





Sustainability means considering the social and environmental aspects of our **development**. It is a **commitment** that we take vis-à-vis our clients and that is at the **heart** of our way of doing business.

SUSTAINABILITY

FACTS BOOK 2018



Our Group

The Autogrill Group is the world's leader in catering services for travelers.

32 countries
all over
the world



around
4,000
stores

over
300
brands

beyond
1,000
locations

More than
60,000
employees

Our values

Be passionate, Be open, Set the pace, Be reliable, Keep it simple

We operate in airports, highways and railway stations, as well as in selected city centers, malls, trade fairgrounds and cultural sites.

Autogrill S.p.A. is listed on the **Milan Stock Exchange** and is controlled by Schematrentaquattro S.r.l. (50.1%), a company entirely owned by Edizione S.r.l., the holding company controlled by the Benetton family.

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

Autogrill wants travelers to reach their destination happier, safer, and more satisfied thanks to our products and services. We value their time and strive to make their trip more enjoyable by adding value to their experience, whether by eating, drinking or shopping.

Our main brands

Proprietary brands



Licensed brands

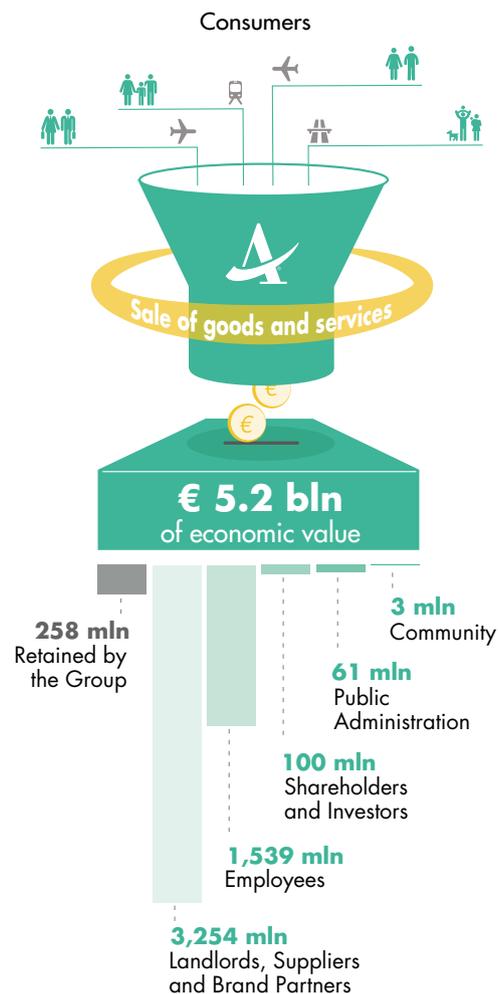


94% of the value distributed to the stakeholders

Creation and distribution of economic value

In 2018, the **economic value generated** by Autogrill Group totalled over **euro 5 billion**.

94% of the value generated was distributed to the internal and external stakeholders, while the remaining **5%** was retained by the Group.



Sustainability for Autogrill

Taking **care of our employees and travelers** is the basis of our idea of sustainability. We are committed every day to anticipate their expectations and needs, providing them with **excellent services**, developed by taking into account the social and environmental aspects and by **generating value** to be shared among all stakeholders.

In 2007 we launched **Afuture**, a project aimed at innovating Autogrill stores in an integrated vision of eco-sustainability and economic efficiency.

The success of this project has guided its evolution, transforming it into a genuine **sustainability strategy** adopted by the Group, which gradually takes the form of objectives to be achieved and actions to be taken.

The plan for these activities is defined every three years within the **Afuture Roadmap** and takes into account the Group's materiality analysis, the international context and the SDGs objectives promoted by the UN.



Afuture Roadmap 2016-2019

People, Product and Planet are the three pillars that guide the initiatives of the **Afuture Roadmap** and represent the strategic areas of our business: the people are a fundamental asset; the product is at the center of our activities and the planet is a compelling theme for any responsible organization.



PEOPLE

ENGAGEMENT AND DEVELOPMENT

- Improve engagement
- Promote an open and transparent dialogue
- Disseminate the values of the Code of Ethics
- Promote training and development

PRODUCT

QUALITY AND SAFETY

- Increase customer satisfaction
- Improve food quality and safety programs
- Define Animal Welfare guidelines
- Certify suppliers based on EESG principles

NUTRITION AND WELLBEING

- Attention to diversity
- Promote a correct diet, working on the quality of the ingredients, in-store communication and employee training

PLANET

REDUCE WASTE

- Reduce waste, especially food waste
- Improve recycling programs

Stakeholder engagement

We establish an ongoing dialogue to promote cooperation with our stakeholders and aim at making our business sustainable

AUTOGRILL FOR





We take care of our people and build together our future. Engagement, dialogue and transparency: we believe in the values that generate value.



PEOPLE



People

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



Taking care of our people means respecting them, promoting them and enabling them to express their potential in a healthy and safe work environment with a rewarding career path. It also means listening to them and building relationships based on dialogue and openness at all levels.

INTERNATIONAL
11,398 employees

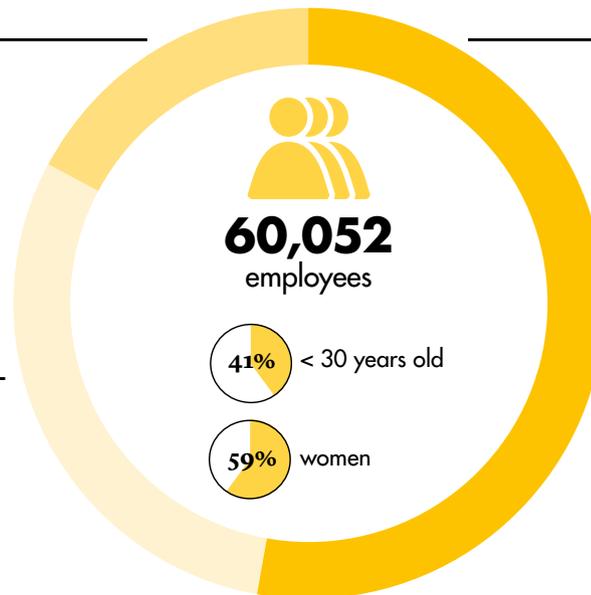
69% < 30 years old

50% women

EUROPE
16,624 employees

21% < 30 years old

63% women



NORTH AMERICA
32,030 employees

< 30 years old **40%**

women **61%**

41% < 30 years old

59% women

Grow together thanks to continuous training

Every investment in the training of our employees is able to generate a double value: for people and for the organization itself.

In Europe, we launched the **Academy** training program, in which all employees can register on the basis of their level of professional seniority. In Italy, in 2018, we created **Academy Excellence**, an internal upgrade path to develop the commercial skills of the sales network through in-class, online and on-the-job courses.

In North America, the **Manager in Training** program continues, targeting newly hired or newly promoted managers, to give them basic knowledge of cash management, product management and human resources. With regard to the latter, the “**Unlocking Engagement**” workshop was promoted in 2018, focusing on the creation of a positive working environment by managers. There are also two leadership development programs, lasting two years: **Corporate Leadership Development** for senior directors and vice presidents, and **Operations Leadership Development** for future operation managers.

In the International area, courses are managed locally on the basis of the peculiarities of the individual countries. In 2018, for example, in Denmark and Finland, the **Nordic Training Manager** was set up with a training program based on the **70:20:10** model; that is: 70% informal training based on experience gained in the field, 20% coaching and mentoring and 10% in-class training.





We promote an ethical and responsible work environment

Respect for diversity, equal opportunity and prevention of any type of discrimination are the three pillars that guide our way of doing business, the principles upon which our **Code of Ethics** is based.

To give substance to these values, we are committed to building an active and transparent dialogue between the Group and its collaborators through the use of the “**Open Line**” platform. Thanks to this tool, employees can report discriminatory or virtuous behaviors that have occurred in the workplace.

Open Line, the communication platform activated in 9 countries

The use of the platform is anonymous to protect employee privacy, but anyone filing a report can decide to share his/her data: this is an important sign of trust in the company.

In Italy, Autogrill has joined **Valore D**, the first association of large enterprises established to promote women’s leadership. In North America, the **Women’s Leadership Network** was launched, a project to support women’s professional growth by providing them with networking opportunities while increasing their leadership skills.

We value the abilities of our employees and build quality relationships

Autogrill pays attention to establishing valuable relationships with its employees and for this reason we are committed every day to giving importance to the skills present in the Group, with a view to enhancing and promoting the professional development of each of them.

The common objective of all European countries is to develop a shared system of performance measurement. For this reason, in 2018, a two-years staff mapping process was launched to assess current skills, future objectives, any critical issues and growth plans. At the same time, also the “**Autogrill to be - Boost your energy**” program was launched, an initiative designed to measure individual performance through check-in meetings organized on a quarterly basis.

**“Be competent”
the performance
measurement program**

**Talent acquisition strategy
for the newly hired
people in North America**

**“Intergenerational
Agreement” to
grow new talent**

Always with a view to building relationships of quality and trust with our employees, the Group activated various programs and initiatives in the different operating areas:

- **“Be competent”** is the performance measurement program, promoted in Europe and in the International area, designed to assess the technical and managerial skills adopted for the achievement of the objectives;
- **Talent acquisition** is the strategy adopted in North America and focuses on recruitment with a greater focus on engagement;
- **“Intergenerational Agreement”**, launched by Autogrill Italia in 2018, is the project that invests in the intergenerational exchange between colleagues closer to retirement age, supporting them in getting to the target earlier and in a safe way, while young talents join the Company.

**2018: -3%
total injury
frequency
rate**



Employee health and safety are fundamental conditions for our business

Autogrill pays particular attention to the health and safety of its employees. Prevention, technological development, training and daily monitoring are the tools to create **shared value** around this theme.

The Health and Safety Committees, composed of worker representatives and management, monitor compliance with the applicable laws in all the countries in which the Group operates.

In Italy, Autogrill implemented the provisions of the Consolidated Health and Safety at Work Act (Italian Legislative Decree 81/08 and subsequent updates) in the context of the Integrated Management System and obtained the **SA8000 certification**, which guarantees healthy, safe and ethical working conditions for all employees.

In North America, the **Policy on Health, Safety and Risk Management** provides all employees with all principles to comply with for safety at work and identifies, prevents and manages any accidents occurred to employees or consumers. The **Safety Teams** of the points of sale, comprising members of management and the operating staff, are responsible for mapping the most frequent causes of the reported accidents.

To facilitate measurement activities, in 2018 the Company developed “**Mobile Data Safety Tool**”, an app to be used by the Autogrill stores that can automate monthly self-assessments, providing suggestions for corrective actions already during the audit phase.

In Italy, the Group has been SA8000 certified since 2009

We value what is around us

As an international group, we are committed to respecting the various local communities in which we operate, improving people's living conditions and economic well-being and safeguarding the environment.

We donate food to various local and national food banks and cultivate long-term partnerships with associations and foundations active in medical research, childcare and the fight against hunger and poverty.

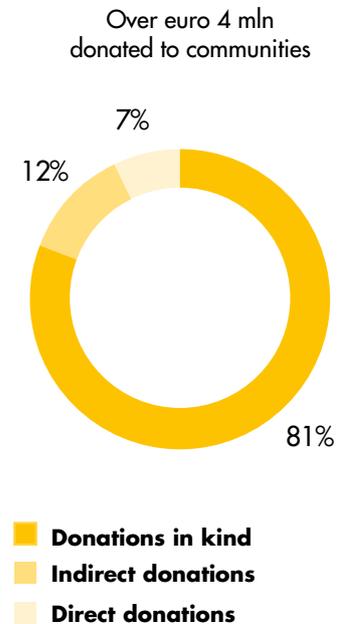
In 2018 in Italy, we signed an agreement with **Slow Food** for the project "**La buona strada**" dedicated to raising funds for the earthquake-hit areas of central Italy through the sale of the "Abbraccio Marche" sandwich.

In Italy, Switzerland, France and Germany, initiatives against food waste were activated through the sale of unsold sandwiches during the day at discounted prices. An example is the collaboration with the "**Too Good To Go**" app.

In North America, **HMSHost Foundation** combats poverty in local communities, and promotes employment and proper nutrition. In addition, it continues to collaborate with **Food Donation Connection** for the donation of surplus food to associations that distribute it to those in need. In North America, we also support an education and training initiative for a new urban agriculture, namely the **Windy Harvest Youth Farm of Chicago**.

Through HMSHost International we support the **Made Blue** program to compensate the use of fresh water by the Company as a result of its activities with projects that guarantee access to water in developing countries.

Food Donation Connection
115 location involved, 100 associations
over 3 mln meals re-distributed





The wellbeing of an individual also depends on a proper and healthy diet. We are committed to ensuring the highest quality ingredients and products while respecting diversities.

CAPPUCCINO

FOCACCIA

VERS

★ PRET A MANGER ★





PRODUCT



2 ZERO HUNGER



3 GOOD HEALTH AND WELL-BEING



8 DECENT WORK AND ECONOMIC GROWTH



12 RESPONSIBLE CONSUMPTION AND PRODUCTION



15 LIFE ON LAND

Product

We want to think in an innovative way and offer products that guarantee safety and quality criteria, so that customers will enjoy and remember their experience in our points of sales.



“Feel good?” 2018: a new customer understanding approach



“Customer voice”: the new platform activated in 135 locations in Europe

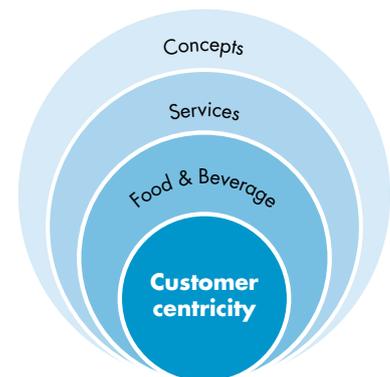
We listen our customers

Through the **Feel good?** program, we measure the perceived quality of our services and the overall satisfaction of our customers, and then define short and long-term national improvement strategies and marketing plans.

In 2018, a new methodology was added to the survey to assess our relationship with customers and capture emotional insights.

In addition, in 2018 we also created “**Customer voice**”, an interactive platform dedicated to customers, who can share their experiences in Autogrill stores, while providing suggestions and ideas to improve services. The program is active in 135 locations in Europe.

Put the customer experience at the heart of the design of offering and services





We promote a balanced life style, starting from diet

Healthy eating is a goal for many people, especially those who are always on the move. We have translated it into a range of fresh and seasonal foods that take into account the specific nutritional needs of our customers, such as **gluten-free, protein-free, lactose-free and halal products**.

With this approach, we launched the **Agile Project**, designed to innovate the offer in Italian stores with balanced menus, **developed in collaboration with nutritionists and scientific experts**. The collaboration with **Slow Food Italia** is part of this initiative.

In the United States, HMSHost continues its **Eat Well Travel Further project**, which offers ready-to-eat products and accessory services based on specific nutritional and dietary needs. In 2018, the **Fresh Attractions** program was renewed, with the aim of offering healthy take-away dishes, such as sandwiches and salads.

Animal Welfare

For Autogrill, offering safe and quality products also means promoting respect for and protection of animals.

For this reason, we are committed to promoting sustainable and responsible sourcing, in line with internationally shared regulations and best practices. A concrete example of this sustainable vision is the agreement signed in the Netherlands with a zero-impact organic farm that respects the highest standards of animal welfare on its farms.

Another significant best practice is the use of eggs in shell and preparations made from free-ranging birds. In Italy, this practice has been active for more than 10 years and is spreading throughout North America and Europe, with the aim of becoming fully operational in all stores by 2025.



We are looking for new gastronomic trends for a quality offer

Collaborations with chef of excellence

Andrea Ribaldone (**Pastaria**)

Niko Romito (**Spazio Milano**, Piazza Duomo)

Lorena Garcia (**Lorena Garcia Cocina**, Miami airport and **Lorena Garcia Tapas**, Atlanta airport)

Michael Voltaggio (**Ink. Sack**, Los Angeles airport)

Rick Bayless (**Tortas Frontera**, Chicago airport)

Kathy Casey (**Dish D'Lish**, Seattle airport)

Benjamin Luzuy (**Le Chef**, Geneva airport)

Culinary Council

The Culinary Council is an international program dedicated to culinary innovation involving sociologists specialized in consumer behavior, food journalists and prominent figures in the catering sector. These professionals provide suggestions for innovations in the menus offered in our stores.

Spazio Fucina

A research laboratory where in-house chefs in Italy and nationally and internationally renowned guests test ingredients and develop new ideas for recipes and gastronomic concepts to be sold in our stores.

James Beard Foundation Awards

The annual ceremony organized by the Foundation and sponsored by HMSHost rewarding culinary excellence and food education in the United States.

Airport Restaurant Month (ARM)

Launched in Europe and North America, Airport Restaurant Month offers customers the possibility of enjoying gourmet menus at affordable prices in the main airport restaurants.

We develop innovative concepts, more and more distinctive and sustainable

Bistrot is the new generation concept of the Autogrill Group that promotes an innovative and sustainable vision of catering.

Developed in collaboration with the **University of Gastronomic Sciences of Pollenzo**, Bistrot supports the seasonality and artisan quality concepts, offering typical dishes and regional recipes, with particular attention to interpreting the new global diet styles in a sustainable way.

The offering includes bread and pizza made locally with yeast, handmade pasta, organic beer, wine from local vineyards, fresh fruits and vegetables for smoothies. In some stores, tap water is available for free from a free service tap. Coffee is **Kimbo Fairtrade**.

In collaboration with



University of Gastronomic Sciences
Università degli Studi
di Scienze Gastronomiche



**Seasonality,
authenticity
and typical
recipes**



**Attention to the
environment,
design and
materials**



**Fairtrade
coffee**

The first **Bistrot** was opened in 2013, at the Milano Centrale railway station in 2013 and today is present in 10 countries including Europe, North America and China.

Already the first store in Milan was opened with an ad hoc design and a particular attention to environmental protection, choosing recovery or recycled materials like, for instance, chairs from the first years of the 20th century, lined with fabric recovered from old jute bags that had been used to transport wheat and coffee; the use of wooden floorboards taken from old houses being demolished or renovated; extensive use of wood grown in controlled plantations.



We promote a sustainable growth with the support of excellent Brand Partners



Pret A Manger

First developed in London in 1986 with the objective of offering **fresh and natural food** made with artisanal processes, Pret A Manger currently has more than **440 stores** in seven countries worldwide.



Shake Shack

Listed at the New York Stock Exchange, is a fast-growing brand known for its **sophisticated food philosophy**, the commitment to guarantee **excellent quality ingredients** and its fun and lively environment.



Exki

Brand with more than 80 restaurants in the world that makes “eating well” the heart of its philosophy. Quality of ingredients, variety of recipes and hospitality in the name of authenticity and taste. A concept of **natural cuisine** supplied by companies linked to the territory, offering a genuine and balanced diet, with a variety of dishes rich in vegetables, white meats and 100% organic.



Leon

A British brand that, under the motto “**Naturally Fast Food**”, has succeeded in combining a healthy and natural food offer with speed required by modern life rhythms. Leon is a member of the Sustainable Restaurant Association, an association that promotes sustainable and ethical behavior with the collaboration of local producers.





DE
VERSPILJINGS
FABRIEK

De Verspillingsfabriek

It was developed in the Netherlands from the desire to use perfectly edible “waste” food (but no longer considered suitable for retail) to create **genuine and healthy dishes**.

Circular economy, commitment and **sustainability** are present every day in the menu that offers a variety of soups, but also sandwiches and desserts made by the Zorgbakkerij van Hutten bakery.

The brand is now present at the **Schiphol Plaza** and concentrates on enhancing, in addition to its dishes, also the human talent of those who prepare them. In fact, the store’s staff is composed of disadvantaged people, who are given a job opportunity.



We respect the highest ethical and quality standards, thanks to the contribution of our suppliers

Our relationships with suppliers are regulated by local laws, the quality control procedures, the Code of Conduct and the General Conditions of Purchase.

In North America, we also request compliance with the **Supplier Code of Conduct**.

With a view to developing a solid and ongoing relation with our suppliers, in 2017 we published the **Autogrill Group Supply Chain Sustainability Guidelines**, defining the general standards for a sustainable management of the supply chain (Supply Chain Management Approach) and guaranteeing the protection of human rights in manufacturing and trade.

The objective of this document, written with the support of the **Fondazione Global Compact Network Italia**, is to encourage the development of specific monitoring and management procedures within Group companies, directing them to work with suppliers who share the principles of sustainability and manage their business in an ethical and responsible manner, respecting people and the environment.



Supply Chain Sustainability Guidelines

Global Compact ONU

10 principles

OCSE guidelines

for multinationals

ISO 26000 standards

UN guiding principles

on business and human rights

Code of Conduct

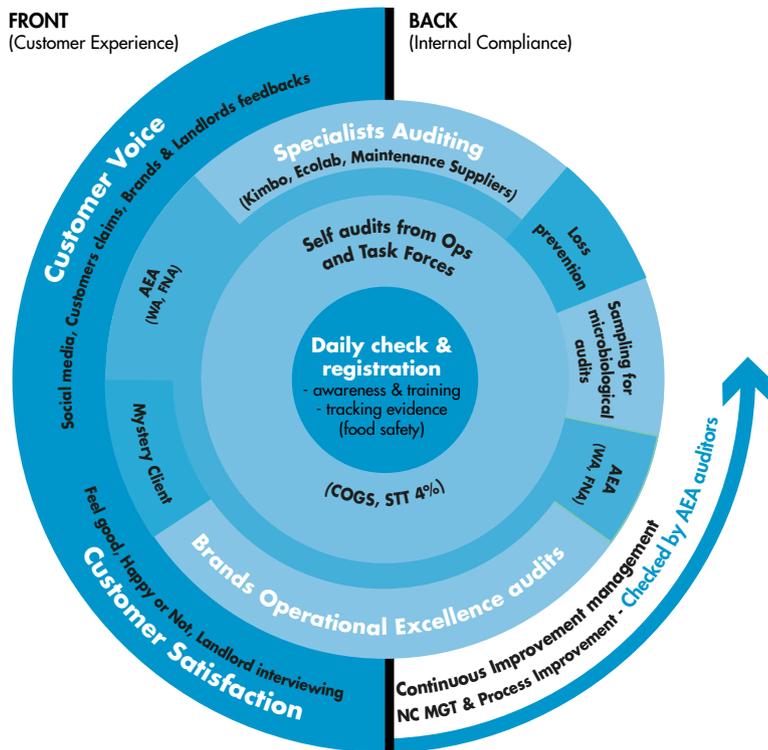
Autogrill Group

Food quality and safety are shared values

At Autogrill we pay great attention to the quality of our offer.

For this reason, in Europe and North America, all suppliers undergo preventive audits to ascertain the level of compliance with quality standards defined by the company according to **HACCP** procedures. In the International segment, we select suppliers based on detailed checklists.

In addition, we implement procedures in the stores to comply with hygiene-health standards. In North America, HMSHost implemented a food quality and safety program developed by a third company including audits based on **FDA Food Code** standards.



Quality certifications

- **ISO 9001: 2015** on Quality Management Systems. (Autogrill SpA and Nuova Sidap).
- **ISO 9001: 2015** on Technical Project Management service provision. (Autogrill SpA and Autogrill Hellas EPE).
- **UNI 10854** Guidelines to design and apply a monitoring system - HACCP method. (Autogrill SpA and Nuova Sidap).
- **BS OHSAS 18001: 2007** (Autogrill SpA - stores in airports).
- **ISO 22000** on Food Safety. (Autogrill SpA).
- **HALAL** (released by MUI): Pizza Hut, Bali airport and stores at Bangalore airport.
- **Diverse Food Safety program** Food Safety. Stores in Bali and Schiphol airport.
- **FSSAI** (Food Safety and Standards Authority of India). Stores at the Bangalore and Hyderabad airports.
- **NVWA** (Dutch Authority of Food products and services). Stores at the Schiphol airport.
- **EIQA** (Irish food safety quality awards). HMSHost Ireland.
- **Board Bia Origin Green sustainability awards**. HMSHost Ireland.
- **Shop & Establishment/Trade**. India.



More is less. Less waste, less food waste, more recycling; we transform our tomorrow by giving a second life to materials.



PLANET



Planet

We want to protect the environment by engaging our partners and suppliers, with the participation of our employees and customers.



23 buildings globally are LEED certified



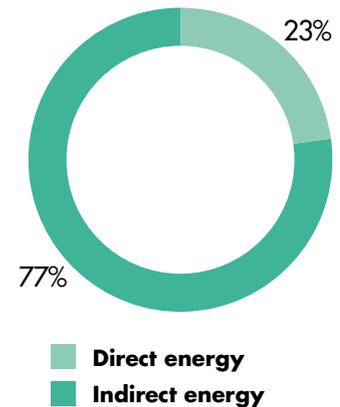
Airlite: 100% natural paint that purifies the air

We are aware of the importance of environmental issues and for this reason we take responsibility for reducing our impact and directing all our stakeholders towards better management of resources. This commitment translates into the definition of innovative energy-saving strategies and solutions, as well as their promotion through awareness campaigns.

In North America, we launched **Startsomewhere**, a program that aims to communicate to employees the importance of their contribution to environmental sustainability.

The International Area participates in the **Origin Green initiative**, the Irish government sustainability plan that defines activities and objectives to be reached in the next 4 years.

Energy consumption in Europe and North America





We are looking for new ways to reduce our impact on the environment

Autogrill promotes a responsible and intelligent use of energy. In the stores where we directly manage energy sources, we installed **next generation monitoring systems** to control consumption and reduce waste.

In order to limit energy consumption in future stores, we developed an **Energy Book**, including guidelines for the design and management of the most energy-efficient locations.

In Italy, the **Autogrill store of Villoresi Est** is an example of sustainable innovation as it was entirely designed and developed in compliance with the energy efficiency and carbon footprint standards of the **LEED Protocol** (Leadership in Energy and Environmental Design). Villoresi Est obtained the Gold certification in addition to ISO 14001, ISO 50001 and EMAS certifications.

In the United States, the **Delaware Welcome Center** is still HMSHost flagship. It extends over a surface of 4,000 sqm and was designed in accordance with the LEED principles, recycling and re-using 75% of the material derived from the demolition of the pre-existing building.

Airlite

At Autogrill, we are committed to combining sustainability, innovation and, why not, creativity. The basic idea is to cover some of the external walls of Autogrill's motorway premises with Airlite, a technological paint that improves air quality in the area immediately adjacent to the surface treated. The paint, 100% natural and COV free, is activated by natural light and can:

- reduce air pollution by up to 88.8%,
- eliminate 99.9% of germs and bacteria,
- cut cooling costs by up to 50%,
- eliminate and prevent the formation of mold,
- neutralize odors.



Our environmental certifications

LEED® Gold

Italy Autogrill SpA: Villorese Est
Canada HMSHost: 4 service stations on the highway
USA HMSHost: Bethesda headquarters

LEED® Silver

Canada HMSHost: 16 service stations on the highway
USA HMSHost: Delaware House Travel Plaza

ISO 50001: 2015

On Energy Management Systems
Italy Autogrill SpA: Villorese Est

ISO 14001: 2015

Italy Autogrill SpA: headquarters, Villorese Est, Brianza Sud and the stores in the Turin Caselle airport, Nuova Sidap

EMAS

Italy Autogrill SpA: headquarter, Villorese Est, Brianza Sud

HQE (High Environmental Quality)

France Autogrill Côte France: Canaver, Ambrussum

RT 2012 (Low Impact Building)

France Autogrill Côte France: Ambrussum, Manoirs du Perche Plaines de Beauce, Chartres Gasville, Chartres Bois Paris, Lochères, Miramas, Villeroy, Jardin des Arbres, Wancourt, Porte de la Drôme N&S, Granier

California Green Building Code

(Level I and California Energy Standard - title 24)
USA HMSHost: stores at the Los Angeles International airport

Energy Star

USA Equipment in the stores

ISO 14064 greenhouse gases

Italy Autogrill SpA: headquarter and Sebino's store

Our contribution and our commitment in favor of circular economy

In all of our stores we segregate waste according to the local laws and peculiarities of the countries in which we operate, in relation to the currently locally used waste collection system.

HMSHost International launched an initiative in collaboration with the **Coca-Cola Company** for the **collection of plastic bottles**, which are reused as raw materials for the production of the chairs of the stores located in the Schiphol airport and for the T-shirts worn by the employees. The project, tested for the first time at the Amsterdam Schiphol airport, was also extended to other Northern European airports. **10 Coke PET Bottles (50 cl)** are used for each T-shirt (80% recycled PET and 20% cotton).

In Australia, at the Cairns airport, the “**Bring Your Own**” campaign was launched, which encourages customers to bring and use their own cup, thus reducing the use of plastic. To support this initiative we have introduced: straws, “BioCups” for coffee and bags in compostable materials.

In France, we introduced the “**disposables**”, made of recycled materials, and automatic water dispensers to reduce the impact of packaging. While in India, we will gradually introduce the use of bags, cutlery and dishes made of wood, paper or cornstarch in order to replace the plastic objects currently used.

In various countries, we are currently experimenting with the **recovery of organic waste** for composting and biogas generation.

WASCOFFEE: from waste to furniture.

In Italy, every year we serve more than 100 million espressos. How can we manage the resulting waste? What are the real recycling opportunities for an asset so precious to us?

The reply to this question is Wascoffee, a 100% natural and recyclable material that can be used to develop eco-design elements made with coffee grounds.

Wascoffee is a circular economy program, part of the Afuture strategy to minimize environmental impact and promote the culture of reuse.

The project, developed by Autogrill, was supported by the Polytechnic of Milan, which studied the Life Cycle Assessment (LCA) in order to better define the development of the Bistrot and Puro Gusto brand stores in Europe and at the San Francisco airport by 2020.



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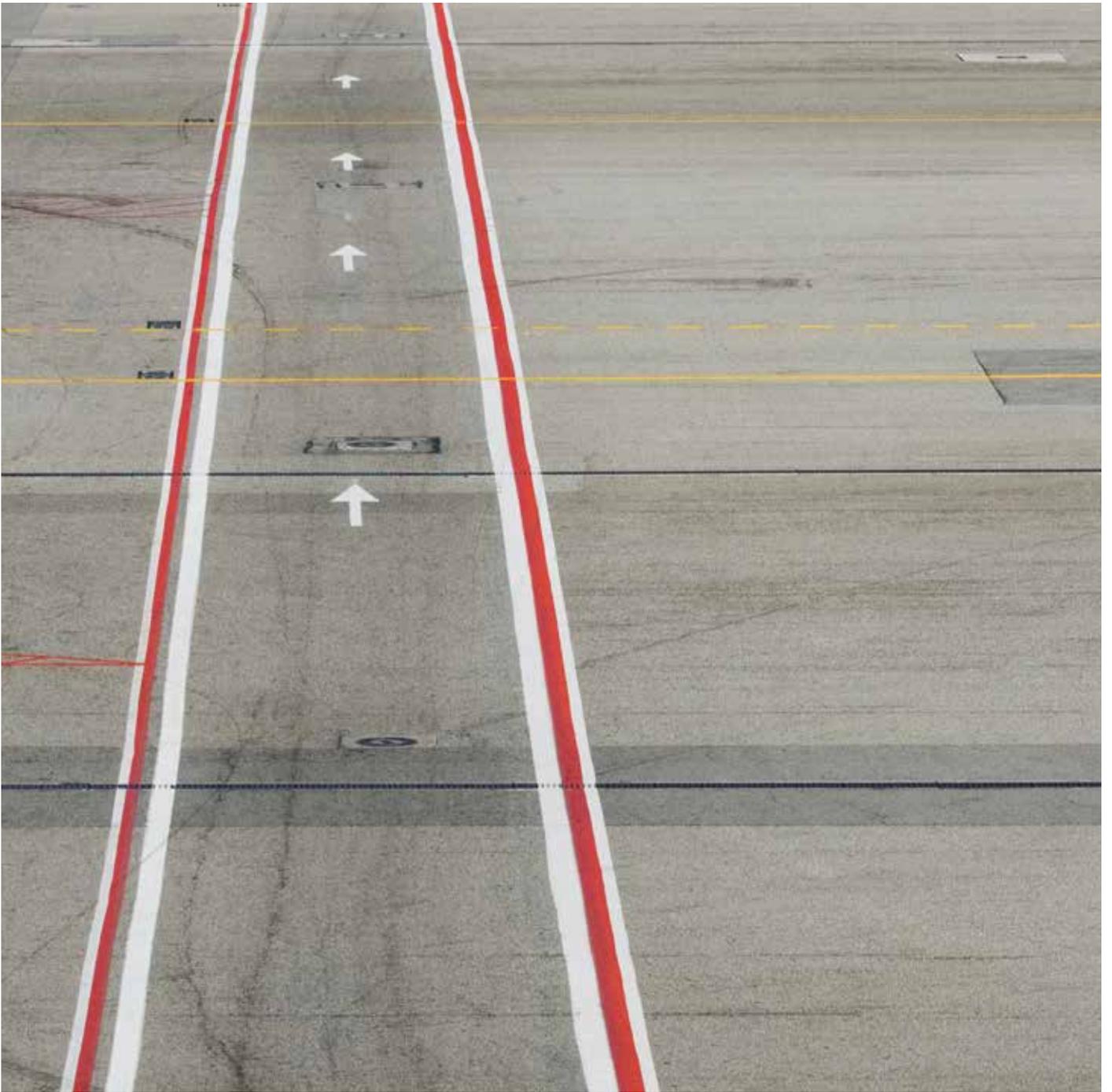
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