

**AUTOGRILL GROUP
CONSOLIDATED
NON-FINANCIAL STATEMENT**



1.5 CONSOLIDATED NON-FINANCIAL STATEMENT

PURSUANT TO ARTS. 3 AND 4 OF LEGISLATIVE DECREE 254/2016

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1.5.1 INTRODUCTION

Autogrill Group's consolidated non-financial statement (NFS) is structured according to the following four sustainability areas identified as material to its business.

A-Company: it covers the creation of economic value, the effectiveness and transparency of decision-making processes, anti-corruption measures and competitive practices.

Autogrill People: it 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 community. It covers employee relations, human resource development and training, occupational health and safety, labor union relations, diversity and equal opportunity.

Autogrill Product: it describes the Group's commitment to offering safe, high-quality products that add value and content to the customer experience. It covers product quality and safety, product labeling and marketing, supply chain management, accessibility and quality of services.

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

The document 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 law (the Consolidated Annual Report and Financial Statements 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" section;
- **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 (DECREE 254/2016) AND WHERE TO FIND THEM

Area covered by Decree 254/2016	Disclosures required by Decree 254/2016	2019 documents containing the disclosures	
Business model	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. 15-47
		CGR	Sections 2, 4, 6-10, 13-14
		NFS	Socio-environmental policies and guidelines of the Autogrill Group
Policies	Art. 3.1(b) Description of corporate policies, including due diligence	NFS	Socio-environmental policies and guidelines of the Autogrill Group Anti-corruption People: the people of the Autogrill Group Planet: environmental protection Product: product quality and safety and focus on the customer
Risk management	Art. 3.1(b) Description of the main risks generated by or incurred in business operations	DR	p. 99-107
People	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: occupational health and safety
Environment	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
Social	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
Human rights	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
Anti-corruption	Art 3.2(f) Disclosures on countering active and passive corruption	NFS	Anti-corruption

Key:

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

 Standard
103-2, 103-3

SOCIO-ENVIRONMENTAL POLICIES AND GUIDELINES OF THE AUTOGRILL GROUP

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 (hereinafter also mentioned as "the Parent company" or "the Company"). 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. The Sustainability Policy defines social and environmental standards and provide the business units with guidelines for defining a sustainable approach to their operations. It is the foundation of the Group's "Afuture" sustainability framework, which takes the outcome of the materiality analysis as a launching pad to define — consistently with the Code of Ethics and the Corporate Liability Policy pursuant to Law 231/01 — the long-term goals that help create shared value for all stakeholders.

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.

FORCED LABOUR

Autogrill is opposed to any exploitation of workers.

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.

HEALTH AND SAFETY

Autogrill guarantees adequate standards for the protection of workplace health and safety and promotes responsible behavior by all employees at all company levels.

MINIMUM WAGE

Autogrill guarantees the respect of local minimum wage.

LOCAL CULTURES

Autogrill firmly believes that respecting and enhancing 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.

AUTOGRILL 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 Autogrill Group employees are strongly committed to carrying out their activities ethically, correctly, transparently, honestly and lawfully, 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, in keeping 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.

Since early 2020, Autogrill Group has been dealing with the impact of the coronavirus (COVID-19) crisis. The Group has taken significant measures to protect the health and safety of its workers and customers, while continuing to provide an essential public service in accordance with each order issued by the competent authorities. Further details are disclosed in the section 1.4 of Directors' Report. An appropriate disclosure will be included in the Consolidated Non-Financial Statement 2020.

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 from the raw materials to the finished product, following appropriate standards as well as using quality ingredients. It requires products to be prepared in sanitary, hygienic conditions which ensure protection from any and all risks and strives to involve the entire staff in activities designed to increase awareness and understanding of the regulations and conditions established by the Group.

CUSTOMERS

The Group listens to the needs and expectations of its customers, and is constantly looking for new consumer trends in order to understand how to innovate and increase the level of excellence of the food experience across all channels. Autogrill works with landlords and brand partners to share the know-how acquired in the promotion and management of the concession relationships.

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. Recognizing how important the supply chain is, as a whole, to increasing the commitment to sustainability best practices, the Autogrill Group has released the Supply Chain Sustainability Guidelines that define the general standards to be used when assessing suppliers and the key principles underlying the Group's approach to sustainable management of its supply chain.

COMPLIANCE

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

PLANET

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

ENERGY CONSUMPTION

Autogrill leads and contributes to reducing energy consumption, promotes the use of natural resources, as well as the use of clean energy, and researches strategies aimed at reducing environmental impacts, improving its performance and defining commercial concepts and innovative solutions according to the principles of energy efficiency.

WATER

Autogrill promotes responsible use of water.

WASTE & RECYCLING

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

FOOD WASTE

Autogrill is also 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.

COMPLIANCE

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

The following sections disclose the practices and procedures of the Group, of the business units and, where relevant, of the individual countries.

1.5.2 A-COMPANY: THE AUTOGRILL GROUP

OUR VISION

To be the undisputed traveler centric and trustful travel food&beverage company in the world.

OUR MISSION

Whether it's about eating, drinking or shopping, we want people on the move to reach their destination happier, safer, more satisfied thanks to our services. We make their time more effective and their journey more comfortable, adding value to their experience 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.



CREATING AND DISTRIBUTING ECONOMIC VALUE

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

Creating and distributing economic value is the ability to generate wealth and spread it among the stakeholders. In 2019, the Group created more than € 5.7 billion in economic value and distributed more than € 4.9 billion. Of all value created, 86% was distributed to the internal and external stakeholders, while the remaining 14% was retained within the Group.

Statement of economic value (k€)	2019	2018	2017	Stakeholder
Economic value created by the Group	5,761,530	5,215,052	5,085,423	
Revenue and other operating income	5,604,364	5,223,912	5,086,559	Consumers
Financial income	5,147	2,061	1,316	
Adjustment to the value of financial assets ³⁰	36,357	13	797	
Impairment losses on receivables	(1,496)	(1,859)	(2,170)	
Impairment losses ³¹	117,158	(9,075)	(1,079)	
Economic value distributed	4,933,000	4,956,642	4,811,249	
Reclassified operating costs	3,075,627	3,253,606	3,140,167	Landlords, suppliers and brand partners
Remuneration of personnel	1,652,876	1,538,525	1,501,661	Personnel
Remuneration of lenders and shareholders ³²	125,215	99,840	93,822	Lenders and shareholders
Remuneration of public institutions	75,522	61,119	71,691	Government
Donations	3,760	3,552	3,909	Community
Economic value retained by the Group	828,530	258,410	274,174	
Depreciation and amortization	612,367	227,807	212,662	
Provisions	10,975	12,823	13,672	
Reserves	205,188	17,780	47,840	

GOVERNANCE AND COMPLIANCE

GRI Standard 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

³⁰ Including profit/loss from discontinued operations

³¹ Net of any capital gains from the disposal of operations

³² The remuneration of shareholders consists of the share of profits of the year that will be paid as dividends in the following year, as proposed to the annual general meeting by the Board of Directors. Considering the short-term uncertainty due to the COVID-19 emergency, the Board of Directors is taking a prudent approach and proposing to the shareholders that the net profit for 2019 be carried forward instead of paying a dividend this year

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 "Internal Board committees," Section 7 "Appointment Committee," Section 8 "Human Resources Committee," Section 10 "Control, Risk and Corporate Governance Committee," Section 13 "Appointment of Statutory Auditors," and Section 14, "Composition and operation of the Board of Statutory Auditors").

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

ANTI-CORRUPTION

In addition to the Corporate Liability Policy 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 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 (in 2019 this was part of the "School of Excellence" program for new managers and future store managers) and in North America and the International area (for positions considered at-risk), training in the Foreign Corrupt Practices Act (FCPA).³³

GRI Standard
103-2, 103-3

SUSTAINABILITY FOR THE AUTOGRILL GROUP

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 this context, the role of the Autogrill Group's CSR department is 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 pertinent initiatives.

³³ A legal corpus with rules to prevent American companies from bribing foreign public officials in order to create or maintain business relationships

STAKEHOLDER ENGAGEMENT

GRI Standard
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. The Group fosters ongoing dialogue and sets the conditions for lasting cooperation and partnerships with its stakeholders.

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 meetings
Autogrill for landlords and brand partners	Collaboration for the development of ad hoc projects, concepts and services; participation at trade events; one-on-one meetings; 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 the management of Autogrill
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 Standard
102-11, 102-47,
103-1

Material topics are identified based on management's active participation in the analysis and discussion of results and on the outcome of stakeholder engagement activities. Through a management self-assessment survey, topics are analyzed from the point of view of their relevance for the company (internal perspective) and the importance given to them by the stakeholders (external perspective). The output is a list of topics that are "material" to Autogrill, including in consideration of the Global Reporting Initiative (GRI) topics and the relevant aspects of Legislative Decree 254/2016. The topics identified as material for the Autogrill Group are reported below.

In 2019 the Group began to revise its materiality analysis, starting with an assessment of the external context and changes in the market, through a process involving the entire management team through specially scheduled interactions. The process will be completed in 2020, also following any further assessments related to the effects of the COVID-19 pandemic and will give rise to a new materiality matrix.

MATERIAL TOPICS OF THE AUTOGRILL GROUP³⁴

Business & Governance	Anti-corruption	Competitive practices
	Creation of economic value	Effectiveness and transparency of decision-making
A-People 	Diversity and equal opportunity	Labour union relations
	Health and safety in the workplace	Quality of employee relations
	Human resource development and appraisal	
A-Product 	Accessibility and quality of services	Product quality and safety
	Product labeling and marketing	Supply chain management
A-Planet 	Climate change (energy efficiency and emissions)	
	Waste management	

Stakeholder engagement

³⁴ In alphabetical order for each strategic area

1.5.3 PEOPLE: THE PEOPLE OF THE AUTOGRILL GROUP



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 the community. Be passionate, be open, set the pace, be reliable and keep it simple are the values the Group promotes in the management of activities and people.

Human resource management, based on principles laid down in the Code of Ethics and Sustainability Policy of the Group and in accordance with local laws and collective employment contracts, lets the Group instill good relationships with its employees and help them develop their skills and abilities so that individuals can grow professionally and share what they know. The human touch is a distinctive factor in Autogrill’s employee relations: throughout the hiring process and along the entire career path, Autogrill promotes conduct shaped by dignity, protection and respect of the rights of each individual. The resulting corporate culture reflects this concern for individuals, wherever they are assigned and translates into a safe, healthy workplace free from discrimination.

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.

About 60% of the more than 62 thousand people who work for the Group are women, demonstrating a proper gender balance, thanks to progressive policies especially at the middle management level. Ninety-seven percent of the workforce is employed at the approximately 4,000 locations, while the remaining 3% work in headquarters. The 3% growth in personnel throughout the Group reflects increases in all regions, due in part to the addition of stores through organic expansion and the integration of acquired companies³⁵, net of discontinued operations³⁶.

³⁵ Stellar Partners Inc. in North America and Le Crobag GmbH in Europe

³⁶ Motorway operations in Canada, Tank & Rast business on motorways in Germany, operations in the Czech Republic

North America

- 33,113** employees
- 40%** under 30 years old
- 62%** women



International

- 12,028** employees
- 67%** under 30 years old
- 50%** women

Europe

16,920 employees

22% under 30 years old

63% women



World

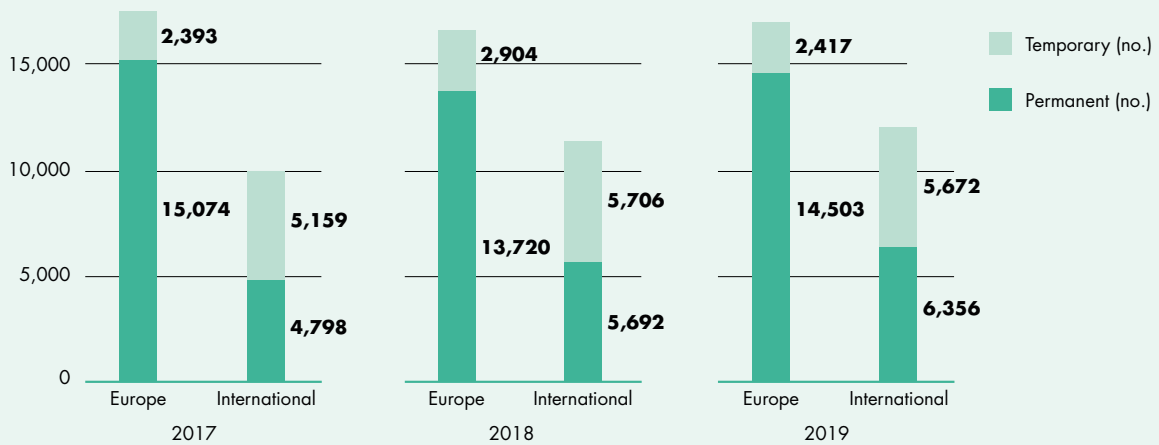
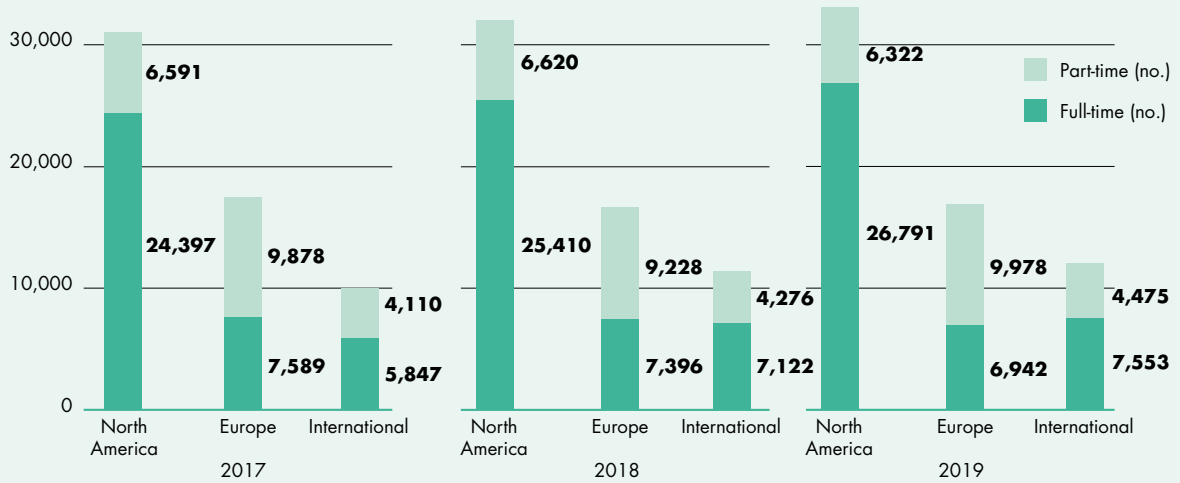
62,061 employees in the Group

40% under 30 years old

60% women

PART-TIME VS. FULL-TIME AND PERMANENT VS. TEMPORARY EMPLOYEES³⁷

GRI Standard 102-8, 405-1



Once again in 2019, permanent contracts outnumbered temporary ones, for both men (84%) and women (89%). As for part-time versus full-time contracts, there is a higher proportion of part-time employees in Europe (59%), due to the intrinsic characteristics of the business with its peaks in traffic and seasonal factors, especially in the Italian motorway channel.

HUMAN RESOURCE DEVELOPMENT, TRAINING AND APPRAISAL

GRI Standard 103-2, 103-3, 404-1, 404-2, 404-3

As Autogrill Group moves forward, employee training is constantly evolving through development plans built around the person, who takes an active role in professional growth through direct, proactive involvement. Training takes the form of traditional classroom lessons but also an increasing emphasis on online, social and interactive learning. Academy, for example, is the European training program designed to develop the abilities of each employee by offering specific learning opportunities according to the professional milestones reached. It is used to provide technical, behavioral and

³⁷ 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")

managerial training; ease the business through change management processes; and develop “business partner” employees who act in constant synergy with the company’s operational and organizational needs.

There are numerous leadership development programs, offered internally through coaching arrangements or in collaboration with institutes outside the Group, as well as induction and training programs for new hires in the form of group orientation days and online courses. In North America, for example, the “Unlocking Engagement” workshop has been taught for a few years now so managers can learn how to create a favorable working environment. Two other leadership development programs address Corporate Leadership Development for senior directors and vice presidents and Operations Leadership Development for future front-line managers. Both of these two-year programs provide instruction in leadership skills, the chance to work on interdepartmental projects, a mentoring system and the possibility to work and interact with higher levels of management.

Sales personnel receive on-the-job training to help them do their jobs and improve their service and product preparation skills. Content ranges from brand philosophy to customer relations, with a focus on the person-to-person element, storytelling, Autogrill’s golden rules of service and individual on-the-job coaching to ensure concrete, high-quality learning on an ongoing basis.

School of excellence

In 2019 Autogrill Italy has been developing a new 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, future store managers are challenged to develop a commercial project for their store, making them genuine managers of the future.

On-the-job training, like the new “Salt Academy” in the Netherlands, not only improve individuals’ skills and qualifications but help attract the very best talent. New hires go through induction and onboarding programs, in the form of group or individual orientation days and online courses, designed to foster a sense of inclusion and team spirit.

PER CAPITA TRAINING HOURS: STORES NETWORK ³⁸

(hours)	2019	2018	2017
Area managers	21.6	15.3	17.9
Store managers	38.3	31.8	27.7
Managers	30.4	32.2	29.0
Service supervisors	37.5	35.1	21.0
Crew members	41.7	18.0	35.9

³⁸ 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 newly or recently acquired companies, Stellar Partners Inc. and Le Crobag GmbH

In 2019 the Group provided more than 2.4 million hours of training. Consisting mostly of continuing education at food and beverage locations, training programs amounted to an average of more than 39.7 hours per employee. The changes from 2017 to 2019 are explained by constant improvements in the reporting system.

HUMAN RESOURCE DEVELOPMENT AND APPRAISAL

With a view to fostering professional growth, Autogrill uses 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. In 2019 Autogrill Italy started to map store talent in a process involving area managers and the best store managers operating throughout the country. Starting from performance appraisal results for 2018, the project aims to achieve, by 2020, a thorough map of training needs and potential and to define a career plan for each of these high-performing store employees. The goal is to create tailor-made development plans for best performers that can be implemented during the course of 2020. In North America, the process of revising and improving the performance management system included a new slogan in 2019: “Helping Others Succeed Throughout the Year”. In the International area, the “Be Competent” program is being updated to render it more effective and in line with internal needs.


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 been gradually developing talent attraction strategies that 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. Since November 2019 it has been using a new online recruitment system designed to make employment offers more visible and accessible to the new generations. This has involved simplifying the online application process while also making it possible to add video interviews in addition to the standard résumé.

In 2019, a large workplace survey was conducted in North America. In the second phase of this project, managers were invited on board to determine how to interpret the data, give constructive feedback and create virtuous employee development models for their teams.

REMUNERATION AND BENEFITS

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 development 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 complies with local laws and studies economic conditions and employment levels to ensure the mentioned stability. For years, Autogrill has followed policies and taken action for empowerment and gender equality in order to foster equal opportunity and diversity in every form, including

 Standard
103-2, 103-3,
401-2

through a merit-based compensation & benefit system that ensures fair and equal treatment in terms of gender, title and seniority. Entry-level wages are established in accordance with the local laws and collective bargaining agreements in the various countries.

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 Retirement Plan in the United States.

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

DIVERSITY, EQUAL OPPORTUNITIES AND INCLUSION

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 (including "Open Line") as a means of reporting any conduct inconsistent with the Code of Ethics, and also of reporting virtuous behavior in the workplace, while ensuring the confidentiality of information and the privacy of individuals.³⁹

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.

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

LABOR RELATIONS

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 agreements, individual bargaining and freedom of association.

³⁹ Open Line is currently available in Italy, Spain, France, Switzerland, Belgium, Germany and Greece and under development in the International area

This commitment to transparency translates to the management of various forms of contract: from national collective bargaining to collective agreements by company and/or location, to individually negotiated agreements. These figures reflect the legislation in different countries.⁴⁰ When it needs to make organizational changes, Autogrill complies with all provisions of laws and collective bargaining 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.

	2019			2018			2017		
	North America	Europe	International	North America	Europe	International	North America	Europe	International
Employees covered by collective bargaining ⁴¹	69%	99%	93%	39%	97%	91%	39%	98%	82%
	Canada			Canada			Canada		
	49%			48%			48%		
	United States			United States			United States		

OCCUPATIONAL HEALTH AND SAFETY

GRI Standard
103-2, 103-3,
403-2

The health and safety of its workers is a fundamental standard on which Autogrill places 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 committees have been set up and include various positions (depending on local policies), from executives to workers' representatives, who monitor compliance with applicable laws. The committees review findings on health and safety issues in search of the best solutions to reduce the risk of injuries to a minimum. To make sure these efforts are effective and share insights and initiatives on health and safety, a system is in place to monitor the number and type of injuries in the main countries served by the Group.

The Group assures all employees high standards of health and safety in the workplace, 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 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

⁴⁰ 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

⁴¹ The percentage is partly estimated from the prior-year figure and refers to the countries where Group employees are covered by collective bargaining agreements. The 2019 figure does not include the newly or recently acquired companies Stellar Partners Inc. and Le Crobag GmbH; in Canada it is net of the employees of the now-disposed motorway operations

further assured by way of courses, audits and initiatives to foster workers' physical and mental wellbeing.

H&S Rates ⁴²	2019				2018				2017			
	North America	Europe	International	Total	North America	Europe	International	Total	North America	Europe	International	Total
Workplace injuries (no.)	1,176	630	307	2,113	1,122	555	291	1,968	1,134	592	162	1,888
Injury rate	28.5	29.4	22.2	27.6	28.1	25.0	22.9	26.3	27.8	26.4	25.1	27.1
Severity rate	0.14	0.62	0.12	0.27	0.20	0.50	0.10	0.20	0.10	0.60	0.10	0.30

H&S rates include workplace injuries only (not commuting accidents)
 Injury rate: ((total number injuries + total number of deaths) / total hours worked) x 1,000,000
 Severity rate: (total number of days lost due to injuries / total hours worked) x 1,000

The trend in the number of injuries, especially in Europe, should be considered in light of the overall increase in the population in 2019.

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

PROTECTION OF HUMAN RIGHTS

In addition to respecting and protecting the rights of its own employees, Autogrill acknowledges its role and responsibilities as an international leader that does business around the world, promoting 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 children throughout its organization and does not use or support child labor, as defined by the ILO. In addition, Autogrill opposes all forced labor, including child 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.

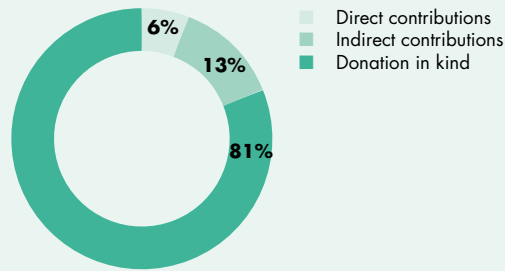
GRI Standard
102-13, 102-43,
102-44, 201-1

COMMUNITY DEVELOPMENT AND ENGAGEMENT

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 it one of the leading employers in the region. Autogrill is increasingly involved in developing projects consistent with its own business, such as the donation of food and meals to non-profits serving the needy.

⁴² Injury rates for 2019 do not include the newly or recently acquired companies Le Crobag GmbH and Stellar Partners Inc. and as in 2018 they also exclude Canada, Germany and the Netherlands

GROUP DONATIONS BY TYPE



In 2019 the Group's donations exceeded € 4 million (6% direct, 13% indirect and 81% in kind). Donations in kind in 2019 went to a number of local and national food banks, mainly in North America. The amount of donations in kind in Europe benefitted from the resumption of work with a food bank (Banco Alimentare), where excess provisions are donated.

In North America the Group 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. Around 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. In North America, HMSHost Foundation fights poverty in local communities and gives a boost to the new generations with training and development initiatives to help them find jobs. The Dutch subsidiary HMSHost International supports the Made Blue program, which offsets the use of fresh water by businesses with projects that ensure access to clean water in developing countries. These are in addition to associations the Group supports from year to year, thanks in part to contributions from employees and customers. In 2019, employees in the International area donated more than 1,500 hours of corporate volunteering.

1.5.4 PLANET: ENVIRONMENTAL PROTECTION



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. In practical terms, this means it 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 in all parts of the world. Autogrill supports and develops programs for the reduction and correct management of waste, including circular economy initiatives 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 landlords and business partners in order to find areas for improvement and greater efficiency.

In addition to improving its own performance, Autogrill promotes the responsible use of resources through internal awareness campaigns and imaginative ways of involving stakeholders in a philosophy of sustainability and care for the natural environment. “Startsomewhere” is a program in place in North America that aims to convince employees of the importance of their own contribution to environmental sustainability. The International business unit participates in Origin Green, the sustainability program of Bord Bia (Irish Food Board), promoted by Irish Government, through which it has devised a four-year plan of activities and targets in Sustainable Sourcing, Operations (environmental impact), Health & Nutrition and Social Sustainability.

ENERGY AND EMISSIONS MANAGEMENT

Autogrill does all it can to eliminate energy waste. 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. Where utilities are managed by the concession grantor, 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, concession grantors have become increasingly attentive to the subject.⁴³

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

⁴³ Given these circumstances, the Group’s footprint depends strictly on the infrastructure where it operates (e.g. airports). On motorways, efforts are made to improve the overall efficiency of stores. For further information on the impact the Group creates or suffers in terms of climate change, see Section 1.6.1 of the Directors’ Report

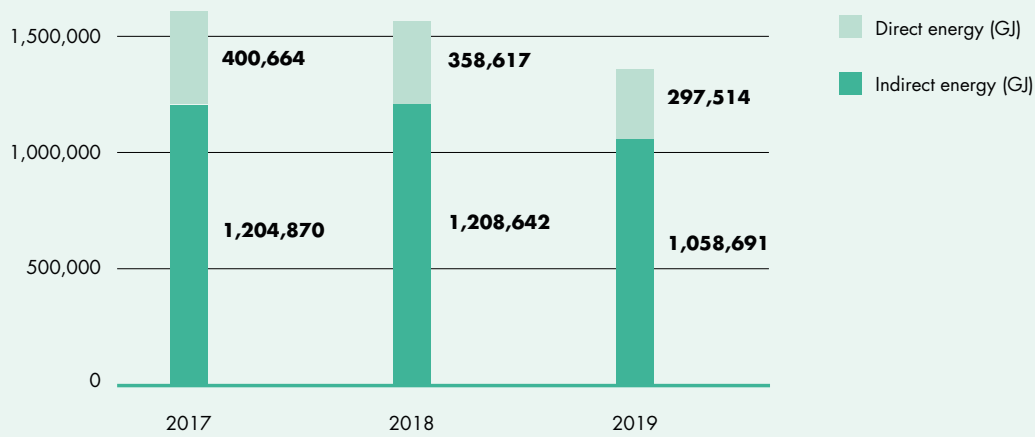
store employees and the development of increasingly accurate ways to measure and monitor consumption.

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 the use of remote monitoring and control technologies. As in 2018, an energy quiz ("Green Win") was designed for employees at all Italian locations to encourage virtuous behavior and reduce careless waste. Periodic reporting also helped raise awareness about consumption patterns. As for the third pillar, self-produced energy from renewable sources, there was a veritable boom in the number of installed solar panels in 2019 so we can further improve our carbon footprint.

GROUP ENERGY CONSUMPTION (EUROPE AND NORTH AMERICA)⁴⁴ - GJ



Direct energy⁴⁵ 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 energy⁴⁶ 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.

Indirect energy consumption decreased, especially in Europe, thanks in part to the Energy Saving Plan in Italy (which accounts for 66% of the region's consumption). The European figure also reflects the smaller number of locations due to the disposals of German motorway operations. In North America, data is available for motorway

44 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 (section Preparation criteria) for further details

45 Direct energy is the use of energy sources like natural gas, diesel and gasoline, which generate emissions directly

46 Indirect energy is purchased externally, like electricity and generates emissions indirectly

locations only, where performance is linked to the smaller reporting boundary (from 107 stores in 2018 to 81 stores in 2019) due to the disposal of the motorway business in Canada.

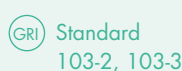
In the International area data is only available for certain locations, for a 2019 total of 21,511 GJ of direct energy and 141,823 GJ of indirect energy consumption. To make data more comparable from one year to the next, this area is not included in the overall figures.

ENVIRONMENTAL CERTIFICATION

One natural 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.: Villorresi Est USA – HMSHost: Bethesda HQ
LEED® Silver	USA – HMSHost: Delaware House Travel Plaza
ISO 50001: 2015	Italy – Autogrill Italia S.p.A.: Villorresi Est
ISO 14001: 2015	Italy – Autogrill Italia S.p.A.: HQ, Villorresi Est, Brianza Sud and for locations at Caselle Airport in Turin, Nuova Sidap: HQ Greece – Athens Airport “El Venizelos”
EMAS	Italy – Autogrill Italia S.p.A.: HQ, Villorresi Est, Brianza Sud
ISO 14064 GHG	Italy – Autogrill Italia S.p.A.: Rozzano headquarters and Sebino
HQE (High Environmental Quality)	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

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 system. On motorways, Autogrill takes care of waste collection and disposal directly, using the public service and private collectors. At malls, railway stations and airports, it is almost always the infrastructure operator that takes care of collecting and disposing of waste.

The Group's waste management ethos is illustrated by its policies 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 initiatives 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 landlords to find effective, scalable solutions. In 2019 there was 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, etc. In North America, Autogrill will be implementing a no plastic straws policy by the end of 2020. 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 is also weighing new circular economy partnerships, similar to the WASCOFFEE® project that applies an ecodesign philosophy by making furnishings out of recycled coffee grounds. Together with various airports, the Group is testing new ideas to maximize the recycling rate of raw and other materials and to find new ways of transforming food waste into energy or ingredients for new products. Two examples are SOOP, a soap made from coffee grounds and orange peels, and the Soup & Bakery concept by De Verspillingsfabriek in the Netherlands, which serves dishes made from food scraps that are still perfectly good to eat. In Malaysia, the Environmental Management Recognition Scheme encourages all trading partners to implement green technologies for food & beverage, throw out less food and produce less waste in general while recycling more.

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, creating incentives for consumers and partnering with external organizations.

Where possible and as already mentioned, the leftovers that remain inevitable are donated to food banks 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.

1.5.5 PRODUCT: PRODUCT QUALITY AND SAFETY AND FOCUS ON THE CUSTOMER



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 the strictest 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.

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

FOCUS ON THE CUSTOMER

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 survey and feedback mechanisms and systems for handling complaints; store employees are suitably trained in this respect and learn to handle the most delicate situations promptly and in accordance with protocols.

The annual customer satisfaction survey "Feel good?" switched to a new methodology in 2019 that provides a more accurate measure of the strength of customer relations, in order to guide strategic decisions and integrate the diverse approaches to customer understanding developed in different countries. In Europe, a new program called "Customer voice" uses an interactive platform where customers can share their experiences at food & beverage locations, providing the Group with information and tips for improvement. In North America customer satisfaction is tracked through a partnership with the Global Response agency and through sentiment analysis on social media. In 2019 the International area embarked on a major change management project, "Return on Attention," designed to lead store personnel through a process of improved quality of service and customer retention.

GRI Standard
103-2, 103-3

ACCESSIBILITY AND QUALITY OF SERVICES

The Group works hard to keep its services up to date and develops dedicated services and special formulas to meet the needs of its diverse clientele and help them select and order items more conveniently.

Digitalization has improved the ordering experience while also serving as a marketing tool: screens show photo and video content and messages can be customized depending on the target and time of day. Dedicated apps, virtual payment and digital kiosks have likewise enhanced the purchasing phase. In the United States Autogrill has also launched the Network Operation Center, a new system to ensure the highest level of security for electronic payments and the best customer experience for the wi-fi services offered at most locations.

PRODUCT QUALITY AND SAFETY

GRI Standard
103-2, 103-3,
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 is 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 HACCP⁴⁷ audits on individual locations count towards the MBO⁴⁸ 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 and 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 established according to a risk assessment approach. 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. Training is organized in accordance with local regulations and may be given internally or in collaboration with external providers.

⁴⁷ HACCP: Hazard Analysis and Critical Control Points

⁴⁸ MBO: Management by Objectives

HEALTHY, BALANCED MENUS

Offering quality menus also means demanding and ensuring food safety along the entire production chain, from farm to table. 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 around the world are showing a growing preference for healthy, balanced lifestyles, starting with what they eat. Autogrill interprets travellers' needs so it can quickly respond to the complexity of these changes and translate them into innovative menus.

In all countries served, there are many different options for vegan and vegetarian diners and those who prefer a healthy, low-calorie lifestyle. New concepts like Leon and La Place focus on well-balanced menus, while at existing locations solutions are developed from simple, genuine ingredients and balanced menus are created with input from nutritionists and popular scientists, who help define new recipes and menu categories consistent with a healthy lifestyle. External partnerships are developed to guarantee a supply of quality gluten-free and organic foods. Many options are available throughout the Group for those who choose a vegan diet, and in some markets, where relevant, halal and gluten-free 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. In Italy, it was one of the first companies in the 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

Laws on disclosing the ingredients of food products are followed scrupulously in all countries served. In particular, information on allergens is a top priority at every location. In addition to local laws, each country develops its own initiatives for promoting a healthy lifestyle and a balanced diet. In the United States, in accordance with Food and Drug Administration rules, all pre-packaged, grab-and-go products are labelled for allergens and for their nutritional and calorie content. This also applies to northern Europe, on top of the allergen information required by law. 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 ServSafe Alcohol® program trains 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.

MAIN CERTIFICATIONS

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

Certification	Applies to:
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

RESPONSIBLE SUPPLY CHAIN MANAGEMENT

Relations with suppliers are key to obtaining products of consistently excellent quality and services that meet customers’ expectations. The Group strives to create stable, long-term relationships where both partners share the same values and therefore acts with 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 for the sake of a long-term relationship. The care it takes in building solid relationships with providers is important on the ethical plane and also for the quality and safety of products. 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.

 Standard
102-9, 102-12,
103-2, 103-3,
308-1, 414-1

All suppliers sign the Group's 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.

1.5.6 AUTOGRILL GROUP SOCIAL AND ENVIRONMENTAL DATA

EMPLOYEES BY AGE, GENDER AND PROFESSIONAL CATEGORY

GRI Standard
102-8, 405-1

(no.)	2019				2018				2017			
	North America	Europe	International	Total	North America	Europe	International	Total	North America	Europe	International	Total
TOTAL EMPLOYEES	33,113	16,920	12,028	62,061	32,030	16,624	11,398	60,052	30,988	17,467	9,957	58,412
Of which: women	20,575	10,637	6,021	37,233	19,581	10,417	5,699	35,697	18,813	10,912	5,205	34,930
	62%	63%	50%	60%	61%	63%	50%	59%	61%	62%	52%	60%
Headquarters	603	682	711	1,996	604	651	731	1,986	578	671	729	1,978
Top managers	19	42	46	107	86	40	47	173	82	38	21	141
Women	7	8	9	24	34	5	7	46	28	5	5	38
< 30 years	-	-	-	-	-	-	-	-	-	-	-	-
30-50 years	5	20	28	53	38	19	31	88	39	17	13	69
> 50 years	14	22	18	54	48	21	16	85	43	21	8	72
Senior managers	77	51	55	183	128	47	59	234	130	52	70	252
Women	27	16	22	65	55	18	24	97	58	16	25	99
< 30 years	-	2	2	4	1	2	2	5	1	1	3	5
30-50 years	36	35	45	116	77	32	48	157	79	41	56	176
> 50 years	41	14	8	63	50	13	9	72	50	10	11	71
Managers	177	166	151	494	172	162	134	468	164	164	103	431
Women	81	83	70	234	74	84	64	222	73	82	45	200
< 30 years	7	7	21	35	10	8	15	33	11	7	27	45
30-50 years	108	113	118	339	108	115	111	334	108	114	74	296
> 50 years	62	46	12	120	54	39	8	101	45	43	2	90
White collars	330	423	459	1,212	218	402	491	1,111	202	417	535	1,154
Women	206	269	241	716	149	260	207	616	129	269	282	680
< 30 years	35	52	206	293	35	48	233	316	35	55	318	408
30-50 years	180	234	230	644	112	233	237	582	111	242	194	547
> 50 years	115	137	23	275	71	121	21	213	56	120	23	199

For Headquarters personnel in North America, the differences between 2018 and 2019 reflect changes in the classification of professional categories for the sake of better consistency and harmonization throughout the Group.

(no.)	2019				2018				2017			
	North America	Europe	International	Total	North America	Europe	International	Total	North America	Europe	International	Total
LOCATIONS	32,510	16,238	11,317	60,065	31,426	15,973	10,667	58,066	30,410	16,796	9,228	56,434
Area managers	136	64	95	295	137	56	80	273	116	60	72	248
Women	40	14	18	72	41	10	15	66	32	11	22	65
< 30 years	-	-	8	8	-	-	8	8	-	3	8	11
30-50 years	68	38	81	187	66	36	70	172	51	34	63	148
> 50 years	68	26	6	100	71	20	2	93	65	23	1	89
Store managers	1,254	549	290	2,093	1,219	517	243	1,979	1,076	537	205	1,818
Women	596	203	111	910	577	178	91	846	510	165	83	758
< 30 years	183	22	74	279	155	19	64	238	106	18	48	172
30-50 years	733	373	201	1,307	708	361	168	1,237	644	361	148	1,153
> 50 years	338	154	15	507	356	137	11	504	326	158	9	493
Managers	744	520	336	1,600	858	533	481	1,872	884	655	418	1,957
Women	396	283	131	810	501	270	191	962	499	370	178	1,047
< 30 years	179	83	130	392	245	91	200	536	258	127	171	556
30-50 years	406	320	192	918	449	322	260	1,031	486	394	232	1,112
> 50 years	159	117	14	290	164	120	21	305	140	134	15	289
Service supervisor	2,873	1,999	1,646	6,518	3,311	2,118	1,121	6,550	2,954	1,852	844	5,650
Women	1,966	1,228	852	4,046	2,237	1,309	536	4,082	1,992	1,100	400	3,492
< 30 years	1,144	272	892	2,308	1,402	297	651	2,350	1,277	147	574	1,998
30-50 years	1,244	1,306	703	3,253	1,333	1,376	451	3,160	1,163	1,328	255	2,746
> 50 years	485	421	51	957	576	445	19	1,040	514	377	15	906
Crew members	27,503	13,106	8,950	49,559	25,901	12,749	8,742	47,392	25,380	13,692	7,689	46,761
Women	17,256	8,533	4,567	30,356	15,913	8,283	4,564	28,760	15,492	8,894	4,165	28,551
< 30 years	11,718	3,316	6,667	21,701	11,117	3,027	6,746	20,890	11,064	3,287	6,041	20,392
30-50 years	9,563	7,059	1,959	18,581	8,848	6,911	1,722	17,481	8,640	7,549	1,413	17,602
> 50 years	6,222	2,731	324	9,277	5,936	2,811	274	9,021	5,676	2,856	235	8,767
Protected categories/ employees with disabilities	n.a.	488	73	561	n.a.	535	61	596	n.a.	580	106	686

For North America, information on employees in protected categories is not available because of privacy laws.

EMPLOYEES BY TYPE OF CONTRACT⁴⁹GRI Standard
102-8, 405-1

(no.)	2019				2018				2017			
	North America	Europe	International	Total	North America	Europe	International	Total	North America	Europe	International	Total
Total employees	33,113	16,920	12,028	62,061	32,030	16,624	11,398	60,052	30,988	17,467	9,957	58,412
Of which: women	20,575	10,637	6,021	37,233	19,581	10,417	5,699	35,697	18,813	10,912	5,205	34,930
	62%	63%	50%	60%	61%	63%	50%	59%	61%	62%	52%	60%
Permanent	33,113	14,503	6,356	53,972	32,030	13,720	5,692	51,442	30,988	15,074	4,798	50,860
Of which: women	20,575	9,181	3,407	33,163	19,581	8,736	3,003	31,320	18,813	9,615	2,515	30,943
Temporary	n/a	2,417	5,672	8,089	n/a	2,904	5,706	8,610	n/a	2,393	5,159	7,552
Of which: women	n/a	1,456	2,614	4,070	n/a	1,681	2,696	4,377	n/a	1,297	2,690	3,987
Full time	26,791	6,942	7,553	41,286	25,410	7,396	7,122	39,928	24,397	7,589	5,847	37,833
Of which: women	16,438	3,624	3,174	23,236	15,455	3,771	3,050	22,276	14,706	3,869	2,613	21,188
Part time	6,322	9,978	4,475	20,775	6,620	9,228	4,276	20,124	6,591	9,878	4,110	20,579
Of which: women	4,137	7,013	2,847	13,997	4,126	6,646	2,649	13,421	4,107	7,043	2,592	13,742

PER CAPITA TRAINING HOURS BY EMPLOYEE CATEGORY⁵⁰GRI Standard
404-1

Group (hours)	2019	2018	2017	Group (hours)	2019	2018	2017
HEADQUARTERS				LOCATIONS			
Top managers	14.4	8.3	12.4	Area managers	21.6	15.3	17.9
Women	25.0	11.2	17.5	Women	15.1	8.8	15.0
Men	11.9	7.3	11.4	Men	23.4	17.3	18.9
Senior managers	8.0	10.2	24.3	Store managers	38.3	31.8	27.7
Women	10.0	11.0	22.4	Women	33.4	28.5	25.2
Men	6.9	9.7	25.3	Men	42.1	34.3	29.4
Managers	7.2	12.9	18.5	Managers	30.4	32.2	29.0
Women	8.3	15.3	21.0	Women	30.3	27.5	27.7
Men	6.2	10.7	16.3	Men	30.6	37.1	30.5
White collars	6.7	9.3	8.3	Service Supervisors	37.5	35.1	21.0
Women	6.9	8.9	8.4	Women	37.9	35.0	18.9
Men	6.3	9.7	8.2	Men	36.9	35.1	24.4
				Crew members	41.7	18.0	35.9
				Women	43.4	17.8	35.2
				Men	39.1	18.4	37.2

49 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")

50 The figures available as of this writing are partially estimated on the basis of the individual training plan. Data does not include the newly or recently acquired companies, Stellar Partners, Inc. and Le Crobag GmbH

At headquarters, professional development (especially for top managers) often takes place in the form of workshops, conferences and seminars which are not subject to reporting and are therefore not included in the above numbers. The change in per capita training hours over the three-year period should also be viewed in light with an improvement on data collection and the expanded reporting boundary.

GRI Standard
404-3

EMPLOYEES RECEIVING REGULAR PERFORMANCE REVIEWS ⁵¹

Group	2019	2018	2017	Group	2019	2018	2017
HEADQUARTERS				LOCATIONS			
Top managers				Area managers	72%	79%	89%
Women	MBO	MBO	MBO	Women	76%	80%	85%
Men	MBO	MBO	MBO	Men	71%	79%	91%
Senior managers	90%	90%	82%	Store managers	77%	79%	90%
Women	88%	90%	84%	Women	77%	79%	90%
Men	91%	90%	81%	Men	78%	79%	91%
Managers	87%	89%	88%	Managers	69%	81%	84%
Women	89%	90%	89%	Women	70%	80%	87%
Men	86%	88%	87%	Men	68%	81%	81%
White collars	73%	86%	78%	Service Supervisors	44%	42%	38%
Women	75%	88%	77%	Women	41%	40%	35%
Men	69%	84%	78%	Men	48%	47%	43%
				Crew members	9%	15%	15%
				Women	8%	14%	14%
				Men	11%	17%	16%

Most of the change in the percentage of non-HQ employees who received performance reviews reflects turnover trends, especially in countries that only give reviews once an employee has been working for six months. Data for top managers is not included because it refers to a management by objectives approach that differs from the performance review programs in place for other employees. See the Remuneration Report for further information.

⁵¹ Employees who received a performance review/no. employees at 31 December in countries with a performance review system. Does not include some smaller payrolls such as Austria and Slovenia in Europe and China and the Maldives in the International area, or the newly acquired companies, Stellar Partners Inc. and Le Crobag GmbH. Some figures are estimates

EMPLOYEE TURNOVER

	2019				2018				2017			
	North America	Europe	International	Total	North America	Europe ⁵²	International	Total	North America	Europe	International	Total
Hires (no.)	27,692	9,746	9,013	46,451	24,256	9,731	8,751	42,738	22,884	8,198	8,203	39,285
Women	17,835	5,688	4,406	27,929	15,057	5,702	4,393	25,152	14,057	4,473	4,166	22,696
Men	9,857	4,058	4,607	18,522	9,199	4,029	4,358	17,586	8,827	3,725	4,037	16,589
< 30 years	18,906	5,765	7,186	31,857	17,177	5,838	7,204	30,219	16,714	5,027	6,919	28,660
30-50 years	6,863	3,479	1,635	11,977	5,602	3,424	1,395	10,421	4,808	2,806	1,194	8,808
> 50 years	1,923	502	192	2,617	1,477	469	152	2,098	1,362	365	90	1,817
Departures (no.)	24,415	9,976	8,056	42,447	23,173	9,821	7,397	40,391	22,715	7,306	6,434	36,455
Women	15,524	5,874	3,941	25,339	14,325	5,761	3,785	23,871	13,831	4,016	3,240	21,087
Men	8,891	4,102	4,115	17,108	8,848	4,060	3,612	16,520	8,884	3,290	3,194	15,368
< 30 years	16,242	5,435	6,395	28,072	15,976	5,326	6,078	27,380	16,032	4,092	5,494	25,618
30-50 years	6,160	3,597	1,521	11,278	5,486	3,588	1,181	10,255	4,998	2,583	875	8,456
> 50 years	2,013	944	140	3,097	1,711	907	131	2,749	1,685	631	65	2,381
Turnover, incoming (%)	84%	58%	75%	75%	76%	59%	77%	71%	74%	47%	82%	67%
Women	87%	53%	73%	75%	77%	55%	77%	70%	75%	41%	80%	65%
Men	79%	65%	77%	75%	74%	65%	76%	72%	73%	57%	85%	71%
< 30 years	143%	154%	90%	127%	132%	167%	91%	124%	131%	138%	96%	122%
30-50 years	56%	37%	46%	47%	48%	36%	45%	43%	42%	28%	49%	37%
> 50 years	26%	14%	41%	22%	20%	13%	40%	18%	20%	10%	28%	17%
Turnover, outgoing (%)	74%	59%	67%	68%	72%	59%	65%	67%	73%	42%	65%	62%
Women	75%	55%	65%	68%	73%	55%	66%	67%	74%	37%	62%	60%
Men	71%	65%	69%	69%	71%	65%	63%	68%	73%	50%	67%	65%
< 30 years	122%	145%	80%	112%	123%	153%	77%	112%	126%	112%	76%	109%
30-50 years	50%	38%	43%	44%	47%	38%	38%	42%	44%	26%	36%	35%
> 50 years	27%	26%	30%	27%	23%	24%	34%	24%	24%	17%	20%	22%

Percentages represent new 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 the greater mobility of the American labor market and the different development activities countries have followed over the years.

⁵² 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

	2019				2018				2017			
	North America	Europe	International	Total	North America	Europe	International	Total	North America	Europe	International	Total
Workplace injuries (no)	1,176	630	307	2,113	1,122	555	291	1,968	1,134	592	162	1,888
Women	744	391	172	1,307	703	372	164	1,239	723	374	97	1,194
Men	432	239	135	806	419	183	127	729	411	218	65	694
Injury rate (IR)	28.5	29.4	22.2	27.6	28.1	25.0	22.9	26.3	27.8	26.4	25.1	27.1
Women	30.4	30.0	28.9	30.0	30.1	28.1	28.8	29.3	30.5	27.9	39.7	30.2
Men	25.8	28.5	17.1	24.4	25.4	20.5	18.2	22.5	24	24.3	16.2	23.1
Severity rate	0.14	0.62	0.12	0.27	0.20	0.50	0.10	0.20	0.10	0.60	0.10	0.30
Women	0.16	0.71	0.18	0.33	0.20	0.50	0.10	0.30	0.20	0.70	0.10	0.30
Men	0.13	0.48	0.07	0.21	0.10	0.40	0.10	0.20	0.10	0.50	0.10	0.20
Occupational disease rate	0.00	0.02	0.04	0.01	0.00	0.04	0.16	0.04	0.00	0.03	0.03	0.01
Women	0.00	0.03	0.10	0.02	0.00	0.03	0.21	0.04	0.00	0.03	0.08	0.02
Men	0.00	0.00	0.00	0.00	0.00	0.04	0.11	0.04	0.00	0.02	0.00	0.01

H&S rates include workplace injuries only (not commuting accidents).

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

Severity rate: (total number of days lost due to injuries / total hours worked) * 1,000

Occupational disease rate: number of cases of occupational disease/total hours worked) x 200,000

Because the reporting system in North America does not count commuting accidents, these are excluded from the injury rates of all regions shown. In any case, we note that there were 147 commuting accidents in Europe (128 in 2018), while the International area reported 23 commuting accidents and 1 traffic death, compared with 22 accidents and 2 deaths the previous year.

DONATIONS BY TYPE AND REGION

Donations (€)	2019				2018				2017			
	North America	Europe	International	Total	North America	Europe	International	Total	North America ⁵⁴	Europe	International	Total
Direct donations	638	186,814	56,544	243,996	10,627	223,255	33,444	267,326	7,541	140,215	23,511	171,267
Indirect donations	520,780	-	30,526	551,306	438,142	23,968	37,542	499,653	381,415	2,042	36,125	419,582
Donations in kind	3,387,217	109,411	19,541	3,516,169	3,268,177	360	15,950	3,284,486	3,581,185	155,917	151	3,737,253
Total	3,908,635	296,225	106,611	4,311,471	3,716,946	247,583	86,936	4,051,464	3,970,140	298,174	59,787	4,328,101

⁵³ The reporting area does not include Germany and the Netherlands where, although the reporting system has been implemented, it is not yet possible to extrapolate all the information needed to calculate injury rates. We note in any case that in 2019 there were 47 and 31 injuries in these countries, respectively, consisting primarily of cuts and burns. There were also 3 commuting accidents in Germany and 10 cases of occupational disease in the Netherlands. The recently acquired company Le Crobag GmbH is not included. In North America the figures do not cover the newly acquired company Stellar Partners Inc. or operations in Canada, where information is handled locally by the individual provinces. The Group is refining its injury monitoring software so it will report absences caused by injuries, which are partly estimated

⁵⁴ 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 consolidated non-financial statement, at www.autogrill.com. The change has also affected the items "Reclassified operating costs" and "Donations" in the Statement of economic value.

ENVIRONMENT – ENERGY CONSUMPTION AND EMISSIONS⁵⁵

GRI Standard
302-1, 305-1,
305-2

		North America		
		2019	2018	2017
HQ + LOCATIONS				
Total direct energy consumption	GJ	163,923	222,677	249,682
From non-renewable sources:				
Natural gas	m ³	4,121,667	5,560,750	6,091,829
Diesel	l	-	-	-
LPG	l	-	-	-
Propane	kg	-	-	-
By vehicle fleet:				
Gasoline	l	n.a.	n.a.	n.a.
Diesel	l	n.a.	n.a.	n.a.
Total indirect energy consumption	GJ	249,792	357,598	348,997
From non-renewable sources	MWh	69,387	99,333	96,944
From renewable resources	MWh	-	-	-
Emissions				
Total direct emissions	t CO₂eq	8,369	11,379	12,793
From non-renewable sources:		8,369	11,379	12,793
By vehicle fleet:		-	-	-
Total indirect emissions	t CO₂	34,586	49,512	48,322
Electricity		34,586	49,512	48,322
		Europe		
		2019	2018	2017
HQ + LOCATIONS				
Total direct energy consumption	GJ	133,591	135,940	150,982
From non-renewable sources:				
Natural gas	m ³	1,591,106	1,659,503	1,816,721
Diesel	l	1,036,066	977,039	1,151,972
LPG	l	237,278	298,612	284,798
Propane	kg	-	-	828
By vehicle fleet:				
Gasoline	l	5,241	5,598	6,614
Diesel	l	643,392	639,128	658,939
Total indirect energy consumption	GJ	808,899	851,044	855,873
From non-renewable sources	MWh	223,599	236,323	237,539
From renewable resources	MWh	1,095	78	203
Emissions				
Total direct emissions	t CO₂eq	7,960	8,076	8,934
From non-renewable sources:		6,279	6,385	7,217
By vehicle fleet:		1,681	1,691	1,717
Total indirect emissions	t CO₂	71,470	77,970	79,330
Electricity		71,470	77,970	79,330

⁵⁵ Environmental data does not include the newly or recently acquired companies, Le Crobag GmbH and 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

		Total		
		2019	2018	2017
HQ + LOCATIONS				
Total direct energy consumption	GJ	297,514	358,617	400,664
From non-renewable sources:				
Natural gas	m ³	5,712,773	7,220,253	7,908,550
Diesel	l	1,036,066	977,039	1,151,972
LPG	l	237,278	298,612	284,798
Propane	kg	-	-	828
By vehicle fleet:				
Gasoline	l	5,241	5,598	6,614
Diesel	l	643,392	639,128	658,939
Total indirect energy consumption	GJ	1,058,691	1,208,642	1,204,870
From non-renewable sources	MWh	292,986	335,656	334,483
From renewable resources	MWh	1,095	78	203
Emissions		122,385	146,937	149,379
Total direct emissions		16,330	19,455	21,727
From non-renewable sources:	t CO _{2eq}	14,649	17,764	20,010
By vehicle fleet:		1,681	1,691	1,717
Total indirect emissions		106,055	127,482	127,652
Electricity	t CO ₂	106,055	127,482	127,652

Data on direct and indirect energy consumption refers mainly to headquarters and motorway locations, where utilities are contracted directly by the Group. The Group will continue to build awareness and expand the reporting area, to the extent such data becomes available, wherever possible. 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 shopping centers in North America. In North America, therefore, data is limited to motorway locations, which decreased in number from 107 in 2018 to 81 due to the Group's disposal of Canadian operations.

In the International area, consumption data is available for a limited number of locations and shows direct energy consumption of 21,511 GJ and indirect energy consumption of 141,823 GJ in 2019.⁵⁶

The factors used to compute indirect emissions were published by the Department for Business, Energy & Industrial Strategy (BEIS) in 2015 (complete with emissions factors by country), while for direct emissions, the Group used the more recent document published in 2019.

⁵⁶ Consumption by the International area in 2018 is not comparable because of the different reporting boundaries in the two years

Disposal method (t) ⁵⁷	Europe		
	2019	2018	2017
Hazardous waste	17.6	17.0	16.5
Recycled	8.3	7.5	8.5
Incinerator	9.3	9.5	7.8
Landfill	-	-	0.2
Non-hazardous waste	35,793.6	30,608.0	19,464.0
Recycled	9,661.7	9,470.9	5,661.9
Incinerator	7,954.8	7,057.6	6,566.5
Landfill	18,177.1	14,079.5	7,235.6

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.

⁵⁷ Hazardous waste includes electronic devices, batteries, waste oils, oil filters, absorbent materials and packaging containing hazardous substances (produced by the oil business)

GRI Standard
 102-4, 102-10,
 102-13, 102-46,
 102-48, 102-49,
 102-50, 102-51,
 102-52, 102-54,
 103-2, 103-3

1.5.7 PREPARATION CRITERIA

REPORTING STANDARDS

The Consolidated non-financial Statement (hereinafter also mentioned as “Statement”), of the Autogrill Group prepared in accordance with Arts. 3 and 4 of Legislative Decree 254/2016 (as amended and hereinafter also mentioned as “Decree”), contains disclosures on environmental, social, personnel, human rights, and anti-corruption topics to the extent needed to ensure a full understanding of what the Autogrill Group (hereinafter also mentioned as “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 12 March 2020, will be published annually and has been prepared according to the GRI Sustainability Reporting Standards (“In accordance –Core” option) defined in 2016 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 qualitative and quantitative disclosures in the Consolidated non-financial Statement refer to the Autogrill Group for the year ended 31 December 2019. 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 segments (North America, International and Europe, including Italy)

The boundary for income statement figures is the same as that for the Group’s 2019 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 2019, except for dormant companies, those in liquidation and acquisitions finalized during the year. Since the previous reporting cycle the Group has disposed of operations in the Czech Republic and on Canadian motorways, through the sale of investments held by the Canadian companies

HMSHost Motorways Inc. and HMSHost Motorways L.P., as well as the motorway business Tank & Rast in Germany. Note, additionally, that headquarters and locations 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 primarily concerns North America and International BUs. 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. In 2019 it was also possible to integrate year-end staffing figures for Le Crobag GmbH and Stellar Partners Inc., which were excluded from the other performance indicators.

REPORTING PROCESS

The preparation of the Autogrill Group's 2019 Consolidated non-financial Statement was based on a structured reporting process entailing:

- the involvement of all units/departments responsible for the material topics included in the report and the pertinent disclosures. 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 (see, for example, the section on Human resource development and appraisal). Data on economic performance, assets and liabilities was taken from the 2019 consolidated financial statements;
- approval of the Statement by the Board of Directors, called to approve the 2019 financial statements, after being reviewed by the Internal Control and Corporate Governance Committee;
- issuance of a conformity assessment by independent auditors Deloitte & Touche, following a limited inspection;
- publication of the Statement on the Parent company website www.autogrill.com, for consultation by all interested stakeholders.

1.5.8 RECONCILIATION OF GRI/MATERIAL TOPICS

Area	Topic	GRI disclosure	Applies to:	
			Where	Type of impact
Economic & Governance	Anti-corruption	Anti-corruption	Autogrill Group	Direct
	Creation of economic value	Economic performance	Autogrill Group	Direct
	Competitive practices	Anti-competitive behaviour, Socioeconomic compliance	Autogrill Group	Direct
	Effectiveness and transparency of decision-making ⁵⁸	n.a.	Autogrill Group	Direct
People	Quality of employee relations	Employment	Autogrill Group	Direct
	Occupational health and safety	Occupational health and safety	Autogrill Group employees	Direct
	Human resource development and appraisal	Training and education	Autogrill Group	Direct
	Labor union relations	Labor/management relations	Autogrill Group	Direct
	Diversity and equal opportunity	Diversity and equal opportunity, Non-discrimination	Autogrill Group	Direct
Product	Product labeling and marketing	Marketing and labeling	Autogrill Group, consumers	Direct
	Supply chain management	Supplier environmental assessment, Supplier social assessment	Autogrill Group, supply chain	Direct and indirect
	Accessibility and quality of services ⁵⁸	n.a.	Autogrill Group, supply chain, consumers	Direct and indirect
	Product quality and safety	Customer health and safety	Autogrill Group, supply chain, consumers	Direct and indirect
Planet	Energy efficiency and emissions	Energy, Emissions, Environmental compliance	Autogrill Group, supply chain	Direct and indirect
	Waste management	Effluent and waste	Autogrill Group, consumers, community	Direct and indirect

⁵⁸ For the material topics “Effectiveness and transparency of decision-making” and “Accessibility and quality of services,” not directly associated with GRI Standards, Autogrill reports its management approach

1.5.9 GRI CONTENT INDEX

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 2017, 2018 and 2019.

UNIVERSAL STANDARDS

GRI Standard	Page no.	Disclosure
GRI 102: General Disclosures		
Organizational profile		
102-1	DR, Simplified Group structure, p. 20	Name of the organization
102-2	DR, The Autogrill Group, p. 15	Activities, brands, products and services
102-3	Centro Direzionale Milanofiori, Palazzo Z, Strada 5, 20089 Rozzano (MI) – Italy	Location of headquarters
102-4	DR, Autogrill around the world, p. 9; Preparation criteria, p. 85-86	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, DR, Organizational structure as of 12 March 2020, p. 21	Ownership and legal form
102-6	DR, Autogrill around the world, p. 9, DR, Group performance, p. 23, DR, Operating segments, p. 37	Markets served (including geographic locations, sectors served, types of customer and beneficiaries)
102-7	DR, The Autogrill Group, p. 8; DR, Condensed consolidated income statement, p. 14; DR, Revenue, p. 15; DR, Reclassified consolidated statement of financial position, p. 22	Scale of the organization
102-8	People: the people of the Autogrill Group, p. 57-60; Autogrill Group social and environmental data, p. 76-77	Information on employees and other workers
102-9	Responsible supply chain management, p. 74-75	Description of the organization's supply chain
102-10	DR, Change in scope of consolidation and other corporate actions, p. 12; Preparation criteria, p. 85-86	Significant changes to the organization and its supply chain
102-11	DR, Financial and non-financial risk management, p. 99-107; Sustainability for the Autogrill Group, p. 55, Materiality analysis, p. 56	Precautionary Principle or approach
102-12	Responsible supply chain management, p. 74-75	External initiatives: list of externally-developed economic, environmental and social charters, principles, or other initiatives to which the organization subscribes, or which it endorses
102-13	Diversity, equal opportunity and inclusion, p. 63; Community development and engagement, p. 65; Preparation criteria, p. 85-86	Memberships of associations
Strategy		
102-14	DR - Letter to the shareholders	Statement from senior decision-maker
102-15	DR, Financial and non-financial risk management, p. 99-107	Key impacts, risks and opportunities
Ethics and integrity		
102-16	Diversity, equal opportunity and inclusion, p. 63; Code of Ethics, www.autogrill.com/it/governance/modello-organizzativo-e-codice-etico	Values, principles, standards and norms of behavior
Governance		
102-18	CGR, pp. 21, 51, 53, 55, 63	Governance structure
Stakeholder engagement		
102-40	Stakeholder engagement, p. 56	List of stakeholder groups engaged by the organization
102-41	Labor relations, p. 63-64	Percentage of total employees covered by collective bargaining agreements
102-42	Stakeholder engagement, p. 56	Identifying and selecting stakeholders

GRI Standard	Page no.	Disclosure
102-43	Creating and distributing economic value p. 54; Stakeholder engagement, p. 56; People: the people of the Autogrill Group, p. 57; Community development and engagement, p. 66; Consumers: focus on the customer, p. 71	Approach to stakeholder engagement including frequency of engagement by type and by 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. 56; People: the people of the Autogrill Group, p. 57; Consumers: focus on the customer, p. 71	Key topics and concerns raised through stakeholder engagement and how the organization has responded to those key topics and concerns, including through its reporting. The stakeholder groups that raised each of the key topics and concerns
Reporting practice		
102-45	Consolidated financial statements, list of consolidated companies and other investments, p. 210-215	Entities included in the consolidated financial statements or equivalent documents
102-46	Preparation criteria, p.85-86	Defining report content and topic boundaries
102-47	Materiality analysis, p. 56	List of material topics identified in the process for defining report content
102-48	Preparation criteria, p. 85-86	Effect of any restatements of information given in previous reports and the reasons for such restatements
102-49	Preparation criteria, p. 85-86	Significant changes from previous reporting periods in the list of material topics and topic boundaries
102-50	Preparation criteria, p. 85-86	Reporting period
102-51	Preparation criteria, p. 85-86	Date of most recent report (if applicable)
102-52	Preparation criteria, p. 85-86	Reporting cycle (annual, biennial)
102-53	RM&CSR department. Tel. (+39) 0248263490	Contact point for questions regarding the report
102-54	Preparation criteria, p. 85-87; GRI content index, p. 88-95	Claims of reporting in accordance with the GRI Standards
102-55	GRI content index, p. 88-95	GRI content index
102-56	Independent auditors' report, p. 96-98	External assurance

TOPIC-SPECIFIC STANDARDS

GRI Standard	Page no.	Omission	Disclosure
GRI 200: ECONOMIC SERIES			
Economic performance			
GRI 103: Management Approach			
103-1	Materiality analysis, p. 56; Reconciliation of GRIs/ material topics, p. 87		Explanation of the material topic and its Boundary
103-2	Creating and distributing economic value, p. 54		The management approach and its components
103-3	Creating and distributing economic value, p. 54; Community development and engagement, p. 66		Evaluation of the management approach
GRI 201: Economic Performance			
201-1	Creating and distributing economic value, p. 54; Community development and engagement, p. 66		Direct economic value generated and distributed
Anti-corruption			
GRI 103: Management Approach			
103-1	Materiality analysis, p. 56; Reconciliation of GRIs/ material topics, p. 87		Explanation of the material topic and its Boundary
103-2	Socio-environmental policies and guidelines of the Autogrill Group, p. 51-53; Anti-corruption, p. 55		The management approach and its components
103-3	Policies and guidelines of the Autogrill Group, p. 51-53; Anti-corruption, p. 55		Evaluation of the management approach

GRI Standard	Page no.	Omission	Disclosure
GRI 205: Anti-corruption			
205-3	In 2019 there were no definitive rulings against employees concerning active or passive corruption		Confirmed incidents of corruption and actions taken
Anti-competitive behaviour			
GRI 103: Management Approach			
103-1	Materiality analysis, p. 56; Reconciliation of GRIs/ material topics, p. 87		Explanation of the material topic and its Boundary
103-2	DR, Financial and non-financial risk management, p. 99-107; Governance and compliance, p. 54-55		The management approach and its components
103-3	DR, Financial and non-financial risk management, p. 99-107; Governance and compliance, p. 54-55		Evaluation of the management approach
GRI 206: Anti-competitive behavior			
206-1	In 2019 no legal action was taken against the Group for anti-competitive behavior, antitrust and monopoly issues		Legal actions for anti-competitive behavior, antitrust and monopoly practices
GRI 300: ENVIRONMENTAL SERIES			
Energy			
GRI 103: Management Approach			
103-1	Materiality analysis, p. 56; Reconciliation of GRIs/ material topics, p. 87		Explanation of the material topic and its Boundary
103-2	Socio-environmental policies and guidelines of the Autogrill Group, p. 51-53; Energy and emissions management, p. 67-69; Preparation criteria, p. 85-86		The management approach and its components
103-3	Socio-environmental policies and guidelines of the Autogrill Group, p. 51-53; Energy and emissions management, p. 67-69; Autogrill Group social and environmental data, p. 82-83; Preparation criteria, p. 85-86		Evaluation of the management approach
GRI 302: Energy			
302-1	Energy and emissions management, p. 67-69; Autogrill Group social and environmental data, p. 82-83		Energy consumption within the organization
Emissions			
GRI 103: Management Approach			
103-1	Materiality analysis, p. 56; Reconciliation of GRIs/ material topics, p. 87		Explanation of the material topic and its Boundary
103-2	Socio-environmental policies and guidelines of the Autogrill Group, p. 51-53; Energy and emissions management, p. 67-69; Preparation criteria, p. 85-86		The management approach and its components
103-3	Socio-environmental policies and guidelines of the Autogrill Group, p. 51-53; Energy and emissions management, p. 67-69; Autogrill Group social and environmental data, p. 82-83; Preparation criteria, p. 85-86		Evaluation of the management approach
GRI 305: Emissions			
305-1	Autogrill Group social and environmental data, p. 82-83		Direct (Scope 1) GHG emissions
305-2	Autogrill Group social and environmental data, p. 82-83		Energy indirect (Scope 2) GHG emissions
Effluent and waste			
GRI 103: Management Approach			
103-1	Materiality analysis, p. 56; Reconciliation of GRIs/ material topics, p. 87		Explanation of the material topic and its Boundary
103-2	Socio-environmental policies and guidelines of the Autogrill Group, p. 51-53; Waste management and packaging, p. 69-70; Preparation criteria, p. 85-86		The management approach and its components

GRI Standard	Page no.	Omission	Disclosure
103-3	Socio-environmental policies and guidelines of the Autogrill Group, p. 51-53; Waste management and packaging, p. 69-70; Social and environmental data, p. 63; Preparation criteria, p. 85-86		Evaluation of the management approach
GRI 306: Effluents and waste			
306-2	Autogrill Group social and environmental data, p. 84		Waste by type and disposal method
Environmental compliance			
GRI 103: Management Approach			
103-1	Materiality analysis, p. 56; Reconciliation of GRIs/ material topics, p. 87		Explanation of the material topic and its Boundary
103-2	Socio-environmental policies and guidelines of the Autogrill Group, p. 51-53; Planet: environmental protection, p. 67		The management approach and its components
103-3	Socio-environmental policies and guidelines of the Autogrill Group, p. 51-53; Planet: environmental protection, p. 67		Evaluation of the management approach
GRI 307: Environmental compliance			
307-1	No significant fines or non-monetary sanctions were received in 2019.		Non-compliance with environmental laws and regulations
Supplier environmental assessment			
GRI 103: Management Approach			
103-1	Materiality analysis, p. 56; Reconciliation of GRIs/ material topics, p. 87		Explanation of the material topic and its Boundary
103-2	Planet: environmental protection, p. 67; Responsible supply chain management, p. 74		The management approach and its components
103-3	Planet: environmental protection, p. 67; Responsible supply chain management, p. 74		Evaluation of the management approach
GRI 308: Supplier environmental assessment			
308-1	Responsible supply chain management, p. 74	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. In 2018, the implementation process began for the Autogrill Group <i>Supply Chain Sustainability Guidelines</i> , which set general standards for supplier assessment. 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
GRI 400: SOCIAL SERIES			
Employment			
GRI 103: Management Approach			
103-1	Materiality analysis, p. 56; Reconciliation of GRIs/ material topics, p. 87		Explanation of the material topic and its Boundary

GRI Standard	Page no.	Omission	Disclosure
103-2	Socio-environmental policies and guidelines of the Autogrill Group, p. 51-53; People: the people of the Autogrill Group, p. 57; Human resource development, training and appraisal, p. 60; Diversity, equal opportunity and inclusion, p. 63; Remuneration and benefits, p. 62		The management approach and its components
103-3	Socio-environmental policies and guidelines of the Autogrill Group, p. 51-53; People: the people of the Autogrill Group, p. 57; Human resource development, training and appraisal, p. 60; Diversity, equal opportunity and inclusion, p. 63; Remuneration and benefits, p. 62; Autogrill Group social and environmental data, p. 67		Evaluation of the management approach
GRI 401: Employment			
401-1	Autogrill Group social and environmental data, p. 80		New employee hires and employee turnover.
401-2	Remuneration and benefits, p. 62		Benefits provided to full-time employees that are not provided to temporary or part-time employees
Labor/management relations			
GRI 103: Management Approach			
103-1	Materiality analysis, p. 56; Reconciliation of GRIs/ material topics, p. 87		Explanation of the material topic and its boundary
103-2	Socio-environmental policies and guidelines of the Autogrill Group, p. 51-53; People: the people of the Autogrill Group, p. 57; Labor relations, p. 63-64		The management approach and its components
103-3	Socio-environmental policies and guidelines of the Autogrill Group, p. 51-53; People: the people of the Autogrill Group, p. 57; Labor relations, p. 63-64		Evaluation of the management approach
GRI 402: Labor/management relations			
402-1	Labor relations, p. 63-64		Minimum notice periods regarding operational changes
Occupational health and safety			
GRI 103: Management Approach			
103-1	Materiality analysis, p. 56; Reconciliation of GRIs/ material topics, p. 87		Explanation of the material topic and its boundary
103-2	Socio-environmental policies and guidelines of the Autogrill Group, p. 51-53; People: the people of the Autogrill Group, p. 57; Occupational health and safety, p. 64-65		The management approach and its components
103-3	Socio-environmental policies and guidelines of the Autogrill Group, p. 51-53; People: the people of the Autogrill Group, p. 57; Occupational health and safety, p. 64-65		Evaluation of the management approach
GRI 403: Occupational health and safety			
403-2	Occupational health and safety, p. 64-65; Autogrill Group social and environmental data, p. 81	Absentee rates are not reported because workable hours are not available. The Group is working on a system that will gather that information by reporting year 2020. Data for external personnel is currently unavailable	Types of injury and rates of injury, occupational diseases, lost days and absenteeism and number of work-related fatalities
Training and education			
GRI 103: Management Approach			
103-1	Materiality analysis, p. 56; Reconciliation of GRIs/ material topics, p. 87		Explanation of the material topic and its Boundary

GRI Standard	Page no.	Omission	Disclosure
103-2	Socio-environmental policies and guidelines of the Autogrill Group, p. 51-53; People: the people of the Autogrill Group, p. 57; Human resource development, training and appraisal, p. 60		The management approach and its components
103-3	Socio-environmental policies and guidelines of the Autogrill Group, p. 51-53; People: the people of the Autogrill Group, p. 57; Human resource development, training and appraisal, p. 46-47; Autogrill Group social and environmental data, p. 76		Evaluation of the management approach
GRI 404: Training and Education			
404-1	Human resource development, training and appraisal, p. 60; Autogrill Group social and environmental data, p. 78		Average hours of training per year per employee
404-2	Human resource development, training and appraisal, p. 60		Programs for upgrading employee skills and transition assistance programs
404-3	Autogrill Group social and environmental data, p. 79		Percentage of employees receiving regular performance and career development reviews
Diversity and equal opportunity			
GRI 103: Management Approach			
103-1	Materiality analysis, p. 56; Reconciliation of GRIs/material topics, p. 87		Explanation of the material topic and its Boundary
103-2	Socio-environmental policies and guidelines of the Autogrill Group, p. 51-53; People: the people of the Autogrill Group, p. 57; Diversity, equal opportunity and inclusion, p. 63		The management approach and its components
103-3	Socio-environmental policies and guidelines of the Autogrill Group, p. 51-53; People: the people of the Autogrill Group, p. 57; Diversity, equal opportunity and inclusion, p. 63		Evaluation of the management approach
GRI 405: Diversity and equal opportunity			
405-1	People: the people of the Autogrill Group, p. 57; Autogrill Group social and environmental data, p. 76; CGR, pp. 24-41, 95-101		Diversity of governance bodies and employees
Non-discrimination			
GRI 103: Management Approach			
103-1	Materiality analysis, p. 56; Reconciliation of GRIs/material topics, p. 87		Explanation of the material topic and its Boundary
103-2	Socio-environmental policies and guidelines of the Autogrill Group, p. 51-53; People: the people of the Autogrill Group, p. 57; Diversity, equal opportunity and inclusion, p. 48; Protection of human rights, p. 49		The management approach and its components
103-3	Socio-environmental policies and guidelines of the Autogrill Group, p. 51-53; People: the people of the Autogrill Group, p. 57; Diversity, equal opportunity and inclusion, p. 63; Protection of human rights, p. 65		Evaluation of the management approach
GRI 406: Non-discrimination			
406-1	In 2019 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
Supplier social assessment			
GRI 103: Management Approach			
103-1	Materiality analysis, p. 56; Reconciliation of GRIs/material topics, p. 87		Explanation of the material topic and its boundary
103-2	Responsible supply chain management, p. 74; Protection of human rights, p. 65		The management approach and its components
103-3	Responsible supply chain management, p. 74; Protection of human rights, p. 65		Evaluation of the management approach

GRI Standard	Page no.	Omission	Disclosure
GRI 414: Supplier social assessment			
414-1	Responsible supply chain management, p. 74	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. In 2018, the implementation process began for the Autogrill Group Supply Chain Sustainability Guidelines, which set general standards for supplier assessment. 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
Customer health and safety			
GRI 103: Management Approach			
103-1	Materiality analysis, p. 56; Reconciliation of GRIs/ material topics, p. 87		Explanation of the material topic and its Boundary
103-2	Socio-environmental policies and guidelines of the Autogrill Group, p. 51-53; Product quality and safety, p. 72		The management approach and its components
103-3	Socio-environmental policies and guidelines of the Autogrill Group, p. 51-53; Product quality and safety, p. 72		Evaluation of the management approach
GRI 416: Customer health and safety			
416-1	Product quality and safety, p. 72		Assessment of the health and safety impacts of product and service categories
Marketing and labelling			
GRI 103: Management Approach			
103-1	Materiality analysis, p. 56; Reconciliation of GRIs/ material topics, p. 87		Explanation of the material topic and its boundary
103-2	Socio-environmental policies and guidelines of the Autogrill Group, p. 51-53; Product labeling and marketing, p. 73-74		The management approach and its components
103-3	Socio-environmental policies and guidelines of the Autogrill Group, p. 51-53; Product labeling and marketing, p. 73-74		Evaluation of the management approach
GRI 417: Marketing and labelling			
417-3	In 2019 there were no significant incidents of non-compliance		Incidents of non-compliance concerning marketing communications
Socioeconomic compliance			
GRI 103: Management Approach			
103-1	Materiality analysis, p. 56; Reconciliation of GRIs/ material topics, p. 87		Explanation of the material topic and its boundary
103-2	Socio-environmental policies and guidelines of the Autogrill Group, p. 51-53; Governance and compliance, p. 54-55; DR, Financial and non-financial risk management, p.76-84		The management approach and its components

GRI Standard	Page no.	Omission	Disclosure
103-3	Socio-environmental policies and guidelines of the Autogrill Group, p. 51-53; Governance and compliance, p. 54-55; DR, Financial and non-financial risk management, p. 99-107		Evaluation of the management approach
GRI 419: Socioeconomic compliance			
419-1	In 2019 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
Effectiveness and transparency of decision-making			
GRI 103: Management Approach			
103-1	Materiality analysis, p. 56; Reconciliation of GRIs/material topics, p. 87		Explanation of the material topic and its Boundary
103-2	Socio-environmental policies and guidelines of the Autogrill Group, p. 51-53; Governance and compliance, p. 54-55; DR, Financial and non-financial risk management, p. 99-107		The management approach and its components
103-3	Socio-environmental policies and guidelines of the Autogrill Group, p. 51-53; Governance and compliance, p. 54-55 DR, Financial and non-financial risk management, p. 99-107		Evaluation of the management approach
Accessibility and quality of services			
GRI 103: Management Approach			
103-1	Materiality analysis, p. 56; Reconciliation of GRIs/material topics, p. 87		Explanation of the material topic and its Boundary
103-2	Socio-environmental policies and guidelines of the Autogrill Group, p. 51-53; Accessibility and quality of services, p. 71; Product labeling and marketing, p. 73-74		The management approach and its components
103-3	Socio-environmental policies and guidelines of the Autogrill Group, p. 51-53; Accessibility and quality of services, p. 71; Product labeling and marketing, p. 73-74		Evaluation of the management approach



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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, 2019 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 12, 2020 (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 in 2016 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.

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.

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