption of clean and environmentally sound technologies and industrial processes, with all countries taking action in accordance with their respective capabilities
Promoting sustainable tourism	Number of contents created on alternative mobility	12 RESPONSIBLE CONSUMPTION AND PRODUCTION	Target 12.8b Develop and implement tools to monitor sustainable development impacts for sustainable tourism that creates jobs and promotes local culture and products

GRI Content Index

GRI STANDARD 2021		DISCLOSURE	LETTER OF DISCLOSURE	SECTION OF DOCUMENT
	Universal standards			
GRI 1: Foundation 2021	Statement of use	<i>lastminute.com Group has reported with reference to the GRI Standards for the period from 01-01-2022 to 31-12-2022</i>	-	Chapter “GRI Content Index”
GRI 2: General Disclosure 2021	2-1	Organisational details	a, b, c and d	Chapter “ Management Report ”
	2-2	Entities included in the organisation’s sustainability reporting	a, b and c	Chapter “ Management Report ”
	2-3	Reporting period, frequency and contact point	a, b, c and d	Chapter “ Sustainability Report ”, section “ Methodological Note ”
	2-4	Restatements of information	N/A (first year of reporting)	(first year of reporting)
	2-5	External assurance	N/A	Chapter “ Sustainability Report ”, section “ Methodological Note ”
	2-6	Activities, value chain and other business relationships	a, b, c and d	Chapter “ Management Report ” of the Integrated Report
	2-7	Employees	a, b, c and d	Chapter “ Sustainability Report ”, section “ Employees ”
	2-8	Workers who are not employees	a	Chapter “ Sustainability Report ”, section “ Employees ”
	2-9	Governance structure and composition	a, b and c	Chapter “ Corporate Governance ”
	2-10	Nomination and selection of the highest governance body	a and b	Chapter “ Corporate Governance ”
	2-11	Chair of the highest governance body	a and b	Chapter “ Corporate Governance ”
	2-14	Role of the highest governance body in sustainability reporting	a and b	Chapter “ Sustainability Report ”, section “ Methodological Note ”
	2-16	Communication of critical concerns	a and b	Chapter “ Sustainability Report ”, section “ Sustainability Governance, Ethics and Compliance ”
	2-19	Remuneration policies	a and b	Chapter “ Corporate Governance ”
	2-20	Process to determine remuneration	a and b	Chapter “ Corporate Governance ”
	2-21	Annual total compensation ratio	a, b and c	Chapter “ Corporate Governance ”
	2-22	Statement on sustainable development strategy	a	Chapter “ Sustainability Report ”, section “ Letter to stakeholders ”
	2-23	Policy commitments	c	Chapter “ Corporate Governance ”
	2-26	Mechanisms for seeking advice and raising concerns	a	Chapter “ Sustainability Report ”, section “ Sustainability Governance, Ethics and Compliance ”
	2-29	Approach to stakeholder engagement	a	Chapter “ Sustainability Report ”, section “ Materiality Analysis ”
GRI 3: Material Topics 2021	3-1	<i>Process to determine material topics</i>	a and b	Chapter “ Sustainability Report ”, section “ Materiality Analysis ”
	3-2	List of material topics	a	Chapter “ Sustainability Report ”, section “ Materiality Analysis ”
	3-3	Management of material topics	-	The Materiality Analysis was conducted by following the methodology proposed by the previous version of the GRI Standards.

GRI STANDARD 2021		DISCLOSURE	LETTER OF DISCLOSURE	SECTION OF DOCUMENT
	Topic standards			
GRI 205: Anti-corruption 2016	205-3	Confirmed incidents of corruption and actions taken	Zero incidents of corruption occurred during the reporting year	Chapter “ Sustainability Report ”, section “ Sustainability Governance, Ethics and Compliance ”
GRI 302: Energy 2016	302-1	Energy consumption within the organisation	a, c, f and g	Chapter “ Sustainability Report ”, section “ Environment ”
	302-3	Energy intensity	a, b, c and d	Chapter “ Sustainability Report ”, section “ Environment ”
GRI 305: Emissions 2016	305-1	Direct (Scope 1) GHG emissions	a, b, e and g	Chapter “ Sustainability Report ”, section “ Environment ”
	305-2	Energy indirect (Scope 2) GHG emissions	a, b, c, e and g	Chapter “ Sustainability Report ”, section “ Environment ”
	305-3	Other indirect (Scope 3) GHG emissions	a, b, d, f and g	Chapter “ Sustainability Report ”, section “ Environment ”
	305-4	GHG emissions intensity	a, b, c and d	Chapter “ Sustainability Report ”, section “ Environment ”
GRI 401: Employment 2016	401	New employee hires and employee turnover	a and b	Chapter “ Sustainability Report ”, section “ Environment ”
GRI 403: Occupational Health and Safety 2018	403-5	Worker training on occupational health and safety	a	Chapter “ Sustainability Report ”, section “ Environment ”
	403-6	Promotion of worker health	b	Chapter “ Sustainability Report ”, section “ Environment ”
GRI 404: Training and Education 2016	404-1	Average hours of training per year per employee	a	Chapter “ Sustainability Report ”, section “ Environment ”
	404-2	Programs for upgrading employee skills and transition assistance programs	a	Chapter “ Sustainability Report ”, section “ Environment ”
GRI 405: Diversity and Equal Opportunity 2016	405-1	Diversity of governance bodies and employees	a	Chapter “ Sustainability Report ”, section “ Environment ”
	405-2	Ratio of basic salary and remuneration of women to men	a	Chapter “ Sustainability Report ”, section “ Environment ”
GRI 418: Customer Privacy 2016	418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	c	Chapter “ Sustainability Report ”, section “ Sustainability Governance, Ethics and Compliance ”

Non-GRI Indicators

INDICATOR	SECTION OF DOCUMENT
Training and Development	
Number of employees eligible for performance review	Chapter “ Sustainability Report ”, section “ Employees ”
Number of employees who received a performance review	Chapter “ Sustainability Report ”, section “ Employees ”
Percentage of employees who received a performance review	Chapter “ Sustainability Report ”, section “ Employees ”
Percentage of hours of training for specific type of training	Chapter “ Sustainability Report ”, section “ Employees ”
Customer management	
Average abandon rate for phone calls	Chapter “ Sustainability Report ”, section “ Customers ”
Average abandon rate for live chats	Chapter “ Sustainability Report ”, section “ Customers ”
Net Promoter Score	Chapter “ Sustainability Report ”, section “ Customers ”
Number of complaints	Chapter “ Sustainability Report ”, section “ Customers ”
Percentage of complaints managed by the end of the Full Year	Chapter “ Sustainability Report ”, section “ Customers ”
Claims Turnaround Time	Chapter “ Sustainability Report ”, section “ Customers ”
Promoting of sustainable tourism	
Number of contents created on alternative mobility	Chapter “ Sustainability Report ”, section “ Customers ”

Glossary

CO2e – CO2 EQUIVALENT

The standard reference used to measure the impact of greenhouse gases on global warming (Global Warming Potential – GWP). The contribution of each gas is standardised with respect to the contribution of one CO2 molecule, used as a unit of measurement.

CIRCULAR ECONOMY

A model in which all activities, starting from extraction and production, are organised in such a way as to use renewable resources or recycled materials, creating a system in which the products maintain their function for as long as possible, while keeping waste to a minimum.

GLOBAL REPORTING INITIATIVE (GRI)

GRI is the independent, international organisation that helps businesses and other organisations take responsibility for their impacts, by providing them with the global common language to communicate those impacts (source: Global Reporting Initiative official website).

LOCAL COMMUNITIES

Individuals or groups of individuals living or working in areas that are affected or that could be affected by the organisation’s activities.

MATERIALITY ANALYSIS

A process whose purpose is to identify and prioritize material aspects (synonym: relevance analysis).

MATERIAL TOPIC

A significant (or relevant) aspect that reflects the significant economic, environmental and social impacts of an organisation and that may substantially influence the assessments and decisions of stakeholders.

STAKEHOLDERS

Parties “that have an interest”, with whom an organisation maintains relations (direct or indirect) and who, therefore, can influence its activities, either directly or indirectly. Examples of stakeholders include customers, suppliers, financial backers (banks and shareholders), collaborators, as well as external interest groups, such as residents in the areas surrounding the company, and local interest groups.

STANDARD

Normally a formal document that uniformly establishes engineering or technical criteria, methods, processes and practices.

SDGs – SUSTAINABLE DEVELOPMENT GOALS

These are the essential elements of Agenda 2030 for sustainable development, which were signed in 2015 by the governments of the 193 member countries of the UN.

SUSTAINABLE DEVELOPMENT

Development that meets the needs of the present, without compromising the ability of future generations to meet their own needs (source: Standard EN 16575).

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