

areas
for
change

PEOPLE > PLANET > FUTURE

areas

The new Areas ESG

A Key Pillar of our new positioning,
“The Spirit of Responsibility”

Strategy 2030



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01 Context

Putting social and environmental sustainability on the agenda

An alarming future

Our complex context (post-pandemic, an uncertain economy, ongoing global conflicts) makes global cooperation a necessity to address our shared social and environmental challenges.

- Population global risks perceptions
- “Social cohesion erosion”, “livelihood “crises” and “mental health deterioration”
- “Climate action failure”, “extreme weather”, and “biodiversity loss”

Leading together to take on the challenge

Citizens expect national governments, the private sector and multisectoral partnerships to lead the sustainable development agenda.

36%

Believe that change should be multisectoral, through partnerships and collaborations.

Business, sustainability and data—hand in hand

Consumers value and prioritize companies that are leaders in sustainability. Companies that make sustainability part of their core business are recognized for their commitment and capacity for change.

1/3

believe it's due to an integrated brand strategy coupled with impact hard evidence.

01. CONTEXT

71%

of travelers want to make more effort in the next year to travel more sustainably (up 10% from 2021).

53%

are more determined to make sustainable travel choices when they travel now than a year ago.



66%

want to have authentic experiences that are representative of the local culture



59%

want to leave the places they visit better than when they arrived



27%

actively familiarize themselves with the local cultural values and traditions of their destination in advance of their trips



25%

would be willing to pay more for travel activities to ensure they are giving back to local communities

Source: Booking 2021 Sustainable Travel Report. [Link](#)

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Why should the ESG be embedded at the core of our business?

A large majority of global travelers – 87 percent – say that they want to travel sustainably.

01. CONTEXT

Why should the ESG be embedded at the core of our business?

We want to travel better, and that means making conscious and responsible decisions.

78%

of travelers find traveling in a sustainable way rather or very important.

62%

of travelers say they would be willing to make more environmentally friendly travel decisions, even if it was less convenient.

67%

of respondents would like to receive environmental information on their holiday.

Source: OnCarbon 2022 Sustainable Travel Report consumer attitudes, roadblocks, and opportunities. [Link](#)

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01. CONTEXT

61%

say investor demand is driving their adoption of ESG.

71%

credit this to growing social awareness among investors.

55% To align investment strategies with organizational values / investor values

35% Firm mandate



I want my investments to match my personal values.

Global Average
81%



I want to make a positive social impact with my investments.

Global Average
71%

Source: Natixis Investment Manager 2021 Professional Fund Buyer Outlook. "Why fund selectors say they are adding ESG".

Why should the ESG be embedded at the core of our business?

A growing number of financial advisors are beginning to see the value of ESG.



Why should the ESG be embedded at the core of our business?

Investors of all types demand ESG reporting.

79%

of investors say ESG reporting is an important factor in their investment decision-making.

49%

say they are willing to divest from companies not taking significant ESG action.

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For ESG issues to be managed effectively, investors expect ESG to be a core part of a company's strategy.

Companies should embed ESG directly into their corporate strategy



82% agree

I'm more confident that companies are on top of ESG risks and opportunities if someone in the C-suite is accountable



66% agree

ESG performance measures and targets should be included in the executive pay arrangements



68% agree

Board directors are sufficiently knowledgeable about the ESG issues facing the company



54% agree

01. CONTEXT

70%

of experts claim that their company has incorporated the SDGs in their plan of action for people, planet and prosperity.

53%

think that aligning their strategy with SDGs allows for more accurate quantification and reporting of their impact.



Sources:

The Sustainable Development Goals (SDGs) and Global Health.
21 gramos, enero 2022. IV Estudio de Marcas con Valores.

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Why should the ESG be embedded at the core of our business?

Global and local challenges should be aligned with the UN's Sustainable Development Goals (SDGs) so as to tackle them effectively.

Principles of our new ESG Strategy

01

Ground our actions
in our **Entrepreneurial Spirit**

02

Demonstrate our ambition
through impact at scale with
reliable reporting

03

Support **systemic
change** by contributing
to the SDGs

04

Harmonize our
stakeholder approach with
our **commitments** to people,
planet and the future of travel

05

Think beyond our in-store
operations and **strengthen
alliances** with our providers
and partners

06

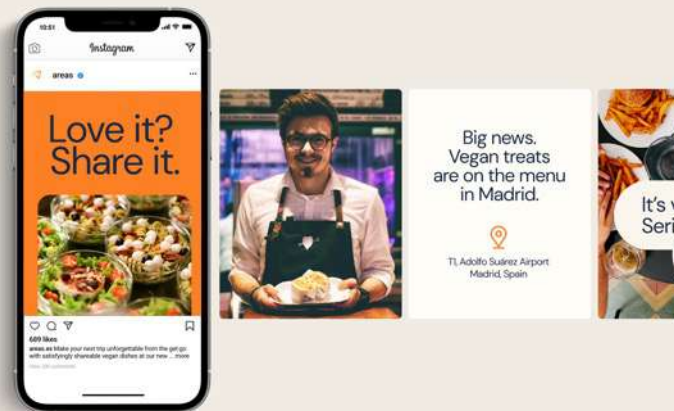
Act with a **unified
global vision**, at
different local speeds

01. CONTEXT

How we make it a reality

Verbal and Visual Revamping

Re-thinking the Areas brand from a business and strategy perspective through the creation of a new Brand Narrative.



Entrepreneurial Spirit

Living up to the new brand positioning by understanding every opportunity as a lever of positive change.



Growing our ambition

And setting even more impactful goals.
(OSCAR - TBD)



Strategy Implementation



Walk

2022–2024

Todos los países con los basics, volver al 2019 como en muchos ámbitos en la empresa.

Run

2024–2027

Acelerar
XXXXXXXXXX

Fly

2027–2030

Ser los mejores del sector
XXXXXXXXXX



02

Our Vision



02. OUR VISION

There are many ways to be an entrepreneur. Ours is based on understanding every opportunity as a lever of **positive change**.

WHAT CHANGE MEANS TO US

- 1 It means creating **new connections** to generate **positive impact**
- 2 It means accelerating the **transition** to **sustainable** food experiences
- 3 It means a **new vision** for the **travel industry**, moving toward a better future



We present our program



A change for the status quo



For the **people**



For the **planet**



For the **future
of travel**



For the people

For the planet

For the future
of travel

People are at the core of our business

We believe that everyone is unique and important, and we see the individuality of each person as an added value. This is why at Areas we make sure everyone counts, and can find their niche.



● For the people

● For the planet

● For the future
of travel

Fostering best practices to protect our planet

Our global presence allows us to see the urgency of action. We understand the problems our planet is facing and are working hard to implement best practices across our network.



● For the people

● For the planet

● For the future
of travel

Our world needs urgent change

Together with our partners, we work to be at the forefront of that evolution. Finding opportunities is what we excel at. Using them to create a better future is what sets us apart.



For the people

For the planet

For the future
of travel



Teams

#1

Fostering wellbeing, security, diversity, equality and inclusion



#CodeOfEthics #WorkPolicies
#WellbeingProgrammes #Equality

#4

Empowering our teams
for Positive Impact



#Volunteering #Recycling
#DisadvantageNoMore

#7

Igniting a cultural transformation
to create a better future



#Recruitment #Upskilling
#Reskilling #TrainingTheFuture



Partners

#2

Giving back to local
communities



#HelpingOthers #Minorities #LocalSourcing
#Ambassadors #LeadtheChange

#5

Heroes for Zero



#GreenEnergy #NoPlastic #WasteManagement
#Circularity #NoSingleUsePackaging

#8

R&D to fuel
the future of travel



#InnovationForChange #AI-PoweredSolutions
#FoodTech #PartneringForChange
#InnovationThatMatters



Guests

#3

Healthier experiences
for everyone



#GreenerMenus #HealthyChoices
#FoodForYou #SustainabilityAwakening

#6

Engaging our guests in
the sustainability journey



#CommunitiesForChange #BetterBehaviours

#9

More responsible brands
for a better future



#Purpose&Profit #PurposefulAdvantage
#WinningWithMeaning

For the people

For the planet

For the future
of travel



Teams

#1

- 50/50 **gender balance** among top managers
- 100% of managers receive **diversity and inclusion training**
- 100% of new staff receive **anti-bribery training**

#4

- **100 CSR initiatives** rolled out around the world

#7

- X **jornadas** sobre foods waste, ahorro energético, gestión agua, att cliente, etc



Partners

#2

- 100% of countries have developed initiatives to **support local communities** - Homeboy

#5

- 100% of countries have a **waste reduction program** in place
- **Responsible supplier chart** signed by 100% of suppliers
- 100% of countries have switched to **responsible consumables**

#8

- **R&D** to fuel the future of travel



Guests

#3

- 50% of offerings reserved for **local, organic and sustainable** products

#6

- TBD

#9

- xxx% of Ebit allocated to donations

01. CONTEXT

#1 Fostering wellbeing, security, diversity, equality and inclusion

KPI's

Achieve **50/50** gender balance among top managers

100% of managers receive **diversity and inclusion training**

100% of new staff receive **anti-bribery training**

01. CONTEXT

#1 Fostering wellbeing, security, diversity, equality and inclusion

Current Initiatives

Diversity and equality

Areas Ethical Code adapted for each BU

Equality commitment: increase the number of women in managerial positions in MILESTONE MISSING

Zero-tolerance policy for discrimination and inequalities reduction policy

Inclusivity commitment: increase the number of people with disabilities in our teams in MILESTONE MISSING

Anti-corruption policies

Areas Compliance Policy aligned to the internal Control framework

Anti-corruption training

Excellence compliance culture based on a control of anti-fraud and anti-corruption policies

Framework of standards, policies and practices for relationship with stakeholders.

Positive work environment

Promote workplace safety as our outmost priority

Working conditions improvement to attract and retain talent

Risk prevention manual

Career planning and training to help our employees to fulfil their potential

Graduate and training programs for all

Adherence to values

Areas' values and beliefs for company and employees

01. CONTEXT

#1 Fostering wellbeing, security, diversity, equality and inclusion



Diversity and equality

Areas Ethical Code adapted for each BU

The Group is looking into supporting or creating internal control framework such as: Compliance policy, Restricted Matters, Cash Management.

Code of conduct

A globalized Code of Ethics has been communicated and adapted by each BU (excluding France).

Whistleblower channels

USA & France: A whistleblowing channel has been launched and is working successfully.

Sanctions

All BUs have updated/created a sanctions policy (excluding Spain).

Control

Global: An internal control framework has been defined but not yet formalized.

Risks

- Areas has a Risk Mapping Matrix for each BU as well as a unified Matrix for all Areas.
The Risk Prevention Manual is being reviewed in the Spanish BU and will be completed by September 2022.

Corruption

- Anti-corruption global policy: Based on industry best practices and recognized international frameworks, Areas aims to develop a common framework for the entire Group. The project will be completed by September 2022.
A corruption risk mapping process (global and by BU) will be launched by Areas at the end of FY 21/22.

01. CONTEXT

#5 Heroes for Zero

Carbon Neutrality by 2030

Measure

Reduce

Compensate

Minimize MILESTONE MISSING greenhouse gas-GHG-impact from refrigeration phases

Reduce energy consumption in our offices and POS MILESTONE MISSING

Reduce employee travel MILESTONE MISSING

Green energy: 59% renewable energy supplier

Water saving measures to reduce consumption in MILESTONE MISSING

PathWater project: reusable water MILESTONE & DETAIL MISSING

Electric transportation policies

Photovoltaic panel at MILESTONE MISSING travel plazas by MILESTONE MISSING

Reduce energy consumption in our facilities by MILESTONE MISSING through LED Lighting outside travel Plazas to

03

Governance



Key Representatives

Board

Challenging our approach and performance, considering the impact of sustainability and ESG risks.

Periodicity

BIANNUAL

Responsible

Oscar Vela

Management Committee

Taking on shared ownership and responsibility for the implementation and delivery of the sustainability strategy.

Periodicity

QUARTERLY

Responsible

Mathieu Herrero

Montse Adán (HR)

Salvador Campañá (Compliance)

ESG Committee

Embedding sustainability in our business. Sustainability issues are discussed and best practices shared.

Periodicity

QUARTERLY

Responsible

Blanca López

Alfredo Moreno (HR)

Xavier Masso (Compliance)

Key Representatives

Accountable Leaders

CEO WW

Ground our actions
in our Entrepreneurial
Spirit



C&S Dir. WW

Demonstrate our
ambition through
impact at scale with
reliable reporting



CEOs BU

Support systemic
change by contributing
to the SDGs



C&S Dir. BU





Harmonize our
stakeholder approach
with our commitments
to people, planet and
the future of Travel.



Sustainability advocates in the BUs*

Think beyond our
in-store operations
and strengthen alliances
with our providers
and partners

Key Representatives

	Corporate						
ISSUE OWNERS	Blanca López Anna Rodriguez	Charles Dassonville	Felix Gómez	Marco Beretta	Daniela Peters	Pauline Armbrust	Christina González
LOCAL EXPERTS & COMM	Jaime Barbanoj Mireia Marti	Bénédicte Durand	Marta Álvarez Cristina Alonso Isidoro González Joana Silva	Cristina Cerliani Alberto Colombo	Daniela Peters (Andreas Weber Nicole Lueke)	Pablo Méndez Anthony Paserchia	Christina González
		Isabelle Emprin	Vanesa Teichman Ana Franco		Silvia Stoppa	Paula Antich	
LOCAL HR	Montse Adan Alfredo Moreno	Henry Mottet	Oscar Cuadrado Inés Navarro	Martina Testa	Ralf Gravelaar	George Garcia Michele Garcia	Jose Daniel Delgado
COMPLIANCE	Salvador Campaña Xavier Massó						
PAI PARTNERS	Otto Kern						

ESG Champions



Teams

#1

Fostering wellbeing,
security, diversity, equality
and inclusion

Alfredo / Michelle, X.
Masso (USA, Iberia)

#4

Empowering our teams
for Positive Impact

Alfredo / Ines (Iberia)

#7

Igniting a cultural
transformation to
create a better future

Alfredo / Henry (France)



Partners

#2

Giving back to local
communities

Alfredo / Pauline (USA)

#5

Heroes for Zero

Jaime / Bénédicte,
Marta, Isidoro (FR, IB)

#8

R&D to fuel
the future of travel

Jaime / Javier and
Cyrielle (Iberia, France)



Guests

#3

Healthier experiences
for everyone

Mireia / Paula (USA)

#6

Engaging our guests in
the sustainability journey

Mireia / Mireya (Iberia)

#9

More responsible brands
for a better future

Mireia / Charles
(France)

For the people

For the planet

For the future
of travel



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PEOPLE > PLANET > FUTURE

Thank You

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