

## **1.6 Consolidated non-financial statement**

pursuant to Arts. 3 and 4 of Legislative Decree 254/2016

## 1.6.1 Introduction

The Autogrill Group's Consolidated Non-Financial Statement (NFS) is structured according to the four sustainability areas identified as material to its business.

**A-Company:** this area covers the creation of economic value, the effectiveness and transparency of decision-making processes, and anti-corruption measures.

**Autogrill People:** the Autogrill People area expresses the Group's employee care policies and initiatives that put its team in a position to provide quality service to customers and the local communities. It covers the quality of employee relations, human resource development and training, talent attraction and retention, occupational health and safety, labor union relations, diversity, inclusion and equal opportunities, and community development and engagement.

**Autogrill Product:** this area describes the Group's commitment to offering safe, high-quality products that add value and content to the consumer experience. It covers product quality and safety, customer satisfaction and experience, product labeling and marketing, supply chain management, accessibility, quality of services, digital innovation, and healthy, balanced menus.

**Autogrill Planet:** Autogrill Planet represents the Group's policies and initiatives for protecting the environment. It covers the management of energy, emissions, waste disposal, and food waste.

The NFS is introduced by chapters on the sustainability management model and stakeholder engagement.

The NFS provides the disclosures required by Legislative Decree 254/2016 (the "Decree"), sometimes by referencing other corporate documents drawn up in compliance with the applicable law (the Directors' Report and the Consolidated Annual Report and the Corporate Governance and Ownership Report) if the information is contained therein.

In particular:

- **the management and organizational model** on corporate liability is presented in the Directors' Report, in the sections "The Autogrill Group" and "Group performance";
- **risk management**, including with regard to non-financial risks, is described in the Directors' Report under "Financial and non-financial risk management";
- **Group policies and social and environmental performance indicators** are reported in the sections below.

The following table reconciles the disclosures required by the Decree (where identified as material) with the corporate documents that provide those disclosures.

## Required disclosures and where to find them

Area covered by Decree 254/2016	Disclosures required by Decree 254/2016	2020 documents containing the disclosures	
<b>Business management model</b>	Art. 3.1(a) Description of the business management and organizational model, including any corporate liability policies pursuant to Legislative Decree 231/2001	DR	pp. 8-39
		CGR	sections 2, 4, 6-10, 13-14
		NFS	Policies and guidelines of the Autogrill Group
<b>Policies</b>	Art. 3.1(b) Description of corporate policies, including due diligence	NFS	Policies and guidelines of the Autogrill Group Preventing corruption People: the people of the Autogrill Group Planet: environmental protection Product: product quality and safety
<b>Risk management</b>	Art. 3.1(b) Description of the main risks generated by or incurred in business operations	DR	pp. 84-95
<b>People</b>	Art 3.2(d) Information on human resource management, including gender equality, adoption of international organization conventions and dialogue with workers' rights groups	NFS	People: the people of the Autogrill Group
	Art 3.2(c) Health and safety disclosures	NFS	People: Health and safety in the workplace
<b>Environment</b>	Art 3.2(a)(b)(c) Use of energy, distinguishing between renewable and non-renewable sources; water consumption; emissions of greenhouse gases and pollutants; impact on the environment	NFS	Planet: environmental protection
<b>Social</b>	Art 3.2(d) Information on social aspects	NFS	Product: product quality and safety and focus on the customer Product: responsible supply chain management People: community. Development and engagement
<b>Human rights</b>	Art 3.2(e) Information on respect for human rights and measures taken to prevent violations and discrimination	NFS	People: protection of human rights Product: Responsible supply chain management
<b>Anti-corruption</b>	Art 3.2(f) Disclosures on countering active and passive corruption	NFS	Preventing corruption

Key:

DR: Directors' Report; CGR: Corporate governance and ownership report; NFS: Consolidated Non-financial statement.

## Socio-environmental policies and guidelines of the Autogrill Group GRI 103-2, 103-3

The Autogrill Group has a system of socio-environmental policies and guidelines that start with the Group's Code of Ethics and the Sustainability Policy (approved by Autogrill S.p.A.'s Board of Directors in December 2018) and are also detailed in the Corporate Liability Policy and protocols pursuant to Law 231/01, the Anti-Corruption Policy, and the Supply Chain Sustainability Guidelines of Autogrill S.p.A. (the "parent company"). The Sustainability Policy defines social and environmental standards and provide the business units with guidelines for defining a sustainable approach to their operations. The parent company, in its own Corporate Liability Policy pursuant to Legislative Decree 231/01, has also established a protocol for environmental compliance specifying the principles to be followed with respect to the environment and natural resources.

### Autogrill Group Sustainability Policy - key content



**PEOPLE**  
We want to **take care of our employees** so that they can **provide valuable services** to customers and to the local community.

**DIVERSITY:** Autogrill respects the personality and dignity of each individual, and believes in enhancing diversity without distinction.

**DISCRIMINATION:** Autogrill rejects all forms of discrimination and abuse, including during the hiring process and along career paths.

**FREEDOM OF ASSOCIATION:** Autogrill protects the right to freedom of association and collective bargaining, recognizing the undeniable importance of these freedoms, in accordance with national laws.

**CHILD LABOUR:** Autogrill rejects the use of child labour inside its structures nor will tolerate child labour as defined by international standards.

**DEVELOPMENT:** Autogrill believes in the value of human capital and seeks to enhance and support the development of each individual's expertise and the sharing of knowhow.

**FORCED LABOUR:** Autogrill is opposed to any exploitation of workers.

**HEALTH AND SAFETY:** Autogrill guarantees adequate standards for the protection of workplace health and safety.

**MINIMUM WAGE:** Autogrill guarantees the respect of local minimum wage.

**LOCAL CULTURES:** Autogrill firmly believes that enhancing diversity and multiculturalism contributes to the growth of a successful corporate culture.

**COMPLIANCE:** Autogrill complies with all current local, national, and international laws regarding the protection of human rights.



**PRODUCT**  
We want to **think innovatively** in order to offer our customers **products** which guarantee **safety and quality** criteria and which allow them to enjoy and take away a positive memory of their **experience** in our points of sale.

**FOOD QUALITY AND SAFETY:** Autogrill guarantees every day the safety and quality of the products served and promotes the development of concepts, menus and recipes using products that are good, safe and nutritious.

**CUSTOMERS:** The Group is therefore constantly looking for innovative solutions that can meet and anticipate consumer requests in the long term with the aim of increasing the level of excellence of the food experience across travel channels.

**ANIMAL WELFARE:** The Group acknowledges its responsibility to promote respect for and protection of animal welfare as a fundamental element to ensure the safety and quality of the products served. Autogrill is committed to promoting sustainable and responsible procurement, respecting the fundamental principles of animal welfare in accordance with internationally agreed laws, regulations and best practice.

**COMPLIANCE:** Autogrill works in accordance with local laws and approved food safety standards.

**SUPPLY CHAIN:**  
Autogrill favours the creation of stable, long-term relationships with suppliers in order to create reciprocal value. It, therefore, acts with transparency, integrity, impartiality and contractual fairness. In addition, it fosters the adoption of socially responsible behaviour by suppliers, privileging commercial relationships with entities that comply with international regulations and principles relating to individual dignity, working conditions, health, safety and the environment.

Moreover, Autogrill supports local production by favouring, wherever possible, sourcing from national suppliers for the different types of products and services it needs. Thanks to the focus on the local dimension, the Group is also able to provide customers with a range of "regional" and "local" products in all the countries in which it operates.



**PLANET**  
We want to **safeguard the environment** by involving our partners, suppliers and with the contribution of our employees and customers.

**ENERGY CONSUMPTION:** Autogrill promotes the reduction of energy consumption, through the use of natural resources in favour of renewable energies.

**RECYCLING:** Autogrill promotes the use of recycled and, wherever possible, low environmental impact materials.

**WASTE:** The Group promotes programs focused on reducing waste and responsible waste management, including projects to support circular economy practices in food chain.

**FOOD WASTE:** Autogrill is committed to ensuring that consumption does not result in waste, adopting solutions that keep food waste to a minimum and supporting initiatives that support local communities.

**WATER:** Autogrill promotes responsible use of water.

**COMPLIANCE:** The Group carry out its activities in full compliance with all current local, national, and international laws.

**AUTOGRIILL AND THE ANTI-CORRUPTION**  
The Autogrill Group **repudiates and prohibits** corruption without exception (with respect to both public and private counterparties) and complies with anti-corruption laws in all the countries in which it operates.

All employees are strongly committed to carrying out their activities **ethically, correctly, transparently, honestly**, as well as in full compliance with the law, and must follow, apply and enforce the application of the rules included in the Anti-Corruption Policy when carrying out their duties.

Policies and guidelines are inspired by the principles of fairness, transparency, honesty and integrity that characterize the Group in all it does, consistently with the main international guidelines and standards on responsible business management. The management of and responsibility for everyday operations are strongly local affairs. This is reflected at the procedural level, where observance of the Group's founding principles is balanced with consideration for the local setting

and full compliance with the laws of the countries served. The policies and guidelines are enforced by the individual business units, which define the necessary processes, procedures, roles, and responsibilities. Environmental policies and procedures are managed by the individual business units in relation to the specificities of the business and local laws and regulations.

## 1.6.2 A-Company: the Autogrill Group

### Our vision

To be recognized as the world’s best company in food & beverage services for travelers, in terms of dependability and focus on the customer.

### Our mission

We want travelers to reach their destination happier, safer, and more satisfied thanks to our services. We value their time and make their trip more enjoyable by adding value to their experience, whether it’s about eating, drinking or shopping.

### Our values

Every person the Group employs, in locations all over the world, has the same objective: their own and their customers’ wellbeing. Be passionate, be open, set the pace, be reliable and keep it simple are the values which guide us everyday.



## Autogrill on the front lines of the coronavirus crisis GRI 403-2

The COVID-19 pandemic took hold in the second half of January 2020 and spread quickly around the world starting in February. This impacted motorway, rail, and air traffic, with more serious consequences in certain countries. Autogrill Group companies were faced with a significant reduction in passenger traffic at retail locations and shopping areas and with the temporary and in some cases indefinite closures as a result of quarantines and other government orders.

As soon as the pandemic began to spread, Autogrill took steps to ensure continuity of service while respecting the restrictions imposed by local mandates and ensuring the strictest safety standards for employees and consumers, in particular by involving the top management of the Group through the set up of a “Crisis Committee” to manage business continuity and monitor the Group’s financial position

In addition to taking specific sanitization measures at all locations, continuing to procure ingredients, and supporting local communities, the Group set up local crisis management and monitoring teams overseen by designated coordinators. Some of the responsibilities of these teams, in the form of task forces or ad hoc committees, included interpreting regulations, organizing reopenings post-lockdown, analyzing and updating risk management protocols, supervising the correct use and procurement of personal protective equipment (PPE), formalizing safety measures within internal policies and procedures, and maintaining relations with landlords. There were also regular meetings among various departments to discuss government regulations and mandates, share updates on operating the business during the pandemic, and foster ongoing dialogue with third parties such as labor unions and government or health authorities. Further, it was also envisaged the systematic sharing of actions proposed by management functions with the Board of Directors of the individual business units and with the Group Board of Directors.

In accordance with the Revised 2020 Audit Plan, during the year the Internal Audit team assessed the measures and controls put in place in the different countries where the Group operates (“H&S measures for COVID-19”). More specifically, the responsible units in each country<sup>24</sup> completed a self-assessment (“Understanding of measures for COVID-19”) designed to investigate topics such as risk management, policies and procedures, health and safety systems, personal protective equipment for employees and customers, PPE procurement, hygiene measures and inspections by external authorities, and training and communication for employees, customers, and third parties.

Where compatible with the travel restrictions and lockdowns imposed by local authorities, the Internal Audit team also carried out on-site audits, sometimes with third-party assistance, to look into the issues that emerged from the self-assessment and check compliance with the prevention measures established by the Group in accordance with specific regulations. Overall, the outcome of the audits was positive. Where areas for improvement were found, the Group addressed and resolved them promptly as confirmation of Autogrill’s commitment to excellence.

### Autogrill Italia S.p.A. certified for pandemic management

In 2020, Autogrill was awarded specific certification in Italy for its handling of the COVID-19 pandemic: it scored full marks and became the first Italian company to achieve “IMQ Covid-19 Restriction” certification for correctly taking all required measures to combat the health emergency at both stores and headquarters. For each of the operational areas examined, the at-risk zones were cross-checked against the safety measures implemented and the requirements of the specific IMQ Protocol, which reflects the protocol agreed on by the workers’ rights groups on 14 March 2020 (as later amended). In addition to inspecting stores, IMQ also audited the measures taken at the headquarters in Rozzano (outside Milan), which after a period of closure reopened with anti-COVID measures above and beyond those required by law with a view to ensuring total safety.

The following chapters contain disclosures about the practices and procedures used by the Group and its local Business Units in response to the COVID-19 pandemic.

<sup>24</sup>For the Europe BU, information on Germany does not refer to Le CroBag. In the International BU, Ireland and Malaysia were involved in the questionnaire even though their locations were still closed when it was sent out.

## Creating and distributing economic value

GRI 103-2, 103-3, 201-1, 102-43

Creating and distributing economic value is the ability to generate wealth and spread it among the stakeholders. In 2020, the Group created about €2.3 billion in economic value, and distributed more than €2.1 billion. Of all value created, 93% was distributed to the internal and external stakeholders, while the remaining 7% was retained within the Group.

Statement of economic value	2020	Stakeholders	
(€k)			
<b>Economic value created by the Group</b>	<b>2,271,214</b>		
Revenue and other operating income	2,328,892	<b>Consumers</b>	
Financial income	8,394		
Adjustment to the value of financial assets	(13,433)		
Impairment losses on receivables	(10,545)		
Impairment losses	(61,656)		
Capital gains from the disposal of operating activities	19,562		
<b>Economic value distributed</b>	<b>2,113,638</b>		
Reclassified operating costs	1,359,606	<b>Landlords, suppliers and brand partners</b>	
Remuneration of personnel	767,712		<b>Personnel</b>
Remuneration of lenders and shareholders	97,299		<b>Lenders and shareholders</b>
Remuneration of public institutions <sup>25</sup>	(114,402)		<b>Government</b>
Donations	3,423		<b>Community</b>
<b>Economic value retained by the Group</b>	<b>157,576</b>		
Depreciation and amortization	609,442		
Provisions	28,002		
Reserves	(479,868)		

## Governance and compliance

GRI 103-2, 103-3

Autogrill has adopted a traditional governance system based on the proper balance between international best practices and the particularities of its business. The Group is geared toward transparency in managerial decisions and on behavioral practices that create a relationship of trust with the stakeholders. For all information on Corporate Governance matters, see the Corporate Governance and Ownership Report drawn up in accordance with Art. 123 *bis* of Legislative Decree 58 of 24 February 1998 and approved by the Board of Directors together with the Directors' Report (with reference to Legislative Decree 254/2016 in particular, see Section 4 "Board of Directors," Section 6 "Board committees," including the "Strategies and Sustainability Committee" integrated in May 2020 with respect to the original "Strategies and Investments Committee", Section 7 "Nominations Committee," Section 8 "Human Resources Committee," Section 10 "Control, Risk and Corporate Governance Committee," Section 13 "Election of the Board of Statutory Auditors," and Section 14, "Membership and functioning of the Board of Statutory Auditors").

## Anti-corruption

GRI 103-2, 103-3, 205-3

In addition to the Corporate Liability Policy pursuant to Legislative Decree 231/01 of Autogrill S.p.A. and its Italian subsidiaries, the Group has an Anti-corruption Policy, approved by the Board of Directors, which formalizes obligations and rules of conduct applying throughout the Group. Through this document, the Group confirms its across-the-board commitment to reject and prohibit corruption under all circumstances, with public officials and private parties alike, and its promise to

<sup>25</sup> The main component is a tax refund of \$119m to which the subsidiary HMSHost Corporation is entitled, by offsetting the federal tax loss incurred in 2020 as a result of the COVID-19 pandemic against the taxable income of prior years since 2015, according to the carry-back mechanism recently introduced by US tax law.

observe anti-corruption laws in every country served. Group General Counsel is in charge of monitoring proper enforcement of the policy, while the local Legal Counsels monitor its implementation and enforcement by other companies in the Group. The Group's Internal Audit department independently reviews and evaluates the internal control system to make sure the policy provisions are duly observed, on the basis of the annual audit program approved by the Board of Directors, while Group General Counsel goes over the policy periodically to ensure its effective enforcement. Group companies and their individual personnel must report any infringement (or reasonable suspicion of infringement) of the policy and/or anti-corruption laws, using the Group's whistleblowing system.

All new hires, during the induction or onboarding phase, are informed of the standards of conduct to be followed on the job in accordance with the Code of Ethics or Code of Conduct. In some countries the Group offers specific courses and information sessions on anti-corruption and ethics, as well as targeted instruction on individual pieces of legislation. This latter includes, in Italy, training every three years in the Corporate Liability Policy governed by Legislative Decree 231/01 (since 2019 this has been part of the "School of Excellence" program for new managers and future store managers), and in North America and the International area (for higher-risk positions), training in the Foreign Corrupt Practices Act (FCPA).<sup>26</sup>

### **Tax responsibility**

With tax responsibility becoming an area of increasing scrutiny, Autogrill has strengthened its overall management of these risks through the implementation of a Tax Control Framework. The aim is to define new roles and responsibilities, formalize internal regulatory tools, and create new information and reporting flows, but above all to implement a routine process of identification, evaluation and management of tax risks, using testing and other innovative tools to ensure constant monitoring and provide assurance of the operational effectiveness of controls.

Currently in the development phase, the project will improve and formalize the current policy of tax transparency and full compliance with the tax laws in effect in the countries where the Group operates. Note that country-by-country reporting has been transferred to the ultimate parent, Edizione S.r.l., which is responsible for filing it with the Italian tax authorities.

## **Sustainability for the Autogrill Group**

### **GRI 103-2, 103-3**

The Autogrill Group is committed to doing business in a climate of dialogue and openness with all stakeholders and to fostering respect for individuals, their fundamental rights, and the specifics of their local context. Over the years, Autogrill has developed projects regarding various aspects of sustainability, placing them conceptually within three broad areas: "People," "Planet," and "Product." Operations are defined within the A-future Roadmap, considering analyses of materiality and the international context as well as the United Nations Sustainable Development Goals. The Roadmap is part of the A-future Framework, the instrument the Group has created to define sustainability-related topics and set priorities for them within operational and reporting activities.

In light of the pandemic situation, which was especially penalizing for the Group's industry, it was necessary to revise the plan of action and place the strongest emphasis on "Health and safety for all" and "Food quality and safety." Within those areas, management set certain Group-wide priorities that each Business Unit was asked to implement. Specifically, the Group committed to ensuring the health and safety of its employees and customers and to maintaining customer confidence by assuring a reliable supply chain, the utmost food quality, and transparency, while also leveraging the possibilities offered by digitalization.

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<sup>26</sup> A legal corpus with rules to prevent American companies from bribing foreign public officials in order to create or maintain business relationships.

The Autogrill Group's CSR department continues to promote a shared philosophy of sustainable development and to facilitate stakeholder engagement. For every topic identified in the A-future Framework, Autogrill has also named a sustainability leader, responsible for implementing and monitoring the initiatives pertinent to his or her area.

**Stakeholder engagement**  
**GRI 102-40, 102-42, 102-43, 102-44**

The Group's care for its stakeholders is based on the values laid down in the Code of Ethics, which sets guidelines for relations with each kind of stakeholder and the applicable priorities, principles and forms of conduct. In 2020 the Group maintained its commitment to constant dialogue by fostering the conditions for cooperation and long-lasting partnership with its stakeholders. Some of the more traditional occasions were cancelled due to the pandemic, and dialogue was more heavily focused on how to manage the situation and the public health emergency.

Stakeholders	Feedback and engagement
Autogrill for employees	Email address for reporting problems, SA8000 mailbox, Aconnect intranet portal, open line
Autogrill for consumers	Annual "Feel good?" customer satisfaction survey, CRM activities, market research
Autogrill for suppliers	Assessment and development process for new products/concepts, quality audits, one-on-one conferences
Autogrill for concession grantors and brand partners	Collaboration for the development of ad hoc projects, concepts and services; participation at trade events; one-on-one conferences; participation in socio-environmental surveys.
Autogrill for shareholders and the financial community	Top executives meet regularly with investors and financial analysts to discuss the Group's strategy, objectives, risks and opportunities and to present its periodic results. The Group also pursues an active Investor Relations program to foster an understanding of what it does and put investors in direct contact with the people who work day in and day out in the service of consumers. The annual general meeting of Autogrill S.p.A. is a chance to interact with the shareholders and for the shareholders to meet the executive and non-executive members of the Board of Directors and Autogrill's management.
Autogrill for the community	Support and engagement projects; one-on-one meetings; participation in national and international events and conferences
Autogrill for the environment	Support and engagement projects; collaboration with partners and employee engagement; meetings with non-profits and participation in trade events/multi-stakeholder roundtables

**Materiality analysis**  
**GRI 102-11, 102-47, 103-1**

In terms of sustainability reporting, the topics deemed as material (or relevant) are those that have a significant impact on the economic, social, and environmental performance of the Company or that may substantially influence stakeholders' perceptions and decisions. The materiality analysis is therefore two-fold, as it takes into account the standpoint of the Company but also of its stakeholders. In 2019 the Group began to revise its materiality analysis, following a structured process directly involving senior management, which took place in three phases:

- all potential material aspects were identified by analyzing company documentation, external documents on the changing scenario, and assessment questionnaires of the sustainability rating companies and by conducting an industry comparison, according with the Global Reporting Initiative (GRI) topics and the aspects included in Legislative Decree 254/2016;
- managers of the individual Business Units rated the material aspects on a scale from 1 to 10, from the Company's perspective (as representatives of Autogrill's vision), and from the stakeholders' perspective (as the parties who interact with them);
- the results obtained by the various Business Units were compiled into relevant topics for the Group, which were then discussed and presented to senior management.

The process was resumed in 2020 in order to reflect possible changes in assessments of materiality, in light of the COVID-19 pandemic. After conversations with the Group's management

and sustainability leaders, 13 topics were identified, of which “Health and safety for all” and “Food quality and safety” were deemed most relevant for both the business and the stakeholders.

**Materiality topics of the Autogrill Group**

AREA	TOPIC
People	Employee engagement and talent retention
	Occupational health and safety
	Employee training and development
	Diversity, inclusion and equal opportunity
	Impact on local communities
Product	Transparent labeling and marketing
	Healthy, balanced menus
	Digitalization and innovative services
	Customer satisfaction and customer experience
	Product quality and safety
Planet	Food waste
	Climate change (energy efficiency and emissions)
	Management and reduction of waste and packaging

In revising the analysis, aspects related to corporate governance, regulatory compliance, and anti-corruption were considered prerequisites; as such, they were not individually included in the process but are nevertheless accounted for in this Statement.

### 1.6.3 People: the people of the Autogrill Group

GRI 102-43, 102-44, 103-2, 103-3, 102-8, 405-1



Autogrill is a “people” company that offers products and services to the public: the centrality of the human being is the foundation of all its policies concerning employees, customers, and communities. Passion, openness, rapidity, reliability, and simplicity are the values the Group promotes in the management of activities and people. During this unprecedented and extremely challenging year, many Autogrill People were on the front line of the pandemic response and proved their exceptional resilience, optimism, and care for one another.

With the COVID-19 pandemic, the world is dealing with a global health, social, and economic emergency like no other, and the transportation and tourism industries are surely among the hardest hit due to the restrictions on movement and social interaction around the world, border closures, and lockdowns that have shut down businesses.

The Autogrill Group has faced periods of great uncertainty and several months of store closures, and has had to adapt its personnel management policies in accordance with the laws and other measures mandated by government authorities. The Group has responded to the emergency by taking advantage, where offered, of labour flexibility instruments and government-sponsored relief measures.

The significant change in the number of employees (-50%) reflects the drastic reduction in business as a result of the pandemic. The largest changes occurred in North America and the International area, where the Group operates primarily at airports and shopping centers, where restrictions had a severe impact.

	2020				2019				2018			
	North America	Europe	International	Total	North America	Europe	International	Total	North America	Europe	International	Total
<b>Total employees</b>	<b>11,662</b>	<b>13,498</b>	<b>5,932</b>	<b>31,092</b>	<b>33,113</b>	<b>16,920</b>	<b>12,028</b>	<b>62,061</b>	<b>32,030</b>	<b>16,624</b>	<b>11,398</b>	<b>60,052</b>
Of which:												
women	7,423	8,650	2,891	18,964	20,575	10,637	6,021	37,233	19,581	10,417	5,699	35,697
	64%	64%	49%	61%	62%	63%	50%	60%	61%	63%	50%	59%
<b>Headquarters</b>	<b>276</b>	<b>611</b>	<b>481</b>	<b>1,368</b>	<b>603</b>	<b>682</b>	<b>711</b>	<b>1,996</b>	<b>604</b>	<b>651</b>	<b>731</b>	<b>1,986</b>
<b>Locations</b>	<b>11,386</b>	<b>12,887</b>	<b>5,451</b>	<b>29,724</b>	<b>32,510</b>	<b>16,238</b>	<b>11,317</b>	<b>60,065</b>	<b>31,426</b>	<b>15,973</b>	<b>10,667</b>	<b>58,066</b>

In this context, human resource management required the utmost attention and responsiveness, to make sure employees received the same care Autogrill has always reserved to its people. The Group promoted and encouraged several online get-togethers for its employees, to keep interpersonal relationships alive and provide moments of contact and interaction, and arranged for broader personal development training including stress management, leadership, personal growth, digital and remote working skills, and foreign languages. It also tried to put employees on the most direct path forward by fostering new abilities and redesigning organizational structures to be more resilient, with the capacity to adapt and transform in light of the events of 2020.

**Part-time vs. full-time and permanent vs. temporary employees<sup>27</sup> (no.)**

Temporary employees are managed differently from country to country, depending on local legislation and business needs. In general, because the Group mainly hires temporary workers to cover the busy summer and Christmas seasons, in 2020 there was a substantial decrease in this type of contract.

	2020			
	North America	Europe	International	Total
<b>Total employees</b>	<b>11,662</b>	<b>13,498</b>	<b>5,932</b>	<b>31,092</b>
Of which: women	7,423 64%	8,650 64%	2,891 49%	18,964 61%
<b>Permanent</b>	<b>11,662</b>	<b>13,229</b>	<b>4,206</b>	<b>29,097</b>
Of which: women	7,423	8,496	2,326	18,245
<b>Temporary</b>	<b>n/a</b>	<b>269</b>	<b>1,726</b>	<b>1,995</b>
Of which: women	n/a	154	565	719
<b>Full time</b>	<b>9,895</b>	<b>6,131</b>	<b>3,973</b>	<b>19,999</b>
Of which: women	6,231	3,163	1,595	10,989
<b>Part time</b>	<b>1,767</b>	<b>7,367</b>	<b>1,959</b>	<b>11,093</b>
Of which: women	1,192	5,487	1,296	7,975

Once again this year, in fact, permanent contracts outnumbered temporary ones for both men (89%) and women (96%). As for part-time vs. full-time, part-time contracts prevailed in Europe (55%), due to the intrinsic characteristics of the business on Italian motorways.

**Human resource development, training, and appraisal**  
**GRI 103-2, 103-3, 404-1, 404-2**

Staff training is evolving constantly thanks to direct, pro-active involvement that puts the person at the center, as the active protagonist of his or her professional growth.

Training methods have always been a mix of traditional classroom teaching and increasingly widespread learning through online, social and interactive platforms, which predominated in 2020. Over the years the Group has put together leadership development programs, conducted internally through coaching or in collaboration with outside institutions. Its induction, onboarding, and training programs give new hires a sense of belonging and inclusion and take the form group or individual orientation days and online courses. Sales personnel receive on-the-job training, to help them do their jobs and improve their service and product preparation skills, and as a way to attract the best talent.

In 2020, training activities were reorganized in response to the COVID-19 pandemic. In most cases they focused on pandemic-related aspects and were taught as e-learning modules, accelerating the transition towards digital learning and in particular the use of Learning Management Systems (LMS), or through webinars that reached both HQ and store personnel. Most of the training concerned the correct use of PPE, rules of conduct for shared spaces, good hygiene practices, how to safely interact with customers and third parties, and menu adjustments. In many cases, participation was a requirement for returning to the physical workplace, in the interests of health and safety on the job.

**School of excellence**

Since 2019 Autogrill Italy has been developing a training program for store managers. Called the *Scuola di Eccellenza*, it lasts for 25 weeks, 10 of them in the classroom and the rest on the job. Topics range from hands-on store concept training to customer-centric managerial and administrative skills. The managerial courses address people management, leadership, and team working, and are taught internally via coaching or in partnership with outside trainers. There are also team building activities to strengthen the soft skills of store managers in training. At the end of the program, trainees are challenged to develop a commercial project for their store, making them genuine managers of the future. In 2020 the program was converted into online courses so it could continue in total safety.

<sup>27</sup> The "temporary" category does not apply to workers in North America, who are classified according to current legislation by which both parties can terminate employment at any time ("at-will employment").

As mentioned earlier, alongside specific training in pandemic-related issues, the Group offered instruction in various subjects including stress management, leadership, foreign languages, and digital skills, but also in writing, personal growth, and distance learning practices, for a 360° embrace of employee development. In Italy, for example, senior managers were given the chance to take a personal development course to better manage relations with people and with their teams.

During the year, in response to the new context and the uncertainty as to how it would evolve, the Group promoted and encouraged several online get-togethers for its employees, to keep interpersonal relationships alive and provide moments of contact and interaction. In addition, in light of the growing use of digital technologies to allow remote working, in various countries where the Group operates it has implemented specific cybersecurity measures to protect the IT infrastructure, and employees have been trained in video collaboration policies.

On the whole, in 2020 the Group provided about 210 thousand hours of training<sup>28</sup>.

**Group per capita training hours<sup>29</sup>**

Stores (hours)	2020
Area managers	11.8
Store managers	12.7
Managers	13.1
Service Supervisors	8.8
Crew members	6.0
HQ (hours)	2020
Top managers	6.2
Senior managers	7.6
Managers	9.5
White collars	5.2

**Human resource development and appraisal**

With a view to fostering professional growth, Autogrill has defined a performance appraisal system that measures the skills applied in pursuit of assigned objectives, assessing the technical capacities specific to the role as well as managerial skills. It has also developed various talent mapping processes, which aim to thoroughly assess training needs and potential in order to define tailor-made career plans for the Group's best performers.

In 2020, with remote working suddenly so widespread as a result of the pandemic, the Group worked to find new ways of managing and supervising operations so that teams could be fruitfully led from a distance, and to set up personal development paths and innovative learning solutions. In most cases, formal performance evaluation systems were temporarily suspended in favor of feedback sessions between employees and their managers. The Group plans to reinstate the formal procedures as soon as the situation becomes more stable.

**Employee engagement and talent attraction**

The Group's HR units work constantly to create a working environment that attracts and develops talented people, through team-building initiatives and employer branding activities at the global and local level. Over the last few years the Group has gradually developed talent attraction strategies to give it greater visibility in its various markets, thanks to effective online communication and a number of employer branding campaigns on job boards, social networks, and the major job search sites. Recently it has been leaning towards new talent attraction solutions using structured, online recruitment systems designed to make employment offers more visible and accessible to the new

<sup>28</sup> Not including the numerous hours of training and awareness-raising delivered via webinar, especially in North America, as these took place outside the Learning Management System (LMS).

<sup>29</sup> The figures available as of this writing are partially estimated on the basis of the individual training plan for new hires. They do not include the recently acquired companies, Stellar Partners Inc. and Le CroBag GmbH. Figures for Autogrill Austria are temporarily unavailable and are therefore likewise excluded.

generations. This has involved simplifying the online application process while also making it possible to add video interviews in addition to the standard résumé.

When the pandemic and the resulting slowdown made it necessary to implement a hiring freeze, the Group favored collaboration between stores and the reinstatement of people who had already worked with the Group. It also continued to screen the unsolicited applications it received in 2020, with a view to future hiring and to keeping Autogrill attractive to new talents.

In the highly challenging situation presented by the COVID-19 pandemic, the Group encouraged constant feedback from its employees and structured a two-way communication system in order to keep them involved and respond promptly to any needs. There were many initiatives during the year to foster employee engagement, one of the pillars of employee relations in 2020. These were designed to increase the quality and frequency of internal communication, allow employees to bring up any issues, share useful information and best practices, and create a general climate of trust within the Group.

For example, management held regular online meetings to give updates on the Group's operations, sometimes with input from the CEOs of the various business units, and to encourage direct dialogue with employees by answering questions and clearing up doubts. Other initiatives included webinars, newsletters, internal online platforms where employees can post thoughts and questions, and specific courses where managers learn to be more sensitive to employee feedback and to keep their teams highly engaged.

## **Remuneration and benefits**

**GRI 103-2, 103-3, 401-2, 403-3, 403-6**

Autogrill's remuneration policies are designed to ensure competitiveness in the labor market in line with its objectives of growth and employee retention and to differentiate pay according to skills and qualifications (job description, role and level), working constantly with market data and external benchmarks and ensuring compliance with collective employment agreements and local laws. Remuneration policies include salary adjustments that are likewise tied to performance and growth targets, through a fixed and a variable component, which reinforce the equal opportunity principle and avoid the risk of discriminatory pay. In all countries with a local minimum wage, Autogrill studies economic conditions and employment levels to ensure stability. Entry-level wages are established in accordance with the local laws and collective employment contracts in place in the various countries.

For years the Group has had a Compensation & Benefits systems based on competencies and merit, which aims to create a level playing field while fostering diversity in every form. Regarding benefits, too, the Group insists on treating employees with clarity and transparency and ensuring their welfare by promoting education and healthcare. Benefits are roughly the same for temporary and permanent contracts and for full- and part-time workers, but vary by geographical region, depending on laws that include or exclude certain benefits and/or social security and insurance coverage (health insurance, accident insurance, maternity and paternity leave, disability payments, etc.). They may include healthcare, life insurance, accident and disability insurance, parental leave, vouchers for cultural events or sports, and discounts on public transportation. In some countries, there are retirement benefits such as the 401K plan in the United States.

Because of the pandemic, some benefits such as healthcare, sick leave, and insurance for employees and their families have taken on greater importance. In some cases, and where provided for by law, the Group has offered additional coverage and extended leave, for example by guaranteeing that health insurance will be immediately effective (without the usual waiting period) in case of infection with COVID-19 or extending insurance coverage to the quarantine period. In Italy, employees were provided with extra insurance to cover expenses due to hospitalization for COVID-19 and with medical assistance for headquarters personnel and their families.

Employee benefits were also expanded, for instance, to include courses on mental health, exercise, mindfulness, and stress management, in recognition of how difficult it is to work under the present conditions.

## **Diversity, equal opportunities, and inclusion**

**GRI 102-13, 103-2, 103-3, 102-16**

The Group recognizes that valuing a diverse, multicultural workforce is a core trait of a successful business, one that makes the most of human capital to the benefit of the company climate. In every country where it operates, Autogrill welcomes the individuality of its people with interest and respect, fostering open, ongoing dialogue and building trust and mutual respect. As it expands internationally and adds to its human capital, the Group has not only grown in quantity but also diversified in terms of nationalities, cultures, and skill sets.

As defined in the Group's policy documents like the Code of Ethics and the Sustainability Policy, in keeping with the highest standards of the International Labour Organization, respect for diversity and equal opportunity and the prevention of all forms of discrimination are the principles to which Autogrill is committed at every stage of the employment relationship: recruitment and selection, the salary offer, growth opportunities, and the eventual parting of ways. This commitment is also recognized externally: in Italy Autogrill has had SA8000 certification since 2009.

In an ongoing effort to encourage transparency and a sense of individual and collective responsibility, the Group has equipped its employees with various platforms to report to the Ethics Committee any conduct inconsistent with the Code of Ethics, and also to signal virtuous behavior in the workplace, while ensuring the confidentiality of information and the privacy of individuals in accordance with the Group's whistleblowing policy. One of these platforms, Open Line, was already up and running in various European countries and in 2020 it was extended to the International area,<sup>30</sup> where the new Speak Up policy was implemented during the year. Open Line is now active in 15 International countries, by way of a dedicated section in the internal communication tool Be Connected. The launch was supported by an internal communication campaign that was extended to the countries where the Open Line platform is not yet available, and included posters and newsletters on the new Speak Up policy featuring the slogan "Share. We Care."

Many initiatives are in place to promote a culture of tolerance and respect: targeted training and awareness programs, contractual provisions sometimes reflecting laws and regulations, and participation in external initiatives that foster gender parity and non-discrimination. In Spain, for example, the Management Committee is tasked with enforcing the Equality Plan signed in 2009, which calls for equal treatment of women and men, a healthy work-life balance, and zero discrimination based on gender or sexual orientation. In North America, a program called Women's Leadership network (WLN) provides women with opportunities for networking and improved leadership skills to enhance their personal and professional growth.

### **HMSHost named as 2020 Associate Inclusion Champion**

The Airports Council International - North America (ACI-NA), which represents commercial airports in the United States and Canada, awarded HMSHost with the title of 2020 Associate Inclusion Champion. Every year, ACI-N/A honors a company for its leadership in promoting inclusion and diversity within its business and its workforce, its awareness and advocacy initiatives, and its mentoring programs for aviation professionals. Specifically, the award is a tribute to the 120 certified Airport Concessions Disadvantaged Business Enterprise (ACDBE) partners that HMSHost supports as part of its commitment to building strong commercial relationships with minority- or women-owned businesses.

<sup>30</sup> Open Line is currently available in Europe in Italy, Spain, France, Switzerland, Belgium, Germany, and Greece, and since 2020, in the following International countries: China, Denmark, Finland, France, India, Indonesia (Bali), Netherlands, Norway, Qatar, Sweden, Turkey, United Arab Emirates, United Kingdom, and Vietnam. A different whistleblowing platform is used in North America; while it is based on another operating system, its purposes and functions are similar to those of Open Line and are in line with the Group's policy.

## Labor relations

GRI 102-41, 103-2, 103-3, 402-1

Over the years the Group has maintained an open dialogue with the labor unions in the various countries served, so it can help find the best solutions to reconcile its needs with those of its people. All employees enjoy a transparent working relationship and full protection of their rights, regardless of the contracts typical of their countries. Autogrill protects their right to freedom of association and collective bargaining, recognizing the paramount importance of these freedoms, in accordance with national laws governing collective contracts, individual bargaining and freedom of association.

This commitment to transparency translates to the management of various forms of contract: from national collective bargaining to collective contracts by company and/or location, to individually negotiated agreements. These figures reflect the legislation in different countries<sup>31</sup>. When it needs to make organizational changes, Autogrill complies with all provisions of laws and collective contracts by informing the unions and involving them, where applicable, in talks. The minimum notice period in case of organizational changes thus depends on national and local laws, and ranges from one to 16 weeks. Labor relations and talks follow the highest standards of transparency and fair dealing, in strict accordance with the law, and promote constructive dialogue with a view to hearing feedback from workers' representatives and maintaining a mutually beneficial working environment.

	2020		
	North America	Europe	International
Employees covered by collective bargaining <sup>32</sup>	US 42% Canada 70%	86%	82%

Throughout the COVID-19 pandemic the labor unions, in the countries where they are present, have been constantly involved in discussions of how to manage the emergency; including through the mediation of workers' representatives, they have been kept up-to-date on health and safety protocols, workforce management, any use of government relief programs, talent retention measures, and necessary organizational changes.

## Occupational health and safety

GRI 103-2, 103-3, 403-1, 403-2, 403-3, 403-4, 403-5

The health and safety of its workers is a fundamental standard on which Autogrill has always placed maximum emphasis by means of preventive measures, technological progress, training, and day-to-day monitoring. In all of the main countries served, health and safety commissions have been set up and include various positions (depending on local policies), from executives to workers' representatives, who monitor compliance with applicable laws and find the best solutions to reduce the risk of injuries to a minimum.

The Group assures all employees high standards of health and safety, in strict compliance with local laws and regulations. Operating principles are based on the measurement and monitoring of occupational risks, by way of certified management systems (in Italy, for example, Autogrill was one of the first airport operators worldwide to obtain ISO 45001 certification) as well as policies and manuals on preventing accident and illness and on virtuous behavior that reflects the Group's standards and values. In North America, individual locations have their own Safety Teams made up of managers and front-line personnel, who conduct audits to map the most frequent causes of

<sup>31</sup> Countries have their own worker protection policies and regulations. For example, Canada has the Provincial Employment Standards Act, in Great Britain the Works Council protects the rights of workers not covered by collective bargaining, and in the United States disputes are resolved by arbitration committees.

<sup>32</sup> The percentage refers to the countries where Group employees are covered by collective bargaining agreements.

injuries. There is also an app called Mobile Data Safety Tool that automates monthly self-assessments on in-store safety issues. This tool makes it possible to take corrective measures during the audit procedure itself, which reduces the frequency of accidents and promotes a safer workplace. Occupational health and safety is further assured by way of courses, audits, and initiatives to foster workers' physical and mental wellbeing.

To protect the health and safety of employees during the COVID-19 pandemic, the Group implemented all of the measures required by law and in many cases exceeded them out of an abundance of caution. These measures included distributing PPE (face masks, visors, gloves) and hand sanitizer, installing plexiglass dividers, creating one-way paths inside stores to ensure distancing at entrances and exits, measuring employees' temperature, and training workers in prevention protocols. The Group also arranged for specific disinfection and maintenance work on its HVAC systems.

The Group's three business units worked on guidelines for the implementation of protocols and the adjustment of health and safety standards in the context of the pandemic response. In April 2020, the "Start-up manual HMSHost after COVID-19" was distributed to all countries in the International unit, to provide universally applicable instructions and useful tools for reopening stores, in light of the highly fragmented laws and restrictions imposed by local authorities. In addition, all countries have adopted specific protocols in case of infection: any employees who test positive are isolated until complete recovery, their close contacts at work are traced, and the premises undergo extra sanitization to further reduce the risk of spread. Thanks to prompt reporting, all positive cases among the Group's workforce have been properly handled.

In accordance with national regulations, movement was reduced to a minimum and HQ staff was immediately switched to remote working, in the interests of employee health and safety. As the emergency evolved, within the confines of the rules in force at any given time, employees were gradually brought back to the office on a rotating schedule at reduced capacity, with the option to work from home always offered. For highly vulnerable employees or those with particular needs, additional measures were taken to ensure their safety.

To ensure the Group's proper implementation of all anti-COVID health and safety measures in the workplace, some stores have been audited by external bodies (such as local and/or government authorities, police units, public health agencies, landlords, and franchising partners) or by members of management or the Group's H&S units. Most of these inspections have had a positive outcome, and where necessary, improvements have been identified and swiftly put in place.

Injury rates	2020			Total
	North America	Europe	International	
<b>Workplace injuries (no.)</b>	299	335	96	<b>730</b>
<b>Frequency rate</b>	17.3	28.1	12.6	<b>19.8</b>
<b>Serious injury rate</b>	0.0	0.0	0.0	<b>0.0</b>
<b>Death rate</b>	0.0	0.0	0.0	<b>0.0</b>

Injury rates include workplace injuries only (not commuting accidents).

**Frequency rate:** ((total number of injuries + total number of deaths) / total hours worked) x 1,000,000

**Serious injury rate:** (total number of serious injuries / total hours worked) x 1,000,000

**Death rate:** (total number of deaths / total hours worked) x 1,000,000

## Protection of human rights

GRI 103-2, 103-3, 414-1

In addition to respecting and protecting the rights of its own employees, as an international leader that does business around the world, Autogrill acknowledges its responsibility to promote the rights of all people. Following its Code of Ethics at all times and embracing the highest international standards, Autogrill works to instill a responsible business culture in everything it does and along the entire value chain, by building trust and mutual satisfaction with its trading partners and employees and observing all local, national, and supranational laws for the protection of human rights.

Autogrill rejects the exploitation of minors throughout its organization and does not use or support child labor, as defined by the International Labour Organization (ILO). In addition, Autogrill is opposed to forced labor and all other forms of exploitation, abuse or psychological or physical coercion of its own employees and of workers employed along the production chain, and strongly condemns human trafficking and exploitation in any form. In the materiality analysis, this issue did not emerge as being highly relevant, due in part to the fact that most operations take place under concession arrangements inside airports that are highly regulated and supervised by airport authorities. One aspect that is very relevant to the Group is the evaluation and monitoring of suppliers, governed by the Autogrill Group Supply Chain Sustainability Guidelines, which set the standards for a sustainable supply chain management approach.

## Community Development and engagement

GRI 102-13, 102-43, 102-44, 201-1

Autogrill believes firmly in respecting and valuing local cultures and works to protect traditions, customs, and environmental and cultural assets, thereby contributing to the economic wellbeing and growth of the communities it serves. Under its concession arrangements, the Group sometimes deals directly with local institutions, and its widespread presence often makes Autogrill one of the leading employers in the region.

### Autogrill partners with LIFC to raise awareness of cystic fibrosis

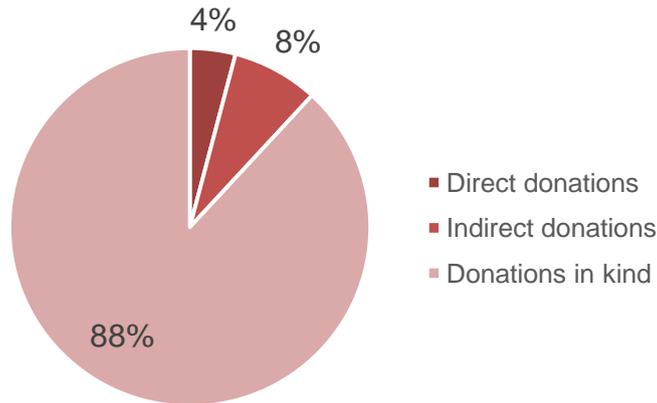
In Italy, Autogrill has joined forces with the Lega Italiana Fibrosi Cistica (LIFC), an association representing cystic fibrosis patients, to support the national awareness and fundraising campaign for this serious genetic disease. The campaign kicked off in September 2020 at Autogrill locations and features "Martino," the LIFC mascot in the likeness of a kingfisher, a symbol of strength and perseverance. "Martino" is made on an exclusive basis by Trudi and the proceeds will be donated to the families of cystic fibrosis patients. Thanks to its widespread presence throughout Italy, Autogrill can make a real contribution by raising travelers' awareness of an illness that still strikes many children and brings serious hardship to them and their families.

Autogrill has always been committed to developing projects consistent with its own business, such as the donation of food and meals to non-profits serving the needy. Because of the pandemic and the temporary closure of locations, in 2020 the Group had to manage larger quantities of extra food. In some cases, to the extent permitted by regulations that were often tightened during the emergency to prevent contagion within the community, efforts were made to prevent this food from going to waste, e.g. by donating excess food or items close to their best-buy date to local volunteer organizations or employees and their families, and offering extra discounts for employees to buy food directly from their place of work. At times, employees contributed to community support projects, such as helping out at harvest time when farmers found themselves short-handed because seasonal workers were unable to travel.

In North America Autogrill works with Food Donation Connection, which serves as the liaison between restaurants/food service companies interested in donating surplus food and local social

service agencies that distribute it to people in need. About 121 locations at airports, rest stops and malls take part in the program, working with over 100 associations that in 2019 received more than 5.6 million servings of food. In the rest of the world, Autogrill works with associations and foundations involved in healthcare and medical research, child welfare, and famine and poverty relief, with which it builds lasting relationships built on trust. Through HMSHost Foundation, the Group also supports efforts to fight poverty in local communities and provide jobs to the younger generations.

**Group donations by type**



In 2020 the Group's donations exceeded €3.6 million (4% direct, 8% indirect and 88% in kind).

**Street art in Italy for a message of hope in the post-pandemic recovery**

During the reopening phase, through the street art project "Thanks to our heroes," Autogrill brought 10 murals by artist Alessio-B to various locations on Italian motorways – mostly in the Northwest, where COVID-19 struck especially hard – to send a message of hope to summer travelers. Selected from among the artist's most representative works, the murals were created using special Airlite paints, which purify the air of pollutants when activated by light.

## 1.6.4 Planet: environmental protection

GRI 103-2, 103-3



The Autogrill Group is fully aware that the environment is a global priority involving people, organizations and institutions around the world, which is why it takes responsibility for helping to reduce energy consumption and the use of natural resources in favor of clean energy, recycled materials, and a lesser environmental impact. It therefore promotes strategies to reduce its impact by improving environmental performance and finding innovative, energy-efficient concepts and solutions, while strictly complying with environmental laws and regulations. Autogrill endorses and develops programs for the reduction and correct management of waste, supporting the circular economy along the food chain. At locations where it is not directly responsible for procuring energy and related services, the Group works to develop virtuous, cooperative relationships with concession grantors and business partners in order to find areas for improvement and greater efficiency. The responsible use of resources is also encouraged through internal awareness campaigns and imaginative ways of involving stakeholders in a philosophy of sustainability and care for the natural environment.

While the COVID-19 pandemic has momentarily shifted Autogrill's attention to sustainability issues more closely tied to social and economic aspects, the Group reaffirms its commitment to environmental engagement, which remains crucial for ensuring future sustainable growth that is respectful of the planet we live on.

### Energy and emissions management

GRI 103-2, 103-3, 302-1

At new locations where the Group handles energy resources directly, it installs the latest-generation plants and monitoring systems to oversee efficiency and take corrective measures to reduce consumption and waste. Where utilities are managed by the landlord, as they are at many airport and railway locations, the Group does not always have access to consumption details. This reduces the Group's leverage considerably, although in recent years, landlords have become increasingly attentive to the subject.<sup>33</sup> Autogrill is committed to creating stores with the latest-generation tools for the monitoring and reduction of waste, especially in the motorway and similar channels, and to developing consumption curtailment plans in every country served. These efforts take several forms, such as equipment optimization (changing set point temperatures, using alarms), energy audits, training and information programs for store employees, and the development of increasingly accurate ways to measure and monitor consumption.

In 2020, to the extent possible, the Group maintained its commitments to making stores more energy efficient. Because of the pandemic, it was sometimes necessary to suspend or postpone new energy investments and plans, e.g. for the installation of energy-saving technologies, which will be resumed as soon as the situation allows. In any case, steps were taken to prevent waste and overconsumption during the store closures imposed by the lockdown, for example by having utility contracts adjusted to reflect the reduced need for energy. Even at locations where utilities are managed by the landlord, the Group fostered constructive dialogue to encourage measures that would streamline energy use at stores that were temporarily closed.

<sup>33</sup>Given these circumstances, the Group's footprint depends strictly on the infrastructure where its companies operate (e.g. airports). On motorways, efforts are made to improve the overall efficiency of stores. For further information on the considerations related to the impact of environmental policies on the financial statements, see Section 1.7.1 - Financial and non-financial risk management of the Directors' Report.

### Autogrill Italia's Energy Saving Plan

The Energy Saving Plan developed in Italy is based on three pillars: efficient technological solutions, conservation awareness, and the implementation of self-produced energy from renewable sources. To limit energy consumption at locations to be opened in the future, or that will be undergoing major renovations, an Energy Saving Book has been printed with design, construction, and management guidelines for the creation of more energy-efficient, environmentally sensitive locations. For locations not scheduled to be renovated, an investment plan aims to reduce consumption by replacing obsolete technology (e.g. with LED lighting), installing high-tech solutions like quality power systems, choosing optimal equipment settings (e.g. set point temperatures, regulation of lighting and air conditioning), and using remote monitoring and control technologies.

In Italy, Autogrill has embarked on an intensive utilities streamlining program. At stores temporarily closed because of the pandemic, it makes sure non-essential utilities are shut off, lighting is kept to the minimum required for safety, and air conditioning systems are calibrated to actual customer flows. In parallel with these initiatives, employees are encouraged to adopt more rational energy consumption habits.

### Group energy consumption - GJ<sup>34</sup>

		2020			
		North America	Europe	International	Total
<b>HQ + stores</b>					
<b>Total direct energy consumption</b>	<b>GJ</b>	<b>153,388</b>	<b>92,612</b>	<b>9,259</b>	<b>255,259</b>
From non-renewable sources:					
Natural gas	m <sup>3</sup>	2,788,346	1,083,957	102,774	3,975,077
Diesel	l	-	735,658	2,322	737,980
LPG	l	1,643,097	161,012	150,042	1,954,151
By vehicle fleet:					
Gasoline	l	-	13,363	26,140	39,503
Diesel	l	-	445,472	6,637	452,109
Biogas	kg	-	-	917	917
<b>Total indirect energy consumption</b>	<b>GJ</b>	<b>177,350</b>	<b>571,884</b>	<b>80,722</b>	<b>829,956</b>
From non-renewable sources	MWh	49,264	151,944	17,926	219,134
From renewable resources	MWh	-	6,913	3,941	10,854
<b>Emissions</b>					
<b>Total direct emissions</b>		<b>32,751</b>	<b>56,687</b>	<b>10,614</b>	<b>100,052</b>
From non-renewable sources:	t CO <sub>2</sub> eq	8,195	5,479	521	14,195
By vehicle fleet:			4,316	447	12,959
<b>Total indirect emissions</b>		<b>24,556</b>	<b>51,208</b>	<b>10,093</b>	<b>85,857</b>
Electricity	t CO <sub>2</sub>	24,556	51,208	10,093	85,857

Direct energy<sup>35</sup> use consists of the primary consumption of diesel and gasoline for company vehicles, and the consumption of natural gas for the heating systems in various countries. Indirect energy<sup>36</sup> consumption refers mainly to electricity, used for interior comfort (e.g. air conditioning), quality maintenance (e.g. refrigeration), and cooking and preparing foods for customers.

The trend in consumption was heavily influenced by business volumes at the various locations in 2020, making the amounts not comparable with previous years. Also, in North America, data is limited to motorway locations and performance reflects the lengthy restrictions on movement as a result of the COVID-19 pandemic.

<sup>34</sup> Figures for direct and indirect energy consumption refer mainly to motorway locations where utilities are managed directly by the Group. In the other channels these figures are based on available data for each location. See the methodological note ("Preparation criteria" section) for further details.

<sup>35</sup> Direct energy is the use of energy sources like natural gas, diesel, and gasoline, which generate emissions directly.

<sup>36</sup> Indirect energy is purchased externally, like electricity, and generates emissions indirectly.

**Environmental certification**

One consequence of Autogrill's care for the environment is the chance to obtain important certifications.

Certification	Applies to:
LEED® Gold	Italy – Autogrill Italia S.p.A.: Villorese Est USA – HMSHost: Bethesda HQ
LEED® Silver	USA – HMSHost: Delaware House Travel Plaza
ISO 50001: 2015	Italy – Autogrill Italia S.p.A.: Villorese Est
ISO 14001: 2015	Italy – Autogrill Italia S.p.A.: HQ, Villorese Est, Brianza Sud and for locations at Caselle Airport in Turin; Nuova Sidap: HQ Greece – Athens International Airport
EMAS	Italy – Autogrill Italia S.p.A.: HQ, Villorese Est, Brianza Sud
ISO 14064 (greenhouse gases)	Italy – Autogrill Italia S.p.A.: Rozzano headquarters and Sebino
HQE (High Quality Environmental)	France – Autogrill Côté France: Canaver, Ambrussum
RT 2012 (Low Consumption Building)	France – Autogrill Côté France: Ambrussum, Manoirs du Perche, Plaines de Beauce, Chartres Gasville, Chartres Bois Paris, Lochères, Miramas, Villeroy, JdArbres, Wancourt, Porte de la Drôme N&S, Granier
California Green Building Code - Level I and California Energy Standard - Title 24	USA – HMSHost: locations at Los Angeles International Airport
Energy Star	USA – Equipment at locations

Note also that the Adda Sud location in Italy has obtained energy rating A1.

**Waste management and packaging**  
**GRI 103-2, 103-3, 306-2**

Waste is produced during food preparation and service: preparation requires the disposal of scraps and packaging, and once customers are served, there might be leftovers or disposable tableware. The right approach to each of these phases is a fundamental aspect of Autogrill's commitment to environmentally sound practices. The Group's business units have a country-by-country program for monitoring the volume of waste produced, based on local laws and the characteristics of each location, including the collection and recycling system. In the vast majority of cases, especially at malls, railway stations, and airports, the Group does not have direct control over the collection and disposal of waste, which is up to the infrastructure operator. Conversely, on Italian motorways, Autogrill takes care of waste collection and disposal directly using the public service and private collectors.

The Group has adopted several waste management initiatives around the globe. An increasing number of locations separate frying oil (for the production of biodiesel and green energy), plastic, and paper, and have customers separate plastic and glass bottles wherever possible. There are numerous efforts to reduce the quantity of waste: from initiatives with external partners, to employee awareness programs that help decrease the amount of packaging that will end up being discarded. The Group is always seeking new ways of evolving toward a more responsible, sustainable consumption model and works with brand partners, suppliers, and concession grantors to find effective, scalable solutions. Some of Autogrill's long-term commitments include a focus on using recyclable materials instead of plastic and making existing solutions more efficient, with a general emphasis on multi-use rather than single-use through the installation of water distributors, the reduced use of plastic bottles for soft drinks and water, and so forth. Where waste management is handled directly, the Group is working to select collectors and disposal plants that can guarantee adequate rates of reuse and recycling.

**Autogrill and the circular economy: the WASCOFFEE project**

Innovation and sustainability are an integral part of Autogrill's development strategy and the proof is in WASCOFFEE®, a new material made from coffee grounds. The Group launched this open innovation project to find a way to recycle one of its most emblematic raw materials: Autogrill serves more than 100 million cups of coffee every year in Italy alone. Through a partnership with CMF Greentech, an Italian innovator specialized in eco-sustainable products, WASCOFFEE® was developed and patented as a 100% natural, recyclable material suited for furnishings and ecodesign.

WASCOFFEE® was first introduced at the Bistrot in Milan's City Life complex in late 2017 and was later adopted as a design element of newly opened Puro Gusto and Bistrot locations in Italy and the rest of Europe. These include the Puro Gusto at Milano Linate airport, where the tables, counter, and wall panels – depicting the lifecycle of a coffee bean and a map in honor of the city of Milan – are made entirely of WASCOFFEE®. Recently used for some Puro Gusto and Bistrot locations in France and Turkey, the material will soon make its overseas debut at San Francisco airport.

Autogrill maintained a strong focus on packaging in 2020, confirming a tendency to favor sustainably sourced, compostable, recycled materials. However, because of the pandemic emergency, at times the priority was shifted to using materials already on hand in order to keep stores fully operational. Moreover, the rise in takeaway orders as a result of anti-COVID safety measures, along with the need to meet the strictest hygiene and safety standards, increased the use of single-use packaging in 2020 and therefore the production of plastic and other waste. These trends should be viewed as temporary, as a necessary response to the pandemic, and do not change the Group's long-term commitments or its customers' inclination to more responsible consumption. In that regard, with a view to the European ban on single-use plastic starting in 2021, the Group is supporting research into a new assortment of products (including cutlery, plates, takeaway packaging, cups, and straws) made entirely of sustainable, compostable, recycled materials.

**HMSHost receives the Aviation Environmental Excellence Award**

The "Startsomewhere" program, underway in the North American region, aims to convince employees that they can each make a difference to environmental sustainability and to ensure that the most sustainable, innovative practices are followed at all of its restaurants and offices. Thanks to this initiative, the Port of Seattle honored HMSHost with the Aviation Environmental Excellence Award for outstanding environmental performance and strong leadership in helping Seattle-Tacoma Airport (SEA) reach its sustainability targets. The Startsomewhere program involves donating leftover food, encouraging good waste management practices, giving away restaurant furnishings, and taking action to reduce single-use plastic and energy consumption.

**Food waste**

Autogrill's internal management systems, developed and refined over the years thanks to experience and technology, allow it to calculate with a relatively low margin of error the number of people that each location should be ready to welcome on each day of the year. To reduce food waste to a minimum, Autogrill works constantly on several fronts. While making its back-end processes (recipe design, product preparation, etc.) as efficient as possible, it strives to find newer and better ways of cutting down waste, for example by improving production planning, raising customer awareness, and partnering with external organizations.

As mentioned above, the leftovers that remain inevitable are donated to food banks, where possible, or sold at a discount at day's end. In some European countries, Autogrill has partnered with the app "Too Good to Go" that helps ensure food does not go to waste.

In 2020, due to the pandemic-induced store closures and collapse in sales, the Group stepped up its controls of inventory and foods nearing their use-by date in order to reduce waste to a minimum, and in accordance with applicable laws it made efforts to speed up its donations to food banks and employees. Among other measures it streamlined menus, redistributed inventory to stores that were open for business, reached agreements with suppliers to return stocks likely to go unsold, and

adapted its commercial offers at individual locations depending on the inventory on hand or at risk of going to waste.

**The new Soup & Bakery concept by the Netherlands' De Verspillingsfabriek wins the Innovation Award**

This year, HMSHost International won two of the Schiphol Business Awards assigned by the Royal Schiphol Group. In addition to the Team Spirit Award won by the “chefs of the future” team working in Dutch restaurants as F&B hospitality ambassadors, the Innovation Award was given to the new sustainable Soup & Bakery concept of De Verspillingsfabriek. The shop, which serves dishes made from ingredients that would otherwise be tossed out as waste at Amsterdam Schiphol airport, is the perfect example of sustainability and of how raw materials, innovation, and talent can be combined to create new sustainable solutions.

In 2020 HMSHost International also added Vrumona's local mineral water Sourcy to its Amsterdam Schiphol menu; the water is sold in bottles made of 100% recycled plastic (rPET). Other initiatives will follow in 2021 to encourage travelers to recycle the bottles in turn, which will mark significant progress toward the sustainability, zero waste, and circular economy targets set for 2030 by HMSHost International.

**1.6.5 Product: product quality and safety and focus on the customer**



The Autogrill Group is committed to ensuring the safety and quality of what it serves, day after day: from raw materials to the finished product, following the right preparation standards and using quality ingredients in accordance with all local regulations and food safety standards. The Group requires its foods to be prepared under strict hygiene and sanitary conditions and actively involves its employees in understanding and appreciating these rules. For Autogrill, serving quality products also means assuring food safety throughout the procurement and production chain. In this vein the Group develops concepts, menus, and recipes made from safe, nutritious ingredients that meet different dietary needs and preferences.

In 2020, in light of the pandemic, it was more important than ever to put the customer at the center of attention. To keep customers up-to-date on Autogrill's pandemic response and how it was continuing to serve them while following government regulations, the Group acted promptly to print and display information at its stores. It posted the Group's COVID protocols and guidelines, explained contactless payment and ordering methods, and described the hygiene and other anti-contagion practices customers should follow while on the premises. Autogrill gave its employees a fundamental role in the communication process, as key players in creating a climate of mutual trust.

To communicate with customers, answer their questions, and summarize the measures and strict safety standards adopted, the Group also used various channels including the Autogrill website, special ad hoc websites, social media, advertising campaigns, and radio ads.

Stores were adapted for social distancing by, for example, setting a maximum occupancy limit per table, rearranging tables and seating space, and reducing the number of staff. Where required by local regulations, customer information was collected for the purpose of contact tracing.

## **Consumers: engagement and quality of services**

**GRI 102-43, 102-44, 103-2, 103-3**

Autogrill encourages customer feedback and the development of innovative products and services that will meet society's demands over the long-term horizon. The new consumption patterns we seek constantly lead to ideas for increasing the excellence of the travel food experience and pursuing the utmost satisfaction of customers and all other stakeholders.

In every country served, the Group has set up customer care services to handle feedback and any complaints. Store employees are suitably trained in this respect and learn to handle the most delicate situations promptly and in accordance with protocols.

To monitor how the pandemic has changed customers' needs and preferences, the market was analyzed using studies and various sources of information, and the Group encouraged the exchange of insights and best practices within its perimeter and between Autogrill and its commercial partners. No less important was the direct observation of new purchasing and consumption habits and direct requests for feedback, which were used to adapt product assortments and business models so that customers would continue to have a pleasant experience (for example, by spending less time indoors and avoiding crowded spaces) in accordance with regulations in force.

The Group adapted its product assortment to the new consumption patterns, increasingly geared towards takeaway and pre-packaged foods in snack or travel formats, and simplified the complexity and variety of its assortment as the market affirmed a back-to-basics trend. Other measures included setting up new outdoor areas where travelers can eat and drink more safely, replacing tableware with single-use packaging for takeaway, shutting down buffets and self-service stations, adding home delivery where appropriate, and, as better described below, making greater use of digital technologies such as online or app-based ordering platforms and electronic or contactless payments.

## **Digitalization and innovation of services**

**GRI 103-2, 103-3**

Over the years, digitalization has been used to improve the customer experience by providing better, clearer information, with screens showing photo and video content and messages customized to the time of day and target clientele. Dedicated apps, virtual payment, and digital kiosks have likewise enhanced the purchasing phase. In the United States, the Network Operation Center ensures the highest level of security for electronic payments and the best customer experience for all of the wi-fi-linked services offered at most Autogrill locations.

Anti-contagion measures like social distancing required the rapid adjustment of business models and operations to the new needs of travelers and to changes in their mobility and purchasing patterns, allowing Autogrill to maintain its traditional level of service while keeping its customers safe. The changes led to the increased development of rapid shopping and an acceleration in digital payment methods, by way of innovative, high-tech solutions that continued to deliver a quality experience to travelers.

The digitalization projects supported by the Group include the use of apps and of QR codes placed in strategic, highly visible positions inside and in the vicinity of stores. Using a smartphone from outside the store, travelers can consult menus and order a meal, pay digitally, and receive a pick-up notification, reducing their time indoors to a minimum. Automatic digital kiosks were another way to encourage self-service ordering. On that note, the Group is testing a completely self-service concept involving takeaway items, a self check-out device for digital payment methods, and a coffee machine that unlocks automatically when the purchase is complete. Finally, the Group improved its collaboration with delivery partners, where this service is offered, in order to guarantee the faster, more efficient coordination and delivery of orders.

## Product quality and safety

GRI 103-2, 103-3, 403-7, 416-1

Autogrill has a primary responsibility to ensure the safety and quality of what it serves, day after day: from raw materials to the finished product, following the right preparation standards and using quality ingredients in accordance with all local regulations and food safety standards.

The quality and safety of the products served are guaranteed by a management system that begins with the supplier selection process and is based on values and objectives that are strongly shared by the Group and its trading partners. To that end, suppliers are periodically screened by way of questionnaires, direct or indirect information gathering, spot checks, and annual audits. In addition to these assessments and controls is a self-screening program falling within the management system used in the various countries, consisting of a set of centrally coordinated procedures carried out on-site to ensure compliance with all hygiene and sanitary standards. The results of HACCP<sup>37</sup> audits on individual locations count towards the MBO<sup>38</sup> system followed for store managers. In North America, the Group has a quality control and food safety program administered by an outside company, based on the Food and Drug Administration Food Code in the United States and the Safe Food for Canadians Act in Canada. Each location is inspected without notice at least twice a year, after which the Quality Assurance department reviews the audits and oversees implementation of the improvement plans proposed by the store managers.

Direct suppliers also go through a pre-approval process to test their level of compliance with the Group's HACCP standards, which call for strict microbiological, content and chemical/physical analyses along the entire supply chain, at intervals defined according to the degree of risk. As a brand licensee, the Group itself is subject to audits by brand partners as well as concession grantors. Staff training in food safety standards and HACCP processes completes the Group's oversight program.

Already fully inclusive of the strictest national and local regulations, the quality management system allowed the Group to operate in total safety from the outset of the COVID-19 pandemic by taking a few additional precautions, such as the mandatory use of gloves and face masks or visors by all food preparation staff. Numerous locations were inspected for compliance with anti-COVID protocols, by both internal and external bodies, including government agencies and certification or control authorities. The outcome of all inspections was positive and any shortcomings were promptly addressed and resolved.

## Healthy, balanced menus

GRI 103-2, 103-3

The Autogrill Group develops concepts, menus, and recipes made from safe, nutritious ingredients that meet a variety of dietary needs and preferences. Trends do indicate that consumers are showing a growing preference for healthy, balanced lifestyles, starting with what they eat. Autogrill interprets travelers' needs so it can quickly respond to the complexity of these changes and translate them into innovative menus.

The portfolio has been expanded to include concepts focusing on well-balanced assortments (like Leon and La Place), while at existing locations solutions are developed from simple, genuine ingredients and balanced menus are created with input from nutritionists and science communicators. In North America, for example, various initiatives were taken during the year to expand the "Eat Well. Travel Further" concept by introducing healthy, nutritious menu items consistent with a plant-based diet. External partnerships are developed to guarantee a supply of quality gluten-free and organic foods. Many options are available throughout the Group for those

<sup>37</sup> HACCP: Hazard Analysis and Critical Control Points.

<sup>38</sup> MBO: Management by Objectives.

who choose a vegetarian or vegan diet, and in some markets, where relevant, halal products are marked with their own sticker.

**Animal welfare**

The Group acknowledges its responsibility to promote animal welfare as a key element in ensuring the safety and quality of its menus. Carefully considering its different markets and their cultures, Autogrill is committed to sustainable, responsible purchasing that protects animal welfare in accordance with laws, regulations, and international best practices. In Italy, for its directly managed locations and proprietary brands, Autogrill only uses shell eggs and egg mixes sourced, at a minimum, from cage-free hens. It was one of the first in the Italian industry to promise not to use eggs from battery-grown hens, which in 2009 won it the Good Egg award from Compassion in World Farming, the largest international farm animal welfare organization.

In North America and Europe it has committed to using only cage-free eggs by 2025. In the Netherlands, an agreement has been struck with a zero-impact organic farm that guarantees the highest animal welfare standards.

**Product labeling and marketing**  
**GRI 103-2, 103-3**

Laws on disclosing the ingredients of food products are followed scrupulously in all countries served, with particular attention for information on allergens and the food's role in a healthy diet. In the United States, for example, in accordance with Food and Drug Administration rules, all prepackaged, grab-and-go products are labeled for allergens and for their nutritional and calorie content, similarly to the policy in Northern Europe. Every International location keeps detailed pamphlets on allergens, including gluten and dairy, and for some products the information can be viewed directly with a barcode reader.

Autogrill strictly complies with the laws in each country regarding alcohol and tobacco sales, and is committed to the responsible consumption of these products. In North America, the Serve Safe Alcohol program trains all employees in the correct serving of alcoholic beverages. Marketing at U.S. locations includes the “We ID” message asking all customers to present identification when they purchase alcohol.

**Principal certifications**

The Group views the certifications it has obtained as proof of its successful business models and as encouragement to strive for constant improvement.

<b>Certification</b>	<b>Applies to:</b>
ISO 9001:2015 on Quality Management Systems	Italy: Autogrill Italia S.p.A. and Nuova Sidap
ISO 22000 on Food Safety Management	Italy: Autogrill Italia S.p.A (HQ and MAO); Greece: Autogrill Hellas EpE
ISO 9001:2015 (provision of technical project management services)	Italy: Autogrill Italia S.p.A. Greece: Autogrill Hellas EpE
BS OHSAS 18001:2007, UNI ENI ISO 450001	Italy: Autogrill Italia S.p.A. – HQ and airport locations
Halal certification from MUI (Majelis Ulama Indonesia)	Pizza Hut at Bali airport, locations at Bangalore airport (HMSHost International), Majia Sumai (China), Pizza Hut and Burger King in Jakarta, airport locations at Bangalore and Hyderabad (HMSHost International)
Diverse Food Safety program	Locations in Bali (HMSHost International), locations at Schiphol airport (HMSHost International)
FSSAI (Food Safety and Standards Authority of India)	Airport locations at Bangalore and Hyderabad (HMSHost International)
NVWA (Netherlands Food and Consumer Product Safety Authority)	Locations at Schiphol airport (HMSHost International)
EIQA Irish Food Safety Quality Awards	HMSHost Ireland
IMQ Covid-19 Restriction	Italy: Rozzano HQ and stores

## Responsible supply chain management

**GRI 103-2, 103-3, 102-9, 102-12, 308-1, 414-1**

The Autogrill Group strives to create stable, long-term relationships based on transparency, integrity, impartiality, and contractual fairness, favoring domestic suppliers wherever possible as a way of supporting each country's economy. Autogrill's supply chain is made up chiefly of food and beverage vendors: for fresh foods they are mostly local, while for general categories the Group takes advantage of its multinational dimension to enter into supply contracts in different countries. There is also a small number of providers of technical goods and services, such as maintenance and cleaning. The procurement processes and partnership arrangements with suppliers are guided by the Procurement units and by specialists working at head offices in the different countries, sometimes with support from specialized brokers as well as the supply chains of brand partners.

It is in Autogrill's interest to verify the suitability of suppliers, from an ethical point of view and in terms of product quality and safety, for the sake of an enduring relationship. For this reason Autogrill has adopted the Group Supply Chain Sustainability Guidelines, developed with input from the Global Compact Network Italy Foundation, which defines general standards for the evaluation of suppliers and the basic principles reflecting the Group's sustainable supply chain management approach.

All suppliers sign the Group Code of Ethics, or a specific Supplier Code of Conduct in North America, as part of the qualification process. This applies to suppliers the Group contracts directly and to any intermediaries that help it manage the procurement process. The International area has made the Supply Chain Sustainability Guidelines part and parcel of all new vendor contracts. In Italy, suppliers are bound to the certification standards of SA8000. It is important to note that especially in countries where supplier quality cannot be audited, supply chain risk is managed by giving priority to large companies that are already certified and subject to external audits.

In managing the COVID-19 emergency, the Group conducted a thorough due diligence to monitor any pandemic-related interruptions in the supply chain; no such problems were found. It also identified the key products within its assortment, with a view to ensuring their constant supply and in general to monitoring inventory levels. Because the pandemic has made it difficult to predict customer traffic, in fact, the Group has pursued agreements with suppliers for the return of unsold stocks. Where necessary, it has also sought potential alternative buyers for unsold merchandise or foods nearing their use-by date, and solutions to render the supply chain more flexible (for example by having suppliers modify the weight or quantity of certain deliveries).

To ensure the health and safety of its employees and customers, the Group struck commercial agreements ensuring the timely delivery of items for the prevention of contagion. The procurement of PPE and similar materials is the responsibility of the process owner assigned to manage the emergency in each country, with assistance from the Quality and Purchasing departments. Where appropriate, the Group's usual procurement standards were supplemented with additional criteria such as certification marks or particular specifications.

## 1.6.6 Autogrill Group social and environmental data

### Employees by age, gender, and professional category GRI 102-8, 405-1

(no.)	2020				2019				2018			
	North America	Europe	International	Total	North America	Europe	International	Total	North America	Europe	International	Total
<b>Total employees</b>	<b>11,662</b>	<b>13,498</b>	<b>5,932</b>	<b>31,092</b>	<b>33,113</b>	<b>16,920</b>	<b>12,028</b>	<b>62,061</b>	<b>32,030</b>	<b>16,624</b>	<b>11,398</b>	<b>60,052</b>
Of which: women	7,423	8,650	2,891	18,964	20,575	10,637	6,021	37,233	19,581	10,417	5,699	35,697
	64%	64%	49%	61%	62%	63%	50%	60%	61%	63%	50%	59%
<b>Headquarters</b>	<b>276</b>	<b>611</b>	<b>481</b>	<b>1,368</b>	<b>603</b>	<b>682</b>	<b>711</b>	<b>1,996</b>	<b>604</b>	<b>651</b>	<b>731</b>	<b>1,986</b>
<b>Top managers</b>	<b>16</b>	<b>37</b>	<b>41</b>	<b>94</b>	<b>19</b>	<b>42</b>	<b>46</b>	<b>107</b>	<b>86</b>	<b>40</b>	<b>47</b>	<b>173</b>
Women	4	7	9	20	7	8	9	24	34	5	7	46
< 30 years	0	0	0	0	0	0	0	0	0	0	0	0
30-50 years	0	19	23	42	5	20	28	53	38	19	31	88
> 50 years	16	18	18	52	14	22	18	54	48	21	16	85
<b>Senior managers</b>	<b>63</b>	<b>48</b>	<b>49</b>	<b>160</b>	<b>77</b>	<b>51</b>	<b>55</b>	<b>183</b>	<b>128</b>	<b>47</b>	<b>59</b>	<b>234</b>
Women	23	14	19	56	27	16	22	65	55	18	24	97
< 30 years	0	0	1	1	0	2	2	4	1	2	2	5
30-50 years	24	31	38	93	36	35	45	116	77	32	48	157
> 50 years	39	17	10	66	41	14	8	63	50	13	9	72
<b>Managers</b>	<b>98</b>	<b>147</b>	<b>125</b>	<b>370</b>	<b>177</b>	<b>166</b>	<b>151</b>	<b>494</b>	<b>172</b>	<b>162</b>	<b>134</b>	<b>468</b>
Women	45	77	58	180	81	83	70	234	74	84	64	222
< 30 years	1	3	17	21	7	7	21	35	10	8	15	33
30-50 years	60	96	95	251	108	113	118	339	108	115	111	334
> 50 years	37	48	13	98	62	46	12	120	54	39	8	101
<b>White collars</b>	<b>99</b>	<b>379</b>	<b>266</b>	<b>744</b>	<b>330</b>	<b>423</b>	<b>459</b>	<b>1,212</b>	<b>218</b>	<b>402</b>	<b>491</b>	<b>1,111</b>
Women	65	236	136	437	206	269	241	716	149	260	207	616
< 30 years	9	37	79	125	35	52	206	293	35	48	233	316
30-50 years	51	208	171	430	180	234	230	644	112	233	237	582
> 50 years	39	134	16	189	115	137	23	275	71	121	21	213
<b>Stores</b>	<b>11,386</b>	<b>12,887</b>	<b>5,451</b>	<b>29,724</b>	<b>32,510</b>	<b>16,238</b>	<b>11,317</b>	<b>60,065</b>	<b>31,426</b>	<b>15,973</b>	<b>10,667</b>	<b>58,066</b>
<b>Area managers</b>	<b>131</b>	<b>67</b>	<b>70</b>	<b>268</b>	<b>136</b>	<b>64</b>	<b>95</b>	<b>295</b>	<b>137</b>	<b>56</b>	<b>80</b>	<b>273</b>
Women	43	15	15	73	40	14	18	72	41	10	15	66
< 30 years	1	1	4	6	0	0	8	8	0	0	8	8
30-50 years	63	42	62	167	68	38	81	187	66	36	70	172
> 50 years	67	24	4	95	68	26	6	100	71	20	2	93
<b>Store managers</b>	<b>505</b>	<b>503</b>	<b>221</b>	<b>1,229</b>	<b>1,254</b>	<b>549</b>	<b>290</b>	<b>2,093</b>	<b>1,219</b>	<b>517</b>	<b>243</b>	<b>1,979</b>
Women	249	187	87	523	596	203	111	910	577	178	91	846
< 30 years	51	17	46	114	183	22	74	279	155	19	64	238
30-50 years	303	345	160	808	733	373	201	1,307	708	361	168	1,237
> 50 years	151	141	15	307	338	154	15	507	356	137	11	504
<b>Managers</b>	<b>289</b>	<b>495</b>	<b>237</b>	<b>1,021</b>	<b>744</b>	<b>520</b>	<b>336</b>	<b>1,600</b>	<b>858</b>	<b>533</b>	<b>481</b>	<b>1,872</b>
Women	140	271	90	501	396	283	131	810	501	270	191	962
< 30 years	22	62	80	164	179	83	130	392	245	91	200	536
30-50 years	187	303	145	635	406	320	192	918	449	322	260	1,031
> 50 years	80	130	12	222	159	117	14	290	164	120	21	305
<b>Unit heads</b>	<b>841</b>	<b>1,938</b>	<b>1,074</b>	<b>3,853</b>	<b>2,873</b>	<b>1,999</b>	<b>1,646</b>	<b>6,518</b>	<b>3,311</b>	<b>2,118</b>	<b>1,121</b>	<b>6,550</b>
Women	592	1,178	569	2,339	1,966	1,228	852	4,046	2,237	1,309	536	4,082
< 30 years	254	237	509	1,000	1,144	272	892	2,308	1,402	297	651	2,350
30-50 years	405	1,240	516	2,161	1,244	1,306	703	3,253	1,333	1,376	451	3,160
> 50 years	182	461	49	692	485	421	51	957	576	445	19	1,040
<b>General employees</b>	<b>9,620</b>	<b>9,884</b>	<b>3,849</b>	<b>23,353</b>	<b>27,503</b>	<b>13,106</b>	<b>8,950</b>	<b>49,559</b>	<b>25,901</b>	<b>12,749</b>	<b>8,742</b>	<b>47,392</b>
Women	6,262	6,665	1,908	14,835	17,256	8,533	4,567	30,356	15,913	8,283	4,564	28,760
< 30 years	2,948	1,555	2,504	7,007	11,718	3,316	6,667	21,701	11,117	3,027	6,746	20,890
30-50 years	3,655	5,708	1,100	10,463	9,563	7,059	1,959	18,581	8,848	6,911	1,722	17,481
> 50 years	3,017	2,621	245	5,883	6,222	2,731	324	9,277	5,936	2,811	274	9,021
<b>Protected categories / employees with disabilities</b>	<b>0</b>	<b>447</b>	<b>48</b>	<b>495</b>	<b>N/A</b>	<b>488</b>	<b>73</b>	<b>561</b>	<b>N/A</b>	<b>535</b>	<b>61</b>	<b>596</b>

These figures are a snapshot of the Group's workforce at 31 December 2020. Changes across the three-year period reflect the trend in business volumes as a result of the COVID-19 pandemic. For North America, information on employees in protected categories is not available because of privacy laws.

## Employees by type of contract<sup>39</sup> GRI 102-8, 405-1

(no.)	2020				2019				2018			
	North America	Europe	International	Total	North America	Europe	International	Total	North America	Europe	International	Total
<b>Total employees</b>	<b>11,662</b>	<b>13,498</b>	<b>5,932</b>	<b>31,092</b>	<b>33,113</b>	<b>16,920</b>	<b>12,028</b>	<b>62,061</b>	<b>32,030</b>	<b>16,624</b>	<b>11,398</b>	<b>60,052</b>
Of which: women	7,423 64%	8,650 64%	2,891 49%	18,964 61%	20,575 62%	10,637 63%	6,021 50%	37,233 60%	19,581 61%	10,417 63%	5,699 50%	35,697 59%
<b>Permanent</b>	<b>11,662</b>	<b>13,229</b>	<b>4,206</b>	<b>29,097</b>	<b>33,113</b>	<b>14,503</b>	<b>6,356</b>	<b>53,972</b>	<b>32,030</b>	<b>13,720</b>	<b>5,692</b>	<b>51,442</b>
Of which: women	7,423	8,496	2,326	18,245	20,575	9,181	3,407	33,163	19,581	8,736	3,003	31,320
<b>Temporary</b>	<b>0</b>	<b>269</b>	<b>1,726</b>	<b>1,995</b>	<b>n/a</b>	<b>2,417</b>	<b>5,672</b>	<b>8,089</b>	<b>n/a</b>	<b>2,904</b>	<b>5,706</b>	<b>8,610</b>
Of which: women	0	154	565	719	n/a	1,456	2,614	4,070	n/a	1,681	2,696	4,377
<b>Full time</b>	<b>9,895</b>	<b>6,131</b>	<b>3,973</b>	<b>19,999</b>	<b>26,791</b>	<b>6,942</b>	<b>7,553</b>	<b>41,286</b>	<b>25,410</b>	<b>7,396</b>	<b>7,122</b>	<b>39,928</b>
Of which: women	6,231	3,163	1,595	10,989	16,438	3,624	3,174	23,236	15,455	3,771	3,050	22,276
<b>Part time</b>	<b>1,767</b>	<b>7,367</b>	<b>1,959</b>	<b>11,093</b>	<b>6,322</b>	<b>9,978</b>	<b>4,475</b>	<b>20,775</b>	<b>6,620</b>	<b>9,228</b>	<b>4,276</b>	<b>20,124</b>
Of which: women	1,192	5,487	1,296	7,975	4,137	7,013	2,847	13,997	4,126	6,646	2,649	13,421

## Per capita training hours by employee category<sup>40</sup> GRI 404-1

(hours)	2020	2019	2018	Stores	2020	2019	2018
<b>Headquarters</b>	<b>Group</b>	<b>Group</b>	<b>Group</b>	<b>Area managers</b>	<b>11.8</b>	<b>21.6</b>	<b>15.3</b>
<b>Top managers</b>	<b>6.2</b>	<b>14.4</b>	<b>8.3</b>	Women	11.7	15.1	8.8
Women	10.3	25.0	11.2	Men	11.8	23.4	17.3
Men	5.1	11.9	7.3	<b>Store managers</b>	<b>12.7</b>	<b>38.3</b>	<b>31.8</b>
<b>Senior managers</b>	<b>7.6</b>	<b>8.0</b>	<b>10.2</b>	Women	8.8	33.4	28.5
Women	16.0	10.0	11.0	Men	15.5	42.1	34.3
Men	3.6	6.9	9.7	<b>Managers</b>	<b>13.1</b>	<b>30.4</b>	<b>32.2</b>
<b>Managers</b>	<b>9.5</b>	<b>7.2</b>	<b>12.9</b>	Women	12.0	30.3	27.5
Women	11.8	8.3	15.3	Men	14.0	30.6	37.1
Men	7.4	6.2	10.7	<b>Unit heads</b>	<b>8.8</b>	<b>37.5</b>	<b>35.1</b>
<b>White collars</b>	<b>5.2</b>	<b>6.7</b>	<b>9.3</b>	Women	8.2	37.9	35.0
Women	5.5	6.9	8.9	Men	9.6	36.9	35.1
Men	4.9	6.3	9.7	<b>General employees</b>	<b>6.0</b>	<b>41.7</b>	<b>18.0</b>
				Women	5.3	43.4	17.8
				Men	7.4	39.1	18.4

The change in training hours reflects the heavy impact of the health emergency on the Group's operations. In addition, most of the hours consisted of in-store training in safety and COVID management protocols, which were not always possible to correctly record. The calculation does not include the many hours of training and awareness-raising provided by the business unit via webinar, as the delivery method did not allow for proper tracing.

<sup>39</sup> The "temporary" category does not apply to workers in North America, who are classified according to current legislation by which both parties can terminate employment at any time ("at-will employment").

<sup>40</sup> The figures available as of this writing are partially estimated on the basis of the individual training plan for new hires. They do not include the recently acquired companies, Stellar Partners Inc. and Le CroBag GmbH. Figures for Autogrill Austria are temporarily unavailable and are therefore likewise excluded.

## New hires and departures GRI 401-1

	2020				2019				2018			
	North America	Europe	International	Total	North America	Europe	International	Total	North America	Europe <sup>41</sup>	International	Total
<b>Hires (no.)</b>	<b>7,115</b>	<b>1,960</b>	<b>1,969</b>	<b>11,044</b>	<b>27,692</b>	<b>9,746</b>	<b>9,013</b>	<b>46,451</b>	<b>24,256</b>	<b>9,731</b>	<b>8,751</b>	<b>42,738</b>
Women	4,556	1,082	1,002	6,640	17,835	5,688	4,406	27,929	15,057	5,702	4,393	25,152
Men	2,559	878	967	4,404	9,857	4,058	4,607	18,522	9,199	4,029	4,358	17,586
< 30 years	4,480	1,276	1,595	7,351	18,906	5,765	7,186	31,857	17,177	5,838	7,204	30,219
30-50 years	1,861	587	344	2,792	6,863	3,479	1,635	11,977	5,602	3,424	1,395	10,421
> 50 years	774	97	30	901	1,923	502	192	2,617	1,477	469	152	2,098
<b>Departures (no.)</b>	<b>27,645</b>	<b>5,524</b>	<b>8,045</b>	<b>41,214</b>	<b>24,415</b>	<b>9,976</b>	<b>8,056</b>	<b>42,447</b>	<b>23,173</b>	<b>9,821</b>	<b>7,397</b>	<b>40,391</b>
Women	17,083	3,172	4,137	24,392	15,524	5,874	3,941	25,339	14,325	5,761	3,785	23,871
Men	10,562	2,352	3,908	16,822	8,891	4,102	4,115	17,108	8,848	4,060	3,612	16,520
< 30 years	13,231	2,708	5,964	21,903	16,242	5,435	6,395	28,072	15,976	5,326	6,078	27,380
30-50 years	9,429	2,208	1,900	13,537	6,160	3,597	1,521	11,278	5,486	3,588	1,181	10,255
> 50 years	4,985	608	181	5,774	2,013	944	140	3,097	1,711	907	131	2,749
<b>Turnover, incoming (%)</b>	<b>57%</b>	<b>15%</b>	<b>33%</b>	<b>35%</b>	<b>84%</b>	<b>58%</b>	<b>75%</b>	<b>75%</b>	<b>76%</b>	<b>59%</b>	<b>77%</b>	<b>71%</b>
Women	57%	13%	35%	34%	87%	53%	73%	75%	77%	55%	77%	70%
Men	58%	18%	32%	36%	79%	65%	77%	75%	74%	65%	76%	72%
< 30 years	124%	67%	49%	84%	143%	154%	90%	127%	132%	167%	91%	124%
30-50 years	37%	7%	15%	18%	56%	37%	46%	47%	48%	36%	45%	43%
> 50 years	20%	3%	8%	12%	26%	14%	41%	22%	20%	13%	40%	18%
<b>Turnover, outgoing (%)</b>	<b>237%</b>	<b>41%</b>	<b>136%</b>	<b>133%</b>	<b>74%</b>	<b>59%</b>	<b>67%</b>	<b>68%</b>	<b>72%</b>	<b>59%</b>	<b>65%</b>	<b>67%</b>
Women	230%	37%	143%	129%	75%	55%	65%	68%	73%	55%	66%	67%
Men	249%	49%	129%	139%	71%	65%	69%	69%	71%	65%	63%	68%
< 30 years	403%	142%	184%	260%	122%	145%	80%	112%	123%	153%	77%	112%
30-50 years	199%	28%	82%	90%	50%	38%	43%	44%	47%	38%	38%	42%
> 50 years	137%	17%	47%	76%	27%	26%	30%	27%	23%	24%	34%	24%

Percentages represent employee turnover rates (incoming and outgoing) and are calculated in relation to the total number of employees for each area, gender, and age range. The differences in turnover rates across regions is explained by diverse trends in the markets and in Group operations as a result of the public health emergency, with particular reference to the International area and North America.

## Injury rates<sup>42</sup> GRI 403-9

	2020				2019				2018			
	North America	Europe	International	Total	North America	Europe	International	Total	North America	Europe	International	Total
<b>Workplace injuries (no.)</b>	<b>299</b>	<b>335</b>	<b>96</b>	<b>730</b>	<b>1,176</b>	<b>630</b>	<b>307</b>	<b>2,113</b>	<b>1,122</b>	<b>555</b>	<b>291</b>	<b>1,968</b>
Women	170	212	49	431	744	391	172	1,307	703	372	164	1,239
Men	129	123	47	299	432	239	135	806	419	183	127	729
<b>Frequency rate</b>	<b>17.25</b>	<b>28.10</b>	<b>12.60</b>	<b>19.80</b>	<b>28.49</b>	<b>29.40</b>	<b>22.19</b>	<b>27.61</b>	<b>28.13</b>	<b>25.03</b>	<b>22.94</b>	<b>26.33</b>
Women	16.51	30.02	14.06	20.66	30.35	29.97	28.91	30.04	30.06	28.11	28.81	29.28
Men	18.34	25.31	11.32	18.68	25.78	28.51	17.12	24.40	25.38	20.48	18.16	22.47
<b>Serious injury rate</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.0</b>	<b>0.0</b>	<b>0.5</b>	<b>0.1</b>	<b>0.0</b>	<b>0.1</b>	<b>0.0</b>	<b>0.0</b>
Women	0.00	0.00	0.00	0.00	0.0	0.0	1.2	0.2	0.0	0.2	0.0	0.0
Men	0.00	0.00	0.00	0.00	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
<b>Death rate</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>
Women	0.00	0.00	0.00	0.00	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Men	0.00	0.00	0.00	0.00	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0

Injury rates include workplace injuries only (not commuting accidents).  
 Frequency rate: ((total number of injuries + total number of deaths) / total hours worked) x 1,000,000  
 Serious injury rate: (total number of serious injuries / total hours worked) x 1,000,000  
 Death rate: (total number of deaths / total hours worked) x 1,000,000

<sup>41</sup> The 2018 figures for Europe have been restated following an improvement to the turnover rate reporting and calculation systems, in order to harmonize data across the different regions.

<sup>42</sup> The reporting area does not include APAC, Germany (including Le CroBag), the Netherlands, Stellar Partners, and Canada for 2018; the Netherlands, Germany (including Le CroBag), Stellar Partners, and Canada for 2019; and Stellar Partners and Canada for 2020.

The number of injuries and the trend in the injury rate reflects operating volumes and the reduction in staff employed at stores during the year.

### Donations by type and region

Donations	2020				2019				2018			
	North America	Europe	International	Total	North America	Europe	International	Total	North America <sup>43</sup>	Europe	International	Total
Direct donations	€ -	61,929	87,217	149,146	638	186,814	56,544	243,996	10,627	223,255	33,444	267,326
Indirect donations	€ 280,160	0	2,897	283,057	520,780	-	30,526	551,306	438,142	23,968	37,542	499,653
Donations in kind	€ 2,542,715	606,340	70,137	3,219,192	3,387,217	109,411	19,541	3,516,169	3,268,177	360	15,950	3,284,486
<b>Total</b>	<b>€ 2,822,875</b>	<b>668,269</b>	<b>160,251</b>	<b>3,651,395</b>	<b>3,908,635</b>	<b>296,225</b>	<b>106,611</b>	<b>4,311,471</b>	<b>3,716,946</b>	<b>247,583</b>	<b>86,936</b>	<b>4,051,464</b>

In 2020 the Group's donations exceeded €3.6 million (4% direct, 8% indirect and 88% in kind). Most of them consisted of food donated through partnerships with local and national food banks, mostly in North America. The amount of donations in kind in Europe benefited from work with Banco Alimentare, where excess provisions are donated.

### Environment – energy consumption and emissions<sup>44</sup> GRI 302-1, 305-1, 305-2

		2020				2019			2018		
		North America	Europe	International	Total	North America	Europe	Total	North America	Europe	Total
<b>HQ + stores</b>											
<b>Total direct energy consumption</b>	<b>GJ</b>	<b>153,388</b>	<b>92,612</b>	<b>9,259</b>	<b>255,259</b>	<b>227,932</b>	<b>133,591</b>	<b>361,523</b>	<b>274,124</b>	<b>135,940</b>	<b>410,064</b>
From non-renewable sources:											
Natural gas	m <sup>3</sup>	2,788,346	1,083,957	102,774	<b>3,975,077</b>	3,540,210	1,591,106	<b>5,131,316</b>	3,738,273	1,659,503	<b>5,397,776</b>
Diesel	l	-	735,658	2,322	<b>737,980</b>	-	1,036,066	<b>1,036,066</b>	-	977,039	<b>977,039</b>
LPG	l	1,643,097	161,012	150,042	<b>1,954,151</b>	3,409,454	237,278	<b>3,646,732</b>	4,880,099	298,612	<b>5,178,711</b>
Propane	kg	-	-	-	-	-	-	-	-	-	-
By vehicle fleet:											
Gasoline	l	-	13,363	26,140	<b>39,503</b>	-	5,241	<b>5,241</b>	-	5,598	<b>5,598</b>
Diesel	l	-	445,472	6,637	<b>452,109</b>	-	643,392	<b>643,392</b>	-	639,128	<b>639,128</b>
Biogas	kg	-	-	917	<b>917</b>	-	-	-	-	-	-
<b>Total indirect energy consumption</b>	<b>GJ</b>	<b>177,350</b>	<b>571,884</b>	<b>80,722</b>	<b>829,956</b>	<b>249,792</b>	<b>808,899</b>	<b>1,058,691</b>	<b>357,598</b>	<b>851,044</b>	<b>1,208,642</b>
From non-renewable sources	MWh	49,264	151,944	17,926	<b>219,134</b>	69,387	223,599	<b>292,986</b>	99,333	236,323	<b>335,656</b>
From renewable resources	MWh	-	6,913	3,941	<b>10,854</b>	-	1,095	<b>1,095</b>	-	78	<b>78</b>
<b>Emissions</b>											
<b>Total direct emissions</b>	<b>t</b>	<b>8,195</b>	<b>5,479</b>	<b>521</b>	<b>14,195</b>	<b>12,380</b>	<b>7,960</b>	<b>20,340</b>	<b>15,064</b>	<b>8,076</b>	<b>23,140</b>
From non-renewable sources:											
CO <sub>2</sub>	eq	8,195	4,316	447	<b>12,959</b>	12,380	6,279	18,659	15,064	6,385	21,449
By vehicle fleet:											
Total indirect emissions	t CO <sub>2</sub>	<b>24,556</b>	<b>51,208</b>	<b>10,093</b>	<b>85,857</b>	<b>34,585</b>	<b>71,470</b>	<b>106,055</b>	<b>49,512</b>	<b>77,970</b>	<b>127,482</b>
Electricity	t CO <sub>2</sub>	24,556	51,208	10,093	<b>85,857</b>	34,585	71,470	106,055	49,512	77,970	127,482

Data on direct and indirect energy consumption refers mainly to headquarters and motorway locations, where utilities are contracted directly by the Group. The increase in renewable energy consumption is attributable to France, where 30% of the electricity sourced is from renewable sources. The trend in consumption is closely correlated with the Group's business volumes in the different countries, sharply curtailed as a result of the pandemic and the months-long closures of stores. At locations where utilities are included in the rent, it is not always possible to know how much is consumed; these locations, therefore, will continue to be excluded from reporting. This limitation applies mainly to airports and malls in North America. The factors used to compute indirect emissions were published by the Department for Business, Energy & Industrial Strategy

<sup>43</sup> Due to improvements in the reporting system, the 2017 figure for direct donations in North America has been restated. For data published previously, see the 2017 Non-Financial Statement at [www.autogrill.com](http://www.autogrill.com). The change has also affected the items "Reclassified operating costs" and "Donations" in the statement of economic value.

<sup>44</sup> Environmental data does not include Stellar Partners Inc. The "market-based" calculation method is not applicable because for electricity contracts, managed at the individual country level, the Group refers to the corresponding market mix. Following a process of improvement of the reporting system, the 2018 and 2019 data relating to direct energy consumption for North America have been restated. The change also impacted on direct emissions data. For previously published data, please refer to the 2019 Consolidated Non-Financial Statement, on [www.autogrill.com](http://www.autogrill.com).

(BEIS) in 2015 (complete with emissions factors by country), while for direct emissions, the Group used the more recent document published in 2020.

## Environment – waste disposal

### GRI 306-3

#### Disposal methods<sup>45</sup> - Europe

Disposal method stores		Europe		
uom		2020	2019	2018
<b>Hazardous waste</b>		<b>13.7</b>	<b>17.6</b>	<b>17.0</b>
	Recycled	7.1	8.3	7.5
	Incinerator	6.6	9.3	9.5
	Landfill			
<b>Non-hazardous waste</b>		<b>18,632.4</b>	<b>35,793.6</b>	<b>30,608.1</b>
	Recycled	5,519.1	9,661.7	9,470.9
	Incinerator	4,985.6	7,954.8	7,057.6
	Landfill	8,127.7	18,177.1	14,079.5

Because of the particularities of the Group's business, it is important to note that waste disposal data can only cover locations where the Group uses a private waste management firm. To give a more complete picture of the reporting area, since 2018 the Group has provided some estimates, mostly in the Italian motorway channel for waste collected by local public operators. The figures are thus partially estimated and do not include locations in Switzerland and Spain where all waste is collected by public entities. The change in performance over the three-year period should therefore be interpreted in light of the constant improvement in the calculation method. International and North American locations are not included because waste management is primarily handled by the infrastructure operators.

## Creating and distributing economic value

### GRI 103-2, 103-3, 201-1, 102-43

Statement of economic value (€k)	2020	2019	2018
<b>Economic value created by the Group</b>	<b>2,271,214</b>	<b>5,761,530</b>	<b>5,215,052</b>
Revenue and other operating income	2,328,892	5,604,364	5,223,912
Financial income	8,394	5,147	2,061
Adjustment to the value of financial assets <sup>46</sup>	(13,433)	36,357	13
Impairment losses on receivables	(10,545)	(1,496)	(1,859)
Impairment losses	(61,656)	(11,653)	(9,075)
Capital gains from the disposal of operating activities	19,562	128,811	
<b>Economic value distributed</b>	<b>2,113,638</b>	<b>4,933,000</b>	<b>4,956,642</b>
Reclassified operating costs	1,359,606	3,075,627	3,253,606
Remuneration of personnel	767,712	1,652,876	1,538,525
Remuneration of lenders and shareholders <sup>47</sup>	97,299	125,215	99,840
Remuneration of public institutions <sup>48</sup>	(114,402)	75,522	61,119
Donations	3,423	3,760	3,552
<b>Economic value retained by the Group</b>	<b>157,576</b>	<b>828,530</b>	<b>258,410</b>
Depreciation and amortization	609,442	612,367	227,807
Provisions	28,002	10,975	12,823
Reserves	(479,868)	205,188	17,780

<sup>45</sup> Hazardous waste includes electronic devices, batteries, waste oils, oil filters, absorbent materials, and packaging containing hazardous substances (produced by the oil business).

<sup>46</sup> For 2019 include profit/loss from discontinued operations.

<sup>47</sup> The remuneration of shareholders consists of the share of the year's profits that will be paid as dividends in the following year, as proposed to the annual general meeting by the Board of Directors. In light of the uncertainty brought by the COVID-19 emergency, the Board of Directors has decided for this year as well not to distribute a 2021 dividend (for 2020) and to carry forward the parent company's loss.

<sup>48</sup> The main component is a tax refund of \$119m to which the subsidiary HMSHost Corporation is entitled, by offsetting the federal tax loss incurred in 2020 as a result of the COVID-19 pandemic against the taxable income of prior years since 2015, according to the carry-back mechanism recently introduced by US tax law.

**Tax responsibility**  
GRI 207-4

Tax responsibility	Employees at 31/12/19 by area (no.)	Revenue – Total for area	Income tax paid (cash accounting method) (€k)	Income tax accrued
<b>Italy</b>				
Italy	9,734	1,566,190	2,672	5,560
<b>Other European countries</b>				
Austria	7,186	757,215	1	1
Belgium			471	453
France			2,004	883
Germany			67	383
Greece			(14)	180
Slovenia			7	1
Spain			-	-
Switzerland			1,692	1,683
Czech Republic			31	28
Poland			-	-
<b>International</b>				
United Arab Emirates	12,028	705,153	-	-
Australia			-	-
China			-	-
Denmark			-	-
Finland			-	-
India			900	469
Indonesia			30	19
Ireland			-	-
Turkey			214	291
Malaysia			30	-
Netherlands			5,734	5,284
New Zealand			151	-
Norway			-	-
Russia			264	340
Sweden			191	-
United Kingdom			-	-
Vietnam			2,131	2,369
Singapore	-	-		
Maldives	0.1	-		
<b>North America</b>				
Canada	33,113	3,898,230	2,589	24,171
United States			8,705	16,229

Figures refer to 2019. More specifically, taxes paid and accrued are drawn from the Country-by-Country Reporting (Note that such Country-by-Country Reporting Reporting has been transferred to the ultimate parent, Edizione S.r.l., which is responsible for filing it with the Italian tax), while data on revenue comes from the 2019 Consolidated Annual Report (“Business segments” section).

## 1.6.7 Preparation criteria

**GRI 102-4, 102-10, 102-13, 102-46, 102-48, 102-50, 102-51, 102-52, 102-54, 103-2, 103-3**

### Reporting standards

The Consolidated Non-Financial Statement of the Autogrill Group, prepared in accordance with Arts. 3 and 4 of Legislative Decree 254/2016 (as amended), contains disclosures on environmental, social, personnel, human rights, and anti-corruption topics to the extent needed to ensure a full understanding of what the Group does, how it has performed, and the impact of its operations. The main risks generated or incurred in connection with these topics and arising from business activities are described in the “Financial and non-financial risk management” section of the Directors’ Report.

This statement, approved by the Board of Directors on 11 March 2021, will be published annually and has been drawn up according to the GRI Sustainability Reporting Standards (“In accordance – Core” option) defined by the Global Reporting Initiative. The GRI Standards are the most widely followed in the world for non-financial reporting, and have been chosen by Autogrill as its reference standards for compliance with Decree 254/2016. To help readers locate information within the document, the GRI Content Index is provided below.

The non-financial disclosures in this statement reflect the principle of materiality (relevance), as provided for by law and featured in the GRI standards: the issues discussed are those which, following a materiality analysis, were found to be relevant as they reflect the Group's social and environmental impact or influence the decisions of its stakeholders. Given the Group's operations, the materiality analysis did not find water consumption to have a significant environmental impact, so it is not a topic addressed in this statement. The issue of human rights did not emerge as material, but is still highly important to the Group, especially in the selection and evaluation of suppliers and relations with employees and the community. These aspects are governed by policies and procedures such as the Group Sustainability Policy, the Code of Ethics, and the Supply Chain Sustainability Guidelines.

Materiality is reviewed with a frequency and according to a methodology defined on the basis of developments within and outside the Group. The document highlights the ways in which the Group's actions are connected with the United Nations Sustainable Development Goals (UN SDGs).

### Reporting boundary

The quali- and quantitative disclosures in the Consolidated Non-Financial Statement refer to the Autogrill Group for the year ended 31 December 2020. As required by Art. 4 of Decree 254/2016, the Consolidated Non-Financial Statement includes data for the parent company (Autogrill S.p.A.) and its wholly-owned subsidiaries, unless otherwise specified, and breaks down results for the Group's three business units (North America, International, and Europe, including Italy).

The boundary for income statement figures is the same as that for the Group's 2020 Consolidated Annual Report. The boundary for non-financial disclosures consists of the companies consolidated on a line-by-line basis in the Autogrill Group's consolidated financial statements for the year ended 31 December 2020, except for dormant companies, those in liquidation, and companies acquired during the year. Note that headquarters and stores where the Group does not contract utilities directly and therefore has no precise consumption data – mostly at malls, railway stations and airports – are not always included in the reporting on environmental figures.

This limitation mostly concerns North America and the International business unit. Since the previous two years, the Group has continued to work with the different business units to improve and complete the data collection process and has managed to expand the perimeter for environmental data to a larger number of locations in Europe and the International area, using

estimates where necessary and as duly noted. Any other boundary limitations are stated within the document. Since 2019 it has also been possible to integrate staffing figures for Le CroBag GmbH and Stellar Partners Inc., which remain excluded from the other performance indicators.

### Reporting process

The preparation of the Autogrill Group's 2020 Consolidated Non-Financial Statement was based on a structured reporting process entailing:

- the involvement of all Company units and departments responsible for the relevant areas and related data and information subject to the Group's non-financial reporting. Each was responsible for its own area and was asked to help analyze and consolidate the relevant data and check and validate the information reported. More specifically, the disclosures in this statement derive from the Group's IT system for management and accounting and from a non-financial reporting system (data collection forms) implemented for the sake of compliance with Decree 254/2016 and the GRI Standards. Individual data points were then extracted and run through calculations; where specifically noted, estimates were also used. Data on economic performance, assets and liabilities was taken from the 2020 Consolidated Annual Report;
- approval of the Statement by the Board of Directors, called to approve the 2020 financial statements, after being reviewed by the Internal Control and Corporate Governance Committee;
- the issue of an assurance report on the Statement by independent auditor Deloitte & Touche following a limited assurance engagement;
- publication of the Statement on the parent company's website (www.autogrill.com) for consultation by all interested stakeholders.

## 1.6.8 Reconciliation of GRIs/material topics

### GRI 103

AREA	TOPIC	GRI DISCLOSURE	Applies to:	
			Where	Type of impact
People	Employee engagement and talent retention	Employment	Autogrill Group employees	Direct
	Health and safety in the workplace	Health and safety	Autogrill Group employees	Direct
	Employee training and development	Training and education	Autogrill Group employees	Direct
	Diversity, inclusion and equal opportunity	Diversity and equal opportunity, Non-discrimination	Autogrill Group	Direct
	Impact on local communities	Economic performance	Autogrill Group, community	Direct and indirect
Product	Transparent labeling and marketing	Marketing and product labeling	Autogrill Group, consumers	Direct
	Healthy, balanced menus	n.a.	Autogrill Group, consumers	Direct and indirect
	Digitalization and innovative services	n.a.	Autogrill Group, supply chain, consumers	Direct and indirect
	Customer satisfaction and customer experience	n.a.		
	Product quality and safety	Customer health and safety	Autogrill Group, supply chain, consumers	Direct and indirect
Planet	Food waste <sup>49</sup>	n.a.		
	Climate change (energy efficiency and emissions)	Energy, emissions, environmental compliance	Autogrill Group, supply chain	Direct and indirect
	Management and reduction of waste and packaging	Waste collection	Autogrill Group, consumers, community	Direct and indirect

<sup>49</sup> For the material topics "Healthy, balanced menus," "Digitalization and innovative services," "Customer satisfaction and customer experience," and "Food waste", not directly associated with GRI Standards, Autogrill reports its management approach.

## 1.6.9 GRI content index

### GRI 102-54, 102-55

The Autogrill Group's Consolidated Non-Financial Statement has been prepared in accordance with the GRI Standards: Core option. The table below shows Group disclosures based on the GRI Standards published in 2016 by the Global Reporting Initiative, with reference to Autogrill's materiality analysis and pertaining to 2018, 2019, and 2020.

Universal Standards		
GRI Standard	Page no.	Disclosure
<b>GRI 102: General Disclosures</b>		
<b>Organizational profile</b>		
102-1	DR, Simplified Group structure, p. 10	Name of the organization.
102-2	DR, The Autogrill Group, p. 8	Operations, brands, products and services.
102-3	Centro Direzionale Milanofiori, Palazzo Z, Strada 5, 20089 Rozzano (MI) – Italy	Place of head office.
102-4	DR, Autogrill around the world, p. 9; Preparation criteria, p. 74-75.	Number of countries where the organization operates, and the names of countries where it has significant operations and/or that are relevant to the topics covered in the report.
102-5	DR, Simplified Group structure, p. 10, AR, Organizational structure as of 11 March 2021, p. 11.	Ownership and legal status.
102-6	DR, Autogrill around the world, p. 9, AR, Group performance, p. 12, AR, Operating segments, p. 27.	Markets served (including geographic areas, sectors, and types of customers and beneficiaries).
102-7	AR, The Autogrill Group, p. 8; AR, Condensed consolidated income statement, p. 14; AR, Revenue, p. 15-16; AR, Reclassified consolidated statement of financial position, p. 22.	Scale of the organization.
102-8	People: the people of the Autogrill Group, p. 50-51; Autogrill Group social and environmental data, p. 68-69.	Information on employees and other workers.
102-9	Responsible supply chain management, p. 67.	Description of the organization's supply chain
102-10	DR, Change in scope of consolidation and other corporate actions, p. 13; Preparation criteria, p. 74-75.	Significant changes to the organization and its supply chain.
102-11	DR, Financial and non-financial risk management, p. 84-95; Sustainability for the Autogrill Group, p. 47-48, Materiality analysis, p. 48-49.	Precautionary principle or approach.
102-12	Responsible supply chain management, p. 67.	Externally developed economic, environmental, and social charters, principles, or other initiatives that the organization follows or supports.
102-13	Diversity, equal opportunities, and inclusion, p. 54; Community development and engagement, p. 57-58; Preparation criteria, p. 74-75.	Membership in associations.
<b>Strategy</b>		
102-14	DR, Letter to the shareholders.	Statement from senior executive.
102-15	DR, Financial and non-financial risk management, p. 84-95.	Description of key impacts, risks, and opportunities.
<b>Ethics and integrity</b>		
102-16	Diversity, equal opportunities, and inclusion, p. 54; Code of Ethics, <a href="https://www.autogrill.com/en/governance/ethic-code-organization-model-and-anti-corruption-policy">https://www.autogrill.com/en/governance/ethic-code-organization-model-and-anti-corruption-policy</a>	Values, principles, standards, and norms of behavior.
<b>Governance</b>		
102-18	CGR, pp. 23, 53,55, 57, 65	Governance structure.
<b>Stakeholder engagement</b>		
102-40	Stakeholder engagement, p. 48.	List of stakeholder groups engaged by the organization.
102-41	Labor relations, p. 55.	Percentage of employees covered by collective bargaining agreements.
102-42	Stakeholder engagement, p. 48.	Identification and selection of stakeholders.
102-43	Creating and distributing economic value, p. 46; Autogrill Group social and environmental data, p. 72-73; Stakeholder engagement, p. 48; People: the people of the Autogrill Group, p. 50-51; Community development and engagement, p. 57-58; Consumers: engagement and quality of services, p. 64.	Means of engaging stakeholders, including frequency of engagement by type and stakeholder group, and an indication of whether any of the engagement was undertaken specifically as part of the report preparation process.
102-44	Stakeholder engagement, p. 48; People: the people of the Autogrill Group, p. 50-51; Consumers: engagement and quality of services, p. 64.	Key topics and concerns raised through stakeholder engagement and how the organization has responded, including through its reporting. Indication of the stakeholder groups that raised each of the key topics and concerns.
<b>Reporting practice</b>		
102-45	Consolidated financial statements, list of consolidated companies and other investments, p. 180-183.	Entities included in the organization's consolidated financial statements or equivalent documents.
102-46	Preparation criteria, p. 74-75.	Definition of the report content and topic boundaries
102-47	Materiality analysis, p. 48-49.	List of material topics identified in the process of defining report content.
102-48	Preparation criteria, p. 74-75.	Effects of restatements of information given in previous reports, and the reasons for such restatements.
102-49	Preparation criteria, p. 74-75.	Significant changes from previous reporting periods in the list of material topics and topic boundaries.
102-50	Preparation criteria, p. 74-75.	Reporting period.
102-51	Preparation criteria, p. 74-75.	Date of most recent report (if applicable).
102-52	Preparation criteria, p. 74-75.	Reporting cycle (annual/biennial).
102-53	IA&CSR department. Tel. (+39) 0248263490	Contact point for questions regarding the report.
102-54	Preparation criteria, p. 74-75; GRI content index, p. 76-80.	Statement of compliance with GRI standards.
102-55	GRI content index, p. 76-80.	GRI content index.
102-56	Independent auditors' report, p. 81.	External assurance.

GRI standard	Page no.	Omission	Disclosure
<b>GRI 200: ECONOMIC SERIES</b>			
<b>Economic performance 2016</b>			
<b>GRI 103: Management Approach</b>			
103-1	Materiality analysis, p. 48-49; Reconciliation of GRIs/material topics, p. 75.		Explanation of the material topic and its boundary.
103-2	Creating and distributing economic value, p. 46.		The management approach and its components.
103-3	Creating and distributing economic value, p. 46; Community development and engagement, p. 57-58.		Evaluation of the management approach.
<b>GRI 201: Economic Performance</b>			
201-1	Creating and distributing economic value, p. 46; Autogrill Group social and environmental data, p. 72-73; Community development and engagement, p. 57-58.		Direct economic value generated and distributed.
<b>Anti-corruption 2016</b>			
<b>GRI 103: Management Approach</b>			
103-1	Materiality analysis, p. 48-49; Reconciliation of GRIs/material topics, p. 75.		Explanation of the material topic and its boundary.
103-2	Socio-environmental policies and guidelines of the Autogrill Group, p. 43-44; Anti-corruption, p. 46-47.		The management approach and its components.
103-3	Socio-environmental policies and guidelines of the Autogrill Group, p. 43-44; Anti-corruption, p. 46-47.		Evaluation of the management approach.
<b>GRI 205: Anti-corruption</b>			
205-3	In 2020 there were no definitive rulings against employees concerning active or passive corruption.		Confirmed incidents of corruption and actions taken.
<b>Anti-competitive behavior 2016</b>			
<b>GRI 206: Anti-competitive behavior</b>			
206-1	In 2020 no legal action was taken against the Group for anti-competitive behavior, anti-trust, and monopoly issues.		Legal actions for anti-competitive behavior, anti-trust, and monopoly practices.
<b>Taxes 2019</b>			
<b>GRI 103: Management Approach</b>			
103-1	Materiality analysis, p. 48-49; Reconciliation of GRIs/material topics, p. 75.		Explanation of the material topic and its boundary.
103-2	Socio-environmental policies and guidelines of the Autogrill Group, p. 43-44; Anti-corruption, p. 46-47.		The management approach and its components
103-3	Socio-environmental policies and guidelines of the Autogrill Group, p. 43-44; Anti-corruption, p. 46-47.		Evaluation of the management approach.
<b>GRI 207: Tax 2019</b>			
207-1	Socio-environmental policies and guidelines of the Autogrill Group, p. 43-44; Anti-corruption, p. 46-47.		Approach to tax
207-2	Socio-environmental policies and guidelines of the Autogrill Group, p. 43-44; Anti-corruption, p. 46-47.		Tax governance, control and risk management
207-3	Socio-environmental policies and guidelines of the Autogrill Group, p. 43-44; Anti-corruption, p. 46-47.		Stakeholder engagement and management of concerns related to tax
207-4	Autogrill Group social and environmental data, p. 73.		Country-by-Country Reporting
<b>GRI 300: ENVIRONMENTAL SERIES</b>			
<b>Energy 2016</b>			
<b>GRI 103: Management Approach</b>			
103-1	Materiality analysis, p. 48-49; Reconciliation of GRIs/material topics, p. 75.		Explanation of the material topic and its boundary.
103-2	Socio-environmental policies and guidelines of the Autogrill Group, p. 43-44; Energy and emissions management, p. 59-61; Preparation criteria, p. 74-75.		The management approach and its components.
103-3	Socio-environmental policies and guidelines of the Autogrill Group, p. 43-44; Energy and emissions management, p. 59-61; Autogrill Group social and environmental data, p. 71-72; Preparation criteria, p. 74-75.		Evaluation of the management approach.
<b>GRI 302: Energy</b>			
302-1	Energy and emissions management, p. 59-61; Autogrill Group social and environmental data, p. 71-72.		Energy consumed within the organization.
<b>Emissions 2016</b>			
<b>GRI 103: Management Approach</b>			
103-1	Materiality analysis, p. 48-49; Reconciliation of GRIs/material topics, p. 75.		Explanation of the material topic and its boundary.
103-2	Socio-environmental policies and guidelines of the Autogrill Group, p. 43-44; Energy and emissions management, p. 59-61; Preparation criteria, p. 74-75.		The management approach and its components.
103-3	Socio-environmental policies and guidelines of the Autogrill Group, p. 43-44; Energy and emissions management, p. 59-61; Autogrill Group social and environmental data, p. 71-72; Preparation criteria, p. 74-75.		Evaluation of the management approach.
<b>GRI 305: Emissions</b>			
305-1	Energy and emissions management, p. 59-61; Autogrill Group social and environmental data, p. 71-72.		Direct GHG emissions (Scope 1)
305-2	Energy and emissions management, p. 59-61; Autogrill Group social and environmental data, p. 71-72.		Indirect GHG emissions from energy consumption (Scope 2)
<b>Waste 2016</b>			
<b>GRI 103: Management Approach</b>			
103-1	Materiality analysis, p. 48-49; Reconciliation of GRIs/material topics, p. 75.		Explanation of the material topic and its boundary.
103-2	Socio-environmental policies and guidelines of		The management approach and its components.

GRI standard	Page no.	Omission	Disclosure
	the Autogrill Group, p. 43-44; Waste management and packaging, p. 61-62; Preparation criteria, p. 74-75.		
103-3	Socio-environmental policies and guidelines of the Autogrill Group, p. 43-44; Waste management and packaging, p. 61-62; Social and environmental data, p. 72; Preparation criteria, p. 74-75.		Evaluation of the management approach.
<b>GRI 306: Effluents and waste</b>			
306-2	Autogrill Group social and environmental data, p. 72.		Waste by type and disposal method
<b>Environmental compliance 2016</b>			
<b>GRI 103: Management Approach</b>			
103-1	Materiality analysis, p. 48-49; Reconciliation of GRIs/material topics, p. 75.		Explanation of the material topic and its boundary.
103-2	Socio-environmental policies and guidelines of the Autogrill Group, p. 43-44; Planet: environmental protection, p. 59.		The management approach and its components.
103-3	Socio-environmental policies and guidelines of the Autogrill Group, p. 43-44; Planet: environmental protection, p. 59.		Evaluation of the management approach.
<b>GRI 307: Environmental compliance</b>			
307-1	No significant fines or non-monetary sanctions were received in 2020.		Non-compliance with environmental laws and regulations.
<b>Supplier environmental assessment 2016</b>			
<b>GRI 103: Management Approach</b>			
103-1	Materiality analysis, p. 48-49; Reconciliation of GRIs/material topics, p. 75.		Explanation of the material topic and its boundary.
103-2	Planet: environmental protection, p. 59; R+esponsible supply chain management, p. 67.		The management approach and its components.
103-3	Planet: environmental protection, p. 59; Responsible supply chain management, p. 67.		Evaluation of the management approach.
<b>GRI 308: Supplier environmental assessment</b>			
308-1	Responsible supply chain management, p. 67.	Supplier selection and assessment are based on specific policies applied at the regional level; all suppliers must strictly comply with local laws and regulations as well as established quality control procedures. The Group requires suppliers to sign onto its Code of Ethics and General Purchasing Conditions. It has also adopted the Autogrill Group Supply Chain Sustainability Guidelines, which set general standards for supplier evaluation. The Code of Supplier Business Conduct has been published in North America. Once the guidelines are implemented locally, it will be possible to report the exact number of suppliers assessed.	New suppliers that were screened using environmental criteria.
<b>GRI 400: SOCIAL SERIES</b>			
<b>Employment 2016</b>			
<b>GRI 103: Management Approach</b>			
103-1	Materiality analysis, p. 48-49; Reconciliation of GRIs/material topics, p. 75.		Explanation of the material topic and its boundary.
103-2	Socio-environmental policies and guidelines of the Autogrill Group, p. 43-44; People: the people of the Autogrill Group, p. 50-51; Human resource development, training, and appraisal, p. 51-53; Diversity, equal opportunities, and inclusion, p. 54; Remuneration and benefits, p. 53-54.		The management approach and its components.
103-3	Socio-environmental policies and guidelines of the Autogrill Group, p. 43-44; People: the people of the Autogrill Group, p. 50-51; Human resource development, training, and appraisal, p. 51-53; Diversity, equal opportunities, and inclusion, p. 54; Remuneration and benefits, p. 53-54.		Evaluation of the management approach.
<b>GRI 401: Employment</b>			
401-1	Autogrill Group social and environmental data, p. 70.		New employee hires and employee turnover.
401-2	Remuneration and benefits, p. 53-54.		Benefits provided to full-time employees that are not provided to temporary or part-time employees.
<b>Labor/management relations 2016</b>			
<b>GRI 103: Management Approach</b>			
103-1	Materiality analysis, p. 48-49; Reconciliation of GRIs/material topics, p. 75.		Explanation of the material topic and its boundary.
103-2	Socio-environmental policies and guidelines of the Autogrill Group, p. 43-44; People: the people of the Autogrill Group, p. 50-51; Labor relations, p. 55.		The management approach and its components.
103-3	Socio-environmental policies and guidelines of the Autogrill Group, p. 43-44; People: the people of the Autogrill Group, p. 50-51; Labor relations, p. 55.		Evaluation of the management approach.
<b>GRI 402: Labor/management relations</b>			
402-1	Labor relations, p. 55.		Minimum notice periods regarding operational changes.
<b>Occupational health and safety 2018</b>			
<b>GRI 103: Management Approach</b>			
103-1	Materiality analysis, p. 48-49; Reconciliation of GRIs/material topics, p. 75.		Explanation of the material topic and its boundary.
103-2	Socio-environmental policies and guidelines of the Autogrill Group, p. 43-44; People: the people of the Autogrill Group, p. 50-51; Occupational health and safety, p. 55-56.		The management approach and its components.
103-3	Socio-environmental policies and guidelines of the Autogrill Group, p. 43-44; People: the people of the Autogrill Group, p. 50-51; Occupational health and safety, p. 55-56.		Evaluation of the management approach.

GRI standard	Page no.	Omission	Disclosure
403-1	Socio-environmental policies and guidelines of the Autogrill Group, p. 43-44; People: the people of the Autogrill Group, p. 50-51; Occupational health and safety, p. 55-56		Occupational health and safety management system
403-2	Socio-environmental policies and guidelines of the Autogrill Group, p. 43-44; Autogrill on the front lines of the coronavirus crisis, p. 45-46; People: the people of the Autogrill Group, p. 50-51; Occupational health and safety, p. 55-56		Hazard identification, risk assessment and incident investigation
403-3	Socio-environmental policies and guidelines of the Autogrill Group, p. 43-44; People: the people of the Autogrill Group, p. 50-51; Remuneration and benefits, p. 53-54; Occupational health and safety, p. 55-56		Occupational health services.
403-4	Socio-environmental policies and guidelines of the Autogrill Group, p. 43-44; People: the people of the Autogrill Group, p. 50-51; Occupational health and safety, p. 55-56		Worker participation, consultation, and communication on occupational health and safety.
403-5	Socio-environmental policies and guidelines of the Autogrill Group, p. 43-44; People: the people of the Autogrill Group, p. 50-51; Human resource development, training, and appraisal, p. 51-53; Occupational health and safety, p. 55-56		Worker training on occupational health and safety.
403-6	Socio-environmental policies and guidelines of the Autogrill Group, p. 43-44; People: the people of the Autogrill Group, p. 50-51; Remuneration and benefits, p. 53-54; Occupational health and safety, p. 55-56		Promotion of worker health.
403-7	Socio-environmental policies and guidelines of the Autogrill Group, p. 43-44; People: the people of the Autogrill Group, p. 50-51; Occupational health and safety, p. 55-56; Product quality and safety, p. 65.		Prevention and mitigation of occupational health and safety impacts directly linked by business relationships.
<b>GRI 403: Occupational health and safety 2018</b>			
403-9	Occupational health and safety, p. 55-56; Autogrill Group social and environmental data, p. 70.	Data for external personnel is currently unavailable.	Work-related injuries
<b>Training and education 2016</b>			
<b>GRI 103: Management Approach</b>			
103-1	Materiality analysis, p. 48-49; Reconciliation of GRIs/material topics, p. 75.		Explanation of the material topic and its boundary.
103-2	Socio-environmental policies and guidelines of the Autogrill Group, p. 43-44; People: the people of the Autogrill Group, p. 50-51; Human resource development, training, and appraisal, p. 51-53.		The management approach and its components.
103-3	Socio-environmental policies and guidelines of the Autogrill Group, p. 43-44; People: the people of the Autogrill Group, p. 50-51; Human resource development, training, and appraisal, p. 51-53.		Evaluation of the management approach.
<b>GRI 404: Training and education</b>			
404-1	Human resource development, training, and appraisal, p. 51-53; Autogrill Group social and environmental data, p. 69.		Average hours of training per year per employee.
404-2	Human resource development, training, and appraisal, p. 51-53.		Programs for upgrading employee skills and transition assistance programs.
<b>Diversity and equal opportunity 2016</b>			
<b>GRI 103: Management Approach</b>			
103-1	Materiality analysis, p. 48-49; Reconciliation of GRIs/material topics, p. 75.		Explanation of the material topic and its boundary.
103-2	Socio-environmental policies and guidelines of the Autogrill Group, p. 43-44; People: the people of the Autogrill Group, p. 50-51; Diversity, equal opportunities, and inclusion, p. 54.		The management approach and its components.
103-3	Socio-environmental policies and guidelines of the Autogrill Group, p. 43-44; People: the people of the Autogrill Group, p. 50-51; Diversity, equal opportunities, and inclusion, p. 54.		Evaluation of the management approach.
<b>GRI 405: Diversity and equal opportunity</b>			
405-1	People: the people of the Autogrill Group, p. 50-51; Autogrill Group social and environmental data, p. 68-69; CGR, pp. 23-36-83-89.		Diversity of governance bodies and employees.
<b>Non-discrimination 2016</b>			
<b>GRI 103: Management Approach</b>			
103-1	Materiality analysis, p. 48-49; Reconciliation of GRIs/material topics, p. 75.		Explanation of the material topic and its boundary.
103-2	Socio-environmental policies and guidelines of the Autogrill Group, p. 43-44; People: the people of the Autogrill Group, p. 50-51; Diversity, equal opportunities, and inclusion, p. 54; Protection of human rights, p. 57.		The management approach and its components.
103-3	Socio-environmental policies and guidelines of the Autogrill Group, p. 43-44; People: the people of the Autogrill Group, p. 50-51; Diversity, equal opportunities, and inclusion, p. 54; Protection of human rights, p. 57.		Evaluation of the management approach.
<b>GRI 406: Non-discrimination</b>			
406-1	In 2020 there were no significant incidents of discrimination. Any complaints received through the dedicated channels were handled promptly by the units in charge.		Incidents of discrimination and corrective actions taken.
<b>Supplier social assessment 2016</b>			
<b>GRI 103: Management Approach</b>			
103-1	Materiality analysis, p. 48-49; Reconciliation of GRIs/material topics, p. 75.		Explanation of the material topic and its boundary.

GRI standard	Page no.	Omission	Disclosure
103-2	Protection of human rights, p. 57; Responsible supply chain management, p. 67.		The management approach and its components.
103-3	Protection of human rights, p. 57; Responsible supply chain management, p. 67.		Evaluation of the management approach.
<b>GRI 414: Supplier social assessment</b>			
414-1	Responsible supply chain management, p. 67.	Supplier selection and assessment are based on specific policies applied at the regional level; all suppliers must strictly comply with local laws and regulations as well as established quality control procedures. The Group requires suppliers to sign onto its Code of Ethics and General Purchasing Conditions. It has also adopted the Autogrill Group Supply Chain Sustainability Guidelines, which set general standards for supplier evaluation. The Code of Supplier Business Conduct has been published in North America. Once the guidelines are implemented locally, it will be possible to report the exact number of suppliers assessed.	New suppliers that were screened using social criteria.
<b>Customer health and safety 2016</b>			
<b>GRI 103: Management Approach</b>			
103-1	Materiality analysis, p. 48-49; Reconciliation of GRIs/material topics, p. 75.		Explanation of the material topic and its boundary.
103-2	Socio-environmental policies and guidelines of the Autogrill Group, p. 43-44; Product quality and safety, p. 65.		The management approach and its components.
103-3	Socio-environmental policies and guidelines of the Autogrill Group, p. 43-44; Product quality and safety, p. 65.		Evaluation of the management approach.
<b>GRI 416: Customer health and safety</b>			
416-1	Product quality and safety, p. 65.		Assessment of the health and safety impacts of product and service categories.
<b>Marketing and labelling 2016</b>			
<b>GRI 103: Management Approach</b>			
103-1	Materiality analysis, p. 48-49; Reconciliation of GRIs/material topics, p. 75.		Explanation of the material topic and its boundary.
103-2	Socio-environmental policies and guidelines of the Autogrill Group, p. 43-44; Product labeling and marketing, p. 66.		The management approach and its components.
103-3	Socio-environmental policies and guidelines of the Autogrill Group, p. 43-44; Product labeling and marketing, p. 66.		Evaluation of the management approach.
<b>GRI 417: Marketing and labelling</b>			
417-3	In 2020 there were no significant incidents of non-compliance.		Incidents of non-compliance concerning marketing communications.
<b>Socioeconomic compliance 2016</b>			
<b>GRI 419: Socioeconomic compliance</b>			
419-1	In 2020 there were no fines or non-monetary sanctions for non-compliance with laws and regulations in the social and economic area.		Non-compliance with laws and regulations in the social and economic area.
<b>Food waste</b>			
<b>GRI 103: Management Approach</b>			
103-1	Materiality analysis, p. 48-49; Reconciliation of GRIs/material topics, p. 75.		Explanation of the material topic and its boundary.
103-2	Socio-environmental policies and guidelines of the Autogrill Group, p. 43-44; Waste management and packaging, p. 61-63.		The management approach and its components.
103-3	Socio-environmental policies and guidelines of the Autogrill Group, p. 43-44; Waste management and packaging, p. 61-63.		Evaluation of the management approach.
<b>Digital innovation</b>			
<b>GRI 103: Management Approach</b>			
103-1	Materiality analysis, p. 48-49; Reconciliation of GRIs/material topics, p. 75.		Explanation of the material topic and its boundary.
103-2	Socio-environmental policies and guidelines of the Autogrill Group, p. 43-44; Digitalization and innovation of services, p. 64.		The management approach and its components.
103-3	Socio-environmental policies and guidelines of the Autogrill Group, p. 43-44; Digitalization and innovation of services, p. 64.		Evaluation of the management approach.
<b>Customer satisfaction and experience</b>			
<b>GRI 103: Management Approach</b>			
103-1	Materiality analysis, p. 48-49; Reconciliation of GRIs/material topics, p. 75.		Explanation of the material topic and its boundary.
103-2	Socio-environmental policies and guidelines of the Autogrill Group, p. 43-44; Consumers: engagement and quality of services, p. 64.		The management approach and its components.
103-3	Socio-environmental policies and guidelines of the Autogrill Group, p. 43-44; Consumers: engagement and quality of services, p. 64.		Evaluation of the management approach.
<b>Healthy and balanced menus and nutrition</b>			
<b>GRI 103: Management Approach</b>			
103-1	Materiality analysis, p. 48-49; Reconciliation of GRIs/material topics, p. 75.		Explanation of the material topic and its boundary.
103-2	Socio-environmental policies and guidelines of the Autogrill Group, p. 43-44; Healthy, balanced menus, p. 65-66.		The management approach and its components.
103-3	Socio-environmental policies and guidelines of the Autogrill Group, p. 43-44; Healthy, balanced menus, p. 65-66.		Evaluation of the management approach.

## 1.6.10 Independent auditors' report

**Deloitte.**

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**INDEPENDENT AUDITOR'S REPORT  
ON THE CONSOLIDATED NON-FINANCIAL STATEMENT PURSUANT TO ARTICLE 3,  
PARAGRAPH 10 OF LEGISLATIVE DECREE No. 254 OF DECEMBER 30, 2016 AND  
ART. 5 OF CONSOB REGULATION N. 20267/2018**

To the Board of Directors of  
Autogrill S.p.A.

Pursuant to article 3, paragraph 10, of the Legislative Decree no. 254 of December 30, 2016 (hereinafter "Decree") and to article 5 of the CONSOB Regulation n. 20267/2018, we have carried out a limited assurance engagement on the Consolidated Non-Financial Statement of Autogrill S.p.A. and its subsidiaries (hereinafter "Autogrill Group" or "Group") as of December 31, 2020 prepared on the basis of art. 4 of the Decree, presented in the specific section of the report on operations and approved by the Board of Directors on March 11, 2021 (hereinafter "NFS").

**Responsibility of the Directors and the Board of Statutory Auditors for the NFS**

The Directors are responsible for the preparation of the NFS in accordance with articles 3 and 4 of the Decree and the "Global Reporting Initiative Sustainability Reporting Standards" established by GRI – Global Reporting Initiative (hereinafter "GRI Standards"), which they have identified as reporting framework.

The Directors are also responsible, within the terms established by law, for such internal control as they determine is necessary to enable the preparation of NFS that is free from material misstatement, whether due to fraud or error.

The Directors are moreover responsible for defining the contents of the NFS, within the topics specified in article 3, paragraph 1, of the Decree, taking into account the activities and characteristics of the Group, and to the extent necessary in order to ensure the understanding of the Group's activities, its trends, performance and the related impacts.

Finally, the Directors are responsible for defining the business management model and the organisation of the Group's activities as well as, with reference to the topics detected and reported in the NFS, for the policies pursued by the Group and for identifying and managing the risks generated or undertaken by the Group.

The Board of Statutory Auditors is responsible for overseeing, within the terms established by law, the compliance with the provisions set out in the Decree.

Ancona Bari Bergamo Bologna Brescia Cagliari Firenze Genova Milano Napoli Padova Parma Roma Torino Treviso Udine Verona

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### **Auditor's Independence and quality control**

We have complied with the independence and other ethical requirements of the *Code of Ethics for Professional Accountants* issued by the International Ethics Standards Board for Accountants, which is founded on fundamental principles of integrity, objectivity, professional competence and due care, confidentiality and professional behaviour. Our auditing firm applies International Standard on Quality Control 1 (ISQC Italia 1) and, accordingly, maintains a comprehensive system of quality control including documented policies and procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

### **Auditor's responsibility**

Our responsibility is to express our conclusion based on the procedures performed about the compliance of the NFS with the Decree and the GRI Standards. We conducted our work in accordance with the criteria established in the *"International Standard on Assurance Engagements ISAE 3000 (Revised) – Assurance Engagements Other than Audits or Reviews of Historical Financial Information"* (hereinafter *"ISAE 3000 Revised"*), issued by the *International Auditing and Assurance Standards Board* (IAASB) for limited assurance engagements. The standard requires that we plan and perform the engagement to obtain limited assurance whether the NFS is free from material misstatement. Therefore, the procedures performed in a limited assurance engagement are less than those performed in a reasonable assurance engagement in accordance with ISAE 3000 Revised, and, therefore, do not enable us to obtain assurance that we would become aware of all significant matters and events that might be identified in a reasonable assurance engagement.

The procedures performed on NFS are based on our professional judgement and included inquiries, primarily with company personnel responsible for the preparation of information included in the NFS, analysis of documents, recalculations and other procedures aimed to obtain evidence as appropriate.

Specifically we carried out the following procedures:

1. Analysis of relevant topics with reference to the Group's activities and characteristics disclosed in the NFS, in order to assess the reasonableness of the selection process in place in light of the provisions of art. 3 of the Decree and taking into account the adopted reporting standard.
2. Analysis and assessment of the identification criteria of the consolidation area, in order to assess its compliance with the Decree.
3. Comparison between the financial data and information included in the NFS with those included in the consolidated financial statements of the Autogrill Group.
4. Understanding of the following matters:
  - business management model of the Group's activities, with reference to the management of the topics specified by article 3 of the Decree;
  - policies adopted by the entity in connection with the topics specified by article 3 of the Decree, achieved results and related fundamental performance indicators;
  - main risks, generated and/or undertaken, in connection with the topics specified by article 3 of the Decree.



Moreover, with reference to these matters, we carried out a comparison with the information contained in the NFS and the verifications described in the subsequent point 5, letter a).

5. Understanding of the processes underlying the origination, recording and management of qualitative and quantitative material information included in the NFS.

In particular, we carried out interviews and discussions with the management of Autogrill Italia S.p.A. and with the employees of Nuova Sidap S.r.l., HMSHost Corporation, Stellar Partners Inc., HMSHost Vietnam Company Ltd., as well as carrying out limited documentary verifications, in order to gather information about the processes and procedures which support the collection, aggregation, elaboration and transmittal of non-financial data and information to the department responsible for the preparation of the NFS.

In addition, for material information, taking into consideration the Group's activities and characteristics:

- at the parent company's and subsidiaries' level:
  - a) with regards to qualitative information included in the NFS, and specifically with reference to the business management model, policies applied and main risks, we carried out interviews and gathered supporting documentation in order to verify its consistency with the available evidence;
  - b) with regards to quantitative information, we carried out both analytical procedures and limited verifications in order to ensure, on a sample basis, the correct aggregation of data.
- for Autogrill Italia S.p.A., Nuova Sidap S.r.l., HMSHost Corporation, Stellar Partners Inc., HMSHost Vietnam Company Ltd., which we selected based on their activities, their contribution to the performance indicators at the consolidated level and their location, we carried out call conferences, during which we have met their management and have gathered supporting documentation with reference to the correct application of procedures and calculation methods used for the indicators.

## Conclusion

Based on the work performed, nothing has come to our attention that causes us to believe that the NFS of the Autogrill Group as of December 31, 2020 is not prepared, in all material aspects, in accordance with articles 3 and 4 of the Decree and the GRI Standards.

DELOITTE & TOUCHE S.p.A.

*Signed by*  
**Ernesto Lanzillo**  
 Partner

Milan, Italy  
 April 1, 2021

*This report has been translated into the English language solely  
 for the convenience of international readers.*