

INDIGO Group Non-Financial Performance Statement

Fiscal year 2022



**INDIGO
ACTOR IN REGIONAL
SUSTAINABLE DEVELOPMENT**

ENVIRONMENTAL SOCIAL GOVERNANCE 2022

INDIGO
GROUP

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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) and a share capital of 160,044,282 Euros, 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.

THE GROUP

Chapter 1

1.1 The Group in a few words



The Group is a global player in parking and urban mobility. As of 31 December 2022, it is present in 9 countries on two continents (Europe, Americas) and employs nearly 9,500 people (including the workforce of joint ventures) around the world.

The Group's activities cover all types of parking facilities (car parks, shared car parks) and on-street traffic control (parking control and expertise in low emission zones). The Group has also developed services related to individual mobility (Cyclopark) and electric vehicles (especially fast charging stations). It is

deploying a digital application for all its services. It is exploring new services for the city and its inhabitants, with the use of its spaces for urban logistics (particularly last-mile storage).

As of 31 December 2022, the Group operates worldwide approximately 1,418,000 parking spaces in 2,568 car parks and about 2,250 kilometers of on-street parking around the world.

The Group supports local authorities as well as private players (hospitals, shopping centres, train stations, airports, leisure and event spaces, universities, etc.) in their urban mobility strategies.

INDIGO is a player that thinks globally but acts locally. In a booming mobility market, estimated at 100 billion euros in 2025 (according to a Businesscoint study published in 2022), the Group is a key player in the mobility of the future. Its corporate purpose is to open space for peaceful city motion.

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, 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 credit 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 car park of the 21st century took shape and is conceived as a link in 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 era of digital and soft mobility

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.

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 with the 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.

At the same time, the Group is strengthening its leadership position through targeted acquisitions of parking and car park operators, both in France with the acquisition of Spie Batignolles Concessions' parking division, which operates under the Spie Autocité brand, and in 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. For the same reasons, in 2021, the Group concluded the divestment of its interests in the Panamanian and US joint ventures in February and December respectively.

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 February 2020, the Group extended its presence in Europe with the creation of a 100%-owned Polish subsidiary, named Indigo Polska SA.

That same year, the Group presented the result of its partnership with architect Dominique Perrault's firm DPA, Parking of the Future, a new vision of parking facilities and their integration into the city of the future, to more than 80 journalists, elected officials and urban planners

In March 2021, the Group made a public commitment to achieve carbon neutrality by 2025 for its direct and indirect emissions related to energy consumption (scopes 1 and 2) and to control other indirect emissions, such as those of its suppliers (scope 3) by 2050.

In April 2021, the Group unveiled its corporate purpose, which guides all of its activities and development: "Opening space for peaceful city motion".

The Group is opening up a new field of innovation, with the marketing of more than 20 sites eligible for conversion to an alternative use to parking. In total, more than 94,000 m² have been identified as suitable for urban logistics, drive-in and storage activities.

2022: strategic consolidation and new organisation

On 25 January 2022, the Group finalised the acquisitions in France of Transdev Group's off-street parking activities (around fifty car parks), managed by its subsidiary Transdev Park, and Covivio's portfolio of car park concessions and long-term leases (around ten facilities), managed by its subsidiary République SA. With these acquisitions, the Group is pursuing its strategy of growth in its core business and enriching its long-term portfolio in France, by integrating car parks in strategic geographical locations, notably in Metz, Bordeaux, Marseille and the Ile-de-France region.

In line with its desire to position itself in concessionary markets where it is the leader or can become the leader in the short term, the Group sold all its shares in SUNSEA-INDIGO HK Ltd to its partner Sunsea on 12 July 2022, thus marking its exit from the Chinese market.

On 31 August 2022, following the approval of the transaction by the Brazilian competition authority, the Group's subsidiary, Administradora Geral de Estacionamentos, merged with PareBem, respectively second and third in the Brazilian parking market. The Group controls 55% of the new entity, which operates under the INDIGO brand. It thus becomes the leader in parking in Brazil, the Group's second largest market in terms of revenue, after France.

In June 2022, the Group joined the United Nations Global Compact.

On 27 July 2022, the Group signed a new €300 million multi-currency revolving credit line, "sustainability linked", integrating two indicators, the reduction of CO2 emissions from scopes 1 & 2 and the cumulative electrical power installed in the charging points for electric vehicles.

As of 1 November 2022, the Group is implementing a new organisation to better reflect its strategy. The redistribution of the geographical areas of activity marks the desire to consolidate on the European market, including France, and the ambitions to develop in Brazil and Canada. The creation of the Urban Shift division indicates the Group's commitment to urban services, whether in the area of soft mobility, electric charging stations, regulation of on-street parking flows in a context of new regulations in urban centres, or the conversion of certain underground parking spaces (last mile storage, underground markets, etc.). The digital/customer experience division demonstrates the Group's desire to offer a complete digital experience for all its customers, regardless of the form of parking chosen. Finally, the creation of the General Secretariat underlines the Group's dynamic commitment to a structured ESG, employer brand and compliance policy.

This commitment is illustrated by the creation, on 6 December 2022, of the INDIGO Foundation, under the aegis of the Foundation of France, and endowed with a minimum budget of 1 million euros over 5 years.

This document details the social data of the subsidiaries in the French, European and American zones according to the new geographical distribution of activities, the 2021 data having been restated for comparison with the 2022 data.

1.3 Governance

Indigo Group is a French joint-stock company with an Executive Board and a Supervisory Board (*Société Anonyme à Directoire et Conseil de Surveillance*). At 31 December 2022, it was 99.60% owned by Infra Foch Topco, which in turn was 47.83% owned by Crédit Agricole Assurances, through Prédica SA and Crédit Agricole Assurances Retraite, 33.38% owned by Vauban Infrastructure Partners, 14.44% owned by MEAG, 0.34% owned by the company itself, and the remainder by the Group's management.

1.3.1 The Executive Board

Chaired by Mr Serge CLEMENTE, the Executive Board is composed of Mr Sébastien FRAISSE, Group Managing Director, Mr Edouard RISSO, Deputy Managing Director, Finance and Americas area, Mr Xavier HEULIN, Deputy Managing Director, Urban Shift, and Ms Valérie OHANNESSIAN, General Secretary.

It met six times during the year 2022, with an effective participation rate of its members of 100%.

1.3.2 The Supervisory Board

The Supervisory Board is composed of six members, with equal numbers of men and women, and one censor:

- Mr. Michel BLEITRACH, independent personality, who chairs,
- Mrs. Magali CHESSE, Mrs. Rania IOUALALEN, members, appointed at the request of PREDICA,
- Mr. Mounir CORM, vice-chairman, et Mr. Romain UTHURRIAGUE appointed at the request of Vauban Infrastructure Partners,
- Mrs. Manuela RATH, appointed at the request of MEAG,
- And, as an observer, Mr. Jean-Jacques DAYRIES, independent personality.

It met five times during the year 2022. The effective participation rate of the members of the Supervisory Board for the year 2022 was 90% (6 members present out of 6 at two meetings out of five, 5 members present out of 6 at three meetings out of five).

The members of the Supervisory Board have a variety of experience from which the Group benefits, particularly in the infrastructure sector, including in that they hold mandates in other European companies in this sector. This is also the case in the areas of audit, governance and sustainable development, with Michel BLEITRACH and Jean-Jacques DAYRIES, in particular, being or having been members of several specialised board committees.

I.3.3 Governance organisation

Committees have been set up to assist the Supervisory Board of Indigo Group in its work:

- **an Audit and Risks Committee** composed of Mrs. Magali CHESSE, Mrs. Rania IOUALALEN, Mrs. Manuela RATH and Mr. Mounir CORM, in charge of reviewing the Group's accounts, risks and internal control environment as well as following-up the Group's CSR matters,
- **a Nominations and Remunerations Committee** composed of Mrs. Magali CHESSE, Mrs. Rania IOUALALEN, Mrs. Manuela RATH and Mr. Mounir CORM, in particular in charge of matters relating to the remuneration of the Group's executives,
- **an Investment Committee**, composed of Mrs. Magali CHESSE, Mrs. Rania IOUALALEN, Mrs. Manuela RATH and Mr. Romain UTHURRIAGUE, in charge of examining the Group's investment and development projects that exceed certain thresholds.

BUSINESS MODEL

Chapter 2

A BUSINESS MODEL TO SUSTAINABLY SUPPORT URBAN DEVELOPMENT

2022 KEY FIGURES



WORLD LEADER IN PARKING, INDIVIDUAL MOBILITY SOLUTIONS AND CITY SERVICES

OUR RESOURCES

People

- 9,500 employees of 104 nationalities
- 26.6% women employees in the group (up 4.2 points vs 2021) and 27.3% women among managers
- 3 training campuses in France, Brazil and Canada

Financial capacity

- €743 million in global proportionate revenue* in 2022
- Part of the financing (€300 million RCF) indexed on the ability to reduce INDIGO's greenhouse gas emissions and deploy electric vehicle charging points

OUR SERVICES

On and Off-street parking

- 2,600 car parks operated worldwide
- 27 years of remaining service life INDIGO assets
- 1.4 million parking spaces managed
- 2,250 km of on-street parking managed

Sustainable mobility solutions

- 19,000 self-service bicycles managed by Smovengo
- 2,200 secure bike parking spaces in Cyclopark
- Nearly 4,000 electric vehicle charging points available in INDIGO car parks

Urban shift

Nearly 100,000 sq.m. earmarked in France for local services (logistics, storage, etc.)

Digital services

Indigo Neo, the parking app that is revolutionising the on-street and off-street parking experience (1.4 million users)

* Global Proportionate data is defined as IFRS consolidated data adjusted for the Group's share of the contribution of its activities to joint ventures, as if the joint ventures were proportionately consolidated.

OUR VALUE SHARING

Environment

- Carbon neutrality by 2025 for Scopes 1 and 2
- 67% of our INDIGO car parks equipped with low energy lighting
- €8.2M invested in the installation of charging stations
- 44 Cyclopark installed in INDIGO car parks

Social

- Over €900 million invested in the heart of the territories over the past five years
- €1 million five-year endowment for the INDIGO Foundation to benefit local non-profits
- 10.7 hours of training on average per employee
- 105 collective agreements between employee representatives and management in effect at end-2022

Governance

- Variable executive remuneration based on ESG criteria
- Anti-corruption policy (code of conduct, whistleblower charter, training modules)

OUR VALUES

Responsibility
Solidarity
Respect

OUR CONTRIBUTIONS TO THE SDGs



OUR STRENGTHS

Operational excellence

- Measurement of operational service quality, external audits
- Measurement of customer satisfaction and quality of customer relationships
- Remote operation of our structures with staff based in each country, no delocalisation
- Quality and security

Regional engagement

- Active in 500 cities
- Local jobs
- Work with local suppliers

Employee engagement

- Almost 79% of our employees are proud to work for INDIGO
- Nearly 82% think their job is interesting
- More than 80% think their line manager actively supports them, keeps them informed and listens to them*

Risk management

General, compliance and CSR risks monitored at country level

*In-house survey conducted in 2021 counting almost 3000 participations

For 60 years, the INDIGO Group has been a partner to cities in the implementation of their parking and urban mobility policies. A pioneer of the concessionary model in 1962 in Paris, it has continued to innovate in order to better meet urban challenges, to the point where it has become the French world leader in parking, individual mobility and city services.

Today, the Group's car parks are being reinvented as service areas, as links in the chain of individual urban mobility. Thanks to the know-how of its employees and its digital expertise, the Group is enriching its offer around soft mobility, charging stations for electric cars and urban logistics to support the ecological transition of cities.

The Group's activities are organised around three divisions: the Parking division, which concerns the Group's historic business, an "Urban Shift" division, which groups together businesses related to soft mobility and urban services, and a division devoted to digital services, which are at the heart of all our activities.

2.1 The parking market in the face of urban change

2.1.1 Market overview

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 type of 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 Alphabet France's 2022 Mobility & Business Barometer, 75% 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 as charging stations for electric vehicles or secure bicycle parking.

2.1.3.2 Factors related to the dynamics of individual mobility

City dwellers: their habits and the way they travel are changing rapidly, especially since the Covid-19 pandemic. 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 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: technological and industrial innovations 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, following 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 2021, 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.

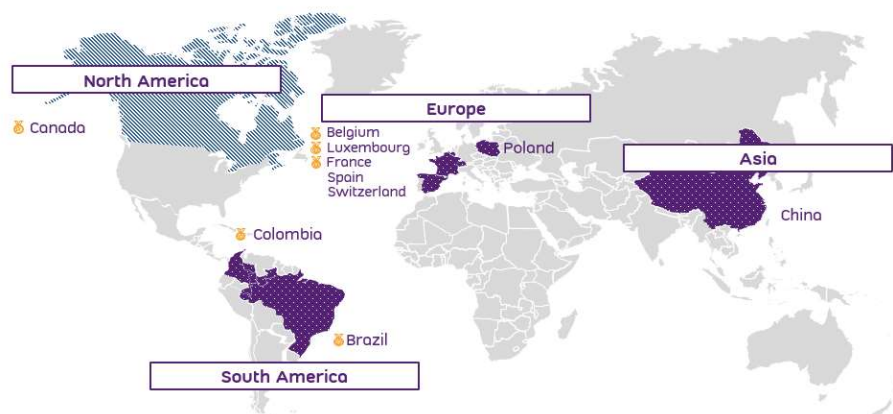
Geographic footprint^{1,2}

Main business model

-  Infrastructure business
-  No infrastructure business

Market position

-  Top 3 leaders



Notes

1. Geographic footprint as 31 December 2021 (excluding the car park in Hoboken, New Jersey, USA)
2. China, Colombia are held under joint ventures

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 of parking metres, 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 is based 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, Spain and France where high rates of compliance with on-street paid parking have been achieved,
- 2,250 km of on-street parking managed by INDIGO in 7 countries by 31 December 2022.

2.2 The Urban Shift division

The Urban Transformation division is part of the Group's strategy to develop soft mobility and services for the city. It brings together the parking control activities represented by Streeteo, sustainable mobility through INDIGO@weel and SMOVENGO, urban logistics and the installation of recharging stations directly supervised by the Group. The latter two activities are detailed in sections 5.3.2.2 Charging points for electric vehicles and 5.3.4 Reducing greenhouse gas emissions in city centres

2.2.1 Streeteo

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.

Streeteo's public service missions aim to improve traffic flow in cities and ensure efficient management of car mobility, both for the well-being of residents and for the smooth running of local businesses, to the benefit of public finances. Streeteo's services improve the rotation and compliance rate of paid parking, reduce nuisance (car parking, pollution), revitalise town centres and increase parking revenues.

Streeteo relies on cutting-edge technologies, vehicles incorporating Automatic Number Plate Recognition (ANPR), control smartphones, and 100% integrated IT solutions to guarantee its operational efficiency and real-time service management.

Thus, 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 and operates in 25 French cities by the end of 2022. Finally, the Group's Belgian subsidiary has deployed the Streeteo brand for its parking enforcement services in 57 cities.

2.2.2 INDIGO®weel

The year 2022 has truly confirmed INDIGO®weel's long-term strategy to be the preferred partner of cities and companies, dedicated to their soft mobility issues.

INDIGO®weel now operates in two distinct areas of development in dynamic and related segments:

- secure bicycle parking (via the CycloPark brand): according to a study carried out in September 2020 by 6t-Bureau de recherche, 46% of cyclists give up using a bicycle for fear of theft. To meet the needs of users for security and comfort, INDIGO®weel aims to deploy secure bicycle parking spaces on a large scale, on the first level of car parks managed by the Group. The CycloPark spaces also offer numerous dedicated services for subscribers (lockers with battery chargers, maintenance services and equipment, etc.). The opening of ten or so CycloPark in France in 2021 has confirmed the very high expectations of cyclists and cities regarding secure bicycle parking. Thus, INDIGO®weel ends 2022 having completed its CycloPark deployment plan: 36 projects delivered for a total of just over 1,800 spaces (including 6 projects delivered in Belgium), which brings the number of CycloPark for users to 44 for over 2,200 indoor parking spaces.
- corporate mobility: INDIGO®weel offers a private, autonomous and turnkey bike-sharing service to companies, local authorities and any organisation that welcomes the public in order to encourage soft modes of transport to or from their sites. The service includes the provision of a range of vehicles (bicycles and electrically assisted bicycles), "mobility hubs / dock stations", the dedicated mobile application and a complete maintenance service. In 2022, INDIGO®weel successfully operated its various private fleet management contracts signed in 2021 (Airbus in Marignane in France, Techlane Campus in Ghent and 11 car parks in Antwerp in Belgium) and initiated the deployment of its first shared electrically assisted bicycle stations with ALD Automotive, INDIGO at the Group's headquarters and in the Quai d'Arenc car park in Marseille.

On the other hand, after the fire that completely destroyed its operational base in Colomiers in mid-December 2021, INDIGO®weel is unable to continue its self-service electric bicycle and scooter management activities in the Toulouse area. For the record, INDIGO®weel is strongly committed to Toulouse and has opened the way for self-service soft mobility with its 500 electric scooters and 300 electric bikes.

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) with, in addition to the city of Paris, 61 municipalities benefiting from this service.

In 2022, Smovengo has recorded almost 45 million journeys, i.e. almost 6 million more than in 2021, thanks to the provision of 19,000 bicycles in over 1,400 stations. In 2022, 139 million environmentally friendly kilometres were covered thanks to SMOVENGO's bikes.

2.3 Indigo Neo and digital services

Technology is revolutionising usage and habits, particularly in terms of parking. At the same time, 20% of traffic congestion problems are related to the search for parking spaces. Connected parking is one of the development levers to make the search more fluid and improve the user experience.

Based on this observation, in 2016 the Group launched the OPnGO solution, which offers a revolutionary mobile application for public and private, on-street and off-street parking. In 2020, the Group decided to integrate its OPnGO subsidiary and transform it into a single digital platform serving all its entities and businesses. To reflect this evolution, the Group's new digital identity became Indigo Neo in 2022, replacing the OPnGO brand. Indigo Neo's expertise is based on nearly 40 employees located in France, at the Group's headquarters, and in Estonia, at its subsidiary NOW! Innovations Technology.

Indigo Neo is currently the only platform that aggregates all parking solutions and offers the complementarity of on-street and off-street parking, completely dematerialised. Indigo Neo offers a complete catalogue of services to meet the parking needs of motorists and, in the near future, motorised two-wheeler and bicycle drivers.

For off-street parking, the mobile application allows users to compare parking offers, prepay for parking, hourly parking, and subscribe to and manage all types of subscriptions, all without having to use a ticket thanks to license plate reading technology.

On-street, it offers the possibility of paying and renewing parking in a dematerialised way, without having to take a ticket at the parking meters, and of carrying out the subscription procedures. It is aimed at visitors as well as residents and professionals, offering all the rates available in each city.

The Group's digital services have been deployed in four European countries (Belgium, Spain, Luxembourg and France) as well as in Brazil and Canada. By the end of 2022, they cover approximately 1,400 car parks and 90 roadways.

In addition, Indigo Neo has won a tender for mobile payment in 2022 for the 86,000 parking spaces in Paris. This success will accelerate the acquisition of Parisian customers and increase the rate of digital activation in the capital's car parks.

2.4 Strategy

In April 2021 the Group made public its new corporate purpose: "Creating space for peaceful city motion", which guides the actions of its employees daily and its long-term strategy. It fully commits the Group to its role as a player in the service of the city of tomorrow.

In parallel, the Group complemented its five-year plan "Goal 2025" with a new strategic plan, "Beyond Covid", in order to integrate the action plans related to the consequences of the Covid-19 pandemic.

2.4.1 Corporate purpose

Faced with the profoundly changing expectations of its stakeholders, employees, local and private customers and city dwellers, the Group wanted to reformulate its role, its commitments and its added value in the service of the cities and mobility of today and tomorrow. Therefore, in line with its Goal 2025 and Beyond Covid plans, it has been working on its corporate purpose, the result of a collaborative approach involving 300 employees worldwide.

“Opening space for peaceful city motion”

The INDIGO Group's corporate purpose is rooted in the Group's identity and strengths. Through this *raison d'être*, it affirms its ability to contribute to the creation of an innovative ecosystem and to reinvent itself by creating "on-demand" services for cities. In rapidly changing urban areas, the Group intends to meet the expectations of citizens: reduction of stress, noise, pollution, traffic, etc. To this end, it is deploying innovative solutions for managing the flow of people and goods: last-mile delivery, local services, charging stations for electric vehicles, bicycle parking (Cyclopark), etc.

This vision supports the Group's growth ambitions as well as its sustainable and responsible development requirements:

- by rationalising its geographical footprint and focusing on large infrastructure model countries where it is / can become a leader,
- by consolidating our core business by increasing the duration of its portfolio (new sites, full ownership and long-term contracts), strengthening our position in growth segments, ensuring operational excellence (through digitalisation and artificial intelligence) and improving efficiency (processes, support functions);
- by focusing on service quality and proximity to its clients,
- by promoting its internal talent and a strong corporate culture around a shared vision of strategy and the implementation of the Goal 2025 roadmap, by strengthening the commitment of middle management, by attracting and retaining employees in operations, sales and new areas of expertise (digital marketing, data management, etc.), and by implementing an ambitious CSR policy.

Thus, the three strategic accelerators of success are:

- The peace of mind of INDIGO's users and upstream customers, by aiming for excellence in the core business of parking:
 - ✓ offer an exceptional customer experience in our car parks, with safe and clean facilities, smooth entry/exit and a quality pedestrian pathway,
 - ✓ offer a complete and integrated digital service that reinvents parking and makes it easier to get around the city (locate your car park, buy/subscribe, pay),
 - ✓ to be the natural partner for parking and mobility, for upstream customers, private companies and local authorities.
- sustainable individual mobility, focusing on the main challenges of tomorrow's cities:
 - ✓ free up road space and support cities in managing these new public spaces ("curbside management"),
 - ✓ by deploying a large network of electric charging stations,
 - ✓ by focusing the soft mobility offers on bicycles and electrically assisted bicycles.
- local services, by opening up spaces and infrastructures to new services in the city:
 - ✓ innovative solutions for last mile logistics,
 - ✓ new local services, adapted to the needs of each city.

2.4.2 Roadmap

Based on its Goal 2025 and Beyond Covid strategic plans, the Group's roadmap focuses on several areas:

- by consolidating the concessionary and full ownership model in key markets by organic growth,
- by intensifying investments by external growth in large countries to maintain or acquire a position as leader or co-leader.
- by becoming a leader in digital and individual mobility by leveraging its two entities, Indigo Neo and INDIGO@weel,
- by expanding the range of services offered in its car parks for users, vehicles and neighbourhoods.
- by strengthening its talents in order to cope with the technological and digital changes that are impacting the Group's activity and reinforce its attractiveness as an employer by offering career paths thanks to high-quality internal training and a diversity of business expertise.

2.5 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.

The Group's consolidated Global Proportionate¹ turnover for 2022 is €743 million, up at constant exchange rates compared to 2021 by €126 million (excluding the contribution of its 50% stake in LAZ Karp Associates LLC ("LAZ Parking") in the United States, sold in December 2021, for €205 million, and down at current exchange rates by €70 million (including LAZ Parking) compared to 31 December 2021 (€813 million).

Revenue grew by 13.1% at constant exchange rates in France, 18.1% in Continental Europe and 52.9% in the Americas. The contribution of the Urban Transformation division (Streeteo, Indigo Weel and Smovengo) represents €32.6 million in 2022 compared with €27.5 million in 2021.

The share of sustainable mobility activities in the Group's consolidated Global Proportionate turnover, namely INDIGO@weel and Smovengo, amounts to 3.0%.

2.6 Taxonomy

In accordance with EU Regulation 2020/852 of 18 June 2020 and its delegated act UE 2021/2139 of 4 June 2021 establishing a taxonomy of environmentally sustainable activities, the Group has implemented an internal reporting process to disclose within this document its eligible activities and associated key performance indicators.

2.6.1 Aligned activities

All activities (turnover and non-turnover generating) of the Group's controlled subsidiaries have been observed under the prism of the sectoral areas as well as the description of each of these activities as they appear in the annexes of the above-mentioned delegated act dealing with climate change mitigation and adaptation.

¹ 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.

The Group's aligned activities for both climate change mitigation and adaptation are described in the table hereafter.

Sectors	Aligned Activities
6 - Transport	6.4 Operation of personal mobility devices, cycle logistics: <i>Selling, purchasing, financing, leasing, renting and operation of personal mobility or transport devices where the propulsion comes from the physical activity of the user, from a zero-emissions motor, or a mix of zero-emissions motor and physical activity.</i> ➡ Rental of bikes and e-bikes (INDIGO@weel).
	6.13 Infrastructure for personal mobility, cycle logistics: <i>Construction, modernisation, maintenance, and operation of infrastructure for personal mobility, including the construction of roads, motorways bridges and tunnels and other infrastructure that are dedicated to pedestrians and bicycles, with or without electric assist.</i> ➡ Management of dedicated bicycle parking facilities or construction and operation of secure bicycle spaces in car parks (Cyclopark).
7 - Construction and real estate activities	7.3 Installation, maintenance and repair of energy efficiency equipment: <i>Individual renovation measures consisting in installation, maintenance or repair of energy efficiency equipment.</i> <i>(d) installation and replacement of energy efficient light sources</i> ➡ Replacement of the old lights in the car parks with LED lights.
	7.4 Installation, maintenance and repair of charging stations for electric vehicles in buildings (and parking spaces attached to buildings): ➡ Installation and operation of charging points for electric vehicles in car parks.

The Group is primarily a car park operator. The definition of a "building" in the technical criteria of the annexes dealing with climate change mitigation and adaptation refers to EU Directive 2010/31: "For the purposes of this Directive, a "building" means a roofed construction having walls, for which energy is used to condition the indoor climate.

Car parks do not fall under this definition, as they do not have indoor temperature control systems. The operating rooms could be covered, but they represent only a marginal part of the car parks' surface area.

Car parks are therefore not considered as "buildings". For this reason, the activities of Construction of new buildings (7.1), Renovation of existing buildings (7.2) and Acquisition and ownership of buildings (7.7) have not been considered as eligible activities by the Group.

2.6.2 Key performance indicators

The financial ratios have been calculated in accordance with the requirements of Annex I of the Delegated Act EU 2021/2178 of 6 July 2021.

- Revenue

The denominator is taken directly from the Group's IFRS consolidated accounts (after elimination of intra-group transactions). The scope covered corresponds to the entire scope of the consolidated accounts, excluding associates and joint ventures accounted for using the equity method. The denominator includes all revenues recognised during the period, including revenues from car parks (full ownership, concession, lease, or services), revenues from construction work on concession facilities, and any other revenues generated by the group. It does not include income from related activities.

The numerator includes the portion of this revenue related to activities identified as aligned.

- Capital expenditure (CAPEX)

The denominator is taken directly from the Group's IFRS consolidated accounts (after elimination of intra-group transactions). The scope covered is the entire scope of the consolidated financial statements, excluding associates and joint ventures accounted for using the equity method. Capital expenditure includes additions to property, plant and equipment and intangible assets in the current year, before depreciation and revaluation, as well as additions to property, plant and equipment and intangible assets resulting from business combinations.

The numerator includes the portion of this capital expenditure related to activities identified as aligned.

- Operating expenses (OPEX)

The denominator is taken directly from the Group's IFRS consolidated accounts (after elimination of intra-group transactions). The scope covered is the entire scope of the consolidated accounts, excluding associates and joint ventures accounted for using the equity method. The denominator includes direct costs not capitalised that relate to research and development, building refurbishment, short-term leases, maintenance and repair, and any other direct expenditure, related to the ongoing maintenance of property, plant and equipment by the company or by the third party to whom these activities are outsourced, that is necessary to keep these assets functioning properly.

The numerator includes the part of these operating expenses related to the activities identified as aligned.

- Indicator and qualitative information

In accordance with Article 10 of the Delegated Act UE 2021/2178 of 6 July 2021, the Group discloses the proportion of Taxonomy-aligned and Taxonomy non-aligned economic activities in its total turnover, capital and operational expenditure.

The Group's aligned activities represent a marginal share of its revenue and operating expenses for the year. Conversely, significant capital expenditure has been made in 2022 on these activities.

The aligned activities presented do not constitute the core business of the Indigo Group, which is a global player in parking and urban mobility. As such, the Group operates mainly in the design, construction, financing and operation of parking solutions.

Nevertheless, the Group is determined to develop its green activities. This is characterised by significant investments, starting in 2022, in (1) the installation of electric charging stations in its car parks in France and Europe and (2) the deployment of a new bicycle parking offer in its car parks through the Cyclopark brand. On 31 December 2022, 3,915 electric charging points had been deployed in the Group and several significant projects had been concluded. As regards the Cyclopark offer, the year 2022 ended with more than 2,200 secure spaces in 44 Cyclopark.

On 31 December 2022, the Group's share of aligned activities represents 0.2% of its revenue, 0.4% of its OPEX and 6.3% of its CAPEX.

These impacts are at the heart of the Group's "Go for Climate" plan, which consists of concrete actions to reduce its carbon emissions and its desire to develop the cumulative electrical power installed in electric vehicle charging points. These two themes are the basis of the indicators defined for the refinancing of the multi-currency sustainability linked revolving credit line put in place in July 2022 (see section 5.7 Sustainability-related refinancing for details of the objectives).

In particular, the Group's objective is to set up 10,000 electric charging points in Europe by 2025 and to create 5,000 secure bicycle spaces.

Proportion of turnover from products or services associated with Taxonomy-aligned economic activities – disclosure covering year 2022

Substantial contribution criteria			DNSH criteria (‘Does Not Significantly Harm’)						Minimum safeguards (17)				Taxonomy-aligned proportion of turnover, year N (18)	Taxonomy-aligned proportion of turnover, year N-1 (19)	Category (enabling activity or) (20)	Category (transitional activity) (21)		
Economic activities (1)			Climate change mitigation (5)	Climate change adaptation (6)	Water and marine resources (7)	Circular economy (8)	Pollution (9)	Biodiversity and ecosystems (10)	Climate change mitigation (11)	Climate change adaptation (12)	Water and marine resources (13)	Circular economy (14)	Pollution (15)	Biodiversity and ecosystems (16)	Percent	Percent	E	T
A. TAXONOMY-ELIGIBLE ACTIVITIES																		
A.1 Environmentally sustainable activities (Taxonomy-aligned)																		
Rental of bikes	6.4	0.3	100%						Y	Y	Y	Y	Y	Y	0.04%			
Management of dedicated bicycle parking facilities or construction and operation of secure bicycle spaces in car parks	6.13	0.0	100%						Y	Y	Y	Y	Y	Y	0.00%		E	
Replacement of the old lights in the car parks with LED lights	7.3	0.0	100%						Y	Y	Y	Y	Y	Y	0.00%		E	
Installation and operation of charging points for electric vehicles in car parks	7.4	0.8	100%						Y	Y	Y	Y	Y	Y	0.12%		E	
Turnover of environmentally sustainable activities (Taxonomy-aligned) (A.1)		1.1	0.16%												0.16%			
A.2 Taxonomy-Eligible but not environmentally sustainable activities (not Taxonomy-aligned activities)																		
Turnover of Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned activities) (A.2)		0.0	0.00%															
Total (A.1 + A.2)		1.1	0.16%															
B. TAXONOMY-NON-ELIGIBLE ACTIVITIES																		
Turnover of Taxonomy-non-eligible activities (B)		703.4	99.84%															
Total (A + B)		704.6	100.00%												0.16%		0.12%	

Proportion of CapEx from products or services associated with Taxonomy-aligned economic activities – disclosure covering year 2022

Substantial contribution criteria			DNSH criteria (‘Does Not Significantly Harm’)										Taxonomy-aligned proportion of CapEx, year N (18)	Taxonomy-aligned proportion of CapEx, year N-1 (19)	Category (enabling activity or) (20)	Category (transitional activity), (21)			
Economic activities (1)	Code(s) (2)	Absolute CapEx (3)	Proportion of CapEx (4)	Climate change mitigation (5)	Climate change adaptation (6)	Water and marine resources (7)	Circular economy (8)	Pollution (9)	Biodiversity and ecosystems (10)	Climate change mitigation (11)	Climate change adaptation (12)	Water and marine resources (13)	Circular economy (14)	Pollution (15)	Biodiversity and ecosystems (16)	Minimum safeguards (17)	Percent	Percent	
				%	%	%	%	%	%	Y/N	Y/N	Y/N	Y/N	Y/N	Y/N	Y/N	Percent	Percent	
	A. TAXONOMY-ELIGIBLE ACTIVITIES																		
	A.1 Environmentally sustainable activities (Taxonomy-aligned)																		
	Rental of bikes	6.4	0.3	0.18%	100%						Y	Y	Y	Y	Y	Y	Y	0.18%	
	Management of dedicated bicycle parking facilities or construction and operation of secure bicycle spaces in car parks	6.13	1.5	0.94%	100%						Y	Y	Y	Y	Y	Y	Y	0.94%	E
	Replacement of the old lights in the car parks with LED lights	7.3	0.0	0.00%	100%						Y	Y	Y	Y	Y	Y	Y	0.00%	E
	Installation and operation of charging points for electric vehicles in car parks	7.4	8.2	5.16%	100%						Y	Y	Y	Y	Y	Y	Y	5.16%	E
	CapEx of environmentally sustainable activities (Taxonomy-aligned) (A.1)		10.0	6.29%	6.29%	0.00%			0.00%									6.29%	
	A.2 Taxonomy-Eligible but not environmentally sustainable activities (not Taxonomy-aligned activities)																		
CapEx of Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned activities) (A.2)		0.0	0.00%																
Total (A.1 + A.2)		10.0	6.29%														6.29%	6.11%	
B. TAXONOMY-NON-ELIGIBLE ACTIVITIES																			
CapEx of Taxonomy-non-eligible activities (B)		148.4	93.71%																
Total (A + B)		158.4	100.00%																

Proportion of OpEx from products or services associated with Taxonomy-aligned economic activities – disclosure covering year 2022

Substantial contribution criteria			DNSH criteria (‘Does Not Significantly Harm’)						Taxonomy-aligned proportion of OpEx, year N (18)					Taxonomy-aligned proportion of OpEx, year N-1 (19)		Category (enabling activity or) (20)		Category (transitional activity), (21)					
			Climate change mitigation (5)	Climate change adaptation (6)	Water and marine resources (7)	Circular economy (8)	Pollution (9)	Biodiversity and ecosystems (10)	Climate change mitigation (11)	Climate change adaptation (12)	Water and marine resources (13)	Circular economy (14)	Pollution (15)	Biodiversity and ecosystems (16)	Minimum safeguards (17)	Percent	Percent	E	T				
A. TAXONOMY-ELIGIBLE ACTIVITIES																							
Economic activities (1)			Code(s) (2)	Absolute OpEx (3)	Proportion of OpEx (4)																		
A.1 Environmentally sustainable activities (Taxonomy-aligned)																							
Rental of bikes			6.4	1.2	0.26%	100%				Y	Y	Y	Y	Y	Y	Y	0.26%						
Management of dedicated bicycle parking facilities or construction and operation of secure bicycle spaces in car parks			6.13	0.1	0.03%	100%			Y	Y	Y	Y	Y	Y	Y	Y	0.03%	E					
Replacement of the old lights in the car parks with LED lights			7.3	0.0	0.00%	100%			Y	Y	Y	Y	Y	Y	Y	Y	0.00%	E					
Installation and operation of charging points for electric vehicles in car parks			7.4	0.3	0.07%	100%			Y	Y	Y	Y	Y	Y	Y	Y	0.07%	E					
OpEx of environmentally sustainable activities (Taxonomy-aligned) (A.1)				1.6	0.35%	0.35%											0.35%						
A.2 Taxonomy-Eligible but not environmentally sustainable activities (not Taxonomy-aligned activities)																							
OpEx of Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned activities) (A.2)				0.0	0.00%																		
Total (A.1 + A.2)				1.6	0.35%												0.35%	0.10%					
B. TAXONOMY-NON-ELIGIBLE ACTIVITIES																							
OpEx of Taxonomy-non-eligible activities (B)				448.7	99.65%																		
Total (A + B)				450.3	100.00%																		

RISKS

Chapter 3

The process of identifying the main non-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 non-financial risk assessment is based on the analysis of the probability of occurrence and severity of each identified risk. These were determined and assessed by the country managers of each country in which the Group operates. The matrix of the main non-financial risks was then approved by the Group's Audit and Risk Committee.

The Group has identified 11 major non-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	5.3.2.1 Reduction of energy consumption	Electricity intensity (average consumption per site)
Non-contribution to sustainable individual mobility	5.3.4.1 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 Non-Financial Performance Statement (NFPS) reflects the policies put in place to prevent these risks. However, they go beyond the specific non-financial risks presented above to give an overview of the Group's social, societal and environmental matters.

SOCIAL MATTERS

Chapter 4

4.1 Workforce

The workforce is accounted for in full, including for 50.0% joint ventures (non-controlled and non-consolidated), based on a global view integrating 100% of the data relating to joint ventures (mainly Colombia).

On 31 December 2022, the controlled entities had 8,621 employees and the joint ventures had 846 employees, for a total of 9,467 employees.

Except for 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
	2021	2022	Var. 22-21	Var. 22-21	2022
France	1,796	1,909	113	6.3%	20.2%
Belgium	271	302	31	11.4%	3.2%
Estonia	20	18	-2	-10.0%	0.2%
Luxembourg	89	91	2	2.2%	1.0%
Poland	30	55	25	83.3%	0.6%
Spain	187	181	-6	-3.2%	1.9%
Switzerland	12	13	1	8.3%	0.1%
Europe	609	660	51	8.4%	7.0%
Brazil	2,409	4,537	2,128	88.3%	47.9%
Canada	1,273	1,513	240	18.9%	16.0%
Colombia	685	846	161	23.5%	8.9%
Américas	4,367	6,896	2,529	57.9%	72.9%
Total	6,772	9,465	2,693	39.8%	100.0%

As of 31 December 2022, the Group's overall workforce is up 39.8% compared to 31 December 2021, representing an increase of 2,693 employees. This growth is mainly due to the acquisition of PareBem in Brazil (approximately 1,800 employees), Transdev Park Services in France (160 employees) and the recovery in economic activity.

4.2 Age and seniority

4.2.1 Average age

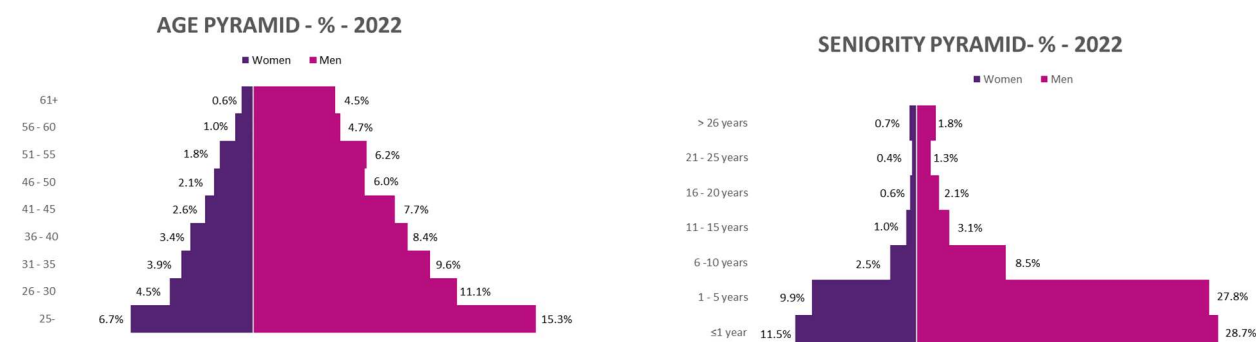
The average age of the Group's employees is 37 years and 7 months, with 35 years and 6 months for women and 38 years and 2 months for men.

Employees under 30 years of age represent 37.6% of the workforce and those over 55 years of age 10.8% of the workforce.

4.2.2 Seniority

The average length of service of Group employees is 4 years and 4 months, with 4 years for women and 4 years and 5 months for men. There is a wide disparity between countries, with an average seniority of 2 years and 7 months in Brazil or 3 years and 7 months in Canada compared to 9 years and 1 month in France in the parking division.

Employees with less than 1 year seniority represent 40.2% of the Group's workforce and those with seniority of more than 5 years 22.0%.



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 2022, the Group's frequency rate² is 8.01, down 1.96 points from 9.97 in 2021.

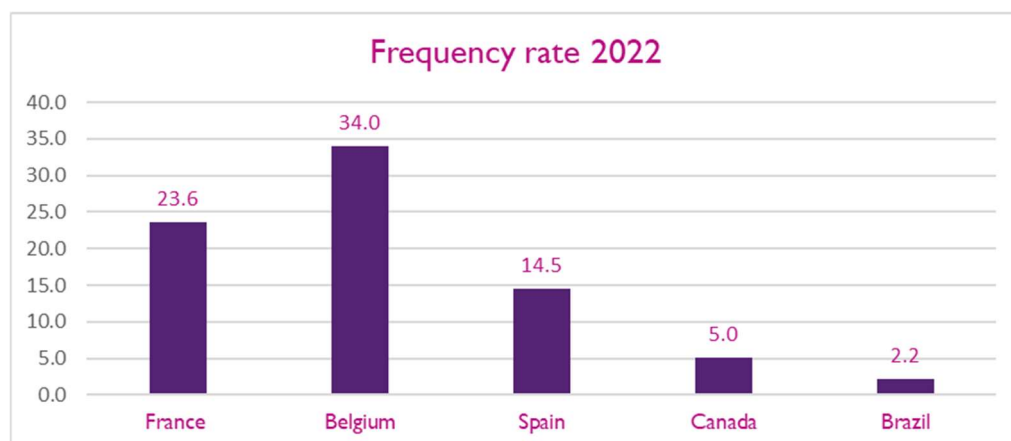
Verbal or physical assaults on the Group's employees represented 20.3% of the work-related accidents recorded in 2022 (compared with 12.1% in 2021). They mainly occurred in France and Belgium, both within the teams in charge of ensuring the operation of car parks and those in charge of on-street parking enforcement. The Group has therefore decided to present its frequency rate by excluding aggressions that led to work stoppages. These have an impact of 1.63 points on the overall frequency rate.

Frequency Rate 2022 by zone		Frequency Rate 2022 without aggressions	
France	23.63	France	17.35
Continental Europe	18.07	Europe Continentale	11.69
Americas	3.34	Amériques	3.25
Indigo Group	8.01	Indigo Group	6.38

² 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.

Thus, in Belgium and France, despite regular awareness-raising and risk-prevention work on the attitudes to adopt when faced with aggressive behaviour, the number of physical or verbal assaults on employees has remained high for several years, accounting for 46.2% and 26.6% of workplace accidents in these two countries respectively in 2022.

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 for the main countries in which it operates, except for Luxembourg, Poland and Switzerland, where no employee suffered a workplace accident in 2022.



The typology of the causes of accidents with work stoppage is divided into four major categories: slip, trip and fall-related accidents accounting for 36.4% of the total accidents, physical or verbal attacks for 20.3%, hits per moving vehicle for 10.2% and handling/posture for 9.3%.

The analysis of these accidents allows the Group to adapt its organisation and procedures. In 2016, for example, France decided to reduce 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 have set up in 2021 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 help.

4.3.1.2 Severity rate

In 2022, the Group's severity rate³ is 0.44, a decrease of 0.24 point compared to the rate of 0.68 in 2021.

As with the frequency rate, the severity rate is impacted by the number of days lost due to verbal or physical aggression. These represent 13.8% of the days lost due to accidents at work in 2022.

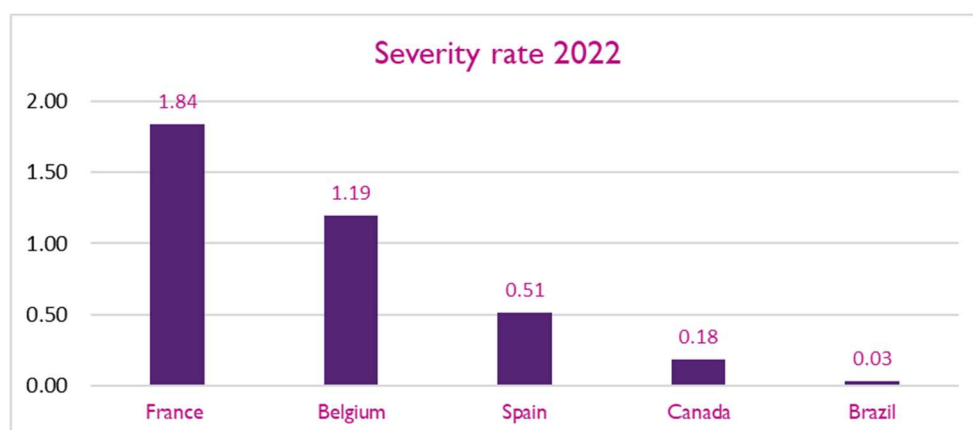
There were no work-related fatalities in 2022 or 2021.

³ 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 working hours.

Severity Rate 2022 by zone	
France	1.84
Continental Europe	0.63
Americas	0.08
Indigo Group	0.44

Severity Rate 2022 without aggressions	
France	1.61
Europe Continentale	0.34
Amériques	0.08
Indigo Group	0.38

Severity rates vary from country to country. Luxembourg, Poland and Switzerland did not have any work-related accident in 2022 and are not presented in the table below.



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.”

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 2022 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.

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, in the event of serious accidents, 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 (5 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 Colombia, a joint committee comprised of 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 2019, the Colombian Ministry of Labour promulgated regulations for the implementation of standards related to health and safety at the workplace (*Resolución 0312*). In 2022, City Parking achieved a compliance level of 88.5%, allowing it to reach the best possible level (above 85%), i.e. the "acceptable" level.

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 Personal Protective Equipment (PPE) and in greater vigilance. 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 18.3% of the total number of training hours delivered within the Group in 2022 compared to 37.7% in 2021 and 38.5% in 2020. This decrease compared to the previous two years reflects the training undertaken to combat the spread of the coronavirus in 2020 and 2021.

Health and safety training play an important role in countries with a substantial frequency and/or severity rate: in France in the Parking division it accounts for 54.6% of training hours in 2022 and in Belgium for 35.4%. In general, these trainings include fire safety, electrical safety, prevention of attacks, knowledge of the working environment and the appropriate gestures to apply to become an occupational first aider.

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.

In collaboration with the fire brigade, full-scale exercises can be carried out, such as in the Euralille car park in April 2022. These simulations help to improve the response process for both firefighters and Group employees.

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

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 on the implementation of caregiver leaves and the donation of rest days was renewed in 2022. It aims 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. It also allows an employee to take leave to assist a relative with a disability or a particularly serious loss of autonomy. 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). In 2022, 30 employees benefited from these services.

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.

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 (30.3% of work-related accidents in 2022), 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 as part of the successive lockdowns and measures to combat the spread of the coronavirus, the Group in France signed a teleworking agreement in 2020, renewed it in 2021 and in 2022. By allowing up to 3 days of telework per week, it allows those who wish to do so to benefit from a better balance between private and professional life.

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.

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 and Canada. 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. Thus, cumulatively, 4.6% of the workforce held a valid First Aid qualification at the end of 2022. It should be noted that this type of training must be renewed every two years for the French employees concerned.

In addition, in France, by 31 December 2022, 208 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 2022, a car park in Belgium was closed for 16 days due to a faulty fire safety system, which unexpectedly triggered the site's fire alarm. Including internal audits and inspections, a total of 251 audits related to fire safety and human health and safety were carried out in the Group's facilities in 2021.

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 in Colombia) having been encouraged to implement similar rules.

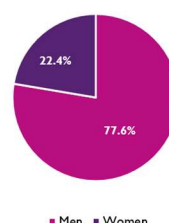
4.4.1 Professional equality between men and women

4.4.1.1 Male-female workforce

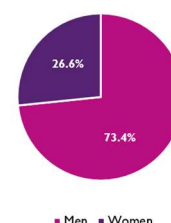
As of 31 December 2022, women accounted for 26.6% of the Group's workforce, or 2,520 employees. They accounted for 22.4% of the workforce in 2021.

Headcount	2021	2022	Variation 22-21	
Men	5,258	6,945	1,687	32.1%
Women	1,514	2,520	1,006	66.4%
Total	6,772	9,465	2,693	39.8%

Gender breakdown 2021



Gender breakdown 2022



The proportion of women is variable across zones and countries: in Spain, women represent 57.5% of the workforce,) 32.0% at Streeteo and 9.9% in Luxembourg.

2022 Gender breakdown		2022
France	78.9%	21.1%
Europe	69.5%	30.5%
Américas	72.2%	27.8%
Total	73.4%	26.6%

The low proportion of women in the Group can be explained mainly by a stereotypical view of the parking professions, which does not attract much interest from women. However, particularly in view of the measures taken to promote diversity, this situation is gradually improving. For example, in order to increase the proportion of women in the Brazilian, Spanish or French workforce, communication campaigns on social networks were carried out in 2022 to promote women in the parking industry.

4.4.1.2 Manager / Non manager

As of 31 December 2022, managers⁴ represent 4.8% of the Group's workforce, i.e. 455 employees. Women, who represent 26.6% of the Group's workforce, make up 27.3% of managers. In proportion to their respective populations, female managers represent 4.9% of all female employees and male managers represent 4.8% of all male employees.

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 partially reflects that of the workforce, since women account for 23.6% of the bill and 26.6% of the workforce, with men accounting for 76.4% and 73.4% respectively.

	Employees 2022 %		Wage bill 2022 %	
	Men	Women	Men	Women
Total	73.4%	26.6%	76.4%	23.6%

The unadjusted gender pay gap (the difference between men's and women's average gross hourly earnings as a percentage of men's earnings) amounts to 4.9%.

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.

The scores obtained were 94/100 in 2019 and 90/100 in 2020. In 2021, in the absence of a pay raise campaign, the Ministry of Labour considered that the Professional Equality Index was not calculable; on

⁴ 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.

the "Pay Gap" indicator, the result was 39 points out of 40. In 2022, the score for the Gender Equality Index was 79 points out of 100, with a gap to the disadvantage of women on the individual increase rates; for the pay gap, the result remains at 39 points out of 40. Streeteo's score on the gender equality index in 2022 is 94/100, with a result of 39 points out of 40 on the pay gap indicator.

The Group decided in 2021 to implement the gender equality index in its controlled international subsidiaries with more than 50 employees in accordance with French regulations. The methodology applicable in France has been adapted for an international context and a methodological guide has been provided and explained to each HR contact concerned. Each country has integrated its own specificities in terms of social law in order to best respect the spirit of the index, which was designed on the basis of French labour law.

The professional equality index allows each subsidiary, in addition to increasing awareness of this issue, to have a common tool for measuring the differences in treatment between women and men in terms of pay, raises and promotions and, ultimately, to deploy ad hoc action plans.

4.4.1.4 Promotion

The number of promotions in 2022, compared to the Group's total workforce at the end of the year, is 4.9%, or 467 employees who had their responsibilities extended.

Regarding their respective populations, women and men achieved the same promotion rate of 4.9%.

Promotion	2022
Managers	10.3%
Men's promotion	9.1%
Women's promotion	13.7%
Non Managers	4.7%
Men's promotion	4.7%
Women's promotion	4.5%
Total	4.9%

Promotion	Men	Women
	4.9%	4.9%

The table beside shows the distribution of promotions by gender and by managers/non-managers. In proportion to their respective populations, 13.7% of women managers have experienced career advancement compared to 9.1% of men. For the non-managerial population, 4.5% of women and 4.7% 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 several 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.

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 to position such as Managing Director of Indigo Neo, Group's Tax Director, Director of Human Resources, Legal Director or Directors of operating business sectors in France.

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.

The Group asked its controlled subsidiaries to measure the number of female and male applications received for open positions at the level of the Management Committee in each country and up to two hierarchical levels below the Management Committee. Thus, of the 75 open positions in 2022, 34.8% of the applications (internal and external) were from women and 65.2% from men. The proportion of women selected was 50.7% compared to 49.3% for men.

4.4.2 People from all backgrounds

The Indigo Group has 104 different nationalities, as of 31 December 2022. Canada, with 81 nationalities, and France, with 47 nationalities, stand out.

The Group operates a proactive policy on equal opportunities. The first approach aims to combat discrimination in the company's internal processes (recruitment, career development, etc.). The second is based on a training policy for all.

4.4.3 People of all ages

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, 53.3% of employees recruited in 2022 were under 30 years and 5.8% of employees were over 55 years.

4.4.4 People with any 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 these two 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.

At the Group's headquarters, old computer and telephone equipment is entrusted to Recyclea, a social and inclusive company that employs a majority of disabled employees and holder of the "Disabled company" or "Entreprise adaptée" approval.

Streeteo recruits staff in a situation of professional integration or reintegration: in 2022, the hours worked by employees hired in this way represent the equivalent of 54.2 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. The Group's absenteeism rate is 6.8 in 2022, down 0.9 point compared to 7.7 in 2021. This decrease can be explained in particular by the end of the epidemic waves of Covid-19 and the related sick leave.

Absenteeism	2021	2022
France	13.7	12.3
Europe	10.3	10.0
Américas	5.3	5.2
Total	7.7	6.8

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 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, more than 101,000 hours of training were provided in 2022, representing an average of 10.7 hours of training per year and per employee.

4.6.2 Equal access to training

The Group's training access rate is 74.7%, with 7,073 separate employees trained in 2022. The gender distribution of trained staff is 22.9% for women (for 26.6% of the employees) and 77.1% for men (for 73.4% of the employees).

Access rate to training	Gender	
	Men	Women
Total	77.1%	22.9%

At Group level, women, who represent 26.6% of employees, received 20.6% of training hours and men, accounting for 73.4% of the workforce, received 79.4% of training hours.

The managers, who represent 4.8% of the workforce, account for 4.0% of total training hours, and non-managers, who represent 95.2% of the workforce, benefitted from the remaining 96.0%.

Training hours	Gender		Category	
	Men	Women	Managers	Non-managers
Total	79,4%	20,6%	4,0%	96,0%

4.6.3 Training topics

At Group level, business training (technical, administrative and tools) accounted for 68.9% of training hours and those relating to Corporate Social Responsibility (Health and Safety, Environment and Diversity) 22.6%.

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.

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 Urban Shift division activities (maintenance and management of self-service bicycles or electric bicycles, parking enforcement, management of charging stations, or at Indigo Neo technical teams).

Since its creation, the Group has always favoured social promotion: 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 agent, operating technician or site manager. In 2022, after 8 months of preparation (an average of one week's training per month), 9 French employees in the Parking division graduated as operating agent.
- Other training courses, not sanctioned by a diploma, mainly dedicated to business processes and tools.

Campus Indigo has obtained the French QUALIOPI certification, which is issued to continuing professional training organisations that comply with a national reference system. Its objective is the implementation of a continuous improvement approach to the services provided. It also includes requirements in terms of respect for ethical values and social responsibility.

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 Spanish teams shared with the French teams their experience of parking enforcement before the launch of Streeteo 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 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 talent is one of the Group's social priorities. In addition to diversity and equal opportunity initiatives, access to training without discrimination, preventive safety measures and a good social climate, Indigo Group encourages the internal promotion of its employees and has put in place processes to detect and retain talent.

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 his career as an accountant in the company. Similarly, in 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 and benefited in 2018 from a specific path including the discovery of various activities of the Group in several countries. In 2022, 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 to Deputy Managing Director - Finance & Americas area in 2022, or from Head of Technical Studies to Technical Director France. In 2022, a new class of 12 people, with equal numbers of women and men, from different countries and from support or operational functions, has started the programme. 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 2021 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 is not currently recording evaluation interviews.

Evaluation interview	2020	2021
France	70.0%	85.1%
Europe	50.8%	42.5%
Américas	31.0%	32.3%
Total	43.5%	47.2%

In general, the evaluation rate of managers is higher than that of non-managers: 95.1% of managers received an evaluation in 2021 against 44.2% for non-managers. 95.4% of female managers were evaluated against 95.0% of male managers, the rates being respectively 55.1% and 41.1% 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.

Turnover rate	2021	2022
France	22.2%	26.1%
Europe	15.8%	16.4%
Américas	49.4%	59.8%
Total	39.2%	50.0%

The Group's turnover rate was 50.0%, up 10.8 points from the 2021 rate of 39.2, with a breakdown by gender of 47.4% for women and 51.0% for men and a category breakdown of 18.6% for managers versus 51.6% for non-managers.

There are large disparities in turnover rates between countries, with for example, a rate of 11.9% in Spain, 24.0% in Belgium or 69.5% in Canada. 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.

4.7.5 Opinion barometer

In recent years, opinion barometers or engagement surveys have been carried out in several countries, such as Brazil, France and Luxembourg, enabling the country's management team to implement action plans to strengthen this engagement.

In 2021, the Group has decided to build such a barometer, with a biannual frequency in all its controlled subsidiaries, based on a single anonymous questionnaire on the following four themes: engagement, corporate culture, management and Group strategy. Thus, nearly 3,000 employees participated in the 2021 opinion barometer, i.e. 60% of the workforce surveyed. The results of this survey have enabled the Group to define strategic areas for improvement, which are currently being deployed in its subsidiaries.

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.

At 31 December 2022 88.5% of the workforce of the controlled subsidiaries was represented by employee representative bodies.

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 or in Canada. 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 2022, 105 collective agreements are in force in the Group's entities.

In addition, in order to promote social dialogue and respect for freedom of association, the Group in France has, for several years, adopted a specific agreement on the exercise of trade union rights, which has been regularly amended and fully renewed in 2022. This agreement includes provisions guaranteeing non-discrimination in terms of remuneration, training and career development for elected members of staff representative bodies.

At the same time, all employees have access via the Group's intranet to the agreements signed and information from the employee representative bodies: the social partners and trade unions have pages devoted to their freedom of expression and communication.

Thus, despite a context of constructive and peaceful labour relations in 2022, there was a movement in Spain within the parking branch representing 36 days worked due to wage demands.

ENVIRONMENTAL MATTERS

Chapter 5

5.1 Carbon neutrality

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 for many years 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".

In 2021, the Group is strengthening its environmental approach and committing to a goal of carbon neutrality by 2025 for its direct and indirect emissions related to energy consumption (scopes 1 and 2) as well as control of other indirect emissions (scope 3), such as those from its suppliers, by 2050.

5.2 Environmental reporting

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.

In view of its strategy to be carbon neutral on its scopes 1 and 2 by 2025, the Group has decided to include all the controlled subsidiaries of its Parking Division in its environmental reporting from 2021 onwards.

By the end of 2022, environmental reporting covers 95.3% of the Group's Global Proportionate Revenue.

5.3 Greenhouse gas emissions

5.3.1 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 in Tons of CO₂ equivalent of the eight aforementioned countries.

Emissions 2022 in T eq CO ₂	Scope 1 (fossil fuels)	Scope 2 (electricity)	Scope 3 (business activities)	Total Emissions CO ₂ 2022	Breakdown
Belgium	364	216	14,805	15,384	14.3%
Brazil	174	92	7,402	7,668	7.1%
Canada	653	157	7,447	8,256	7.7%
France	1,222	4,734	59,271	65,227	60.7%
Luxembourg	95	503	1,557	2,155	2.0%
Poland	52	186	4,862	5,099	4.7%
Spain	40	47	2,766	2,854	2.7%
Switzerland	0	103	739	843	0.8%
TOTAL 2022	2,599	6,039	98,849	107,487	100.0%
TOTAL 2021	2,441	7,001	82,777	92,219	
Variation 2022-21	6.5%	-13.7%	19.4%	16.6%	

The Group's emissions, up by 16.6% compared to 2021, reflect the upturn in activity observed in 2022.

Emissions from the Group's activities (scope 3), which account for 92.0%% of total emissions, include CO₂ equivalents from purchase and investments for 81.7%, kilometres covered by users in the off-street facilities for 13.9%, commuting to and from work for 4.1% and business travels for 0.4%.

5.3.2 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.

5.3.2.1 Reduction of energy consumption

The entities of the Group pay special attention to their energy consumption, particularly electricity, which represents a total of 106,285 MWh in 2022, down 3.25% compared to 2021 (109,850 MWh). Electricity intensity or consumption per site (car parks and offices) decreased by 8.9%, from 147.85 MWh at the end of 2021 to 134.71 in 2022.

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 78.7% of the total electricity consumption.

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 2022, this last technology is equipping 67.3% of the car parks managed in the Group's eight countries reporting their environmental data, compared to 47.6% at the end of 2021.

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 40.8% reduction in electricity intensity (consumption per site) in France (35.2% reduction in total power consumption) between 2014 and 2022, 2014 being the first year of publication of the environmental data of the Group's French entities verified by an Independent Third-party organization.

5.3.2.2 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.

For example, in December 2022, the Group inaugurated the first ultra-fast recharging station (150 kWh) in Paris: located in the Porte d'Italie car park and equipped with 4 charging points, it is not only the first high-power station in the capital but also a first in an underground car park!

As a result, by the end of 2022, the Group provides a total of 3,915 spaces equipped with a charge point for plug-in hybrid or electric vehicles in the car parks it operates, representing a 49.2% increase in the number of charge points compared to the 2,624 recorded at the end of 2021.

It should be noted that France deducted 1,347 MWh from its electricity consumption due to the use of charging stations for electric vehicles by its customers, consumption up by 83% compared to 2021 (734 MWh).

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 19.8% of the Group's car fleet by the end of 2022, compared to 15.7% in 2021.

5.3.2.3 Renewable energy

For several years, the Group has used guarantees of origin for its electricity consumption, certifying that the electricity it uses is produced from renewable energy sources. In addition, the Canadian subsidiary benefits from hydroelectricity production in Canada, with renewable energy representing 90.4% of its consumption.

At the end of 2022, the electricity produced from renewable energy sources used by the Group represents 15.8% of its electricity consumption, i.e. 3,178 tons of CO₂ equivalent avoided.

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.

5.3.2.4 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 video-conferencing 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 has 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. The Group in France also offsets the CO₂ emissions of its national and international flights via the airline company with which it has concluded a framework contract. Thus, 48 tons of CO₂ were deducted from its business travel emissions.

E-learning training sessions are growing at a rapid pace in most countries where the Group operates. They enable the Group to reduce its training costs, to provide more training and to significantly reduce the need for travel, thereby reducing greenhouse gas emissions.

5.3.2.5 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.

Finally, in France, suppliers holding a framework contract must comply with the "Responsible Purchasing Charter", which the Group has renewed in 2021. This charter notably commits suppliers to respecting the principles of business ethics and international conventions on labour law and human rights.

5.3.3 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, or by integrating secure areas dedicated to bicycles and electric bicycles (via the Cyclopark brand) within its car parks in France and in Belgium.

5.3.4 Reduction of greenhouse gas emissions in city centres

5.3.4.1 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 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 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 in 2017. At the same time, the Group created INDIGO®weel, a shared bicycle and scooter rental service, initially intended for private individuals. INDIGO®weel's activity has evolved by reorienting its bike and electric bike rental offer towards companies wishing to reduce their GHG emissions and by adding a business of managing secure spaces for bikes in car parks.

Thus, as mentioned in section 2.5 The Group's financial results, the share of sustainable mobility activities in the Group's Global Proportionate consolidated revenue, i.e. INDIGO®weel and Smovengo, amounts to 3.0% for the year 2021.

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.

5.3.4.2 Car parks

Car parks can also contribute to reducing GHG emissions in city centres.

In line with its vision of the "Car Park of the Future", 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 local residents. 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. 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. In Spain, such a partnership exists with the parcel distribution company PUDO with the installation in 44 car parks of lockers for the collection of online purchases. 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 an urban logistics platform for the temporary storage of products to be delivered. 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, in partnership with the company Grand Frais, a first ULS has opened in Paris in the Harlay Pont Neuf car park, in 2019, and by the end of 2022 there are 5 ELUs with this company that allow Parisians to have baskets of fresh produce delivered at home without increasing urban traffic. As previously mentioned, the Group has identified more than 94,000 m² of parking space in France that can be converted into city logistics, drive-through and storage activities. In Canada, the Group is implementing several national partnerships such as with Bird in the field of soft mobility, Purolator in the field of logistics, Black Mountain Storage in the field of residential storage and with the leader in dark kitchens.

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. In the long term, the Group in France hopes to make around 100,000m² of space in its car parks available for alternative uses, particularly for logistics companies.

5.4 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 5.3.2 of this document. However, the Group is concerned about the management of its waste and the sustainable use of natural resources.

5.4.1 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.

5.4.1.1 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, to a lesser extent, for the supply of emergency lighting in car parks are systematically collected at the end of their service life either directly by the local authorities or by specialised companies appointed by the Group. In 2022, 6.8 tons of batteries were processed by the latter.

In France, INDIGO®weel donated in 2021 its old bicycles to the Lyon-based association "Les Ateliers de l'Audace", a non-profit organisation that employs around twenty people in professional reintegration and specialises in the repair of bicycles and the development of this mode of transport for vulnerable groups. The association collects and repairs abandoned INDIGO®weel bicycles to give them a second life and contribute to social projects such as the "Tand'Aime" initiative of the "Lyon Racine Club" or the mobility of carers at the "Le Vinatier" hospital in Lyon. More than 500 bicycles have been processed since the beginning of the partnership.

According to the applicable regulations, the waste produced by the customers frequenting the car parks is subject to selective sorting. The Luxembourg subsidiary holds the "SuperDrecksKëscht ISO 14024:2000" label, awarded by the Environmental Administration, the Chamber of Trade and the Chamber of Commerce to companies that manage their waste in an environmentally friendly manner in accordance with this international standard.

In 2022, the Group's Brazilian subsidiary entered into a partnership with the company Musa, which aims to develop solutions for sustainable waste management. Musa collected 1,240 kilos of used work clothes to transform them into recyclable waste.

5.4.1.2 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.

For several years, non-recoverable IT equipment is occasionally donated to associations or collected by approved companies, such as Recyclea, which holds the "Disabled company" approval, and collected more than 1.7 tons of IT equipment from the Group's headquarters during 2022.

5.4.2 Soil pollution

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

5.4.2.1 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.

5.4.2.2 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.

5.4.3 Water

Domestic water is not an issue for the Group's business. 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 eight countries amounted to 118,523 m³ for 2022; 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, opened in 2022 in Neuilly sur Seine, France, as the construction solutions implemented do not discharge mine water. 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.

5.4.4 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 21.6 tons of office paper ordered in 2022 in the eight 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.

5.5 Biodiversity

As car parks are built and operated mainly in urban areas, biodiversity is not a major issue for the Group's business. 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, INDIGO has trained project managers from its technical and legal departments in France in biodiversity issues.

When the configuration of the site allows it, the Group acts in favour of biodiversity by landscaping the exteriors of the car parks it manages with the planting of trees or shrubs, or by installing beehives, as was the case in 2022 around several Belgian and French car parks.

Finally, the Group also participates in actions to preserve biodiversity, such as in Switzerland with the Association for the preservation of Lake Geneva "Stop the knotweed" ("*Halte aux renouées*"). In September 2022, the local team spent half a day on the shores of Lake Geneva pulling up 180 kilos of this invasive exotic plant, which is a danger to local biodiversity.

5.6 Environmental certification

Certain entities of the Group, as the Spanish subsidiary, 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.

5.7 Sustainability linked refinancing

The Group signed on 27 July 2022 a new sustainability linked €300 million multi-currency revolving credit facility with extended maturity to July 2027 (including two one-year extension options subject to banks' approval).

The Group has defined two performance indicators that are in line with its CSR and ESG strategy pursued for several years:

- a 5% reduction per year in its CO₂ emissions linked to Scopes 1 and 2, i.e. a 40% reduction in 2029 based on 2019 emissions,
- a more than fourfold increase in the installed capacity of charging stations for electric vehicles between 2021 and 2029, with annual thresholds defined.

For the year 2022, the annual targets for these two indicators have been met:

- - CO₂ emissions from scopes 1 and 2: 8,638 TCO₂eq for a 2022 target of 11,214 TCO₂eq,
- - power installed at charging stations: 34,684 kWh for a 2022 target of 26,048 kWh.

SOCIETAL MATTERS

Chapter 6

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 a code of conduct established in all the languages used in its subsidiaries. This code of conduct sets out the principles of professional ethics that must, in all circumstances, drive the conduct of 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 (setting out, in particular, the principles for combating corruption, conduct with regard to commercial agents, gifts/invitations, prevention of conflicts of interest, etc.), 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.

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 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 100% 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. PareBem, which merged with the Brazilian subsidiary on 1 September 2022, had its own Code of Conduct, which was given or made available to its employees when they signed their employment contract. In 2022, 74% of the Brazilian workforce was aware of or trained in one of the two Codes of Conduct.

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.

Lastly, internal awareness-raising actions relating to the obligations arising from the Sapin II Law were provided to the Group's operational and functional departments in France (France Management Committee, Group Finance Department, Purchasing Department and Partnerships Department). This was followed in 2022 by the provision of e-learning training highly recommended for all employees and mandatory for managers. E-learning training will continue in 2023 for the Group's foreign subsidiaries.

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 have the various regulatory reports on social, environmental and societal data to which the Group and/or its subsidiaries have been subject to the publication obligation since 2014 and whose presence and sincerity of the information presented have been certified by the mandated Independent Third-Party Organisation.

Lastly, the Group is fully committed to comply on the one hand with all tax laws and regulations in force where the Group operates and on the second hand with the principles established in international agreements, in particular those of the OECD (such as the Base Erosion and Profit Shifting or BEPS project, the Anti-Tax Avoidance Directive (ATAD) or the DAC6 directive). The fight against tax fraud and tax avoidance is one of the pillars of these rules. Note that the Group does not operate in any of the countries on the European Union's blacklist of non-cooperative countries and territories.

The Group is therefore committed to pay all taxes and contributions due in the countries where it conducts business. The commitment to pay the amount of tax due means paying the exact amount of tax, calculating it at the rate applicable in the country where it is due, and doing so within the required timeframe. To ensure that this objective is fully achieved, the Group ensures that it retains and communicates the tax treatment that reflects the economic reality of the transactions carried out in the course of the Group's business. The Group also ensures that the appropriate returns are filed with the various tax authorities within the required timeframe.

Income taxes are treated in accordance with international accounting rules in the consolidated financial statements and are discussed in the notes to the Group's annual consolidated accounts.

In terms of tax transparency, the Group is committed to maintain constructive and trusting relationships with the tax authorities of the countries in which it operates, by systematically cooperating, for example, during tax audits. It complies with the obligations related to the information exchange system and communicates all relevant information every year in compliance with legal and tax obligations, in particular by submitting the CBCR (country-by-country reporting) to the French authorities.

In the area of transfer pricing, the Group applies to the intra-group transactions the OECD principles and the law in force in the countries where it operates in order to ensure appropriate remuneration for all Group entities. The Group's transfer pricing policy is documented and made available to the various tax administrations in accordance with Action 13 of the BEPS project.

The Group is not party to any scheme or arrangement whose main purpose or inspiration is to evade or mitigate the tax charges or that could result in the application of French legislation on abuse of rights).

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 citizens below.

In the digital age, data access is becoming essential. In Canada, 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 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 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 are 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 2022, 772 mystery visits took place in the Group's French car parks.

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 2022, 216 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 2022, the Customer Relationship Centre received and analysed 38,687 responses representing 582 car parks and 74 on-street contracts.

Finally, operational monitoring is carried out by Operations Managers who receive real-time customer reviews posted on social networks. This functionality was also deployed in November 2019 in France, and then extended to Belgium and Switzerland in 2021. A total of 7,862 opinions were received for these three countries in 2022, which made it possible, where necessary, to rapidly improve 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.).

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.

6.2.3 Data protection

The Group operates in an increasingly open environment, where the frontiers between its activities and the world are becoming more fluid, flexible and permeable. The consequences for information security, confidentiality, integrity and availability are hugely important. Therefore, implementing effective cybersecurity practices to protect its data and those of its customers, as well as its IT services and resources, is essential.

6.2.3.1 Cybersecurity

The Group has thus implemented an Information Systems Security Policy (ISSP) since 2018. Its content is aligned with the requirements imposed by laws and regulations such as the laws on personal data and privacy (General Data Protection Regulation). It follows security management standards and best practices such as ISO2700x. And finally, it incorporates the implementation of PCI DSS, an industry standard designed to protect payment card information.

This ISSP is applicable in all the Group's subsidiaries, under the responsibility of the local IT correspondents or, in the absence of such correspondents given the size of the subsidiary, directly under the supervision of the Group's IT Department.

Considering the risks specific to each business line, operational policies incorporating targets and objectives have been defined, physical, administrative and technical protection has been put in place and security incident management is ensured for workstations and servers.

At the same time, training and awareness-raising actions are carried out for IT teams and users, as with the distribution of the "Golden Rules of IT security" in all subsidiaries and on the Group's intranet.

In addition, due to the development of remote working, the Group has strengthened the configuration of its IT assets as well as its authentication processes (Multi Factor Authentication).

Finally, the Group regularly tests the effectiveness of its IT protection systems and internal and external audits are carried out annually. An annual review of the results of these audits and improvement actions takes place at the Group Audit and Risk Committee.

6.2.3.2 General Data Protection Regulation

In order to comply with the European Directive (EU) 2016/679 known as the General Data Protection Regulation (GDPR), the Group has set up an organisation to ensure the protection of the personal data of its employees, customers and any stakeholders for whom it may have to manage such data.

The coordination of this compliance process has taken the form of

- the appointment of a Group Data Protection Officer (DPO) as well as local DPOs in each country,
- the completion of an internal audit to map the company's personal data processing,
- a generalisation of the privacy impact assessment (PIA) approach to all processing involving customer data,
- the implementation of an awareness plan aimed at:
 - all French employees via the deployment of a mandatory RGPD e-learning in 2022 and currently being deployed in other European countries,
 - populations exposed to personal data protection issues (e.g. data breach awareness for developers),
- review of contracts with relevant suppliers (data protection agreement) and audits of relevant third parties (by means of a questionnaire),
- management of requests for the exercise of rights by individuals whose personal data is processed (e.g. "Privacy Policy" or mention of information on collection forms for websites,
- the establishment of a body of documentation consisting of data management policies and procedures (rights, breaches and data breach management, data life cycle).

The organisation's RGPD maturity is monitored through regular internal audits of each country's roadmap. The rate of implementation in France is over 92% at the end of 2022.

The progress of the deployment as well as the maturity of the system is presented annually to the Group's Audit and Risk Committee.

6.3 A commitment in the territories

As a partner of cities, local authorities, hospitals and universities, our Group is part of the economic and 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 2022, such as Dieppe, Marseille, Salon-de-Provence or Sarreguemines.

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 the secure bicycle Cyclopark facilities of INDIGO@weel 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, it supports solidarity initiatives to assist local populations. Thus, depending on the local issues, it 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 The INDIGO Foundation

The Group has been a patron for many years, supporting actions serving the general interest in the heart of its regions. Associations, cultural sites, sports facilities, events... the Group offers its support in various forms such as the donation of parking spaces, financial donations or visibility (posters, radio spots...).

In order to gain consistency and strengthen its commitments in the territories, the Group created the INDIGO Foundation in 2022. Under the aegis of the Foundation of France, its mission is to act for a more united, more pleasant and more sustainable city, embodying our corporate purpose "Opening space for peaceful city motion".

Operational in 2023, the INDIGO Foundation is intended to support projects proposed by the Group's employees and which aim to preserve, enrich, bring to life and enhance the local cultural and natural heritage, but also to promote inclusion and social ties, particularly for young people, based on the values of sport. The INDIGO Foundation has a minimum budget of €1 million over 5 years.

The first executive committee of the INDIGO Foundation met on 25 January 2023 and has already voted in favour of 8 projects proposed by Group employees.

6.4.2 Education

Hosting trainees or work-study students enables the Group to detect talent. The Group's subsidiaries welcome interns and/or work-study students from schools or universities in various fields 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 in communications. In 2022, 46 interns were able to put their knowledge into practice within the Group.

6.4.3 Health

In the field of health, the Group works mainly with local associations that work for health in general. It has also shown solidarity with medical staff during the Covid 19 pandemic.

6.4.3.1 Associations

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 fifth consecutive year in January 2022 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. 24 car parks were included in the scheme, involving night parking employees from 10 pm to 1 am.

Also in France, the teams in charge of the Parisian car parks worked with several local and international associations such as the Red Cross on the issues related to people wandering in the car parks. In this way, the Group 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 subsidiary is a long-standing partner of MADD - Mother Against Drunk Drivers, whose slogan is "No alcohol, No drugs, No victims"; the Group's contribution amounts to CAD 15,000 for the year 2022. The subsidiary also supports the “Red Nose Operations” (*Opérations Nez Rouge*) association in Quebec, which throughout December offers drivers who have had a little too much to drink the opportunity to be driven home in their own vehicles by volunteers.

6.4.3.2 Medical staff

In order to best support medical staff to face the health crisis, Indigo Neo 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 in 2020. Medical staff were thus provided with free entry and exit to all car parks, “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 2021, in Marseille, the Group wished to extend its partnership with the “European Hospital” (*Hôpital Européen*) and support the Ambroise Paré Foundation by participating in a sponsorship project to renovate a wellness garden for the staff of the Hôpital Européen. Built in 2022, the garden consists of a 200m² relaxation area and a 100m² area dedicated to physical activity.

6.4.4 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, cleaned and redistributed to the most disadvantaged. In 2022, more than 3,000 items were donated to the Salvation Army in Porto Alegre and more than 2,000 to the Salvation Army in São Paulo.

At the Group's headquarters, a clothing collection was organised in 2022 for the benefit of “The House of Friendship” (*La Maison de l'Amitié*) in La Défense. More than 90 kilos of clothing and accessories were redistributed to people in precarious situations.

In Switzerland, the local teams helped the association “Terre des hommes” with its annual orange sale in favour of the defence of children's rights (maternal and infant health, children and young people in migrant

situations and access to justice). Our staff participated in setting up and dismantling the stands at the city's markets and sold oranges to users in the Lausanne Centre-Flon and Lausanne Port d'Ouchy car parks.

In Spain, as part of the partnership with the Aldeas Infantile association, dedicated to the care of children and young people in vulnerable situations, the Group provided them with a temporary space in the lobby of the Triana car park in Las Palmas, in order to highlight the visibility of their actions and activities.

Also in Spain, the local subsidiary supported the Madrid food bank in a food collection organised from 25 November to 11 December 2022. In addition to a donation of 2,000 euros, 12 employees volunteered to work for a day alongside permanent volunteers in the NGO's warehouse to sort and pack the products.

In Canada, a charity project with a matching contribution from the local subsidiary raised CAD 9,700 for the Red Cross.

Although the Group's activities are not directly concerned by the French regulations relating to the fight against food waste, 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 "The Missing Link" ("Le Chaînon Manquant") for several years. 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.

6.4.5 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 France, the Group supported the French Para-Badminton Championships held in early January 2023 in the town of Saint-Orens in the Toulouse area.

In Spain, the Group has entered into a partnership with the Son Angeles Foundation, which brings together families of severely disabled children and aims to maintain and improve their lives once they have finished school. Two free parking spaces have been created in the image of the Foundation in the Orense car park in Madrid, and 50% of the income from these two spaces will be donated to the Foundation.

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".

6.4.6 Culture

The Group is also committed to promoting culture, such as in Luxembourg where local teams are involved in a cultural patronage arrangement with the MUDAM (Grand-Duc Jean Museum of Modern Art).

On request, the Group also authorises filming or photography sessions in its car parks, such as in the Centre Flon car park in Switzerland in 2022 or in the Mont d'Est car park in Noisy le Grand, near Paris, where no less than ten filming and photography sessions have been held since 2019, as well as a fashion show.

The Group also participates in cultural events, such as in Nancy, France: in parallel with the most important national fair of the new literary season, "Livre sur la Place" in Nancy, the Charles III car park is transformed into "Livre Sous La Place" for one morning.

6.4.7 Sport

As a partner of cities and local authorities, the Group is also involved through sports sponsorship or patronage or the participation of its employees in sports activities in the territories where it is present.

In France, the Group is a partner of the women's volleyball team of the Stade Français Paris Saint Cloud, "Les Mariannes", as well as the volleyball team of Conflans Sainte-Honorine. It also supported the French Para-Badminton Championships held in early January 2023 in the town of Saint-Orens in the Toulouse area. And the Group was also a sponsor of the 7th sport Trophies ceremony organised by the City of Metz in November 2022, a ceremony during which Metz sportsmen and women are rewarded for their performance.

Finally, the Group was a partner in the first edition of the night-time trail from Aix-en-Provence to Marseille in April 2022. Ten employees took part in the race, and all finished the 38-kilometre course.

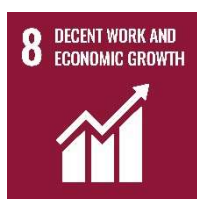
6.5 A commitment to international conventions

6.5.1 Global Compact

In line with its CSR strategy, the Group has formalised its long-term commitment to Sustainable Development by voluntarily joining the United Nations Global Compact.

Since 2022, Indigo Group has been committed to the United Nations Global Compact's Corporate Social Responsibility initiative and its Ten Principles on Human Rights, Labour Standards, the Environment and Anti-Corruption. This commitment is reiterated for 2023.

The Group's main contributions to the Sustainable Development Goals are:



6.5.2 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.

ESG RATING

Chapter 7

The Group's ESG (Environment, Social and Governance) actions are regularly assessed by non-financial rating agencies. In 2022, two assessments confirmed the Group's sustainable development strategy.

GRESB (Global Real Estate Sustainability Benchmark), a specialist in evaluating the ESG practices of real estate asset and infrastructure managers, gave it a score of 87/100 in October 2022. The non-financial rating agency Sustainalytics, with a score of 16.6, considered in December 2022 that the Group presented a "low risk" of suffering financial impacts related to ESG factors.

As a reminder, Vigéo-Eiris gave the Group a score of 65/100 on 31 December 2021, ranking it 85th worldwide out of a panel of 4,889 companies evaluated.

METHODOLOGICAL NOTE

Chapter 8

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, companies in which the Group holds 50% of the capital but over which it does not exercise exclusive control. As indicated in the notes to the Company's consolidated financial statements and in this NFPS, the total number of Group employees on 31 December 2022 was 9,467, of which 8,621 were employed by companies controlled by the Group and 846 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 indicated above.

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 scope of environmental reporting covers all controlled subsidiaries of the Group's parking division, i.e. a total of 8 countries: Belgium, Brazil, Canada, Spain, France, Luxembourg, Poland and Switzerland. The Colombian subsidiary City Parking, which is 50.0% owned, uncontrolled and unconsolidated, remains excluded from environmental reporting.

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.

8.2 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 non-financial risks.

REPORT BY MAZARS, APPOINTED
AS INDEPENDENT THIRD-PARTY,
ON THE NFPS

Chapter 9

INDIGO GROUP

“Société Anonyme à Directoire et Conseil de surveillance” (joint stock company with an Executive Board and a Supervisory Board) with a capital of €160,044,282

Head office: Tour Voltaire – 1 place des Degrés – 92800 Puteaux (La Défense)

RCS 800 348 146

Report of the independent third-party on the verification of the consolidated non-financial statement included in the Group management report

For the year ended 31/12/2022

This is a free translation into English of the independent third-party organization'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 independent third-party organization, member of Mazars Group and accredited by COFRAC Inspection under number 3-1058 (scope of accreditation available on www.cofrac.fr), we have performed work to provide a reasoned opinion that expresses a limited level of assurance on the historical information (observed and extrapolated) of the consolidated extra-financial performance statement, prepared in accordance with the entity's procedures (hereinafter the "Statement") for the financial year ended December 31, 2022 (hereinafter respectively the "Information" and the "Statement"), presented in the management report of INDIGO GROUP in application of the provisions of Articles L. 225-102-I, R. 225-105 and R. 225-105-I of the Commercial Code.

Conclusion

Based on the procedures we performed, as described in the "Nature and scope of our work" and the evidence we collected, 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

Preparation of the non-financial performance statement

The lack of a commonly used framework or established practice on which to base the assessment and evaluation of information allows for the use of alternative accepted methodologies that may affect comparability between entities and over time.

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.

Restrictions due to the preparation of the Information

As mentioned in the Statement, the Information may contain inherent uncertainty about the state of scientific or economic knowledge and the quality of external data used. Some of the Information is dependent on the methodological choices, assumptions and/or estimates made in preparing the information and presented in the Statement.

The entity's responsibility

The Board of Directors is responsible for:

- selecting or setting appropriate criteria for the preparation of the Information;
- preparing the Statement with reference to legal and regulatory requirements, 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 and also, the Information required by Article 8 of Regulation (EU) 2020/852 (EU Taxonomy);
- and implementing internal control procedures deemed necessary to the preparation of information, free from material misstatements, whether due to fraud or error.

Responsibility of the independent third-party organization

Based on 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 Information (observed or extrapolated) 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").

As it is our responsibility to express an independent conclusion on the Information prepared by management, we are not authorized to be involved in the preparation of such Information, as this could compromise our independence.

This is not our responsibility to express an opinion on:

- the entity's compliance with other applicable legal and regulatory requirements (in particular with regard to the Information required by Article 8 of Regulation (EU) 2020/852 (green taxonomy), the due diligence plan and the fight against corruption and tax evasion);
- the truthfulness of the Information provided for in Article 8 of Regulation (EU) 2020/852 (EU Taxonomy);
- the compliance of products and services with applicable regulations.

Regulatory provisions and applicable professional standards

The work described below was performed with reference to the provisions of articles A. 225-I 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 3000⁵.

Independence and quality control

Our independence is defined by the requirements of article L. 822-I 1-3 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 the professional doctrine of the French National Association of Auditors.

Means and resources

Our work was carried out by a team of 4 people between December 2022 and March 2023 and during 6 weeks.

We conducted about 10 interviews with the people responsible for preparing the Statement, representing in particular Risks and Ethics, Human Resources, Health and Safety, Environmental and CSR Departments.

Nature and scope of our work

We planned and performed our work considering the risks of significant misstatement of the Information.

We estimate that the procedures we have carried out in the exercise of our professional judgment enable us to provide a limited assurance conclusion:

- 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, when appropriate;
- we verified that the Statement includes each category of social and environmental information set out in article L. 225 102 I III as well as information regarding compliance with human rights and anti-corruption and tax avoidance legislation;
- 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-I 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 when 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;

⁵ ISAE 3000 - Assurance engagements other than audits or reviews of historical financial information

- corroborate the qualitative information (measures and outcomes) that we considered to be the most important presented in Appendix; concerning some 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 implemented by the entity 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, we implemented:
 - analytical procedures to verify the proper consolidation of the data collected and the consistency of any changes in those data;
 - 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 entities⁶ and covers between 20% and 100% 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 are convinced 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.

The Independent third-party organization

Mazars SAS

Paris La Défense, 24 March 2023

Edwige REY
 CSR & Sustainable
 Development Partner

⁶ Switzerland, France, Group

Appendix I: 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

- Headcount as of 31/12/2022
- Share of women in the workforce
- Absenteeism rate
- Turnover rate
- Average number of training hours per year per employee
- Frequency and Severity Rate of Workplace Accidents
- Percentage of staff with a valid First Aid (or equivalent) qualification
- Number of administrative closures of car parks for lack of compliance with fire regulations
- Number of strike days for demands directly involving the Group
- Electrical intensity (average consumption per site)
- Percentage of turnover related to sustainable mobility
- Percentage of dissemination of the code of ethics to target people

