

INDIGO GROUP

CSR REPORT 2019



INDIGO
GROUP

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1 The Group

1.1 The Group in a few words

INDIGO Group, and the group it forms with its subsidiaries (the "Group"), is a global player in parking and urban mobility, present in 11 countries and employing nearly 23,000 people (including the workforce of joint ventures) around the world.

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

As of 31 December 2019, the Group operates approximately 2,392,000 parking spaces in 5,442 car parks and approximately 2,340 kilometers of on-street parking around the world.

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

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

1.2 Our story

1960-2000: Organising parking

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

2001-2014: Offering more than a parking space

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

2015-2018: The digital era

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

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

In 2017, the Group launched INDIGO®weel, a new shared bike service without any docking stations. Within the Smovengo consortium, the Group won the "Vélib' 2" call for tenders for the supply of

shared, self-service bicycles for 15 years in the Paris metropolitan area. At the end of 2017, the Group is present in 16 countries.

In November 2018, INDIGO®weel officially launched its self-service electric scooter rental service in Toulouse. INDIGO®weel has no docking station and the shared electric scooter emits no noise or polluting gases. This new vehicle, an excellent alternative to bicycles, makes it possible to meet wider needs and uses, including longer distances, steeper roads, shorter travel times and the possibility of traveling in pairs.

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

2019: The highlights

In March 2019, the Group signed a strategic partnership with Sunsea Parking, a leading parking management company in China. This alliance was formalized through the creation of a joint venture which was officially launched on September 16, 2019 in Nanning, China.

In June 2019, the Group acquired the parking division of Spie Batignolles Concessions in France, operating under the Spie Autocité brand. 60 employees have joined the Group in Lille, Lyon and Paris, spread over 29 car parks and 2 on-street operations.

Since June 2019, INDIGO®weel and Toyota Tsusho partner up to offer shared power wheelchairs in Toulouse. The aim of this test, with 4 wheelchairs in 2 car parks, is to evaluate under what conditions this service could be available on a larger scale using the INDIGO®weel platform.

In September 2019, the shareholders of Infra Foch Topco, which holds 99.7% of Indigo Group, partly changed: Vauban Infrastructure Partners, a management company dedicated to sustainable investment, and MEAG, a company of Munich Re, which manages the assets of Munich Re and Ergo, acquired Ardian's stake. The Group is currently held approximately 47.1% by Crédit Agricole Assurances, 32.9% by Vauban Infrastructure Partners, 14.2% by MEAG, 0.5% in treasury shares and the balance by the Group's management.

Event taking place after 31 December 2019: The Group establishes itself in Poland with the creation on February 28, 2020 in Gdansk of a 100%-owned subsidiary named Indigo Polska SA. Indigo's ambition is to conquer this new market where many projects have been identified.

2 Business Model

The Group has two key businesses: parking, under the brand INDIGO, and mobility and digital solutions ("MDS"), under the banners INDIGO®weel and OPnGO as well as with the aforementioned company Smovengo, in which it holds 40.49% as of 31 December 2019.

2.1 The parking market

2.1.1 Market overview.

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

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

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

2.1.2 Market segmentation

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

2.1.2.1 By location

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

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

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

2.1.2.2 By economic model

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

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

2.1.2.3 By owner of works

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

The private sector includes private businesses or individuals.

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

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

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

2.1.3 Market trends

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

2.1.3.1 Macroeconomic factors

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

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

2.1.3.2 Factors related to the dynamics of individual mobility:

City dwellers: Their habits and their way of moving change quickly. Users want an on-demand mobility option that is most adapted to their needs, simple, flexible and cost-effective. The impact of car sharing on car parking is expected to remain marginal, as this phenomenon is concentrated only in the major western cities, with limited penetration to

date. The same goes for self-service cycles, as the latter are used only for short-distance journeys.

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

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

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

2.1.3.3 Regulatory environment

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

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

Finally, in recent years, local authorities have supported tariff increases and increased the number of paid spaces to support their urban policies and to generate additional revenues to implement them.

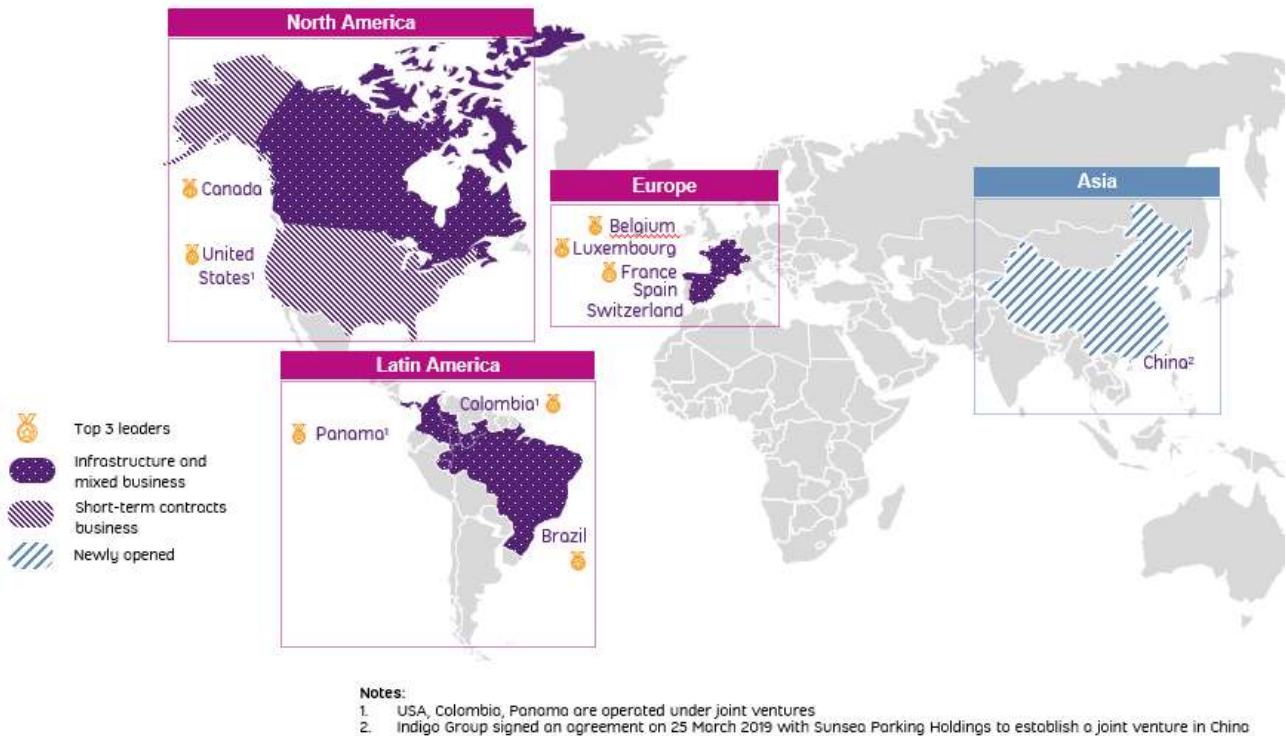
2.1.4 INDIGO and the parking market

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

2.1.4.1 Worldwide presence

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

Today, the Group is the only player in the parking industry to position itself in the global market thanks to its presence in Europe, North America, South America and soon in Asia.



2.1.4.2 Off-street parking

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

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

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

2.1.4.3 On-street parking

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

The Group's credibility rests on:

- More than 25 years of experience in enforcement and collection for on-street parking in Europe, with notable success in the United Kingdom, Belgium or Spain where high level of compliance rates have been achieved,
- More than 3,000 km of on-street parking entrusted to INDIGO in 7 countries.

2.1.4.4 Parking enforcement

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

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

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

2.2.1 OPnGO

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

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

At the end of December 2018, OPnGO has an inventory of more than 560 car parks in Europe (Belgium, France, Luxembourg and Spain), representing 300,000 on- and off-street parking spaces in 218 cities. The service has 750,000 registered users, including 385,000 active ones. Compared to 2018, the volume of on-street parking transactions in 2019 increased by 92% and the volume of off-street parking transactions by 58%.

2.2.2 INDIGO®weel

Making mobility easier for all is central to Indigo Group’s strategy. To meet each person’s needs and the challenges facing cities, the Group designs innovative and complementary solutions like the new dockless, self-service bicycle solution INDIGO®weel.

INDIGO®weel, a free-floating sharing system (bicycles, scooters, cars in project, etc.), provides a sustainable mobility solution to city centres. Developed in close co-operation with local authorities and their related associations, this new self-service solution is available in addition to the existing transport systems, providing greater flexibility and ease of use. Thanks to a dedicated mobile application, the user can reserve and unlock a vehicle in just a few seconds using a QR code. Once used, the user must simply park the bicycle in an appropriate area like bicycle racks or dedicated spaces for motorised two-wheelers: the existing infrastructure is sufficient, no terminal or docking station is needed.

As of December 31, 2019, INDIGO®weel operates in 5 French cities (two of which offer e-scooters in addition to bicycles), and its equipment fleet comprises more than 3,200 bicycles and 1,000 e-scooters made available to users. In 2019, city dwellers travelled around 1.5 million kilometers through approximately 664,000 rentals made by nearly 75,000 different users.

And finally, the Group is expanding its mobility offering with a daily commuting to and from work service, in partnership with Faxi, a British start-up in which it has taken a stake.

2.2.3 SMOVENGO

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

As at December 31, 2019, 1,359 docking stations were operated, with nearly 12,000 bicycles in the field, more than a third of which are electrically assisted. This figure should rise to around 16,000 once the effects of the transport strike that began on December 5, 2019 have been dealt with, which has led to intensive use of the equipment and therefore less availability due in particular to breakdowns.

The number of long-term subscribers was 324,409 at end-December 2019, up 125% compared with 143,978 at end-December 2018. The number of short-term subscriptions in 2019 stood at 268,296 compared with 141,925 in 2018, an increase of 89%. In correlation with the strike, Smovengo added 66,727 new subscribers in December 2019, bringing the number of runs to 3.66 million, of which 53.7% were on electrically assisted bicycles. Over the year 2019, the number of runs totalled 25.3 million, 39% of which were on electrically assisted bicycles, compared with 7.2 million and 19% respectively in 2018.

2.3 Strategy

Initiated in 2014, the Group's strategic plan "Goal 2020" was completed two years in advance. In 2018, a new strategic plan, "Goal 2025", was developed and is being rolled out.

2.3.1 Vision

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

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

2.3.2 Mission

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

Thus, during the year 2019, to meet developing needs and uses, and bolstered by its expertise in the design of underground car parks, the Group has reflected on a new vision of parking of the future in partnership with Dominique Perrault Architecture (DPA), a specialist in underground architecture, and proposes a new vision of the car park of the future. Occupying the underground space, taking a new approach that incorporates the needs of today and anticipating coming changes are part of the Group's shared concerns. Indeed, it seems only natural to expand the possibilities that the underground can offer by addressing these key issues: how underground spaces can be further integrated into urban life, how to offer users more mobility and services, and how to facilitate urban logistics and supply sustainable cities?

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

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

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

2.3.3 Geographical development

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

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

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

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

South America is a less developed and also fragmented market but offers opportunities for rapid growth in all market segments.

Asia is a huge, unstructured market with a vast number of opportunities for new players, in which the Group is interested, as illustrated by the aforementioned creation of a joint venture with Sunsea Parking in 2019.

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

2.3.4 Development of business segments

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

2.3.4.1 INDIGO

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

INDIGO is the world leader in parking, operating 2,340 kilometers of on-street parking, nearly 2.4 million off-street parking spaces and associated services in more than 750 cities on three

continents. The Group draws on more than 50 years of experience, particularly under the concessional model.

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

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

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

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

2.3.4.2 Mobility and Digital Solutions

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

2.3.4.2.1 OPnGO

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

2.3.4.2.2 INDIGO®weel

INDIGO®weel offers users various shared mobility options in the city: dockless self-service shared bicycles and electric scooters and plans to offer electric-assisted bicycles to its individual, professional and local authority customers. These services, available in a single application, make it easy to take advantage of “on demand” urban mobility solutions. The INDIGO®weel service has been successfully launched in several cities in France, providing a non-polluting, individual mobility solution.

One of the key success factors has been the sustainable dialogue initiated with local authorities. Before setting up operations on the territory of a local authority, the INDIGO®weel teams engage in discussions with it: physical coverage of the service in the city, maximum number of bicycles or electric scooters made available and their maintenance, prohibited parking areas, preferred areas with hoops, possible data sharing (number of daily uses, number of bicycles in service or repair). In general, this consultation prior to roll-out allows constructive dialogue between INDIGO®weel and the local authorities, which can then present its opinions, recommendations and requirements on the terms and conditions of roll-out of the service in its territory.

Finally, a code of conduct has been drawn up in order to lay down the rules for constructive collaboration between INDIGO®weel and the authorities, so that the service is rolled out and

operated in the best conditions, respectful of the existing uses and persons required to share the public space. Thus, in addition to the topics of discussion mentioned above, the code addresses the topics of compliance with the Highway Code and local regulations. It also lays down the principles of occupation of the public domain for each authority concerned (traffic and parking).

It should be noted that the Group also offers ride-sharing services for commutes to and from work by partnering with the British start-up Faxe, in which it has taken a stake.

2.3.4.2.3 Smovengo

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

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

2.3.5 What makes us different

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

2.3.6 Roadmap

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

- Consolidating the concession and full ownership model by organic growth in its key countries.
- Intensifying investments by external growth in large countries to maintain or acquire a position as leader or co-leader.
- Using international expertise, by leveraging its existing three platforms (Europe, North America and South America) to penetrate the Asian market.
- Becoming a leader in digital technology and individual mobility by relying on its two entities OPnGO and INDIGO®weel.
- Expanding the range of services offered in its parking spaces for users, vehicles and neighbourhoods.
- Strengthening its competences to cope with the technological and digital transformations that impact the Group's business and enhancing its attractiveness by improving the quality of management and business expertise.

2.4 The Group's financial results

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

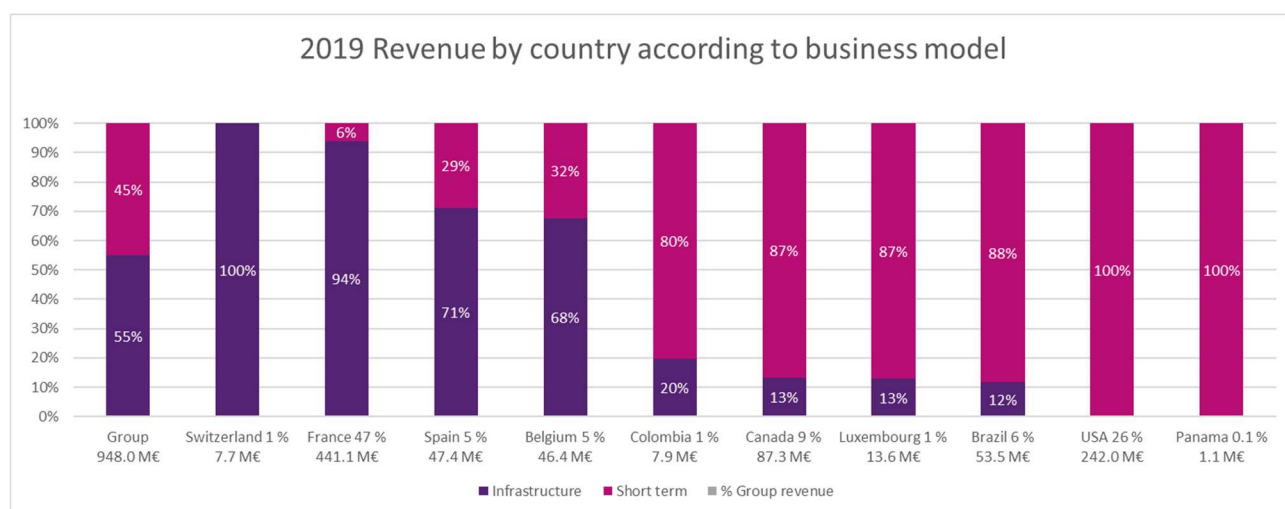
2.4.1 Turnover for 2018

The Group's consolidated global proportionate¹ turnover for 2019 came to €968.6 million, up €7.2 million (+0.7%) compared to 31 December 2018, including a negative impact of €66.2 million from the disposal of its 4 businesses in Germany, the Czech Republic, Slovakia and the United Kingdom at the end of 2018/beginning of 2019; at constant exchange rates, revenue was down 0.4%.

The majority of geographic areas contributed significantly to the growth at constant exchange rates, with France increasing its turnover by +1.4%, Continental Europe by +24.3%, North America by +14.4% and the Iberian Peninsula / South American zone (IBSA) by -6.2%. The MDS division contributed €20.6 million.

2.4.2 Turnover by country according to the type of contract

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



¹ The Global Proportionate figures are defined as the IFRS consolidated figures presented in the Group's consolidated financial statements, adjusted by the share of the Group's contribution from its activities in the joint ventures it owns (mainly in the USA, Colombia and Panama) as if they were consolidated by proportional consolidation and not by the equity method applied in accordance with the IFRS standard when preparing the consolidated financial statements.

3 Risks

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

The process of assessing extra-financial risks is based on the analysis of the probability of occurrence and severity of each identified risk. In coordination with the Group's Sustainable Development Department, the assessment of each identified risk has been validated by business contributors: General Management, Operational Departments, Finance Department, Legal and Insurance Department, Human Resources Department and Technical Department. The matrix of the main extra-financial risks was then approved by the Group's Audit and Risk Committee.

The Group has identified 12 major extra-financial risks, presented below:

Description of the Risk	Reference of the corresponding CSR matter	Key Performance Indicator
Social		
Degradation of employee health and safety conditions	4.3 Health and safety	Frequency and Severity Rate of Workplace Accidents
Failure in the application of fire regulations	4.3.7 Health and safety of customers	Number of administrative closures of car parks for lack of fire regulations
Failure in the consideration of user safety	4.3.7 Health and safety of customers	Percentage of staff trained as first-aid workers or equivalent
Discrimination, lack of diversity (including gender diversity)	4.4 Diversity	Share of women in the workforce and in various indicators
Increase in absenteeism	4.5 Absenteeism	Absenteeism rate
Inadequate management of competences	4.6 Training and development	Average number of training hours per year per employee
Lack of attractiveness and talent retention	4.7 Attracting talents and retaining employees	Turnover rate
Degradation of labour relations	4.8 Labour relations	Number of strike days for demands directly involving the Group
Environnemental		
Failure to control energy consumption	5.1.2.1 Reduction of energy consumption	Electricity intensity (average consumption per site)
Non-contribution to sustainable individual mobility	5.1.4.1 Soft individual mobility	Qualitative
Societal		
Failure to implement prevention policies for anti-corruption, influence peddling, favouritism and conflicts of interest	6.1.1 Code of conduct	Percentage of diffusion to target employees
Failure of a sustainable relationship with upstream customers (public authorities, private owners)	6.2.1 Upstream Clients (grantors)	Qualitative

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

4 Social matters

4.1 Workforce

The workforce is accounted for in full, including for joint ventures and their subsidiaries (mainly in the United States, Colombia and Panama). That of Smovengo, whose percentage of ownership by the Group on 31 December 2019 was 40.49%, is also included.

As of 31 December 2018, the Group's total workforce stood at 22,880 employees, an increase of 9.2%, representing 1,927 additional employees compared to 2018. The number of employees in controlled entities amounted to 8,495. The United States is the main contributor to this increase, with the number of employees increasing by 1,623 between 2018 and 2019.

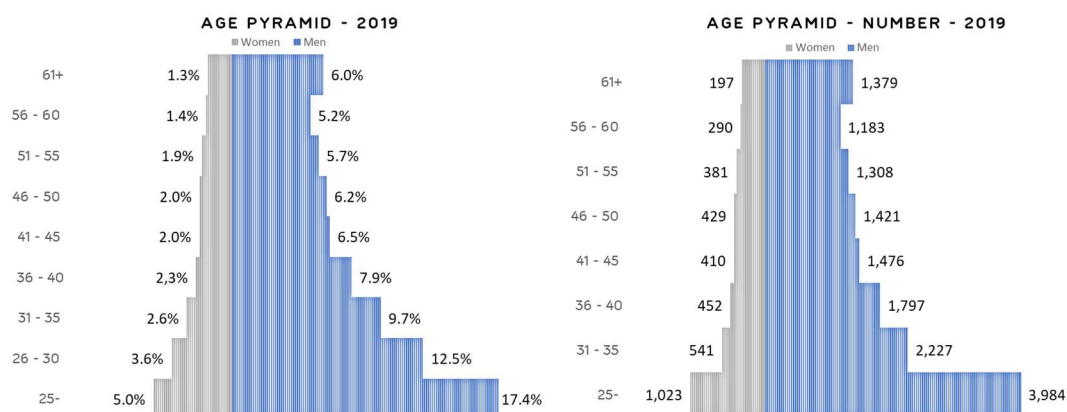
Employees Breakdown	31 decembre		Variation		Breakdown 2019
	2018	2019	Var. 19-18	Var. 19-18	
France	1,920	1,908	-12	-0.6%	8.3%
Belgium	339	303	-36	-10.6%	1.3%
Luxembourg	72	81	9	12.5%	0.4%
Switzerland	6	18	12	200.0%	0.1%
Continental Europe	417	402	-15	-3.6%	1.8%
Canada	2,247	2,349	102	4.5%	10.3%
USA	11,600	13,223	1,623	14.0%	57.8%
North America	13,847	15,572	1,725	12.5%	68.1%
Colombia	832	860	28	3.4%	3.8%
Panama	73	70	-3	-4.1%	0.3%
Spain	586	570	-16	-2.7%	2.5%
Brazil	3,050	3,170	120	3.9%	13.9%
IBSA	4,541	4,670	129	2.8%	20.4%
TOTAL INDIGO INFRA	20,725	22,552	1,827	8.8%	98.6%
TOTAL MDS	228	328	100	43.9%	1.4%
TOTAL INDIGO GROUP	20,953	22,880	1,927	9.2%	100.0%

The distribution of the Group's workforce of 22,880 employees is as follows: 8.3% in France, 1.8% in Continental Europe, 68.1% in North America (United States and Canada), 20.4% in IBSA (Iberia South America - Spain, Brazil, Colombia and Panama) and 1.4% in the Mobility and Digital Solutions (MDS) division.

4.2 Age and seniority

4.2.1 Average age

The average age of the Group's employees, as well as that of the men and women, is 38 years. For Indigo Infra, the average age is 38.1 years while for MDS, it is 36.2 years.

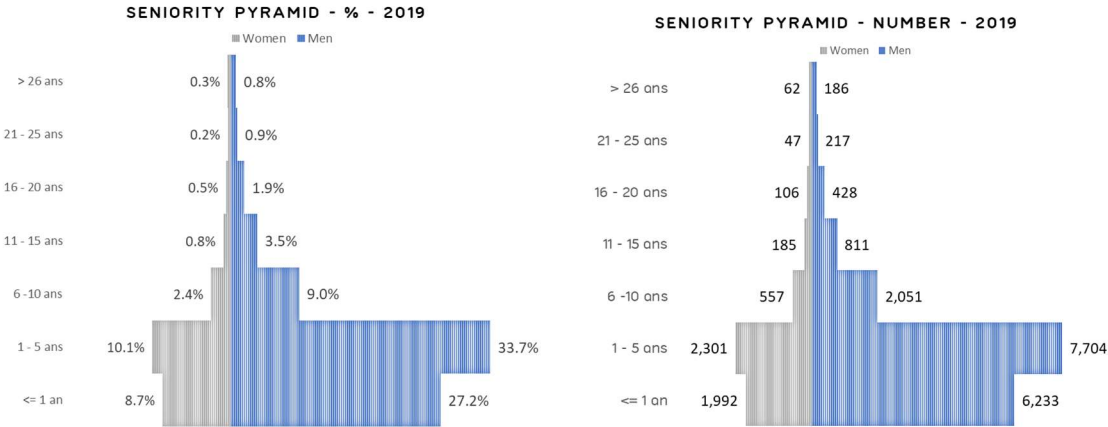


In the parking division, employees under 30 years of age represent 38.8% of the workforce and over 55 years of age represent 14.4% of the workforce. In the MDS division, these populations represent respectively 34.1% and 3.0% of the workforce.

4.2.2 Seniority

The average length of service of Group employees is 3.9 years (4.0 years for the parking division), of which 4.0 years for men and 3.7 years for women. There is a wide disparity between countries in the parking division, with an average seniority of 2.1 years in Brazil or 3.5 years in the United States compared to 9.7 years in France.

In the MDS division, comprising companies whose activities started much more recently, the average seniority is 2.0 years.



Employees with less than 1 year seniority represent 35.9% of the Group's workforce and those with seniority of more than 5 years 20.3%.

4.3 Health and safety

One of the cornerstones of the Group's social policy is the importance attached to workplace health and safety. The Group firmly believes that the first concern of human resources management is the implementation of measures to protect employees who, through their everyday activities, drive the growth of the different businesses and ensure the success of the Group. Frequency and severity rates are key indicators presented on a quarterly basis for all subsidiaries of both business divisions to the members of the Group's Audit and Risk Committee.

4.3.1 Frequency rate and severity rate

4.3.1.1 Frequency rate

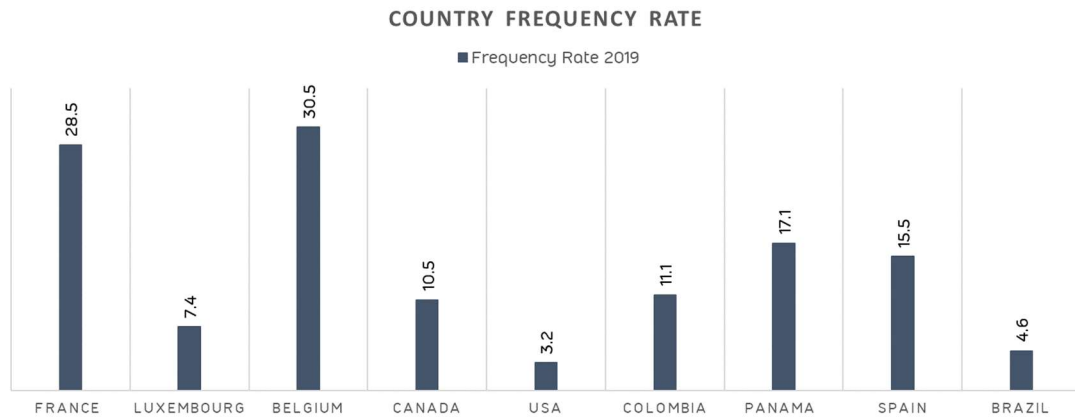
In 2019, the Group's frequency rate is 7.71, down 13.6% from 8.93 in 2018. The parking division's frequency rate was 7.29 in 2019, down 14.4% compared to 8.5 in 2018. MDS' frequency rate remained stable (+0.6%), rising from 41.9 in 2018 to 42.14 in 2019.

Frequency Rate 2019 by zone	
France	28.46
Continental Europe	23.36
North America	4.17
IBSA	7.27
MDS	42.14
Indigo Group	7.71

It should be noted that a recalculation of the data for 2018 led to a decrease in the frequency rate for the IBSA zone, with the rates for the parking division and the Group decreasing accordingly.

Levels vary greatly according to the geographical areas, as the rate in North America is 4.17 while it rises to 28.46 in France.

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



In Belgium, despite regular risk awareness and prevention initiatives, the number of employees working in the context of on-street parking enforcement activities subjected to physical or verbal attacks remains high for several years, representing nearly 41.7% of work accidents in 2019.

In France, the frequency rates vary according to the activities. For those related to parking, it is 10.44 in 2019, down 8.3% compared to the 2018 rate (11.39). The frequency rate of Streeteo, an on-street parking enforcement activity, is 126.25, including 54 work accidents, 14 of which are related to physical or verbal assaults (i.e. 25.9% of Streeteo's work accidents).

In the MDS division, the frequency rate is mainly driven by Smovengo (15 out of 18 workplace accidents in the division).

The typology of the causes of accidents with work stoppage is divided into three major categories: slip, trip and fall-related accidents accounting for 52% of the total accidents, handling/posture for 22% and verbal or physical attacks for 12%.

The analysis of these accidents allows the Group to adapt its organisation and procedures. In 2016, for example, France decided to stop manual cash transactions in car parks to reduce the risks of attacks on employees. Following a similar approach, the decision was taken in 2019 to replace "petty cash" (allowing employees to make occasional expenses related to operations) with a dedicated bank card.

4.3.1.2 Severity rate

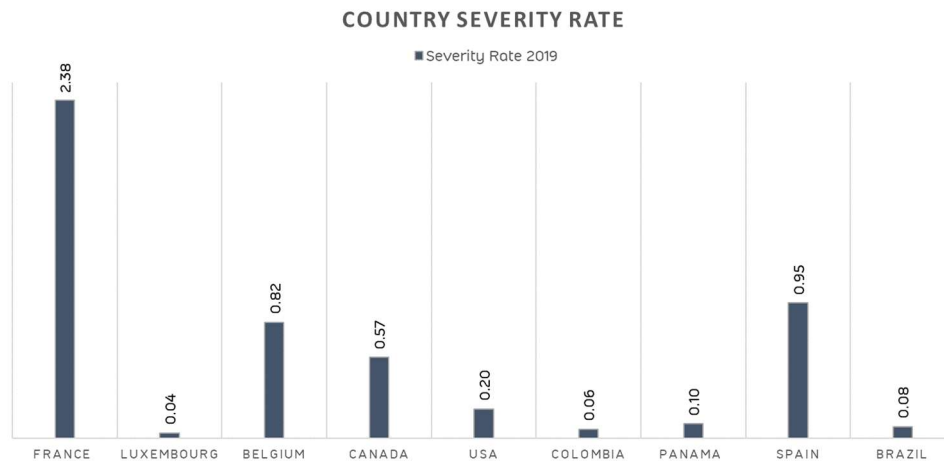
In 2018, the Group's severity rate² is 0.41, an increase of 20.8% compared to the rate of 0.34 in 2018. In 2019, the parking division's severity rate was 0.39, up 20.1% compared to 0.33 in 2018. MDS' severity rate rose 37.2%, from 1.26 in 2018 to 1.73 in 2019.

Severity Rate 2018 by zone

France	1.75
Continental Europe	1.19
North America	0.20
IBSA	0.13
MDS	1.26
Indigo Group	0.35

It should be noted that a recalculation of the data for 2018 led to a decrease in the severity rate for the IBSA zone, with the rates for the parking division and the Group decreasing accordingly.

As with frequency rates, severity rates vary from country to country. Switzerland has not had a work-related accident in 2019 and is not presented in the table below.



In France, for the parking activity, the severity rate is 0.89, up 67.5% compared to the 2018 rate of 0.53. For Streeteo, the severity rate is 10.44. For the MDS division, Smovengo has a severity rate of 2.67.

4.3.2 Health and safety prevention

Improving workplace conditions and keeping employees healthy is a major priority for the Group. It is in this spirit that the Group has publicly committed itself through its 2017 Health, Safety and Environment Policy, published on its website, to:

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

As stated, the first concern of human resources management should be the implementation of measures to protect employees who, through their everyday activities, drive the growth of the different businesses and ensure the success of the Group. Thus, in most of the Group's countries, many employees, at all levels of responsibility, have objectives and incentive plans based on performance related to safety (operational managerial line, Human Resources Department, members of the Management Board of the Group, President of Indigo Group). In

² The severity rate is defined as the number of days of work stoppage multiplied by 1,000 and then dividing it by the number of hours worked

France, the profit-sharing agreement introduced in 2016 and renewed in June 2019 for all Group Economic and Social Unit (ESU) employees, combining the Group's companies whose activity includes the operation of car parks, includes an objective to improve the frequency rate.

4.3.3 Organisation of prevention

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

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

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

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

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

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

- In Belgium, the Group has the equivalent of the CSSCT which, as in France, conducts site audits. It meets monthly to discuss safety issues and define the necessary actions. In accordance with local regulations, a comprehensive five-year prevention plan is put in place and integrated into annual action plans.
- In Spain, the Group's subsidiary is OHSAS 18001 certified, the reference standard for health and safety at work. Thus, all its sites and workstations are audited annually by an external prevention service in order to identify the risks and improvements to be made during the following year.

- In the United States, the LAZ Parking joint venture hired in 2019 a Vice President Claims and Risks management, in charge of overseeing its health and safety policy. In addition, Safety Champions have been appointed in each operational region. They are responsible for designing and implementing local measures to reduce workplace accidents. LAZ Parking also requires that, each month, every region conduct safety audits at several sites in order to identify and correct any discrepancies identified. A total of 1,391 audits incorporating security-related aspects were conducted in 2019.
- In Colombia, a joint committee comprising 12 members, appointed equally by the General Management of the City Parking joint venture and the staff representatives, is responsible for monitoring health and safety aspects in the workplace. Meeting on a monthly basis, this committee is particularly in charge of analysing the causes of work accidents and proposing actions to improve safety at work.

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

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

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

4.3.4 Health - Safety training

Health and safety training accounts for 23.4% of the total number of training hours delivered within the Group in 2019. It plays an important role in countries with a substantial frequency and/or severity rate: it accounts for 45.5% of training hours in France and 90.1% in Belgium. In general, these trainings include fire safety, electrical safety, prevention of attacks and knowledge of the working environment.

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

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

Some trainings may be decided taking into account the specific situation of certain car parks: thus, in partnership with the association "*Coordination toxicomanies*" in Paris, training sessions

have been organised to prevent accidents and engage with drug users to dissuade them from becoming sedentary in car parks. Similar actions were conducted in Bordeaux with the association "La Case".

4.3.5 Employee well-being

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

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

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

Again in terms of solidarity, the Group in France has decided to use the services of the company "Prev&Care", an information, support and assistance platform for people who suddenly find themselves in a situation of family caregiver following the loss of autonomy of a relative (old age, illness, disability, accident). Discussed in 2019, the corresponding services will be effective in 2020.

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

4.3.6 Stress support

All employees can benefit from measures related to work-related stress situations. For example, when an employee in a car park is the victim of a traumatic situation, he is entitled to adapted assistance. Thus, in France, following attacks on employees by customers, psychological support is offered to each employee concerned.

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

managers.

Annual assessment interviews are also a good opportunity for managers to assess the work-life balance. Employees are invited to express any difficulties they may be facing in organising their working time (leaves, rest periods, working days) and to estimate if their workload allows them to have a satisfactory work-life balance.

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

4.3.7 Health and safety of customers

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

In addition, First Aid Officer (FAO) training is provided in most countries, such as France, Belgium, Luxembourg, Switzerland, Colombia, Brazil or Canada. Thus, cumulatively, 3.6% of the workforce in the parking division has received this type of training. It should be noted that this type of training must be renewed every two years for the French employees concerned.

In addition, in France, as of December 31, 2019, 140 employees had a valid national Level 1, 2 or 3 SSIAP diploma (*Service de Sécurité Incendie et d'Assistance aux Personnes* - Fire Safety and Personal Assistance Service), allowing them to intervene in the event of fire, to assist the fire-fighters during the intervention and to help those in danger (bearing in mind that FAO training is a prerequisite for SSIAP training). The first level of SSIAP training lasts 12 days.

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

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

Finally, the parking spaces must comply with certain fire safety rules. Local regulatory mechanisms are evaluated by administrations or inspection offices. In case of serious breach, an administrative closure of the site can be declared. In 2018, no car park of the Group was affected by this type of sanction.

As for the MDS division, each INDIGO®weel scooter is equipped with two different-size helmets as well as disposable hygiene caps; for hygiene reasons, gloves are not provided.

4.4 Diversity

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

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

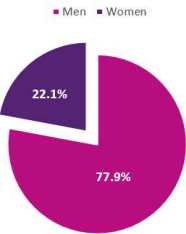
4.4.1 Professional equality between men and women

4.4.1.1 Male-female workforce

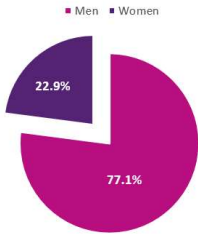
As of 31 December 2019, women accounted for 22.9% of the Group’s workforce, or 5,250 employees. They accounted for 22.1% of the workforce in 2018.

Between 2018 and 2019, the workforce increased by 1,927 employees, or 9.2%, including 1,302 men and 625 women, corresponding to an increase of 8.0% for men and 13.5% for women. This development, particularly driven by awareness campaigns aimed at valuing the work of women in the parking activity, is noted in all in all of the Group’s geographical zones.

2018 Employee Breakdown



2019 Employee Breakdown



Employees	2018	2019	Variation 19-18	
Men	16,328	17,630	1,302	8.0%
Women	4,625	5,250	625	13.5%
Total	20,953	22,880	1,927	9.2%

The proportion of women is relatively similar across zones, with two notable exceptions, Panama, where the position of women in the parking profession is culturally dominant, accounting for 91.4% of the workforce and Spain, which has 63.9% of women, mainly in on-street parking and parking enforcement activities. In correlation, Streeteo, a French subsidiary dedicated to this latter activity, counts 36.8% of its workforce as women.

	31 decembre 2018		2018 Breakdown		31 decembre 2019		2019 Breakdown		Variation 19-187		Variation 19-187	
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women
France	1,464	456	76.3%	23.8%	1,456	452	76.3%	23.7%	-8	-4	-0.5%	-0.9%
Continental Europe	325	92	77.9%	22.1%	334	68	83.1%	16.9%	9	-24	2.8%	-26.1%
North America	11,122	2,725	80.3%	19.7%	12,199	3,373	78.3%	21.7%	1,077	648	9.7%	23.8%
IBSA	3,226	1,315	71.0%	29.0%	3,354	1,316	71.8%	28.2%	128	1	4.0%	0.1%
TOTAL INDIGO INFRA	16,137	4,588	77.9%	22.1%	17,343	5,209	76.9%	23.1%	1,206	621	7.5%	13.5%
TOTAL MDS	191	37	83.8%	16.2%	287	41	87.5%	12.5%	96	4	50.3%	10.8%
TOTAL INDIGO GROUP	16,328	4,625	77.9%	22.1%	17,630	5,250	77.1%	22.9%	1,302	625	8.0%	13.5%
TOTAL	20,953		100.0%		22,880		100.0%		1,927		9.2%	

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

4.4.1.2 Manager / Non manager

Managers³ represent 7.8% of the Group's workforce, i.e. 1,794 employees. This percentage is slightly increasing compared to 2018, when this population represented 7.8% of the workforce. On average, female managers represent 23.9% of managers worldwide compared to 22.9% of the Group's workforce. In proportion to their respective populations, male managers represent 7.7% of all male employees and female managers 8.2% of all female employees.

	31 decembre 2019			2019 Breakdown		2019 Group Proportion		
	Men	Women	Total	Men	Women	Men	Women	Total
Managers	1,365	429	1,794	76.1%	23.9%	7.7%	8.2%	7.8%
France	182	72	254	71.7%	28.3%	12.5%	15.9%	13.3%
Continental Europe	10	2	12	83.3%	16.7%	3.0%	2.9%	3.0%
North America	1,076	323	1,399	76.9%	23.1%	8.8%	9.6%	9.0%
IBSA	55	14	69	79.7%	20.3%	1.6%	1.1%	1.5%
MDS	42	18	60	70.0%	30.0%	14.6%	43.9%	18.3%
Non-managers	16,265	4,821	21,086	77.1%	22.9%	92.3%	91.8%	92.2%
France	1,274	380	1,654	77.0%	23.0%	87.5%	84.1%	86.7%
Continental Europe	324	66	390	83.1%	16.9%	97.0%	97.1%	97.0%
North America	11,123	3,050	14,173	78.5%	21.5%	91.2%	90.4%	91.0%
IBSA	3,299	1,302	4,601	71.7%	28.3%	98.4%	98.9%	98.5%
MDS	245	23	268	91.4%	8.6%	85.4%	56.1%	81.7%
TOTAL INDIGO INFRA	17,343	5,209	22,552	76.9%	23.1%	51.6%	51.9%	51.7%
TOTAL MDS	287	41	328	87.5%	12.5%	18.4%	9.7%	16.5%
TOTAL INDIGO GROUP	17,630	5,250	22,880	77.1%	22.9%	100.0%	100.0%	100.0%
TOTAL		22,880			100.0%			

4.4.1.3 Remuneration

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

The breakdown of the Group's wage bill partly reflects that of the workforce, since women account for 21.2% of the bill and 22.9% of the workforce, with men accounting for 78.8% and 77.1% respectively.

³ Employees with a tangible level of responsibility and autonomy, who must meet targets, are subjected to tangible performance requirements, responsible for managing their own time and resources and/or for the technical and Human Resources management of their teams and/or who have a given technical know-how or expertise in one or several fields.

	Employees %		Wage bill %	
	Men	Women	Men	Women
Indigo Infra	76.9%	23.1%	78.7%	21.3%
MDS	87.5%	12.5%	83.2%	16.8%
Indigo Group	77.1%	22.9%	78.8%	21.2%

In France, under the law n° 2018-771 of 5 September 2018 on the freedom to choose one's professional future, the Economic and Social Unit (ESU) of the parking division calculates and publishes an index of professional equality between women and men. If the Index score is less than 75 points, the company must implement corrective measures to achieve at least 75 points within 3 years. With an index of 88/100 in 2018 and 94/100 in 2019 (including a score of 39 points out of 40 on the equal pay criterion), the Group demonstrates its commitment to non-discrimination between women and men.

4.4.1.4 Promotion

The number of promotions in 2019, compared to the Group's total workforce at the end of the year, is 4.8%, or 980 employees who had their responsibilities extended. Note that, since Canada's information systems do not allow the number of promotions to be tracked, the data for this country are excluded from the above percentage.

Regarding their respective populations, 4.7% of women and 4.8% of men were promoted within the Group in 2019; the table here shows the breakdown by Group division.

Promotion	Men	Women
Indigo Infra	4.8%	4.6%
MDS	3.5%	24.4%
Total Group	4.8%	4.7%

The table below shows the distribution of promotions by gender and by managers/non-managers.

	2018 Group	2019 Group	2019 Indigo Infra	2019 MDS
Managers	5.8%	17.4%	17.4%	16.7%
Men's promotion	6.0%	17.0%	17.2%	11.9%
Women's promotion	5.0%	18.4%	18.0%	27.8%
Non Managers	5.8%	3.6%	3.6%	3.7%
Men's promotion	4.6%	3.7%	3.7%	2.0%
Women's promotion	3.5%	3.5%	3.4%	21.7%
TOTAL	4.5%	4.8%	4.8%	6.1%

4.4.1.5 Fight against discrimination between men and women

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

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

This commitment continues with equal treatment in the area of remuneration and non-discriminatory access to promotion or training. For example, in France, a report on gender equality is prepared every year and made available to staff representatives.

In addition, a third four-year agreement on professional equality and quality of life at work

was unanimously signed in May 2019 with all the trade unions representing the parking industry in France. In particular, it specifies equality between women and men in terms of treatment in the recruitment and selection process, remuneration, access to training and promotion. Including a diagnosis on professional equality, it aims notably to define objectives for progress in the areas of recruitment, training, working conditions and the link between professional activity and the exercise of family responsibility.

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

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

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

Women in parking (United States)

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

4.4.2 People from all backgrounds

The Group aspires to reflect the diversity of society and portray this diversity as a significant source of wealth. As such, it operates a proactive policy on equal opportunities. The greatest focus is on combating discrimination in internal practices of the company (recruitment, career development etc.). For example, in France, in the parking division, 42 nationalities were represented as of 31 December 2019, including the French nationality.

4.4.3 Age

Intergenerational relationships are built on the principles of trust, respect and reciprocal knowledge sharing. The Group does not, as a matter of principle, discriminate on any basis either in recruitment, in career development or in relationships between colleagues. These principles apply to the management of all the men and women working in the Group, irrespective of their age. Thus, in the parking division, 62.1% of employees recruited in 2019 were under 30 years and 6.8% of employees were over 55 years.

4.4.4 Disability

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

For example, in France, the Group makes occasional use of ESATs (vocational rehabilitation centres) for assignments such as mailing and sending correspondence. SEPADEF, a French subsidiary that operates the car parks in the La Défense business district near Paris, works in collaboration with *Cèdre*, an association which employs persons with disabilities for sorting and disposal of waste. Streeteo recruits staff in a situation of professional integration or reintegration: in 2019, the hours worked by employees hired in this way represent the equivalent of 23.9 Full-Time Equivalents.

In Spain, special aids such as micro-vehicles have been put in place to facilitate the movement of employees with motor disabilities.

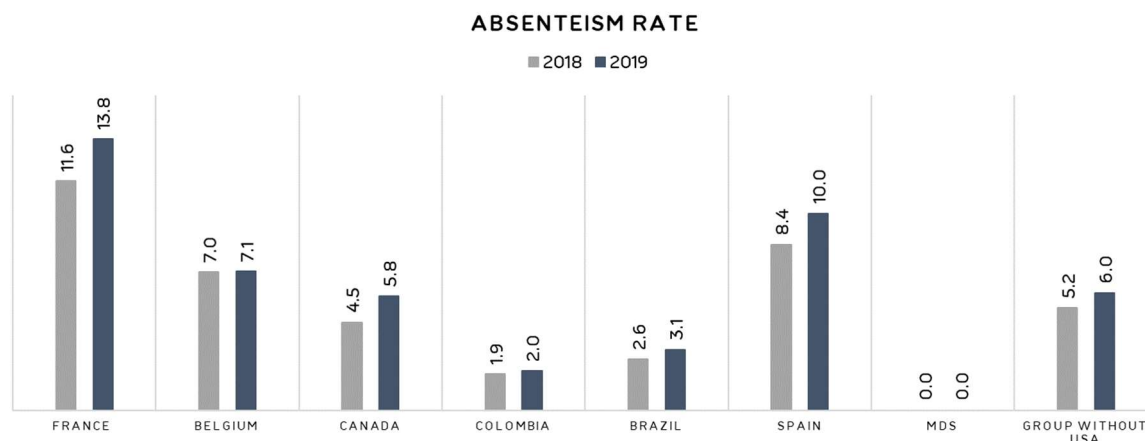
In Colombia, City Parking supports with resources, training, and the recruitment of several disabled people the association *Fundación Ideal* which, since 1962, works in the field of education and training of people with disabilities in order to include them socially and professionally. The integration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

4.5 Absenteeism

4.5.1 Absenteeism rate

Except for legal holidays, the absenteeism rate includes all types of absences. For the Group outside the United States, as for the parking division, it is 5.6 in 2019, up 8.2% compared to 5.2 in 2018. MDS' absenteeism rate was 5.7 in 2019, compared to 4.9 in 2018, an increase of 16.2%. Following an internal review of absenteeism data, the rate for France has been adjusted for 2018. Those of Indigo Infra and Indigo Group have evolved accordingly. They are updated in the table below.

The information system of the American joint-venture LAZ Parking does not count absenteeism. In fact, as about 90% of the employees is paid according to the hours worked, it is the latter that are taken into account by the software, which relies solely on presenteeism to calculate wages.



4.5.2 Fight against absenteeism

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

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

In the US, which accounts for 57.8% of the Group's workforce, the "Employee Guide" includes a policy devoted to "attendance and punctuality".

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

In France, in the same way as for the frequency rate, the profit-sharing agreement introduced in 2016 and renewed in 2019 for all Group Economic and Social Unit (ESU) employees of the parking division includes an objective to improve the absenteeism rate.

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

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

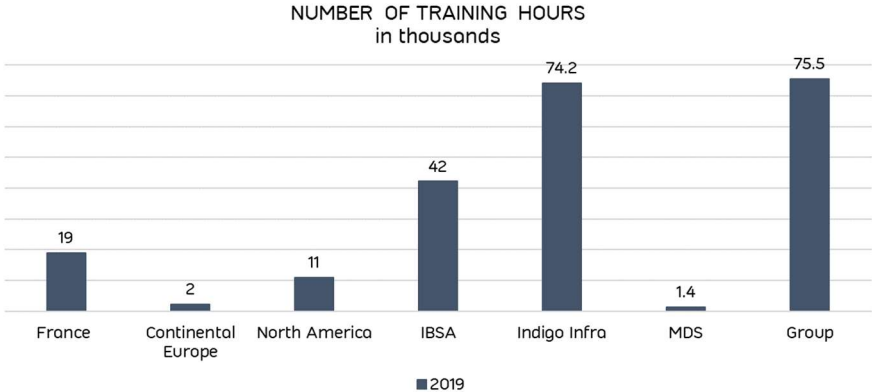
Similar initiatives are taken in Belgium: in addition to a reintegration programme for long-term absentees, a monthly follow-up of absenteeism is carried out and results in summary meetings with the operating managers. An analysis of the recurrence of absences is conducted, specific action plans can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

4.6 Training and development

4.6.1 Training hours

In accordance with its commitment to "promote gender diversity, non-discrimination and access to skills development, employability and promotion for all its employees, without any distinction", with more than 75,000 hours of training delivered worldwide, including 98.2% in the parking division, and an average of 7.7 hours of training per year per employee, the Group ensures the professional development of its employees and contributes to their personal development.

The table here shows the number of training hours per zone and per business division of the Group.



4.6.2 Equal access to training

The Group's training access rate is 43.0%, with 9,833 employees trained in 2019. The distribution of trained staff is 22.7% for women (for 22.9% of the employees) and 77.3% for men (for 77.1% of the employees). For the parking division, the distribution of trained employees follows that of the workforce.

At Group level, women, who represent 22.9% of employees, received 25.8% of training hours and men, accounting for 77.1% of the workforce, received 74.2% of training hours.

The managers, who represent 7.8% of the workforce, account for 8.7% of total training hours, and non-managers, who represent 92.5% of the workforce, benefitted from the remaining 91.3%.

	Gender		Managers / non-managers	
	Men	Women	Managers	Non-managers
INDIGO INFRA	77.9%	22.1%	5.2%	94.8%
MDS	92.0%	8.0%	20.7%	79.3%
INDIGO GROUP	77.9%	22.1%	5.2%	94.8%

4.6.3 Training topics

At Group level, business training (technical, administrative and tools) accounts for 39.2%% and that related to safety accounts for 23.4%.

Training topics vary according to the needs of each country: as previously mentioned, in countries with a high accident rate, priority is given to training courses related to safety (90.1% in Belgium, 70.5% in Spain and 45.5% in France). Within the MDS division, technical training accounts for 86.9% of the total training hours.

4.6.4 Types of training

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

Not all subsidiaries have the capacity to track online training and, when measured, its proportion varies by country. For example, it represents 12% of the number of training courses completed in Spain, 17% in France, and 93% in Brazil

4.6.5 Skill development

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

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

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

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

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

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

Finally, there have been some key local initiatives in major countries, as in France, where the Group successfully negotiated in June 2017 with the social partners an agreement on strategic workforce planning in order to manage skills and talents in a context of changes in activities and organisation. The objective of this agreement is to adapt the knowledge and expertise of employees through training, equipment and access to information, allowing them to maintain and improve their efficiency for better employability. This agreement is also important to promote better transmission of knowledge and better intergenerational solidarity.

4.7 Attracting talents and retaining employees

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

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

4.7.1 Internal promotion

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

4.7.2 Talent review

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

In addition to the ability to deliver the expected results, line managers assess the potential of each employee to move to a higher position. This assessment is based on interviews with peers and on the annual evaluation of the employee. Persons under 40 years of age and likely to have greater responsibilities within 3 years are referred to as "high potential" prospects. Twelve people were identified in 2017. These employees then benefited in 2018 from a specific path including the discovery of various activities of the Group in several countries. In 2019, some of these people have already evolved within the Group, for example from Group Treasurer to Chief Financial Officer France and then Group Chief Financial Officer from March 2020, or from Head of Technical Studies to Technical Director France. A new promotion has been identified and will start its course in 2020. The Brazilian subsidiary, which has a high turnover rate, has set up its own "young talent" program in 2019 in order to retain its high potentials. The talent review is also the way for Indigo Group to carry out its succession plan.

4.7.3 Evaluation interview

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

The table opposite shows, by geographical zone, the percentage of evaluation interviews conducted in 2018. As the evaluations are carried out according to the countries at different times of the year, it was decided to publish those of the previous year to present exhaustive data. Brazil and Panama are not currently recording evaluation interviews.

<u>Evaluation interview</u>	<u>2017</u>	<u>2018</u>
France	58.3%	65.3%
Continental Europe	91.2%	66.2%
North America	20.8%	13.7%
IBSA	1.4%	9.3%
Total Indigo Infra	18.3%	18.5%
Total MDS	44.4%	10.5%
Total Group	21.5%	18.5%

In general, the evaluation rate of managers is higher than that of non-managers: without withdrawal of countries not recording the evaluations, nearly 43.5% of managers received an evaluation in 2018 against 16.6% for non-managers in the parking division. 51.3% of female managers were evaluated against 41.3% of male managers, the rates being respectively 15.6% and 16.9% for non-managers.

4.7.4 Turnover

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

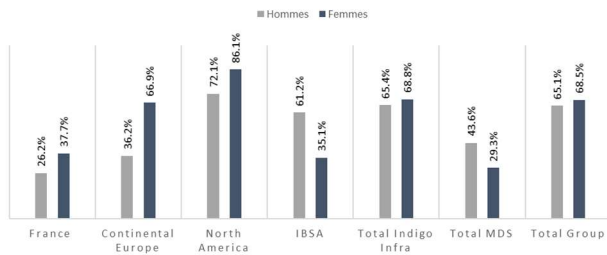
The turnover rates below are based on the entries and exits of the permanent staff, and do not include employees who have been hired for fixed-term assignments, or equivalent assignments according to local regulations. Taking into account the mode of remuneration in the United States, all the entries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

<u>Turnover rates</u>	<u>2018</u>	<u>2019</u>
France	31.4%	29.0%
Continental Europe	31.3%	41.4%
North America	74.4%	75.1%
IBSA	68.4%	53.8%
Total Indigo Infra	68.2%	66.2%
Total MDS	61.6%	41.8%
Total Group	68.2%	65.9%

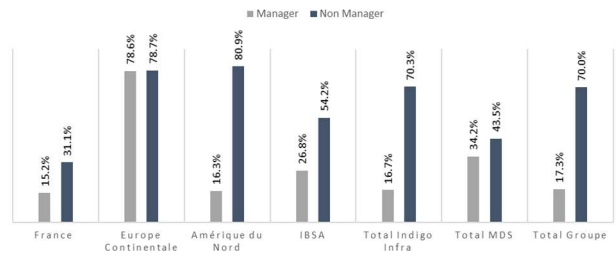
The Group's turnover rate was 65.9%, with 68.5% for women and 65.1% for men. In the parking division, the rates are 68.8% for women and 65.4% for men. The turnover rate for managerial staff at Indigo Infra is 16.7% while that of non-managers is 70.3%.

There are large disparities in turnover rates between countries, with for example, a rate of 5.3% in Spain, 29.0% in France, 58.0% in Canada, 64.7% in Brazil and 78.2% in the United States. These high rates are not necessarily to be taken as indicators of the social climate because they are often due to the turnover of relatively young staff, which is inherent to service companies with a high proportion of labour.

TURNOVER BY GENDER 2019 (%)



TURNOVER MANAGER / NON-MANAGER 2019 (%)



4.8 Labour relations

The Group prohibits any kind of discrimination in its Code of Conduct based on union involvements and recognises union involvement and the rights of employees to join a union organisation. The elected staff representative bodies or unions, depending on the local specificities, are therefore the first point of contact for all employees to discuss in-house issues of the Group such as health, remuneration, working conditions and training without discrimination. A similar approach is used with employee representatives in the subsidiaries in which the Group operates, as in France, Belgium, Luxembourg, Spain, Brazil, Canada, and the United States. These 7 countries represent in 2019 almost 94.4% of the Group's workforce (95.8% of the parking division).

Negotiations with the partners cover at least all the mandatory issues when local regulations so require or address issues particular to each union, such as in Brazil, Canada and the United States. For example, in France, negotiations are based on salaries, professional equality, strategic workforce planning, and on specific agreements concerning the annualisation of working hours, night working hours, donation of rest days or organisation of working hours. In the United States, other than the above mentioned areas, negotiations with unions are based on health insurance. Thus, in 2019, 121 collective agreements are in force in the Group's entities. Considering the recent establishment of the entities that constitute the Group, the MDS division has still not concluded collective agreements.

Moreover, to promote social dialogue and the respect of freedom of association, the Group has, for several years, adopted in France a specific agreement on the exercise of the right of trade unions, which has been regularly amended and fully revamped in January 2019. And at the same time, all employees have access to the agreements signed and information regarding staff representative bodies: employee representatives and trade unions have dedicated spaces and pages on the Group's intranet for free expression and communication.

Despite a context of constructive and peaceful labour relations (no strikes were called between 2016 and 2018 within the parking division worldwide), a social movement in France within the parking division representing 43 worked days mobilised around 40 employees in January 2019. This call for a strike was declared after the signature of the majority agreement on the Mandatory Annual Negotiation of 2019, at the call of the only non-signatory representative union.

In addition, 15 strike days were counted in France in December 2019 following a national unitary call and 15 days were counted in Spain in March 2019 following a national call in protest of male violence against women.

Within the MDS division, no social movements took place during 2019.

5 Environmental matters

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

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

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

Post 2006, the Group has been carrying out in France environmental reporting, compliant with the French Grenelle II Act since 2012, and also on its own following its exit from the VINCI Group since 2014. In 2016 and 2017, the Indigo Group also voluntarily carried out environmental reporting for its subsidiaries operating mainly under concession contracts, long-term leases or full ownership agreements, hereinafter referred to as the "infrastructure model", in Belgium, Spain, France and the United Kingdom (as a reminder the Group sold its business activities in the United Kingdom in December 2018). This model enables the subsidiaries concerned to take the initiative of voluntarily implement measures that help the reduction of its energy consumptions and, consequently, its Greenhouse Gas (GHG) emissions. Conversely, under the service-delivery model, the Group only has an advisory responsibility, which can include recommendations to upstream clients to invest in equipment that GHG emissions; it cannot, however, implement these recommendations directly given the limited nature of its missions under this model.

Hence, the Group decided to pursue this logic in the context of the Corporate Social Responsibility report by communicating its environmental data for Belgium, Spain and France, countries where the infrastructure model is predominant, as well as in Brazil, Canada and Luxembourg, countries in which this model exists but to a lesser extent. These six countries represent 72.7% of the turnover of the 10 countries where the Group operates as of 31 December 2019 (parking division).

5.1 Greenhouse gas emissions

5.1.1 Emissions of the Group

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

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

2019 Emissions in Tons of CO ₂ equivalent	Belgium	Brazil	Canada	France	Luxembourg	Spain	TOTAL 2019	TOTAL 2018	Variation 19-18
Scope 1									
Emissions from fossil fuels	408	297	1,061	1,608	111	49	3,534	3,248	8.8%
Scope 2									
Emissions from electricity	708	343	795	5,352	563	42	7,803	8,520	-8.4%
Scope 3									
Emissions from business activities	16,987	10,064	7,493	59,740	1,568	3,150	99,002	92,963	6.5%
TOTAL	18,103	10,703	9,348	66,700	2,243	3,240	110,338	104,731	5.4%

The Group's emissions, up 5.4% compared to those of 2018, follow the development of the activity (which, in addition to organic growth, includes the activities of the Belgian company Besix, acquired in June 2018, and those of the French company Spie Autocité, acquired in June 2019).

Emissions from the Group's activities (scope 3), which account for 89.7% of total emissions in the six countries, include CO₂ equivalents from purchase and investments for 75.2%, kilometres covered by users in the off-street facilities for 17.6%, commuting to and from work for 6.3% and business travels for 0.9%.

5.1.2 Reduction of GHG emissions of the Group

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

5.1.2.1 Reduction of energy consumption

The entities of the Group pay special attention to their energy consumption, particularly electricity, which represents a total of 114,488 MWh for the six above-mentioned countries in 2019, down 6.5% compared to 2018 (122,438 MWh). Electricity intensity or consumption per site (car parks and offices) decreased from 149.86 MWh in 2018 to 136.13 MWh at the end of 2019, a drop of 9.2%. It should be noted that France, due to the size of its activities within the Group and the predominance of so-called infrastructure contracts in its economic model, accounts for 81.9% of the electricity consumption of the six countries of the Group reporting their environmental data.

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

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

Also, the Group's subsidiaries have, for several years, invested in lighting fixtures using more efficient lighting sources and reflectors than those installed previously (more lumens distributed per Watt consumed). Thus, the Group is gradually replacing the old generation T8 fluorescent tubes by T5 tubes, which are more efficient, or by LED sources. At the end of 2019, this last technology is equipping 20.6% of the car parks operated by the six countries of the Group that report their environmental data.

Furthermore, systems that allow the lighting to be regulated depending on the presence of people in the car parks are installed to optimise energy consumption when fewer people are present.

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

These measures have resulted in a 30.4% reduction in electricity intensity (consumption per site) in France (27.4% reduction in total power consumption) between 2014 and 2018, 2014 being the first year of publication of the environmental data of the Group's French entities verified by an Independent Third-party Agency.

5.1.2.2 Charging stations for electric vehicles

To promote e-mobility, the Group encourages the deployment of self-service charging stations for electric vehicles in its car parks. By the end of 2019, Belgium, Brazil, Canada, Spain, France and Luxembourg have made nearly 1,350 charging stations available to customers who own hybrid or electric vehicles. The number of charging stations in 2018 was 893, representing a 51.2% increase at the end of 2019 in the number of charging stations available to users of the Group's car parks in these countries.

The ever-increasing number of charging stations installed in its off-street facilities enables the Group to itself acquire electric vehicles (cars, 2-wheelers) for its own service requirements: for example, in France and Spain, cars and/or electric utility vehicles represent 13.9% and 11.1% respectively, of its vehicle fleet by the end of 2019.

Furthermore, for its parking enforcement activities, the French subsidiary Streeteo decided to only use electric vehicles: at the end of 2019, its fleet comprises about twenty cars and about forty scooters with no GHG emissions.

5.1.2.3 Renewable energy

Since October 2017, the power supplier of the Group's Spanish entities certifies that the energy supplied is "green", i.e. it is produced from renewable energy sources. The same goes for Belgium, where 40.3% of the power supply comes from "green" electricity. As a result, 1,932 tonnes of emissions of CO₂ equivalents were avoided in 2019.

Furthermore, the Group is considering installing photovoltaic shelters on its surface car parks or photovoltaic panels on the roofs of multi-storey car parks, where the roof is not a used as parking level, making such an installation impossible.

5.1.2.4 Reducing the need for travel

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

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

In addition, and as mentioned earlier, the e-learning training sessions are growing at a rapid pace in most countries where the Group operates. This is the case, for example, in Brazil,

France or Spain. Such training sessions enable the Group to not only reduce the training costs and thus to have more of them, but also to considerably reduce training-related travel, thus proportionally reducing GHG emissions.

5.1.2.5 Sustainable procurement

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

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

5.1.3 Reduction of greenhouse gas emissions by users

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

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

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

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

5.1.4 Reduction of greenhouse gas emissions in city centres

5.1.4.1 Soft individual mobility solutions

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

could be short for "INDIvidual GOing".

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

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

This is why the Group first invested in start-ups promoting responsible mobility, such as Faxe, a car-pooling platform for commuting in the United Kingdom. The Group is also one of the founders of the Smovengo consortium, which bid for the Vélib' self-service bicycle contract in the Paris metropolitan area, and subsequently won it. And finally, the Group created INDIGO®weel, a shared bicycle and scooter rental service, which is now available in 5 French cities as at December 31, 2019.

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

5.1.4.2 Car parks

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

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

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

5.2 Circular economy

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

5.2.1 Waste management

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

5.2.1.1 Waste generated by the operation of car parks

Fluorescent tubes used for lighting car parks contain mercury, which is a pollutant. Therefore, attention is paid to their end-of-life treatment: they are either collected by a recycling service provider or recycled with the help of fluorescent tube suppliers. The Brazilian entity, whose customers include many shopping centres and hospitals, also benefits from the recycling programmes set up by the latter.

The batteries used in parking meters and for the supply of emergency lighting in car parks are systematically collected at the end of their service life by specialised companies. In 2018, 5.5 tonnes of batteries were processed in France.

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

5.2.1.2 Sorting of office waste

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

Non-recoverable IT equipment is collected by approved companies or donated: thus, in 2019, at the Group's headquarters, a pallet of about twenty switches was donated to the Association for the Development of Amateur Digital Technology (*Association pour le Développement du Numérique Amateur*). The Spanish subsidiary also donates its old computer equipment to schools.

Raid Indigo

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

5.2.2 Soil pollution

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

5.2.2.1 In the construction phase

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

5.2.2.2 In the operation

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

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

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

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

5.2.3 Water

Domestic water is not an issue for the Group. It is used mainly for cleaning the car parks as well as for testing some sprinkler-type automatic fire-extinguishing systems. The consumption of purchased water in the six countries amounted to 128,435 m³ for 2019; for Canada, given the absence of water meters, only an estimate of the consumption for offices is included in this figure.

For groundwater, the new car parks constructed at the groundwater level do not discharge mine water (water taken from the groundwater, whether collected after seepage in the last level of the parking lot or pumped to avoid such seepage). This is, for example, the case of the parking lot Matabiau Ramblas, in Toulouse (France), opened in 2019. The construction solutions adopted avoided it. In addition, studies are being carried out to reduce the total volume of mine water discharged by the Group's existing car parks in France: during renovation, if the situation so allows, wastewater and mine water are segregated. Thus, during the renovation of the Lutèce-Cité car park in Paris, a network was created to discharge the groundwater directly into the Seine.

5.2.4 Raw materials

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

Consequently, the 35 tonnes of office paper ordered in 2019 in the six countries that reported their GHG emissions, have labels or certifications stating that it is manufactured in an eco-

friendly manner or sourced from sustainably managed forests.

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

5.3 Biodiversity

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

5.4 Environmental certification

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

6 Societal matters

6.1 An ethical commitment

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

6.1.1 Code of conduct

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

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

In accordance with its commitment "to involve its employees and stakeholders in compliance with the rules of good conduct", the new code of conduct and the whistleblower charter have been distributed to all employees of the Group's controlled subsidiaries. Joint ventures (mainly

in the United States, Colombia and Panama) were invited to apply rules similar to those in the Code of Conduct.

In addition, a personal communication was sent to persons considered to be, by their functions, likely to be exposed to the risk of bad business practices. 100% of the persons concerned in Belgium, Spain, France, Luxembourg and Switzerland have formally confirmed that they have taken the new code of conduct into account. The return rate to date is 90% in Canada. Finally, Brazil has implemented a different method of diffusion: in addition to the general distribution described above, the subsidiary has set up a training program for all its workforce. The percentage of trained employees currently stands at 43%.

Classroom and/or e-learning training will be deployed in the Group's other controlled countries in 2020, depending on the different populations involved and their level of exposure to these risks.

Finally, a process has been put in place to distribute the code of conduct and whistleblower charter to new employees so that they can comply with it. At the same time, information on the availability of a hotline is provided to them.

In recent years, no Group entity has been convicted of bribery or influence peddling and no alerts have been raised since the communication means dedicated to whistleblowers were made available.

6.1.2 Compliance with regulations

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

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

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

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

6.2 A commitment to customers

6.2.1 Upstream Clients (grantors)

6.2.1.1 Attentiveness

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

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

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

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

6.2.1.2 Consulting and data access

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

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

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

6.2.1.3 Transparent partnership

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

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

6.2.2 Downstream clients (end-users or customers)

6.2.2.1 Measurement of customer satisfaction

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

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

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

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

To measure the general quality (cleanliness, obsolescence, available information, functioning of equipment and adequacy of the service offered) of a parking facility, mystery surveys are carried out by an external firm twice a year. The latter is based on a grid that tracks the journeys of pedestrians and vehicle users, thus allowing attention to all potential hurdles for the customer. As with annual surveys, the results are used by the Group to improve the quality of its services and shared with the upstream client. In 2019, 656 mystery visits took place in French car parks.

Mystery phone calls are also made either in INDIGO stores or at the Customer Relations Centre to assess the entire process, from the telephone reception to the end of the call. In 2019, 146 measurements were carried out in France.

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

End-users can contact the Customer Relationship Centre by phone, email or contact request from the merchant site or mobile application. After processing an online request, the Group asks its customers for their opinion through a satisfaction survey. This customer feedback channel was launched in November 2019 in France.

Finally, an operational monitoring is carried out by Operations Managers who receive in real time the opinions of customers posted on social networks. This functionality was also deployed in November 2019 in France.

6.2.2.2 Making the customer's journey reliable

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

6.3 A commitment to the territories

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

For example, in 2019, the Group partnered with the city of Périgueux in France to boost activity in its territory by promoting economic activity in its city centre. In coordination with the city council, the three underground car parks (Francheville, Montaigne and Théâtre) operated by the Group under a concession, were made free of charge on Saturday mornings in order to allow the inhabitants of the area to rediscover the shops located in the heart of the city. Similar initiatives were taken in other French cities such as Dieppe or Beauvais.

Beyond the revitalisation of city centres mentioned above, the Group is also helping to streamline them by promoting sustainable urban logistics through the establishment of previously mentioned Urban Logistics Spaces. In the same vein, INDIGO®weel's bicycles or electric scooters are a credible alternative to car travel in metropolitan areas that have authorised their operation.

6.4 A commitment to citizens

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

6.4.1 Education

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

- In France, the Group has established a partnership agreement with the engineering school "Ecole des Ingénieurs de la Ville de Paris" to help promote best practices and innovations in the urban area, to contribute to the development of jobs, skills and training in the field of eco-mobility and parking, and to develop research, study projects and training. In 2019, three students from this school completed an internship at the Group's headquarters. It is worth noting that after their final internship at the Group's subsidiaries, 2 students from this school were recruited in 2016 and 2017.
- In Brazil, the subsidiary *Administradora Geral de Estacionamento* entered into a partnership with two of the main universities in Porto Alegre, which resulted in the arrival of five interns in 2019.
- In the United States, the headquarters of LAZ Parking maintains relations with a local establishment to facilitate internships in the IT department.
- In Belgium, the local subsidiary makes occasional contact with university students through the Young Talents programme of Randstad, a temporary employment agency, whose aim, among others, is to offer young people with higher education qualifications additional jobs corresponding to their studies.
- 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.
- In addition to these partnerships, the Group's subsidiaries welcome trainees from schools or universities for specific needs, as is currently the case at the Group's head office with the integration of engineering students on work-study programs in the field of telephony and networks.
- Within the MDS division, OPnGO and INDIGO®weel welcome trainees with mainly technical and IT profiles.

For 2019, there were 90 interns in the parking division and 11 in the MDS division.

6.4.2 Health

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

Always in relation with the *Samu Social*, in Marseille, the Group has chosen to join forces with the association "Règles Élémentaires" so that access to hygiene and personal hygiene products for homeless and poor women is no longer just a fight but becomes a fundamental right. Donation boxes were installed from October 2018 to February 2019 in four car parks in Marseille and awareness raising posters were put up for motorists in the 16 car parks operated by the Group in the city. As a follow-up to this operation, a donation box was left available in the Bourse car park until January 31, 2020.

In partnership with the Social Action Centre of the City of Paris (*Centre d'Action Sociale de la*

Ville de Paris), the Group took part for the second consecutive year in February 2019 in the "Night of Solidarity" (*Nuit de la Solidarité*), whose objective is to count the homeless people in the city as well as in the woods of Vincennes and Boulogne. 27 car parks were included in the scheme, involving about 20 Group employees, who were mobilised from 10 pm to 1 am.

Also in France, the teams in charge of the car parks in the La Défense business district near Paris signed a convention in April 2019 with several local and international associations such as the Red Cross, concerning people vagrant in the car parks. In this way, Indigo identifies the areas occupied by these people in its premises and guides associations to go and meet them. The associations have made the operating teams aware of how to approach homeless people, identify their needs and offer them contacts or addresses that could be useful to them. At the initiative of the Red Cross, 24 volunteer employees of the Group received first aid training.

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

6.4.3 Help to the disadvantaged people

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

The Group's Brazilian subsidiary works with the non-profit association Manobra Solidaria to organise an annual clothes donation drive in Porto Alegre. These donations are collected in the car parks, in dedicated containers, sorted and redistributed to the people in need. In 2019, around 21,000 clothes were donated. A similar initiative is undertaken on the occasion of "Papai Noel dos Correios", during which children from disadvantaged families write letters to Santa asking for toys, clothes or school supplies. The local teams in Porto Alegre sent more than 125 letters and the corresponding gifts were given to the postal services.

For the second consecutive year, the Group in France was a partner of the "Green Santa Claus" (*Les Pères Noël verts*) operation organised by the French charity "*Secours Populaire*", from November 25 to December 13, 2019. As part of this partnership, and in order to facilitate the collection of toys for underprivileged children, the Group made available spaces reserved for donations in the Lobau-Rivoli car park in the heart of Paris, as well as two parking spaces with electric charging points for the sleighs and electric cars used for the operation.

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

6.4.4 People with disabilities

The Group also undertakes initiatives benefiting people with disabilities.

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

In the United States, LAZ Parking through its company foundation supports Special Olympics, an international association that strives to enable the greatest number of children, youth and

adults with disabilities to play sports and compete in specific Olympics events.

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

6.4.5 Culture

The Group is also committed to promoting culture.

For example, in France, the teams working in the car parks of the business district of La Défense (largest open-air art collection in Europe) support their upstream client to showcase works of art: the Street Art works are created and exhibited initially in the central square of La Défense (Le Parvis), and then exhibited either in temporary or permanent exhibitions along walkways used by the Group's car park customers. Indigo Group also participated in 2018 in the 5th Street-Art session, bringing together 15 "street-artists" who created and exhibited 15 works of Urban Art for 5 days in the central square of La Défense. Partner of this event since 2015, the Group exhibits 84 street-art works in its car parks.

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

6.4.6 International Aid

The Group also carries out solidarity actions towards developing countries.

Thus, for the second consecutive year, the Spanish subsidiary collaborated in 2019 with the Non-Governmental Organization (NGO) Child Future Africa to provide quality education and better living conditions for children and local communities in the rural area of Mount Darwin, Zimbabwe. With the help of the Group, this NGO has successfully constructed several infrastructure projects, such as a water well with a system of solar panels to pump water into two 10,000-litre tanks, which feed its newly built agricultural school and the village.

In the United States, in partnership with the NGO Ten by Three, the joint venture LAZ Parking helped finance the construction of a school in the village of Wogandome in Togo. It also financed the desks that equip the new school.

6.5 A commitment to international conventions

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

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

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

7 Corporate social responsibility rating

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

8 Methodological note

8.1 Scope

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

8.1.1 Social and societal data

The information presented concerns all Group subsidiaries, as well as joint ventures (mainly in the United States, Colombia and Panama). The data relating to the latter are recorded in their entirety and not according to the percentage of ownership.

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

8.1.2 Environmental data

They concern the Group's subsidiaries and joint ventures whose turnover exceeded 10 million euros in the year preceding the year under review and in which the Group is able to act directly on reducing energy consumption and GHG (i.e. the countries in which the dominant activity is carried out under the infrastructure model, see section 2.1.2 "Market segmentation" above).

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

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

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

8.2 Reporting procedure

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

9 Report by Mazars, appointed as independent third party, on the non-financial statement

For the year ended 2019

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

To the shareholders,

Appointed as independent third party, we hereby report to you on the non-financial statement for the year ended 2019 (hereinafter the "Statement"), voluntarily available on the Indigo Group (hereinafter the "Entity") website pursuant to the requirements of articles L. 225 102-1, R. 225-105 and R. 225-105-1 of the French Commercial Code (Code de commerce).

The entity's responsibility

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

The Statement has been prepared in accordance with the entity's procedures (hereinafter the "Guidelines"), the main elements of which are presented in the Statement "8. Methodology memo"

Independence and quality control

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

Responsibility of the independent third party

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

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

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

Nature and scope of our work

The work described below was performed in accordance with the provisions of articles A. 225-1 et seq. of the French Commercial Code, as well as with the professional guidance of the French Institute of Statutory Auditors ("CNCC") applicable to such engagements and with ISAE 3000⁴:

- we obtained an understanding of the entity's and the description of the principal risks associated;
- we assessed the suitability of the criteria of the Guidelines with respect to their relevance, completeness, reliability, neutrality and understandability, with due consideration of industry best practices, where appropriate;
- we verified that the Statement includes each category of social and environmental information set out in article L. 225 102 1 III as well as information regarding compliance with human rights and anti-corruption and tax avoidance legislation;
- we verified that the Statement provides the information required under article R. 225-105 II of the French Commercial Code, where relevant with respect to the principal risks, and includes, where applicable, an explanation for the absence of the information required under article L. 225-102-1 III, paragraph 2 of the French Commercial Code;
- we verified that the Statement presents the business model and a description of principal risks associated with the entity's activity, including where relevant and proportionate, the risks associated with its business relationships, its products or services, as well as its policies, measures and the outcomes thereof, including key performance indicators associated to the principal risks;
- we referred to documentary sources and conducted interviews to
 - assess the process used to identify and confirm the principal risks as well as the consistency of the outcomes, including the key performance indicators used, with respect to the principal risks and the policies presented, and
 - corroborate the qualitative information (measures and outcomes) that we considered to be the most important presented in Appendix 1; concerning the risks "Non-contribution to sustainable individual mobility" and "Lack of a sustainable relationship with upstream customers (public authorities, private players)", our work was carried out on the consolidating entity, for the others risks, our work was carried out on the consolidating entity and on a selection of entities² ;
- we verified that the Statement covers the scope of consolidation, i.e. all the consolidated entities in accordance with article L. 233-16 of the French Commercial Code within the limitations set out in the Statement
- we obtained an understanding of internal control and risk management procedures the entity has put in place and assessed the data collection process to ensure the completeness and fairness of the Information;
- for the key performance indicators and other quantitative outcomes that we considered to be the most important presented in Appendix 1, we implemented:
 - analytical procedures to verify the proper consolidation of the data collected and the consistency of any changes in those data;
 - tests of details, using sampling techniques, in order to verify the proper application of the definitions and procedures and reconcile the data with the supporting documents. This work was carried out on a selection of contributing entities⁵ and covers between 17% and 87% of the consolidated data relating to the key performance indicators and outcomes selected for these tests;

⁴ ISA 3000 - Assurance engagements other than audits or reviews of historical financial information

⁵ France, Spain, Brazil, Group

- we assessed the overall consistency of the Statement based on our knowledge of the consolidated entities.

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

Means and resources

Our work was carried out by a team of 4 people between December 2019 and March 2020 and took a total of 6 weeks.

We were assisted in our work by our specialists in sustainable development and corporate social responsibility. We conducted around 10 interviews with the people responsible for preparing the Statement, representing in particular the Legal, Human Resources, Health and Safety, Environment and CSR departments.

Conclusion

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

ANNEX 1

Qualitative information (actions and results) relating to the main risks

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

Quantitative indicators including key performance indicators

- Frequency and Severity Rate of Workplace Accidents
- Number of administrative closures of car parks for lack of fire regulations
- Percentage of staff trained as first-aid workers or equivalent
- Share of women in the workforce
- Absenteeism rate
- Average number of training hours per year per employee
- Number of strike days for demands directly involving the Group
- Electricity intensity (average consumption per site)
- Percentage of dissemination of the code of ethics to target people
- Headcount