



# Sustainability

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## Facts Book 2017





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



# Sustainability

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## Facts Book 2017



# Our Group

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

31 countries all over the world



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

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

## Our main brands

### Proprietary brands



### Licensed brands



## Our vision

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

## Our mission

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

## Our values



Be passionate



Be open



Set the pace



Be reliable



Keep it simple

## Creation and distribution of economic value

In 2017, the **economic value generated** by Autogrill Group totalled over **euro 5 billion**.

95% of the value generated was distributed to the internal and external stakeholders, while the remaining 5% was retained by the Group.

## 95% of the value distributed to the stakeholders



## Sustainability for Autogrill Group

To us, sustainability means **taking care of our employees and travelers**, anticipating their expectations and needs, providing them with **excellent services**, developed by taking into account the social and environmental aspects and by **generating value** to be shared among all stakeholders.

In 2007 we launched **Afuture**, a project with the objective of innovating Autogrill points of sale by integrating eco-compatibility and economic efficiency.

Afuture evolved in the last ten years and turned into a true **sustainability strategy**, translated into **Afuture Roadmap**, i.e. the plan that establishes the new sustainability objectives to be reached in the next three years in the three strategic areas: People, Product and Planet.

## Afuture: the sustainability strategy of our Group



## Afuture Roadmap 2016-2018

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



### PEOPLE

#### ENGAGEMENT AND DEVELOPMENT

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

### PRODUCT

#### QUALITY AND SAFETY

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

#### NUTRITION AND WELLBEING

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

### PLANET

#### REDUCE WASTE

- Reduce waste, especially food waste
- Improve recycling programs



# Stakeholder engagement

We listen to our stakeholders' requests to pursue business sustainability





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



# A-People



4 QUALITY EDUCATION



5 GENDER EQUALITY



8 DECENT WORK AND ECONOMIC GROWTH



10 REDUCED INEQUALITIES



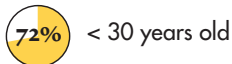
# A-People

**We have more than 58,000 employees globally, each one with its own abilities, competencies and specific skills**

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

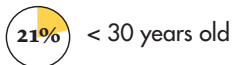
## INTERNATIONAL

**9,957** employees



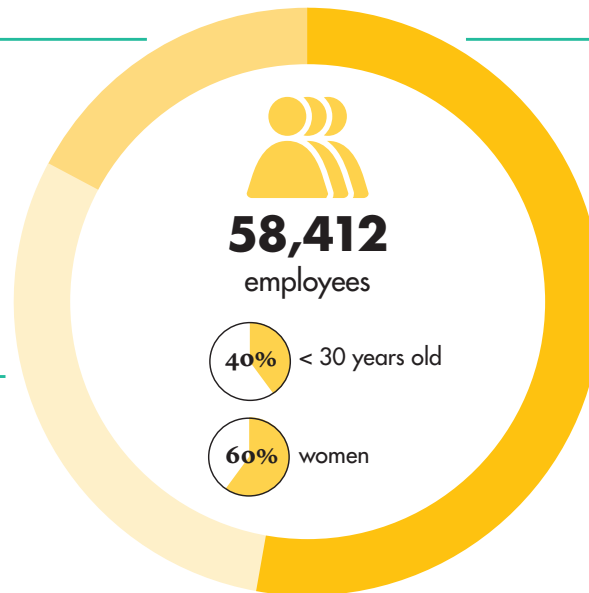
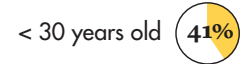
## EUROPE

**17,467** employees



## NORTH AMERICA

**30,988** employees



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



## **We invest in training to grow together**

We consider employee training as an investment that generates double value: for the people and for the organization.

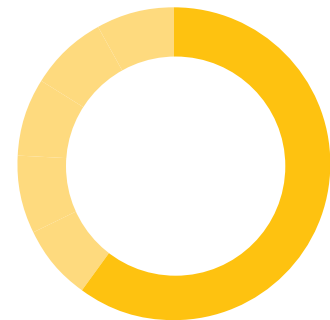
In Europe, we activated the Academy training program, which is accessible to all employees based on the employee's professional level. For network workers, we have implemented the Academy operations program, combining managerial skills and on-the-job experience, integrating online and in-class courses.

In North America, we launched the Manager in Training program, dedicated to newly promoted or hired managers. The objective is to provide them with information from different areas, including HR management, IT, safety, cash management and food security.

The International operating sector relies on locally managed courses based on the peculiarities of the single countries.

Training covers topics including hospitality, sales, team work and coaching and is addressed to employees and managers.

**1.9 mln  
training hours**



**Managerial skills**

**Operations**

hygiene - safety and security - health -  
quality - operating competencies



## We are committed to fight discriminations

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

In this light, we are continuing the activities of **Open Line**, the platform that enables a dialogue between Autogrill Group and its employees. Open Line enables any employee to report non-compliant conduct at work both as victim or whistleblower. Moreover, the same tool can be used to report particularly virtuous behaviors at work.



**+ 40% in the monthly use of the platform against discrimination**

**9 countries implementing Open Line in 2018**



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

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

## We build quality relationships with our employees

Autogrill pays great attention to employee wellbeing, both in the company and in private life. We firmly believe that it is important to establish relationships of value and for this reason, we are committed to activating initiatives every day in favor of our most important asset: the people.

The Group operates on different levels:

### Flexibility at work

**Objective:** increased work/life balance of our employees

**Tools:** part-time employment contracts, working hour planning (MyTime-Program), post-maternity re-introduction programs, teleworking.



**Flexibility  
at work**

**Health and  
wellbeing**

**Income  
support**

### Health and wellbeing

**Objective:** promote a healthy life style and a correct diet

**Tools:** free medical consultancy and check-ups, supplementary health insurance, anti-flu vaccine, prevention campaigns and agreements with sports centres.

### Income support

**Objective:** provide an economic support for the recurring expenses of our employees

**Tools:** support for food expenses (Shopping bag initiative), legal, tax and financial consultancy, partnerships for the purchase of products at discounted prices and online temporary shops.



# Autogrill S.p.A. is SA8000 certified

## Health and safety is our key priority

Autogrill promotes a work culture in full compliance with employee health and safety. Prevention, technological development, training and daily monitoring are the tools to create **shared value** around this theme.

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

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

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



## We are a responsible multinational company

As we operate in over 30 countries globally, we act in full compliance with all local cultures and communities.

With a view to keeping an open dialogue, **we support social, cultural and educational initiatives** with the objective of improving the living conditions of the people and protecting the environment.

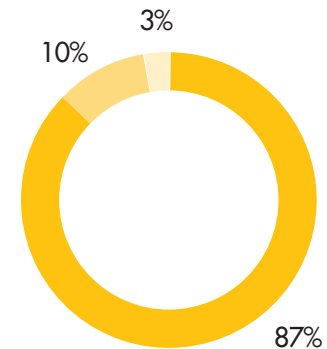
We donate food to several local and national food banks, which redistribute it to the needy. In Italy, we collaborate with the **Fondazione Banco Alimentare** and with other local associations.

In North America, we established **HMSHost Foundation** to fight poverty in local communities, to favor employment and promote a correct diet.

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

In North America, we also support the **Windy Harvest Youth Farm of Chicago** initiative, an education and training project dedicated to new urban agriculture promoted by the Chicago Botanical Gardens. The restaurants managed by HMSHost at the Chicago O'Hare airport purchase ingredients from the urban farms where youths coming from regions at risk are employed.

Over euro 5 mln  
donated to  
communities



- Contribution in goods and services
- Indirect contributions
- Direct contributions

**Food Donation Connection**  
**115 locations involved**  
**121 associations**  
**over 3 mln meals**  
**re-distributed**

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





# A-Product



# A-Product

Dealing with nutrition and diet requires great attention along the entire supply chain: from the selection of the ingredients to the preparation and distribution of food products



8 countries included in the survey



45,000 respondents



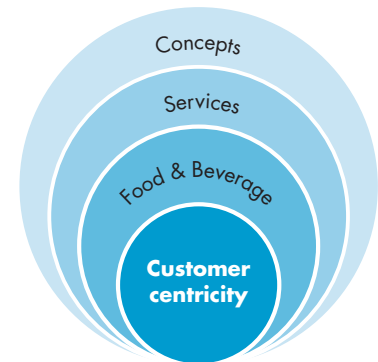
+3.4% average satisfaction index (from 2014 to 2017)

## We want satisfied customers

Through our **Feel good?** program we measure the overall satisfaction and quality perceived by our clients on issues regarding the offering, the service, cleanliness and the atmosphere in the stores.

The outcomes of the surveys represent a point of departure for the development of national marketing plans, both from a tactical viewpoint for the implementation of targeted actions in the short term and for the definition of a long-term development strategy. In 2018, we will introduce a new customer satisfaction survey methodology to better understand our relationship with consumers and the emotional insights.

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



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



## **We promote a balanced life style, starting from diet**

A healthy diet is a need felt by many people, especially travelers. We have translated it into an offering of fresh and seasonal food, often produced with local ingredients, which take into account the specific nutritional needs of our clients.

The **Progetto Agile** innovated the offering in the Italian stores. A return to the roots to give a touch of color and flavor to the menu through recipes made of simple and genuine ingredients, with **menus developed together with nutritionists and science writers.**

In some gas stations we collaborate with **Slow Food Italia** to enable small businesses that produce quality food to reach out to the public at large.

In Switzerland, **Greens**, in collaboration with BioSuisse association, offers organic food to those on a low fat and low salt diet regime.

In the United States, HMSHost launched the **Eat Well Travel Further** pilot project, that offers ready-to-eat products and ancillary services based on specific nutritional and diet-related needs, like highly nutritional protein lunch boxes and probiotic beverages.

In the International segment, we expanded the offering of **gluten-free, high protein, lactose-free and halal products.**

## We are developing an increasingly distinctive and sustainable brand portfolio

Our **Bistrot** project continues to grow, an innovative concept launched by Autogrill Group in 2013 and implemented today in Düsseldorf, Montreal, Helsinki, Rome Fiumicino, Shanghai and in many other cities for a total of 30 stores in 10 countries including Europe, North America and China.

Developed in collaboration with the **University of Gastronomic Sciences of Pollenzo**, Bistrot promotes the recovery of the concepts of seasonality and authenticity and offers typical and regional dishes and recipes, interpreting the emerging global diet styles in a sustainable way.



**Seasonality,  
authenticity  
and typical  
recipes**



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



**Fairtrade  
coffee**

The offering includes bread and pizza made locally with yeast, handmade pasta, organic beer, wine from local vineyards, fresh fruits and vegetables for smoothies.

In some stores, tap water is available for free from a free service tap.

Coffee is **Kimbo Fairtrade**.

The first Bistrot was opened at the Milan Centrale railway station with an ad hoc design and a particular attention to environmental protection as testified also by the use of recovery or recycled materials in interior design (like, for instance, chairs from the first years of the 20th century, lined with fabric recovered from old jute bags that had been used to transport wheat and coffee; the use of wooden floorboards taken from old houses being demolished or renovated; extensive use of wood grown in controlled plantations).

**In collaboration with**



University of Gastronomic Sciences  
Università degli Studi  
di Scienze Gastronomiche



## New partners accompany us in the pathway to sustainable development

### **NEW** Pret A Manger

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



### **NEW** Shake Shack

Listed at the New York Stock Exchange, Shake Shack is a cult brand that obtained many awards over the years for its attention to the supply chain and the quality of ingredients.



### **NEW** Exki

Brand with more than 80 restaurants in the world that considers eating well the heart of its philosophy.

Quality of ingredients, variety of recipes and hospitality in the name of genuineness and taste. A concept of natural cuisine provided by companies linked to the region, offering a genuine and balanced diet, with a variety of dishes rich in vegetables, white meats and 100% organic.



### Leon

Leon is a British brand that, driven by the “**Naturally Fast Food**” motto, made "fast & healthy" its mission, combining a healthy and natural diet with the speed of modern life. Leon is a member of the Sustainable Restaurant Association, an association that promotes sustainable and ethical behaviors with the collaboration of local producers.



## We focus on steady and quality gastronomic innovation

### Collaboration with outstanding chefs

Cristina Bowerman (**Assaggio Taste of Wine**)

Niko Romito (**Bomba** and **Spazio**).

Lorena Garcia (Miami and Atlanta airports)

The Gorgeous Kitchen (London Heathrow)

Benjamin Luzuy (**Le Chef**)

Susur Lee (**LEE kitchen**)

Lynn Crawford (**The Hearth**)

Kathy Casey (**Rel'Lish Burger Lounge**)

### Culinary Council

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

### Spazio Fucina

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

### James Beard Foundation Awards

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

### Airport Restaurant Month (ARM)

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







## FAB Awards 2018

### **“FAB Thought Leadership Award”**

Bistrot concept.

### **“Motorway Service F&B Offer of the Year”**

Autogrill Villoresi Est.

### **“Airport Casual Dining Restaurant of the Year”**

HMSHost North America with The Hearth by Lynn Crawford at the Pearson Toronto airport.

### **“The FAB Environmental Initiative”**

HMSHost International with Kempegowda at the Bangalore international airport (India).

### **“Airport Coffee, Tea, Non-alcoholic Beverage Shop of the Year”**

Djournal Coffee at the Jakarta airport (Asia-Pacific).

### **“Airport F&B Offer Best Reflecting Sense of Place”**

Whisky River at the Charlotte Douglas airport.

**Autogrill obtained  
the highest number  
of prizes among the  
companies awarded  
in Helsinki**

## We consider our suppliers as partners

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

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

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

The objective of this document, drafted with the support of the **Global Compact Network Italy Foundation**, was to provide Group companies with an orientation to work with suppliers that share the principles of sustainability and manage their business in an ethical and responsible manner, respecting people and the environment.



### Supply Chain Sustainability Guidelines

#### **Global Compact ONU**

10 principles

#### **OCSE guidelines**

for multinationals

#### **ISO 26000 standards**

#### **UN guiding principles**

on business and human rights

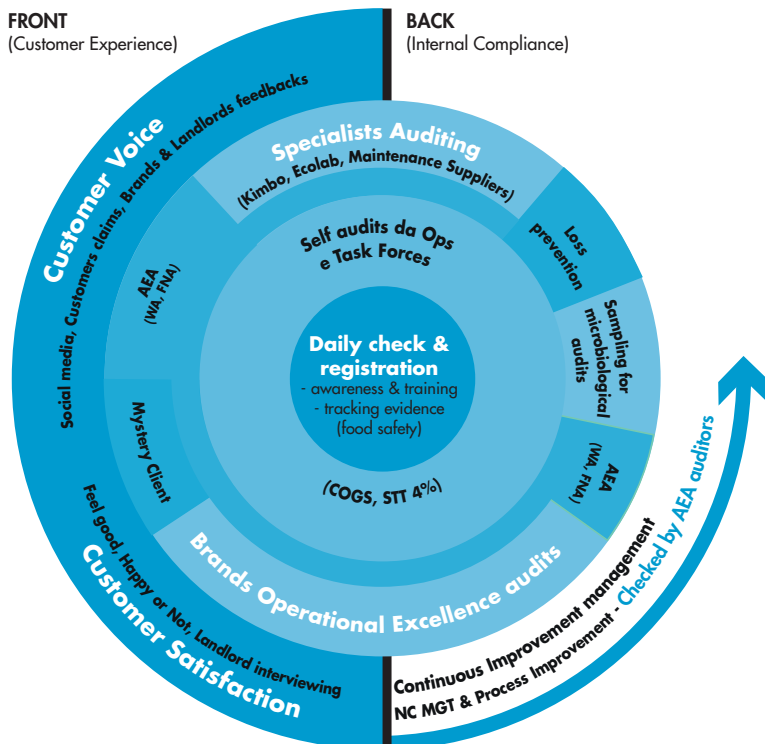
#### **Code of Conduct**

Autogrill Group

## We guarantee product quality and safety

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

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



## Quality certifications

- **ISO 9001: 2015** on Quality Management Systems.
- **ISO 9001: 2015** on Technical Project Management service provision.
- **UNI 10854** Guidelines to design and apply a monitoring system (HACCP method).
- **UNI TS 11312** Mistery Audit in the certification audit activities of the Quality Management System.
- **BS OHSAS 18001:2007**
- **ISO 22000** on Food Safety.
- **HALAL** (released by MUI) Pizza Hut, Bali airport and stores at the Bangalore airport.
- **Diverse Food Safety program** Food Safety; Stores in Bali.
- **FSSAI** (Food Safety and Standards Authority of India). Stores at the Bangalore and Hyderabad airports.
- **NVWA** (Dutch Authority of Food products and services). Stores at the Schiphol airport.



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



# A-Planet



# A-Planet

We think environmental issues are a global priority and we are committed to reducing our impact



42% airports are ACAP credited



63% of waste is recycled or processed in waste-to-energy plants



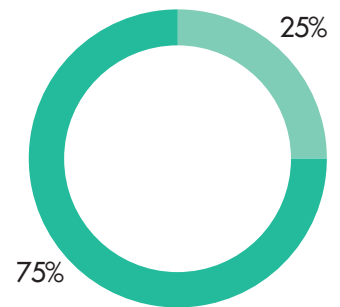
23 buildings globally are LEED certified

## We manage energy and emissions intelligently

In the stores where we directly manage energy sources, we installed **next generation monitoring systems** to control consumption and reduce waste.

42% of the airports in which we operate participate in the **Airport Carbon Accreditation Program**, whose objective is to reduce CO<sub>2</sub> emissions in the atmosphere. 16 airports reached carbon neutrality with zero emissions.

## Energy consumption in Europe and North America



■ Direct energy  
■ Indirect energy

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

One of the external walls of the **Autogrill store of Stradella** was painted with Airlite, a hi-tech paint that can improve the quality of the air around its application area. The 100% natural and VOC free paint activates when exposed to natural light. It reduces pollution by up to 88.8%, eliminates 99.9% of germs and bacteria, prevents mold and reduces the thermal absorption of the building without need for maintenance or cleaning.

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

The use of **LED technology** in new stores is spreading in all the countries in which the Group operates, like the use of the **High-Speed Panini Grills** hot plate developed in collaboration with Electrolux.

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## Villoresi Est and the Delaware Welcome Center represent the Group's flagships for sustainable innovation



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

# Our environmental certifications



<p><b>LEED® Gold</b></p> <p><b>Italy</b> Autogrill SpA: Villoresi Est</p> <p><b>Canada</b> HMShost: 4 service stations on the highway</p> <p><b>USA</b> HMShost: Bethesda headquarters</p>	<p><b>LEED® Silver</b></p> <p><b>Canada</b> HMShost: 16 service stations on the highway</p> <p><b>USA</b> HMShost: Delaware House Travel Plaza</p>	<p><b>ISO 50001</b></p> <p>On Energy Management Systems</p> <p><b>Italy</b> Autogrill SpA: Villoresi Est</p>	<p><b>ISO 14001: 2015</b></p> <p><b>Italy</b> Autogrill SpA: headquarters, Villoresi Est, Brianza Sud and the stores in the Turin Caselle airport, Nuova Sidap</p>	<p><b>EMAS</b></p> <p><b>Italy</b> Autogrill SpA: headquarters, Villoresi Est, Brianza Sud</p>
<p><b>HQE</b> (High Environmental Quality)</p> <p><b>France</b> Autogrill Côté France: Canave, Ambrussum</p>	<p><b>RT 2012</b> (Low Impact Building)</p> <p><b>France</b> Autogrill Côté France: Ambrussum, Manoirs du Perche Plaines de Beauce, Chartres Gasville, Chartres Bois Paris, Lochères, Miramas</p>	<p><b>California Green Building Code</b> Level 1 and the California Energy Standard - title 24</p> <p><b>USA</b> HMShost: stores at the Los Angeles International airport</p>	<p><b>Energy Star</b></p> <p><b>USA</b> Equipment in the stores</p>	<p><b>A1 energy class</b></p> <p><b>Italy</b> Autogrill SpA: Adda Sud</p>



## Our contribution and our commitment in favor of circular economy

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

Our objective is to minimize unsegregated waste; for this reason, we use waste segregation and recycling systems in the stores and we aim at reducing waste volumes in correlation with logistics, with the implementation of waste compactor and glass breaking machines.

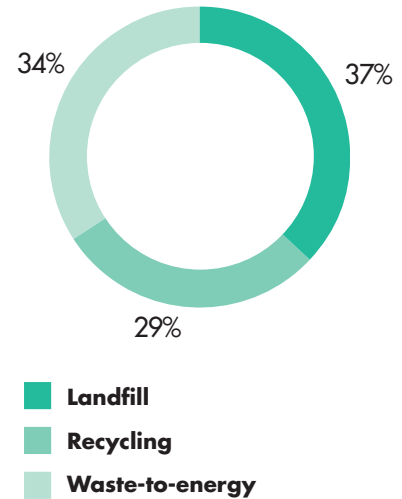
HMSHost International launched an initiative in collaboration with the **Coca-Cola Company** for the **collection of plastic bottles**, which are used as raw materials for the production of the chairs of the stores located in the Schiphol airport and for the T-shirts worn by the employees. The project,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

In France, we introduced the “**disposables**”, made of recycled materials, and automatic water dispensers to reduce the impact of packaging.

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

In Italy, we launched the **Wascoffee circular economy project** to apply an eco-design philosophy to interior design objects, developed with coffee grounds. Developed by Autogrill, the project was supported by the Milan Polytechnic University, which was responsible for studying the Life Cycle Assessment (LCA). We are committed to also re-using other types of waste, and our objective for 2018 is to extend Wascoffee to the main Bistrot and Puro Gusto stores.

### How waste is disposed of in Europe<sup>(1)</sup>



- Landfill
- Recycling
- Waste-to-energy



(1) Non hazardous waste.

## Autogrill S.p.A.

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