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## Foreword

According to the disposal of Article L-225-102-1, paragraph 7 of the French Commercial Code as modified by the Grenelle II Act, annual reporting on human resources data and environmental and social commitments is mandatory for companies with a turnover of more than €100 million and a workforce of 500 employees or more.

Consequently, Indigo Park, the indirect French subsidiary of Infra Park, is the only entity legally obliged to produce such a report. Although Indigo Park only operates in France, the company works for all the Infra Park Group's French subsidiaries that operate car parks, and has decided to take its annual reporting beyond the strict legal minimum. Since 2014, the Indigo Park management report has included human resources data from all the companies grouped within the ESU (Economic and Social Unit) and, more widely, environmental and social information from all the Group's French subsidiaries working in the parking sector.

Similarly, for transparency reasons and in accordance with its commitment to the workforce, society and the environment, Infra Park has decided, voluntarily, to communicate more widely on these issues, and has, for the first time, compiled this report, which is also available on the company's website [www.infraparkgroup.com](http://www.infraparkgroup.com).

## 1. PRESENTATION OF THE GROUP AND KEY FIGURES

### 1.1. Presentation of the Group

#### 1.1.1. The Infra Park Group

Infra Park (the “Company”) is a simplified limited company (société par actions simplifiée) incorporated under French law. Its head office is located at 4, Place de la Pyramide, Immeuble Ile de France, Bâtiment A, 92800 Puteaux in France. It is registered with the Nanterre Trade and Companies Registry under number 800 348 146.

Infra Park’s parent company is Infra Foch Topco. On 31 December 2015, 36.92% of the share capital of Infra Foch Topco was held by investment funds managed by Ardian Infrastructure, 36.92% by Crédit Agricole Assurances through its subsidiary Predica, 24.61% by VINCI Concessions (VINCI Group) and 1.55% by the Group’s management.

On 13 June 2016, Ardian Infrastructure and Crédit Agricole Assurances signed an agreement with Vinci Concessions to acquire equal parts of its 24.61% stake in Infra Foch Topco. The transaction, which required approval from the competition authorities, was finalised on 27 September 2016.

On 31 December 2016, 49.2% of the share capital of Infra Foch Topco was held by Ardian Infrastructure, 49.2% by Crédit Agricole Assurances via its subsidiary Predica and 1.6% by the Group’s management.

The Group formed by Infra Park and its subsidiaries (hereafter “Infra Park” or the “Group”) is a global player in the parking and urban mobility sector. Through Indigo, it manages more than 2.1 million parking spaces and associated services in 17 countries and more than 750 cities throughout the world.

The Group works with various private and public partners (local authorities, hospitals, stations, airports, shopping centres, stadiums, leisure and tourist facilities, residences, companies, universities, administrations, etc.) to design, build, finance and operate off-street and on-street parking facilities through concessions, full ownership or service provision. The Group is proud to provide clean, safe and welcoming parking areas to give its customers complete peace of mind.

In the last quarter of 2015, the Group set up a digital unit through its subsidiary Infra Park Digital, by acquiring Now! Innovations, a management and payment software platform for parking and individual mobility services whose development teams are based in Tallinn, Estonia.

The digital activity was advanced further by the launch, in the spring of 2016, of the OPnGO application, which enables city dwellers to find the most suitable parking space at the best price in two clicks. The application uses geolocation to find free spaces and offers automated access to car parks, mobile payment and price reductions. The OPnGO application is the first of its kind to cover all the different types of parking solutions in a city, on-street and off-street, private and public.

#### 1.1.2. The Infra Park Business

Infra Park offers comprehensive and innovative parking expertise in on-street, off-street and shared car park facilities. The Group operates under a variety of contractual arrangements, full ownership, concessions, lease agreements and service provision, in a wide range of market segments in many countries and cities.

The Group’s business is organised into three principal activities:

- Designing, building, financing and operating**  
 With experience in all facets of the parking business, the Group has acquired wide-ranging expertise and is able to offer tailor-made solutions for any situation. Infra Park designs, builds, finances and operates customised parking solutions to make city life more convenient and intuitive.
- Proposing innovative services**  
 The Group provides a whole range of services designed to deliver a more integrated, seamless customer experience, including mobile payment, pre-booking, automatic number plate recognition and smart car park management.
- Traffic flow management**  
 With its diverse parking network, business engineering skills and knowledge of user segmentation, Infra Park is well-placed to advise local authorities and businesses on reducing congestion and optimising urban traffic flow.

## 1.2. Key figures

With operations in 17 countries, Infra Park's growth is built on its rich human capital, experience, technical expertise and partners' confidence.

- Workforce**

Workforce data is based on the full headcount for all the Group's subsidiaries, including those in countries where it operates as part of a joint venture (mainly the United States, Qatar, Colombia and Panama).

	Men	% Men	Women	% Women	Managers	% Manager	Non Managers	% Non Manager	Total
<b>France</b>	<b>1,445</b>	<b>7.5%</b>	<b>367</b>	<b>1.9%</b>	<b>239</b>	<b>1.2%</b>	<b>1,573</b>	<b>8.1%</b>	<b>1,812</b>
Switzerland	7	0.0%	1	0.0%	0	0.0%	8	0.0%	8
Czech Republic	64	0.3%	14	0.1%	3	0.0%	75	0.4%	78
Germany	47	0.2%	11	0.1%	5	0.0%	53	0.3%	58
Belgium	190	1.0%	53	0.3%	5	0.0%	238	1.2%	243
Spain	195	1.0%	293	1.5%	13	0.1%	475	2.5%	488
Luxembourg	75	0.4%	6	0.0%	4	0.0%	77	0.4%	81
Slovakia	13	0.1%	2	0.0%	2	0.0%	13	0.1%	15
<b>Continental Europe</b>	<b>591</b>	<b>3.1%</b>	<b>380</b>	<b>2.0%</b>	<b>32</b>	<b>0.2%</b>	<b>939</b>	<b>4.8%</b>	<b>971</b>
Canada	1,899	9.8%	397	2.0%	67	0.3%	2,229	11.5%	2,296
USA	8,127	41.9%	1,855	9.6%	937	4.8%	9,045	46.7%	9,982
UK	691	3.6%	209	1.1%	108	0.6%	792	4.1%	900
<b>NAUK</b>	<b>10,717</b>	<b>55.3%</b>	<b>2,461</b>	<b>12.7%</b>	<b>1,112</b>	<b>5.7%</b>	<b>12,066</b>	<b>62.3%</b>	<b>13,178</b>
Brazil	1,901	9.8%	486	2.5%	63	0.3%	2,324	12.0%	2,387
Qatar	162	0.8%	11	0.1%	11	0.1%	162	0.8%	173
Russia	8	0.0%	4	0.0%	5	0.0%	7	0.0%	12
Colombia	519	2.7%	186	1.0%	10	0.1%	695	3.6%	705
Panama	94	0.5%	0	0.0%	5	0.0%	89	0.5%	94
<b>Grand International</b>	<b>2,684</b>	<b>13.9%</b>	<b>687</b>	<b>3.5%</b>	<b>94</b>	<b>0.5%</b>	<b>3,277</b>	<b>16.9%</b>	<b>3,371</b>
<b>Digital</b>	<b>39</b>	<b>0.2%</b>	<b>5</b>	<b>0.0%</b>	<b>42</b>	<b>0.2%</b>	<b>2</b>	<b>0.0%</b>	<b>44</b>
<b>Total</b>	<b>15,476</b>	<b>79.9%</b>	<b>3,900</b>	<b>20.1%</b>	<b>1,519</b>	<b>7.8%</b>	<b>17,857</b>	<b>92.2%</b>	<b>19,376</b>

At 31 December 2016 (full headcount, including in countries where the Group operates as part of a joint venture), Infra Park employed 19,376 people, 9.4% of whom were in France, 5.0% in Continental Europe, 68.0% across the NAUK zone (United States, Canada and the United Kingdom), 17.4% across the Grand International zone (Brazil, Qatar, Russia, Colombia and Panama) and 0.2% in the Digital Group in France, Estonia and the United States.

Managers<sup>1</sup> represented 7.8% of the Group’s workforce, or 1,519 employees. The management-to-staff ratio varied across the different geographical zones and activities.

The percentage of female staff in the Group was 20.1%, or a total of 3,900 employees. Female-to-male employee ratio was comparable across the zones, with the notable exception of Spain, and particularly on-street parking operators, whose workforce was made up of more than 60% of female staff.

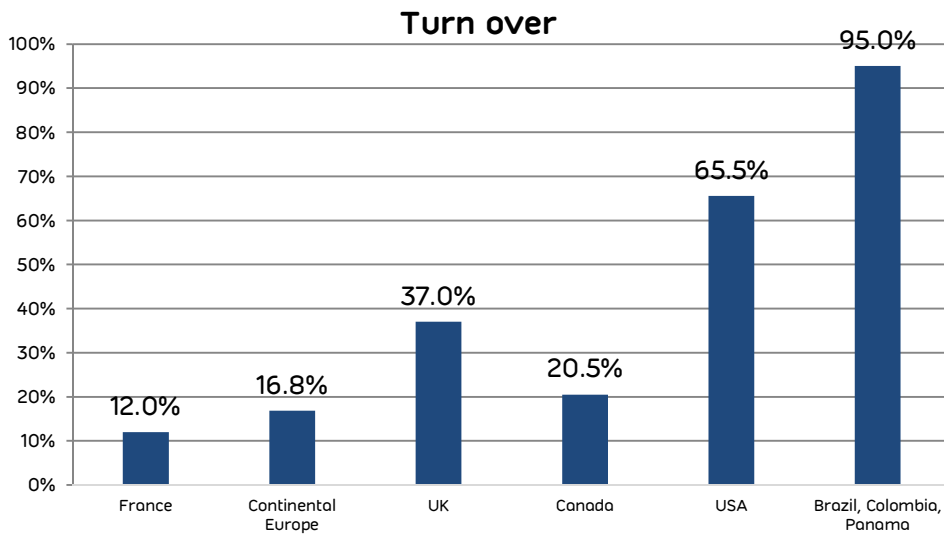
The low female staff ratio is mostly due to the Group’s past and a sometimes stereotypical vision of the parking business. However, measures taken to promote gender equality are gradually improving the situation, for example in France where the percentage of female staff rose from 18% in 2010 to 20% in 2016.

While only 20% of the Group’s workforce was female, the percentage of female managers is 18% internationally. However in France, 19% of female staff held management positions compared to 11% of male staff and 31% of managers is women.

- **Employee turnover and absenteeism**

**Employee turnover**

The turnover rate<sup>2</sup> is very variable across geographical zones: 12.0% in France and 16.8% in Continental Europe, but as high as 65.5% in the United States and 95.0% in South America.



These regional differences are linked primarily to different business models. In Europe, operations are usually conducted under long-term contracts, full ownership, concessions or long-term leases, while in the United States and Brazil, the predominant model is management services and short-term leases. In the United States, the Group has also developed valet parking services in which employee turnover is particularly high.

<sup>1</sup> Employees with a visible level of responsibility and autonomy, who must meet targets, are subjected to tangible performance requirements, responsible for managing their own time and resources and/or for the technical and human resources management of their teams and/or who have a given technical know-how or expertise in one or several fields.

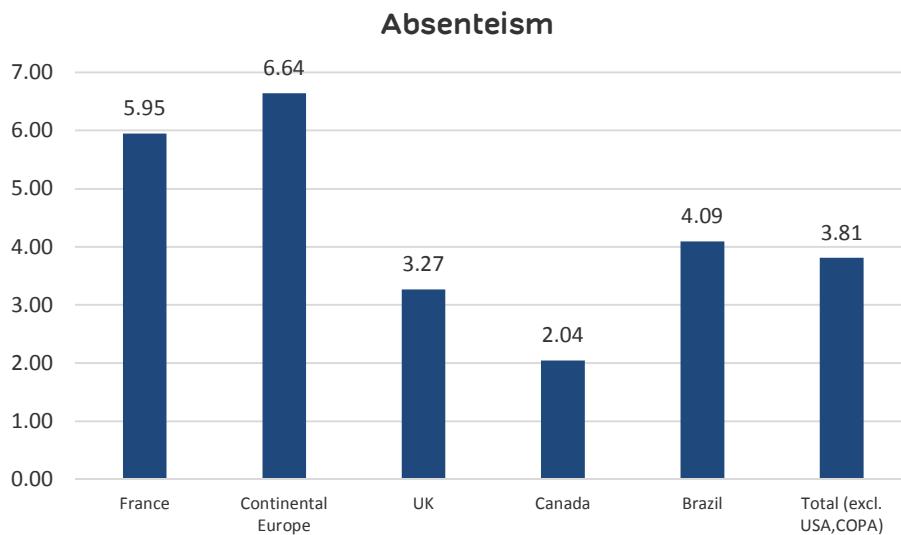
<sup>2</sup> Employee turnover rate is calculated as the number of employees recruited plus the number of employees that left the Group, divided by two and then divided by the average number of employees in the Group for the reporting period.

The Group is committed to improving employee retention rates across all countries, both by implementing employee retention programmes and by fostering the professional development of employees through suitable vocational training.

In France, for example, the Group has entered into a number of agreements to improve well-being at work. In 2015, it also set up "Actionnariat Indigo Infra", an employee investment fund (*Fonds commun de placement d'entreprise* – FCPE) for all its French employees. Nearly 40% of them decided to invest in their company's share capital. Similarly, in Brazil, where the business model tends to produce high employee turnover, the Group has put considerable effort into developing a training system of a much higher standard than those typically available locally, while also establishing a database of potential employees trained in the parking businesses to fill vacancies rapidly without interrupting customer service.

**Absenteeism**

The absenteeism rate<sup>3</sup> across the Group was 3.81% in 2016, excluding countries in which it operated as part of a joint venture, namely the United States, Colombia and Panama. The rate was 5.95% in France and 6.64% in Continental Europe.



The Group monitors the absenteeism rate extremely carefully in every country in which it operates, and an overall improvement was observed outside France, while in France the situation deteriorated slightly with an absenteeism rate of 5.95%, up 4% on the previous year. One of the major reasons for this rise was the implementation of new car park operating models.

The absenteeism rate is a key indicator, and in an attempt to keep it in check, a performance target for absenteeism has been attached to the new profit-share agreement implemented in June 2016 in France for all employees in the Group's ESU. Dedicated procedures have also been implemented in France and Belgium to support workers returning to work, while managers have received training in monitoring employee absence.

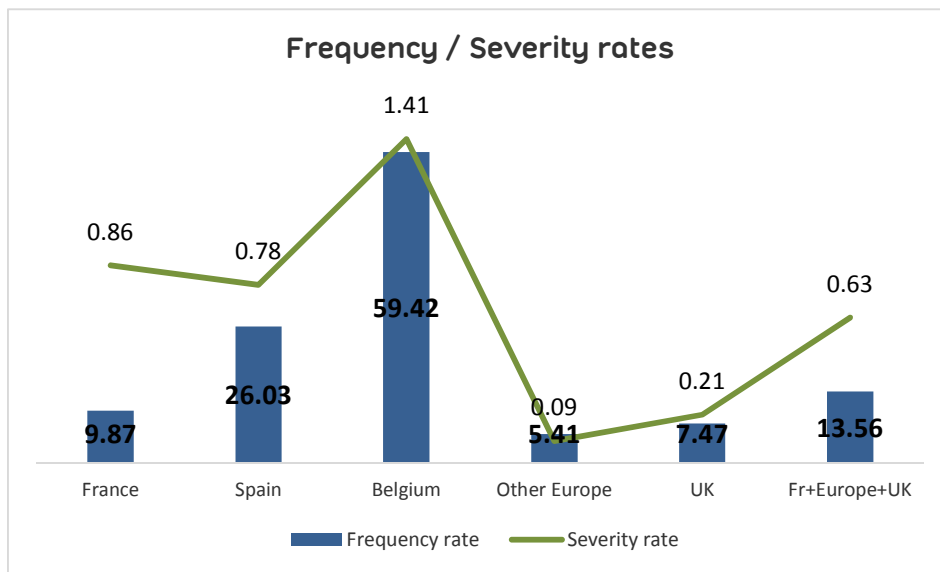
<sup>3</sup> The absenteeism rate is the quotient of the number of days of illness divided by the contracted days available.

- **Health and safety**

One of the cornerstones of the Group’s Human Resources policy is the importance attached to workplace health and safety. Infra Park firmly believes that the first concern of human resources management should be the implementation of measures to protect employees who, through their everyday activities, drive the growth of the different businesses and ensure the success of the Group.

As set out below, the Group’s subsidiaries are implementing measures to raise awareness on and reduce workplace risks. A particular focus has been placed on rewarding measures taken to reduce the risk of accidents.

Accident and incident data is only included in European country reporting (France, Continental Europe and the United Kingdom).



The frequency rate<sup>4</sup> across Europe in 2016 was 13.56. Country rates varied significantly with the United Kingdom coming in at 7.47, France at 9.87, Spain at 26.03 and Belgium at 59.42. The severity rate<sup>5</sup> is closely reflected in variations of the frequency rate.

There are a number of explanations for the differences observed in frequency and severity rates between countries. The local contexts in which policies are implemented vary both in terms of the regulations in force and of the risks identified for their activity. The organisational context and developments in the Group’s businesses are another contributing factor. In Belgium, for example, several employees fell victim to kiosk robberies in 2016 despite ongoing risk awareness and prevention work.

By analysing these accidents, the Group is able to improve its organisation and procedures. In 2016, for example, the decision was taken in France to eliminate cash transactions in car parks to reduce the risks of attacks on employees. Similarly, as the majority of accidents resulted from slips and tripping, the Group made a particular effort in all countries to raise awareness among employees and managers on using appropriate equipment and being extremely vigilant to these particular risks.

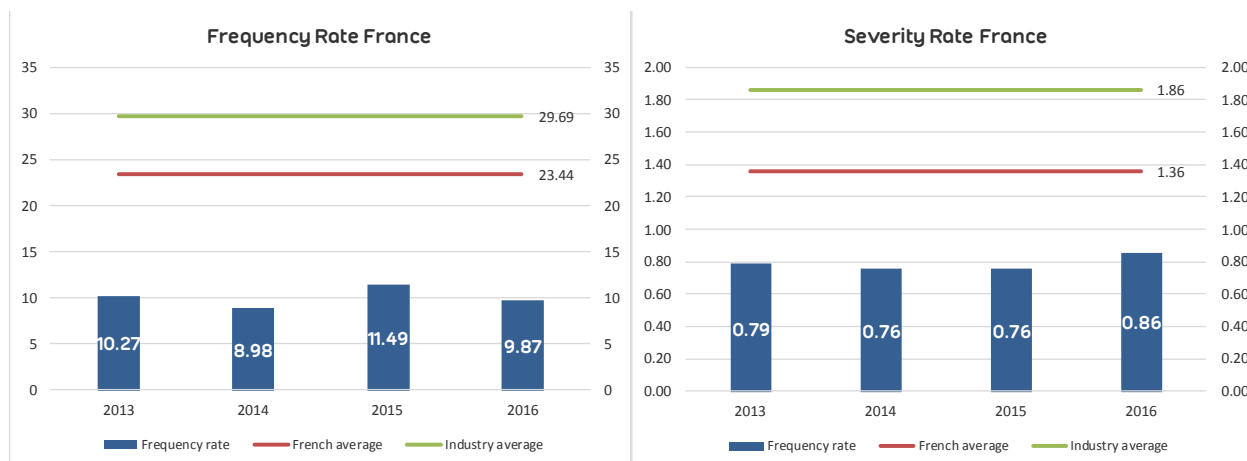
<sup>4</sup> The frequency rate is calculated by multiplying the number of accidents at work resulting in sick leave, multiplied by 1,000,000 and then dividing it by the number of hours worked.

<sup>5</sup> The severity rate is calculated by multiplying the number of days of sick leave by 1,000 and then dividing it by the number of hours worked.



Like for absenteeism, an accident frequency performance target has also been included in the new profit-share agreement implemented in June 2016 in France for all employees in the Group's ESU. Furthermore, managers in most countries and right up to the Group's CEO, are encouraged to reduce accident frequency and severity rates, notably through the inclusion of safety performance objectives in the incentive compensation calculation.

During the four last years in France, the frequency and the severity rates were very low compared to the national and the industry averages. The average frequency rate is 10.15 with an improvement in 2016 compared to 2015. The average severity rate on the four years is 0.79 even if it is a little bit higher in 2016.



- **Training**

With more than 100,000 training hours provided across the world, Infra Park fosters the professional and individual career development of the Group's workforce.

Business Unit	Training hours' number
France	16 517
Continental Europe	3 996
Switzerland	180
Spain	1 649
Czech Republic	594
Slovakia	208
Germany	234
Belgium	1 128
Luxembourg	3
NAUK	28 047
USA	9 735
Canada	14 606
UK	3 706
Grand International	53 004
Panama	0
Russia	0
Qatar	5 892
Colombia	22 584
Brazil	24 528
World	101 563

Infra Park has selected tools and allocated resources to develop employees' skills, both through face-to-face training hours, where the trainer presents and explains vital parking industry insight and expertise (sales, technical areas, health and safety, management, etc.), and through e-learning. Given the importance of health and safety, a heavy focus was placed on training in this area, 57% of the training volume in France, for example.

Except for Brazil, the data presented above does not include training hours provided through e-learning, which is developing rapidly in the group with the implementation of a tool shared by a growing number of countries.

## 2. THE GROUP'S COMMITMENTS

As the leading group in its sector, Infra Park is committed to taking a demanding position on its responsibility to employees, the social and cultural contexts in which it operates and the environment.

### 2.1. A responsibility to employees

A company can only thrive if its workforce is thriving. Consequently, the commitments set out in the Group's group-wide "Goal 2020" Strategic Plan encompass human resources policies and action plans. These, together with the men and women that constitute the Group, are the key to delivering the level of performance that guarantees success.

#### Investors in People

*In 2016, the Infra Park United Kingdom subsidiary achieved the Investors in People gold standard, one of the highest level of accreditation awarded by the organisation.*

*Investors in People is an English standard that aims to optimise company performance by cultivating the skills and motivation of employees to achieve targets. More than 14,000 organisations in 75 countries have achieved Investors in People accreditation.*

*In 2016, after two assessment periods, the auditors from Investors in People measured the UK subsidiary's performance against the standard in the ten main areas that make up the framework model. To succeed, employees at every level of the company had to work continuously towards achieving the accreditation, which recognises the company's application of the highest standards in human resources management and development. The Gold performance level places the company in the top 3% of accredited British companies.*

#### 2.1.1. Equal opportunities

Infra Park is committed to combating all forms of discrimination in recruitment, relationships between colleagues and in career progression and to promoting equality based on the skills and expertise of its employees. The following axes have been defined to promote diversity and equal opportunities:

- **Gender equality in the workplace**

Historically, women have been under-represented in the parking sector. The Group's subsidiaries are working actively to highlight the work of female staff in the Group, both through recruitment and HR practices but also through internal and external awareness-raising campaigns.

#### Women in Parking (United States)

*To eradicate prejudice and work towards gender equality, the Group's United States subsidiary, LAZ Parking, contributes actively to Women in Parking, the leading*

*association dedicated to promoting the advancement and achievement of women in the parking industry. By organising networking conferences and webinars and providing career outreach opportunities and support to its male and female members, the association promotes both the parking industry and the role of women within it.*

- **People from all backgrounds**

The Group aspires to reflect the diversity of society and portray this diversity as a significant source of wealth. As such, it operates a proactive policy on equal opportunities. The greatest focus is on combating discrimination in HR practices (recruitment, career development etc.).

- **Age**

Intergenerational relationships are built on the principles of trust, respect and reciprocal knowledge sharing. Infra Park does not, on principle, discriminate on any basis either in recruitment, in career development or in relationships between colleagues. These principles apply to the management of all the men and women working in the Group, irrespective of their age.

### 2.1.2. Training and development

- **Training**

As the Group's businesses evolve, Infra Park remains committed to training employees and developing the vocational skills and expertise they require to deliver the best possible quality of service.

Internal training centres have been established, which develop customised training tools and resources based on the Group's knowledge and experience.

Through the professional development of its workforce, the Group is able to manage the organisational and technological changes that are transforming its businesses and organisation.

Since 2015, for example, Infra Park's Brazilian subsidiary has been deploying mobile training as a way to reach all the employees across its vast territory. Ten-person minivans have been transformed into fully-equipped mobile training centres with video and audio systems and internet connection, and visit different parts of the country every week.

- **Managing change**

Infra Park's organisation and business activities are evolving. To support employees during this period of change, the Group has defined and implemented change management plans.

For example, to manage the changes brought about by the "Goal 2020" Strategy, Infra Park's French subsidiary mobilised tools to communicate regularly to the entire workforce on the main forces driving the changes. In 2016, 13 information letters were sent out to employees, films were produced to explain the company's major projects and general presentation meetings were organised to explain the Group strategy.

- **Recognition of innovation**

In an increasingly unfettered and radically changing world, each new day presents an opportunity for the Group to go beyond its geographical, technological and cultural boundaries. Infra Park has embodied this spirit, anticipating the needs of the smart cities

of tomorrow, and conceiving the best possible solutions for parking and individual mobility.

A bold innovation policy has won Infra Park new markets and new market segments across the world, transporting the company into the digital world of tomorrow. It is part of the Group's DNA and by cultivating this bold innovation, the company will reinforce its position as market leader.

#### Trophées de l'Audace (Group)

*In 2016, Infra Park launched its thematic and geographical Trophées de l'Audace (Awards for Bold Innovation) to recompense the best initiatives, ideas or projects put forward by employees. Projects must be simple, easy to replicate and create value for the Group.*

*The Human Resources team in the United Kingdom won an award for their development of e-learning sessions for all new employees joining the company. More than 3,000 hours of training were provided remotely, with a 38% increase in the success rate. This training model also reduced travel significantly, which meant a reduction in greenhouse gas emissions (GHGs).*

### **2.1.3. Health and Safety**

Enhancing the living environment and working to improve the quality of life and health of employees is another major priority across the Group. A combination of regular maintenance on potentially dangerous equipment in car parks, the everyday reflexes adopted by employees and awareness-raising initiatives has contributed to the progress made by the Group in the important area of health and safety.

Infra Park is also working alongside local authorities and associations to raise awareness about local issues.

#### Stroke prevention campaign (France)

*In 2016, the hospitals in Bordeaux ran a stroke prevention campaign instigated by the French Ministry of Health. Employees from Infra Park working at the Pellegrin Hospital site teamed up with hospital staff to communicate on this important national public health issue, issuing patients and visitors using the hospital car park with customised tickets carrying the official prevention message.*

### **2.1.4. Labour Relations**

In accordance with the regulation in the countries in which it operates, Infra Park recognises union involvement and the rights of employees to join a union organisation. The staff representative bodies are therefore the first point of contact for all employees to discuss in-house issues such as health, remuneration, working conditions and professional development without discrimination. Negotiations with union representatives covered all the mandatory issues, which in France include salaries, gender equality, employment and skills management planning (*Gestion Prévisionnelle des Emplois et Compétences* – GPEC), as well as certain specific agreements like the one concerning night working hours or the annualisation of working hours signed in 2016.

In a context of effective labour relations, no strike action was taken in 2016 and strike action in previous years received little support.

#### Effective labour relations on the "Goal 2020" Project (France)

*In France, the "Goal 2020" Strategic Plan, designed to bring major changes to car park operating models, was submitted to and approved by the health and safety committee (Comité d'Hygiène, Sécurité et Conditions de Travail – CHSCT) and the works' council (Comité*

*d'Entreprise – CE). In this new organisational structure, employees have to get specialised more in certain skill areas. Its implementation was therefore accompanied by dedicated training sessions and a communication plan that ran throughout 2016, with monthly letters sent out to all employees to give practical explanations on each of the pillars of the new strategy.*

### **2.1.5. Working hours**

To ensure legal obligations on employee working hours are respected, each of the Group's subsidiaries manages its employees' schedules according to the specific regulation in force in the country. Regulations differ from country to country.

### **2.1.6. Promotion and respect of the provisions of the Fundamental Conventions of the International Labour Organization (ILO)**

Infra Park subsidiaries respect local regulatory obligations and work in accordance with international conventions on labour law in their everyday and project-based activities.

As such, the Group respects the provisions of the ILO conventions on the freedom of association and the right to collective bargaining, on equality of opportunity and treatment, on forced labour and on child labour.

## **2.2. A Responsibility to Local Communities**

### **2.2.1. Code of Conduct**

In July 2016, Infra Park gathered all the rules of good practice to be adhered to by the entire workforce in one official Code of Conduct translated into all the languages spoken across the Group. The Code of Conduct sets out the ethical principles which should guide employee behaviour under all circumstances. More widely, it affirms the Group's expectation that employees uphold the highest level of professional conduct based on integrity, loyalty and the respect of each individual's rights and dignity.

The Code of Conduct has been communicated to all employees of subsidiaries controlled by Infra Park, and is also included in the documents given to new employees joining the Group.

Certain employees in the Group with a management or commercial component to their role are and will be considered potential targets for bribery and corruption. Awareness-raising activities and training sessions are organised to enable these employees to develop suitable responses.

### **2.2.2. Responsible procurement**

- **Organisation**

Procurement within the Group is decentralised, with each country developing its own procurement policy. Infra Park, however, aims to develop long-term, equitable relationships with partners and subcontractors. In each country, purchasing managers strive to build efficient, ethical and transparent relationships with these partners. The Group aims to develop long-term relationships with a smaller number of suppliers. In key areas of supply, for example toll equipment, temporary staff and fire safety equipment audits, suppliers are therefore invited to tender for framework agreements and successful candidates are referenced. In return for their commitment, referenced suppliers are guaranteed a privileged supplying in their field.

- **Responsible procurement**

In France, Infra Park incorporates sustainable development criteria into Request for Quotes (RFQs) for goods (tickets, cleaning products etc.) and services (temporary,

domestic and security staff etc.) with an impact on the workforce, society or the environment. RFQs include a CSR commitments section to be completed by each supplier, which can represent up to 5% of the total score. Each supplier agrees to a number of CSR performance indicators, determined based on the specific characteristics of the reference and the suppliers' CSR commitments. These may relate to promoting gender equality in the workplace, the inclusion of disabled people or those in difficulty, educating employees about safe and eco-friendly driving practices or using products that do not harm the environment.

*Imprim'Vert® parking tickets (France)*

*For example, the Group's French subsidiary ordered more than 100 million on-road and off-road parking tickets in 2016. The companies that printed them are part of the Imprim'Vert® network, whose members agree to dispose of hazardous waste in accordance with the regulations in force and to proscribe the use of harmful products in their production processes. Both of the referenced suppliers also work with the Group's subsidiaries in Germany, Belgium, Spain and Luxembourg, supplying the four countries with tickets that adhere to a certain environmental ethic.*

- **Suppliers' charter**

A number of the Group's subsidiaries have produced their own sustainable procurement charters. For example, all referenced suppliers in France agree to respect the suppliers' performance charter (*Charte d'engagement de performance globale des fournisseurs*) which sets out the Group's responsibilities to the workforce, to society and to the environment.

At LAZ Parking, the United States subsidiary, representatives of all suppliers are required to sign the "Vendor Guidelines" in which they agree to avoid all conflicts of interest with the Group.

### 2.2.3. Supporting communities

Infra Park recognises differences and is committed to the communities in which it does business. Working in partnership with the non-profit sector, the Group supports solidarity initiatives to assist local populations, and aspires to help build a better living environment for all.

*Manobra Solidaria (Brazil)*

*The Group's Brazilian subsidiary works with the non-profit Manobra Solidaria to organise an annual clothes collection in Porto Alegre. The clothes are collected in dedicated containers in the city's parks, and are redistributed to impoverished ones.*

### 2.2.4. Supporting culture

The Group is also committed to promoting culture. In France, the teams working in La Défense, home to the largest open-air art collection in Europe, support their upstream client to showcase works of art there. Created and exhibited initially in the central square of La Défense (Le Parvis), the artworks are then exhibited either in temporary or permanent exhibitions along walkways used by the Group's car park customers in the business district of La Défense.

## 2.3. A responsibility to the planet

Infra Park demonstrates its commitment to reducing its environmental footprint on a daily basis by implementing practical, pertinent measures in every one of its activities and businesses.

For example, for every new car park built by the Group, an environmental study is conducted in the design phase and in accordance with the regulations in force in the country in question. Studies cover every aspect of the project (lighting, construction materials, vehicle circulation, etc.). A demanding eco-responsible programme is also implemented at the operational level (optimised energy use, recycling, etc.). Another reflection of the Group's commitment is its internal business travel policy, which invites employees to use public transport, mobilise technological solutions to reduce paper use and prioritise videoconferencing for meetings. Taking this commitment one step further, the Group supports electro-mobility, providing electric vehicle (EV) charging stations in car parks and using the most recent technologies to reduce its carbon footprint.

*Addenbrookes' Hospital: showcasing Infra Park's proficiency in environmental design (United Kingdom)*

*The Addenbrookes' Hospital nine-story elevated car park in Cambridge in the United Kingdom was designed and financed by Infra Park, and provides more than 1,200 parking spaces. It was opened in June 2014 and is characterised by an innovative design that addresses the many of the challenges of sustainable development:*

- ✓ *The architectural design of the façade and 850m<sup>2</sup> of green wall on the ground floor allows the car park to blend perfectly into its natural environment.*
- ✓ *The innovative design of the façade cladding provides a surprising amount of natural light.*
- ✓ *On the roof, 750m<sup>2</sup> of photovoltaic panels supply 20% of the car park's electricity.*
- ✓ *The roof incorporates a 1,500 m<sup>2</sup> planted area and enables rainwater harvesting. The rainwater is then used to irrigate the gardens and supply the toilets.*
- ✓ *11 electric vehicle charging stations have been installed in the park.*
- ✓ *Automatic number plate recognition enables to reduce traffic congestion at the entrance and exit of the park.*
- ✓ *LEDs lighting with motion and light sensors provide optimal light while keeping electricity use to a minimum.*

**2.3.1. Eco-construction**

- **Preserving the ecosystem**

Right from the design phase of a construction project, the site is carefully organised to ensure site cabins encroach as little as possible on areas with trees. Infra Park makes a concerted effort to minimise the number of trees cut down to build a car park, and has even suggested modifications to a construction project to preserve a particularly unusual tree!

As car parks are generally built and operated in urban areas, Infra Park is little affected by biodiversity conservation. The Group does however provide training on biodiversity to project managers to give them a better understanding of how to preserve the flora and fauna on potential car park construction sites.

- **Ventilation and natural light**

When building a car park above ground, natural ventilation and lighting are systematically incorporated into the design whenever possible.

When building an underground car park, Infra Park always explores the possibility of naturally ventilating the first level, in accordance with local regulations. Light wells, which bring natural light and ventilation into the building, are one solution.



- **Using natural materials**

On certain projects, Infra Park may adopt an architectural approach using natural materials and bringing life to the interior or exterior of the building. Light wells, for example, may be incorporated as mentioned above and green walls have been used in a number of projects. The façades of multi-story car parks can also be planted or include natural materials like wood or bamboo.

- **Solvent-free paints**

In France, Infra Park has worked with a paint manufacturer to produce a low Volatile Organic Compound (VOC) emission resin that is free from substances that are carcinogenic, mutagenic or toxic for reproduction (CMR). This paint also carries the A+ emissions class label and bears an environmental and health declaration (*declaration environnementale sanitaire*) that complies with the French standard NF P01-010, the benchmark for buildings with high environmental quality certification (*Haute Qualité Environnementale* – HQE).

### 2.3.2. Electro-mobility

- **Electric vehicle charging stations**

To promote electro-mobility, the Group has committed to increasing the numbers of self-service electric vehicle (EV) charging stations available in the car parks it operates. Today, the Group's subsidiaries in Belgium, Spain, France and the United Kingdom propose more than 670 charging stations to customers with hybrid or electric vehicles.

Infra Park also offers customers alternative modes of transport through its scooter and electric bicycle rental service and its electric or hybrid car sharing service.

*Sodetrel partnership (France)*

*In January 2017, Infra Park's French subsidiary, Indigo Infra and Sodetrel, EDF's specialist electro-mobility arm, renewed a partnership that was signed originally in 2014. Through the partnership, the Group is planning to install another 300 EV charging stations in its car parks before 2019. The new-generation stations have two sockets, offering customers with electric vehicles a huge city-centre charging network.*

*Indigo Infra was the first parking company to propose adapted electric vehicle charging solutions. Since 2014, the Group has been capitalising on Sodetrel's electro-mobility expertise to successfully implement this ambitious programme. It aims both to simplify the lives of drivers who have made the electric choice, but also to support local authorities which, according to the French energy transition action plan, are required to install 7 million EV charging stations by 2030. Indigo Infra has observed a large rise in demand, with the number of monthly charges rising from 260 in January 2014 to 669 in September 2016 across all car parks offering the service.*

- **Wattmobile**

At the beginning of 2016, Infra Park acquired the assets of Wattmobile, a French self-service electric mobility operator, to strengthen its individual mobility business and accelerate the development of urban electro-mobility. Wattmobile's mission is to facilitate and optimise urban or peri-urban car journeys for city dwellers and professionals. The acquisition expands the Group's range of sustainable individual mobility services and furthers its vision of the car park as a hub of urban mobility. Wattmobile also proposes dedicated fleets of electric vehicles to companies.



- **Bike parks**

In addition to promoting electro-mobility, Infra Park also welcomes non-polluting modes of transport at its facilities, managing bike parks and dedicated secure bike parking areas within its car parks.

### 2.2.3. Technology to serve the environment

- **Parking guidance systems**

In car parks where possible, the Group deploys emission-reducing technologies such as parking guidance systems, which direct drivers to available parking spaces reducing the time spent searching.

- **Automatic Number Plate Recognition (ANPR)**

Likewise, number plate recognition systems speed up entry and exit, as customers are no longer required to stop at the barriers to take an entry ticket or to pay or insert a proof-of-payment ticket when leaving.

- **Smartphone applications**

Using the "My Indigo" application, customers can locate Indigo car parks throughout Europe and discover how many spaces are available in each. The application also has a navigation function, guiding drivers easily to the selected car park. The application also enables users to select car parks with EV charging stations or reduced mobility access.

Thanks to the mobile payment service for on-street parking meters, Infra Park has reduced the number of on-street parking tickets by 30% in certain areas. Moreover, the Group will soon be introducing new on-street parking solutions that will bypass the printed ticket altogether. New parking meters will have alphanumeric keypads for users to enter vehicle registration numbers.

Furthermore, on-street parking meters are generally powered by renewable energy provided by integrated solar panels.

- **Lighting**

Less energy-intensive lighting solutions that deliver high performance and meet local needs and standards are being deployed in car parks. Thus, old-generation fluorescent lights are being replaced with modern equivalents or more efficient LED lighting.

Infra Park is also installing automatic systems that regulate lighting according to the presence of customers.

### 2.3.4. Environmental risk management

The Group is first and foremost a car park and on-street parking operator. Activities with the greatest impact on the environment are construction or major renovation projects, and Infra Park undertakes a marginal number of these each year. The Group's activities as an operator, therefore, have a relatively minor impact on the environment.

The legislation was changed to this effect in France in 2005-2006, removing car parks from the ICPE category (*Installations Classées pour la Protection de l'Environnement*). This category is reserved for facilities or activities that present a risk to the environment (factories producing accumulators, fertiliser or working with dangerous micro-organisms) which are regulated and overseen by the French Ministry of the Environment. Car parks now belong to the

“establishments welcoming the public” category (*Etablissements recevant du public* – ERP). This category is overseen by the Ministry of the Interior and has fire as the greatest identified risk.

Infra Park has, nonetheless, implemented management procedures to counter a number of potential environmental risks: soil pollution, air pollution, waste management (including that of regulated materials such as asbestos) and radon concentration monitoring.

The Group complies with legal environmental requirements in all the countries in which it operates.

- **Risk prevention: soil pollution**

Prior to the construction of a car park, the Group obtains planning permission, the environmental permits imposed by local regulations and ensures compliance with any related environmental requirements. An audit on potential contamination is systematically conducted on excavation sites, and contaminated soil detected in the construction phase is conveyed to the appropriate disposal site.

Car park operations generate waste water (toilets, cleaning) and surface water run-off that can potentially contain hydrocarbons. For underground car parks constructed at groundwater level, dewatering may be necessary. According to the regulations in force, surface water run-off may need to be treated before being discharged into the sewage system, and pumped water from dewatering must often be disposed of via a separate network.

In France, rainwater run-off and groundwater infiltration in underground car parks are decanted in a hydrocarbon separator before being discharged. Hydrocarbons are not discharged into the sewage system with waste water, but remain in the separator in the form of sludge that is then collected and treated by specialised companies. Local fire safety regulations may impose the presence of emergency generators in car parks. To prevent leaks from generator fuel tanks causing accidental soil pollution, these are enclosed in airtight outer casing.

- **Air pollution**

Generally speaking, air quality inside car parks is mainly determined by the air quality outside.

Aside from emergency generators, which are regularly tested and only operated when main power fails, Infra Park does not emit air pollutants directly. However, as a parking operator, pollution is generated in the form of emissions produced from burning fossil fuels in internal combustion engines in customer vehicles.

Car parks are therefore equipped, in accordance with local legal requirements, with devices that measure carbon monoxide (CO) and/or nitrogen oxide (NO or NO<sub>2</sub>) levels and activate ventilation systems when these exceed regulatory thresholds.

In France, interior air monitoring systems are imposed by the regulation for car parks with more than 500 spaces. The Group has decided, however, to gradually roll the system out to public car parks with less than 500 spaces that are equipped with mechanical ventilation and are fully owned, or operated under a public service delegation contract or lease agreement whose remaining term allows for amortisation.

Moreover, the Group is deploying technology that limits emissions such as parking guidance systems. These use colour codes to indicate available or occupied parking spaces. Customers can find available spaces more quickly when occupancy is high

without having to drive around saturated zones several times, therefore reducing exhaust emissions.

- **Waste management**

Infra Park's operations generate waste that could, potentially, harm the environment. The batteries used in parking meters and for emergency lighting and power together with standard car park lights are systematically collected by specialised companies at end of life. In accordance with regulations, waste produced by car park customers is separated at source.

- **Regulated pollutants**

Infra Park strictly applies the local regulations in force for these pollutants and has installed the requisite monitoring systems. Asbestos or lead paint removal, for instance, is managed according to the laws in application and undertaken by specialised companies.

### 2.3.5. Environmental reporting

- **Environmental organisation**

As is mentioned in the foreword, only Indigo Park, the French subsidiary of Infra Park, is legally obliged to produce a report on its human resources, environmental and social data. In each of the countries in which the Group operates, environmental policies are tailored to local specificities. The Group has, however, decided to report on fossil fuel and electricity use for subsidiaries that operate primarily through concessions, namely Belgium, Spain and the United Kingdom, in addition to existing reporting in France. The concession model allows Infra Park to voluntarily deploy measures to reduce energy consumption. Under the service-delivery model in which Infra Park operates car parks on behalf of a third party, the Group has an advisory responsibility, which can include recommendations to upstream clients to invest in equipment that reduces greenhouse gas (GHG) emissions. The Group cannot, however, implement these recommendations directly.

- **Environmental certification**

Some of the Group's subsidiaries have decided to work towards environmental certification, such as ISO 14001. A continuous improvement of environmental performance achieved by managing the impact of activities is required to meet the standard's requirements.

Part or all of operations in Spain, the United Kingdom and one French subsidiary SEPADEF, which operates car parks in Paris' La Défense district, now comply with the ISO 14001 standard.

*City Parking, an outstanding subsidiary in terms of sustainable development (Colombia/Panama)*

*The Group operates in Colombia and Panama under the City Parking brand. City Parking has launched an initiative to offset carbon emissions and has taken on 2.1 hectares of primary forest in the Puerto Gaitán region in central Colombia. This voluntary approach also prevents deforestation and protects the region's biodiversity and water resources. Furthermore, City Parking has been awarded the Fenalco Solidario institute social responsibility label for "A sustained approach and continual improvement".*

- **Greenhouse gas (GHG) emissions**

The table below presents GHG emissions from fossil fuel and electricity use in the four European countries in which the Group can take direct action to reduce them.

GHG emissions from operations in the four “concession” countries are calculated based on Scopes 1 and 2 of the international ISO 14064 standard. Scope 1 pertains to emissions resulting from the use of fossil fuels (natural gas and fuels), Scope 2 to emissions resulting from energy purchases, mainly electricity. Emissions were calculated using the emission factors issued by each country.

	Natural Gas	Petrol and diesel	Electricity	Total 2016
	T of CO2 eq (*)	T of CO2 eq (*)	T of CO2 eq (*)	T of CO2 eq (*)
Belgium	18	249	918	1 185
Spain	0	52	1 307	1 359
France	44	1 203	9 548	10 795
United-Kingdom	67	424	1 541	2 032
<b>Concessive countries</b>	<b>129</b>	<b>1 928</b>	<b>13 314</b>	<b>15 371</b>

(\*) Tons of CO<sub>2</sub> equivalent

The Group’s subsidiaries pay particular attention to energy consumption. In 2016 Infra Park rolled out numerous solutions to optimise electricity consumption in France. As a result, 176 car parks benefitted from investments and the implementation of operational procedures that reduced electrical consumption by 10.5%.

Decisions to exploit renewable energies are usually taken at the design phase, and usually apply to over-ground car parks on which photovoltaic panels can be installed. As mentioned above, 750m<sup>2</sup> of such panels were installed on the roof of the Addenbrookes’ Hospital car park in the United Kingdom, which supply 20% of the car park’s electricity.

Technology installed across the Group’s car parks to reduce customers’ GHG emissions, however, has increased electricity consumption (EV charging stations, electric vehicle and bicycle rentals, parking guidance systems, number plate recognition systems, etc.).