

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

In order to provide disclosures that reflect the Autogrill Group's business model, the non-financial statement (NFS) is structured according to the following four sustainability areas identified as material to its business.

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

Autogrill People: the "A-People" dimension concerns 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, labour union relations, diversity, and equal opportunity.

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

Autogrill Planet: the "A-Planet" dimension is centered on the Group's policies and initiatives for protecting the environment and covers the management of energy, emissions and waste.

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

The NFS provides the disclosures required by Legislative Decree 254/2016 (the "Decree"), sometimes by referencing other corporate documents drawn up in compliance with the law (the Group 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";
- **Group policies and social and environmental performance indicators** are reported in the sections below.

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

REQUIRED DISCLOSURES AND WHERE TO FIND THEM BY LEGISLATIVE DECREE 254/2016

Area covered by Decree 254/2016	Disclosures required by Decree 254/2016	2018 documents containing the disclosures	
Business management 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. 9-42
		CGR	Sections 2, 4, 6-10, 13-14
		NFS	Policies and guidelines of the Autogrill Group
Policies	Art. 3.1(b) Description of corporate policies, including due diligence	NFS	Policies and guidelines of the Autogrill Group Preventing corruption People: the people of the Autogrill Group Planet: environmental protection Product: product quality and safety
Risk management	Art. 3.1(b) Description of the main risks generated by or incurred in business operations	DR	pp. 95-102
People	Art. 3.2(d) Information on human resource management, including gender parity, adoption of international organization conventions and dialogue with workers' rights groups	NFS	People: the people of the Autogrill Group
	Art. 3.2(c) Health and safety disclosures	NFS	People: Health and safety in the workplace
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	Preventing corruption

Key:

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

GRI Standard
103-2, 103-3

SOCIO-ENVIRONMENTAL POLICIES AND GUIDELINES OF THE AUTOGRILL GROUP

The Autogrill Group has a system of socio-environmental policies and guidelines that start with the Code of Ethics and are detailed in the Corporate Liability Policy and protocols pursuant to Law 231/01, the Anti-Corruption Policy, and the Supply Chain Sustainability Guidelines. The parent company, in its Corporate Liability Policy pursuant to Legislative Decree 231/01, has established a protocol for environmental compliance specifying the principles to be followed with respect to the environment and natural resources.

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.

The Autogrill Group sets a high priority on keeping its policies and procedures up to date. In December 2018 the Board of Directors approved a new Sustainability Policy that defines Autogrill's key standards with respect to social and environmental issues and provides its business units with guidelines for a sustainable approach to operations. The goal of the policy is to render the Group ever more sensitive to this topic and its understanding increasingly mature, and to share good practices among business units while taking account of their different legal, geographical, and sociocultural contexts. Its implementation by subsidiaries will be completed in 2019.

Below is a summary of the Autogrill Group's main documents pertinent to the socio-environmental issues defined by Legislative Decree 254/2016. The following sections disclose the practices and procedures of the business units and, where relevant, of individual countries.

POLICIES AND GUIDELINES OF AUTOGRILL GROUP

People, health and safety and human rights

Documents: Group Code of Ethics

Promise to:

- create and manage workplace environments that are conducive to employee health and safety;
- promote a working environment and behaviours based on:
 - respect, starting with the recruitment and selection process; the dignity of every person as an individual;
 - preventing discrimination and abuse of all kinds;
 - valuing the inventive spirit;
 - defining roles and responsibilities and providing thorough information.

Supply chain

Documents: Autogrill Group Supply Chain Sustainability Guidelines

Promise to have the entire supply chain:

- respect, support and promote all internationally recognized human rights and labor rights;
- minimize environmental impact and improve environmental performance;
- ensure the highest standards of integrity, honesty and fairness in all business operations;
- attribute the utmost importance to product safety and quality and always comply with government and corporate food safety standards.

Product quality and safety

Documents: Group Code of Ethics, Liability Protocol for the preparation and sale of products

Promise to:

- satisfy customers by providing quality products and services;
- observe rules and regulations applicable to the markets served;
- provide customers with products and services of an appropriate quality standard, in addition to meeting all health and hygiene standards applicable to the products and the places they are prepared;
- fully comply with laws and regulations on consumer protection, product labelling and marketing.

Anti-corruption

Documents: Group Anti-corruption Policy

Promise to:

- act at all times with integrity, fairness, transparency and honesty and within the confines of the law;
- reject and prohibit all forms of bribery, bar none, in dealings with public and private parties;
- observe the anti-corruption laws of all countries served and make it against the rules for anyone to offer, promise, give, pay, or authorize someone to give or pay, directly or indirectly, an economic benefit or other favour to a public official or anyone acting in the name of an entity or a private individual ("active bribery"); accept or solicit the offer or promise of, or authorize someone to accept or solicit, directly or indirectly, an economic benefit or other favour ("passive bribery").

People, Product, Planet

Document: Sustainability Policy - summary of contents

Promise to:

- respect the worth and dignity of every individual by valuing diversity, rejecting any kind of discrimination or abuse, rejecting all forms of child labor or forced labor, and protecting the right to freedom of association and collective bargaining;
- foster a safe and healthy working environment that appreciates and values local cultures and holds human rights legislation in the highest regard;
- encourage the search for new ways of reducing energy consumption, using recycled and low-impact materials, and reducing food waste and the overconsumption of natural resources, in compliance with all environmental regulations;
- ensure product quality and safety by following specific standards and using quality ingredients, in accordance with local laws and food safety standards;
- generate a positive socio-environmental impact, by working with suppliers and employees to serve products made according to the highest ethical and quality standards.

1.5.2. A-COMPANY: THE AUTOGRILL GROUP

OUR VISION

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

OUR MISSION

We want travellers 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

Every person the Group employs, in locations all over the world, has the same objective: their own and their customers' wellbeing. Passion, openness, rapidity, reliability, and simplicity are the values that guide us every day.



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

CREATING AND DISTRIBUTING ECONOMIC VALUE

Creating and distributing economic value is the ability to generate wealth and spread it among the stakeholders. In 2018, the Group created more than €5.2 billion in economic value, and distributed more than € 4.9 billion. Of all value created, 94% was distributed to the internal and external stakeholders, while the remaining 6% was retained within the Group.

Statement of economic value (€k)	2018	2017	Stakeholders
Economic value created by the Group	5,215,052	5,085,423	
Revenue and other operating income	5,223,912	5,086,559	Consumers
Financial income	2,061	1,316	
Adjustment to the value of financial assets *	13	797	
Provision for doubtful accounts	(1,859)	(2,170)	
Impairment losses	(9,075)	(1,079)	
Economic value distributed	4,956,642	4,811,249	
Reclassified operating costs	3,253,606	3,140,167	Concession grantors, suppliers and brand partners
Remuneration of personnel	1,538,525	1,501,661	Personnel
Remuneration of lenders and shareholders**	99,840	93,822	Lenders and shareholders
Remuneration of public institutions	61,119	71,691	Government
Donations	3,552	3,909	Community
Economic value retained by the Group	258,410	274,174	
Depreciation and amortization	227,807	212,662	
Provisions	12,823	13,672	
Reserves	17,780	47,840	

* Including profit/loss from discontinued operations

** The remuneration of shareholders consists of the share of 2018 profits that will be paid as dividends in 2019, as proposed to the annual general meeting by the Board of Directors

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 behavioural practices that create a relationship of trust with the stakeholders. For all information on corporate governance matters, see the Corporate Governance and Ownership Report drawn up in accordance with Art. 123 bis of Legislative Decree 58 of 24 February 1998 and approved by the Board of Directors together with the Directors' Report (with reference to Legislative Decree 254/2016 in particular, see Section 4 "Board of Directors," Section 6 "Board committees," Section 7 "Nominations Committee," Section 8 "Human Resources Committee," Section 10 "Control, Risk and Corporate Governance Committee," Section 13 "Election of the Board of Statutory Auditors," and Section 14, "Membership and functioning of the Board of Statutory Auditors").

ANTI-CORRUPTION

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

In addition to the Corporate Liability Policy of Autogrill S.p.A. and its Italian subsidiaries, the Group has an Anti-corruption Policy approved in 2017 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, based on 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.

Each country arranges its own anti-corruption training and information sessions, as a general topic and with reference to local laws and regulations. In 2018 a total of 2,200 employees were trained at **European** headquarters and food and beverage locations. In Italy, anti-corruption training is given in the context of the Corporate Liability Model pursuant to Legislative Decree 231/01. All location managers, area managers, and headquarters employees receive such training every three years. In France, the program is calibrated to the employee's job description, position, and exposure to risk. In the other countries, anti-corruption training is given systematically to all employees when they are hired, as part of their instruction on the Code of Ethics.

In **North America**, anti-corruption training is spread out over various events and focus sessions. These include new hire induction, when the Code of Conduct is discussed along with the principles of the Foreign Corrupt Practices Act (FCPA)¹⁹ and general anti-corruption guidelines, supply chain classes that explain the Supplier Code of Ethical Conduct, and specific training for the Development and Strategic Alliances divisions with regard to interacting with public officials, gifts, etc. Every year, in addition, location managers and area managers take a "Legal and

¹⁹ A legal corpus with rules to prevent American companies from bribing foreign public officials in order to create or maintain business relationships

Compliance” course covering anti-corruption policies and procedures and the whistleblower system. In 2018, 50 headquarters employees attended focus sessions on various anti-corruption topics, in view of a new training program to be launched in 2019.

In the **International segment**, new hires are brought up to speed on the Code of Ethics, and there are online FCPA courses for positions considered to be potential corruption risks. During the year, 2,543 people received training.

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 on a three-year basis within the **Afuture Roadmap**, considering analyses of materiality and the international context as well as the United Nations Sustainable Development Goals. The Roadmap is part of the **Afuture 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 Afuture Framework, Autogrill has also named a sustainability leader, responsible for implementing and monitoring the pertinent initiatives.

GRI Standard
102-40, 102-42,
102-43, 102-44

STAKEHOLDER ENGAGEMENT

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. Monitoring external dynamics, considering long-term global trends, and listening to stakeholder demands are fundamental activities for a business that values sustainability. The Group therefore 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 conferences.
Autogrill for concession grantors and brand partners	Quality survey for concession grantors on material CSR topics; newsletter for 500 concession grantors; collaboration for the development of ad hoc projects, concepts and services; participation at trade events; one-on-one conferences.
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. In addition to these periodic performance sessions, listed each year on the calendar, the Group pursues an active Investor Relator program that takes the form of roadshows and conferences in the main international finance hubs and the organization of on-site visits, which Autogrill considers very useful for fostering an understanding of what it does and putting investors in direct contact with the people who work day in and day out in the service of consumers. Autogrill's website contains a wealth of information on the Group's history, operations, governance, policies and financial results and on its stockmarket performance. 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 the listed company.
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 materiality for the company (internal perspective) and the importance given to them by the stakeholders (external perspective). The output is a list of material topics expressing the relevance of sustainability issues within the Group, including in consideration of the Global Reporting Initiative (GRI) topics and the relevant aspects of Legislative Decree 254/2016.

MATERIAL TOPICS OF THE AUTOGRILL GROUP²⁰

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

Stakeholder engagement

20 In alphabetical order for each strategic area

1.5.3 PEOPLE: PEOPLE OF 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. Passion, openness, rapidity, reliability, and simplicity 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 in accordance with local laws and collective employment contracts, lets the Group install 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: from recruitment throughout a person’s career, the Group insists on treating him or her with integrity and as an individual to be valued at all times. The resulting corporate culture reflects this concern for individuals, wherever they are assigned, and translates into a safe, healthy workplace free from discrimination.

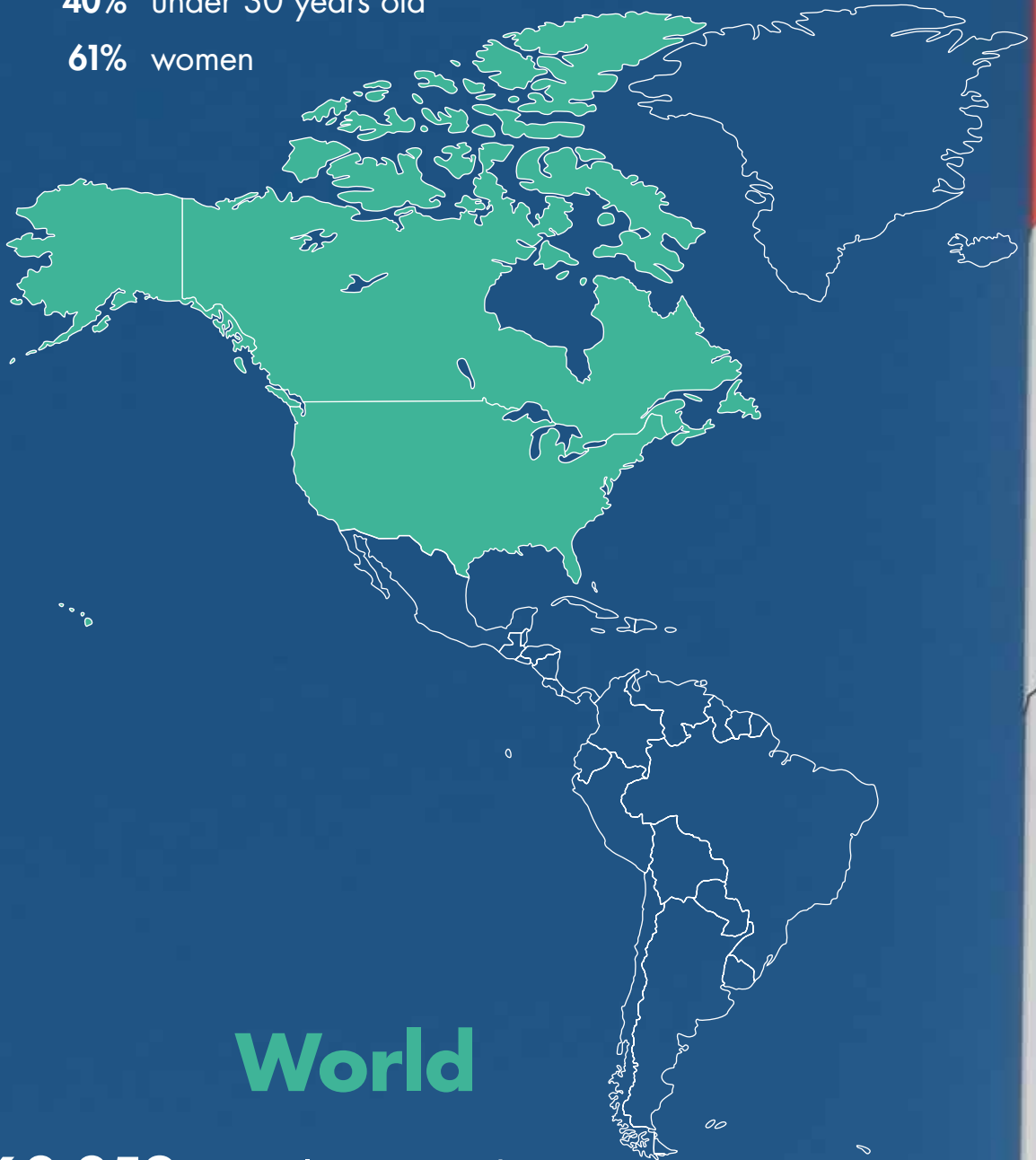
The Group recognizes that valuing a diverse, multicultural workforce is a core trait of a successful business, one that makes the most of human capital to the benefit of the company climate. In every country where it operates, Autogrill welcomes the individuality of its people with interest and respect, fostering open, ongoing dialogue and building trust and mutual respect. Autogrill’s market leadership owes to significant international expansion, through which its human capital has not only grown in quantity but also diversified in terms of nationalities, cultures and abilities.

North America

32,030 employees

40% under 30 years old

61% women



World

60,052 employees in the Group

41% under 30 years old

59% women

Europe

16,624 employees

21% under 30 years old

63% women



International

11,398 employees

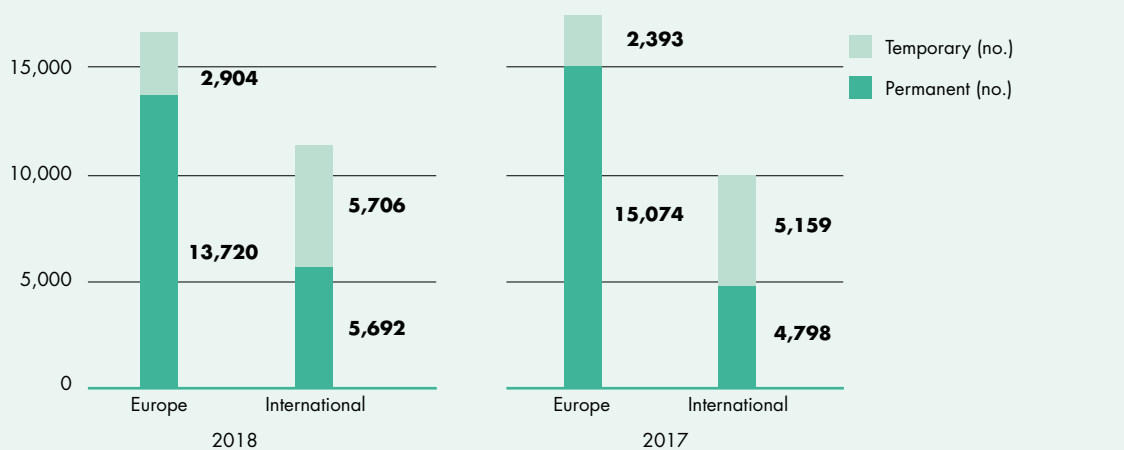
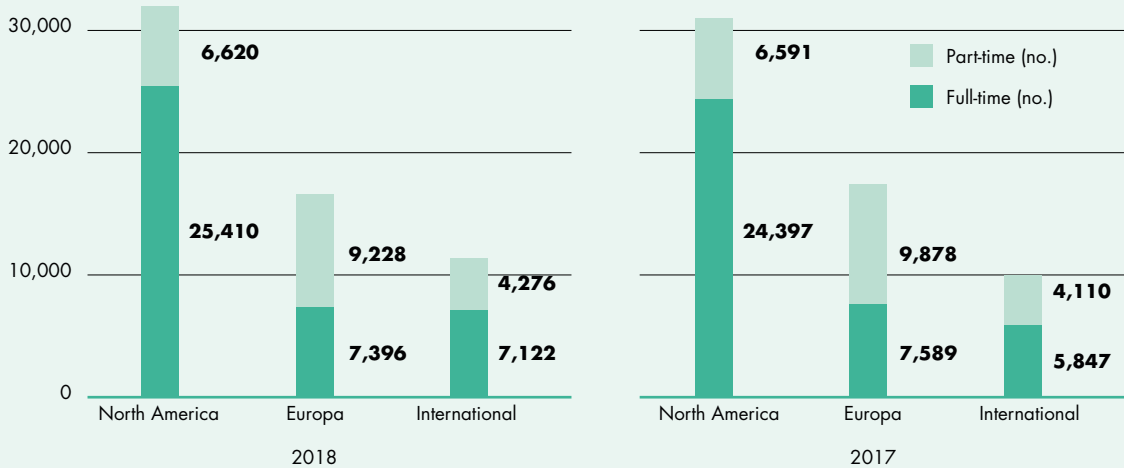
69% under 30 years old

50% women

About 60% of the more than 60 thousand people who work for the Group are women, demonstrating a healthy gender balance, thanks to specific hiring 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 administration. Comprehensive data for the various geographical regions shows a substantial increase in employees at International locations (+14%) due to the intense pace of new openings, while in Europe the workforce declined slightly (-5%) at both retail locations and headquarters, due in part to Italy's "intergenerational agreement" and to a net decrease in locations in various countries. Along with a 3% increase in **North America**²¹, these two trends led to overall growth of 3% for the Group's workforce.

Once again this year, the distribution of the different contract types was fairly homogeneous, with an increase in permanent contracts at International locations (+19%) thanks to the gradual stabilization of new openings, while in Europe permanent contracts continue to prevail for both men (80%) and women (84%). As for part-time versus full-time contracts, there is a higher proportion of part-time employees in Europe (56%), due to the intrinsic characteristics of the business with its peaks in traffic and seasonal factors.

PART-TIME VS. FULL-TIME AND EMPLOYEES BY TYPE OF CONTRACT²²



21 The raise in the Group's organic is also related to the inclusion of Stellar Partners Inc. within the North American region
 22 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")

HUMAN RESOURCE DEVELOPMENT AND APPRAISAL

TRAINING

As the 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 training program held at venues around **Europe**, designed to develop the abilities of each employee by offering specific learning opportunities according to the professional milestones reached. 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 all European countries, employees at food and beverage locations receive on-the-job training in their everyday tasks. In Italy, the new “Academy Excellence” program launched in 2018 is an internal development system involving classroom, online, and on-the-job training to give employees the knowledge and tools they need to boost sales performance. In France, directors and managers follow a leadership development program in collaboration with a business school. In Spain Autogrill has embarked on a new project to improve its ability to attract and retain talent, in a partnership with Great Place to Work.

In **North America**, in addition to the Manager-in-Training program for newly hired or newly promoted managers, in 2018 the “Unlocking Engagement” workshop taught managers how to create a favorable working environment. There are two leadership development programs: 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 improve their everyday skill sets.

The **International area** is also setting up training programs with a view to harmonizing and integrating the system across the different countries, without neglecting their specific needs and any requirements imposed by locations and local laws. The most widely held activities are induction programs, coaching, performance appraisals, and job-specific technical courses. The new offerings in 2018 include courses on the GDPR and the Group’s whistle-blowing systems. In China and in Ireland, the Group now offers management courses to build the careers of the most talented staff, while in Denmark and Finland the Nordic Manager Training program is built on the 70:20:10 model according to which 70% of training should be informal and gained through experience, 20% should be in the form of coaching and mentoring, and 10% should be formal through structured courses.

PER CAPITA TRAINING HOURS: NON-HQ LOCATIONS

Hours	2018	2017
Area managers	15.3	17.9
Store directors	31.8	27.7
Managers	32.2	29.0
Heads of service	35.1	21.0
Multi-service operator	18.0	35.9

In 2018, the Group provided more than 1.2 million man-hours of training. Consisting mostly of continuing education initiatives at food and beverage locations, training programs amounted to an average of 20.5 hours per employee. Out of all training initiatives for the enhancement and growth of Autogrill's people, most are geared toward middle management (store directors and unit heads). At headquarters, professional development often takes the form of workshops, conferences and seminars, especially at the top executive level, for which data is not reported. The changes from 2017 to 2018 are explained by improvements in the reporting system. Specifically, in 2017 the system recognized the training program of the entire brand portfolio, without specifying by job title.

In 2018, it was also possible to include the hours of training received by employees of the U.S. headquarters.

While the International area continues to develop a training monitoring system to be shared across the different countries, North America is running a feasibility study for an e-learning platform that would gather, evaluate and systematize the entire supply of courses so the company can closely monitor its offerings. At the moment, data is estimated based on the individual training plan that the U.S. subsidiary draws up for each new hire.

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. The process is well established in Europe, and in 2018 was also formalized in the International area through the "Be Competent" initiative. In **North America** the Group is working on its talent acquisition strategy, focusing in particular on hiring dynamics and placing a greater emphasis on engagement. On the whole, performance appraisals covered 87% of the headquarters population and 57% of store personnel. That percentage does not include general employees who currently participate in the formal appraisal system in certain countries only, as they are often hired for short periods or seasonal work.

In 2018, as part of the development of a **Europe-wide** appraisal system, a two-year process of mapping human capital was launched in order to stimulate reflection on the Group's current leadership capacity and what it will need to achieve priority business goals in the medium- to long-term future. The purpose is to set new objectives and identify problem areas, create action plans for further growth, and develop response plans so Autogrill will be prepared for any changes occurring within or outside the Group. In addition to the mapping process, in 2018 a new performance management system called "Autogrill To Be - Boost your Energy" was implemented in all countries of the Europe area for headquarters personnel and front-line top managers. This is a new concept of performance management that does away with the annual appraisal in favor of continuous improvement, thanks to a leaner individual performance assessment and quarterly "check-ins" between employees and supervisors.

The **International** HR department also works constantly to create a working environment that attracts and develops talent, through employer branding and engagement initiatives developed at the local level. In 2018, a new employer-branding program was launched throughout the area, including special events like “Compliment Day,” “Smiling Day,” and “Culinary Day,” when employees are recognized and rewarded for their dedication and outstanding performance.

During the year, **Autogrill Italia** launched the “Intergenerational Agreement” as part of a path forward endorsed by the unions. This is an investment on Autogrill’s part that gives employees close to retirement the chance to enjoy an early, guaranteed pension and builds the company’s momentum through the hiring of talented young workers. In Austria, Autogrill supports assisted partial retirement, whereby older employees can reduce their hours by 40-60% without losing any benefits or pension rights. In Switzerland, employees nearing pension age also have the opportunity to attend a free retirement preparation seminar.

In **North America**, the Income Extension Plan guarantees that U.S. employees who lose their job due to unit closings, overstaffing, or temporary lay-offs will be paid for a period of time, determined on a case-by-case basis according to the employee’s position.

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

DIVERSITY AND EQUAL OPPORTUNITY

As defined in the Group’s policy documents like the Code of Ethics, 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 SA 8000 certification since 2009.

In an ongoing effort to encourage transparency and a sense of individual and collective responsibility, a platform called “Open Line” serves as an additional two-way channel of communication between the Group and its staff. This is a direct means of drawing attention to any conduct inconsistent with the Group’s Code of Ethics, and also to highlight excellent behaviour, while ensuring the confidentiality of information and the privacy of individuals.²³

In **North America**, all employees have access to a toll-free telephone service open 24 hours a day, seven days a week where they can lodge complaints or discuss any topic of concern. In the International area, there are dedicated tools for submitting complaints and fostering open dialogue between employees and management.

Many initiatives are in place to promote a culture of tolerance and respect. For several years, for example, **Autogrill Italia** has been a member of Valore D, Italy’s first association of large firms dedicated to supporting women in leadership roles. In Belgium, workshop are organized on diversity and working together without prejudice. France promotes equal opportunity between men and women through collective agreements that are reviewed and updated once a year. In Spain, 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.

²³ Open Line is available in Italy, Spain, France, Switzerland, Belgium, Germany, and Greece. Feasibility studies are underway in the Netherlands and Vietnam

In the **International area**, guaranteeing equal opportunities and respect for diversity is a guiding management principle. In every country, the Group is committed to creating a workplace consistent with the Code of Conduct, based on mutual respect, cooperation, and cultural exchange. All employees have access to anonymous channels where they can report any unethical or discriminatory conduct. During the year, Autogrill International worked on a handbook to be distributed throughout the area, to ensure uniform behaviour standards inspired by international best practices. Some countries have specific equal opportunity policies covering all aspects of human resources management, from hiring to professional development.

In North America, an internal program called Women's Leadership network (WLN) provides women with opportunities for networking and improved leadership skills to enhance their personal and professional growth. WLN aims to support diversity in leadership roles at all levels of the business, to help the company and the sector succeed.

REMUNERATION

Autogrill's remuneration policies are designed to ensure competitiveness in the labor market in line with its objectives of growth and employee retention and to differentiate pay according to skills and qualifications (job description, role and level), working constantly with market data and external benchmarks and ensuring compliance with collective employment agreements and local laws.

Remuneration policies include salary adjustments that are likewise tied to performance and growth targets, through a fixed and a variable component, which reinforce the equal opportunity principle and avoid the risk of discriminatory pay. In all countries with a local minimum wage, Autogrill studies economic conditions and employment levels to ensure stability.

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 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 employment contracts in place in the various countries.

Regarding benefits, too, the Group insists on treating employees with clarity and transparency. 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.).

The benefits employees receive depend on local custom and may include healthcare, life insurance, accident and disability insurance, parental leave, vouchers for cultural events or sports, and discounts on public transportation. In some countries, there are retirement benefits such as the 401K plan in the United States.

LABOUR RELATIONS

Over the years the Group has maintained a constructive dialogue with the labour 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

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

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

protects their right to freedom of association and collective bargaining, recognizing the paramount importance of these freedoms, in accordance with national laws governing collective contracts, individual bargaining and freedom of association.

This commitment to transparency translates to the management of various forms of contract: from national collective bargaining to collective contracts by company and/or location, to individually negotiated agreements.

	2018			2017		
	North America	Europe	International	North America	Europe	International
Employees covered by collective bargaining (%)	39% Canada 48% United States	97%	91% ²⁴	39% Canada 48% United States	98%	82%

These figures reflect the legislation in different countries.²⁵ When it needs to make organizational changes, Autogrill complies with all provisions of laws and collective contracts by informing the unions and involving them, where applicable, in talks. The minimum notice period in case of organizational changes thus depends on national and local laws, and ranges from one to 16 weeks. Labour 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.

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

OCCUPATIONAL HEALTH AND SAFETY

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 commissions have been set up and include various positions (depending on local policies), from executives to workers' representatives, who monitor compliance with applicable laws. The commissions 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.

In **Italy**, the management systems for occupational health and safety included in the Integrated Management System are governed by Legislative Decree 81/08, as amended. Autogrill S.p.A. is also certified to the ethical standard SA8000, meaning that specific conditions of health, safety and ethical conduct in the workplace are guaranteed to all employees. In addition, headquarters and airport locations are certified to BS OHSAS 18001, and Autogrill is one of the first airport operators in the world to achieve ISO 45001. During the year, an external provider certified the "Document Unique de Prévention des Risques Professionnels" in France; this occupational risk prevention policy addresses primary, secondary, and tertiary prevention as well as store layouts, personal and collective prevention kits, e-learning courses, and the provision of psychological care in response to distressing events.

In **North America**, the Health and Safety Policy gives all employees a set of principles and procedures to follow for safety in the workplace and for the identification, prevention and handling of any accidents involving workers or customers. Individual locations also have their own Safety Teams made up of managers and front-line

²⁴ Of countries where unions exist

²⁵ 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

personnel, who conduct audits to map the most frequent causes of injuries. Various locations in 2018 adopted 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.

In the **International area**, the Group ensures a safe and healthy working environment by following a manual on workplace conditions in accordance with local laws and by way of courses, audits, and other worker protection initiatives. In Vietnam, for example, all employees have a medical check-up once a year, while in the United Kingdom the Group works with an external partner for the health and safety management system. Health and safety outcomes were added to the MBO program of several managers in 2018. The manual developed in the Netherlands has become a formal policy and is gradually being extended to the other countries.

Injury rate ²⁶	2018				2017			
	North America	Europe	International	Total	North America	Europe	International	Total
Workplace injuries (no.)	1,122	555	291	1,968	1,134	592	162	1,888
Frequency rate	28.1	25.0	22.9	26.3	27.8	26.4	25.1	27.1
Severity rate	0.2	0.5	0.1	0.2	0.1	0.6	0.1	0.3

Frequency rate: $(\text{total number injuries} + \text{total number of deaths}) / \text{total hours worked} \times 1,000,000$
 Severity rate: $(\text{total number of days lost due to injuries}) / \text{total hours worked} \times 1,000$

Injury rates are consistent between Europe, the International area and North America and the severity of injuries is low, consisting primarily of cuts and burns. The trend since 2017 should be considered in light of the expanded scope of the International area; on a like-for-like basis (excluding Ireland and the U.K.), the frequency rate would be 25.0 and the severity rate 0.1, in line with the previous year. Throughout the Group, despite the 5% increase in the workforce, injury numbers were consistent with 2017 and showed a decrease in total frequency rate (-3%) and severity rate (-14%).

PROTECTION OF HUMAN RIGHTS

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

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.

Following its Code of Ethics at all times and embracing the highest international standards, Autogrill works to instill a responsible business culture in everything it does and along the entire value chain, by building trust and mutual satisfaction with its trading partners and employees and observing all local, national, and supranational laws for the protection of human rights.

Autogrill rejects the exploitation of minors throughout its organization and does not use or support child labor, as defined by the ILO. In addition, Autogrill is opposed to forced labor and all other forms of exploitation, abuse or psychological or physical coercion of its own employees and of workers employed along the production chain, and strongly condemns human trafficking and exploitation in any form.

In the materiality analysis, this issue did not emerge as being highly relevant, due in part to the fact that most operations take place under concession arrangements inside airports that are highly regulated and supervised by airport authorities.

²⁶ Injury rates for 2018 do not include Asia-Pacific, Germany, and the Netherlands

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 (especially in Italy) 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. Many of its direct donations and fundraisers support long-term partnerships with entities involved in healthcare and medical research, childcare, and the fight against hunger and poverty. These are in addition to associations the Group supports from year to year, thanks in part to contributions from employees and customers.

In 2018 the Group's donations exceeded €4 million (7% direct, 12% indirect and 81% in kind). Donations in kind in 2018 went to a number of local and national food banks, mainly in North America. The amount of donations in kind in Europe was affected by the temporary interruption in work with the food bank.

In 2018, **Autogrill Italia** signed an agreement with Slow Food to support the “Buona Strada” project serving the earthquake-damaged areas of central Italy. The funds were raised through the sale of the “Abbraccio Marche” sandwich. The project accounts for much of the increase in direct and indirect donations. Autogrill also makes annual donations to Fondazione ANT for activities to prevent skin cancer. In Spain, Autogrill continued to work with Fundación SEUR, an organization that collects bottle caps from companies and individuals and sends them for recycling in exchange for cash. The funds are then used to provide medical care to children with serious illnesses or disabilities. The project also makes a positive contribution to the environment by making sure bottle caps are disposed of correctly and recycled.

In **North America**, HMSHost Foundation combats poverty in local communities and gives a boost to the new generations with training and development initiatives to help them find jobs. In this region 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 115 locations at airports, rest stops and malls take part in the program, working with over 100 associations that received more than 3 million portions of food. Finally, the Group supports the urban farming educational and training initiatives of the Windy Harvest Youth Farm of Chicago.

In the **International area**, the Group is a strong supporter of the Made Blue program, which offsets the use of fresh water by businesses with projects that ensure access to water in developing countries. Each country is also engaged in local initiatives according to need; in India, for example, it has financed schooling for underprivileged children. In Indonesia Autogrill gave support to local communities after the recent earthquake in Lombok, and its employees helped clean up beaches in Tuban and Bali. In Vietnam, the “Helping Hands” project was launched in 2018, based on five pillars: community care, ecology, sustainability, vocational training, and “I Love Vietnam” (in support of local suppliers). In all, employees in the International area donated 2,230 hours of corporate volunteering in 2018.

1.5.4 PLANET: ENVIRONMENTAL PROTECTION

GRI Standard
103-2, 103-3



The Autogrill Group is fully aware that the environment is a global priority involving people, organizations and institutions around the world, which is why it takes responsibility for helping to reduce energy consumption and the use of natural resources in favor of clean energy, recycled materials, and a lesser environmental impact. 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 concession grantors 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. Various awareness campaigns are also organized for Earth Day. The International area participates in Origin Green, the sustainability program of Bord Bia (Irish Food Board), 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

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

Autogrill hates to waste energy, and at new locations where the Group handles utilities directly, it has installed the latest generation of monitoring systems to oversee consumption patterns and take corrective measures.

At some locations, including many airports and railway stations, the physical structures and utilities are managed by the concession grantor; in these cases the Group does not always have access to consumption and cost details as utilities are often part of the concession contract. This reduces the Group’s field of vision and leverage, although in recent years, concession grantors have become increasingly attentive to the subject.

Autogrill has taken a multi-pronged approach to monitoring and reducing waste in several countries, especially in the motorway channel: changing set point temperatures²⁷, preventing malfunctions through high-tech alarms, training personnel during on-site inspections, analyzing consumption on a weekly basis to see whether short-term measures are effective, keeping consumption records to check for abnormalities, and promptly reporting breakdowns that might cause increased energy use. The Group is committed to the increasingly precise, systematic monitoring of consumption indexes with a view to constantly improving its efficiency, including through targeted energy audits.

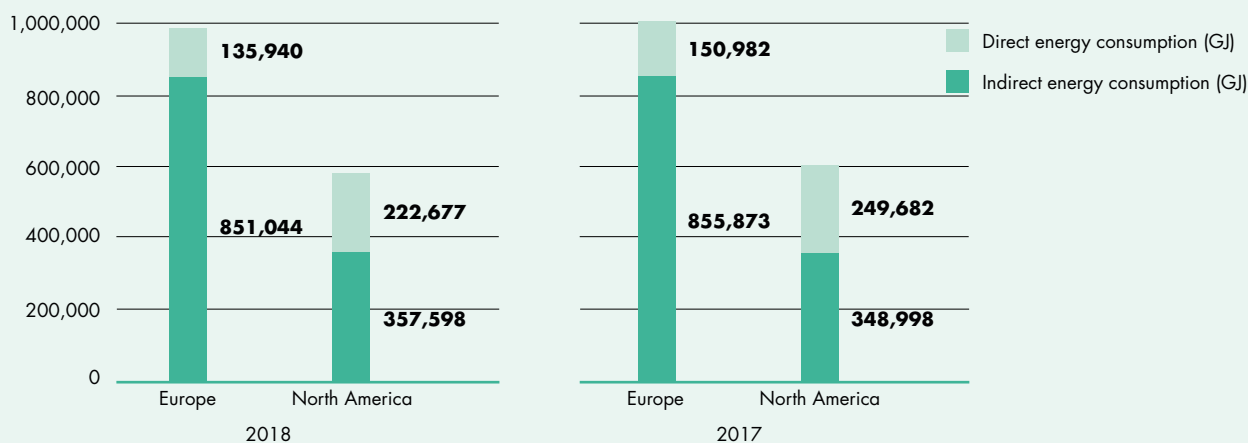
²⁷ Set point temperatures are the ideal temperatures at which an indoor environment should be kept

In **Italy** in particular, Autogrill has developed a new energy saving plan that works on two main levers: monitoring and managing the electricity consumption of food & beverage locations, and raising awareness about the rational use of energy. Technical investments were made to improve the control and monitoring systems, while the awareness campaign took the form of an “energy game” for employees at all Italian locations designed to encourage virtuous behavior and reduce careless waste. To limit consumption at locations to be opened in the future, an Energy Book was printed with guidelines for the design, construction, and management of more energy-efficient, environmentally sensitive locations.

In **North America**, too, the Group monitors consumption through external audits and has also installed its own monitoring systems so it can construct a benchmark of electricity use and develop strategies to lower consumption.

Consistent with Group best practices, the **International area** is very mindful of energy efficiency: it favors low-impact technologies and appliances, incentivizes the use of eco-friendly materials (paints, tiles, and enamel coatings), and encourages employees to adopt sustainable conduct.

GROUP ENERGY CONSUMPTION BY INDUSTRIAL AREA (EUROPE AND NORTH AMERICA)²⁸



Direct energy²⁹ 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. In 2018, the figures for **Europe** show a slight decrease in consumption associated with the car fleet and the use of diesel. Italy, for example, which accounts for roughly 50% of total consumption, is the area where Autogrill is focused on the installation of heat pumps rather than boilers in order to reduce energy consumption, boost efficiency, and protect the environment.

Indirect energy³⁰ 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. In **Europe**, Italy accounts for around 65% of electricity consumption, as a direct consequence of its size relative to other European operations. In some countries, including Italy, the use of electric ovens and induction stove tops has shifted consumption toward indirect energy and away from direct sources like natural gas. With respect to 2017, energy consumption in Italy was stable, mirroring the overall trend in Europe.

²⁸ Figures for direct and indirect energy consumption refer mainly to motorway locations where utilities are managed directly by the Group. Data is not available for North American airports and malls and for some other channels in Europe, as explained in the methodological note

²⁹ Direct energy is the use of energy sources like natural gas, diesel, and gasoline, which generate emissions directly

³⁰ Indirect energy is purchased externally, like electricity, and generates emissions indirectly

In **North America** most of the energy consumed is natural gas for heating (down 9% since 2017), while electricity is only used for lighting (unchanged from one year to the next).

In 2018, thanks to ongoing improvements by the Group, some countries in the **International area** were able to set up an information gathering system regarding their direct and indirect energy consumption. Direct energy consumption data was collected from about 30% of the locations in this area (25,613 GJ of natural gas, diesel, and gasoline for company cars) and indirect energy consumption data from about 70% (90,462 GJ, mostly of electric power). This is a small fraction of the Group's total consumption and comes from the everyday functioning of locations: electricity, fuel oil for heating, and gasoline and diesel for company cars.

ENVIRONMENTAL CERTIFICATIONS

One natural consequence of Autogrill's care for the environment is the chance to obtain important certifications. In recent years it has focused chiefly on LEED® New Construction for Retail.

Certification	Applies to:
LEED® Gold	Italy – Autogrill S.p.A.: Villorosi Est Canada – HMSHost: 4 rest stops USA – HMSHost: Bethesda HQ
LEED® Silver	Canada – HMSHost: 16 rest stops USA – HMSHost: Delaware House Travel Plaza
ISO 50001: 2015	Italy – Autogrill S.p.A.: Villorosi Est
ISO14001: 2015	Italy – Autogrill S.p.A.: HQ, Villorosi Est, Brianza Sud and for locations at Caselle Airport in Turin, Nuova Sidap
EMAS	Italy – Autogrill S.p.A.: HQ, Villorosi Est, Brianza Sud
HQE (High Quality Environmental)	France – Autogrill Côté France: Canaver, Ambrussum
RT 2012 (Low Consumption Building)	France – Autogrill Côté France: Ambrussum, Manoirs du Perche, Plaines de Beauce, Chartres Gasville, Chartres Bois Paris, Lochères, Miramas, Villeroy, Jardin d'Arbres, 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
ISO 14064 (Greenhouse gases)	Italy – Autogrill S.p.A.: Rozzano headquarters and Sebino

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

WASTE MANAGEMENT

Waste is produced during food preparation and service: preparation requires the disposal of scraps and packaging, and once customers are served, there might be leftovers or disposable tableware. The right approach to each of these phases is a fundamental aspect of Autogrill's commitment to environmentally sound practices. The Group's business units have a country-by-country program for monitoring the volume of waste produced, based on local laws and the characteristics of each location, including the collection and recycling system. 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. In

 Standard
103-2, 103-3,
306-2

Europe, for example, 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: in Slovenia, the Group has awareness programs for employees that help decrease the amount of packaging that will end up being discarded. At rest stops in Switzerland, the Group works with external providers to collect different kinds of waste, and the packaging used for takeaway food is made from recycled materials. French locations have introduced recyclable “disposables,” banned plastic bags, and installed automatic water machines.

In Italy in the last quarter of the year, the groundwork was laid for a new project — launched in early 2019 — to increase recycling on the motorways.

A circular economy project called “**Wascoffee**” applies an ecodesign philosophy by making furnishings out of recycled coffee grounds. A major participant in the project is the Politecnico di Milano, which conducted a life cycle assessment for the use of coffee grounds as an innovative material, including for the purpose of formulating a development plan at Bistrot and Puro Gusto locations on a national and international scale. In all locations operated by the International area at Schiphol Airport in Amsterdam, most of the packaging is 100% recyclable; utensils are biodegradable, and the Ecolabel napkins are made from 100% recycled fibers and distributed through waste-reducing dispensers. The objective is to take a circular economy approach and collect and recycle more plastic (PET) bottles and coffee cups at the airport, so the resulting best practices can be shared with other International locations.

In the other countries, too, the Group is committed to reducing waste: in India, plastic bags, cutlery, and plates will be gradually replaced with items made from wood, paper, or corn starch; in Australia, at Cairns Airport in Queensland, the “Bring your Own” campaign encourages travelers to bring a cup from home, while straws, “BioCups” for coffee, and bags are now made of compostable materials. In the United Kingdom, a partnership with Starbucks has customers pay an extra 5 cents for every paper cup used, and the money is donated to an environmental protection group. At various other airports in **Northern Europe**, Autogrill works with Coca-Cola to collect plastic bottles and recycle them into chairs and T-shirts (80% recycled PET and 20% cotton) worn by staffers at certain locations.

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. This reduces food waste and overproduction to a minimum, by calculating as precisely as possible the quantities of food to prepare, while making sure items do not run out. Method and procedures are the first step in reducing waste, including food waste, by managing the production process efficiently. Any leftover food is donated to food banks both in Italy and in North America, or sold at a discount at day’s end.

At **Italian** rest stops, for example, some sandwiches are sold at a reduced price at night so as to throw out as little as possible. There are similar initiatives in Switzerland, France, and Germany, where a collaboration with the “Too Good to Go” app was implemented in 2018. In Switzerland the Group is also producing a manual that describes strategies for reducing food waste.

In **North America**, every Starbucks location is required to keep to a weekly budget for the purchase of food and beverages, to reduce the risk of ordering more than it will use. In addition, this area has a program in place that encourages customers to buy products

that may have esthetic imperfections but are otherwise perfectly sound.

The **International area** is working on several projects to monitor and limit food waste. In Malaysia, the initiatives launched in previous years have now led to the Environmental Management Recognition Scheme that encourages all trading partners to implement green technologies for food & beverage, throw out less food, and produce less waste in general while recycling more. In Norway the Group has signed up for a food waste reduction program, and in Denmark, items that are unsold at the end of the day are donated to a Copenhagen food bank.

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



The Autogrill Group is committed to ensuring the safety and quality of what it serves, day after day: from raw materials to the finished product, following the right preparation standards and using quality ingredients in accordance with all local regulations and food safety standards. The Group requires its foods to be prepared under 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.

FOCUS ON THE CUSTOMER

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

In 2018, the customer satisfaction survey "Feel good?" switched to a new methodology 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. 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. The approach has been implemented at 135 locations in Europe, where the active solicitation of customer feedback now makes it possible to monitor satisfaction every day and step in to address problem areas.

The program has also been launched in North America, where customer satisfaction is also tracked through a partnership with the Global Response agency and through sentiment analysis on social media. Complaint management is another key component of customer relations; here, employees learn how to respond to the most difficult situations by, for example, replacing the product, offering a Be Our Guest card, or giving the customer a refund.

The International area has several ways of measuring customer satisfaction. In China, customers who complete a satisfaction questionnaire receive a free menu item; in

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

Qatar an online comments form was launched in 2018; in Indonesia the Group analyzes the social media response; in the United Kingdom feedback is collected through the “Hospitality Gem” questionnaire; and at Schiphol Airport in Amsterdam, satisfaction is monitored through the use of mystery shoppers.

GRI Standard
103-2, 103-3

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 travelers’ needs so it can quickly respond to the complexity of these changes and translate them into innovative menus.

In all **European** countries served, there are many different options for vegan and vegetarian diners and those who prefer a healthy, low-calorie lifestyle. At Italian locations, the new Agile project aims to source simple, genuine ingredients and create balanced meals endorsed by nutritionists and popular scientists; the collaboration with Slow Food Italia also falls under this umbrella. In the other European countries, external partnerships have been developed for the supply of quality gluten-free and organic foods. Many options are available throughout the Group for those who choose a vegan diet, and halal and gluten-free products are now marked with their own sticker.

In the **United States**, since 2017 the “Eat Well, Travel Further” program has offered a range of healthy, ready-to-eat lunch boxes, drinks, and snacks that satisfy specific nutritional and dietary needs. These items make three promises: 500 calories or less per serving, no artificial colors/flavors/sweeteners, and no hydrogenated fats or high fructose corn syrup. In North America the Group also extended the “Fresh Attractions” program, an extensive menu of healthy, easy-to-carry items like sandwiches, wraps, and salads.

In the **International area**, too, Autogrill is constantly improving its offerings for people with special dietary needs and has expanded its range of gluten-free, high protein, lactose-free, and halal items in keeping with religious and cultural needs, habits, and customs. In Indonesia, for example, two halal-certified locations were opened during the year, and in the U.K., animal-free options have been expanded in response to the growing numbers of vegan and vegetarian customers.

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.

For its directly managed locations and proprietary brands, **Autogrill Italia** only uses shell eggs and egg mixes sourced, at a minimum, from cage-free hens. 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**, in March 2016 the more than 2,000 airport and motorway locations in the United States committed to using only cage-free eggs by 2025. For

other animal welfare issues in North America, the Group undergoes audits by the qualified international entity it uses to monitor purchasing. In **the Netherlands**, an agreement has been struck with a zero-impact organic farm that guarantees the highest animal welfare standards.

The practice has been partially implemented in most of the Group's European countries, and will be gradually extended to all directly managed proprietary concepts. Autogrill Europe is therefore committed to using only cage-free eggs and egg mixes in all European locations by 2025.

SERVICES: QUALITY AND ACCESSIBILITY

GRI Standard
103-2, 103-3

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.

In the major **European countries**, Autogrill has set up locations with baby rooms and children's play spaces. The Customer Relationship Management (CRM) team, after analyzing data on purchasing behaviors, has developed services and promotions for truckers, frequent travelers, and business customers with the e-invoicing service. Initiatives include fidelity programs for truckers in Germany, and agreements with tour operators for welcoming busloads of travelers in Spain. Thanks to some technological investments, in Germany and Switzerland it is possible to pre-order using digital kiosks, which reduces lines and makes the customer experience faster and better.

For a few years, these kiosks have already been part of the long-term digital strategy in North America, and are used for both ordering and paying. 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.

Improving services also means expanding and facilitating payment options. In Vietnam, a payment app for airport locations has been used on an experimental basis since October 2018, and in the Netherlands a new Asian restaurant was recently opened with an app that allows customers to see the menu, order, and pay directly from their smartphones.

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, where necessary, 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.

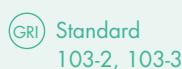
In **North America** and **Europe**, suppliers go through a pre-approval process to test

their level of compliance with the Group's **HACCP**³¹ 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. In Italy in particular, the results of **HACCP** audits at individual locations are included in the MBO³² system for store managers; in 2018, 1,300 of these audits were performed in addition to supplier inspections and document checks, product and food analyses, and environmental swabs. In Spain, a procedure was implemented during the year for the handling of non-compliance by area managers, and in Greece, ISO 22000 certification was obtained for the food safety management system.

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. There is also an audit program that traces new small suppliers in a database and provides a support tool so they can meet the required quality standards.

In the **International area**, observance of each country's local standards is assured by procedures drawn up in accordance with **HACCP** guidelines, in a process of ongoing improvement that is helping several locations obtain ISO 9001 certification. Facilities may be subject to external audit by third parties and to internal controls ensuring compliance with the Group's quality standards. All suppliers, in addition to signing the Autogrill Code of Conduct, are selected on the basis of detailed procedures and checklists.

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; during the year, food safety training programs began to be harmonized so that an integrated approach can be developed and shared throughout the Group.



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 prepackaged, grab-and-go products are labeled 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.

31 HACCP: Hazard Analysis and Critical Control Points

32 MBO: Management by Objectives

PRINCIPAL CERTIFICATIONS

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

Certification	Applies to:
ISO 9001:2015 on Quality Management Systems	Italy: Autogrill S.p.A. and Nuova Sidap
UNI 10854 (self-screening based on HACCP)	Italy: Autogrill S.p.A. and Nuova Sidap
ISO 22000 on Food Safety Management	Italy: Autogrill S.p.A.
ISO 9001:2015 (provision of technical project management services)	Greece: Autogrill Hellas EpE
ISO 9001:2015 (provision of technical project management services)	Italy: Autogrill S.p.A.
BS OHSAS 18001:2007	Italy: Autogrill S.p.A. - airport stores
Halal certification from MUI (Majelis Ulama Indonesia)	Pizza Hut at Bali airport, stores at Bangalore airport (HMSHost International), Majia Sumai (China), Pizza Hut and Burger King in Jakarta, airport stores at Bangalore and Hyderabad (HMSHost International)
Diverse Food Safety program	Stores in Bali (HMSHost International), stores at Schiphol airport (HMSHost International)
FSSAI (Food Safety and Standards Authority of India)	Airport stores at Bangalore and Hyderabad (HMSHost International)
NVWA (Netherlands Food and Consumer Product Safety Authority)	Stores at Schiphol airport (HMSHost International)
EIQA Irish Food Safety Quality Awards	HMSHost Ireland (every year since 2010)
Bord Bia Origin Green sustainability awards	HMSHost Ireland (obtained in 2017 and retained in 2018)
Shop & Establishment/Trade	India

RESPONSIBLE SUPPLY CHAIN MANAGEMENT

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

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, favouring 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 non-perishables, 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 often guided by the Procurement units and by specialists working at headquarters in the different countries, sometimes with support from specialized intermediaries. On the same basis, in North America, for its procurement process services the Group uses a qualified international operator as well as the supply chains of its 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 of goods and services is important on the ethical plane and also for the quality and safety of products. For this reason, the Autogrill Group Supply Chain Sustainability Guidelines were published for the first time in 2017, with input from the Global Compact Network Italy Foundation, which defines general standards for the evaluation of suppliers and the basic principles of the Group's sustainable supply chain management approach.

Thanks to the Group Supply Chain Sustainability Guidelines, each geographical region is involved in the development of specific procedures for the management and monitoring of its suppliers, with a view to greater transparency and awareness of its own supply chain. Beyond absolute compliance with local regulations and quality control procedures, the individual countries are integrating their supplier monitoring processes as laid down in the guidelines.

In **European countries**, suppliers sign the Code of Ethics as part of the qualification process and must also meet specific socio-environmental criteria. In Greece, for example, suppliers have to satisfy certain prerequisites established by the ISO 22000 system, while in Italy, they are bound to the certification standards of SA8000. It is important to note that especially in countries where supplier quality cannot be audited, supply chain risk is managed by giving priority to large companies that are already certified and subject to external audits. In North America, vendors are required to sign the Supplier Code of Conduct governing the purchase of food and non-alcoholic beverages. This applies to suppliers the Group contracts directly and to any intermediaries that help it manage the procurement process.

In 2018, the **International area** made the Supply Chain Sustainability Guidelines part and parcel of all new vendor contracts, requiring suppliers to observe the standards that apply throughout the Group.

1.5.6 AUTOGRILL GROUP'S SOCIAL AND ENVIRONMENTAL DATA

EMPLOYEES BY AGE, GENDER, AND PROFESSIONAL CATEGORY

GRI Standard
102-8, 405-1

(No.)	2018				2017			
	North America ³³	Europe	International	Total	North America	Europe	International	Total
TOTAL EMPLOYEES	32,030	16,624	11,398	60,052	30,988	17,467	9,957	58,412
Of which: women	19,581	10,417	5,699	35,697	18,813	10,912	5,205	34,930
	61%	63%	50%	59%	61%	62%	52%	60%
HEADQUARTERS	604	651	731	1,986	578	671	729	1,978
Top managers	86	40	47	173	82	38	21	141
Women	34	5	7	46	28	5	5	38
< 30 years	-	-	-	-	-	-	-	-
30-50 years	38	19	31	88	39	17	13	69
> 50 years	48	21	16	85	43	21	8	72
Senior managers	128	47	59	234	130	52	70	252
Women	55	18	24	97	58	16	25	99
< 30 years	1	2	2	5	1	1	3	5
30-50 years	77	32	48	157	79	41	56	176
> 50 years	50	13	9	72	50	10	11	71
Managers	172	162	134	468	164	164	103	431
Women	74	84	64	222	73	82	45	200
< 30 years	10	8	15	33	11	7	27	45
30-50 years	108	115	111	334	108	114	74	296
> 50 years	54	39	8	101	45	43	2	90
White collars	218	402	491	1,111	202	417	535	1,154
Women	149	260	207	616	129	269	282	680
< 30 years	35	48	233	316	35	55	318	408
30-50 years	112	233	237	582	111	242	194	547
> 50 years	71	121	21	213	56	120	23	199

33 The 2018 figures for North America include Stellar Partners Inc.

(No.)	2018				2017			
	North America ³³	Europe	International	Total	North America	Europe	International	Total
LOCATIONS	31,426	15,973	10,667	58,066	30,410	16,796	9,228	56,434
Area managers	137	56	80	273	116	60	72	248
Women	41	10	15	66	32	11	22	65
< 30 years	-	-	8	8	-	3	8	11
30-50 years	66	36	70	172	51	34	63	148
> 50 years	71	20	2	93	65	23	1	89
Store managers	1,219	517	243	1,979	1,076	537	205	1,818
Women	577	178	91	846	510	165	83	758
< 30 years	155	19	64	238	106	18	48	172
30-50 years	708	361	168	1,237	644	361	148	1,153
> 50 years	356	137	11	504	326	158	9	493
Managers	858	533	481	1,872	884	655	418	1,957
Women	501	270	191	962	499	370	178	1,047
< 30 years	245	91	200	536	258	127	171	556
30-50 years	449	322	260	1,031	486	394	232	1,112
> 50 years	164	120	21	305	140	134	15	289
Head of service	3,311	2,118	1,121	6,550	2,954	1,852	844	5,650
Women	2,237	1,309	536	4,082	1,992	1,100	400	3,492
< 30 years	1,402	297	651	2,350	1,277	147	574	1,998
30-50 years	1,333	1,376	451	3,160	1,163	1,328	255	2,746
> 50 years	576	445	19	1,040	514	377	15	906
Multiservice operators	25,901	12,749	8,742	47,392	25,380	13,692	7,689	46,761
Women	15,913	8,283	4,564	28,760	15,492	8,894	4,165	28,551
< 30 years	11,117	3,027	6,746	20,890	11,064	3,287	6,041	20,392
30-50 years	8,848	6,911	1,722	17,481	8,640	7,549	1,413	17,602
> 50 years	5,936	2,811	274	9,021	5,676	2,856	235	8,767
Vulnerable categories/ employees with disabilities	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.

33 The 2018 figures for North America include Stellar Partners Inc.

EMPLOYEES BY TYPE OF CONTRACT

GRI Standard
102-8, 405-1

(No.)	2018				2017			
	North America ³⁴	Europe	International	Total	North America	Europe	International	Total
Total employees	32,030	16,624	11,398	60,052	30,988	17,467	9,957	58,412
Of which: women	19,581	10,417	5,699	35,697	18,813	10,912	5,205	34,930
	61%	63%	50%	59%	61%	62%	52%	60%
Permanent	32,030	13,720	5,692	51,442	30,988	15,074	4,798	50,860
Of which: women	19,581	8,736	3,003	31,320	18,813	9,615	2,515	30,943
Temporary³⁵	n/a	2,904	5,706	8,610	n/a	2,393	5,159	7,552
Of which: women	n/a	1,681	2,696	4,377	n/a	1,297	2,690	3,987
Full time	25,410	7,396	7,122	39,928	24,397	7,589	5,847	37,833
Of which: women	15,455	3,771	3,050	22,276	14,706	3,869	2,613	21,188
Part time	6,620	9,228	4,276	20,124	6,591	9,878	4,110	20,579
Of which: women	4,126	6,646	2,649	13,421	4,107	7,043	2,592	13,742

PER CAPITA TRAINING HOURS BY EMPLOYEE CATEGORY

GRI Standard 404-1

Group (hours)	2018	2017	Group (hours)	2018	2017
HEADQUARTERS			STORES		
Top managers	8.3	12.4	Area managers	15.3	17.9
Women	11.2	17.5	Women	8.8	15.0
Men	7.3	11.4	Men	17.3	18.9
Senior managers	10.2	24.3	Store managers	31.8	27.7
Women	11.0	22.4	Women	28.5	25.2
Men	9.7	25.3	Men	34.3	29.4
Managers	12.9	18.5	Managers	32.2	29.0
Women	15.3	21.0	Women	27.5	27.7
Men	10.7	16.3	Men	37.1	30.5
White collars	9.3	8.3	Head of service	35.1	21.0
Women	8.9	8.4	Women	35.0	18.9
Men	9.7	8.2	Men	35.1	24.4
			Multiservice operators	18.0	35.9
			Women	17.8	35.2
			Men	18.4	37.2

34 The 2018 figures for North America include Stellar Partners Inc.

35 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")

The currently available figures for training hours in North America were estimated on the basis of the individual training plan drawn up for each new hire. Also, 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. The change in per capita training hours between 2017 and 2018 should also be viewed in light of more specific data collection and the expanded reporting boundary (in 2018 it was also possible to include the hours of training received by U.S. headquarters personnel).

GRI Standard 404-3

EMPLOYEES RECEIVING REGULAR PERFORMANCE REVIEWS

Group ³⁶ (%)	2018	2017		2018	2017
Headquarters			Stores		
Top managers			Area managers	79%	89%
Women	n.a.	n.a.	Women	80%	85%
Men	n.a.	n.a.	Men	79%	91%
Senior managers	90%	82%	Store managers	79%	90%
Women	90%	84%	Women	79%	90%
Men	90%	81%	Men	79%	91%
Managers	89%	88%	Managers	81%	84%
Women	90%	89%	Women	80%	87%
Men	88%	87%	Men	81%	81%
White collars	86%	78%	Head of service	42%	38%
Women	88%	77%	Women	40%	35%
Men	84%	78%	Men	47%	43%
			Multiservice operators	15%	15%
			Women	14%	14%
			Men	17%	16%

The change in the percentage of non-head-office employees who received performance reviews is due mainly to high turnover and the opening of new stores, 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.

³⁶ Data are calculated as following: number of employees who received a performance review / number of employees at 31 December in countries with a performance review system. Does not include some smaller payrolls such as Austria, the Czech Republic, and Slovenia in Europe and China in the International area

NEW HIRES AND DEPARTURES

	2018				2017			
	North America	Europe ³⁷	International	Total	North America	Europe	International	Total
New hires (no.)	24,256	12,009	8,751	45,016	22,884	8,198	8,203	39,285
Women	15,057	7,093	4,393	26,543	14,057	4,473	4,166	22,696
Men	9,199	4,916	4,358	18,473	8,827	3,725	4,037	16,589
< 30 years	17,177	7,116	7,204	31,497	16,714	5,027	6,919	28,660
30-50 years	5,602	4,367	1,395	11,364	4,808	2,806	1,194	8,808
> 50 years	1,477	526	152	2,155	1,362	365	90	1,817
Departures (no.)	23,173	12,556	7,397	43,126	22,715	7,306	6,434	36,455
Women	14,325	7,421	3,785	25,531	13,831	4,016	3,240	21,087
Men	8,848	5,135	3,612	17,595	8,884	3,290	3,194	15,368
< 30 years	15,976	6,716	6,078	28,770	16,032	4,092	5,494	25,618
30-50 years	5,486	4,831	1,181	11,498	4,998	2,583	875	8,456
> 50 years	1,711	1,009	131	2,851	1,685	631	65	2,381
Turnover, incoming (%)	76%	72%	77%	75%	74%	47%	82%	67%
Women	77%	68%	77%	74%	75%	41%	80%	65%
Men	74%	79%	76%	76%	73%	57%	85%	71%
< 30 years	132%	204%	91%	129%	131%	138%	96%	122%
30-50 years	48%	46%	45%	47%	42%	28%	49%	37%
> 50 years	20%	14%	40%	19%	20%	10%	28%	17%
Turnover, outgoing (%)	72%	76%	65%	72%	73%	42%	65%	62%
Women	73%	71%	66%	72%	74%	37%	62%	60%
Men	71%	83%	63%	72%	73%	50%	67%	65%
< 30 years	123%	192%	77%	118%	126%	112%	76%	109%
30-50 years	47%	51%	38%	47%	44%	26%	36%	35%
> 50 years	23%	27%	34%	25%	24%	17%	20%	22%

Percentages represent turnover rates (incoming and outgoing) and are calculated in relation to the total number of employees for each area, gender and age range.

³⁷ The change in turnover between 2017 and 2018 in Europe relates to improvements in the data collection system for the sake of uniform reporting throughout the Group

	2018				2017			
	North America	Europe	International	Total	North America	Europe	International	Total
Workplace injuries (no.)	1,122	555	291	1,968	1,134	592	162	1,888
Women	703	372	164	1,239	723	374	97	1,194
Men	419	183	127	729	411	218	65	694
Injury rate (IR)	28.1	25.0	22.9	26.3	27.8	26.4	25.1	27.1
Women	30.1	28.1	28.8	29.3	30.5	27.9	39.7	30.2
Men	25.4	20.5	18.2	22.5	24.0	24.3	16.2	23.1
Severity rate	0.2	0.5	0.1	0.2	0.1	0.6	0.1	0.3
Women	0.2	0.5	0.1	0.3	0.2	0.7	0.1	0.3
Men	0.1	0.4	0.1	0.2	0.1	0.5	0.1	0.2
Occupational illness rate	0.00	0.04	0.16	0.04	0.00	0.03	0.03	0.01
Women	0.00	0.03	0.21	0.04	0.00	0.03	0.08	0.02
Men	0.00	0.04	0.11	0.04	0.00	0.02	0.00	0.01

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

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

Occupational illness rate: Number of cases of occupational illness/total hours worked) x 200,000

Data is collected from all countries except for the International area's new legal entity APAC³⁹, where an injury reporting system is currently being implemented. Likewise for Germany and the Netherlands, although the reporting system is up and running, it is not yet possible to extract data on absences and hours worked. These countries were therefore excluded from the perimeter in 2018, while Ireland and the United Kingdom (International area) were included. On a like-for-like basis, the International area (which in 2017 did not include the Netherlands, the U.K., Ireland, and APAC) had both a frequency rate (25.0) and a severity rate (0.1) in line with the previous year.

The reporting system in North America does not count commuting accidents. As such, for the sake of fair comparison, commuting accidents were excluded from all injury rates. In any case, there were 151 commuting accidents in Europe (150 in 2017), while the International area reported 22 commuting accidents and 2 traffic deaths, compared with 24 accidents the previous year. In North America the Group is also refining its injury monitoring software so it will report absences caused by injuries, which at the moment are partly estimated.

³⁸ The Group will conduct further analysis considering the significance of contract (non-employee) workers

³⁹ Asia-Pacific headquarters

DONATIONS BY TYPE AND GEOGRAPHICAL AREA

Donations (€)	2018				2017			
	North America	Europe	International	Total	North America ⁴⁰	Europe	International	Total
Direct donations	10,627	223,255	33,444	267,326	7,541	140,215	23,511	171,267
Indirect donations	438,142	23,968	37,542	499,653	381,415	2,042	36,125	419,582
Donations in kind	3,268,177	360	15,950	3,284,486	3,581,185	155,917	151	3,737,253
Total	3,716,946	247,583	86,936	4,051,464	3,970,140	298,174	59,787	4,328,101

ENVIRONMENT – ENERGY CONSUMPTION AND EMISSIONS

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

		2018			2017		
		North America	Europe	Total	North America	Europe	Total
HQ + PoS							
Direct energy consumption	GJ	222,677	135,940	358,617	249,682	150,982	400,664
Energy from non-renewable sources:							
Natural gas	m ³	5,560,750	1,659,503	7,220,253	6,091,829	1,816,721	7,908,550
Diesel oil	l	-	977,039	977,039	-	1,151,972	1,151,972
LPG	l	-	298,612	298,612	-	284,798	284,798
Propane	kg	-	-	-	-	828	828
Energy from vehicles owned:							
Fuel	l	-	5,598	5,598	-	6,614	6,614
Diesel oil	l	-	639,128	639,128	-	658,939	658,939
Indirect energy consumption	GJ	357,598	851,044	1,208,642	348,997	855,873	1,204,870
From non-renewable sources	MWh	99,333	236,323	335,656	96,944	237,539	334,483
From renewable sources	MWh	-	78	78	-	203	203
Emissions		60,891	86,046	146,937	61,114	88,265	149,379
Direct emissions		11,379	8,076	19,455	12,793	8,934	21,727
From non-renewable sources	t CO _{2eq}	11,379	6,385	17,764	12,793	7,217	20,010
From vehicles owned		-	1,691	1,691	-	1,717	1,717.1
Indirect emissions⁴¹		49,512	77,970	127,482	48,322	79,330	127,652
Electricity	t CO ₂	49,512	77,970	127,482	48,322	79,330	127,652

Data on direct and indirect energy consumption refers mainly to headquarters and motorway locations, where utilities are contracted directly by the Group. In 2018, thanks to efforts to gather information and raise awareness at individual locations, it was possible to see the utility bills of some airports and railway stations in the International area that were previously excluded from reporting. Direct energy

40 Due to improvements in the reporting system, the 2017 figure for direct donations in North America has been restated. For data published previously, see the 2017 non-financial statement, in the Investors section at www.autogrill.com. The change has also affected the items "Reclassified operating costs" and "Donations" in the Statement of economic value on page 47

41 The calculation with the "market based" methodology is not considered applicable since the energy suppliers' contracts managed at country level, the Group refers to the market mix associated

consumption data was made available for about 30% of the locations in this area and indirect energy consumption data for about 70% of the locations, for a total of 25,613 GJ of energy consumed directly (natural gas, diesel, and gasoline for company cars) and 90,462 GJ of energy (mostly electricity) consumed indirectly. The Group will continue to build awareness and expand the reporting area to the extent such data becomes available.

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.

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 2018.



ENVIRONMENT – WASTE DISPOSAL

Means of disposal	Europe	
	2018	2017
Hazardous waste⁴² (t)	17.01	16.5
Recycled	7.48	8.5
Incinerator	9.53	7.8
Landfill	-	0.2
Non-hazardous waste (t)	30,608.1	19,464.0
Recycled	9,470.9	5,661.9
Incinerator	7,057.6	6,566.5
Landfill	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, in 2018 the Group estimated some figures, mostly in the Italian motorway channel for waste collected by local public operators, on the basis of comparable businesses. The figures in the table do not refer to the same reporting boundary and are therefore not directly comparable. On a like-for-like basis, non-hazardous waste in the Europe area would amount to 20,890 tonnes in 2018.

The figures are thus partially estimated and do not include locations in Slovenia, Switzerland, and Spain, where all waste is collected by public entities. International and North American locations are not included because waste management is primarily handled by the infrastructure operators.

⁴² Hazardous waste includes electronic devices, batteries, waste oils, oil filters, absorbent materials, and packaging containing hazardous substances (produced by the oil business)

1.5.7 DRAFTING CRITERIA

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

REPORTING STANDARDS

The consolidated non-financial statement of the Autogrill Group (hereinafter also “Statement”), prepared in accordance with Arts. 3 and 4 of Legislative Decree 254/2016, as amended, (hereinafter also “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 does (hereinafter also “Group”), 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 14 March 2019, will be published annually and has been drawn up according to the GRI Sustainability Reporting Standards (Core option) defined in 2016 by the Global Reporting Initiative (the Group is a member of the GRI Gold Community). 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 on pages 82-90.

The non-financial disclosures in this report 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 described on page 38 of this document, were found to be relevant as they reflect the Group’s social and environmental impact or influence the decisions of its stakeholders. Given the Group’s operations, the materiality analysis did not find water consumption to have a significant environmental impact, so it is not a topic addressed in this statement. The issue of human rights did not emerge as material, but is still highly important to the Group, especially in the selection and evaluation of suppliers and relations with employees and the community. These aspects are governed by policies and procedures such as the Group Sustainability Policy, the Code of Ethics, and the Supply Chain Sustainability Guidelines. Materiality is reviewed with a frequency and according to a methodology defined on the basis of developments within and outside the Group. The document highlights the ways in which the Group’s actions are connected with the United Nations Sustainable Development Goals (UN SDGs).

REPORTING BOUNDARY

The quali and quantitative disclosures in the consolidated non-financial statement refer to the Autogrill Group for the year ended 31 December 2018. 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.

The boundary for income statement figures is the same as that for the Group’s 2018 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 2018, except for dormant companies, those in liquidation, and acquisitions finalized during the year. Note, however, 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. Compared with 2017, the Group has worked 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 2018 it was also possible to include the data of Stellar Partners, Inc. for its workforce as of 31 December, but not the socio-environmental data of Le CroBag, whose acquisition was finalized during the year.

REPORTING PROCESS

The preparation of the Autogrill Group's 2018 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 2018 consolidated financial statements;
- approval of the statement by the Board of Directors, called to approve the 2018 financial statements, after being reviewed by the Risk Control and Corporate Governance Committee;
- issuance of a compliance assessment by Deloitte & Touche, in the form of a limited inspection;
- publication of the statement on the corporate website, for consultation by all interested stakeholders.

1.5.8 MATRIX LINKING MATERIAL TOPICS AND RELATED GRI ASPECTS

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, Socio-economic compliance	Autogrill Group	Direct
	Effectiveness and transparency of decision-making ⁴³	n.a.	Autogrill Group	Direct
People	Quality of employee relations	Employment	Autogrill Group	Direct
	Health and safety in the workplace	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 product 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 ⁴³	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	Waste collection	Autogrill Group, consumers, community	Direct and indirect

⁴³ 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 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 and 2018.

UNIVERSAL STANDARDS

GRI Standard	Page no.	Disclosure
GRI 102: General Disclosures		
Organizational profile		
102-1	DR, Simplified Group structure, p. 18.	Name of the organization.
102-2	DR, The Autogrill Group, p. 13.	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. 14; Drafting criteria, p. 80-81.	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. 18; DR, Organizational structure as at 14 March 2019, p. 19.	Nature of ownership and legal form.
102-6	DR, Autogrill around the world, p. 14; DR, Group performance p. 21; DR, Business segments p. 33.	Markets served, including geographic locations, sectors, and types of customers and beneficiaries.
102-7	DR, The Autogrill Group, p. 13; DR, Condensed consolidated income statement p. 24; DR, Revenue p. 27; Reclassified consolidated statement of financial position, p. 30-32, DR, Equity p. 157-158.	Scale of the organization.
102-8	The people of the Autogrill Group, p. 51; Autogrill Group's social and environmental data, p. 72-78.	Number of employees by contract and gender.
102-9	Responsible supply chain management, p. 70.	Description of the organization's supply chain.
102-10	DR, Change in scope of consolidation and other corporate actions pp. 22-23; Drafting criteria, p. 80-81.	Significant changes to the organization's size, structure, or supply chain.
102-11	DR, Financial and non-financial risk management, pp. 95-102; Sustainability for the Autogrill Group p. 49.	Whether and how the organization applies the Precautionary Principle or approach.
102-12	Human resource development and appraisal, p. 55; Responsible supply chain management, p. 70.	Externally developed economic, environmental, and social charters, principles, or other initiatives to which the organization subscribes.
102-13	Diversity and equal opportunity, p. 57; Drafting criteria, p. 80-81.	Memberships of national or international advocacy organizations.
Strategy		
102-14	DR, Letter to the shareholders.	Statement from senior decision-maker.
102-15	DR, Financial and non-financial risk management, pp. 95-102.	Description of key impacts, risks, and opportunities.
Ethics and integrity		
102-16	Diversity and equal opportunity, p. 57; Code of Ethics, http://www.autogrill.com/it/governance/modello-organizzativo-e-codice-etico .	Values, principles, standards, and norms of behaviour.
Governance		
102-18	CGR, pp. 21, 54, 56, 58, 65.	Governance structure of the organization.
Stakeholder engagement		
102-40	Stakeholder engagement, p. 49-50.	List of stakeholder groups engaged by the organization.
102-41	Labour relations, p. 58.	Percentage of employees covered by collective bargaining agreements.

GRI Standard	Page no.	Disclosure
102-42	Stakeholder engagement, p. 49-50.	Basis for identifying stakeholders with whom to engage.
102-43	Creating and distributing economic value, p. 47; Stakeholder engagement, p. 49-50; People: the people of the Autogrill Group, p. 51; Community development and engagement, pp. 61; Focus on the customer, p. 66.	The organization's 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. 39; People: the people of the Autogrill Group, p. 51; Focus on the customer, p. 60.	Key topics and concerns raised through stakeholder engagement and how the organization has responded, including through its reporting. List of 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, pp. 189-193.	Entities included in the organization's consolidated financial statements or equivalent documents.
102-46	Drafting criteria, pp. 80-81.	Process for defining the report content and topic boundaries
102-47	Materiality analysis, p. 50.	Material topics identified in the process for defining report content.
102-48	Autogrill Group's social and environmental data, p. 72-78.	Restatements of information given in previous reports, and the reasons for such restatements.
102-49	Materiality analysis, p. 50.	Significant changes from previous reporting periods in the list of material topics and topic boundaries.
102-50	Drafting criteria, p. 80-81.	Reporting period (fiscal or calendar year).
102-51	The NFS was issued in May 2018 .	Date of most recent report (if applicable).
102-52	Drafting criteria, p. 80-81.	Reporting cycle (annual/biennial).
102-53	IA&CSR department. Tel. (+39) 0248263490.	Contact point for questions regarding the report.
102-54	Drafting criteria, p. 80-81; GRI content index, p. 83-90.	Specify which GRI Standards option the organization has chosen (Core or Comprehensive).
102-55	GRI content index, pp. 83-90.	GRI content index.
102-56	Independent Auditors' Report, pp. 91-93.	External assurance.

ORGANIZATIONAL PROFILE

GRI standard	Page no.	Omission	Disclosure
GRI 200: ECONOMIC SERIES			
Economic performance 2016			
GRI 103: Management Approach			
103-1	Materiality analysis, p. 50; Matrix linking material topics and related GRI aspects, p. 82.		Explanation of the material topic and its boundary.
103-2	Creating and distributing economic value, p. 47; Community development and engagement, pp. 61.		The management approach and its components.
103-3	Creating and distributing economic value, p. 47; Community development and engagement, pp. 61; Autogrill Group's social and environmental data, p. 72-78.		Evaluation of the management approach.
GRI 201: Economic Performance			
201-1	Creating and distributing economic value, p. 47; Autogrill Group's social and environmental data, p. 72-78.		Direct economic value generated and distributed.
Anti-corruption 2016			
GRI 103: Management Approach			
103-1	Materiality analysis, p. 50; Matrix linking material topics and related GRI aspects, p. 82.		Explanation of the material topic and its boundary.
103-2	Policies and guidelines of the Autogrill Group, pp. 45-46; Anti-corruption, pp. 48-49.		The management approach and its components.
103-3	Policies and guidelines of the Autogrill Group, pp. 45-46; Anti-corruption, pp. 48-49.		Evaluation of the management approach.
GRI 205: Anti-corruption			
205-3	In 2018, there were no definitive rulings against employees concerning active or passive corruption.		Confirmed incidents of corruption and actions taken.
Anti-competitive behaviour 2016			
GRI 103: Management Approach			
103-1	Materiality analysis, p. 50; Matrix linking material topics and related GRI aspects, p. 82.		Explanation of the material topic and its boundary.
103-2	Governance and compliance, p. 48; DR, Financial and non-financial risk management, p. 95-102.		The management approach and its components.
103-3	Governance and compliance, p. 48; DR, Financial and non-financial risk management, p. 95-102.		Evaluation of the management approach.
GRI 206: Anti-competitive behaviour			
206-1	In 2018, no legal action was taken against the Group for anti-competitive behaviour, anti-trust, and monopoly issues.		Legal actions for anti-competitive behaviour, anti-trust, and monopoly practices.
GRI 300: ENVIRONMENTAL SERIES			
Energy 2016			
GRI 103: Management Approach			
103-1	Materiality analysis, p. 50; Matrix linking material topics and related GRI aspects, p. 82.		Explanation of the material topic and its boundary.
103-2	Policies and guidelines of the Autogrill Group, pp. 45-46; Energy and emissions management, pp. 62; Drafting criteria, pp. 80-81.		The management approach and its components.
103-3	Policies and guidelines of the Autogrill Group, pp. 45-46; Energy and emissions management, pp. 62; Autogrill Group's social and environmental data, p. 72-78; Drafting criteria, pp. 80-81.		Evaluation of the management approach.

GRI standard	Page no.	Omission	Disclosure
GRI 302: Energy			
302-1	Energy and emissions management, pp. 62; Autogrill Group's social and environmental data, p. 72-78.		Energy consumption within the organization.
Emissions 2016			
GRI 103: Management Approach			
103-1	Materiality analysis, p. 50; Matrix linking material topics and related GRI aspects, p. 82.		Explanation of the material topic and its boundary.
103-2	Energy and emissions management, pp. 62; Drafting criteria, p. 80-81.		The management approach and its components.
103-3	Energy and emissions management, pp. 62; Autogrill Group's social and environmental data, p. 72-78; Drafting criteria, p. 80-81.		Evaluation of the management approach.
GRI 305: Emissions			
305-1	Autogrill Group's social and environmental data, p. 72-78.		Direct GHG emissions
305-2	Autogrill Group's social and environmental data, p. 72-78.		Energy indirect GHG emissions.
Waste 2016			
GRI 103: Management Approach			
103-1	Materiality analysis, p. 50; Matrix linking material topics and related GRI aspects, p. 82.		Explanation of the material topic and its boundary.
103-2	Waste management, pp. 64; Drafting criteria, p. 80-81.		The management approach and its components.
103-3	Waste management, pp. 64; Autogrill Group's social and environmental data, p. 72-78; Drafting criteria, p. 80-81.		Evaluation of the management approach.
GRI 306: Effluents and waste			
306-2	Autogrill Group's social and environmental data, p. 72-78.		Total weight of waste, by type and disposal method.
Environmental compliance 2016			
GRI 103: Management Approach			
103-1	Materiality analysis, p. 50; Matrix linking material topics and related GRI aspects, p. 82.		Explanation of the material topic and its boundary.
103-2	Policies and guidelines of the Autogrill Group, p. 45-46; Planet: environmental protection, p. 62.		The management approach and its components.
103-3	Policies and guidelines of the Autogrill Group, p. 45-46; Planet: environmental protection, p. 62.		Evaluation of the management approach.
GRI 307: Environmental compliance			
307-1	No significant fines or non-monetary sanctions were received in 2018.		Amount of fines and number of non-monetary sanctions for non-compliance with environmental laws and regulations.
Supplier environmental assessment 2016			
GRI 103: Management Approach			
103-1	Materiality analysis, p. 50; Matrix linking material topics and related GRI aspects, p. 84.		Explanation of the material topic and its boundary.
103-2	Planet: environmental protection, p. 62; Responsible supply chain management, p. 70.		The management approach and its components.
103-3	Planet: environmental protection, p. 62; Responsible supply chain management, p. 70.		Evaluation of the management approach.
GRI 308: Supplier environmental assessment			

GRI standard	Page no.	Omission	Disclosure
308-1	Responsible supply chain management, p. 70.	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.	Percentage of new suppliers that were screened using environmental criteria.

GRI 400: SOCIAL SERIES

Employment 2016

GRI 103: Management Approach

103-1	Materiality analysis, p. 50; Matrix linking material topics and related GRI aspects, p. 82.		Explanation of the material topic and its boundary.
103-2	Policies and guidelines of the Autogrill Group, p. 45-46; People: the people of the Autogrill Group, pp. 51-53; Diversity and equal opportunity, p. 57; Remuneration, p. 58.		The management approach and its components.
103-3	Policies and guidelines of the Autogrill Group, p. 45-46; People: the people of the Autogrill Group, pp. 51-53; Diversity and equal opportunity, p. 57; Remuneration, p. 58; Autogrill Group's social and environmental data, p. 72-78.		Evaluation of the management approach.

GRI 401: Employment

401-1	Autogrill Group's social and environmental data, p. 72-78.		New employee hires and employee turnover.
401-2	Remuneration, p. 48.		Benefits provided to full-time employees that are not provided to temporary or part-time employees, by significant locations of operation.

Labour/management relations 2016

GRI 103: Management Approach

103-1	Materiality analysis, p. 50; Matrix linking material topics and related GRI aspects, p. 82.		Explanation of the material topic and its boundary.
103-2	Policies and guidelines of the Autogrill Group, p. 45-46; People: the people of the Autogrill Group, pp. 51-53; Labour relations, p. 58.		The management approach and its components.
103-3	Policies and guidelines of the Autogrill Group, p. 45-46; People: the people of the Autogrill Group, pp. 51-53; Labour relations, p. 58.		Evaluation of the management approach.

GRI 402: Labour/management relations

402-1	Labour relations, p. 58.		Minimum notice periods regarding operational changes and whether the notice periods are specified in collective agreements.
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Health and safety 2016

GRI 103: Management Approach

103-1	Materiality analysis, p. 50; Matrix linking material topics and related GRI aspects, p. 82.		Explanation of the material topic and its boundary.
103-2	Policies and guidelines of the Autogrill Group, pp. 45-46; People: the people of the Autogrill Group, pp. 51-53; Occupational health and safety, p. 59.		The management approach and its components.
103-3	Policies and guidelines of the Autogrill Group, p. 45-46; People: the people of the Autogrill Group, pp. 51-53; Occupational health and safety, pp. 59.		Evaluation of the management approach.

GRI standard	Page no.	Omission	Disclosure
GRI 403: Occupational health and safety			
403-2	Occupational health and safety, pp. 59; Autogrill Group's social and environmental data, p. 72-78.	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.	Rates of injury, occupational diseases, lost days, absenteeism, and number of work-related fatalities, by region and gender.
Training and education 2016			
GRI 103: Management Approach			
103-1	Materiality analysis, p. 50; Matrix linking material topics and related GRI aspects, p. 82.		Explanation of the material topic and its boundary.
103-2	Policies and guidelines of the Autogrill Group, p. 45-46; People: the people of the Autogrill Group, pp. 51-53; Human resource development and appraisal, pp. 56.		The management approach and its components.
103-3	Policies and guidelines of the Autogrill Group, p. 45-46; People: the people of the Autogrill Group, pp. 51-53; Human resource development and appraisal, pp. 56; Autogrill Group's social and environmental data, pp. 72-78.		Evaluation of the management approach.
GRI 404: Training			
404-1	Human resource development and appraisal, p. 56; Autogrill Group's social and environmental data, pp. 72-78.		Average yearly hours of training per employee, by gender and category.
404-2	Human resource development and appraisal, pp. 56.		Programs for upgrading employee skills and transition assistance programs.
404-3	Autogrill Group's social and environmental data, p. 72-78.		Percentage of employees receiving regular performance reviews.
Diversity and equal opportunity 2016			
GRI 103: Management Approach			
103-1	Materiality analysis, p. 50; Matrix linking material topics and related GRI aspects, p. 82.		Explanation of the material topic and its boundary.
103-2	Policies and guidelines of the Autogrill Group, p. 45-46; People: the people of the Autogrill Group, pp. 51-53; Diversity and equal opportunity, p. 57.		The management approach and its components.
103-3	Policies and guidelines of the Autogrill Group, p. 45-46; People: the people of the Autogrill Group, pp. 51-53; Diversity and equal opportunity, p. 57.		Evaluation of the management approach.
GRI 405: Diversity and equal opportunity			
405-1	People: the people of the Autogrill Group, pp. 51-53; Autogrill Group social and environmental data, p. 72-78; CGR, pp. 108-109.		Diversity of governance bodies and employees.
Non-discrimination 2016			
GRI 103: Management Approach			
103-1	Materiality analysis, p. 50; Matrix linking material topics and related GRI aspects, p. 82.		Explanation of the material topic and its boundary.
103-2	Policies and guidelines of the Autogrill Group, p. 45-46; People: the people of the Autogrill Group, pp. 51-53; Diversity and equal opportunity, p. 57; Protection of human rights, p. 60.		The management approach and its components.
103-3	Policies and guidelines of the Autogrill Group, p. 45-46; People: the people of the Autogrill Group, pp. 51-53; Diversity and equal opportunity, p. 57; Protection of human rights, p. 60.		Evaluation of the management approach.
GRI 406: Non-discrimination			

GRI standard	Page no.	Omission	Disclosure
406-1	In 2018, 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 2016			
GRI 103: Management Approach			
103-1	Materiality analysis, p. 50; Matrix linking material topics and related GRI aspects, p. 82.		Explanation of the material topic and its boundary.
103-2	Responsible supply chain management, p. 70; Protection of human rights, p. 60.		The management approach and its components.
103-3	Responsible supply chain management, p. 70; Protection of human rights, p. 60.		Evaluation of the management approach.
GRI 414: Supplier social assessment			
414-1	Responsible supply chain management, p. 70.	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 2016			
GRI 103: Management Approach			
103-1	Materiality analysis, p. 50; Matrix linking material topics and related GRI aspects, p. 82.		Explanation of the material topic and its boundary.
103-2	Policies and guidelines of the Autogrill Group, p. 45-46; Product quality and safety, p. 68.		The management approach and its components.
103-3	Policies and guidelines of the Autogrill Group, pp. 45-46; Product quality and safety, p. 68.		Evaluation of the management approach.
GRI 416: Customer health and safety			
416-1	Product quality and safety, p. 68.		Percentage of product and service categories for which health and safety impacts are assessed.
Marketing and labelling 2016			
GRI 103: Management Approach			
103-1	Materiality analysis, p. 50; Matrix linking material topics and related GRI aspects, p. 82.		Explanation of the material topic and its boundary.
103-2	Policies and guidelines of the Autogrill Group, pp. 45-46; Product labelling and marketing, p. 69.		The management approach and its components.
103-3	Policies 45-46; Product labelling and marketing, p. 69.		Evaluation of the management approach.
GRI 417: Marketing and labelling			
417-3	In 2018 there were no incidents of non-compliance concerning product and service marketing communications.		Incidents of non-compliance concerning marketing communications.
Socioeconomic compliance 2016			
GRI 103: Management Approach			
103-1	Materiality analysis, p. 50; Matrix linking material topics and related GRI aspects, p. 82.		Explanation of the material topic and its boundary.
103-2	Governance and compliance, p. 48; DR, Financial and non-financial risk management, p. 87-95		The management approach and its components.
103-3	Governance and compliance, p. 48; DR, Financial and non-financial risk management, p. 87-95.		Evaluation of the management approach.
GRI 419: Socioeconomic compliance			

GRI standard	Page no.	Omission	Disclosure
419-1		In 2018, there were no fines or non-monetary sanctions for non-compliance with laws and regulations in the social and economic area.	Amount of fines and number of non-monetary sanctions for non-compliance with laws and regulations in the social and economic area.
Effectiveness and transparency of decision-making 2016			
GRI 103: Management Approach			
103-1		Materiality analysis, p. 50; Matrix linking material topics and related GRI aspects, p. 82.	Explanation of the material topic and its boundary.
103-2		Policies and guidelines of the Autogrill Group, p. 45-46; Governance and compliance, p. 48; Financial and non-financial risk management, p. 95-102.	The management approach and its components.
103-3		Policies and guidelines of the Autogrill Group, p. 45-46; Governance and compliance, p. 48; Financial and non-financial risk management, p. 95-102.	Evaluation of the management approach.
Accessibility and quality of services 2016			
GRI 103: Management Approach			
103-1		Materiality analysis, p. 50; Matrix linking material topics and related GRI aspects, p. 82.	Explanation of the material topic and its boundary.
103-2		Policies and guidelines of the Autogrill Group, p. 45-46; Services: quality and accessibility, p. 68; Product labelling and marketing, p. 69.	The management approach and its components.
103-3		Policies and guidelines of the Autogrill Group, p. 45-46; Services: quality and accessibility, p. 68; Product labelling and marketing, p. 69.	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 OF JANUARY, 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 the "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 the "Autogrill Group" or the "Group") as of December 31, 2018 prepared on the basis of article 4 of the Decree, presented in the specific section of the report on operations and approved by the Board of Directors on March 14, 2019 (hereinafter the "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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Codice Fiscale/Registro delle Imprese di Milano Monza Brianza Lodi n. 03049560166 - R.E.A. n. Mi-1720239 | Partita IVA: IT 03049560166

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Auditor's responsibility

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

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

Specifically we carried out the following procedures:

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

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

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

In particular, we carried out interviews and discussions with the management of Autogrill S.p.A. and with the employees of Nuova Sidap S.r.l., HMSHost Corporation, HMSHost International B.V. and Autogrill Iberia S.L.U. and we carried out limited documentary verifications, in order to gather information about the processes and procedures which support the collection, aggregation, elaboration and uploading of non-financial data and information to the department responsible for the preparation of the NFS.

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

- at the parent company's and subsidiaries' level:
 - a) with regards to qualitative information included in the NFS, and specifically with reference to the business management model, policies applied and main risks, we carried out interviews and gathered supporting documentation in order to verify its consistency with the available evidence;
 - b) with regards to quantitative information, we carried out both analytical procedures and limited verifications in order to review, on a sample basis, the correct aggregation of data.
- for the following companies, divisions and sites, Milan Headquarters for Autogrill S.p.A. and Nuova Sidap S.r.l., Bethesda site (Maryland, United States) for HMSHost Corporation, Haarlemmermeer site for HMSHost International B.V. and Madrid site for Autogrill Iberia S.L.U., which we selected based on their activities, their contribution to the performance indicators at the consolidated level and their location, we carried out site visits, during which we have met the local management and have gathered supporting documentation with reference to the correct application of procedures and calculation methods used for the indicators.

Conclusion

Based on the work performed, nothing has come to our attention that causes us to believe that the NFS of the Autogrill Group as of December 31, 2018 is not prepared, in all material aspects, in accordance with articles 3 and 4 of the Decree and the GRI Standards.

DELOITTE & TOUCHE S.p.A.

Signed by
Ernesto Lanzillo
 Partner

Milan, Italy
 April 11, 2019

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