

INFRA PARK

CORPORATE SOCIAL RESPONSIBILITY 2017



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1. FOREWORD

In a spirit of transparency and in accordance with its commitment to the workforce, society and the environment, Infra Park has decided to **voluntarily** communicate its social, societal and environmental information in a global Corporate Social Responsibility report. The first Corporate Social Responsibility report was issued in 2017, based on 2016 data.

This approach goes well beyond the provisions of Article L-225-102-1, paragraph 7 of the French Commercial Code as amended by the Grenelle II Act, which makes it mandatory for companies with a turnover of more than €100 million and a workforce of 500 employees or more to publish an annual report on their social, societal and environmental information.

These provisions only concern Indigo Park, an indirect French subsidiary of Infra Park, which operates only in France.

This Corporate Social Responsibility report, also available on the company's website www.infraparkgroup.com, covers Group data for the year 2017.

2. PRESENTATION OF THE GROUP AND KEY FIGURES

2.1. Presentation of the Group

2.1.1. The Infra Park Group

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

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

The Group formed by Infra Park and its subsidiaries (hereafter “Infra Park” or the “Group”) is the world leader for parking and individual mobility. The Group employs more than 20,000 people and is present in 16 countries and over 750 cities.

Infra Park is the only parking and mobility service operator present on three continents and in all parking segments (off-street, on-street and shared private car parks), individual mobility, digital and ancillary services.

The Group operates more than 5,600 car parks throughout the world, with over 2.2 million parking spaces and over 3,000 km of on-street parking.

Infra Park assists local authorities and private sectors (healthcare facilities, shopping malls, train stations, airports, event centers, universities...) and develops tailor-made parking and mobility solutions for users while making the city more pleasant and enhancing traffic flow.

It is a global operator, acting locally. In a booming mobility market estimated to reach €100 billion by 2025, Infra Park is a key player as far as the mobility of the future is concerned.

The Group is organised around two business segments: Parking under the brand INDIGO and Mobility & Digital Solutions under the brand INDIGO® weel and OPnGO.

2.1.2. The parking segment

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

2.1.2.1. Off-street parking

- ✓ **Designing, building, financing and operating**
With experience in all facets of the parking business, INDIGO has acquired wide-ranging expertise and is able to offer tailor-made solutions for any situation. Infra Park designs, builds, finances and operates customised parking solutions to make city life more convenient and intuitive.
- ✓ **Proposing innovative services**
INDIGO provides a whole range of services designed to deliver a more integrated, seamless customer experience, including mobile payment, pre-booking, automatic number plate recognition and smart car park management.

✓ **Traffic flow management**

With its diverse parking network, business engineering skills and knowledge of user segmentation, INDIGO is well-placed to advise local authorities and businesses on reducing congestion and optimising urban traffic flow.

2.1.2.2. On-street parking

INDIGO advises and supports local authorities with the management of their on-street parking by proposing tailored services and resources adapted to their mobility strategies. Control, maintenance, collection, consultancy and liaison with residents. INDIGO contributes with its' know-how and expertise to help meet the challenges of guaranteeing fluid and dynamic traffic flows in city centers.

As part of the outsourcing in 2018 to private players of the current public-operated on-street enforcement activity in France, a dedicated organisation (Streeteo) has been set up.

Anticipating this evolution and building on the expertise acquired in this field in countries such as Belgium, Spain and the United Kingdom, enabled the Group to win a significant proportion of tenders in France, including two out of three lots in Paris and to become a significant player in this new private activity.

By assigning this task to partners like INDIGO, local authorities can improve the attractiveness and overall fluidity of their urban areas. The Group's reputation is based on:

- ✓ More than 25 years' experience in parking inspection and parking payment in Europe, with notable successes in the United Kingdom, Belgium or in Spain where high level of compliance rates have been reached,
- ✓ More than 3.000 km of on-street parking managed by Infra Park's subsidiaries for local authorities in 7 countries,
- ✓ More than 30.000 parking meters installed by the Group and equipped with the latest cashless payment technology (NFC – contactless),
- ✓ More than 150 on-street parking contracts including 50 contracts with parking control.

2.1.3. The Mobility and Digital Solutions segment

Making parking easier with OPnGO

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

In June 2016, Infra Park launched the OPnGO solution, which includes a revolutionary application for both public and private parking. OPnGO makes it easy for city-dwellers to find the best parking space at the best price in 2 clicks, thanks to the main features of geolocation of available parking spaces, automatic access in car parks, payment by mobile phone, and price reductions. The OPnGO application is the first application to bring together all the public and private parking services in town, on and off-street.

Working with Polly, which specialises in predictive guidance, the application offers a new way to park, anywhere, more quickly, less expensively and with less effort, on and off-street.

Promoting smart individual mobility solutions, with INDIGO® weel

Making mobility easier for all is central to Infra Park's strategy. To meet each person's needs and the challenges facing towns and cities, Infra Park designs innovative and complementary solutions which are used all around the world, like the new dockless, self-service bicycle solution INDIGO® weel.

With the free-floating sharing system, (bicycle, scooter, car...) shared bicycle scheme INDIGO® weel brings a revolutionary mobility solution to city centres. Developed in close co-operation with local authorities and their related associations, this new service is available in addition to the existing transport systems, providing greater flexibility and ease of use. Thanks to a dedicated application, the user can reserve and unlock a bicycle in just a few seconds, by using a QR code. Once used, all the customer needs to do is to park the bicycle in an appropriate area: existing infrastructure is sufficient, no terminal or station is needed. Easy to use, simple to set up, free-floating puts sustainable mobility within everyone reach.

Additionally, Wattmobile makes 100% electric vehicles available on a car share basis for enterprises at some of France's largest railway stations. And finally, Infra Park is expanding its individual mobility offer with a daily commuting service, in partnership with Fxi.

2.2. Key social figures

2.2.1. Employment

With operations in 16 countries, Infra Park's growth is built on its rich human capital, experience, technical expertise and partners' confidence.

2.2.1.1. Workforce

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

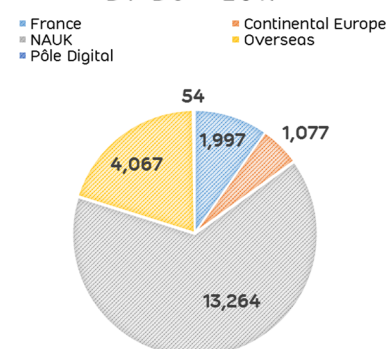
As of 31 December 2017, the Group's total workforce stood at 20,459 employees, an increase of 1,057 people (+5.4%) compared to 2016 with the integration of new entities in France with Streeteo (252 employees) and Smovengo (42 employees) and a change in the 2016 scope of consolidation of 763 employees, mainly in Brazil and the USA.

	2016	2017	Evolution 16-17	
Men	15,481	16,094	613	4.0%
Women	3,921	4,365	444	11.3%
Total	19,402	20,459	1,057	5.4%

2.2.1.2. Country breakdown

At 31 December 2017, Infra Park employed 20,459 people, 9.8% of whom were in France, 5.3% in Continental Europe, 64.8% across the NAUK zone (United States, Canada and the United Kingdom), 19.9% across the Overseas zone (Brazil, Qatar, Russia, Colombia and Panama) and 0.3 % in the Digital Group in France, Estonia and the United States.

REPARTITION OF EMPLOYEES BY BU - 2017



	31 December		Variation		Breakdown
	2016	2017	Var. 17-16	Var. 17-16	2017
France	1 828	1 997	169	9,2%	9,8%
Switzerland	8	8	0	0,0%	0,0%
Slovakia	15	16	1	6,7%	0,1%
Germany	58	51	-7	-12,1%	0,2%
Czech Republic	78	55	-23	-29,5%	0,3%
Luxembourg	81	73	-8	-9,9%	0,4%
Belgium	251	258	7	2,8%	1,3%
Spain	488	616	128	26,2%	3,0%
Continental Europe	979	1 077	98	10,0%	5,3%
UK	900	794	-106	-11,8%	3,9%
Canada	2 296	2 147	-149	-6,5%	10,5%
USA	9 982	10 323	341	3,4%	50,5%
NAUK	13 178	13 264	86	0,7%	64,8%
Colombia	705	780	75	10,6%	3,8%
Panama	94	71	-23	-24,5%	0,3%
Russia	12	12	0	0,0%	0,1%
Qatar	173	153	-20	-11,6%	0,7%
Brazil	2 387	3 051	664	27,8%	14,9%
Overseas	3 371	4 067	696	20,6%	19,9%
Pôle Digital	46	54	8	17,4%	0,3%
TOTAL	19 402	20 459	1 057	5,4%	100,0%

2.2.1.3. Evolution 2017 / 2016

The number of employees in France increased by 169 between 2016 and 2017, including the recruitment of 252 people on Streeteo and 42 on Smovengo. Excluding these two activities, the workforce in France decreased by 125 employees as a result of the extension of the effects of the implementation in 2015/2016 of new exploitation schemes (*Schémas d'Exploitation Cibles, SEC*), and the loss of service delivery contracts (approximately 60 employees).

The number of employees in Europe increased by 98, mainly in Madrid, Spain, with the extension of the DEVAS I and DEVAS II contracts to 1st of January 2017.

Employees in the NAUK zone increased by 86 employees, mainly in the United States, by +3.4%, in line with revenue growth of +4.6%.

Finally, the growth of the Overseas zone (other international markets) with 696 employees between 2016 and 2017 stemmed almost exclusively from Brazil, whose headcount grew by 664 with the multiplication, almost by 2 of turnover (+93.8%).

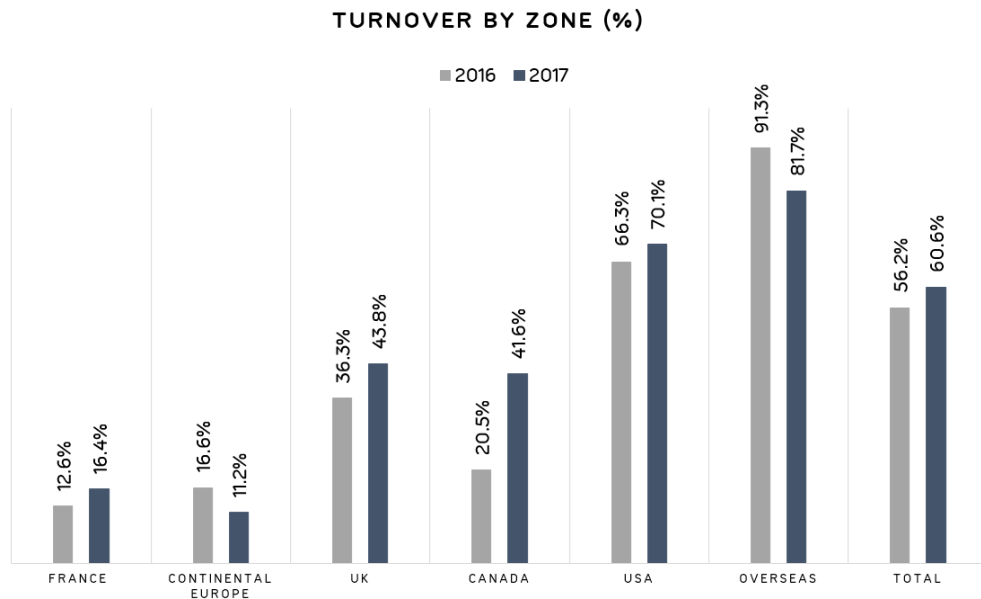
2.2.1.4. Entry and exit of staff

In 2017, people under 30 accounted for 57.8% of hirings and 54.8% of departures, with a net inflow of 874 employees.

In 2017, persons over the age of 50 accounted for 11.0% of hirings and 11.9% of exits, with a net outflow of 13 people (1,487 new hires compared to 1,474 exits).

2.2.1.5. Turn-over

In 2017, the Group's turnover¹ rate was 60.6%, 4.4 percentage points higher than in 2016 (56.2%). The rate is very variable across geographical zones. The ratio was 16.4% in France and 11.2% in Continental Europe, reaching 70.1% in the United States and 81.7% in South America.



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

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

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

¹ Employee turnover rate is calculated as the number of employees recruited plus the number of employees that left the Group, divided by two and then divided by the average number of employees in the Group for the reporting period.

2.2.2.Diversity

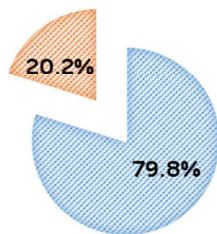
2.2.2.1. Men / Women

The percentage of female staff in the Group was 21.3%, or a total of 4,365 employees. They accounted for 20.2% of the workforce in 2016.

The number of employees increased between 2016 and 2017 by 1,057 or 5.4%, of which 613 were men and 444 women, an increase of 4.0% for men and 11.3% for women. This trend, particularly driven by awareness-raising campaigns to promote women's work in the parking industry, is noted in all areas.

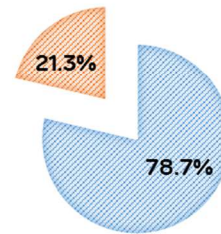
% REPARTITION 2016

■ %MEN ■ %WOMEN



% REPARTITION 2017

■ %MEN ■ %WOMEN



Female-to-male employee ratio was comparable across the zones, with the notable exception of Spain, which has more than 64% women in its workforce, mainly in on-street parking activities.

	31 December 2016		2016 Breakdown		31 December 2017		2017 Breakdown		Evolution 17-16		Evolution 17-16	
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women
France	1,455	373	79.6%	20.4%	1,556	441	77.9%	22.1%	101	68	6.9%	18.2%
Continental Europe	590	389	60.3%	39.7%	596	481	55.3%	44.7%	6	92	1.0%	23.7%
NAUK	10,717	2,461	81.3%	18.7%	10,708	2,556	80.7%	19.3%	-9	95	-0.1%	3.9%
Overseas	2,684	687	79.6%	20.4%	3,192	875	78.5%	21.5%	508	188	18.9%	27.4%
Pôle Digital	35	11	76.1%	23.9%	42	12	77.8%	22.2%	7	1	20.0%	9.1%
TOTAL	15,481	3,921	79.8%	20.2%	16,094	4,365	78.7%	21.3%	613	444	4.0%	11.3%
	19,402		100.0%		20,459		100.0%		1,057		5.4%	

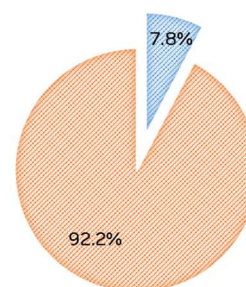
The low female staff ratio is mostly due to the Group's past and a sometimes stereotypical vision of the parking business. However, the above mentioned measures taken to promote gender equality are gradually improving the situation. For example, in France, the percentage of female staff rose from 18% in 2010 to 20% in 2016 and 22% in 2017.

2.2.2.2. Manager / Non manager

Managers² represented 7.8% of the Group's workforce, or 1,600 employees. This percentage remains unchanged from 2016. Women managers represent on average 19.2% of the world's managers, compared to 21.3% of the Group's workforce. In proportion to their respective populations, men managers represent 8.0% of male employees and women managers 7.0% of the female population.

2017 BREAKDOWN

MANAGER NON MANAGER



The number of managers increased by 6.4% between 2016 and 2017, of which 5.0% for men and 12.5% for women. The number of non-managers increased by 5.4% over the same period.

	31 December 2017			Breakdown 2017		Group proportion 2017		
	Men	Women	Total	Men	Women	Men	Women	Total
Managers	1,293	307	1,600	80.8%	19.2%	8.0%	7.0%	7.8%
France	175	67	242	72.3%	27.7%	11.2%	15.2%	12.1%
Continental Europe	25	6	31	80.6%	19.4%	4.2%	1.2%	2.9%
NAUK	937	201	1,138	82.3%	17.7%	8.8%	7.9%	8.6%
Overseas	142	28	170	83.5%	16.5%	4.4%	3.2%	4.2%
Pôle Digital	14	5	19	73.7%	26.3%	33.3%	41.7%	35.2%
Non-managers	14,801	4,058	18,859	78.5%	21.5%	92.0%	93.0%	92.2%
France	1,381	374	1,755	78.7%	21.3%	88.8%	84.8%	87.9%
Continental Europe	571	475	1,046	54.6%	45.4%	95.8%	98.8%	97.1%
NAUK	9,771	2,355	12,126	80.6%	19.4%	91.2%	92.1%	91.4%
Overseas	3,050	847	3,897	78.3%	21.7%	95.6%	96.8%	95.8%
Pôle Digital	28	7	35	80.0%	20.0%	66.7%	58.3%	64.8%
Total	16,094	4,365	20,459	78.7%	21.3%	100.0%	100.0%	100.0%
TOTAL	20,459			100.0%				

2.2.2.3. Remuneration

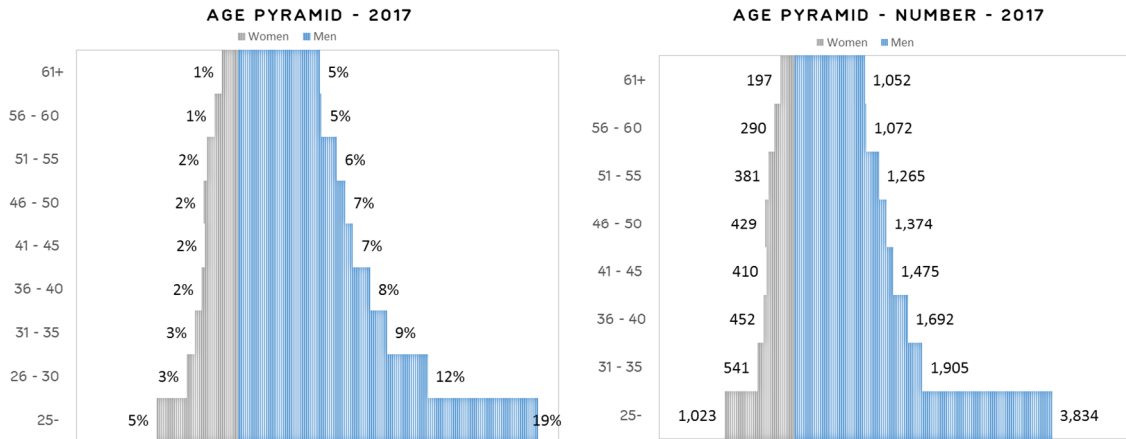
The remuneration policy is guided by common principles of sharing the fruits of growth, individualisation of remuneration and employee profit-sharing. The individualisation of salaries emphasises the individual responsibilities and performance of each employee at all levels of the hierarchy.

Excluding Streeteo and Smovengo, whose activity started on 1 January 2018, even though their employees were recruited at the end of 2017, the male/female breakdown of the wage bill is equivalent to that of FTEs, with men accounting for 79.3% of the wage bill and 79.4% of FTEs and women for 20.7% and 20.6% respectively.

² Employees with a visible level of responsibility and autonomy, who must meet targets, are subjected to tangible performance requirements, responsible for managing their own time and resources and/or for the technical and Human Resources management of their teams and/or who have a given technical know-how or expertise in one or several fields.

2.2.2.4. Age

The average age of employees is 37.8 years, 37.8 years for men and 37.7 years for women. The age distribution is also very similar between men and women.

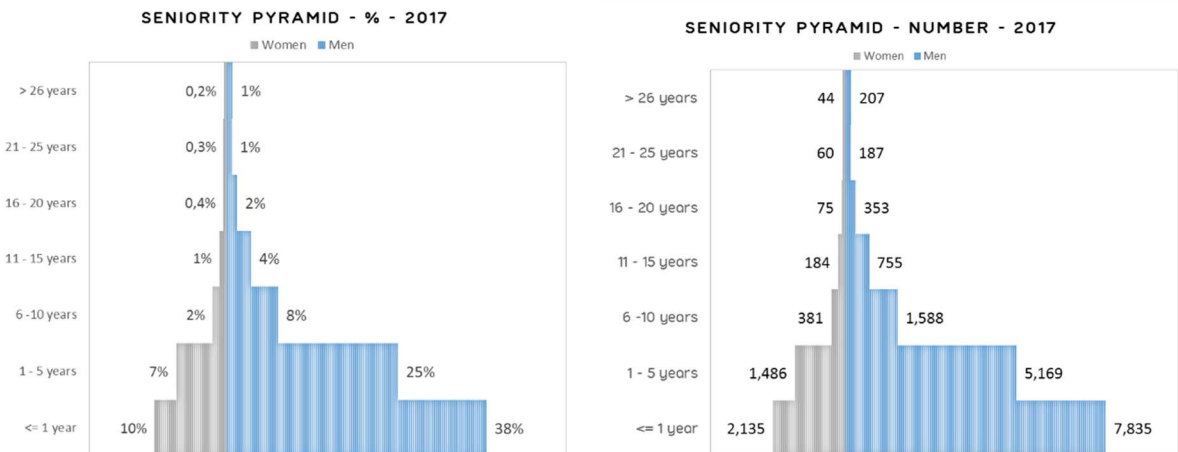


Employees under 25 years of age represent 24% of the total population and over 61 years of age 6% of the total population.

2.2.2.5. Seniority

The average length of service of the employees is 3.6 years, of which 3.6 years for men and 3.4 years for women respectively.

There is a wide disparity between countries, with an average seniority of 11.7 years in France compared to 2.8 years in the United States and 1.2 years in Brazil.



Employees with less than 1 year's seniority account for 49% of the workforce and those with more than 5 years' seniority account for 19% of the workforce.

2.2.2.6. Promotions

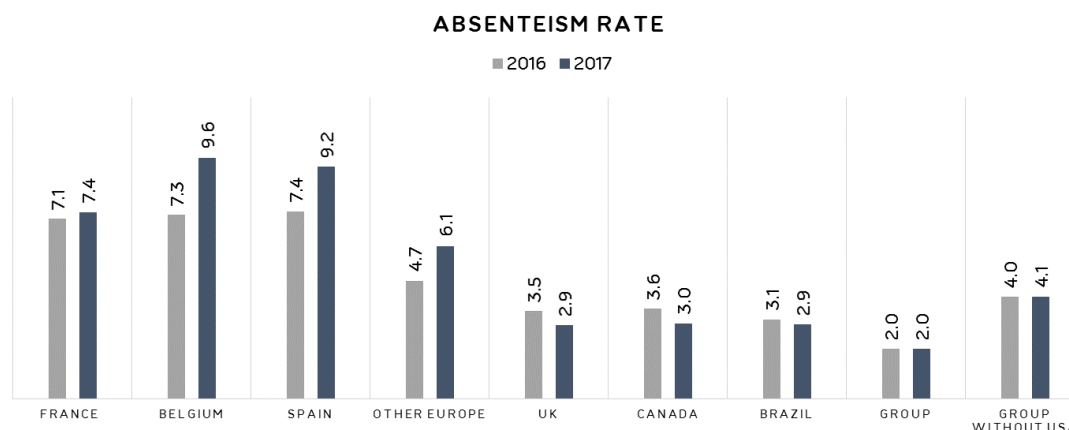
The number of promotions³ in 2017, compared to the number of employees, is 5.4%, or about 1,100 employees who have had their responsibilities extended, in line with the percentage of 5.9% in 2016.

	2016	2017
France	6.3%	7.3%
Continental Europe	0.5%	0.5%
NAUK	3.7%	5.1%
Overseas	15.9%	7.1%
Pôle Digital	0.0%	11.1%
TOTAL	5.9%	5.4%

2.2.3. Organisation / working time

2.2.3.1. Absenteeism

Out of the 5.2 million calendar days worked worldwide, 0.1 million days were counted as absence days in 2017, representing an absenteeism rate⁴ for the Group of 2.0 in 2017, equivalent to that of 2016. Excluding the United States, which does not count the number of days of absence, the absenteeism rate is 4.1 in 2017, in line with the rate of 4.0 in 2016.



The Group monitors the absenteeism rate extremely carefully in every country in which it operates, and has seen an improvement in absenteeism at the international level (7.9%) and a slight 3.5% decline in France. To address this situation, a joint observatory will be set up in March 2018 to define measures to combat absenteeism.

In order to better control this key indicator, the profit-sharing agreement introduced in June 2016 for all Group Economic and Social Unit (ESU) employees in France now includes an objective to improve this rate of absenteeism. At the same time, dedicated procedures are put in place to support workers returning to work, while managers have received training in monitoring employee absence.

³ Promotion: Broader scope of responsibilities (change of position or even position with more responsibilities) and salary increase.

⁴ The absenteeism rate is the quotient of the number of days of illness divided by the contracted days available.

2.2.4. Health and safety

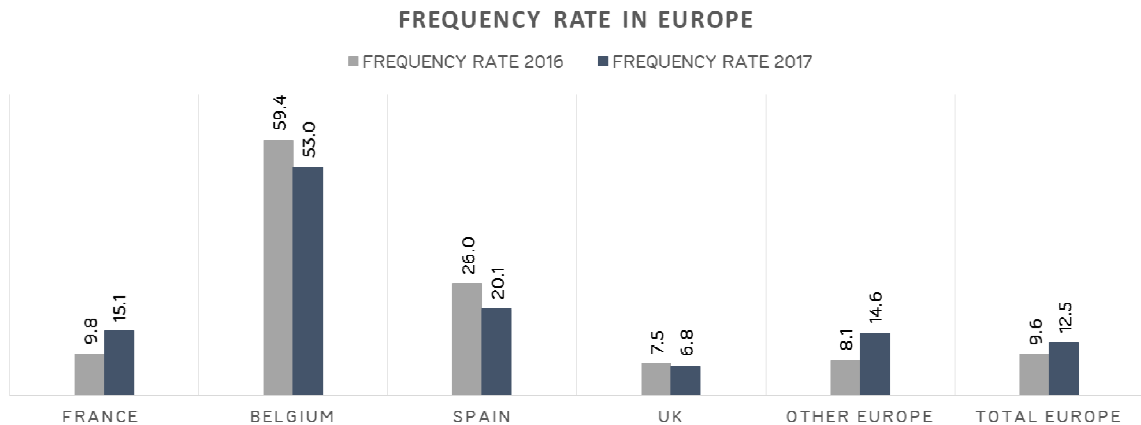
One of the cornerstones of the Group’s Human Resources policy is the importance attached to workplace health and safety. Infra Park firmly believes that the first concern of Human Resources management should be the implementation of measures to protect employees who, through their everyday activities,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

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

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

2.2.4.1. Frequency rate

The frequency⁵ rate across Europe in 2017 was 12.5 compared to 9.6 in 2016 with very disparate levels, since the frequency rate in the United Kingdom is 6.8, France 15.1, Spain 20.1 and Belgium 53.0.



There are a number of explanations for the differences observed in frequency and severity rates between countries. The local contexts in which health and safety policies are implemented vary both in terms of the regulations in force and of the risks identified for their activity. The organisational context and developments in the Group’s businesses are another contributing factor.

In Belgium, for example, several employees fell victim to physical and verbal assaults in 2016 as in 2017 despite ongoing risk awareness and prevention work. Similarly in France, the number of attacks that led to a work stoppage rose from 2 in 2016 to 7 in 2017.

The typology of accidents with a work stoppage is relatively similar in 2016 and 2017 within the Group. They are divided into 4 categories with slip, trip and fall-related accidents accounting for 42% of total accidents (49% in 2016), handling / posture for 22% (20% in 2016), verbal and physical aggression for 10% (10% in 2016) and other accidents for 25% (22% in 2016).

By analysing these accidents, the Group is able to improve its organisation and procedures. In 2016, for example, the decision was taken in France to eliminate cash

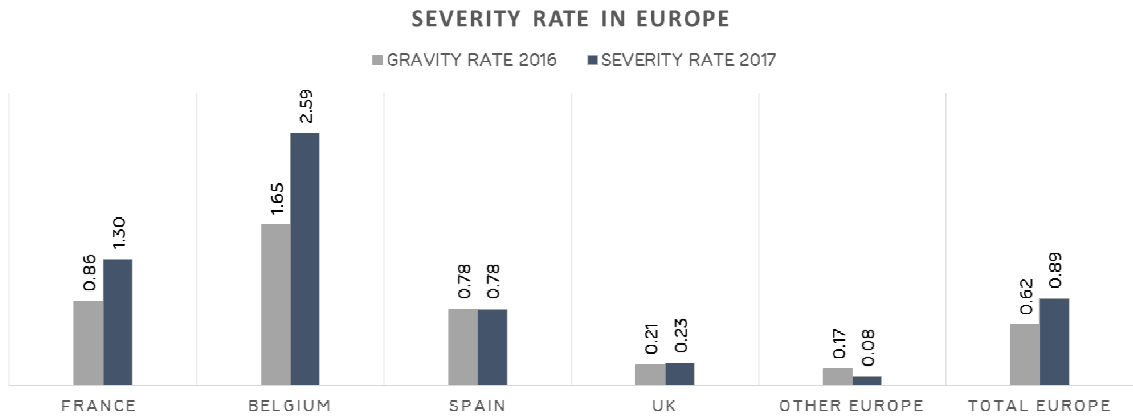
⁵ The frequency rate is calculated by multiplying the number of accidents at work resulting in sick leave, multiplied by 1,000,000 and then dividing it by the number of hours worked.

transactions in car parks to reduce the risks of attacks on employees. Similarly, as the majority of accidents resulted from slips and tripping, the Group made a particular effort in all countries to raise awareness among employees and managers on using appropriate equipment and being extremely vigilant to these particular risks.

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

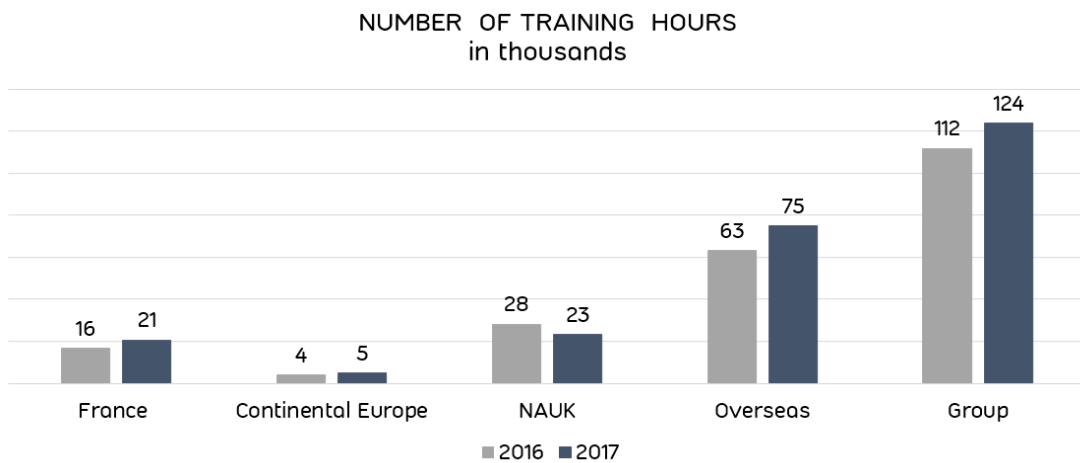
2.2.4.2. Severity rate

The severity⁶ rate 2017 was 0.89 for Europe compared to 0.62 in 2016, with very disparate levels, since the severity rate in the United Kingdom was stable at 0.23, that of France at 1.30, Spain was stable at 0.78 and Belgium at 2.59.



2.2.5. Training

With more than 120,000 hours of training provided worldwide, Infra Park ensures professional development and contributes to the personal development of its employees. In 2017, the number of training hours, including e-learning, increased by 11% compared to 2016.



⁶ The severity rate is calculated by multiplying the number of days of sick leave by 1,000 and then dividing it by the number of hours worked

Within the framework of the training hours given in the classroom, where a trainer presents and details to his trainees the knowledge and know-how essential to the parking business (commercial, technical, safety, managerial training, etc.), as well as through e-learning training schemes, Infra Park has acquired tools and means to support the development of its employees' skills. In line with the importance given to health and safety issues, this is one of the highlights of these training courses, for example 61% of the volume of training in France and 25% worldwide.

E-learning training courses are developing at a rapid pace in most of the countries where the Group operates, such as Brazil, where they doubled between 2016 and 2017.

3. THE GROUP'S COMMITMENTS

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

Hence, in 2017, the Group published its Health, Safety and Environmental policy, detailed through its social, societal and environmental performance on its website.

"Our Group is the world leader for parking and individual mobility. In addition to sustained organic growth in all our businesses, we invest more than 100 million euros each year to accelerate the Group's development.

At this time of digitisation and collective awareness of the importance of our planet, Infra Park and its subsidiaries must be audacious, pioneering, responsible and conscious of the challenges of tomorrow.

Individual mobility is diversifying, and new innovative solutions such as self-service bicycles without stations, carpooling or multipark digital platform enhance our traditional activities of car parks or on-street parking areas management. To meet the challenges of tomorrow's cities, we must be active and creative to remain the world leader in sustainable mobility.

These transformations cannot take place without capitalising on the essential resource of the Group's people, while respecting ethics and minimising our environmental impacts. Operating in more than 750 cities in France and worldwide, we also pay particular attention to respect for human rights and contribute to the development of territories through our presence and involvement in local actions.

In order for our global development to be sustainable, I am committed to Infra Park:

- *Complies with or exceeds, whenever possible, applicable international and local health, safety and environmental regulations,*
- *Identifies and prevents potential risks for its employees,*
- *Provides its teams with safe workplaces and the necessary equipment and training to prevent accidents,*
- *Favours diversity, non-discrimination and access to skills building, employability and the promotion of all employees, without distinction of any kind,*
- *Involves its employees and stakeholders in compliance with the rules of good conduct,*
- *Minimises its environmental impacts by reducing its energy consumption, particularly in its car park facilities, implement technologies and solutions that reduce its customers' emissions while facilitating their access to individual mobility that does not require fossil energy.*

Clear responsibilities have been assigned within the Group to manage its commitments.

Infra Park, Making space for the future."

Serge CLEMENTE
President of Infra Park

3.1. A responsibility to employees

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

Investors in People

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

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

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

3.1.1. Equal opportunities

The Group commits itself to combatting all forms of discrimination in hiring, employment relations and career development of its employees, and to promoting equality based on the skills and know-how of its employees. Priority axes have been identified within the context of diversity and the promotion of equal opportunities: professional gender diversity, people of all origins and all ages.

Furthermore, the Group has defined and disclosed an equitable Human Resources policy, banning all discriminations based on illegal grounds such as gender, age, morals, sexual orientation, race, ethnicity or nationality, disability, opinion or religion, political or trade union commitment. The policy applies to all countries and employees worldwide, and is part of the Group Code of Conduct, circulated to all the employees and available both on the Group's Intranet and website.

The following axes have been defined to promote diversity and equal opportunities:

3.1.1.1. Gender equality in the workplace

Historically, women have been under-represented in the parking sector. The Group thus implements a number of measures to promote gender mix, and diversity more generally, in the workplace, and is committed to combating all forms of discrimination in recruitment, relationships between colleagues and in career progression and to promoting equality based on the skills and expertise of its employees.

For example, in France, a gender analysis is conducted every year and provided to employee representatives. And an agreement was signed on gender equality specifying in particular equal remuneration, access to training, etc. and stating that failure to comply with the principles of professional equality was liable to regulatory and internal sanctions.

On a worldwide basis, the Group management includes female representatives with operational and functional responsibilities, with an increasing number of women occupying key management or expert roles. For example, 2015 saw the hiring of a woman as Group Chief Financial Officer and Vice-president. In 2016, one woman was appointed to the position of Group Tax Director, while another was appointed to head the Group's financial systems. In recent years, an increasing number of women representatives have

also held the position of Human Resources Director, such as in Belgium, Brazil, Canada, the United States or the United Kingdom, and are Directors of operating sectors in France.

Moreover, the Group's subsidiaries are working actively to highlight the work of female staff in the Group, both through recruitment and Human Resources practices but also through internal and external awareness-raising campaigns.

Women in Parking (United States)

To eradicate prejudice and work towards gender equality, the Group's United States subsidiary, LAZ Parking, contributes actively to Women in Parking, the leading association dedicated to promoting the advancement and achievement of women in the parking industry. By organising networking conferences and webinars and providing career outreach opportunities and support to its male and female members, the association promotes both the parking industry and the role of women within it. It is worth noting that LAZ Parking is a platinum corporate sponsor of this association and that the subsidiary's chairman and CEO was also the first man in the Board of Women in Parking.

3.1.1.2. People from all backgrounds

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

3.1.1.3. Age

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

3.1.2. Training and development

3.1.2.1. Training

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

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

Training addresses topics as varied as security, operations, customer relations, personal development, communication, professional efficiency, and management.

Historically, training has been an issue since few academic institutions offer learning programs for jobs in the parking industry. As a response, in 2004, the Group founded an internal French training academy which today forms the basis of its training strategy. The ambition of the Campus Indigo is to valorise and retain employees, while developing their skills in order to increase operational efficiency. This campus is unique among the parking industry, and provides two types of training:

- The professional training courses, built on the professional standards of the professional branch, and which are mandatory diplomas. The Group is a major player in the Professional Qualification Certificates (PQC) business. As part of the PQC, the trainee is awarded a Diploma provided by the branch which ensures the good

acquisition of the skills required for a position of Operations Technician or Site Manager.

- Other trainings, which are note diploma awarding, mostly dedicated to tools and processes

To ensure that all its employees are adequately skilled and that the quality of the service it provides remains globally consistent, the Group has decided to expand the Campus Indigo internationally in 2015.

Furthermore, a global jobs mapping has been built in 2016 with Human Resources managers Group-wide, in order to identify job positions shared across the Group and categorise them into operational, commercial and support functions. The process has led to a better understanding of Infra Park's business lines, and associated jobs and competencies / skill sets required for each of them.

This job mapping will set the foundation of common training schemes, as well as consistent assessments of competencies required for the same job across all countries. This will also serve as a basis to formalise a common global training scheme, besides the current sharing of training materials across a few countries. For example, the American and English Human Resources Departments have shared on training materials. In the same way, the Brazilian team and American team have shared on team spirit and global Human Resources policies, the Human Resources French team have shared with local Spain managers on on-street activity, etc.

In addition, individual assessments take place worldwide, at least once a year – more sometimes depending on local regulations. These assessments allow the manager to formalise with his/her collaborator, its main objectives for the coming year, as well as his/her individual performance for the past year, to confirm the employee's suitability for his/her job or to plan with him/her actions of development. It is also an opportunity to ensure that the collaborator has understood and knows the stakes of his/her position in the organisation and activity of the Group, discuss about mobility and potential next steps in terms of career development, and review training needs / define a training plan.

Finally, there have been some key local initiatives in major countries, as in France, where the Group has successfully negotiated in June 2017 with the Trade Unions an agreement on forward-looking management of jobs and skills (*Gestion Prévisionnelle des Emplois et Compétences*) in order to manage skills and talents in its context of evolution of activities and organisation. The aim of this agreement is to adapt employee's knowledge and expertise with trainings, equipment, and information in order to keep and improve the efficiency of employees and give them a better employability. It's also an important agreement to promote a better transmission of knowledge and a better solidarity between generations.

In 2017, the Group provided a total of more than 120,000 hours of training to its employees worldwide. Proportionally to their workforce, some countries delivered particularly important volumes of training hours, for instance Brazil (48,700 hours), France (20,600 hours) or Canada (13,400 hours).

Engagement survey (United States)

LAZ Parking quarterly issues an internal magazine "LAZ Connected", which celebrates the People, Culture and Accomplishments of the LAZ Family Therefore, the magazine addresses Human Resources issues such as diversity, career development, or health for employees and their families The company also organise every two years surveys among employees, which demonstrate an overall engagement score far above the North American average, 75% against 64%. In addition, this survey also illustrates the impact of the various measures implemented over the past few years: for example, on the item Learning and Development, the satisfaction rate increased from 65% in 2012 to 72% in 2017.

Mobile Training (Brazil)

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

3.1.2.2. Recognition of innovation

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

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

3.1.3. Health and Safety

Enhancing the living environment and working to improve the quality of life and health of employees is another major priority across the Group.

Infra Park firmly believes that the first concern of Human Resources management should be the implementation of measures to protect employees who, through their everyday activities, drive the growth of the different businesses and ensure the success of the Group. Thus, many employees, in each level of responsibilities in the Group, have objectives and incentive schemes based on Health and Safety (H&S) targets (from Executive Board Members, including the President of Infra Park, to operators).

As set out in the Group's road map, a global H&S approach has been carried out for many years and the Group implement action plans, including targets and means, in each country, according to local regulations, risks and specificities.

3.1.3.1. Organisation

Each country develops locally appropriate H&S practices under the supervision of local managers, in accordance with local laws and regulations as well as specific risks.

As for instance:

- In France, as required by the French regulation, the Group has a Health, Safety and Work Conditions Committee (*Comité d'Hygiène, de Sécurité et des Conditions de Travail*- CHSCT), which meets every three months to discuss and deal with H&S issues. In addition, the Group appointed a Safety Officer who deals with the working condition for France, with one single responsibility, improving the working and safety conditions. In addition, the H&S Committees carries out sites audits. The visits are monthly and second examinations are planned to make sure that the comments were fully taken into account by the management. A picture of follow-up is commented regularly in H&S meetings.

Furthermore, the Group operates in France on a grid of 6 regions, with a security referent in each region, who is in charge of coordinating H&S issues as well as carrying out security awareness and trainings. And each month, the Regional Directors receive a reporting with H&S key performance indicators. Engaged via delegations of safety responsibilities, they implement corrective actions to improve the H&S policy in their region.

Finally, the Group has developed a Risk Assessment Single Document, which includes an assessment of the risks faced by its employees in the workplace (in offices, in car parks or on streets) as well as corresponding prevention measures.

- In Belgium, the Group has an H&S Committee which also conducts sites audits and meets monthly to discuss security issues and agree on the necessary actions.
- There is a similar approach in the UK, where the H&S Committee meets monthly. Moreover, comprehensive risk assessments are created and stored electronically for each work task undertaken, each area of operations has its own dedicated set of risk assessments, specific to local conditions. The use of generic risk assessments is avoided. All risk assessments are reviewed annually as a minimum, or sooner where a change of circumstances or an accident occurs. And a formal external audit program is completed on a planned basis, which allows independent confirmation of health and safety compliance.
- In Spain, all staff positions and facilities are annually audited by an external prevention service in order to identify risks and improvement to be made during the following year.
- In the US, the Group has appointed "Safety Champions" in each region who are responsible for creating and executing local initiatives to reduce workplace accidents in their respective regions. LAZ Parking also requires that each region formally audit several locations per month relative to safety performance in order to identify and correct deficiencies. On a monthly basis, LAZ Parking creates and distributes a Worker Compensation Scorecard to show safety performance across all regions.

3.1.3.2. Training

Upon arrival in the Group, employees are provided induction safety training. For example, in France, employees have access to the to the " *carnet de sécurité électronique*" (Electronic Safety Notebook), which is an online platform including all the relevant information about the Group's H&S risks. Depending on the risks associated with their workplace, employees are provided with appropriate individual protection equipment. It is worth noting that H&S trainings account for 61% of the total number of training hours provided in France in 2017.

The same approach applies in the UK where, after the induction training, employees have to follow a compulsory H&S e-learning via the Company's in house web-based Learning Lab facility.

Post induction, H&S training programmes are monitored particularly in order to respect the frequency of training sessions that must regulatory be renewed on a regular basis (like First Aid, Fire Safety or electrical accreditation).

3.1.3.3. Employee well-being

In terms of health and parenthood, Infra Park developed a guidance on parenthood for all its French employees in 2017. The guidance has been drafted as part of the Agreement on Gender Equality in the Workplace. It addresses administrative steps that parents must undergo 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 Infra Park. 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 that 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. Operating rooms are equipped with an overpressure system to prevent exhaust gas inflows.

The Group also promotes solidarity among its employees: in France, Infra Park signed an agreement relating to the donation of days of rest aimed at establishing the modalities for the donation of days of rest from employees to employees whose spouse, child or ascendant in the 1st degree is seriously ill, and whose state of health requires a sustained presence.

In the UK, the Group operates a confidential EAP (Employee Assistance Program) via an external provider, who provides a totally free of charge service to employees and their families, consisting of support and guidance in regard to all work and social, financial and health related matters. Where the need arises, this service also includes face to face consultations with employees and family groups if required.

3.1.3.4. Stress support

All employees can benefit from measures related to work-related stress situations. For example, when an employee on a car park is the victim of a traumatic situation, it benefits from an adapted assistance. This has been the case very recently in Germany, following a robbery, or in France, following aggressions of our employees by clients where a psychological support was offered.

Furthermore, some subsidiaries have implemented stress support instruments as in the UK where, in addition to the above mentioned EAP program, employees are provided access to stress risk assessments, which are available from the subsidiary's external health and safety support provider.

3.1.4. Labour Relations

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

A similar approach is used with employee representatives or unions in the subsidiaries in which the Group operates, as in Belgium, Brazil, Canada, Spain, the UK and the USA. Including France, these 7 countries represent in 2017 more of 93% of Group employees (19,186 out of 20,459).

Moreover, to promote social dialogue and the respect of freedom of association, the Group in France has, for several years, adopted a specific agreement on the exercise of the right of trade unions, which has been regularly amended and fully revamped in 2016. And at the same time, all employees access to social information by the intranet tool. Social partners and Trade Unions have pages for free expression and communication.

Finally, in order to promote trade union rights throughout its operations, in addition to a full compliance with local obligations in terms of consultations and information, the Group is always trying to exceed such obligations in order to ensure a smooth dialogue with trade unions. Thus, in a context of effective labour relations, no strike action was taken in 2016 and 2017 and strike action in previous years received little support.

3.1.5. Working hours

To ensure legal obligations on employee working hours are respected, each of the Group's subsidiaries manages its employees' schedules according to the specific regulation in force in the country. Regulations differ from country to country but wherever it is possible, agreements are signed with employee representatives, as for example the aforementioned "night working hours" and "annualisation of working hours" agreements in France.

3.1.6. Promotion and respect of the provisions of the Fundamental Conventions of the International Labour Organisation (ILO)

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

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

3.2. A Responsibility to local communities

3.2.1. Code of Conduct

In July 2016, Infra Park gathered all the rules of good practice to be adhered to by the entire workforce in one official Code of Conduct translated into the 9 languages spoken across the Group. The Code of Conduct sets out the ethical principles which should guide employee behaviour under all circumstances in particular regarding compliance with laws and regulations, fight against corruption, illegal financing of political parties, respect for competition law, conflicts of interest and protection of the Group's assets. More widely, it affirms the Group's expectation that employees uphold the highest level of professional conduct based on integrity, loyalty and the respect of each individual's rights and dignity.

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

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

In order to comply with the "Sapin II" French law, a new version of the Code of Conduct is being prepared and will include, among other things, new anti-corruption provisions and a specific whistle-blowing procedure.

3.2.2. Responsible procurement

3.2.2.1. Organisation

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

3.2.2.2. Responsible procurement

In France, Infra Park incorporates sustainable development criteria into Request for Quotes (RFQs) for goods (tickets, cleaning products etc.) and services (temporary, domestic and security staff etc.) with an impact on the workforce, society or the environment. RFQs include a CSR commitments section to be completed by each supplier, which can represent up to 5% of the total score. Depending on the specificity of referencing, each selected supplier commits to specific CSR indicators. These may relate to promoting gender equality in the workplace, the inclusion of disabled people or those in difficulty, educating employees about safe and eco-friendly driving practices or using products that do not harm the environment.

Imprim'Vert® parking tickets (France)

For example, the Group's French subsidiary ordered about 127 million on-road and off-road parking tickets in 2017. The companies that printed them are part of the Imprim'Vert® network, whose members agree to dispose of hazardous waste in accordance with the regulations in force and to proscribe the use of harmful products in their production processes. Both of the referenced suppliers also work with the Group's subsidiaries in Germany, Belgium, Spain and Luxembourg, supplying the four countries with tickets that adhere to a certain environmental ethic.

3.2.2.3. Suppliers' charter

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

3.2.3. Supporting communities

Infra Park is committed to the communities in which it does business. Working in partnership with the non-profit sector, the Group supports solidarity initiatives to assist local populations, and aspires to help build a better living environment for all. Therefore, the Group is committed in the promotion of Health, Culture, Environment, the economic development of territories and solidarity actions.

3.2.3.1. Education

Infra Park in France has established a partnership agreement with the engineering school "Ecole des Ingénieurs de la Ville de Paris" to help promote best practices and innovations in the urban area, to contribute to the development of jobs, skills and training in the field of ecomobility and parking and to develop research, study projects and training. It is worth noting that after their final internship at the Group's subsidiaries, 2 students from this school were hired in 2016 and 2017.

In the UK, at the Plymouth Hospital, the Group has coached Cornwall College students to transform a skylight into a meeting space for patients and visitors.

In Spain, the Group has partnered with a local organisation (CEPYME) in Zaragoza to provide internships for students, enabling them to obtain their professional safety certificates.

3.2.3.2. Health

At the beginning of 2017, the Group formalised a partnership with the "SAMU Social" in France, an association working for the protection of vulnerable social groups. The organisation is providing training to employees in Paris to help them dialogue and deal

with people trying to find shelter in the Group's car parks. After the success of the first training sessions, the Group is considering deploying the initiative on a national scale.

In September 2017, by offering parking space to the participants of the "Children without Cancer" Run, the Group in France partnered with the 6th edition of this sporting event to fund research programmes on specific, innovative and more effective treatments for children with cancer.

Stroke prevention campaign (France)

In 2016, the hospitals in Bordeaux ran a stroke prevention campaign instigated by the French Ministry of Health. Employees from Infra Park working at the Pellegrin Hospital site teamed up with hospital staff to communicate on this important national public health issue, issuing patients and visitors using the hospital car park with 100.000 customised tickets carrying the official prevention message.

3.2.3.3. Sustainability

In terms of internal environmental action, the Group ordered, as already mentioned, more than 127 million on-road and off-road parking tickets in 2017 for France. The companies that printed them are part of the Imprim'Vert® network, whose members agree to dispose of hazardous waste in accordance with the regulations in force and to proscribe the use of harmful products in their production processes.

In Colombia, the Group's subsidiary City Parking supports the Ideal Foundation with resources, training and hiring disabled people. The Ideal Foundation works indeed for the professional, family and social inclusion of people in vulnerable situations through education, training and support.

3.2.3.4. Helping the most needy

The Group's Brazilian subsidiary works with the non-profit Manobra Solidaria to organise an annual clothes collection in Porto Alegre. The clothes are collected in dedicated containers in the city's car parks, then sorted and redistributed to the poorest. In 2017, almost 25,000 items of clothing were collected.

In France, the Group has joined the food waste control project for the benefit of the poorest of the association Le Chaînon Manquant. It recovers surpluses from food professionals and redistributes them to those who need them most. As part of this support, the Group offers a parking space within the "Marché Saint-Honoré" car park in Paris to facilitate the mobility of the association's vehicles. This strategic location in the heart of the capital's first district allows this association to optimise its action.

3.2.3.5. Disabilities

According to local regulatory obligation, and prohibition to produce data on the percentage of disabled persons in some countries, the Group hasn't developed specific indicators in its global Human Resources report and CSR report on this topic.

However, the situation in France is monitored, in accordance with the French law that requires that disabled people represent at least 6% of the headcount and the Group does respect the minimum rate of 6% of disabled workforce, either directly or through the use of subcontractors, typically for letter insertion or similar tasks.

Thus, since 2011, for example, the Group in France has recruited 23 disabled interns to work in its car parks across France. It also occasionally resorts to assisted employment centers (*Etablissements de Service d'Aide par le Travail - ESA7*) for easy operations, such as mail preparation services. Furthermore, it works with Cèdre, a company specialised in waste disposal and recycling, which employs people with disabilities.

Similarly in Spain, the subsidiary Indigo Park Espana employs 8 disabled people from a total staff of 75 (representing 10.66% of the workforce), when Spanish law requires 2%.

In addition to the regulatory aspects related to disability, the Group is also involved in helping people with disabilities:

- In France, the Group disseminated to all its staff in France the official guide "Welcoming people with disabilities" describing the right attitudes to adopt towards a person with a physical, visual, auditory or mental disability.
- In Switzerland, the company supported the association "Le Copain", by sponsoring three service dogs to help people with mobility impairment and epilepsy to gain more independence.
- In the United Kingdom, the Group received a "Disabled Parking Accreditation Award of Excellence", awarded by Disabled Motoring UK, which recognises the Group for the quality of work done to make parking accessible to disabled people.

3.2.4. Supporting culture

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

3.2.5. Supporting territories

As a partner of cities, communities, hospitals and universities, our Group is part of the social fabric. To a very large extent, its jobs are linked to parking operations. Its presence gives priority to the local employment areas where car parks and on-street parking areas management are located. These activities also often require the intervention of local companies for their construction and maintenance, again supporting the activity locally. The latter is also strengthened by the integration of automotive services (washing, maintenance), which also generate local jobs. Parking activity is one of the elements of the urban mobility chain and naturally contribute, or via targeted actions, to the attractiveness of city centres by encouraging the preservation of shops and jobs.

For example, for the second consecutive year, in 2017, the Group in France partnered with the city of Périgueux to revitalise its territory by promoting the economic activity of its downtown core. Thus, the 3 underground car parks of Périgueux (Francheville, Montaigne and Théâtre) were made free of charge for one day in order to make the inhabitants rediscover the shops located in the heart of the city.

In addition to the revitalisation of city centres mentioned above, the Group is contributing to traffic fluency by promoting sustainable urban logistics. Infra Park thus proposes the integration of urban logistics spaces in its facilities: the delivery vans have only one destination, the urban logistics space. Subsequently, parcels/goods are delivered in the car park periphery by small electric vehicles, which limits congestion in city centres and also CO2 emissions.

3.3. A responsibility to the planet

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

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

3.3.1. Eco-construction

3.3.1.1. Preserving the ecosystem

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

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

3.3.1.2. Ventilation and natural light

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

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

3.3.1.3. Using natural materials

On certain projects, Infra Park may adopt an architectural approach using natural materials and bringing life to the interior or exterior of the building. Light wells, within which trees can be planted, as for the car park "Hôtel de Ville" in Dieppe in 2016, may be incorporated and green walls have been used in a number of projects, as for the car park "Sèvres Babylone" in Paris in 2017. The façades of multi-story car parks can also be planted or include natural materials like wood or bamboo.

3.3.1.4. Solvent-free paints

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

3.3.2. Electro-mobility

3.3.2.1. Electric vehicle charging stations

To promote electro-mobility, the Group has committed to increasing the numbers of self-service electric vehicle (EV) charging stations available in the car parks it operates. Today, the Group's subsidiaries in Belgium, Spain, France and the United Kingdom propose more than 725 charging stations to customers with hybrid or electric vehicles.

The growing number of charging stations installed in its facilities enables the Group to equip itself with electric vehicles (cars, scooters and bicycles) for its own service needs. For its parking control operations in Paris, its subsidiary Streeeto has decided to use only electric vehicles within the French capital city: its fleet includes about ten cars and forty non greenhouse gas-emitting scooters.

Sodetrel partnership (France)

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

Indigo Infra was the first parking company to propose adapted electric vehicle charging solutions. Since 2014, the Group has been capitalising on Sodetrel's electro-mobility expertise to successfully implement this ambitious programme. It aims both to simplify the lives of drivers who have made the electric choice, but also to support local authorities which, according to the French energy transition action plan, are required to install 7 million EV charging stations by 2030.

3.3.2.2. Wattmobile

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

3.3.3. Technology to serve the environment

3.3.3.1. Parking guidance systems

In car parks where possible, the Group deploys emission-reducing technologies such as parking guidance systems. These use colour codes to indicate available or occupied parking spaces. Customers can find available spaces more quickly when occupancy is high without having to drive around saturated zones several times, therefore reducing exhaust emissions.

3.3.3.2. Smartphone applications

A parking space found faster

Combining a complete parking offer thanks to partnerships with public and private parking operators, hotels, social landlords and property owners, OPnGO is a digital service that makes it easier to find a parking space around a destination.

By acquiring a stake in Polly in 2017, which specialises in providing predictive guidance to a parking space (in the street or in a car park), Infra Park completes the functionalities

offered by the OPnGO application and thus optimises the user path (from parking space search to payment).

Preserved natural resources

Thanks to the mobile payment service for on-street parking meters, whether by dedicated mobile phone application or by the OPnGO application, Infra Park has reduced the number of on-street parking tickets by 30% in certain areas.

Moreover, the Group introduced new on-street parking solutions that bypass the printed ticket altogether: these new parking meters have alphanumeric keypads for users to enter vehicle registration numbers. As the control is based on the vehicle's plate recognition, the ticket printing is no longer compulsory.

This technology encourages users to pay by mobile phone (to avoid having to type the license plate number each time). As a result, payments with coins are reduced, resulting in less cash transport use and less mechanical stress on the meters, which also reduces the need for maintenance work.

3.3.3.3. Carpooling Faxi

The Group entered into a partnership with the British company Faxi and acquired a stake in it in 2017. Faxi is a carpooling platform that allows employees of the same company to share a single vehicle. Faxi thus enables organisations of all types to reduce their own carbon footprint and facilitate parking for employees who have shared their journeys by allocating them reserved parking spaces.

For Serge Clément, President of Infra Park:

"We are convinced that this collaboration will provide an additional solution for our public and private customers who want to promote more environmentally friendly means of transport. This is an issue that affects Europe and North America, where Indigo has a solid presence, and more particularly France where the "mobility plan" of the energy transition Law will impose new responsibilities on companies as of January 1st, 2018. This will include changing employee behaviour and contribute to the reduction of greenhouse gas emissions by encouraging carpooling".

3.3.3.4. Lighting

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

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

In addition to this, the Group studies wherever it is possible the potential for the installation of photovoltaic shades on surface car parks or photovoltaic panels on the roof of multi-storey car parks.

3.3.3.5. E-learning

As already mentioned, e-Learning training is developing at a steady pace in most countries where the Group operates. This is the case, for example, with Brazil, France, the United Kingdom and the United States. These e-learning trainings allows the Group to reduce not only the financial and human costs of training but also to strongly reduce the travel needs which meant also a reduction in greenhouse gas emissions.

In this context, the UK initiative in this area has been successful: the Human Resources team in this country has set up e-learning sessions for all new employees joining the

company. More than 3,000 hours of training were provided remotely, with a 38% increase in the success rate.

In the same spirit, creative solutions have been found to avoid employees' travel linked to training sessions: since 2015, for example, Infra Park's Brazilian subsidiary has been deploying mobile training as a way to reach all the employees across its vast territory. Three ten-person minivans have been transformed into fully-equipped mobile training centres with video and audio systems and internet connection, and visit different parts of the country every week.

3.3.3.6. Communication tools

In order to reduce national and international travels, the Group's headquarters, most country head offices and regional offices have been equipped with multiple videoconferencing facilities. Director's offices are equipped with large monitor and web camera to attend to video conferences. New computer-based communication technologies allowing web-meeting with Group's employees or externals have also been rolled out. At Group level, management has given priority to videoconferencing, in order to reduce travels and related impacts.

3.3.4. Sustainable Mobility

3.3.4.1. Bike parks

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

3.3.4.2. Station bikes

Infra Park, through the Smovengo consortium, in which it holds a 35% stake, has signed a 15-year contract, starting on January 1st, 2018, to operate the mechanical and electric self-service bicycles available at the City of Paris station, known as "Vélib". Infra Park premises are used as a proximity rear base for repairs and restocking of stations.

For Sébastien Fraisse, Deputy Managing Director and France Director of Indigo: *"INDIGO is a little more concrete with its presence on Vélib and its positioning as an actor of individual mobility. By participating in one of the world's largest bike share devices, INDIGO addresses and will continue to invest in the market for shared, eco-responsible and connected mobility in the coming years".*

3.3.4.3. Free floating bike service

Always with a vision of developing sustainable individual mobility, Infra Park has created INDIGO® weel, the brand name of a self-service bicycles without a station, or "free-floating" service. Unlike station bicycles, INDIGO® weel bikes are available in the street, with no anchorage limits. Bicycles can be geolocated and rented via a mobile phone application. Once at destination, the user leaves the bike at the arrival point.

The bicycles are maintained in the Group's car parks by trained technicians, some of whom have benefited from a rehabilitation programme.

Furthermore, the implementation of the activity in a city takes place within the framework of a sustainable dialogue with local authorities. Before setting up in a city, INDIGO® weel's teams are thus involved in a wide range of discussions with the community: physical coverage of the service in the city, maximum number of bicycles made available, prohibited parking areas, preferred parking areas with bicycle racks, bicycle maintenance, data sharing (number of daily uses, number of bicycles in service or repair), etc.

This pre-deployment consultation enable a constructive dialogue between INDIGO® weel and the local authority, which can then issue its opinions, recommendations and prescriptions on the terms and conditions for the deployment of bicycles on its territory.

This is the approach implemented in Metz (about 500 bicycles expected at the end of 2018), Tours (about 500 bicycles expected at the end of 2018) and Bordeaux (about 2 000 bicycles expected at the end of 2018), the cities in which INDIGO® weel currently operates and which will be replicated in the additional cities where the Group wishes to develop this activity.

Finally, a charter of good conduct has been drawn up in order to lay down the rules for a good collaboration between INDIGO® weel and the community, so that the service can be deployed and operated in the best conditions, respectful of other uses and people who will be led to share the public space. Thus, in addition to the topics of discussion mentioned above, the charter addresses in particular the issues of compliance with the traffic and local regulations, and also sets out the principles for occupying public areas (circulation and parking).

3.3.5. Environmental risk management

The Group is first and foremost a car park and on-street parking operator. Activities with the greatest impact on the environment are construction or major renovation projects. In contrast, the Group's activities as an operator have a relatively minor impact on the environment.

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

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

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

3.3.5.1. Prevention of soil contamination

Construction stage

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

In operation

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

In France, rainwater run-off and groundwater infiltration in underground car parks are decanted in a hydrocarbon separator before being discharged. Hydrocarbons are not

discharged into the sewage system with waste water, but remain in the separator in the form of sludge that is then collected and treated by specialised companies.

There is no similar obligation in Belgium, however, a few Belgian sites are equipped with a hole to contain run-off storm waters (which is emptied on a regular basis and sent to appropriate treatment installations).

In the United Kingdom, in accordance with national regulations and local standards, hydrocarbon separators can be installed and the extracted toxic sludge is collected by an approved body.

Local fire safety regulations may impose the presence of emergency generators in car parks. To prevent leaks from generator fuel tanks causing accidental soil pollution, these are enclosed in airtight outer casing.

3.3.5.2. Air pollution

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

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

Car parks are therefore equipped, in accordance with local legal requirements, with devices that measure carbon monoxide (CO) and/or nitrogen oxide (NO or NO₂) levels and activate ventilation systems when these exceed regulatory thresholds.

In France, indoor air monitoring systems are required by the regulation for car parks with more than 500 spaces. However, the Group has decided to gradually extend the installation of such systems to public car parks with less than 500 spaces that are equipped with mechanical ventilation and are fully owned, or operated under a public service delegation contract or lease agreement whose remaining term allows for amortisation. The deployment of air analysis units for the thirty or so car parks concerned was completed in the first quarter of 2017.

3.3.5.3. Noise pollution

In order to minimise car parks' noise impact, mainly linked to ventilators used to refresh the air in underground levels, solutions have been put in place to protect local residents from noise pollution. During construction and renovation work, the Group therefore installs solutions to prevent noise pollution outside the car park, as well as internal noise pollution where relevant. Moreover, newly installed generators are fitted with a soundproof canopy. Generators' exhaust pipes are also fitted with a noise reduction system.

3.3.5.4. Waste management

Infra Park's operations generate waste that could, potentially, harm the environment. This is mainly the case for on-street and off-street parking operations, but also for office activities.

Car park waste

Fluorescent tubes used to light car parks contain mercury, which is a recognised pollutant. Special attention is therefore paid to their end-of-life treatment. They are therefore either collected by a recycling contractor or recycled by the manufacturer of the fluorescent tube.

The batteries used in parking meters and for emergency lighting and power are systematically collected by specialised companies at end of life.

In accordance with regulations, waste produced by car park's customers is separated at source.

Waste management and recycling takes place in all countries, for example:

- In Luxembourg, there are recycle programs for battery, wood, iron, plastics, electronic part, oil and paint
- In Colombia, the local subsidiary participates in the "Batteries with the Environment" program, which began in November 2017 and consists of the public collection of used batteries, particularly in car parks, to ensure proper disposal of this waste.
- In the UK, the Group purchases all new electrical and electronic equipment and disposes of them in accordance with the WEEE 2005 directive: for example, all lighting is supplied and disposed of by their facilities contractor, parking batteries via the equipment supplier and all IT
- In Switzerland, there is a federal recycling obligation and the subsidiary has a contract with an external company to fulfil its duties.

In all countries where the Group operates, staff are trained in sorting waste and using biodegradable cleaning products. This leads to what the Group calls internally "cleaning days":

- SEPADEF, a French subsidiary, which operates 15 car parks under a concession contract in Paris' La Défense business district, launched in 2016 some "cleaning days" (waste sorting and recycling on car parks, from old computers/monitors to old clothes and outdated documentation). About 70 hours of training have been provided for approximately 90 hours of cleaning and sorting on 5 car parks in 2016. Similar actions took place in 2017 and continue into 2018.
- These "cleaning days" have also taken place in Spain for the first time in May 2017 at the Orense Car Park in Madrid, involving 8 people from the Spanish Head Office and including the Spain and Europe Managing Director.
- In the UK, in May 2017, employees and Senior Managers held a Cleaning Day at West India Quay Car Park in London.
- Cleaning Days also take place in Slovakia and in the Czech Republic.

Office waste

Following relocation of the Group's head office from Nanterre to La Défense in 2015, Infra Park donated some of its old furniture to Médecins du Monde and its printers to Afrika Râ, a charity which installed them in Kribi, a city with a population of 55,000 in Cameroon, where this technology will help to improve children's education. The furniture not donated was collected by a dedicated company, amounting to 28 tons of waste office furniture. Finally, the computer hard ware not donated to charity was collected by a D3E-certified contractor (i.e. approved to recycle or destroy electrical and electronic equipment) and amounted to 3.3 tons.

At the Group's new head office, selective sorting of used paper has been introduced and end-of-life shared printer consumables are returned to the supplier. In 2016, a used battery collector was placed at the reception desk of Infra Park's head office, so that the batteries be collected and recycled by an approved organisation.

In January 2017, the Canadian teams moved to new premises in Montreal. The chosen building has won numerous awards for its environmental performance. In addition to a complete selective sorting program, all meeting rooms were equipped with videoconferencing modules to minimise travel.

3.3.5.5. Regulated pollutants

Infra Park strictly applies the local regulations in force for these pollutants and has installed the requisite monitoring systems, as for example for radon. This is also the case for asbestos or lead paint removal that is managed according to the laws in force and undertaken by specialised companies.

3.3.5.6. Fire safety

A fire in a car park can represent firstly a major risk for employees and customers and also generate a potential source of a pollution (smoke, dirty water, unusable vehicles). This is why fire safety prevention and training, audits by agreed technical control agencies, emergency/evacuation plans and simulation exercises with firemen, take place wherever the Group operates. For example, in France, as of 31 December 2017, 133 employees obtained the national diploma of SSIAP Level 1 (*Service de Sécurité Incendie et d'Assistance aux Personnes*- Fire Safety and First Aid), allowing them to intervene on the start of fire, to assist the fire brigade intervention and assist people in danger (including cardiac resuscitation). It is worth noting that the first level of SSIAP training lasts 12 days.

3.3.6. Environmental reporting

3.3.6.1. Environmental organisation

Until 2017, operating in 16 countries, the Group had a polycentric management approach, by which subsidiaries in each country developed locally appropriate environmental practices, consistent with local situations, under the supervision of local managers.

From 2018 onwards, a Corporate Sustainable Development Department is created and is responsible for defining sustainable development guidelines, following the directives set by the Group in 2017, and implementing them while providing support to all Group subsidiaries.

3.3.6.2. Environmental certification

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

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

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

The Group operates in Colombia and Panama under the City Parking brand. City Parking Colombia has launched an initiative to offset carbon emissions and has taken on 2.1 hectares of primary forest in the Puerto Gaitán region in central Colombia. This voluntary approach also prevents deforestation and protects the region's biodiversity and water resources. Furthermore, City Parking has been awarded the Fenalco Solidario institute social responsibility label for "A sustained approach and continual improvement". And finally, City Parking Colombia support, through the CERROS DE BOGOTÁ FOUNDATION, the protection of the Eastern Hills of Bogota and the promotion of civic awareness and environmental culture.

3.3.6.3. Greenhouse gas (GHG) emissions

The Group has decided to report on fossil fuel and electricity consumption for subsidiaries operating mainly under concession contracts, long-term leases or full ownership agreements, hereinafter referred to as the "infrastructure model", i.e. Belgium, France, Spain and the United Kingdom.

Indeed, the infrastructure model allows Infra Park to voluntarily deploy measures to reduce energy consumption. Under the service-delivery model in which Infra Park operates car parks on behalf of a third party, the Group has an advisory responsibility, which can include recommendations to upstream clients to invest in equipment that reduces greenhouse gas (GHG) emissions. The Group cannot, however, implement these recommendations directly.

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

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

	Natural Gas	Petrol and diesel	Electricity	Total 2017	Total 2016	Variation 17/16
	T of CO2 eq (*)	T of CO2 eq	T of CO2 eq	T of CO2 eq	T of CO2 eq	%
Belgium	25	219	1,023	1,267	1,185	6.9%
France	54	1,297	6,805	8,156	10,795	-24.4%
Spain	0	46	1,068	1,114	1,359	-18.0%
United Kingdom	71	417	880	1,368	2,032	-32.7%
Total	150	1,979	9,776	11,905	15,371	-22.5%

(*) Tons of CO₂ equivalent

The increase in CO₂ emissions in Belgium is linked to the growth of the business, particularly with the opening of the "Docks Bruxsel" shopping centre car park at the end of 2016.

The significant reduction in CO₂ emissions is mainly due to lower electricity consumption, as seen in France, Spain and the United Kingdom.

In addition, greenhouse gas emissions in France have been reduced due to a 21% decrease in the official electricity emission factor published by the ADEME (*Agence De l'Environnement et de la Maîtrise de l'Energie*), due in particular to the total or partial closure in 2016 and 2017 of coal and oil-fired power stations, which emit large quantities of greenhouse gases.

In the United Kingdom, in addition to a more detailed approach to the data, the official emission factor decreased by 11% for the same reasons as those mentioned above.

3.3.6.4. Actions taken to reduce energy consumption

The Group's subsidiaries pay particular attention to energy consumption.

For example, in 2016, Infra Park rolled out numerous solutions to optimise electricity consumption in France. As a result, electricity consumption in France decreased by 18.22% between 2015 and 2017.

In Spain, from 2014 onwards, the Group gradually replaced old-generation T8 fluorescent tubes by investing in more efficient T5 fluorescent lamps (more lumens dispensed per Watt consumed) and LED technology tubes. Today, 66% of Spanish car parks managed under concession contracts are equipped with energy-friendly new lights.

Furthermore, in countries operating under the model of service-delivery, the Group raises its customers' awareness regarding environmental issues: in the United States, LAZ PARKING provides through a teaching guide strong recommendations to its customers in order to reduce the carbon footprint of car parks. It is worth noting that this subsidiary is a Platinum Level founding partner to the Green Parking Council (GPC) that works for a cleaner, more sustainable parking environment. LAZ PARKING works with the GPC through a variety of sustainability programs.

Concerning renewable energies, decisions to exploit solar panels are usually taken at the design phase and is proposed wherever possible. For example, 750m² of photovoltaic panels were installed on the roof of the Addenbrookes' Hospital car park in the United Kingdom, which supply 20% of the car park's electricity. In addition, solar energy is used on on-street parking meters as they are mostly powered by built-in solar panels.

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

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

- ✓ *The architectural design of the façade and 850m² of green wall on the ground floor allows the car park to blend perfectly into its natural environment.*
- ✓ *The innovative design of the façade cladding provides a surprising amount of natural light.*
- ✓ *On the roof, 750m² of photovoltaic panels supply 20% of the car park's electricity.*
- ✓ *The roof incorporates a 1,500 m² planted area and enables rainwater harvesting. The rainwater is then used to irrigate the gardens and supply the toilets.*
- ✓ *11 electric vehicle charging stations have been installed in the park.*
- ✓ *Automatic number plate recognition enables to reduce traffic congestion at the entrance and exit of the park.*
- ✓ *LEDs lighting with motion and light sensors provide optimal light while keeping electricity use to a minimum.*

On the other hand, solutions implemented to improve the environment in other areas may have collateral impacts on electricity consumption: technology installed across the Group's car parks to reduce customers' GHG emissions has increased electricity consumption (electric charging stations, electric vehicle and bicycle rentals, parking guidance systems, license plate recognition systems, etc.).

In the same way, in 2016 the Group in France took the initiative (not required by any regulations) to implement systems to trigger at least once a day the mechanical air renewal in all floor of all enclosed car parks open to the public in order to ensure preventive air renewal, which also results in higher energy consumption. The same applies for teleoperation systems that enable a better reactivity in the event of an onset of a fire and remote operations for about 450 car parks that are connected in France (incl. cameras, sensors, control unit) and are progressively implemented in all countries in which the Group operates.

And finally, electric vehicle and bicycle for the Group's own needs increase also the electricity consumption.