

INDIGO GROUP

NON-FINANCIAL PERFORMANCE STATEMENT

Fiscal Year 2020



©INDIGO GROUP, Société Anonyme à Directoire et Conseil de surveillance au capital de 160,244,282€ - Tour Voltaire - 1 place des Degrés - 92 800 PUTEAUX/LA DEFENSE. RCS Nanterre 800 346 146.
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Indigo Group (the "Company") is a French joint-stock company with an Executive Board and a Supervisory Board (*Société Anonyme à Directoire et Conseil de Surveillance*), whose registered office is located at 1 place des Degrés - Tour Voltaire - 92800 Puteaux, France, registered in the Nanterre Trade and Companies Register under number 800 348 146.

Until 29 June 2020, the Company was incorporated as a simplified joint-stock company (*Société par Actions Simplifiée*). As such, the Company was not required to issue a Non-Financial Performance Statement ("NFPS", the French *Déclaration de Performance Extra Financière* or "DPEF"). However, the Company voluntarily disclosed a CSR report for the 2016 and 2017 financial years, for the information of its bondholders, while its subsidiary Indigo Infra (the head of its Parking division), which was at the time a joint-stock company, published a compulsory NFPS. For the 2018 and 2019 financial years, it was decided to use a single document to serve as both a mandatory NFPS for Indigo Infra and a voluntary CSR report for Indigo Group, containing all the mandatory sections applied to a scope covering not only the activities of the Parking division but also the other activities of the group formed by the Company and its subsidiaries (the "Group").

For the 2020 financial year, as Indigo Infra was transformed into a simplified joint stock company on 29 June 2020, only the Company is now required to publish a NFPS, which is drawn up for a scope that includes the entire Group, and in particular the activities of its subsidiary Indigo Infra.

Please note this NFPS is the free translation of the DPEF, the latter being the only authentic version in accordance with the French regulations governing the Company.

1 The Group

1.1 The Group in a few words

The Group is a global player in parking and urban mobility. As of 31 December 2020, it is present in 12 countries and employing nearly 14,500 people (including the workforce of joint-ventures) around the world.

The Group is the only player in this sector to be present on three continents, for all types of parking (off-street, on-street, shared), in addition to activities related to parking enforcement. It is also present in the field of soft individual mobility and digital services.

As of 31 December 2020, the Group operates approximately 2,390,000 parking spaces in 5,442 car parks and about 2,100 kilometers of on-street parking around the world.

The Group supports local authorities and private entities (hospitals, shopping centres, train stations, airports, leisure and event spaces, universities, etc.) in their urban mobility strategies and develops customised parking offers for users, while making life in cities smoother and more free flowing.

It is a player that thinks globally but acts locally. In a booming mobility market, estimated at 100 billion euros in 2025, the Group is a key player in the mobility of the future.

1.2 Our story

1960-2000: Organising parking

Faced with a growing need for parking in the cities, Indigo, known under the banners GTM and Sogeparc at the time, inaugurated its first 'concession model' car park in 1964, under the Esplanade des Invalides in Paris, followed by the Georges V and Malesherbes-Anjou car parks still in Paris which became Indigo's innovation laboratory. With the development of off-street car parks and on-street parking, toll systems were automated, and electronic payment options were introduced thanks to the use of debit cards. GTM and Sogeparc exported their knowledge all over the world, mainly in Europe.

2001-2014: Offering more than a parking space

The car park, once a single-use space, became a place offering a variety of services: with mobility services, public umbrellas, bicycles and shopping bags, the parking space of the 21st century took shape and became a link to urban mobility. In 2001, GTM and Sogeparc merged to create VINCI Park, which focused on the basics (quality, security and customer service) to attract users. At the same time, the Group continued to grow internationally by setting up operations in North and South America.

2015-2019: The digital era

In 2015, VINCI Park became Indigo following its exit from the VINCI Group and positioned itself as a key player in parking and individual mobility, with a new digital service.

As in other consumer sectors, the customer experience was evolving towards more freedom, more choice, and more customisation. In 2016, the Group launched OPnGO, the only app that gives the driver a complete parking experience, including route search, finding the best space at the best price, and providing the smoothest and most efficient customer journey.

In 2017, the Group launched INDIGO®weel, a new shared bike service without any docking stations. Within the Smovengo consortium, the Group won the "Vélib' 2" call for tenders for the supply of shared, self-service bicycles for 15 years in the Paris metropolitan area. At the end of 2017, the Group is present in 16 countries.

In November 2018, INDIGO®weel officially launched its self-service electric scooter rental service in Toulouse.

At the same time, the Group is strengthening its positions as leader or co-leader through targeted acquisitions of parking operators or car parks both in France, as in 2019 with the acquisition of the parking division of Spie Batignolles Concessions, which operates under the Spie Autocité brand, and in several of its other markets, such as Belgium with the acquisition of Besix Park in 2018. Conversely, the Group is withdrawing from countries in which it cannot position itself in this way: Qatar (February 2018), Russia (April 2018), the United Kingdom, Germany, the Czech Republic and Slovakia (December 2018 to January 2019) are no longer within the scope of the Group.

In line with its strategy to penetrate the Asian market, the Group enters China in June 2019 through the creation of a joint-venture with Sunsea Parking, a leading company in the Parking industry in that country.

In September 2019, the shareholders of Infra Foch Topco, which holds 99.77% of Indigo Group, partly changed: Vauban Infrastructure Partners, a management company dedicated to sustainable investment, and MEAG, a company of Munich Re, which manages the assets of Munich Re and Ergo, acquired Ardian's stake. The Group is currently held 47.52% by PREDICA, a subsidiary of Crédit Agricole Assurances, 33.17% by Vauban Infrastructure Partners, 14.36% by MEAG, 0.5% in treasury shares and the balance by the Group's management.

2020: The highlights

In February 2020, the Group presented "Parking of the Future", a new vision of car parks and their integration into the city of the future, in front of more than 80 journalists, elected officials and urban planners, together with architect Dominique Perrault's firm DPA, the result of more than a year of partnership.

The Group extended its presence in Europe with the creation on 28 February 2020 of a 100%-owned Polish subsidiary, named Indigo Polska SA. With a population of 38 million, a stable regulatory framework and a favourable investment climate, Poland is a promising market for the concessive model (long-term partnership with local authorities).

In November 2020, the Group signed its first real-estate acquisition in the United States, the Hudson Tea Garage, a 1,250-space car park located in Hoboken, New Jersey, along the Hudson River on the opposite bank to Manhattan. This car park is operated by LAZ Parking, a joint-venture of the Group.

The Chinese joint-venture Sunsea-Indigo, 60% owned by Sunsea and 40% by the Group, was able to set up its entire structure in mainland China. A business development and administrative team has been set up in Shanghai and the operation of the four on-street and off-street contracts already signed will take place in 2021.

Event taking place after 31 December 2020

In line with its business strategy outlined above, on 1 February 2021 the Group concluded the sale of its 50% stake in the Panamanian joint-venture City Parking Panama¹ to its co-shareholders.

¹ The Group is thus operating in 11 countries at the date of publication of this NFPS.

2 Business Model

The Group has two key businesses: parking, under the brand INDIGO, and mobility and digital solutions (“MDS”), under the banners INDIGO®weel and OPnGO as well as with the aforementioned company Smovengo, in which it holds 40.49% as of 31 December 2020.

2.1 The parking market

2.1.1 Market overview.

The world is changing. Cities are evolving, becoming more connected, bigger and more complex. By 2050, the world's population will reach about 9 billion people, 70% of whom will live in cities.

The car parking sector includes the design, construction and operation of parking facilities. It plays a key role in urban transport policy and in boosting local economies.

The global car parking market includes several domestic/regional markets, with varying levels of maturity and growth prospects. Developed countries have well-defined parking markets, while developing countries have lower levels of maturity but higher growth opportunities.

2.1.2 Market segmentation

The car park market can be segmented according to different criteria:

2.1.2.1 By location

Off-street parking includes non-roadside parking spaces that usually have access control (gates). These are underground, multi-storey or enclosed parking spaces (confined space with access control).

While they are often more expensive than on-street parking for short stays, off-street parking spaces are generally less expensive for longer parking periods. Off-street parking spaces are owned by public or private entities.

On-street parking refers to parking spaces on public roads, usually roadside. Although many on-street parking spaces are not paid, their number is decreasing and payment, payment control and financial penalty solutions in case of non-payment have taken their place. Road management is usually the responsibility of local authorities.

2.1.2.2 By economic model

Infrastructure contracts include privately owned parking spaces and those under different types of long-term leases or concession contracts. These are contracts with traffic risk: the operator is remunerated through the price paid by the users for their parking time spent or the sale of subscriptions and, depending on the contracts, remunerates the owner with a fixed or variable fee (generally as a function of the revenue). The operator is free to invest in solutions allowing it to improve its income or its margin.

Short-term contracts are short-term leases and management contracts. These are contracts with no traffic risk (or limited risk for short-term leases) in which the operator is not dependent on the revenues generated by the parking space. Management contracts may be cost plus fee contracts (this is generally the case in North America) or lump sum contracts in which the contractor assumes the risk associated with its costs. In the context of short-term contracts, the operator has a duty to advise its clients, which may include recommendations encouraging them to invest, but it cannot usually directly implement the recommended solutions.

2.1.2.3 By owner of works

The **public sector** concerns public agencies (local authorities, public institutions, public enterprises).

The **private sector** includes private businesses or individuals.

2.1.2.4 Depending on the nature of revenue generation (depending on length of stay)

Hourly/daily parking: revenue related to the payment for parking time spent, usually for short durations of less than 24 hours.

Subscriptions: revenue from packages intended for longer-term use, periodic access to parking spaces (e.g. monthly, annual or seasonal), rental of physical spaces (for example, specific spaces rented to an individual user).

2.1.3 Market trends

The car park industry is evolving in line with the trends that have an overall positive impact for it. These trends can be divided into macroeconomic factors and factors related to the dynamics of individual mobility.

2.1.3.1 Macroeconomic factors

Some macroeconomic trends are the main drivers of the car parking industry and are expected to continue having a positive impact on the demand for parking:

- Per capita GDP growth, population growth and urbanisation are rapidly transforming individual mobility:
 - The per capita GDP growth increases purchasing power, which is an essential factor in the growth of car ownership, especially in developing countries;
 - Population growth in urban areas increases the global need for mobility and thus the demand for parking in large cities where parking facilities are more extensive and where private operators are present;
 - The population density in urban areas has no impact on car ownership unless extreme levels of density are achieved and make the use of cars less attractive.
- Cars remain essential for the future of individual mobility. According to an online survey conducted by the IFOP for Alphabet France in September 2017, 80% of people in France working outside their residential area use their vehicle at some point for their commute. By 2050, approximately 3 billion vehicles will potentially be in circulation around the world, i.e. an increase of 100 million per year.
- The challenge for cities is now to combine existing infrastructures and emerging technologies to increase the efficiency of urban travel.
- Municipalities and other public organisations, as well as private companies, are all wondering about the infrastructure and solutions that will help address these challenges.
- As cities expand, infrastructural costs increase. This is especially true for travel between the suburbs, low density, and the city centre, more compact. The future of cars will reflect in the combined use of personal vehicles and shared solutions, the personal vehicle being used as the main means of transport (e.g. for commute) and shared mobility solutions for other travel needs.

- The Covid-19 pandemic health crisis has seen the emergence of new behaviours in terms of individual mobility. In order to avoid using public transport, residents of large cities and/or their suburbs have used bicycles, electric bicycles or scooters, or if they do not wish to do so because of the weather conditions at a given moment, they have turned to the car, especially for home-work trips. On the other hand, the development of teleworking counterbalances the increase in the use of private vehicles for commuting. The Group supports the development of these new uses and offers new services in its car parks for all types of mobility: cars, charging stations, bikes, e-bikes, etc.

2.1.3.2 Factors related to the dynamics of individual mobility:

City dwellers: Their habits and their way of moving change quickly, most recently in the context of the effects of the Covid-19 pandemic, as noted above. Users want an on-demand mobility option that is most adapted to their needs, simple, flexible and cost-effective. The impact of car sharing on car parking is expected to remain marginal, as this phenomenon is concentrated only in the major western cities, with limited penetration to date. The same goes for self-service cycles, as the latter are used only for short-distance journeys.

Cities: Urban spaces are also evolving. Some cities are “compact” (high density) like Paris or London, while others are larger or “multi-centric” like Toronto, Los Angeles, Sao Paulo or Beijing. Each type of city brings its own challenges of mobility and transport infrastructure. Dense and compact cities, with a solid public transport infrastructure, put in place policies to restrict personal vehicles and encourage the transition from on-street parking to off-street parking. But in the low-density suburbs or in the medium-sized cities, which are less served by public transport, cars remain essential for mobility.

Mobility: New technologies help solve the recurring problems that vehicles are blamed for: pollution, traffic congestion, low rates of use, and cost. Personal vehicles are eco-friendlier and remain the most efficient mode of transportation for the main daily commuting needs in many cities. Nevertheless, in densely populated inner cities, new alternatives and complementary modes of individual mobility are emerging rapidly (such as bicycle, scooter and motor scooter rental services).

Technology: Technology is now playing a major role. Increasing connectivity of vehicles is expected to positively impact the demand for parking by reducing congestion, as cars will be connected to the infrastructure, thus optimising traffic flows. Artificial Intelligence (AI) and blockchain will play a crucial role in mobility. At the same time, user data gives cities and operators a better understanding of people's travel habits.

2.1.3.3 Regulatory environment

The parking industry benefits from fairly stable regulation due to the long-term nature of its investments and the sharing of revenues between operators and car park owners.

In France, as of 1 January 2018, the legislation allowed local authorities to entrust service providers with paid on-street parking enforcement, thus offering new growth opportunities to parking operators eager to tread this path. Municipalities generally consider that parking enforcement is not an essential activity for them and increasingly outsource it to private operators.

In parallel, in recent years, local authorities have supported tariff increases and increased the number of on-street paying spaces to support their urban policies and to generate additional revenues to implement them.

More recently, some local authorities have, in the context of the Covid-19 pandemic, reduced the number of on-street spaces in order to devote them to the parking of soft modes of individual mobility and to alternative uses of parking.

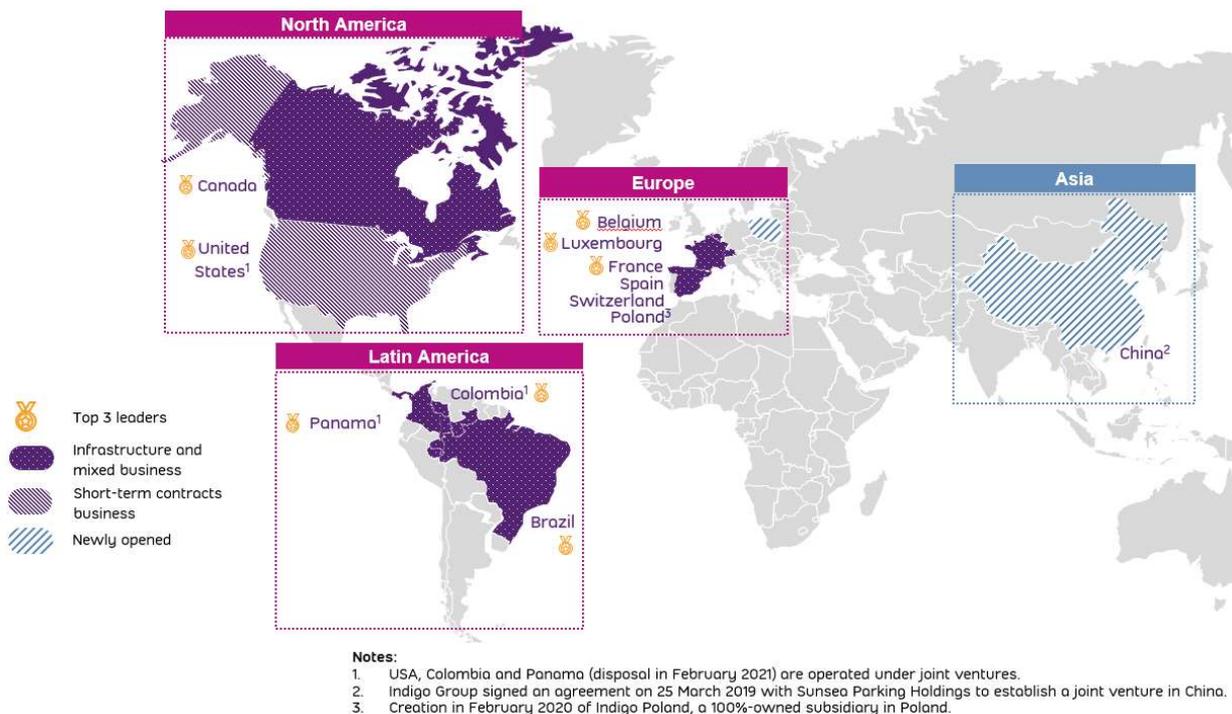
2.1.4 INDIGO and the parking market

INDIGO offers comprehensive and innovative parking expertise. Whether it is on-street, off-street or shared parking spaces, the Group operates under various contractual arrangements (full ownership, concessions, leases and management contracts), in a wide range of market segments and in many countries and cities.

2.1.4.1 Worldwide presence

Thanks to a carefully targeted acquisition or disposal strategy, combined with sustained organic growth, the Group is present in key geographical areas with strong domestic demand.

As of 31 December 2020, the Group is the only player in the parking industry to position itself in the global market thanks to its presence in Europe, North America, South America and Asia.



2.1.4.2 Off-street parking

Designing, building, financing and operating: with experience in all aspects of the parking business, INDIGO has developed rich and diversified expertise that allows it to meet any type of requirement in a customised manner. INDIGO designs, builds, finances and operates customised parking solutions to make city life more convenient and intuitive.

Offering innovative services: mobile and online payment, pre-reservation of parking spaces, automatic license plate recognition, guidance parking, smart car park management, and all examples of services that promote a more integrated and seamless customer journey.

Promoting traffic flow management: through its business engineering, its know-how of user segmentation, and the diversity of its parking network, INDIGO can advise local authorities and businesses on reducing congestion and optimising urban traffic flow.

2.1.4.3 On-street parking

INDIGO advises and assists local authorities in the management of their on-street parking by offering customised services and tools adapted to their mobility strategies. With enforcement, maintenance, collection, consulting, resident assistance, INDIGO brings its know-how and expertise to meet the challenges of streamlining and revitalising city centres by facilitating the mobility of their users.

The Group's credibility rests on:

- More than 25 years of experience in enforcement and collection for on-street parking in Europe, with notable success in the United Kingdom, Belgium or Spain where high level of compliance rates have been achieved,
- 2,100 km of on-street parking entrusted to INDIGO in 4 countries by 31 December 2020.

2.1.4.4 Parking enforcement

In the context of the reform of paid on-street parking in France, from 1 January 2018, through which local authorities have the option of entrusting this activity to private service providers, the Group has created a dedicated entity, Streeteo.

Anticipating this transformation and drawing on the expertise acquired in this field in countries such as Belgium, Spain and, until 2018, the United Kingdom, the Group has won a significant share of tenders in France including two out of three contracts in Paris, and thus become a major player in on-street parking enforcement.

2.2 The Mobility and Digital Solutions (“MDS”) division

2.2.1 OPnGO

Today, 20% of traffic congestion problems are caused by drivers trying to find parking spaces. Smart parking solutions are therefore one of the aspects to be developed in a smart city. By streamlining the user experience, it is possible to optimise the management of parking spaces and their profitability.

In June 2016, Infra Park launched OPnGO, a revolutionary mobile application for both public and private parking. OPnGO makes it easy for city-dwellers to find the best parking space at the best price thanks to geolocation of available parking spaces, automatic access in car parks, mobile payment, and price reductions. OPnGO is the first application to bring together all the public and private parking services in town, on- and off-street. Partnering with Polly, which specialises in predictive guidance, the app offers a new way to park: anywhere, more quickly, less expensively and with less effort, on- and off-street.

At 31 December 2020, OPnGO offers parking in 610 car parks and on-street car parks in Europe (Belgium, France, Luxembourg and Spain), representing 300,000 on- and off-street parking spaces in 220 cities. OPnGO has one million registered users, including 520,000 active ones. In 2020, as a result of the health crisis, the volume of on-street parking transactions decreased by 20%; in contrast, the volume of transactions in car parks increased by 9%.

2.2.2 INDIGO®weel

Since 2018, INDIGO®weel has been installing a new sustainable mobility solution in the heart of cities and offers individual users different choices of shared mobility in the city: self-service bikes, e-bikes and e-scooters, without a docking station. These services make it easy to benefit from "on demand" urban mobility solutions. With more than 2 million rentals since the launch of the service, INDIGO®weel has been very successful in terms of traffic in several cities in France but, due to the new orientation of its business model, will only be continued in a few cities, including Toulouse.

Following this development in the shared mobility segment with private individuals, INDIGO®weel began a transition to employee mobility in 2020. By developing its own application to allocate bikes, e-bikes and e-scooters to employees, large companies can simply fulfil part of their CSR commitments. In 2020, INDIGO®weel has already achieved two successes in this area which will be operational in 2021 and will serve as commercial references for its future development. It is worth noting that one of these developments was achieved in synergy with INDIGO Belgium as part of a tender for a parking concession in Antwerp.

In addition to this development in employee mobility, INDIGO®weel is coordinating and developing the diversification of the Group's car parks to enable them to welcome urban cyclists wishing to have secure and easy parking solutions for their bike or e-bike. This increased openness to the world of two-wheelers in the Group's car parks helps to support the transition to soft mobility.

2.2.3 SMOVENGO

The Group is also a member of the Smovengo consortium, consisting of, alongside its subsidiary Indigo Infra, Mobivia, Moventia and Smoove, which offers self-service bikes in the Paris metropolitan area (Vélib' 2 service) for a period of 15 years. This is the largest 'docked' bicycle sharing contract in the world (excluding China).

As at December 31, 2020, 1,399 docking stations were operated, with nearly 18,000 bicycles in the field, of which more than 35% were e-bikes.

The lockdown and curfew measures taken by the French authorities in response to the Covid-19 pandemic have had two-phase consequences:

- The first stage, during the first lockdown, saw a drastic reduction in the use of bicycles, although the service continued to operate almost normally;
- A second, more gradual stage, post lockdown, which generated a marked interest in cycling. The construction of new cycle lanes combined with a kind of stress of taking public transport again have pushed the inhabitants of Paris and its suburbs to cycle or to return to cycling. The number of subscribers and the number of journeys were up throughout the summer, with a peak of 420,000 subscribers in September and a record 216,000 journeys in a single day on 16 September. Subscriber numbers then declined towards the end of the year, as a number of subscribers who signed up in December 2019 during the public transport strike did not renew their subscription.

The number of long-term subscribers was slightly more than 367,000 at end-December 2020, up 13% compared to the end of December 2019. The number of short-term subscriptions in 2020 suffered from the drop in tourist traffic and was just over 267,000, which remained stable compared to 2019. Over the year 2020, the number of runs totalled 39.1 million (54% on e-bikes), an increase of more than 54% compared to 2019.

2.3 Strategy

Initiated in 2014, the Group's strategic plan "Goal 2020" was completed two years in advance. In 2018, a new strategic plan, "Goal 2025", was developed and is being rolled out. In 2020, this five-year plan was amended to include action plans related to the consequences of Covid-19 pandemic.

2.3.1 Vision

The Group is a world leader in individual mobility, with strong roots in the parking business and renowned expertise in smart mobility solutions.

This means empowering city dwellers in all their individual journeys, with more freedom, more simplicity, and personalised, smart services.

2.3.2 Mission

The Group is at the heart of the transformation in individual mobility in cities. Its mission is to prepare the future of "smart" cities by capitalising on its assets (parking spaces and on-street parking expertise) and its geographical platforms to offer new mobility services and solutions.

Thus, during the year 2019, to meet developing needs and uses, and bolstered by its expertise in the design of underground car parks, the Group has reflected on a new vision of parking of the future in partnership with Dominique Perrault Architecture (DPA), a specialist in underground architecture, and proposes a new vision of the car park of the future. As mentioned above, the "Parking of the Future" concept was made public in February 2020.

Occupying the underground space, taking a new approach that incorporates the needs of today and anticipating coming changes are part of the Group's shared concerns. Indeed, it seems only natural to expand the possibilities that the underground can offer by addressing these key issues: how underground spaces can be further integrated into urban life, how to offer users more mobility and services, and how to facilitate urban logistics and supply sustainable cities?

These focuses are both global and local and lead to reflection on a number of possibilities that go beyond the subjects of mobility and parking; in addition to accommodating vehicles, car parks will become a centre of services entirely interconnected with their environment, acting as an extension of the city above: bringing in light, negating the "above-below" gap, connecting parking and transport, offering vehicle services and even becoming a source of energy.

Underground carparks allow to intensify urban activities while protecting the integrity of the city fabric, including for the most sensitive heritage sites. Many of the most precious city centres of Europe have already been saved through the introduction of underground car parks in key locations, Paris being one of the most exemplary cases.

DPA has identified 3 metropolitan conditions and 3 site typologies. Although they present different opportunities and require different architectural strategies, the general tendency is towards the development of a thick city floor that includes a variety of services relative to mobility at large, and also beyond: vehicle handling, passengers management, goods logistics, energy production as much as light industries and cultural venues.

2.3.3 Geographical development

The Group's strategy is based on a strong global presence focused on the most attractive markets. Mobility issues vary according to the types of cities around the world.

Europe is a mature market dominated by incumbent operators. INDIGO's objective is to strengthen its model

- by focusing on concessions, long-term contracts and full ownership,
- while relying on its position as a European leader to maintain its effectiveness across all segments, strengthen its position as it has done through acquisitions of parking operators or car parks in Belgium, Spain or France, or as it did in 2020 by creating a subsidiary in a promising country such as Poland,
- and capitalising on this network to develop its new soft individual mobility activities.

North America is a fragmented market, with many multi-centric cities, offering significant growth opportunities, particularly in the concession market and by external growth, which the Group's position in both the United States and Canada enables it to seize.

South America is a less developed and also fragmented market but offers opportunities for rapid growth in all market segments. In line with its above-mentioned business strategy, the Group sold its 50% stake in the Panamanian joint-venture City Parking Panama on 1 February 2021.

Asia is a huge, unstructured market with a vast number of opportunities for new players, in which the Group is interested, as illustrated by the aforementioned creation of the joint-venture with Sunsea-Indigo in China.

The African market is in its nascent stages in terms of mobility.

2.3.4 Development of business segments

In many cities, cars remain central to urban mobility, connecting the suburbs to city centres in the most convenient and fastest way. For other journeys without cars, shared mobility and public transport are a genuine alternative. Due to the complex nature of public transport (costs, infrastructural complexity, political impact), the Group's development is centred on the role of cars and shared mobility. This is reflected in the Group's strategy, based on two businesses, INDIGO and MDS.

2.3.4.1 The Parking division

With its INDIGO-branded Parking division, the Group offers the largest network of parking spaces, with premium locations, and acts as a single point of contact for both public and private customers.

INDIGO is the world leader in parking, operating 2,100 kilometers of on-street parking, nearly 2.4 million off-street parking spaces and associated services in more than 750 cities on three continents. The Group draws on more than 50 years of experience, particularly under the concessional model.

Furthermore, INDIGO has developed tailor-made offers for each market segment: city centres, hospitals, shopping malls, universities, train stations, airports, leisure and event spaces. It offers a wide range of services for all its customers and makes its parking spaces available to new modes of transport (bicycles, scooters, carpooling vehicles, etc.), while reducing on-street occupation and, thus, congestion in city centres.

These "service hubs" are aimed at motorists, vehicles and neighbourhoods and make it possible to benefit from drop box services, vehicle maintenance and servicing and creation of cultural and event spaces in car parks. INDIGO transforms its parking spaces and revolutionises the user experience, making it more fluid, simpler and more connected.

INDIGO's expertise in on-street parking (more than 15 years in 7 countries) is based on the maintenance and collection of parking meters, as well as parking enforcement.

INDIGO brings its know-how and expertise to meet the challenges of streamlining and revitalising city centres by facilitating the mobility of motorists.

2.3.4.2 The Mobility and Digital Solutions division

With its MDS division, the Group relies on technology to make life easier for city dwellers, both in their parking needs and their mobility needs. With the digitalisation of services, the Group offers a comprehensive mobility solution that can be used from numerous interfaces and can be implemented on existing platforms or integrated into personal vehicles.

2.3.4.2.1 OPnGO

The OPnGO platform offers individuals an “all-in-one” marketplace. It directs motorists to the available spaces and allows them to compare the prices of different parking spaces in public and private car parks, and on-street. Finally, it helps motorists save time and money and offers them more convenience thanks to a single interface and a completely electronic customer experience.

2.3.4.2.2 INDIGO®weel

While maintaining its presence in selected cities, INDIGO®weel is shifting its scope of activity by opening up its non-polluting individual mobility services to public and private companies, enabling them to reduce their greenhouse gas emissions linked to the transport of their employees. The services proposed for both private users and employees are available via a mobile application.

2.3.4.2.3 Smovengo

The solution deployed by Smovengo for the Vélib'2 service in the Paris metropolitan area integrates all the advantages of digitalisation: accessible not just from a computer or a mobile app but also on the spot, the self-service bike rental service with Smovengo docking stations requires the user to simply create an account and start using the service. The mobile app allows the user to refer to the map of stations, bikes and available docks or bicycle paths nearby. It also allows the user to know the number of kilometres travelled or the number of calories consumed.

Finally, in order to facilitate the user experience, the journey is validated directly on the bicycle, whether the latter is mechanical or electrically assisted.

2.3.5 What makes us different

- A global leader with strong presence in more than 750 cities and a clear vision of the transformation of individual mobility in the city of tomorrow.
- Renowned expertise in all the Group's businesses, enabling it to support local authorities and private players.
- A wide range of services for motorists, thermal or electric vehicles and users of two-wheelers, for the benefit of public or private clients.
- Technological expertise and business intelligence (BI) that allows the Group to analyse the modes of transportation of city dwellers and thus make the best offers accordingly.

2.3.6 Roadmap

Derived from the strategic plan 'Goal 2025', the Group's roadmap focuses on several areas:

- Consolidating the concession and full ownership model by organic growth in its key countries.
- Intensifying investments by external growth in large countries to maintain or acquire a position as leader or co-leader.
- Becoming a leader in digital technology and individual mobility by relying on its two entities OPnGO and INDIGO®weel.
- Expanding the range of services offered in its parking spaces for users, vehicles and neighbourhoods.
- Strengthening its competences to cope with the technological and digital transformations that impact the Group's business and enhancing its attractiveness by improving the quality of management and business expertise.
- To define its corporate purpose and to continue and strengthen its commitment to Corporate Social Responsibility, notably by developing a climate strategy for 2025.

2.4 The Group's financial results

The Group's financial results are presented in its consolidated financial statements, available on the website <https://www.group-indigo.com>, under the investors/financial results section.

2.4.1 Turnover for 2020

The Group's consolidated Global Proportionate² turnover for 2020 came to €718.6 million, down 24.1% (-€228.3 million) compared to 2019 at constant exchange rates and 25.8% at current exchange rates. All countries experienced a reduction in revenue at constant exchange rates, with France down 20.2%, Continental Europe down 16.7%, North America down 31.3% and Iberian Peninsula and South America (Spain, Brazil, Colombia and Panama) down 29.1%. The MDS division contributed €21.0 million in 2020 compared to €20.6 million.

The percentage of Global Proportionate turnover related to sustainable mobility, namely INDIGO®weel and Smovengo, amounts to 2.7%.

The Group was able to withstand the Covid-19 pandemic and show the resilience of its business model in 2020. Through the exceptional commitment of its staff, its firm grip on operating expenses and investment well in excess of previous years, the Group achieved some major successes despite the crisis, moved into new countries and new markets and positioned itself to start moving forward as soon as possible after the pandemic.

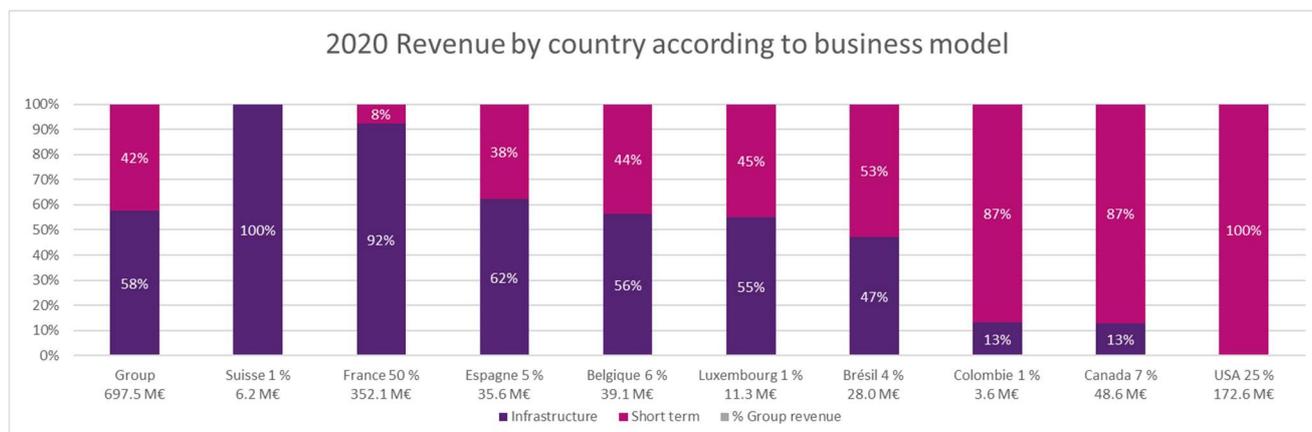
At the same time, the decline in revenue was limited thanks to the excellent diversification of the Group's asset portfolio (geographies, types of contract, sources of business and customer segments).

When the first lockdowns took place in Europe and travel restrictions were introduced in all countries in which the Group is active, almost all of its activities came to a halt or saw a sharp fall in business levels. Although activity picked up mid-year, without however returning to levels comparable to previous years, it was hit by further lockdown and curfew measures in the fourth quarter.

² The Global Proportionate figures are defined as IFRS consolidated data adjusted for the Group's share of the contribution of its activities in the joint-ventures, as if the joint-ventures were proportionately consolidated.

2.4.2 Turnover by country according to the type of contract

The table below shows for each of the Group' main countries³ the breakdown of their turnover according to the types of contract managed. It is also indicated for each country its contribution to the turnover of the Parking division.



³ Excluding Poland and Panama, whose turnover is not significant compared to that of the Group.

3 Risks

The process of identifying the main extra-financial risks is based on the analysis of the regulatory texts applicable to the Corporate Social Responsibility report, particularly the list of information cited in Decree 2017-1265, on the financial risk matrix, on the matrix for the fight against corruption (in application of the French Sapin II law) as well as on sectoral benchmarks.

The process of assessing extra-financial risks is based on the analysis of the probability of occurrence and severity of each identified risk. These were determined and assessed by the operational directions of each geographical area. The matrix of the main extra-financial risks was then approved by the Group's Audit and Risk Committee.

The Group has identified 11 major extra-financial risks, presented below:

Description of the Risk	Reference of the corresponding CSR matter	Key Performance Indicator
Social		
Degradation of employee health and safety conditions	4.3 Health and safety	Frequency and Severity Rate of Workplace Accidents
Failure in the application of fire regulations	4.3.7 Health and safety of customers	Number of administrative closures of car parks for lack of fire regulations
Failure in the consideration of user safety	4.3.7 Health and safety of customers	Percentage of staff with valid First Aid or equivalent certification
Discrimination, lack of diversity (including gender diversity)	4.4 Diversity	Share of women in the workforce and in various indicators
Increase in absenteeism	4.5 Absenteeism	Absenteeism rate
Inadequate management of competences	4.6 Training and development	Average number of training hours per year per employee
Lack of attractiveness and talent retention	4.7 Attracting talents and retaining employees	Turnover rate
Degradation of labour relations	4.8 Labour relations	Number of strike days for demands directly involving the Group
Environnemental		
Failure to control energy consumption	5.1.2.1 Reduction of energy consumption	Electricity intensity (average consumption per site)
Non-contribution to sustainable individual mobility	5.1.4.1 Soft individual mobility	Percentage of turnover related to sustainable mobility
Societal		
Failure to implement prevention policies for anti-corruption, influence peddling, favouritism and conflicts of interest	6.1.1 Code of conduct	Percentage of diffusion to target employees

The information presented in this NFPS reflects the policies put in place to prevent these risks. However, they go beyond the specific extra-financial risks presented above to give an overview of the Group's social, societal and environmental matters.

4 Social matters

4.1 Workforce

The workforce is accounted for in full, including for joint-ventures (non-controlled and non-consolidated), on the basis of a global view integrating 100% of the data relating to joint-ventures (mainly in the United States, Colombia and Panama). That of Smovengo, whose percentage of ownership by the Group on 31 December 2020 was 40.49%, is also included. At 31 December 2020, the controlled entities had 6,648 employees and the joint-ventures had 7,829 employees, for a total of 14,477 employees.

With the exception of the above-mentioned workforce, the social data presented in this NFPS do not include two employees based in the United Kingdom within the subsidiary Les Parcs GTM UK which has no operational activities.

Employees Breakdown	31 December		Variation		Breakdown
	2019	2020	Var. 20-19	Var. 20-19	2020
France	1 908	1 786	-122	-6,4%	12,3%
Belgium	303	249	-54	-17,8%	1,7%
Luxembourg	81	80	-1	-1,2%	0,6%
Poland	0	5	5	0,0%	0,0%
Switzerland	18	17	-1	-5,6%	0,1%
Continental Europe	402	351	-51	-12,7%	2,4%
Canada	2 349	1 606	-743	-31,6%	11,1%
USA	13 223	6 862	-6 361	-48,1%	47,4%
North America	15 572	8 468	-7 104	-45,6%	58,5%
Colombia	860	651	-209	-24,3%	4,5%
Panama	70	47	-23	-32,9%	0,3%
Spain	570	558	-12	-2,1%	3,9%
Brazil	3 170	2 286	-884	-27,9%	15,8%
IBSA	4 670	3 542	-1 128	-24,2%	24,5%
Mobility and Digital Solutions	328	328	0	0,0%	2,3%
Total	22 880	14 475	-8 405	-36,7%	100,0%

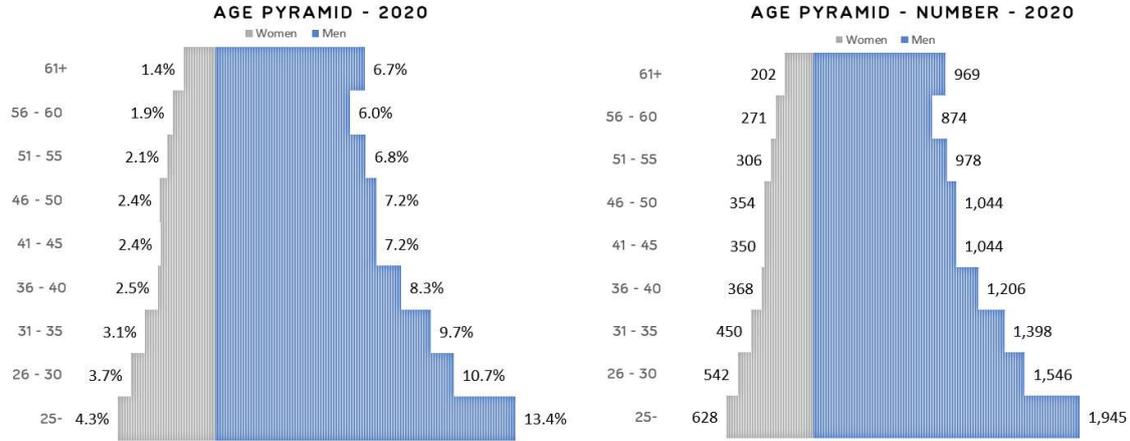
As at 31 December 2020, the Group's overall workforce is down 36.7% compared to 31 December 2019, representing a decrease of 8,405 employees. The overall slowdown in business activity in 2020 and the various measures taken to contain the spread of the COVID-19 pandemic, such as lockdowns, curfews and closures of some businesses, had a strong impact on car park use. In accordance with local regulations, short-time working or suspension of the employment contract of employees (especially in North and South America) was implemented, allowing concerned staff to benefit from public subsidies and health coverage. However, as the crisis has continued, some countries have had to adjust their workforce, always in accordance with local regulations. It should be noted that the employees from whom the Group was forced to lay off will have priority for re-employment in case of an upturn in activity, particularly in North and South America.

The decrease in headcount was staggered over the year, with an acceleration at the end of 2020 due to the removal from the workforce of employees whose employment contracts had been suspended, mainly in North America. As a result, the Group's average headcount will fall by 14.4%, from 22,050 in 2019 to 18,879 in 2020.

4.2 Age and seniority

4.2.1 Average age

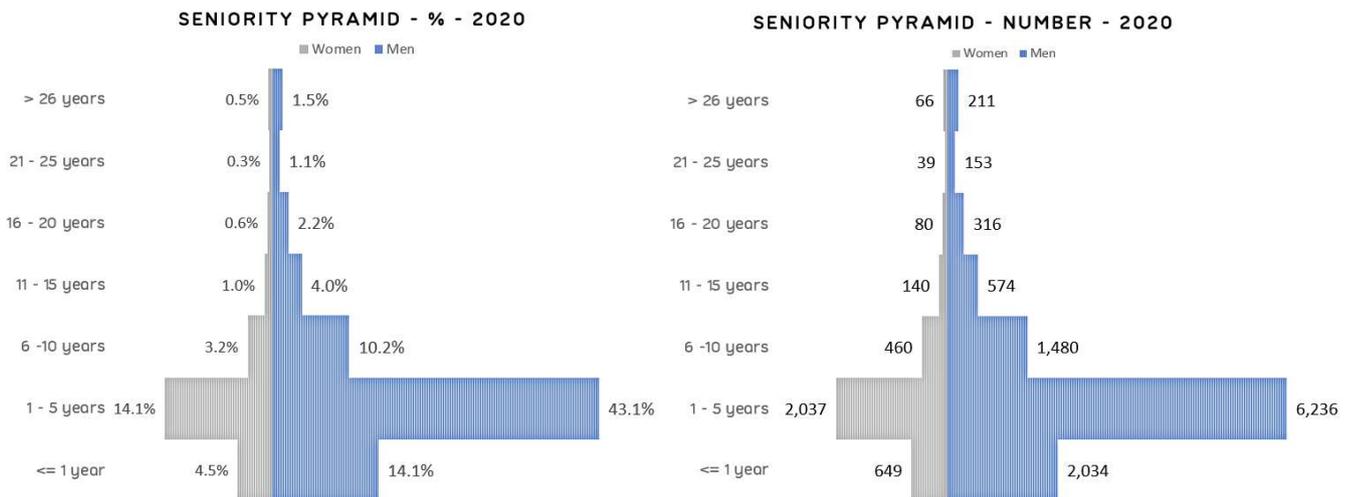
The average age of the Group's employees is 39 years and 8 months, with 39 years for women and 39 years and 11 months for men.



Employees under 30 years of age represent 32.2% of the workforce and those over 55 years of age 16.0% of the workforce.

4.2.2 Seniority

The average length of service of Group employees is 4 years and 8 months, with 4 years and 7 months for women and 4 years and 10 months for men. There is a wide disparity between countries, with an average seniority of 2 years and 4 months in Brazil or 4 years and 6 months in Canada compared to 10 years in France.



Employees with less than 1 year seniority represent 18;5% of the Group's workforce and those with seniority of more than 5 years 18;9%.

4.3 Health and safety

One of the cornerstones of the Group's social policy is the importance attached to workplace health and safety. The Group firmly believes that the first concern of human resources management is 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. Frequency and severity rates are key indicators presented on a quarterly basis for all subsidiaries of both business divisions to the members of the Group's Audit and Risk Committee.

4.3.1 Frequency rate and severity rate

4.3.1.1 Frequency rate

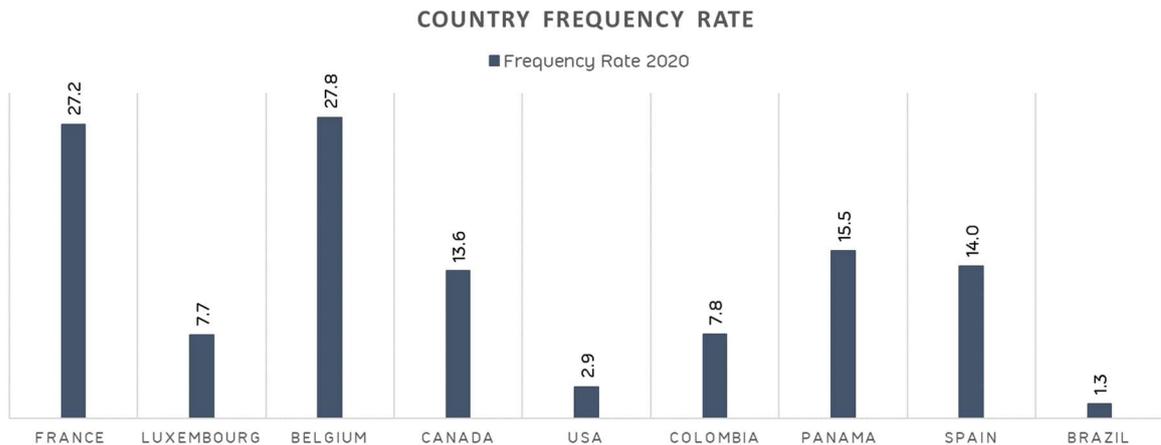
In 2020, the Group's frequency rate⁴ is 6.99, down 9.4% from 7.71 in 2019. Levels vary greatly according to the geographical areas, as the rate in North America is 4.11 while it rises to 27.16 in France.

Frequency Rate 2020 by zone

France	27.16
Continental Europe	20.12
North America	4.11
IBSA	4.38
MDS	15.90
Indigo Group	6.99

In addition to the ongoing efforts to prevent workplace accidents, the overall decrease in the frequency rate in 2020 can also be explained by the slowdown in car park activity, following the measures taken to limit the spread of the Covid-19 pandemic, with a decrease in the number of accidents of 40.1% and a decrease in working hours of 33.9% compared to 2019.

The disparity in frequency rates is found within each area. In fact, each country adopts its policy in a local context, where regulations may differ, and the identification of risks may be specific to their activity. The organisational context and developments in the Group's businesses are another contributing factor. The table below shows the frequency rates by country, except for Switzerland, where no employee suffered a workplace accident.



In Belgium, despite regular risk awareness and prevention initiatives, the number of employees working in the context of on-street parking enforcement activities subjected to physical or verbal attacks remains high for several years, representing nearly 25% of work accidents in 2020.

⁴ The frequency rate is defined as the number of work accidents resulting in work stoppage multiplied by 1,000,000 and divided by the number of working hours.

In France, the frequency rates vary according to the activities. For those related to parking, it is 14.16 in 2020, up 23.1% compared to the 2019 rate (10.44). This increase can be explained in particular by a rise in the number of physical or verbal assaults, from 2 in 2019 to 5 in 2020, i.e. 20% of the year's accidents at work. The frequency rate of Streeteo, an on-street parking enforcement activity, is 113.0, including 37 work accidents, 11 of which are related to physical or verbal assaults (i.e. 29.7% of Streeteo's work accidents).

The typology of the causes of accidents with work stoppage is divided into three major categories: slip, trip and fall-related accidents accounting for 45% of the total accidents, handling/posture for 24% and verbal or physical attacks for 12%.

The analysis of these accidents allows the Group to adapt its organisation and procedures. In 2016, for example, France decided to stop manual cash transactions in car parks to reduce the risks of attacks on employees. Following a similar approach, the decision was taken in 2019 to replace "petty cash" (allowing employees to make occasional expenses related to operations) with a dedicated bank card. In the same spirit, Streeteo's technical teams worked in 2020 on the integration of an "SOS" function on the control and ticketing terminal of on-street parking enforcement agents. This alert solution in the event of feeling unwell, falling or having an altercation with a user will be operational in 2021 and will enable a control officer to immediately alert his or her superiors and colleagues operating nearby, who will then go to the area to provide assistance.

4.3.1.2 Severity rate

In 2020, the Group's severity rate⁵ is 0.51, an increase of 25.9% compared to the rate of 0.41 in 2019.

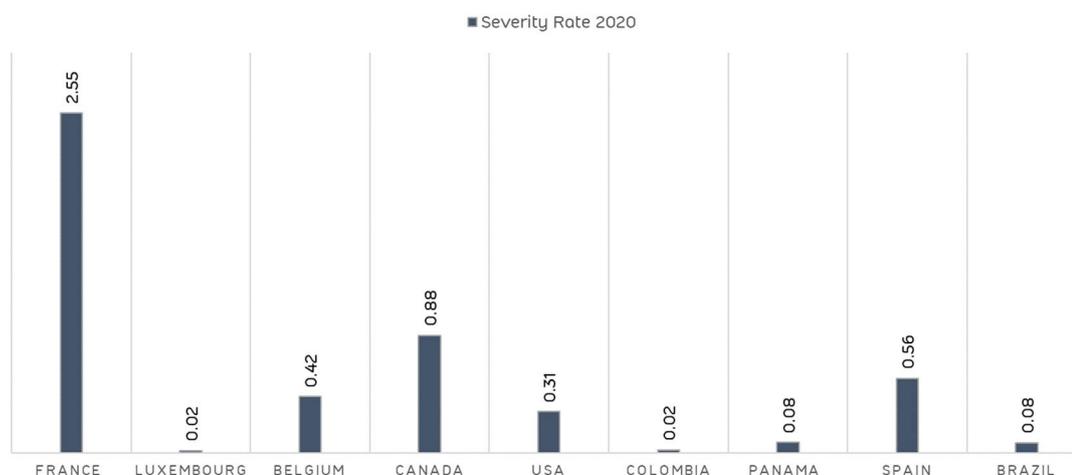
As with the frequency rate, the severity rates are impacted by the Covid-19 pandemic, with a 16.8% decrease in the number of days of work stoppage for the Group in 2020, but a 33.9% drop in the number of working hours compared to 2019.

Severity Rate 2020 by zone

France	2.55
Continental Europe	0.27
North America	0.38
IBSA	0.12
MDS	0.13
Indigo Group	0.51

Severity rates vary from country to country. Switzerland and Poland did not have any work-related accident in 2020 and are not presented in the table below.

COUNTRY SEVERITY RATE



⁵ The severity rate is defined as the number of days of work stoppage multiplied by 1,000 and then dividing it by the number of hours worked

In France, for the parking activity, the severity rate is 1.46, up 64.5% compared to the 2019 rate of 0.89. It should be noted that almost 43% of the days of absence in 2020 due to work-related accidents include days resulting from accidents that occurred in 2018 or 2019 and that continued into 2020 (initial workplace accident or relapse). For Streeteo, the severity rate is 9.10, down 12.9% from the 2019 rate of 10.44.

4.3.2 Health and safety prevention

Improving workplace conditions and keeping employees healthy is a major priority for the Group. It is in this spirit that the Group has publicly committed itself through its Health, Safety and Environment Policy, published on its website, to:

- “Complying with or exceeding, whenever possible, applicable international and local health, safety and environmental regulations,
- Identifying and preventing potential risks for its employees,
- Providing its teams with safe workplaces and the necessary equipment and training to prevent accidents.”

As stated, 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. Thus, in most of the Group's countries, many employees, at all levels of responsibility, have objectives and incentive plans based on performance related to safety (operational managerial line, Human Resources Department, members of the Executive Board of the Indigo Group). In France, the profit-sharing agreement renewed in June 2019 for all Group Economic and Social Unit (ESU) employees, combining the Group's companies whose activity includes the operation of car parks, includes an objective to improve the frequency rate.

In response to the Covid-19 pandemic, the Group has continued to prioritise the safety of its employees, customers and the staff of external companies working in the car parks. In accordance with the guidelines of local and international health authorities, strict protocols to avoid any contamination were applied: periodic disinfection, installation of hydroalcoholic gel dispensers, respect for protective measures and physical distancing, installation of plexiglas safety screen, wearing of masks, internal display and digital communications, introduction of traffic direction, etc. These measures were taken in all places where staff were likely to be present: offices, break and catering areas, car park business premises, Tele-Operation centres, company vehicles, etc. Processes were also put in place to stop the chain of contamination through the management of contact or confirmed cases.

Regular cleaning measures have been implemented specifically in the car parks, such as the disinfection of contact surfaces between people and equipment: buttons on entry and exit barriers, lift buttons, automatic payment machines, door handles and staircase handrails, counters, etc. Similar measures have also been taken for staff in charge of the maintenance and collection of parking meters or on-street parking enforcement, as well as at Smovengo, both for staff and for the disinfection of bicycles.

In France, the Group was a major contributor to the drafting of the “Guide to good practice for the resumption of activity on- and off-street” (*“Guide de bonnes pratiques pour la reprise d'activité sur voirie et en ouvrage”*), which was distributed by the National Federation of Parking Trades (*Fédération Nationale des Métiers du Stationnement*) to its members in April 2020, before the end of the first French lockdown.

4.3.3 Organisation of prevention

Each entity develops locally appropriate health and safety practices under the supervision of local managers, in accordance with local laws and regulations as well as specific risks.

- In France, in accordance with the regulations, the Group has an active Health, Safety and Working Conditions Committee (*Commission Sécurité, Santé et Conditions de Travail - CSSCT*) within the ESCU's Social and Economic Committee. It is composed of 6 members as proposed by the Management, instead of 3 required by law, trained in workplace safety and in particular the detection of serious and imminent danger. It meets every three months to discuss and address issues in this area. In addition, the members of this Committee carry out audits (13 in 2019, but only 2 in 2020 due to the Covid-19 pandemic) in workplaces, car parks and offices: after an initial visit, a second on-site examination is eventually planned to make sure that the comments were fully taken into account by the management. A follow-up of these site visits is regularly commented on during quarterly meetings.

In addition, in the event of serious incidents, at the initiative of the CSSCT or the Human Resources Department, investigations are carried out by designated members to establish a root cause analysis and propose sustainable corrective solutions.

At the same time, the Group has appointed a National Prevention Officer who deals with working and safety conditions in France, with a single objective: their improvement. He relies on the local Prevention-Safety correspondents in the field, the district managers (about 40 in France). They ensure that the national policy is well deployed on all sites in their respective areas and organise training within their territory. Finally, each month, the regional directors (six in France) receive a reporting with key performance indicators and implement corrective actions to improve the health and safety policy in their region.

One of the pillars of safety prevention is the "15-minute Safety Meeting", a monthly meeting with digital registration and possibility to leave comments. The topics are drawn up by the Prevention Expert, in collaboration with the CSSCT. They are prepared by considering the risk analysis from the Risk Assessment Single Document, accident statistics from previous months, or in relation to the current work accidents. The 15-minute Safety Meeting is held by the district manager and is intended for all operational employees. The information relating to the "15-minute Safety Meeting" is available on a dedicated intranet, the "Indigo France Prevention Site", enabling operating personnel to confirm that they have attended the safety meeting and that they have understood the prevention messages (small questionnaire to be filled in). This site also includes archives of the "15-minute Safety Meeting" and safety-related information. It is accessible to all employees in France (operations and head office) via the Group's intranet.

Similar initiatives have been deployed in several countries, such as Brazil and Belgium, for example.

- In Belgium, the Group has the equivalent of the CSSCT which, as in France, conducts site audits. It meets monthly to discuss safety issues and define the necessary actions. In accordance with local regulations, a comprehensive five-year prevention plan is put in place and integrated into annual action plans.
- In Spain, the Group's subsidiary is ISO 45001 certified, the reference standard for health and safety at work. Thus, all its sites and workstations are audited annually by an external prevention service in order to identify the risks and improvements to be made during the following year.
- In the United States, the LAZ Parking joint-venture hired in 2019 a Vice President Claims and Risks management, in charge of overseeing its health and safety policy. In addition, Safety Champions have been appointed in each operational region. They are responsible for designing and implementing local measures to reduce workplace accidents. LAZ Parking also requires that, each month, every region conduct safety audits at several sites in order to identify and correct any discrepancies identified. A total of 553 audits incorporating security-related aspects were conducted in 2020 in the United States.

- In Colombia, a joint committee comprising 12 members, appointed equally by the General Management of the City Parking joint-venture and the staff representatives, is responsible for monitoring health and safety aspects in the workplace. Meeting on a monthly basis, this committee is particularly in charge of analysing the causes of work accidents and proposing actions to improve safety at work.

Safety is monitored using a dedicated management platform deployed for all sites where City Parking operates. It integrates the identification and assessment of health and safety risks along with the related diagnoses and action plans. It is used to monitor work-related accidents and generate related indicators as well as plan health and safety audits.

Finally, in 2017, the Colombian Ministry of Labour promulgated regulations for the implementation of standards related to health and safety at the workplace (*Resolución 1111*). In 2018, an independent firm certified a compliance level of 88% for City Parking, allowing it to reach the best possible level (above 85%), i.e. the "acceptable" level. In 2019, a new regulation (*Resolución 0312*) repealed the above-mentioned regulation: City Parking obtained a 93.25% compliance result in February 2020, again allowing it to reach the best possible level, i.e. the "acceptable" level.

At the same time, since most accidents results from slips and falls, the Group is particularly keen, in all the countries in which it operates, to create awareness among the teams and management in the use of appropriate Personal Protective Equipment (PPE) and in greater vigilance in this regard. Thus, depending on the risks associated with their workstation, employees benefit from PPE adapted and renewed as and when needed, depending on their condition of use. Typically, for the operating staff of the parking spaces, the PPE consists of safety shoes and reflective vests. For employees in charge of parking enforcement, also subject to the risk of slips and falls, anti-slip walking shoes with proper cushioning for the heels and special protection for the ankles have been chosen by the subsidiary Streeteo.

4.3.4 Health - Safety training

Health and safety training accounts for 38.5% of the total number of training hours delivered within the Group in 2020 compared to 23.4% in 2019. This increase is mainly related to the training provided to fight against the spread of the coronavirus, such as specific protocols for cleaning and disinfecting car parks or how to correctly put on, wear and remove a protective mask or disposable gloves.

Outside the context of the health crisis, health and safety training play an important role in countries with a substantial frequency and/or severity rate, like in France in the Parking division where it accounts for 56.2% of training hours in France in 2020 (45.5% in 2019). In general, these trainings include fire safety, electrical safety, prevention of attacks and knowledge of the working environment.

Upon arrival in the Group, employees are provided induction safety training. For example, in France, employees have access to the electronic safety notebook, an online platform including all the relevant information about the Group's health-safety risks. The Safety notebook is filled in by the person responsible for each parking space with risks inherent to the layout and context of the site. Each new employee is then informed about the dangers associated with his or her work environment. At the end of the course, a questionnaire containing the main elements of the training must be validated by the employee.

A follow-up of the initial trainings is carried out, in particular in order to respect the frequency of the trainings which, by regulation, must be regularly renewed like the trainings for electric authorisation, fire safety or first aid.

Some trainings may be decided considering the specific situation of certain car parks: thus, in partnership with the association "*Coordination toxicomanies*" in Paris, training sessions have been organised to prevent accidents and engage with drug users to dissuade them from becoming sedentary in car parks. Similar actions were conducted in Bordeaux with the association "*La Case*".

4.3.5 Employee well-being

In terms of health and parenthood, the Group developed a guide on parenthood for all its French employees in 2017 as part of the gender equality agreement. It addresses administrative steps that parents must take and rights they are entitled to in relation to maternity and paternity leaves, as well as parental leaves.

Well-being at work in operational conditions is also a priority for the Group. For example, considering the significant share of diesel engines (emitters of fine particles and nitrogen oxides-NOx) in France, the Group has gone beyond regulations by voluntarily equipping facilities with air monitoring systems that trigger, in the event of exceedance of regulatory thresholds, the mechanical ventilation of confined car parks with fewer than 500 spaces and open to the public, which it manages for its own account. Moreover, in these car parks, systems were implemented to renew the air in parking levels at least once a day. And lastly, the offices in these car parks are equipped with an overpressure system to prevent the inflows of exhaust gases.

The Group also promotes solidarity among its employees: in France, an agreement relating to 'donating' rest days has been renewed in 2020 to establish the terms of 'donation' of rest days among employees whose spouse, child or immediate ascendant is seriously ill, and whose state of health requires their sustained presence.

At the same time, an agreement relating to family caregiver leave, allowing an employee to take leave to assist a relative with a disability or a particularly serious loss of autonomy, was signed in 2020. And to strengthen this approach, the Group in France entered into a partnership in 2020 with the company "Prev&Care", an information, support and confidential assistance platform for people who suddenly find themselves in a situation of family caregiver following the loss of autonomy of a relative (old age, illness, disability, accident).

Local initiatives may also result in additional days of leave, as in Colombia, which has been granting each employee an additional day off for his or her birthday since 2017. In France, the operating staff working in the underground car parks benefit from three days of additional leaves in compensation for working conditions that allow little or no exposure to daylight. Note that given the number of days of leave or rest not taken by its employees (daylight compensation, seniority, days related to the reduction of working hours after the 35-hours workweek law), France has introduced CETs (*Compte Epargne Temps* - time-savings accounts) and PERCOs (*Plan d'Epargne pour la Retraite Collectif* - collective pension savings plan). Thus, to avoid losing days not taken, employees have the opportunity to transfer them to the CET, a bridge then existing between the latter and the PERCO. In the United States, LAZ Parking offers free Wellness and Nutrition Coaching, including private, individual sessions to create programs to improve overall health, reduce stress, lose weight, manage illness and stop smoking.

During the periods of lockdown, the Group supported its employees through regular communications from management as well as by sending out various cultural, sports and entertainment programmes or information, thus keeping them connected to the company.

4.3.6 Stress support

All employees can benefit from measures related to work-related stress situations. For example, when an employee in a car park is the victim of a traumatic situation, he or she is entitled to adapted assistance. Thus, in France, following attacks on employees by customers, psychological support is offered to each employee concerned. For Streeteo's employees in charge of parking enforcement, who are regularly subjected to verbal or physical aggression (29.7% of work-related accidents), a 24/7 psychological assistance service is available: in the event of a call, an employee is taken care of by a psychologist for a consultation lasting about 45 minutes.

Initiatives to reduce work-related stress also include awareness raising days, training or refresher courses for certain risks (asbestos, lift rescue operation, electrical risk, fire, movement and posture, conflict management at work, management of aggression). In France, awareness is also raised among supervisors for psychosocial risks during management training and

explanatory booklets on “work stress” are available on the intranet, for employees as well as managers.

Annual assessment interviews are also a good opportunity for managers to assess the work-life balance. Employees are invited to express any difficulties they may be facing in organising their working time (leaves, rest periods, working days) and to estimate if their workload allows them to have a satisfactory work-life balance. As teleworking increased in 2020 as part of the successive lockdowns and measures to combat the spread of the coronavirus, the Group in France has signed a teleworking agreement, allowing those who wish to do so to benefit from a better work-life balance.

In each country, for any question related to safety and health at the workplace, employees can approach the representatives of the dedicated committees or the Human Resources Departments. For example, in France, CSST representatives have been trained to take psychosocial risks into account. In Canada, an assistance programme is available through a request from the Personnel Department. The Brazilian subsidiary has an online service that offers responses to any questions regarding health and safety at work within 48 hours. Finally, in the United States, LAZ Parking offers a free assistance program to its employees, allowing them to address issues such as access to healthcare, children's education and studies, as well as behavioural health problems (anxiety, depression, social relationships, drug or alcohol-related issues).

4.3.7 Health and safety of customers

The actions carried out in the context of health and safety prevention for Group employees benefit users of its parking facilities. For example, fire safety training, which is the first risk listed for off-street car parks, includes preparation for the evacuation of the site with special attention to people with disabilities. Evacuation operations can be facilitated by the use of cameras, on site or in a dedicated remote operation centre, such as in France, Belgium, Luxembourg, Spain, Brazil, Canada and the USA. In case of absence of on-site personnel, alarms indicating the proper functioning of the main technical devices of the car parks, including fire safety, are reported to these centres. Following the initiation of a fire alarm, employees of the remote operation centre may assist emergency personnel (Group employees and/or fire-fighters) with the help of the installed cameras.

In addition, First Aid Officer (FAO) training is provided in most countries, such as France, Belgium, Luxembourg, Switzerland, Colombia, Brazil or Canada. Thus, cumulatively, 2.5% of the workforce held a valid First Aid qualification at the end of 2020. It should be noted that this type of training must be renewed every two years for the French employees concerned.

In addition, in France, as of December 31, 2020, 130 employees had a valid national Level 1, 2 or 3 SSIAP diploma (*Service de Sécurité Incendie et d'Assistance aux Personnes* - Fire Safety and Personal Assistance Service), allowing them to intervene in the event of fire, to assist the fire-fighters during the intervention and to help those in danger (bearing in mind that FAO training is a prerequisite for SSIAP training). The first level of SSIAP training lasts 12 days.

At the same time, specific training can take place according to country-specific risks, such as in Colombia, where operating personnel are trained in evacuation in the event of an earthquake. In Canada, during winter, the main risk for employees and customers is falling on frozen, wet or snow-covered ground: specific actions are taken to reduce this risk, especially with snow removal companies.

Furthermore, according to local regulations, the air quality inside the car parks is controlled by installations analysing carbon monoxide (CO) and/or nitrogen oxides (NO or NO₂) content. If certain thresholds are exceeded, it triggers the start of the mechanical ventilation in the car park. Such installations are located in France, Belgium, Luxembourg, Switzerland and Spain. As previously mentioned, France has decided to extend its obligation to install air analysers in all its car parks with more than 500 spaces to those offering fewer spaces than the Group manages for its own account.

Finally, the parking spaces must comply with certain fire safety rules. Local regulatory mechanisms are evaluated by administrations or inspection offices. In case of serious breach, an administrative closure of the site can be declared. In 2020, no car park of the Group was affected by this type of sanction. Including internal audits and inspections, a total of 957 audits related to fire safety and human health and safety were carried out in the Group's facilities in 2020.

4.4 Diversity

The Group has publicly committed itself to "Promoting gender diversity, non-discrimination and access to skills development, employability and promotion for all its employees, without any distinction" by combating all forms of discrimination against its employees in relation to hiring, working relations and career development, and by promoting equality based on competence and know-how.

In addition, the Group has defined and communicated a fair Human Resources policy, prohibiting any discrimination based on illegal grounds such as gender, age, morals, sexual orientation, race, ethnic origin or nationality, disability, and religious, political or trade union opinions or involvement. This policy is part of the Indigo Group's Code of Conduct, which is available on the Group's website. It applies to all employees of all controlled entities, joint-ventures (mainly the United States, Colombia and Panama) having been encouraged to implement similar rules.

4.4.1 Professional equality between men and women

4.4.1.1 Male-female workforce

As of 31 December 2020, women accounted for 24.0% of the Group's workforce, or 3,471 employees. They accounted for 22.9% of the workforce in 2019. Due to the Covid-19 pandemic, the number of employees as at 31 December 2020 has decreased by 8,405, or -36.7% between 2019 and 2020, with a decrease of 33.9% for women and 37.6% for men.



Employees	2019	2020	Variation 20-19	
Men	17,630	11,004	-6,626	-37.6%
Women	5,250	3,471	-1,779	-33.9%
Total	22,880	14,475	-8,405	-36.7%

The proportion of women is relatively similar across zones, with two notable exceptions, Panama, where the position of women in the parking profession is culturally dominant, accounting for 87.2% of the workforce and Spain, which has 64.5% of women, mainly in on-street parking and parking enforcement activities. In correlation, Streeteo, a French subsidiary dedicated to this latter activity, counts 36.6% of its workforce as women.

	31 December 2020		2020 Breakdown	
	Men	Women	Men	Women
France	1 380	406	77,3%	22,7%
Continental Europe	284	67	80,9%	19,1%
North America	6 512	1 956	76,9%	23,1%
IBSA	2 531	1 011	71,5%	28,5%
Mobility and Digital Solutions	297	31	90,5%	9,5%
TOTAL INDIGO GROUP	11 004	3 471	76,0%	24,0%
TOTAL	14 475		100,0%	

The low proportion of women in the Group can be explained mainly by a stereotypical view of the parking professions. However, particularly in view of the measures taken to promote diversity, this situation is gradually improving.

4.4.1.2 Manager / Non manager

Managers⁶ represent 10.0% of the Group's workforce, i.e. 1,447 employees. This percentage is increasing by 2.2 points compared to 2019 (7.8% of the workforce), as the manager category was less affected than that of non-managers by the operational staff reduction measures linked to the health crisis. On average, female managers represent 24.7% of managers worldwide compared to 24.0% of the Group's workforce. In proportion to their respective populations, male managers represent 9.9% of all male employees and female managers 10.3% of all female employees.

	31 December 2020			2020 Breakdown		2020 Group Proportion		
	Men	Women	Total	Men	Women	Men	Women	Total
Managers	1 089	358	1 447	75,3%	24,7%	9,9%	10,3%	10,0%
France	177	66	243	72,8%	27,2%	12,8%	16,3%	13,6%
Continental Europe	12	3	15	80,0%	20,0%	4,2%	4,5%	4,3%
North America	803	259	1 062	75,6%	24,4%	12,3%	13,2%	12,5%
IBSA	47	14	61	77,0%	23,0%	1,9%	1,4%	1,7%
MDS	50	16	66	75,8%	24,2%	16,8%	51,6%	20,1%
Non-managers	9 915	3 113	13 028	76,1%	23,9%	90,1%	89,7%	90,0%
France	1 203	340	1 543	78,0%	22,0%	87,2%	83,7%	86,4%
Continental Europe	272	64	336	81,0%	19,0%	95,8%	95,5%	95,7%
North America	5 709	1 697	7 406	77,1%	22,9%	87,7%	86,8%	87,5%
IBSA	2 484	997	3 481	71,4%	28,6%	98,1%	98,6%	98,3%
Mobility and Digital Solutions	247	15	262	94,3%	5,7%	83,2%	48,4%	79,9%
TOTAL INDIGO GROUP	11 004	3 471	14 475	76,0%	24,0%	100,0%	100,0%	100,0%
TOTAL	14 475			100,0%				

4.4.1.3 Remuneration

The remuneration policy is guided by common principles of sharing the fruits of growth, individualisation of remuneration and employee profit-sharing in the Group's success. The individualisation of salaries emphasises the individual responsibilities and performance of each employee at all levels of the hierarchy.

The breakdown of the Group's wage bill partly reflects that of the workforce, since women account for 22.9% of the bill and 24.0% of the workforce, with men accounting for 77.1% and 76.0% respectively.

⁶ Employees with a tangible 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 have a given technical know-how or expertise in one or several fields.

	Employees %		Wage bill %	
	Men	Women	Men	Women
Total	76,0%	24,0%	77,1%	22,9%

In France, under the law n° 2018-771 of 5 September 2018 on the freedom to choose one's professional future, the Economic and Social Unit (ESU) of the Parking division calculates and publishes an index of professional equality between women and men. If the Index score is less than 75 points, the company must implement corrective measures to achieve at least 75 points within 3 years. With an index of 94/100 in 2019 and 90/100 in 2020 (including a score of 40 points out of 40 on the equal pay criterion), the Group demonstrates its commitment to non-discrimination between women and men.

4.4.1.4 Promotion

The number of promotions in 2020, compared to the Group's total workforce at the end of the year, is 4.4%, or 563 employees who had their responsibilities extended. Note that, since Canada's information systems do not allow the number of promotions to be tracked, the data for this country are excluded from the above percentage.

Regarding their respective populations, 4.2% of women and 4.4% of men were promoted within the Group in 2020.

Promotion	Men	Women
Total	4.4%	4.2%

	2019 Group	2020 Group
Managers	17.4%	12.7%
Men's promotion	17.0%	12.4%
Women's promotion	18.4%	13.6%
Non Managers	17.4%	3.4%
Men's promotion	3.7%	3.5%
Women's promotion	3.5%	3.0%
Total	4.8%	4.4%

The table beside shows the distribution of promotions by gender and by managers/non-managers. In proportion to their respective populations, 13.6% of women managers have experienced career advancement compared to 12.4% of men. For the non-managerial population, 3.0% of women and 3.5% of men were promoted.

4.4.1.5 Fight against discrimination between men and women

Historically, women are poorly represented in the parking professions. The Group is thus implementing a number of measures to promote equality and, more generally, diversity in the workplace.

The Group's recruitment practices are the first line of non-discrimination and diversity. A recruitment charter is thus integrated on the Group's website, setting out the commitment "to equal treatment of candidates in order to promote equal opportunities and to fight against any form of discrimination".

This commitment continues with equal treatment in the area of remuneration and non-discriminatory access to promotion or training. For example, in France, a report on gender equality is prepared every year and made available to staff representatives. In addition, a third four-year agreement on professional equality and quality of life at work was unanimously signed in May 2019 with all the trade unions representing the parking industry in France. In particular, it specifies equality between women and men in terms of treatment in the recruitment and selection process, remuneration, access to training and promotion. Including a diagnosis on professional equality, it aims notably to define objectives for progress in the areas of recruitment, training, working conditions and the link between professional activity and the exercise of family responsibility.

In the United States, the state of Massachusetts passed a law in 2018 that requires equal pay for men and women. In order to be certain of complying with these regulations, the joint-venture LAZ Parking called upon a law firm to ensure that its practices and remuneration were the same for everyone.

Globally, the Group's management includes women in operational and functional positions, and an increasing number of women are recruited for managerial or expert positions. For example, since 2016, the Group's Tax Department has been headed by a woman. Similarly, women hold the position of Director of Human Resources in Belgium, Brazil, Canada, Spain and the United States, or are Directors of operating business sectors in France. Finally, in 2018, within the MDS division, the Group appointed a woman as CEO of OPnGO.

Furthermore, both through their recruitment practices and through internal and external awareness campaigns, the Group's subsidiaries work to promote the work of women. For example, in Brazil, a "Diversity Group" was formed. Comprising volunteers, it meets regularly and works to promote and influence the management of the Brazilian subsidiary in this regard.

In 2020, Andi Campbell, Senior Vice President of Human Resources at the LAZ Parking joint-venture, received the 2020 Women in Parking IMPACT Award, presented annually by the National Parking Association (NPA) and the Women in parking Association. A panel of industry peers elected Andi Campbell as "an outstanding parking executive who fosters inclusion, professional development and the advancement of parking professionals - particularly women".

Women in parking (United States)

To eradicate prejudice and work towards gender equality, the Group's United States joint-venture, 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 that help develop networks of women in the industry 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 in it. It is worth noting that LAZ Parking is a platinum corporate sponsor of this association and its leader was also the first man in the board of Women in Parking.

4.4.2 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 internal practices of the company (recruitment, career development etc.). For example, in France, in the Parking division, 42 nationalities were represented as of 31 December 2020, including the French nationality.

4.4.3 Age

Intergenerational relationships are built on the principles of trust, respect and reciprocal knowledge sharing. The Group does not, as a matter of 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. Thus, 54.4% of employees recruited in 2020 were under 30 years and 7.4% of employees were over 55 years.

4.4.4 Disability

The commitment against discrimination also applies to people with disabilities. For example, some countries, such as France or Spain, require by regulation, that companies employ a certain percentage of employees recognised as being disabled workers. The Group complies with these obligations in the two aforementioned countries, either directly or through subcontractors.

For example, in France, the Group makes occasional use of ESATs (vocational rehabilitation centres) for assignments such as mailing and sending correspondence. SEPADEF, a French subsidiary that operates the car parks in the La Défense business district near Paris, works in collaboration with *Cèdre*, an association which employs persons with disabilities for sorting and disposal of waste. At the Group's headquarters, old computer and telephone equipment is entrusted to DSI, a social and inclusive company that employs a majority of disabled employees and has held "Disabled company" or "*Entreprise adaptée*" approval since 1996.

Streeteo recruits staff in a situation of professional integration or reintegration: in 2020, the hours worked by employees hired in this way represent the equivalent of 32.7 Full-Time Equivalents.

In Colombia, City Parking supports with resources, training, and the recruitment of several disabled people the association *Fundación Ideal* which, since 1962, works in the field of education and training of people with disabilities in order to include them socially and professionally. The integration process includes an analysis of the work environment to ensure that it does not pose a risk to these individuals.

In 2020, INDIGO Belgium received the Inclusiveness Award 2020 from the Flemish regional organisation COMPAAN to reward the company for its actions in the field of reintegration. INDIGO Belgium has been working with integration organisations for many years in Flanders and Wallonia. These organisations support people with some disabilities, those who have not been able to complete their studies, or those who have dropped out of the labour market so that they can find a permanent job.

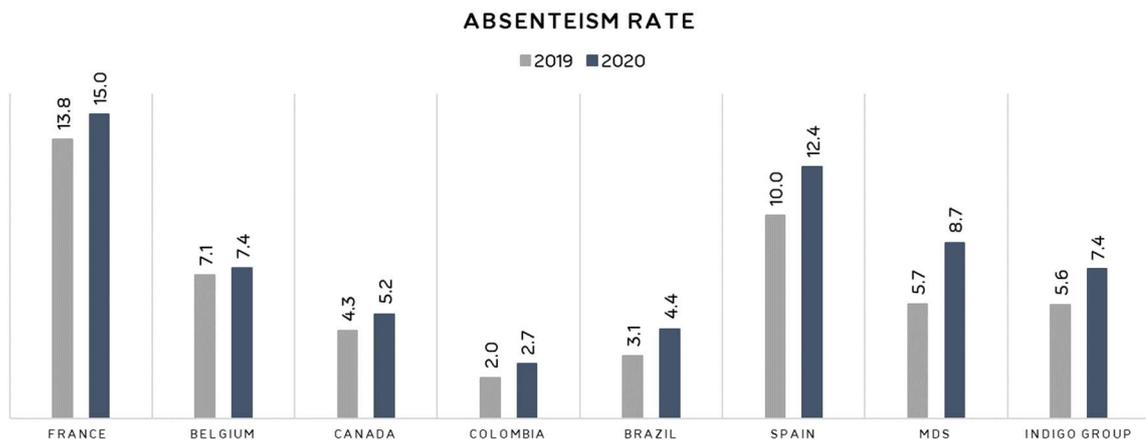
4.5 Absenteeism

4.5.1 Absenteeism rate

Except for legal holidays, the absenteeism rate includes all types of absences, including short-time working days. For the Group outside the United States, it is 7.4 in 2020, up 31.2% compared to 5.6 in 2019 due to the short-time working implemented as part of the Covid-19 pandemic.

The information system of the American joint-venture LAZ Parking does not count absenteeism. In fact, as about 90% of the employees is paid according to the hours worked, the payroll software takes solely these hours into account when calculating wages.

One of the effects of the health crisis is an increase in absenteeism in all countries where the Group is active. Thus, in addition to the inclusion of days of short-time working in the calculation of the indicator, regulations have changed from country to country to deal with the Covid-19 pandemic and have allowed for derogatory sick leave, such as sick leave for children not attending school (school closure, isolation of the child in case symptoms, proven case of contamination), or sick leave attributed to a vulnerable person or a relative of a vulnerable person. In addition, employees of the Group who cannot telework and are known as "contact", who are obliged to isolate themselves and diagnose a possible contamination, were able to benefit from sick leave. The same logic applies to those who went to their doctor with symptoms similar to those of Covid-19, or who were diagnosed.



4.5.2 Fight against absenteeism

The Group is particularly attentive to the changes in absenteeism rates in each of the countries where it operates: like the frequency and severity rates, the absenteeism rate for each entity is presented on a quarterly basis to the members of the Group's Audit and Risk Committee. Given the disparity in absenteeism rates and local regulations or specificities, each entity sets up its own policy in this regard, particularly to combat frequent short-term absences.

In Luxembourg, in Belgium, as in the French subsidiary Streeteo, absenteeism is one of the criteria considered in the calculation of the monthly bonus of officers.

In the US, which accounts for 47.4% of the Group's workforce, the "Employee Guide" includes a policy devoted to "attendance and punctuality".

In Brazil, in accordance with the "Operator Manual", in the event of an unforeseen absence, an employee must provide proof within 48 hours. If the person cannot substantiate his or her absence, a progressive disciplinary policy is implemented starting with a verbal warning. In addition, the Brazilian subsidiary classifies its car parks according to their operational efficiency. One of the evaluation criteria is the absenteeism rate, thus encouraging employees to be present in order to promote a good ranking of their site.

In France, in the same way as for the frequency rate, the profit-sharing agreement renewed in 2019 for all Group Economic and Social Unit (ESU) employees of the Parking division includes an objective to improve the absenteeism rate.

In the framework of the Compulsory Annual Negotiation, to fight against absenteeism, the Management and the Staff Representative Bodies agreed to restore, from 1 January 2019, a waiting period of one day in case of sick leave, starting from the second work stoppage in the year; the occupational insurance scheme remains unchanged. The parties had set a target of reducing overall annual absenteeism to a threshold of 4.5% for the year 2019. As this target was not met, and in accordance with the above-mentioned agreement, a two-day waiting period has been applied since January 1, 2020, starting from the second notice of initial work stoppage.

In parallel, specific procedures are put in place to support the recovery of employees, while training managers to monitor this issue. Awareness initiatives are also organised with the operating teams.

Similar initiatives are taken in Belgium: in addition to a reintegration programme for long-term absentees, a monthly follow-up of absenteeism is carried out and results in summary meetings with the operating managers. An analysis of the recurrence of absences is conducted, specific action plans can then be undertaken to determine the causes of repeated absences.

4.6 Training and development

4.6.1 Training hours

In accordance with its commitment to “promote gender diversity, non-discrimination and access to skills development, employability and promotion for all its employees, without any distinction”, the Group ensures the professional development of its employees and contributes to their personal development. Thus, despite lockdowns and other measures to limit the spread of the coronavirus, almost 43,500 hours of training were provided in 2020, representing an average of 3.0 hours of training per year and per employee, compared to 3.3 hours in 2019.

The table below details the number of training hours according to the Group's areas of operation.



4.6.2 Equal access to training

The Group's training access rate is 38.7%, with 5,608 employees trained in 2020. The gender distribution of trained staff is 24.9% for women (for 24.0% of the employees) and 75.1% for men (for 76.0% of the employees).

At Group level, women, who represent 24.0% of employees, received 26.4% of training hours and men, accounting for 76.0% of the workforce, received 73.6% of training hours.

The managers, who represent 10.0% of the workforce, account for 7.9% of total training hours, and non-managers, who represent 90.0% of the workforce, benefitted from the remaining 92.1%.

	Gender		Managers / Non-Managers	
	Men	Women	Managers	Non-managers
INDIGO GROUP	75,1%	24,9%	7,9%	92,1%

4.6.3 Training topics

At Group level, business training (technical, administrative and tools) accounts for 44.8% and that related to safety accounts for 38.5%.

Training topics vary according to the needs of each country: as previously mentioned, in countries with a high accident rate, priority is given to safety-related training courses as in Canada, Spain and France. In countries with a high staff turnover, management training plays an important role, as in Brazil and the United-States.

4.6.4 Types of training

There are two types of training, classroom training, where a trainer shares his or her knowledge with his or her trainees, and e-Learning, or online training, which is accessible online or from the Group intranet. The classroom training hours are counted according to the attendance times of the trainees. For online courses, only those higher than or equal to a quarter of an hour are considered.

Not all subsidiaries have the capacity to track online training and, when measured, its proportion varies by country. For example, it represents 24% of the number of training courses completed in France, or 81% in Brazil.

4.6.5 Skill development

Thanks to the professional development of its employees, the Group is able to manage the organisational and technological changes that are transforming its business and its organisation. The Group's activities include a strong human component, both in its traditional parking activities (operation and maintenance of car parks or parking meters, parking enforcement) and in the MDS activities (maintenance and management of self-service electric bicycles or scooters, OPnGO technical teams).

Since its creation, the Group has always played its part in upward social mobility: historically, training has always been an issue since few academic institutions offer apprenticeship programs for jobs in the parking industry. In response, the Group created in 2004 an in-house training academy in France, which is now the basis of its training strategy. The ambition of "Campus Indigo" is to promote and retain employees, while developing their skills so that they can progress and make a career in the parking or urban mobility industry. This campus is unique in the parking industry and offers two types of training:

- Qualifying professional courses based on the standards of the professional branch. The Group is a major player in its field of Professional Qualification Certificates (PQC). In the framework of the PQCs, the trainee is awarded a diploma issued by the professional branch which certifies the acquisition of the skills required for a position of operating technician or site manager. In 2019, after 8 months of preparation (an average of one week's training per month), 22 employees in the Parking division graduated in July 2019, 17 as Deputy Parking Operations Manager and 5 as Parking Operations Manager. Such qualifying professional courses could not take place in 2020 due to the Covid-19 pandemic, and the session initially planned has been postponed to 2021.
- Other training courses, not sanctioned by a diploma, mainly dedicated to business processes and tools.

To ensure that all its employees are adequately qualified and that the quality of the service it provides remains globally consistent, the Group decided to expand Campus Indigo internationally in 2015. So, Brazil created its own Corporate University, offering face-to-face training or e-learning. In the same spirit, the Group has obtained unlimited licenses in a global digital training system allowing the various entities to appropriate it without paying for a subscription. Today used by Brazil, Canada and France, this platform integrates a supervision module and allows the creation of multimedia digital training content, hosting of educational resources as well as the creation of questionnaires or requests.

In addition, to share best practices, processes and tools, countries hold regular meetings with their experts and managers. Thus, the Brazilian and the American teams exchanged their views on team spirit and human resources policies, and the Spanish teams shared with the French teams their experience of parking enforcement before the launch of Streeeto in France.

Furthermore, individual assessments are conducted in most of the Group's subsidiaries. The assessment interview is an opportunity to ensure that the employee has good understanding of the Group's activity and knows the challenges of his or her position in the organisation, to discuss his or her mobility and the possible next steps in career development, and to review training needs or to define a training plan.

Finally, there have been some key local initiatives in major countries, as in France, where the Group successfully renegotiated in 2020 with the social partners an agreement on strategic workforce planning in order to manage skills and talents in a context of changes in activities and organisation. The objective of this agreement is to adapt the knowledge and expertise of employees through training, equipment and access to information, allowing them to maintain and improve their efficiency for better employability. This agreement is also important to promote better transmission of knowledge and better intergenerational solidarity.

4.7 Attracting talents and retaining employees

Attracting and retaining talents is one of the Group's social priorities. Thus, in addition to initiatives for diversity and equal opportunities, access to training without any discrimination, safety and prevention actions and a fairly calm social environment, Indigo Group strives to play its role as a social ladder and has put in place processes to detect and retain its talents.

At the same time, opinion barometers or engagement surveys of the Group's employees are being conducted in several countries, such as in Brazil, France, Luxembourg and the United States. These surveys enable country management to implement action plans to strengthen this engagement.

4.7.1 Internal promotion

The Group favours internal progress as much as possible, whether for operational management or support functions. In many countries, vacancies are available on the local intranets and internal talents are favoured over external recruitment. For example, in Luxembourg, the current CFO started as an accountant in the company. Similarly, in the United States or Canada, many senior executives (Vice Presidents and Senior Vice Presidents) were promoted from their operational functions to their current roles. This is also the case in France where, in addition to the vocational qualification certificate courses already mentioned, many employees have benefited from pathways between the operational and support functions or have become Regional Directors by promotion.

4.7.2 Talent review

In 2015, the Group set up a biennial talent review for around 200 people from all its entities, including joint-ventures. The employees targeted occupy key positions within the Group (members of Management Committees and immediate employees, experts).

In addition to the ability to deliver the expected results, line managers assess the potential of each employee to move to a higher position. This assessment is based on interviews with peers and on the annual evaluation of the employee. Persons under 40 years of age and likely to have greater responsibilities within 3 years are referred to as "high potential" prospects. Twelve people were identified in 2017. These employees then benefited in 2018 from a specific path including the discovery of various activities of the Group in several countries. In 2020, some of these people have already evolved within the Group, for example from Group Treasurer to Chief Financial Officer France and then Group Chief Financial Officer from March 2020, or from Head of Technical Studies to Technical Director France. A new promotion has been identified and will start its course in 2021.

The Group's Brazilian and Canadian subsidiaries, which have a high staff turnover rate, have set up their own "young talent" program in 2019 in order to retain their high potentials. The talent review is also the way for Indigo Group to carry out its succession plan.

4.7.3 Evaluation interview

As previously stated, individual assessments are conducted in most of the Group's subsidiaries. Their frequency may vary because of the position held by the employee; it is usually annual for managers and can be biennial for non-managers, as in France for example. These assessments allow a supervisor to formalise with the employee the latter's individual performance for the past year and main targets for the coming year. They also help confirm the employee's suitability for his or her position or plan development actions.

The table below shows the percentage of evaluation interviews conducted in 2019 by geographical zone. As the evaluations are carried out according to the countries at different times of the year, it was decided to publish those of the previous year to present exhaustive data. Brazil and Panama are not currently recording evaluation interviews.

Evaluation interview	2018	2019
France	65.3%	71.0%
Continental Europe	66.2%	30.8%
North America	13.7%	13.1%
IBSA	9.3%	7.8%
Mobility and Digital Solutions	10.5%	14.0%
Total	18.5%	17.2%

In general, the evaluation rate of managers is higher than that of non-managers: without withdrawal of countries not recording the evaluations, nearly 89.7% of managers received an evaluation in 2019 against 11.4% for non-managers. 88.9% of female managers were evaluated against 89.9% of male managers, the rates being respectively 12.4% and 11.1% for non-managers.

4.7.4 Turnover

The turnover rate (staff turnover) is presented quarterly to the members of the Group's Audit and Risk Committee.

The turnover rates below are based on the entries and exits of the permanent staff, and do not include employees who have been hired for fixed-term assignments, or equivalent assignments according to local regulations. Considering the mode of remuneration in the United States, all the entries and exits of personnel, including fixed-term contracts, are counted for this country. Brazil and Canada do not report the number of employees hired on fixed-term assignments.

Turnover rates	2019	2 020
France	29,0%	18,9%
Continental Europe	42,7%	15,8%
North America	75,1%	99,3%
IBSA	53,8%	60,1%
Mobility and Digital Solutions	41,8%	24,2%
Total	65,9%	76,1%

The Group's turnover rate was 76.1%, up 10.2 points from the 2019 rate of 65.9, with a breakdown by gender of 74.5% for women and 76.6% for men and a category breakdown of 22.2% for managers versus 82.0% for non-managers. Turnover rates are decreasing in European subsidiaries, due in particular to protective social measures such as short-time working but are rising sharply in North and South American countries where such measures may exist but on a smaller scale and where the Group has been forced to reduce its workforce.

Thus, there are large disparities in turnover rates between countries, with for example, a rate of 2.7% in Spain, 18.9% in France, 48.8% in Canada, 81.1% in Brazil and 111.1% in the United States. In addition to the consequences of the health crisis on the permanent workforce (increase in

departures of 14.4% and decrease in recruitments of 62.3% compared to 2019), these high rates are not necessarily to be taken as social climate indicators as they are often the result of relatively young staff turnover, which is inherent to service companies with a high proportion of labour.

4.8 Labour relations

The Group prohibits any kind of discrimination in its Code of Conduct based on union involvements and recognises union involvement and the rights of employees to join a union organisation. The elected staff representative bodies or unions, depending on the local specificities, are therefore the first point of contact for all employees to discuss in-house issues of the Group such as health, remuneration, working conditions and training without discrimination.

These principles are applied with employee representatives of the Group's subsidiaries or joint-ventures, such as in France, Belgium, Luxembourg, Spain, Brazil, Canada, the United States and within the majority of MDS, i.e. the presence of representative bodies in entities representing 94.9% of the total workforce.

Negotiations with the partners cover at least all the mandatory issues when local regulations so require or address issues particular to each union, such as in Brazil, Canada and the United States. For example, in France, negotiations are based on salaries, professional equality, strategic workforce planning, and on specific agreements concerning the annualisation of working hours, night working hours, donation of rest days or organisation of working hours. In the United States, other than the above mentioned areas, negotiations with unions are based on health insurance. Thus, in 2020, 117 collective agreements are in force in the Group's entities.

Thus, in a context of constructive and peaceful labour relations, no strike for demands directly involving the Group was called in 2020. In France, 7 days of strike action were recorded at the beginning of 2020, following national calls for action.

5 Environmental matters

The Group is first and foremost a car park and on-street parking operator. And a marginal number of works are affected each year by construction or major renovation, mainly in France.

In contrast, the Group's activities as an operator have a relatively minor impact on the environment. Furthermore, the legislation in France decided in 2005/2006 to remove car parks from the ICPE category (*Installations Classées pour la Protection de l'Environnement* - Facilities Classified for Environmental Protection), which governs activities that present environmental risks, regulated by the French Ministry for the Environment, and to include them in the ERP category (*Etablissements Recevant du Public* - Public Access Buildings). This category is overseen by the Ministry of the Interior and identifies fire as the major risk.

The Group has, nonetheless, developed an environmental approach and remains publicly committed, through its Environment Health-Safety Policy, to "Minimising its environmental impacts by reducing its energy consumption, particularly in its off-street facilities, and implement technologies and solutions that reduce its customers' emissions while facilitating their access to individual mobility that does not depend on fossil fuels."

Post 2006, the Group has been carrying out in France environmental reporting, compliant with the French Grenelle II Act since 2012, and also on its own following its exit from the VINCI Group since 2014. In 2016 and 2017, the Indigo Group also voluntarily carried out environmental reporting for its subsidiaries operating mainly under concession contracts, long-term leases or full ownership agreements, hereinafter referred to as the "infrastructure model", in Belgium, Spain, France and the United Kingdom (as a reminder the Group sold its business activities in the United Kingdom in

December 2018). This model enables the subsidiaries concerned to take the initiative of voluntarily implement measures that help the reduction of its energy consumptions and, consequently, its Greenhouse Gas (GHG) emissions. Conversely, under the service-delivery model, the Group only has an advisory responsibility, which can include recommendations to upstream clients to invest in equipment that GHG emissions; it cannot, however, implement these recommendations directly given the limited nature of its missions under this model.

Hence, the Group decided to pursue this logic in the context of the Corporate Social Responsibility report by communicating its environmental data for Belgium, France, Luxembourg and Spain, countries where the infrastructure model is predominant, as well as in Brazil and Canada, countries in which this model exists but to a lesser extent. These six countries represent 73.8% of the turnover of the 11 countries where the Group operates as of 31 December 2020 (Parking division).

5.1 Greenhouse gas emissions

5.1.1 Emissions of the Group

The quantification of the GHG emissions is based on ISO scopes 1, 2 and 3 of the international standard ISO 14064. Scope 1 includes emissions resulting from the use of fossil fuels (natural gas and fuels), scope 2 includes emissions from energy purchases, mainly electricity and scope 3 includes all other indirect emissions linked to business activities of the Group's entities. Emissions are calculated by using country-specific emission factors. For scope 3, the method developed by the ADEME (*Agence De l'Environnement et de la Maîtrise de l'Energie* - French Environment and Energy Management Agency) was used based on the experience of the Group's French entities that have been using it since 2016 to calculate the CO₂ equivalents of their indirect GHG emissions.

The table below shows the GHG emissions of the six aforementioned countries.

2020 Emissions in Tons of CO ₂ equivalent	Belgium	Brazil	Canada	France	Luxembourg	Spain	2020	2019	Var. 20-19
Scope 1									
Emissions from fossil fuels	327	235	679	1,330	100	41	2,711	3,534	-23.3%
Scope 2									
Emissions from electricity	451	294	241	5,686	575	39	7,286	8,270	-11.9%
Scope 3									
Emissions from business activities	13,995	5,040	5,865	46,546	1,941	2,558	75,945	100,109	-24.1%
TOTAL	14,773	5,569	6,784	53,562	2,617	2,638	85,943	111,913	-23.2%

The Group's emissions, down 23.2% compared to those of 2019, reflect the contraction of business activity in 2020 due to the health crisis (as stated in section 2.4.1 Turnover for 2020, the Group's turnover is down by 24.1% compared to 2019).

Emissions from the Group's activities (scope 3), which account for 88.4% of total emissions in the six countries, include CO₂ equivalents from purchase and investments for 81.7%, kilometres covered by users in the off-street facilities for 13.0%, commuting to and from work for 4.6% and business travels for 0.7%.

5.1.2 Reduction of GHG emissions of the Group

In the face of challenges of climate change, the Group strives to limit its environmental impacts by limiting its own GHG emissions, those of its customers, and by developing new sustainable and carbon-free individual mobility solutions.

5.1.2.1 Reduction of energy consumption

The entities of the Group pay special attention to their energy consumption, particularly electricity, which represents a total of 112,869 MWh for the six above-mentioned countries in 2020, down 11.9% compared to 2019 (114,488 MWh). Electricity intensity or consumption per site (car parks and offices) decreased from 149.27 MWh in 2019 to 145.64 MWh at the end of 2020, a drop of 2.4%. Note a new count of sites subject to electricity billing in Canada for 2019, increasing the initial electricity intensity from 136.13 to 145.64.

France, due to the size of its activities within the Group and the predominance of so-called infrastructure contracts in its economic model, accounts for 84.1% of the electricity consumption of the six countries of the Group reporting their environmental data.

The energy consumption is mostly due to the lighting used in car parks. Therefore, the efforts of the Group are naturally focused on optimising the lighting in its off-street facilities.

When a new underground car park is being designed, if the architectural choice so allows, preference is always given to natural lighting: for example, the car park of the Town Hall in Dieppe, inaugurated in 2016, has three skylights with *pinus nigra* planted inside them. With that in mind, when constructing a multi-storey car park, a natural ventilation system through the facades also enabling daylight to pass through is always favoured if the space layout so allows.

Also, the Group's subsidiaries have, for several years, invested in lighting fixtures using more efficient lighting sources and reflectors than those installed previously (more lumens distributed per Watt consumed). Thus, the Group is gradually replacing the old generation T8 fluorescent tubes by T5 tubes, which are more efficient, or by LED sources. At the end of 2020, this last technology is equipping 30.3% of the car parks managed in the Group's six countries reporting their environmental data where the Group can invest directly to minimise its carbon footprint. Furthermore, systems that allow the lighting to be regulated depending on the presence of people in the car parks are installed to optimise energy consumption when fewer people are present.

In addition, in France, remote-controlled power consumption monitors were introduced in strategic car parks for real time recording of any deviation in power consumption, and an annual analysis of the power consumption of the car parks is carried out with the referenced power supplier.

These measures have resulted in a 32.9% reduction in electricity intensity (consumption per site) in France (26.5% reduction in total power consumption) between 2014 and 2020, 2014 being the first year of publication of the environmental data of the Group's French entities verified by an Independent Third-party organization.

5.1.2.2 Charging stations for electric vehicles

To promote e-mobility, the Group encourages the deployment of self-service charging stations for electric vehicles in its car parks. By the end of 2020, Belgium, Brazil, Canada, Spain, France and Luxembourg have made nearly 1,669 charging stations available to customers who own hybrid or electric vehicles. The total number of equipped parking spaces is 1,964, considering the existence of single, double and triple charging stations. The number of charging stations has increased by 23.6% compared to 2019 (1,350 stations) and by 86.7% compared to 2018 (893 stations), thus demonstrating the Group's commitment to the energy transition among its users and upstream customers.

The ever-increasing number of charging stations installed in its off-street facilities enables the Group to itself acquire electric vehicles (cars, two-wheelers) for its own service requirements: thus, electric cars and utility vehicles represent 13.6% of the Group's French car fleet, 12.9% of the Belgian fleet and 11.1% of the Spanish fleet by the end of 2020.

5.1.2.3 Renewable energy

Since October 2017, the power supplier of the Group's Spanish entities certifies that the energy supplied is "green", i.e. it is produced from renewable energy sources. The same goes for Belgium, where 60.5% of the power supply comes from "green" electricity, or for Canada, where the production of electricity from renewable energy sources, mainly hydroelectricity, accounts for 79.2% of the Group's Canadian subsidiary's supply. As a result, 2,572 tonnes of emissions of CO₂ equivalents were avoided in 2020.

Furthermore, the Group systematically considers during calls for tenders and depending on the sunlight conditions of the structure, the technical possibility of installing photovoltaic shelters on its surface or superstructure car parks if the roof terrace constitutes a parking level, or the installation of photovoltaic panels in the absence of parking on the roof.

5.1.2.4 Reducing the need for travel

To reduce the need for national or international travel, the Group's head offices in France and those abroad as well as most of its regional offices were equipped with videoconferencing facilities. The offices of the managers are equipped with a large screen and a web camera to organise such conferences. New electronic communication technologies were also deployed, enabling the organisation of online meetings with employees of the Group or with external contact persons. The management of the Group has given significant priority to videoconferencing to reduce the need for travels and their impacts.

Similarly, France implemented a trips and travels policy since 2016 urging people to opt for the aforementioned communication means to avoid the need for travel, to prioritise public transport particularly in large urban areas and to limit the number of participants when travel is necessary.

In addition, and as mentioned earlier, the e-learning training sessions are growing at a rapid pace in most countries where the Group operates. This is the case, for example, in Brazil, France, Spain or in the United States. Such training sessions enable the Group to not only reduce the training costs and thus to have more of them, but also to considerably reduce training-related travel, thus proportionally reducing GHG emissions.

Finally, the Covid-19 pandemic in 2020 generated a sharp reduction in travel in all countries where the Group is present. The teams, who are mostly used to remote meetings thanks to the tools mentioned above, were in the end only slightly disturbed by the traffic restrictions or teleworking, which is mandatory due to the confinements or curfews.

5.1.2.5 Sustainable procurement

In France, the Group incorporates the criterion of sustainable development in its Request for Quotes (RFQs) for goods (tickets, cleaning products etc.) and services (temporary, cleaning and security staff etc.) with an impact on the workforce, society or the environment. RFQs include a 'CSR commitments' section to be filled in by each supplier. In the evaluation of the tenders, this aspect can represent up to 5% of the total score. Depending on the specificity of referencing, each selected supplier commits to CSR indicators specific to it. 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.

Thus, the ticket printers used in off-street or on-street parking facilities in France belong to the Imprim'Vert® network, which ensures that its subscribers engage in proper disposal of dangerous waste and avoid use of toxic products for the manufacture of their products. The two suppliers referenced in France also supply Belgium, Spain and Luxembourg, thus providing these four countries with eco-friendly tickets.

5.1.3 Reduction of greenhouse gas emissions by users

In addition to reducing its own GHG emissions, the Group has implemented technologies in its car parks which limit congestion and streamline user journeys.

Thus, when this proves to be relevant given the number of users of the car park, dynamic guidance systems are installed. They indicate, by colour coding, the spaces taken and available; customers can locate a free space more quickly during peak hours without increasing the number of journeys through congested areas, thereby reducing pollutant emissions.

Similarly, license plate readers accelerate passage into and out of the car park. Customers who have registered locally or who have reserved a spot do not have to stop at the toll gates to collect their tickets at the entrance, to pay for their parking or to insert the payment receipt at the exit.

At the same time, the Group is opening up its parking spaces to decarbonised modes of transport through the management of dedicated bicycle parking facilities, such as those opening in 2020 in France near the Montparnasse station in Paris (375 spaces) and in Belgium in Antwerp under the Tenierplaats (297 spaces). In addition, secure areas for bikes and e-bikes have been integrated into the car parks, such as the "*Courte Durée*" car park in Strasbourg (800 spaces dedicated to bicycles), which was renovated in 2020.

Lastly, in countries operating mainly according to the management contract business model, the Group raises awareness among its upstream customers about environmental issues. Thus, in the United States, LAZ Parking offers its customers, through an educational guide, targeted recommendations to reduce the carbon footprint of car parks. LAZ Parking is also a founding partner (Platinum level) of the Green Parking Council (GPC), which works for a cleaner and more sustainable environment in car parks. It works within this framework on a variety of programmes related to sustainable development.

5.1.4 Reduction of greenhouse gas emissions in city centres

5.1.4.1 Soft individual mobility solutions

In most major cities, particularly in Europe, heavy use of cars is disapproved, and traffic restrictions are implemented. Faced with this issue that concerns it directly as a car park operator, the Group has been grappling since 2014 with the issue of long-term role of cars in metropolitan areas and, more generally, the future of urban mobility. The Group has thus redefined its strategy from wanting to be a market leader in parking to being a market leader in parking and individual mobility, notably by adopting its new name in 2015, INDIGO, which could be short for "INDividual GOing".

The Group firmly believes that individual cars remain the most efficient mode of transport in many cities for everyday commutes, except for short commutes to and from the city centre. At the same time, however, the Group expects cities of tomorrow to have no on-street parking, given that vehicles will have available spaces only in off-street facilities, as was decided by Madrid for its 5 km² city centre in November 2018. Finally, city dwellers express a strong need for inter-modality solutions for means of transport, for example to use a shared vehicle – two-wheeler or car – from the car park or metro station.

These findings have led the Group to continue to invest and develop its core business, i.e. the operation of parking facilities, and to also move towards soft urban individual mobility, or non-GHG emitting mobility, with the aim of transforming its car parks into urban mobility hubs.

This is why the Group first invested in start-ups promoting responsible mobility, such as Faxe, a car-pooling platform for commuting in the United Kingdom. The Group is also one of the founders of the Smovengo consortium, which bid for the Vélib' self-service bicycle contract in the Paris metropolitan area, and subsequently won it. And finally, the Group created INDIGO[®]weel, a shared bicycle and scooter rental service, both for individuals and for

employees of companies wishing to reduce their GHG emissions. Thus, as mentioned in section 2.4.1 Turnover for 2020, the share of sustainable mobility activities in the Group's Global Proportionate consolidated revenue, i.e. INDIGO®weel and Smovengo, amounts to 2.7% for the year 2020.

For the public authorities, these new mobility solutions proposed by the Group contribute to the reduction of pollution, streamlining of traffic and decongestion of urban areas.

5.1.4.2 Car parks

Car parks can also contribute to reducing GHG emissions in city centres: the Group also incorporates in its off-street facilities new car-related services that make urban travel more fluid and facilitate the daily life of its users and also benefit the local population. The Group is thus complemented by partners that are leaders in their sectors, such as Midas for setting up car care centres, Total Wash for setting up car wash stations or Norauto for the maintenance of two-wheelers in France. As it had already done in Spain with Correos, the main postal operator in the country, the Group has also entered a partnership with Amazon in France for the installation of "Amazon Lockers" secure parcel lockers in its facilities, and with REXEL, a world expert in the distribution of electrical equipment, for the installation of delivery lockers in its car parks for building professionals. These services, close to their usual or occasional parking spaces, or even their place of residence or work, allow users and residents to avoid or minimise travel to obtain equivalent services.

At the same time, the Group proposes the integration of Urban Logistics Spaces (ULS) in its facilities. A ULS is a kind of urban logistics platform for the temporary storage of packages. The delivery vans no longer deliver to the final recipients and have only one destination: the ULS. Subsequently, the packages are delivered in the car park periphery by small electric or non-motorised vehicles, which limits congestion in city centres and also pollutant emissions. Thus, since December 2019, a new ULS has opened in Paris in the Harlay Pont Neuf car park, allowing Parisians to have baskets of fresh produce delivered at home without increasing urban traffic.

Finally, the Group anticipates the development of this type of activity when it designs a new car park: for instance, during the construction of the Agen train station car park, a storey was provided with a ceiling height of 3 metres, instead of the usual 1.90 metres, in order to be able to convert the storey more easily into an urban and logistics business premises.

5.2 Circular economy

In terms of the circular economy, only the lack of control over energy consumption is a major challenge for the Group, as explained in section 5.1.2.1 of this document. However, the Group is concerned about the management of its waste and the sustainable use of natural resources.

5.2.1 Waste management

Although the Group generates very little waste, it is concerned by the damage it may potentially cause to the environment. This is mainly the case for on-street and off-street parking operations, as well as for office activities.

5.2.1.1 Waste generated by the operation of car parks

Fluorescent tubes used for lighting car parks contain mercury, which is a pollutant. Therefore, attention is paid to their end-of-life treatment: they are either collected by a

recycling service provider or recycled with the help of fluorescent tube suppliers. The Brazilian entity, whose customers include many shopping centres and hospitals, also benefits from the recycling programmes set up by the latter.

The batteries used in parking meters and for the supply of emergency lighting in car parks are systematically collected at the end of their service life by specialised companies. In 2020, 1.6 tonnes of batteries were processed in France.

According to the applicable regulations, the waste produced by the customers frequenting the car parks is subject to selective sorting.

Recycling work clothes

During 2020, the Group's Brazilian subsidiary decided to give a second life to its old work clothes by partnering with Ciclo Reverso, an association specialising in waste recycling and employing members from local communities who benefit from social programmes. The Group transformed its old uniforms into 300 kits (donated to schools), 200 masks (distributed to employees) and 900 ecological bags (given to new employees on their arrival or used for advertising purposes).

5.2.1.2 Sorting of office waste

At the Group's headquarters, selective sorting of used papers has been put in place and consumables at the end of the service life of the shared printers are returned to the supplier.

Non-recoverable IT equipment is occasionally donated to associations or collected by approved companies, such as the aforementioned company DSI, which holds the "Disabled company" approval, and collected around 400 different items of IT equipment from the Group's headquarters at the end of 2020.

Raid Indigo

Every two years, the Group organises a sports event, RAID INDIGO, a gathering of about 250 employees from all the countries where the Group operates. The 2018 RAID took place in Chamrousse, France. One of the contests involved collecting as much waste as possible between the Col de la Balme and the domaine de Bachat (roads, trails and forest), in order to raise awareness among the Group's employees about environmental issues. 350 kg of waste were collected, and the Group paid €2,000 to Mountain Riders, an association that organises waste collection campaigns in the mountains, among other activities. Due to the Covid-19 pandemic, the 2020 edition of this event has been cancelled.

5.2.2 Soil pollution

Soil pollution is not a major risk for the Group. However, management systems have been put in place to guard against this.

5.2.2.1 In the construction phase

Before the construction of a car park, the Group obtains, according to applicable local regulations, the necessary building and environmental permits, and complies with any related environmental requirements. An analysis audit of the possible pollution of the land to be excavated is carried out. If polluted soil is discovered during the construction phase, it is systematically sent to appropriate landfills.

5.2.2.2 In the operation

Site activities generate wastewater (sanitation, cleaning), runoff water, potentially containing hydrocarbons, and also involve pumping of mine water for underground car parks built at the groundwater level. Depending on the regulations in force, runoff may have to be treated before being discharged into the sewer and mine water may have to be discharged into a separate network.

In France and Luxembourg, for example, as well as in some Belgian car parks with no similar obligation, runoff, from rainwater and groundwater seepage, is decanted into hydrocarbon separators before being discharged into the sewer. At the end of the decantation, the water sent to the public sanitation network is free of hydrocarbon sludge; the water remaining in the tank is collected and treated by specialised companies.

In the area of fire safety, local regulations may require the presence of generators and therefore a fuel tank. In order to avoid accidental soil contamination in the event of tank leakage, the tanks are protected by a sealed external containment.

Finally, as regards regulated pollutants, any removal of asbestos or lead paint, which may occur during the work carried out in the car parks that the Group manages for its own account, are carried out in accordance with the laws in force and are also entrusted to specialised companies.

5.2.3 Water

Domestic water is not an issue for the Group. It is used mainly for cleaning the car parks as well as for testing some sprinkler-type automatic fire-extinguishing systems. The consumption of purchased water in the six countries amounted to 99,625 m³ for 2020; for Canada, given the absence of water meters, only an estimate of the consumption for offices is included in this figure.

For groundwater, the new car parks constructed at the groundwater level do not discharge mine water (water taken from the groundwater, whether collected after seepage in the last level of the car park or pumped to avoid such seepage). This is the case, for example, for the "*Les Sablons*" car park, currently under construction in Neuilly sur Seine, France, whose opening is scheduled for 2022, as the construction solutions chosen make it possible to avoid this. In addition, studies are being carried out to reduce the total volume of mine water discharged by the Group's existing car parks in France: during renovation, if the situation so allows, wastewater and mine water are segregated. Thus, during the renovation of the Lutèce-Cité car park in Paris, a network was created to discharge the groundwater directly into the Seine.

5.2.4 Raw materials

The use of car parks is a service that does not involve high consumption of raw materials. However, the Group pays special attention to its use of paper.

Consequently, the 28 tonnes of office paper ordered in 2020 in the six countries that reported their GHG emissions, have labels or certifications stating that it is manufactured in an eco-friendly manner or sourced from sustainably managed forests.

The subsidiaries reduce their paper consumption by printing on both sides of the same paper on shared printers, by encouraging archiving and digital communication, and by converting their supplier invoices as well as those issued by them into an electronic form.

5.3 Biodiversity

As car parks are built and operated mainly in urban areas, biodiversity is not a major issue for the Group. However, in order to better understand and anticipate the preservation of fauna and flora of a site on which a car park could be built, the Group has trained project managers from its technical and legal departments in France in biodiversity issues.

5.4 Environmental certification

Certain entities of the Group have decided to initiate an ISO 14001-type environmental certification process, the requirements of which are based on the principle of continuous improvement of environmental performance by controlling the impacts of the company's activity. For example, Spain, and one of the Group's French subsidiaries, SEPADEF, which operates car parks in the La Défense business district, obtained the ISO 14001 environmental certification in 2011 and 2016 respectively.

6 Societal matters

6.1 An ethical commitment

The Group, a world leader in parking and individual mobility, which has several thousand employees in several geographical areas and different sectors, attaches the greatest importance to compliance with the rules applicable in the conduct of its business, whether they are prescribed by law or values that underpin the Group's action. Compliance with these rules is essential for the Group to continue to inspire confidence in its public and private customers, its partners or suppliers, its shareholders or investors, as well as its employees.

6.1.1 Code of conduct

In July 2016, the Group formalised all the standard ethical rules binding on all its employees, in the form of a code of conduct established in all the languages used by all of the Group's subsidiaries. This code of conduct sets out the principles of professional ethics that must, in all circumstances, drive the conduct of its employees and, more broadly, expects irreproachable conduct from each of them, based on probity, loyalty, respect for dignity and individual rights.

In accordance with the French law of 9 December 2016 on transparency, fight against corruption and modernisation of economic life, known as "Sapin II", a new version of the code of conduct, as well as a whistleblower's charter, were drawn up during 2019. The documents have been translated into all the languages spoken in the Group's controlled subsidiaries and each country has a confidential externalized telephone line dedicated to whistleblowers, allowing everyone to express themselves freely in their own language. A dedicated e-mail address is also available to whistleblowers. The Polish subsidiary, established in 2020, received the English version of the Code of Conduct as a first step; it will also be included in the whistleblower line from 2021.

In accordance with its commitment "to involve its employees and stakeholders in compliance with the rules of good conduct", the new code of conduct and the whistleblower charter have been distributed to all employees of the Group's controlled subsidiaries. Joint-ventures (mainly in the United States, Colombia and Panama) were invited to apply rules similar to those in the Code of Conduct.

In addition, a personal communication was sent to persons considered to be, by their functions, likely to be exposed to the risk of bad business practices. 100% of the persons concerned in Belgium, Spain, France, Luxembourg, Poland and Switzerland have formally confirmed that they have taken the new code of conduct into account. The return rate to date is 91% in Canada. Finally, Brazil has implemented a different method of diffusion: in addition to the general distribution described above, the subsidiary has set up a targeted training program for all its employees most exposed to risk situations, the percentage of trained employees currently standing at 65%.

In addition, a process for communicating the code of conduct to new employees has been put in place so that they can comply with it. At the same time, they are informed of the availability of a whistleblower line.

Classroom training for some of the targeted populations was planned in 2020 within the Group's subsidiaries. These training sessions could not take place due to the health crisis but will be held as soon as the situation returns to normal. The development of an e-learning training course has therefore been given priority and will be implemented in 2021, first in France and then in French-speaking countries.

In recent years, no Group entity has been convicted of bribery or influence peddling and no whistleblower reports on these subjects have been raised since the whistleblower communication facilities were made available.

6.1.2 Compliance with regulations

Indigo Group states in the "Legal compliance" section of its Code of Conduct that "Entities and their employees must comply with applicable laws and regulations in all countries where they operate". This principle applies in all countries and regardless of the activities concerned, without any exception.

As regards accounting and financial audits, independent audit firms annually provide for each subsidiary concerned and on a consolidated basis for the Group a report certifying the fairness, lawfulness and fair presentation of the results of the transactions for the financial year as well as the financial position and assets at the end of the year. This report has not been subject to any reservations since the Group left the VINCI Group in 2014.

It is in this same spirit that this document is drafted, as it has been the case since 2014 for the reports on workforce, environmental and societal data of Indigo Park, the French subsidiary of Indigo Group, until then the only entity of the Group subject to the mandatory publication of the aforementioned information and which presence and fairness have been attested by the authorised Independent Third-Party Agency.

Lastly, in the fight against tax evasion, the Group is committed to paying all the taxes that it owes in countries where it operates and in accordance with all tax laws that apply to the operations. The commitment to paying the appropriate taxes owed is fulfilled by seeking to pay the right amount of tax, at the right rate, in the right place and at the right time. In order to fully achieve this objective, the Group aims ensure that it reports its tax affairs such that they reflect the economic reality of the transactions it undertakes in the course of its business. The Group does not undertake any specific transactions with the sole aim of securing tax benefits that would otherwise not be available to it based on the reality of the transactions undertaken. As a result, the Group companies do not undertake transactions or participate in any arrangement that might involve the application of the French anti-abuse law.

6.2 A commitment to customers

6.2.1 Upstream Clients (grantors)

6.2.1.1 Attentiveness

Indigo Group is the world leader in parking and individual mobility. This success is based on the trust that its upstream clients have placed in it, both through contracts related to parking operations and authorisations for setting up self-service bicycle or scooter activities.

In terms of parking, the Group's success in sectors as varied as city centres, airports, hospitals, shopping centres, railway stations, leisure and event spaces or universities, is based on tailor-made services, resulting from an international experience but tailored to local specificities.

Regardless of the activity sector concerned, the Group supports its upstream clients by listening to their needs and providing them with assistance as part of a transparent partnership.

Thus, in addition to the informal exchanges required for operations, the Group is developing a co-management approach to operations based on regular meetings as well as an organised and systematic sharing of information. With variable frequency as needed by the clients, technical committees are held to review the technical (breakdowns, various incidents, etc.) and commercial (number of users, sales of subscriptions, etc.) situation of the car parks. At a higher level, steering committees help go a level further vis-à-vis daily activities and share with the upstream client its short and medium-term strategies and plans in a formalised framework. Lastly, strategic committees are set up to present the activity reports and to discuss the main approaches of the contract.

6.2.1.2 Consulting and data access

In terms of consulting, the Group relies on its in-depth knowledge of its locations. In fact, thanks to an operational framework that is as close as possible to the field, the Group is able to get a good understanding of local issues and thus better advise its upstream clients to help them solve their parking problems, such as those related to streamlining and attractiveness of city centres for municipalities. By taking this example, the Group can also engage with local authorities in specific actions, such as those mentioned in section 6.4 "A commitment to customers" below.

In the digital age, data access is becoming essential. In North America, for example, in the context of management contracts, the Group assists airport management bodies in their analysis of passenger flows by collecting traffic data and modelling them using business intelligence solutions. Detailed knowledge of the activity makes it possible to maximise the filling rate of the various car parks and to offer better service to customers. In fact, these analyses make it possible to responsively adapt the presence of personnel to the flight plans and to ensure continuous service in case of late arrival or exceptional peak visitor numbers.

In France, the Group also offers its upstream clients the possibility of providing a statistical monitoring tool enabling them to have a real-time view of the activity of the car parks. Thus, by improving the knowledge of the service and the way parking is operated, the Indigo Parking Observatory can enable decision-makers/local authorities to change their mobility policies. The upstream client selects the data that it deems relevant for its monitoring and the information extracted from the system is provided to it in the form of personalised dashboards. These become unavoidable bases for the various committees mentioned above as well as for the activity reports. For on-street parking and enforcement activities, an "open data" portal is open since 2019 to support them in their public parking and mobility policies.

6.2.1.3 Transparent partnership

The satisfaction of users of parking facilities operated by the Group is measured in various ways, particularly through satisfaction surveys. The upstream clients may choose to participate in the preparation of the content of the surveys and the results are presented to them and analysed jointly.

The Group also allows its upstream clients full latitude to organise quality control checks in the car parks: whether periodic or unannounced, conducted by the internal departments of the upstream customer or by a service provider authorised by the latter.

6.2.2 Downstream clients (end-users or customers)

6.2.2.1 Measurement of customer satisfaction

Having loyal and faithful customers is essential for the Group. The operations and maintenance departments ensure on a daily basis that the services delivered are always optimal in the fundamental areas of cleanliness, lighting and equipment operation. But the satisfaction of the customers can raise other criteria. Thus, the measurement of their satisfaction is an indispensable tool that allows the Group to better understand their expectations and thus, by meeting them, to strengthen its competitiveness.

In general, customer satisfaction with the Group's car parks is measured using several tools:

- customer surveys,
- on-site audits by a "mystery shopper",
- "mystery phone calls" to INDIGO stores or the Customer Relations Centre,
- satisfaction survey terminals for everyone to give his or her feedback,
- Satisfaction surveys after contact with the Customer Relations Centre,
- Social network monitoring.

Local surveys of customers are likely to be conducted on site, during "normal" period of activity (excluding school holidays for example). The bases of this type of investigation can be determined in collaboration with the upstream client if it so wishes. In order to better understand the aspirations of users, the questionnaires make it possible to collect their exact opinions (transcripts). Following the analysis of the responses, actions to improve the services can be carried out or new services proposed.

To measure the general quality (cleanliness, obsolescence, available information, functioning of equipment and adequacy of the service offered) of a parking facility, mystery surveys are carried out by an external firm twice a year. The latter is based on a grid that tracks the journeys of pedestrians and vehicle users, thus allowing attention to all potential hurdles for the customer. As with annual surveys, the results are used by the Group to improve the quality of its services and shared with the upstream client. In the first quarter of 2020, 332 mystery visits took place in French car parks. Due to the health situation, these mystery visits could not be continued in 2020 but will be relaunched as soon as possible, and even reinforced by the integration of customer surveys.

Mystery phone calls are also made either in INDIGO stores or at the Customer Relations Centre to assess the entire process, from the telephone reception to the end of the call. In 2020, 147 measurements were carried out in France.

Installed as close as possible to the end-users, satisfaction survey terminals incorporating colour codes and 'smileys' allow users to express their feedback for a given subject, such as "satisfaction on the work done", "satisfaction on a specific service" or "satisfaction on the cleanliness of the car park". The recorded data allows local operations managers to be alerted very quickly when, for example, satisfaction drops at the same time each week. And as always, in a spirit of transparency, the results are presented to the upstream client.

End-users can contact the Customer Relationship Centre by phone, email or contact request from the merchant site or mobile application. After processing a request, the Group asks its customers for their opinion through a satisfaction survey. This customer feedback channel was launched in November 2019 in France. In 2020, the Customer Relationship Centre received and analysed 25,598 responses for the purpose of continuously improving the services provided.

Finally, an operational monitoring is carried out by Operations Managers who receive in real time the opinions of customers posted on social networks. This functionality was also deployed in November 2019 in France. In 2020, 3,300 opinions were received and, where necessary, allowed for rapid improvement of the service provided to users.

6.2.2.2 Making the customer's journey reliable

As already mentioned, remote operations and assistance centre can, at any time, 24/7, intervene and assist the customer in his or her journey in the car parks thanks to an optimised remote operation system. The operators are connected to the main equipment of the car parks and the different alarms. They intervene in the event of a safety alarm (fire, CO detection, etc.) or technical alarm (equipment malfunction, attempted break-in, etc.) or a customer call at the gates or automatic pay stations. The operators can interact with customers through a network of IP intercoms and connected cameras at key locations in the car park. With each call from a voice point, the customer is put in touch with the on-site staff or with a tele-operator who assists the customer during any incident: query regarding payment, loss of ticket, pedestrian access request or problem related to the vehicle. The operator can also initiate interventions with the internal maintenance departments or external services (emergency services, electricity, gas, lift, etc.). This service is available in France, Belgium, Luxembourg, Spain, Brazil, Canada and the United States.

At the heart of the Group's business continuity plan, these remote operation centres played a vital role during the various lockdowns or curfews linked to the health crisis. They made it possible to ensure the service provided to users while limiting the movements of the Group's employees to the strictly necessary interventions in the car parks.

6.3 A commitment to the territories

As a partner of cities, local authorities, hospitals and universities, our Group is part of the social fabric. In addition to the personnel employed for the management of self-service bicycles or the enforcement of on-street parking, the Group's jobs are mainly related to the operation of the car parks and on-street parking spaces whose management is entrusted to it, for the benefit of local employment. The Group's facilities also require the intervention of local companies for their construction and then their maintenance, which also supports the activity locally. This is also reinforced by the integration of car services (washing, car maintenance), generating even more local jobs. Parking activity is one of the elements of the urban mobility chain and contributes naturally, or via targeted actions, to the attractiveness of city centres by encouraging the preservation of businesses and jobs.

For example, as a long-standing partner of the city of Périgueux, the Group in France joined the various measures taken by the city to boost activity in its territory by promoting economic activity in its city centre. Over the years, these measures may have involved, for given periods or days and for varying lengths of time, the free parking of all or part of the car parks managed by the Group on behalf of the city. Similar one-off or long-term initiatives were taken in other French cities in 2020, such as Cagnes sur Mer, Melun, Montpellier, or Salon de Provence.

Beyond the revitalisation of city centres mentioned above, the Group is also helping to streamline them by promoting sustainable urban logistics through the establishment of previously mentioned Urban Logistics Spaces. In the same vein, the non-polluting forms of mobility deployed by Smovengo or INDIGO®weel (bikes, e-bikes or e-scooters) are a credible alternative to car travel in the cities where they are located.

6.4 A commitment to citizens

The Group is committed to the communities in which it operates. Working in partnership with the non-profit sector, the Group supports solidarity initiatives to assist local populations. Thus, depending on the local issues, the Group is involved in various areas such as the promotion of education, health, assistance to the most disadvantaged and to people with disabilities, or culture.

6.4.1 Education

Various examples illustrate the Group's actions in the field of education:

- In France, the Group has established a partnership agreement with the engineering school "Ecole des Ingénieurs de la Ville de Paris" to help promote best practices and innovations in the urban area, to contribute to the development of jobs, skills and training in the field of eco-mobility and parking, and to develop research, study projects and training. In 2020, despite the constraints of the Covid-19 pandemic, one student from this school completed an internship at the Group's headquarters (three in 2019). It is worth noting that after their final internship at the Group's subsidiaries, 2 students from this school were recruited in 2016 and 2017.
- In Brazil, the subsidiary *Administradora Geral de Estacionamento* entered into a partnership with two of the main universities in Porto Alegre, which resulted in the arrival of six interns in 2020.
- In addition to these partnerships, the Group's subsidiaries welcome trainees from schools or universities of various disciplines for specific needs, as is currently the case at the Group's head office with the integration of a student on a work-study programme from the communication sector or for engineering students in the field of telephony and networks. A trainee from the "EPF-Ecole d'ingénieurs" was hired in 2016 following her end-of-study internship and is now Director of an operating business sector in France within the Group's Parking division.

In 2020, 54 trainees were able to apply their academic knowledge in real work settings within the Group.

6.4.2 Health

In the field of health, the Group works with local associations. For example, in Paris, the *Samu Social* has trained the Group's Parisian employees to help them communicate and deal with people trying to find shelter in the Group's car parks.

Always in relation with the *Samu Social*, in Marseille, the Group has chosen to join forces with the association "Règles Élémentaires" to ensure that homeless and poor women have access to hygiene and personal hygiene products. Donation boxes were installed from October 2018 to January 2020 in the Group's car parks.

In partnership with the Social Action Centre of the City of Paris (*Centre d'Action Sociale de la Ville de Paris*), the Group took part for the third consecutive year in February 2020 in the "Night of Solidarity" (*Nuit de la Solidarité*), whose objective is to count the homeless people in the city as well as in the woods of Vincennes and Boulogne. 27 car parks were included in the scheme, involving about 20 Group employees, who were mobilised from 10 pm to 1 am.

Also in France, the teams in charge of the car parks in the La Défense business district near Paris signed a convention in 2019 with several local and international associations such as the Red Cross, concerning people vagrant in the car parks. In this way, Indigo identifies the areas occupied by these people in its premises and guides associations to go and meet them. The associations have made the operating teams aware of how to approach homeless people, identify their needs and offer them contacts or addresses that could be useful to them.

In Colombia, City Parking signed an agreement with one of its customers as part of a campaign against drunk driving in Bogotá by displaying prevention messages in its car parks and offering alternatives to driving, such as calling a driver or a taxi. In the same vein, the Canadian entity West Park is a long-standing partner of MADD - Mother Against Drunk Drivers, whose slogan is "No alcohol, No drugs, No victims".

6.4.3 Help to the disadvantaged people

The Group is sensitive to the situation of the most disadvantaged people and supports the initiative of its employees in this regard.

The Group's Brazilian subsidiary works with the non-profit association Manobra Solidaria to organise an annual clothes donation drive in Porto Alegre. These donations are collected in the car parks, in dedicated containers, sorted and redistributed to the most needy. Since the beginning of the partnership, more than 316,000 items of clothing have been donated. A similar initiative is undertaken on the occasion of "Papai Noel dos Correios", during which children from disadvantaged families write letters to Santa asking for toys, clothes or school supplies. The local teams in Porto Alegre handled more than 131 letters and the corresponding gifts were given to the postal services.

Although the Group's activities are not directly concerned by the French regulations relating to the fight against food wastage, food insecurity, respect for animal welfare and fair, sustainable and responsible food management, it does undertake a number of initiatives in this area. For example, the Group has joined the anti-food wastage action for the benefit of the most disadvantaged people undertaken by the association Le Chaînon Manquant. The latter recovers surplus food from food business operators and redistributes it to the people who need it most. As part of this support, the Group offers a parking space in the Marché Saint-Honoré car park in the centre of Paris to facilitate the mobility of the association's vehicles.

6.4.4 People with disabilities

The Group also undertakes initiatives benefiting people with disabilities.

In France, going beyond the regulations applicable to it, the Group has distributed to all its staff an official guide "Welcoming people with disabilities", describing the right attitudes to adopt towards a person with a physical, visual, auditory or mental disability.

In the United States, LAZ Parking through its company foundation supports Special Olympics, an international association that strives to enable the greatest number of children, youth and adults with disabilities to play sports and compete in specific Olympics events.

In Colombia, the subsidiary City Parking supports Fundación Ideal, which works for the professional, family and social integration of people in vulnerable situations through education, training and support. City Parking's contribution comes in the form of resources, training and hiring of people with disabilities. City parking's involvement was recognised in January 2019 by the United Nations (UN), which awarded it a Global recognition Award "Good practices of employability for workers with disability 2018".

6.4.5 Culture

The Group is also committed to promoting culture.

For example, in France, the teams working in the car parks of the business district of La Défense (largest open-air art collection in Europe) support their upstream client to showcase works of art: the Street Art works are created and exhibited initially in the central square of La Défense (Le Parvis), and then exhibited either in temporary or permanent exhibitions along walkways

used by the Group's car park customers. Indigo Group also participated in 2020 in the 6th Street-Art session, bringing together 15 "street-artists" who created and exhibited 15 works of Urban Art for 5 days in the central square of La Défense. Partner of this event since 2015, the Group exhibits 99 street-art works in its car parks.

In Luxembourg, local teams are involved in a cultural patronage arrangement with the MUDAM (Grand-Duc Jean Museum of Modern Art).

6.5 A commitment to the fight against the Covid-19 pandemic in 2020

Alongside Respect and Responsibility, Solidarity is the Group's third managerial value. The year 2020 made it possible to give concrete expression to this value.

6.5.1 Solidarity with the Group's employees

The Group decided to set up a solidarity fund at the level of five controlled entities (Belgium, Brazil, Canada, Spain and France) in order to financially support its employees affected by the health crisis (e.g. short-time working, loss of employment by a spouse or family affected by the virus).

The Group decided to set up a solidarity fund at the level of five controlled entities (Belgium, Brazil, Canada, Spain and France) in order to financially support its employees affected by the health crisis (e.g. partial unemployment, loss of employment of a spouse or family infected by the virus). Subscription to this fund was open to all managers and supervisory staff of the above-mentioned entities, on the basis of a voluntary and anonymous donation of part of the monthly remuneration for a period from May to December 2020. In addition, the Group matched each contribution with the same amount.

Around 200 employees took part in this initiative and the solidarity fund raised nearly €840,000, including the Group's contribution. The Chairman of the Executive Board of INDIGO Group has subscribed to the solidarity fund by contributing 38% of his monthly salary from May to December 2020.

In parallel in the United States, the joint-venture Laz Parking has also established a solidarity fund with 1 million dollars and four founders who are members of LAZ Parking's management did not pay themselves voluntarily for three months.

6.5.2 Solidarity with the medical staff

In order to best support medical staff to face the health crisis, OPnGO and INDIGO have decided to help them by offering free and "contactless" parking spots in all INDIGO car parks in France throughout the lockdown periods. Medical staff were thus able to enter and exit all car parks free of charge, "contactless" thanks to automatic number plate recognition, whether they were going to a care facility, visiting a patient, or going home.

More than 413,000 hours of parking were offered to the 2,866 people from the medical profession who registered for the free offer.

In Brazil, the car park of Ulbra University in Canoas, Rio Grande do Sul, where a field hospital has been installed, has been made free for both healthcare professionals and patients. In Rio de Janeiro, at the Riocentro complex, where a similar operation to the one at Ulbra University took place, the operational base of the team in charge of managing the car park was also made available to the medical staff.

LAZ Parking supported hospitals and medical centres coping with high demand for testing and vaccination. It designed and rolled out drive-through centres and a range of patient

management services on more than 50 sites. For example, LAZ Parking can rapidly set up testing and/or vaccination facilities, handle logistics, traffic control, patient welcome, pre-screening and temperature checks.

In a similar approach, in Montreal, Canada, part of the car park of the Sainte-Justine Hospital, managed by INDIGO Canada teams, was transformed at the beginning of the pandemic into a physical and "drive-through" screening centre for symptomatic children in order to reduce their waiting time in clinics. As the Covid-19 virus spread, the testing centre was later opened to people of all ages. The same applies to the Maisonneuve-Rosemont Hospital, also in Montreal.

6.6 A commitment to international conventions

The Group's subsidiaries comply with international conventions, such as those of the International Labour Organization (ILO) or the United Nations Principles on Human Rights, in their day-to-day activities and in their projects.

The Group applies the provisions of the ILO conventions concerning, in particular, respect for the freedom of association and the right to collective bargaining, the elimination of discrimination in employment and occupation, the elimination of forced or compulsory labour, and the effective abolition of child labour.

In terms of human rights, the Group's risk analysis did not highlight any particular issues in this area, especially in view of its activity and territories. No actions other than those previously mentioned in this document have been initiated.

7 Corporate social responsibility rating

In March 2020, INDIGO Group was awarded a rating of 66/100 by the non-financial rating agency VIGEO EIRIS, placing the Group 44th in the world out of a panel of 4,903 rated groups or companies. As a reminder, the previous score in March 2018 was 61/100.

8 Methodological note

8.1 Scope

The scope of HR, environmental and societal information herein is intended to give a representative image of the Group's activities.

8.1.1 Social and societal data

The Group's headcount is recorded in full, including for joint-ventures, on the basis of a global view integrating 100% of the data relating to joint-ventures. As indicated in the notes to the Company's consolidated financial statements and in this NFPS, the total number of Group employees at 31 December 2020 was 14,477, of which 6,648 were employed by companies controlled by the Group and 7,829 by joint-ventures.

This NFPS includes various other data of a HR nature and specifies for each the scope used if it is different from that including all Group subsidiaries and joint-ventures.

Entities joining the Group during the financial year are included as soon as they are acquired, for the Group's control period only. The data of subsidiaries that have left the Group during the year are not reported.

8.1.2 Environmental data

The Group operates according to very different economic and contractual models depending on the country: in the so-called infrastructure model, the subsidiaries concerned can take the initiative to voluntarily implement measures to reduce their energy consumption and consequently their greenhouse gas emissions; on the other hand, in the service management mode, the Group can generally only encourage its upstream clients to do so. In addition, the Group's operations in some countries are of a small size.

For these reasons, the Group has selected a scope of 6 countries for reporting environmental data, namely those in which it can directly make investments in favor of the environment and which are of significant size (turnover of more than €10,000,000): Belgium, Brazil, Canada, France, Luxembourg and Spain.

Entities joining the Group during the financial year (by way of creation or acquisition) are not integrated. They will be integrated for the following year if:

- the entity is created or acquired in a country already reporting its environmental data,
- by creating or acquiring the entity, the country that did not meet the above conditions comes to meet them,
- in the case of an entity created or acquired in a country where the Group was not present, it meets the aforementioned turnover and infrastructure model conditions.

Data for entities that left the Group during the year are not reported.

8.1.3 Operational data

The Group presents certain operational data (such as the number of countries and cities in which it is present, the number of parking spaces and car parks managed, or the number of employees) on the basis of a global view that includes 100% of the data relating to the joint-ventures, as if they were fully consolidated and not accounted for using the equity method, as the data concerned is difficult to reduce to the Group's share in the joint-ventures.

8.1.4 Financial data

The Group's statutory consolidated financial statements are prepared in accordance with IFRS, with joint-ventures being consolidated using the equity method. In order to provide a more economic view of the substance of the Group, the Company also reports certain financial data (such as revenue, EBITDA and net debt) under a "Global Proportionate" format, which is defined as IFRS consolidated data adjusted for the Group's share of the contribution of its activities in the joint-ventures, as if the joint-ventures were proportionately consolidated.

8.1.5 Data from the Parking and MDS divisions

As stated in the introduction to this NFPS on page 3, for the 2018 and 2019 financial years it was decided to use a single document to serve as both a mandatory NFPS for the subsidiary Indigo Infra and a voluntary CSR report for the Company. The document presented separate indicators for the Parking division (Indigo Infra) and for the MDS division, with the data from the two divisions being then aggregated.

As only the Company is now required to prepare and publish a NFPS, and for the first time for the financial year ended 31 December 2020, this distinction between divisions is no longer relevant and has therefore been removed.

8.2 Reporting procedure

Methodological guides presenting definitions common to all Group's subsidiaries have been provided to those in charge of collecting and aggregating data at country level. They are reviewed each year to make them more reliable and to take into account the annual update of the Group's main extra-financial risks.

9 Report by Mazars, appointed as independent third party, on the NFPS

Report by the Independent Third Party on the consolidated non-financial statement included in the Group management report

For the year ended 31/12/2020

This is a free translation into English of the Statutory Auditor's report issued in French and is provided solely for the convenience of English-speaking readers. This report should be read in conjunction with, and construed in accordance with, French law and professional standards applicable in France.

To the shareholders,

In our capacity as the independent third-party organization of the company INDIGO GROUP, we hereby report to you on the non-financial statement for the year ended 31/12/2020 (hereinafter the "Statement"), included on a voluntary basis in the Group management report in reference to the requirements of articles L. 225 102-1, R. 225-105 and R. 225-105-1 of the French Commercial Code (Code de commerce).

The entity's responsibility

The Management Board is responsible for preparing the Statement, including a presentation of the business model, a description of the principal non-financial risks, a presentation of the policies implemented considering those risks and the outcomes of said policies, including key performance indicators.

The Statement has been prepared in accordance with the entity's procedures (hereinafter the "Guidelines"), the main elements of which are presented in the Statement.

Independence and quality control

Our independence is defined by the requirements of article L. 822-11-3 of the French Commercial Code and the French Code of Ethics (Code de déontologie) of our profession. In addition, we have implemented a system of quality control including documented policies and procedures regarding compliance with applicable legal and regulatory requirements, the ethical requirements and French professional

Responsibility of the Statutory Auditor

On the basis of our work, our responsibility is to provide a report expressing a limited assurance conclusion on:

- the compliance of the Statement with the requirements of article R. 225-105 of the French Commercial Code;
- the fairness of the information provided in accordance with article R. 225 105 I, 3° and II of the French Commercial Code, i.e., the outcomes, including key performance indicators, and the measures implemented considering the principal risks (hereinafter the "Information").

However, it is not our responsibility to comment on the entity's compliance with other applicable legal and regulatory requirements, in particular the French duty of care law and anti-corruption and tax avoidance legislation nor on the compliance of products and services with the applicable regulations.

Nature and scope of our work

The work described below was performed with reference to the provisions of articles A. 225-1 et seq. of the French Commercial Code, as well as with the professional guidance of the French Institute of Statutory Auditors ("CNCC") applicable to such engagements and with ISAE 3000¹ :

- we obtained an understanding of all the consolidated entities' activities and the description of the principal risks associated;
- we assessed the suitability of the criteria of the Guidelines with respect to their relevance, completeness, reliability, neutrality and understandability, with due consideration of industry best practices, where appropriate;
- we verified that the Statement includes each category of social and environmental information in respect with human rights and the fight against corruption and tax evasion as set out in article L. 225 102 1 III;
- we verified that the Statement provides the information required under article R. 225-105 II of the French Commercial Code, where relevant with respect to the principal risks, and includes, where applicable, an explanation for the absence of the information required under article L. 225-102-1 III, paragraph 2 of the French Commercial Code;
- we verified that the Statement presents the business model and a description of principal risks associated with the entity's activity all the consolidated entities' activities, including where relevant and proportionate, the risks associated with their business relationships, their products or services, as well as their policies, measures and the outcomes thereof, including key performance indicators associated to the principal risks;
- we referred to documentary sources and conducted interviews to:
 - assess the process used to identify and confirm the principal risks as well as the consistency of the outcomes, including the key performance indicators used, with respect to the principal risks and the policies presented, and;
 - corroborate the qualitative information (measures and outcomes) that we considered to be the most important presented in Appendix 1; concerning certain risks "Non-contribution to sustainable individual mobility" and " Lack of implementation of preventive policies to combat corruption, influence peddling, favouritism and conflicts of interest", our work was carried out on the consolidating entity, for the others risks, our work was carried out on the consolidating entity and on a selection of entities² ;
- we verified that the Statement covers the scope of consolidation, i.e. all the consolidated entities in accordance with article L. 233-16 of the French Commercial Code within the limitations set out in the Statement;
- we obtained an understanding of internal control and risk management procedures the entity has put in place and assessed the data collection process to ensure the completeness and fairness of the Information;
- for the key performance indicators and other quantitative outcomes that we considered to be the most important presented in Appendix 1, we implemented:
 - analytical procedures to verify the proper consolidation of the data collected and the consistency of any changes in those data;

¹ ISAE 3000 - Assurance engagements other than audits or reviews of historical financial information

² Canada, France, Groupe

- tests of details, using sampling techniques, in order to verify the proper application of the definitions and procedures and reconcile the data with the supporting documents. This work was carried out on a selection of contributing entities and covers between 23% and 89% of the consolidated data relating to the key performance indicators and outcomes selected for these tests;
- we assessed the overall consistency of the Statement based on our knowledge of all the consolidated entities.

We believe that the work carried out, based on our professional judgement, is sufficient to provide a basis for our limited assurance conclusion; a higher level of assurance would have required us to carry out more extensive procedures.

Means and resources

Our work was carried out by a team of 4 people between December 2020 and March 2021 and took a total of 6 weeks.

We conducted some 10 interviews with the people responsible for preparing the Statement, representing in particular executive management, human resources, health and safety, environmental and CSR departments.

Conclusion

Based on the procedures performed, nothing has come to our attention that causes us to believe that the consolidated non-financial statement is not presented in accordance with the applicable regulatory requirements and that the Information, taken as a whole, is not presented fairly in accordance with the Guidelines, in all material respects.

Appendix 1: List of qualitative and quantitative information, including key performance indicators

Qualitative information (actions and results) on the main risks

- Deterioration of the health and safety conditions of employees
- Failure to enforce fire regulations
- Lack of consideration for user security
- Discriminations, lack of diversity (including gender diversity)
- Increase of absenteeism
- Inadequate skills management
- Lack of attractiveness and non-retention of talents
- Degradation of social relations
- Failure to control energy consumption
- Non-contribution to sustainable individual mobility
- Lack of implementation of preventive policies to combat corruption, influence peddling, favouritism and conflicts of interest

Quantitative indicators including key performance indicators

- Frequency and Severity Rate of Workplace Accidents
- Number of administrative closures of car parks for lack of compliance with fire regulations
- Percentage of staff with a valid First Aid (or equivalent) qualification
- Share of women in the workforce
- Absenteeism rate
- Average number of training hours per year per employee
- Turnover rate
- Number of strike days for demands directly involving the Group
- Electrical intensity (average consumption per site)
- Percentage of dissemination of the code of ethics to target people
- Headcount
- Percentage of turnover related to sustainable mobility