

*Translation of a report originally issued in Spanish. In the event of a discrepancy, the Spanish-language version prevails.*

## **INDEPENDENT LIMITED ASSURANCE REPORT ON THE NON-FINANCIAL INFORMATION STATEMENT**

To the Shareholders of Saba Infraestructuras, S.A.,

In accordance with Article 49 of the Spanish Commercial Code, we have performed the verification, with a scope of limited assurance, of the Consolidated Non-Financial Information Statement ("NFIS") for the year ended 31 December 2018 of Saba Infraestructuras, S.A. and subsidiaries ("Saba" or "the Group"), which forms part of the accompanying Consolidated Directors' Report of the Group.

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### **Responsibilities of the Directors**

The preparation and content of the NFIS included in the accompanying Consolidated Directors' Report of Saba are the responsibility of the Board of Directors. The NFIS was prepared in accordance with the content specified in current Spanish corporate legislation and with the criteria of the selected Sustainability Reporting Standards of the Global Reporting Initiative (GRI standards).

These responsibilities of the Board of Directors also include the design, implementation and maintenance of such internal control as is determined to be necessary to enable the NFIS to be free from material misstatement, whether due to fraud or error.

The Board of Directors of Saba is also responsible for defining, implementing, adapting and maintaining the management systems from which the information necessary for the preparation of the NFIS is obtained.

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### **Our Independence and Quality Control**

We have complied with the independence and other ethical requirements of the Code of Ethics for Professional Accountants issued by the International Ethics Standards Board for Accountants (IESBA), which is based on fundamental principles of integrity, objectivity, competence and due care, confidentiality and professional behaviour.

Our firm applies International Standard on Quality Control 1 (ISQC 1) and, accordingly, maintains a comprehensive system of quality control including documented policies and procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

Our engagement team consisted of professionals who are experts in reviews of non-financial information and, specifically, in information about economic, social and environmental performance.

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## Our Responsibility

Our responsibility is to express our conclusions in an independent limited assurance report based on the work performed, which refers exclusively to 2018. The information relating to previous years was not subject to the verification provided for in current Spanish corporate legislation.

We conducted our review in accordance with the requirements established in International Standard on Assurance Engagements (ISAE) 3000 Revised, Assurance Engagements other than Audits or Reviews of Historical Financial Information, currently in force, issued by the International Auditing and Assurance Standards Board (IAASB) of the International Federation of Accountants (IFAC), and with the guidelines published by the Spanish Institute of Certified Public Accountants on attestation engagements regarding non-financial information statements.

The procedures performed in a limited assurance engagement vary in nature and timing from, and are less in extent than for, a reasonable assurance engagement and, consequently, the level of assurance provided is also substantially lower.

Our work consisted in requesting information from management and the various units of Saba that participated in the preparation of the NFIS, reviewing the processes used to compile and validate the information presented in the NFIS, and carrying out the following analytical procedures and sample-based review tests:

- Meetings held with Group personnel to ascertain the business model, policies and management approaches applied, and the main risks relating to these matters, and to obtain the information required for the external review.
- Analysis of the scope, relevance and completeness of the contents included in the 2018 NFIS based on the materiality analysis performed by Saba and described in the "About this Report" section, taking into account the contents required under current Spanish corporate legislation.
- Analysis of the processes used to compile and validate the data presented in the 2018 NFIS.
- Review of the information relating to risks and the policies and management approaches applied in relation to the material matters presented in the 2018 NFIS.
- Verification, by means of sample-based tests, of the information relating to the contents included in the 2018 NFIS and the appropriate compilation thereof based on the data furnished by Saba's information sources.
- Obtainment of a representation letter from the directors and management.

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## **Conclusion**

Based on the procedures performed in our verification and the evidence obtained, nothing has come to our attention that causes us to believe that the Consolidated Non-Financial Information Statement of Saba Infraestructuras, S.A. and subsidiaries for the year ended 31 December 2018 was not prepared, in all material respects, in accordance with the content specified in current Spanish corporate legislation and with the criteria of the selected GRI standards.

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## **Use and Distribution**

This report has been prepared in response to the requirement established in corporate legislation in force in Spain and, therefore, it might not be appropriate for other purposes or jurisdictions.

DELOITTE, S.L.

Xavier Angrill

28 March 2019

NON-FINANCIAL  
INFORMATION  
STATEMENT

2018

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SABA

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## **1. Non-financial information statement**

This non-financial information statement (NFIS) was prepared in accordance with Spanish Non-Financial Information and Diversity Law 11/2018, of 28 December, amending the Commercial Code, the Consolidated Limited Liability Companies Law approved by Legislative Royal Decree 1/2010, of 2 July, and Spanish Audit Law 22/2015, of 20 July (preceded by Royal Decree-Law 18/2017, of 24 November).

The Global Reporting Initiative's sustainability reporting guidelines (GRI Standards) were used to prepare this NFIS. Saba's aim with the NFIS is to report on matters related to the environment, society, respect for human rights, combating corruption and bribery, and personnel.

The reporting scope of this NFIS is the same as that of the consolidated financial statements and consolidated directors' report. In this respect, it should be noted that Saba acquired from Indigo all the shares of various companies that manage car parks in the UK, Germany and Slovakia in December 2018, and in the Czech Republic in January 2019.

However, given their recent incorporation and the fact that they are not included in the Group's consolidated financial statements for 2018, this NFIS will cover primarily the non-financial information of the countries in which the Group operated extensively throughout 2018 (Spain, Italy, Chile, Portugal and Andorra), which accounted for all its operations that year. The information that is provided outside this scope is explicitly identified.

## **2. Business model**

Saba is a benchmark industrial operator in the development of solutions in the field of urban mobility, specialising in car park management. Saba carries out its activity from an industrial perspective in all areas of the car park sector. It has excellent locations, the result of a policy of selective growth to guarantee the highest standards of quality, innovation and experience. All this under the guiding principle of customer service as a central pillar, Saba's differentiating factor.

Following the acquisition concluded in December 2018, the Group has a workforce of more than 2,300 people, operates in nine countries in Europe and Latin America and manages around 378,000 parking spaces.



At 31 December 2018, the Group had 1,207 centres (31 December 2017: 375), with the following distribution by country and use:

2018	Regulated Zones					Total
	Ownership	Concession	Concession Management	Lease		
UK	1	60	0	718	5	<b>784</b>
Spain	13	147	10	79	6	<b>255</b>
Italy	2	44	9	0	1	<b>56</b>
Germany	2	0	0	14	18	<b>34</b>
Portugal	2	21	4	6	7	<b>40</b>
Chile	0	14	1	8	0	<b>23</b>
Slovakia	0	1	0	8	5	<b>14</b>
Andorra	0	0	0	0	1	<b>1</b>
<b>Total</b>	<b>20</b>	<b>287</b>	<b>24</b>	<b>833</b>	<b>43</b>	<b>1,207</b>

These centres include 73 car parks serving 14 airports and 74 car parks serving 53 ADIF railway stations in Spain.

The detail of the various centres under concession arrangements (agreements with local governments in the countries in which the Group operates) is as follows:

- UK: 60 centres (car parks and controlled parking zones) with a total of 9,514 spaces. The average remaining term of the concessions is 16 years.
- Spain: 157 centres (car parks and controlled parking zones) with a total of 59,663 spaces. The average remaining term of the concessions is 14 years.
- Italy: 53 centres with 25,785 spaces and an average remaining concession term of 25 years.
- Portugal: 25 car parks with 11,308 spaces and an average remaining concession term of 17 years.
- Chile: 15 centres with 6,012 spaces and an average remaining concession term of 18 years.

- Slovakia: one car park with 94 spaces and a remaining concession term of 33 years.

The average remaining terms are weighted by the number of spaces.

Saba's **mission, vision and values** are the pillars that underpin the management principles of the entire Group.

**Mission:** To address sustainable mobility needs by offering parking space and complementary services to customers.

**Vision:** To be a world leader in the car park and sustainable mobility service industry, distinguished for its service quality, innovation and technology.

**Values, our way of acting:**



**The Group's management and development philosophy is as follows:**

- Forward-looking perspective and vision in managing its businesses and developing new investments.
- Maintaining an industrial profile, with commitment, responsibility and active involvement in management. Consequently, the Group does not engage in financial investments.
- Efficient management: optimising management know-how by pinning down best practices and achieving economies of scale.
- Excellence in service quality and customer service.
- Local relations: dialogue with and responsiveness to local authorities and potential incorporation of local partners.

Saba's goal is to become a European leader in public services and infrastructure management through continuous, selective and sustainable growth.

**3. Information on environmental matters**

**3.1. Company policy**

The Group's policies on environmental matters focus on improving energy efficiency, investing money in more efficient maintenance and managing waste in accordance with the law in force, with the end goal of minimising the environmental impact of its activity.

Saba intends to take measures to minimise the CO<sub>2</sub> emissions arising from its activity by improving processes, using energy efficient and sustainable products and services, fully committing to sustainable mobility and improving the design of its facilities.

In addition, the Group's employees receive ongoing training on the environment and energy efficiency, taking e-learning courses and participating in awareness activities.

Saba has an integrated management system certified to ISO14001:2015 – Environmental management systems (Spain, Italy, Portugal and Chile) and to ISO 50001:2011 – Energy management (Spain and Italy, expected in Portugal in 2019).

The guidelines and tools that underpin the Group's policies are as follows:

<b>Monitoring</b>	Monitoring car park usage with a digital tool that uses remote measurement equipment in place for that purpose.
<b>Energy efficiency system</b>	Implementation of an energy efficiency system to meet ISO standards.
<b>Training and awareness</b>	Preparation of an e-learning course to educate personnel and reduce energy consumption.
<b>Energy saving</b>	Energy savings of 2% through a series of proposed measures.
<b>Facility design</b>	Creation of an executive model for building and maintaining more efficient facilities by incorporating energy efficiency criteria.

1.- Monitoring: the aforementioned system is in place to control and manage usage through more efficient remote monitoring systems, as well as through the implementation of a system to measure energy use and analyse the characteristics of the energy supply, especially electricity.

This system provides real-time data on each of the management parameters, using a digital tool with various ranges and distinct levels of access to the various types of information selected.

To obtain this data, Saba is installing three-phase meters in all its car parks and grid analysis systems, which will use an energy manager to connect to the Saba network and transmit the data to the server. Once these meters have been installed, the digital tool will be configured to monitor all the electricity parameters of the grid analysis systems.

All the data on supplier billing will also be regularly uploaded to the digital tool.

Once the data has been collected and the selected alerts and ratios have been configured, the parameters will be analysed, the most significant of which are as follows:

- Daily, monthly and annual energy consumption (kWh): historical lows, averages and highs of each car park.
- Daily, weekly, monthly and seasonal usage trends (comparison of day vs night, week days vs weekend, summer vs winter).
- Analysis of deviations and comparison with historical series to establish corrective measures (e.g. misuse, impact of construction and maintenance work, supervisory support, etc.).
- Voltage and current: grouping of voltages by phase; detection of irregular voltages that could lead to electrical and electronic equipment failure; grouping of currents by phase and alerts for imbalances that could lead to power line and equipment failure.

This control system enables adequate cost and consumption control and, moreover, places the responsibility for containing and reducing costs and consumption, both in purely energy-related terms and in monetary terms, in the hands of each centre's staff.

## 2.- Energy efficiency system

Saba has implemented a continuous improvement policy that includes an energy efficiency system. This system requires that annual energy efficiency targets be set to reduce electricity consumption and thereby contribute to alleviating climate change.

## 3.- Training and awareness

Saba has prepared an e-learning course for all personnel on the environment and energy efficiency. The geographical dispersion of Saba's car parks requires that it commit to digital transformation in order to train all its employees.

The course includes sections on the environment, biodiversity, energy efficiency, waste and sustainable mobility.

4.- Energy saving, focusing on reducing electricity consumption, the most notable measures being as follows:

- Transition to LED lighting
- Installation of highly energy efficient lifts
- Installation of variable-frequency drives
- Capacitor batteries

5.- Facility design

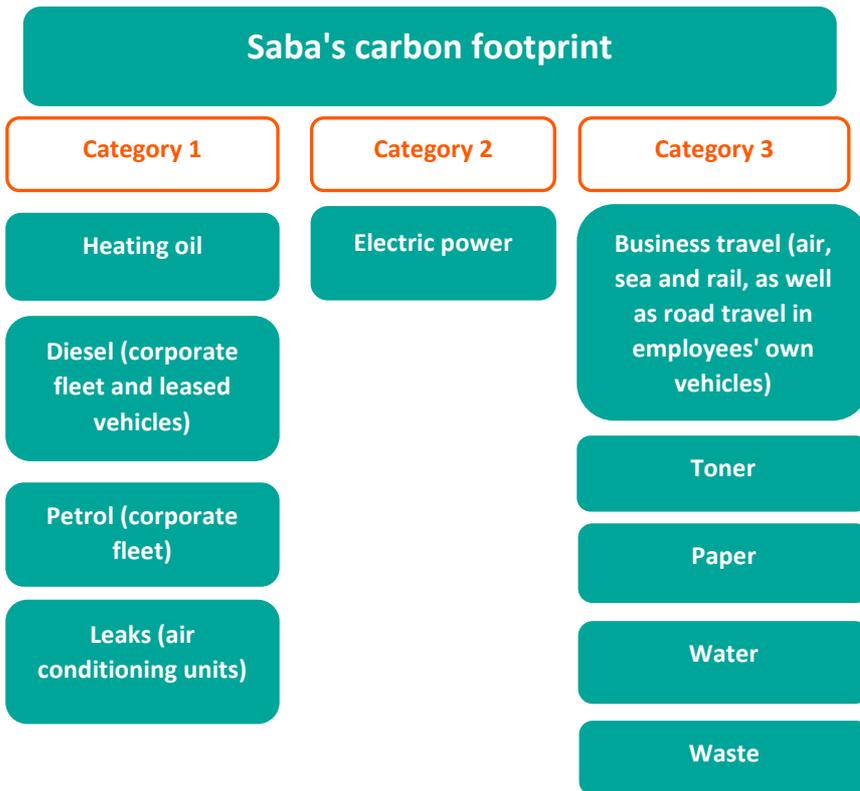
Saba has a construction guidebook that needs to be updated to include energy efficiency improvements that will have an impact on energy performance, consumption reduction and climate change.

This "META" project began in 2018 and will be completed over the next three years.

#### **Environmental impact**

Saba calculates the carbon footprint of its activity every year to ascertain its environmental impact and engage its stakeholders in reducing it, and groups the sources of emissions (consumption) into categories on the basis of the impact that its activity may have on each:

- Category 1: heating oil, diesel for the vehicle fleet, refrigerant gases.
- Category 2: electricity consumption.
- Category 3: purchases of goods and services (water, paper and toner consumption), hazardous and non-hazardous waste, business travel and transport and distribution.



Saba's carbon footprint has been verified by an independent third party since 2016.

The Environment and Certifications Office, which belongs to the People and Organisation Department, manages all the certifications mentioned above and sets the entire Group's environmental policy through regulations, awareness raising initiatives and training courses.

Furthermore, Saba includes environmental and energy efficiency matters in its procedures through process mapping. For example, the Technology Department implements measures that include transitioning to more efficient lighting, and the Procurement Department includes environmental standards in its tenders.

### **3.2. Risks identified**

The most significant environmental impact in terms of car park usage, confirmed by the carbon footprint calculation, is energy consumption (Category 2), which accounts for ~95% of the Group's emissions. As the Group's car parks are open 24 hours a day, it has implemented energy efficient LED lighting in its car parks, along with other measures to mitigate climate change.

Other measures with less of an impact on emissions are also being taken, such as those relating to efficient water use (Category 3). In terms of the services provided to customers, the self-closing taps have been replaced and the standard flushing system in the toilet cisterns has been replaced with a dual-flush system.

Saba is driving sustainable mobility initiatives to attempt to reduce negative externalities, particularly air pollution. Notable initiatives include the provision of electric vehicle spaces for customers, electric bicycles in Barcelona city car parks and urban micro-distribution partnerships.

No changes are planned in the locations where the Group operates due to environmental impacts.

The ISO 14001 and ISO 50001 management systems implemented include audits to measure compliance with environmental standards. No fines have been received to date in relation to environmental standards. The Group has no provisions or guarantees for environmental risks.

### **3.3. Environmental management and performance**

The Group has put in place an energy efficiency system to be implemented in the countries where it has consumption monitoring systems. The energy efficiency system and consumption monitoring system are already in place in Spain and Italy, and will be implemented in Portugal in 2019.

The table below shows the Group's energy savings and reductions in emissions of greenhouse gases.

Country	Initiative	ENERGY SAVINGS				REDUCTION OF GREENHOUSE GASES			
		Energy efficiency programme implemented	Energy savings (calculated, estimated, etc.)	Unit of measurement (GJ, kWh)	Base year	Reduction of greenhouse gases	Emissions (CO <sub>2</sub> , SO <sub>2</sub> , NO <sub>x</sub> )	Base year	Methodology
Spain	Various	Systems implementation	5	kWh	2017	46	CO <sub>2</sub>	2017	Carbon footprinting
Portugal	Various	Systems implementation	-3	kWh	2017	15	CO <sub>2</sub>	2017	Carbon footprinting
Italy	Various	Systems implementation	-6	kWh	2017	-6	CO <sub>2</sub>	2017	Carbon footprinting
Chile	Various	Systems implementation	11	kWh	2017	9	CO <sub>2</sub>	2017	Carbon footprinting

*\*The significant reduction in Spain is due mainly to the change in the emission factor compared to 2017*

### 3.3.1. Circular economy and waste prevention and management

Saba manages hazardous and non-hazardous waste in accordance with the law in force in all the countries in which it operates. The climate change initiatives implemented help to reduce the quantity of waste that requires treatment. The table below shows the amount of hazardous waste managed and the treatment method.

Dangerous residue	Type of treatment	Managed kilograms
CER 150202 ABSORBENTS (Kg)	Reuse	270
CER 160504 AEROSOLS (Kg)	Reuse	8
CER 080318 DISPOSED (Kg)	Reuse	272,2
CER 140602 USED SOLVENTS (Kg)	Reuse	128
CER 200121 FLUORESCENTS (Kg)	Reuse	2886,4
CER 200133 BATTERIES AND ACCUMULATORS (Kg)	Reuse	1540
CER 080111 WASTE ADHESIVES (Kg)	Reuse	892
CER 150110 MIXED (Kg)	Reuse	303,8

The table below shows the amount of reused products and packaging.

Type of product / recovered packaging and non-hazardous waste	Kg of product / packaging recovered
CER 200101 PAPER AND CARTON (Kg)	26.444
CER 200301 WASTE MIX (Kg)	8.653
CER 160103 DEMOLITION (Kg)	867
CER 200136 ELECTRONIC (Kg)	3.277

### 3.3.2. Sustainable use of resources

Global energy consumption is 29,368,182 kWh and the energy intensity ratio is 154.01 kW/space.

Active customer center?	Intensity factor (m2, billing, ...)	ENERGY				REFRIGERANTS: leaks and reload		WATER	
		Electrical consumption	Consumption of natural gas (Kwh)	Consumption of diesel (L)	Consumption of photovoltaic energy in other renewable energies kWh	Consumption in Kg	Type of refrigerant	Water consumption of your supplier (m3)	Consumption of recycled or reused water (m3)
VARIOUS	CALCULATED GLOBAL GROUP (SEE CLIMATE CHANGE SHEET)	16.879.084	N/A	1272	N/A	27	VARIOUS	25.130	N/A
		2.816.121		1408		6		4.231	
		5.381.035		36992		0		41.220	
		3.914.271		905		0		12.510	

### 3.3.3. Climate change

The table below shows the intensity of direct GHG emissions (in tCO2eq):

Category 1 emissions	Category 2 emissions	Category 3 emissions
405.52	8,645.89	528.7

The emission intensity was calculated on the basis of the kg/CO2/space ratio.

The emission intensity factor is 55.41 kg CO2/space.

All Saba Aparcamientos España's service vehicles are electric.

No significant risks have been identified in relation to climate change.

## 4. Information on labour and personnel-related matters

### 4.1. Company policy

Saba's People and Organisation Model is based on reference models of excellence, which enable Saba's strategy (set out in its Mission, Vision and Values) to become efficient operations and activities, consistently ensuring the development of the Company's workers and the processes they perform, as part of a systematic vision.

Saba's Organisation Model is designed to be in line with the main strategies of Operating Efficiency, Continuous Innovation and Growth, under the premise of "Think globally, Act

locally”, due to the nature of our business and the geographical dispersion that characterises us.

Saba’s organisational structure is based on a symmetrical deployment of the various Functional Areas in the different Territories in which it operates, facilitating functional alignment and flexibility to encourage growth in the various countries in which the Company operates and maintain focus on the Customer and Service.

The eight strategic lines of action in the area of people are: talent acquisition and development; organisational development and transformation; continuous improvement and knowledge management; change communication and management; employer branding; compensation and benefits; occupational health and safety; and labour relations.

With the commitment to accompanying the organisation and facilitating the achievement of the Company’s business objectives and improving corporate development, the milestones to be achieved are as follows: transformation of the organisational culture; development of employee skills and competencies; establishment of a leadership model enabling the achievement of future goals; adaptation of organisational structures; encouragement of innovation throughout the organisation; and, lastly, the implementation of new technologies and working tools.

#### **4.2. Risks identified**

In the current context, the risks identified in labour and personnel-related matters which could jeopardise the achievement of the business objectives are as follows:

- Lack of professional competencies and knowledge ensuring contribution to the achievement of the Company's business objectives and digital transformation.
- Key professionals and/or professionals with strategic knowledge who decide to leave the Company.
- Dependence on technology to transform the Company.
- Lack of a value proposition able to attract new talent.

For this reason, Saba's strategic plan in this area deploys a series of measures aimed at mitigating those risks which are detailed as follows:

- Improvements to internal communication with the aim of ensuring the alignment of teams.
- Assurance of internal knowledge management.
- Strengthening of the internal sales network through the parking employees.
- Provision of working tools and methods that strengthen cooperation between Areas.
- Development and encouragement of global digital transformation and the innovation model.
- Employee loyalty-building.
- Integration of a dynamic business culture and methodology.

The following sections include the main indicators in this area of management.

### 4.3. Corporate management and performance

#### 4.3.1. Employees

Employees by country	2018		
	Men	Women	Total
Spain	659	341	1000
Italy	187	36	223
Chile	138	164	302
Portugal	38	13	51
UK	523	162	685
DE	46	7	53
SK	16	2	18
Andorra	2	4	6
<b>Total</b>	<b>1,609</b>	<b>729</b>	<b>2,338</b>

*(This table specifically includes the UK, Germany and Slovakia. Excluding these countries: 1,582 total employees, 558 women and 1,024 men)*

The distribution of employees by gender at global Group level consisted of 68.8% men and 31.2% women.

##### 4.3.1.1. Employees by type of contract

The distribution of employees by type of contract is as follows:

Employees by type of contract	2018	
	Men	Women
Permanent contract	847	486
Temporary contract	177	72
<b>Total</b>	<b>1,024</b>	<b>558</b>

The distribution of employees by age group and type of contract is as follows:

<b>Employees by type of contract, by age group</b>	<b>2018</b>			
	<b>&lt; 30 years old</b>	<b>30-44 years old</b>	<b>45-54 years old</b>	<b>&lt; 55 years old</b>
Permanent contract	122	518	469	224
Temporary contract	82	83	47	37
<b>Total</b>	<b>204</b>	<b>601</b>	<b>516</b>	<b>261</b>

The distribution of employees by professional category and type of contract is as follows:

<b>Employees by type of contract and professional category</b>	<b>2018</b>		
	<b>Executives</b>	<b>Middle management</b>	<b>Other employees</b>
Permanent contract	10	79	1244
Temporary contract	0	0	249
<b>Total</b>	<b>10</b>	<b>79</b>	<b>1493</b>

#### 4.3.1.2. Employees by type of working day

The distribution of employees by type of working day is as follows:

<b>Employees by type of working day</b>	<b>2018</b>
	<b>Total</b>
Full-time	1,187
Part-time	395
<b>Total</b>	<b>1,582</b>

The distribution of employees by age group and type of working day is as follows:

<b>Employees by type of working day and age group</b>	<b>2018</b>	
	<b>Full-time</b>	<b>Part-time</b>
< 30 years old	110	94
30-44 years old	474	127
45-54 years old	423	93
< 55 years old	180	81
<b>Total</b>	<b>1,187</b>	<b>395</b>

The distribution of employees by professional category and type of working day is as follows:

<b>Full-time employees by professional category</b>	<b>2018</b>	
	<b>Men</b>	<b>Women</b>
Executives	7	3
Middle management	48	28
Other employees	734	367
<b>Total</b>	<b>789</b>	<b>398</b>

<b>Part-time employees by professional category</b>	<b>2018</b>	
	<b>Men</b>	<b>Women</b>
Executives	0	0
Middle management	0	3
Other employees	235	157
<b>Total</b>	<b>235</b>	<b>160</b>

#### 4.3.1.3. Dismissals in 2018

The number of dismissals in 2018 was as follows:

	Men	Women	Total
Number of dismissals	39	18	57

The number of dismissals by age group was as follows:

Number of dismissals by age group	2018		
	Men	Women	Total
< 30 years old	5	6	11
30-44 years old	14	8	22
45-54 years old	11	3	14
< 55 years old	9	1	10
<b>Total</b>	<b>39</b>	<b>18</b>	<b>57</b>

The number of dismissals by professional category was as follows:

Number of dismissals by professional category	2018		
	Men	Women	Total
Executives	0	0	0
Middle management	1	0	1
Other employees	38	18	56
<b>Total</b>	<b>39</b>	<b>18</b>	<b>57</b>

The turnover by gender was as follows:

	Men	Women	Total
Turnover	54%	63%	57%

The turnover takes into account resignations as well as dismissals and terminations of contract.

#### 4.3.1.4. Average remuneration

The average remuneration by gender is as follows:

Average remuneration	2018	
	Men	Women
<b>Total</b>	<b>27,312</b>	<b>23,998</b>

The average remuneration by age group is as follows:

Average remuneration by age group	2018	
	Men	Women
< 30 years old	13,902	11,574
30-44 years old	24,197	21,318
45-54 years old	33,144	32,880
< 55 years old	31,705	24,689
<b>Total</b>	<b>27,312</b>	<b>23,998</b>

The average remuneration by professional category is as follows:

Average remuneration by professional category	2018	
	Men	Women
Executives	240,210	164,262
Middle management	83,326	69,931
Other employees	23,000	20,477
<b>Total</b>	<b>27,312</b>	<b>23,998</b>

The calculation of the above-mentioned average remuneration includes all the items of remuneration existing at the organisation (fixed, variable, bonuses, employee benefits, incentives and other items).

#### 4.3.1.5. Gender pay gap

The gender pay gap, understood to be the difference between the salaries of men and women, expressed as percentage difference with respect to the salary of men, was 12% at Saba in 2018. This percentage is below the averages in Spain and in Europe, which are 14.9% and 16.2%, respectively.

There are three fundamental factors which explain this pay gap between the men and women who work at Saba. Firstly, as Saba is a company with over 50 years of history, the late incorporation of women in the workplace still has a significant influence at the Company. The second factor is a result of women's needs to balance work and family life in comparison with men, which means that part-time contracts are more frequent among women than men. Lastly, men have a higher presence in positions of greater responsibility.

Despite the various initiatives that Saba has been implementing in recent years, always as part of its commitment to equal opportunity and transparency, there is ample room for improvement in this area.

#### 4.3.1.6. Remuneration of identical job positions or average positions at the company

The ratio of the entry-level wage and the local minimum wage by gender is as follows:

	Men			Women		
	Entry-level wage	Local minimum wage	Ratio (entry-level/local)	Entry-level wage	Local minimum wage	Ratio (entry-level/local)
Spain	13,143	10,303	1.2	13,143	10,303	1.2
Italy	21,154	N/A	N/A	21,154	N/A	N/A
Portugal	10,000	8,120	1.2	10,000	8,120	1.2
Chile	7,130	4,446	1.6	7,130	4,446	1.6
Andorra	16,128	12,209	N/A	16,128	12,209	N/A

#### **4.3.1.7. Average remuneration of directors**

The remuneration of all the members of the Board of Directors for the performance of their duties as directors is identical in every case, notwithstanding the additional remuneration they may receive for their work for the Company.

#### **4.3.1.8. Implementation of measures in relation to the right to disconnect from work**

Saba does not have specific measures or internal regulations aimed at reducing the permanent connectivity of its employees, although the Group is committed to offering employees a responsible and balanced working environment and context, and has not detected internal problems related to this matter.

#### **4.3.1.9. Employees with a disability**

Saba had 24 employees with a disability in 2018.

## **4.3.2. Work organisation**

### **4.3.2.1. Organisation of working time**

Saba's work organisation encompasses all of the aspects that determine, in a broad sense, the work to be performed, the manner in which to perform it and the conditions under which it is performed. We are aware that a work organisation proposal should contain elements that ensure significant matters for employees, such as: work, family and personal life balance; the working environment, in terms of offering possibilities for the development and internal promotion of employees; offering challenges and a working environment that facilitates development, sharing and decision-making at all levels based on the responsibility profile of each employee.

In general, Saba's annual working hours are set by the provisions of the applicable collective agreements or, in the absence thereof, the prevailing legislation in the respective countries. However, Saba has various initiatives aimed at increasing the flexibility of working time, based on the needs of the employees.

As a result of detecting those needs, Saba has launched various measures aimed at improving rest periods during working days, offering flexible starting and finishing times, flexible working days at certain times of the year, improvements to paid and unpaid leave and leaves of absence.

### **4.3.2.2. Number of hours of absenteeism**

The total number of hours of absenteeism in 2018 was 156,312.

The hours of absenteeism were calculated taking into consideration all absences from the workplace during working day hours, within the legal working day. The absences considered included, among others, the following: common illness, unjustified absences, general and specialist medical appointments and paid leave.

As we are aware that the health, safety and wellbeing of the people who work at Saba have a direct influence on the absenteeism rate, we have an absenteeism management model which includes those relevant indicators, which are monitored on a monthly basis along with their impact on costs.

In order to minimise certain of the main causes of absenteeism, the Company has implemented various lines of action aimed at facilitating the integral health management of the people who work at Saba. Among others, these include: the existence of a medical service

available to employees; coordination of the Company’s mutual accident insurance company and the medical service to offer free physiotherapy services (which impact positively on the prevention of joint/osteomuscular injuries or swifter recovery from them); an annual Health and Wellbeing Programme, aimed at communicating and raising awareness about positive habits in the areas of healthy eating, postural health, glaucoma risk control and personal balance practices. Lastly, back-to-work interviews after medium-/long-term periods of absence have also been implemented.

#### 4.3.2.3. Measures aimed at facilitating work-life balance

<i>Gender</i>	<b>Men</b>	<b>Women</b>
Total number of employees who had the right to parental leave	20	23
Total number of employees who availed themselves of parental leave	20	23
Total number of employees who returned to work in 2018 following completion of parental leave	19	15
Total number of employees who returned to work following completion of parental leave and remained employees 12 months after returning to work.	17	15
Rates of return to work and retention of employees who availed themselves of parental leave	0.95	0.65

#### 4.3.3. Health and safety

Saba has a common occupational risk prevention policy for Spain, Italy, Portugal and Chile which is included in Saba’s integrated management scheme.

In 2018 only ten minor instances of non-conformance were detected in OHSAS 18001 audits of the four countries, all of which were addressed.

In 2018 Spain had a Wellbeing and Health Plan for the office employees and a business activity coordination (CAE) platform in Spain, Italy, Chile and Portugal.

Occupational accidents:

	<b>2018</b>	
	<b>MENS</b>	<b>WOMEN</b>
Frequency index	8,9	13,3
Seriousness index,	0,2	0,5
Occupational diseases	1	0
Number of deaths	0	0

#### **4.3.4. Labour relations**

Saba as a company is committed to respecting fundamental rights, trade union freedom, collective bargaining and the ongoing search for agreement, as well as respecting workers' representatives chosen freely in all the countries in which the Company is present.

In general, the labour relations system establishes various types of workers' representation at companies: union representation through works councils or workers' representatives. These collective agreements include various channels of communication with representatives, through works councils, to address various and multiple matters of general and specific interest, although ad hoc meetings are held as required by the two parties in order to deal with relevant and necessary matters at any given time.

Employee consultation and participation mechanisms are implemented through regular meetings, some of which relate to health and safety, although various meetings are usually held in order to ascertain the opinion and sensitivities of the employees with respect to the matters of interest.

The percentage of the total employees covered by the collective bargaining agreements, by country, is as follows:

	<b>2018</b>
	<b>%</b>
Spain	100%
Italy	100%
Chile	14.2%
Portugal	98.2%
Andorra	0%

The minimum notice periods in the case of operational changes are those established by law or agreed upon through an agreement in each of the countries in which Saba operated in 2018. In the particular case of Spain, the notice period for substantial operational changes is 15 days.

The percentage of workers represented on joint health and safety committees is as follows:

<b>No. of health and safety committees 2018</b>	<b>Participating employees 2018</b>	<b>Total employees 2018</b>	<b>% of total employees 2018</b>
16	1,154	1,718	67%

*In this case, the total number of employees is calculated as the number of people employed at 31 December 2018.*

In Spain, in addition to the three existing formal health and safety committees, regular health and safety meetings are held with the participation of workers in other geographical areas where formal committees do not exist, with the percentage of total employees represented increasing from 55% to 62% in this case. The balance for the year is positive in terms of legal compliance with occupational risk prevention.

In Italy and Chile 100% of employees are covered by the health and safety committees.

In Portugal two anonymous health and safety consultations/surveys are being conducted among all employees, in which all staff can participate and contribute queries, requests, etc.

The main matters addressed at the meetings held were the monitoring of incidents relating to safety, the monitoring of action plans and the analysis of accident rates.

#### **4.3.5. Training**

Saba has an annual Training Plan. This plan involves, on the one hand, work on issues related to Saba-specific and cross-company operational knowledge (system changes, recycling of specific knowledge, office technology, SAP, etc.) and, on the other, work on skill-related matters (sales skills, communication skills, team management, planning, etc.).

Saba's objective is to furnish employees with the necessary, as well as obligatory, training to ensure that the service offered to our customers is provided in the most appropriate manner. With this objective, 2018 saw the launch of the Campus Saba e-learning platform, which has a training catalogue for both operational and core office personnel.

Also, the organisation's new core staff are provided with a two-week onboarding itinerary in order for them to acquire the necessary training and become integrated into the organisation in a gradual manner.

The hours of training per worker in each country in 2018 were as follows:

<b>2018</b>	
<b>Hours per worker</b>	
Spain	2
Italy	6
Chile	30
Portugal	1
Andorra	-
<b>12</b>	

The following table details the hours of training by professional category:

Professional category	Executives	Middle management	Other employees
Total number of training hours provided in 2018	1,155.00	1,358.50	22,239.00

An appraisal of employees' skills is carried out each year, which includes a development/training plan proposal to be followed on the basis of the outcome of the appraisal.

#### **4.3.6. Accessibility**

95.8% of the car parks in Spain are accessible to people with reduced mobility, by elevators.

The products and services are adapted in accordance with legal requirements in terms of parking spaces available to people with reduced mobility, as well as public services.

#### **4.3.7. Equality**

Saba is committed to equal opportunity, promoting an environment in which diversity, inclusion, transparency, equal opportunity and non-discrimination are fostered. Saba's values are based on respect and valuing diversity of talent, and the Company is convinced that this sum of singularities favours the creation of a more satisfying workplace and the achievement of the Company's objectives.

For this purpose, the Company has established various standardised policies and guidelines shared with the entire organisation. The policies adopted are related to professional selection and promotion criteria, staff training, occupational risk prevention and safety, remuneration and labour relations.

In Spain we have an Equality Plan for SABA Infraestructuras and Saba Aparcamientos. In the case of BAMSA, this plan is currently under negotiation with the union representatives.

This Equality Plan includes an ordered set of measures aimed at managing Saba's employees in such a way that ensures equal treatment and opportunity among the men and women who form part of the Company and, at the same time, correcting any situation of gender-based discrimination that may exist.

Management of this area in Italy, Chile and Portugal is governed by principles in common with those of Spain, although there is no formally established equality plan or policy.

Lastly, it should also be noted that Saba has a Harassment Detection Protocol in the workplace, the primary aim of which is to ensure respect for equality and non-discrimination.

## **5. Respect for human rights**

Saba has a **Code of Ethics** which establishes the ethical framework that should govern the behaviour of Saba and its employees. The Code of Ethics is available on the website <http://saba.eu/es/informacion-corporativa/codigo-etico>

Saba encourages the subsidiaries and investees of Saba Infraestructuras S.A. to be governed by patterns of conduct and values similar to those established in the Code of Ethics, notwithstanding any adjustments that may be made to the Code in order to respect the specific legislation of each of the countries in which these companies are located.

The Code of Ethics was approved by the managing bodies of the various Saba companies on the following dates:

- Spain
  - Saba Infraestructuras, S.A. 26/09/12
  - Saba Aparcamientos, S.A. 15/12/12
  - Societat d'Aparcaments de Terrassa, S.A. (Satsa) 11/03/13
  - Barcelona d'Aparcaments Municipals, S.A. (BAMSA) 16/03/17
- Chile: 12/11/13
- Portugal:
  - Saba Portugal: 30/09/13
  - Liz: 30/10/13

- Italy: The company has a Code of Ethics as an integral part of its “Organisation Model” as provided for in Legislative Decree 231/2001.

The Code of Ethics was sent to all employees of the Group in Spain, Portugal, Italy and Chile. The Code of Ethics is binding for all employees. All employees must fully respect the current legislation in force anywhere in the world where Saba operates.

As established in Article 5 of the Code of Ethics, Saba is committed to acting at all times in accordance with prevailing legislation and respecting human rights and people's freedom.

Specifically, with regard to human rights, Article 6 of the Code of Ethics states that Saba does not accept any behaviour in dealings with customers and third parties that could be interpreted as discrimination on the grounds of race, ethnicity, gender, religion, sexual orientation, trade union membership, political beliefs, convictions, social origin, family status or disability.

Also, with regard to workers' rights, Article 5 states that in working relationships Saba does not tolerate any abuse of authority or any behaviour that may offend or intimidate another person. Employees and senior executives must treat each other with respect, endeavouring to create a pleasant working environment. Efforts must be made to ensure the personal and professional development of employees.

In addition to guaranteeing equal opportunities and non-discrimination among its employees, both in direct dealings and in communications, special attention must be paid to written and visual language, which must be respectful, balanced and inclusive.

No significant risks relating to human rights were detected.

## **6. Information relating to anti-corruption and bribery issues**

### **6.1. Company policy**

#### **Code of ethics**

Article 9 of the Code of Ethics, which relates specifically to measures to prevent corruption, regulates Saba's relations with public authorities, prohibiting any conduct aimed at obtaining illicit favours from the authority or that may induce a lack of integrity and transparency in the authority's decisions.

This Article establishes that Saba employees may not offer or deliver gifts or remuneration of any other kind to an authority, public official or person who participates in the exercise of public duties.

Likewise, Saba employees may not influence a public official or authority, or take advantage of any situation arising from their personal relationship with the latter or with another public official or authority, in order to obtain a favourable resolution for Saba employees or for a third party.

In addition, the Code of Ethics states that Saba employees may not promise, offer or grant to the directors, administrators, employees or collaborators of a third party any unjustified benefit or advantage to favour Saba's own employees or a third party over others. Similarly, neither Saba employees, nor any intermediary established by them, may receive, request or accept an unjustified benefit or advantage for the purpose of favouring, to the detriment of third parties, the person and/or the entity to which they belong which grants or expects the benefit or advantage.

Although Saba is not an obliged entity under the Spanish anti-money laundering law, Article 18 of the Company's Code of Ethics states that goods may not be acquired, possessed, used, converted or transferred, knowing that they have arisen from criminal activity committed by an employee himself/herself or by a third party. Also, any other act to hide or conceal their unlawful origin, or to aid the person who participated in the offence or offences to avoid the legal consequences of his/her acts is prohibited.

### **Criminal risk prevention model**

#### A) Saba's corporate compliance manual

The **corporate compliance manual** was approved by the **board of directors of Saba Infraestructuras, S.A.** on 29 March 2017.

The fundamental objectives of Saba's compliance model included in the manual are as follows:

- Establish a prevention and control system aimed at reducing the risk of crimes being committed.
- Expressly and publicly record Saba's categorical condemnation of any type of illegal behaviour, and/or behaviour contrary to the ethical principles deemed as key values of the Saba Group.
- Establish appropriate control measures that enable Saba to prevent crimes from being committed.
- Monitor the controls implemented in order to verify the sufficiency thereof.

- Periodically update the model, either due to organisational changes within Saba or as a result of changes in current legislation.
- Make the governing body and all the directors and employees of Saba aware of the importance of complying with the criminal risk prevention model and the ethical principles contained in Saba's Code of Ethics.
- Provide adequate training to raise awareness of the prevention model.

B) Extension of the crime prevention model to countries

Saba's crime prevention model has been adapted to Portugal and Chile on the basis of the possible crimes applicable in each of the jurisdictions and the controls existing in each country. The "Organisation Model" as provided for in Legislative Decree 231/2001 includes the basic principles of the Code of Ethics and the model.

C) Control structure of the prevention model

The pillars of the control structure of Saba's prevention model are:

- (i) The **Board of Directors**, as the senior decision-making body, and
- (ii) The **Ethics Committee**, as the body responsible for monitoring the functioning and effectiveness of, and compliance with, the crime prevention model, for promoting a preventive culture based on the principle of "absolute rejection" of unlawful acts and for periodically checking the prevention model.

The Ethics Committee is composed of the following members:

- People and Organisation Management (Chairman)
- Communication and IR Department
- Risk Officer (RO)
- General Secretary and Legal Advisory Office (Secretary's Office)

The Ethics Committee holds regular meetings. In 2018, four ordinary meetings and one extraordinary meeting were held in order to analyse a complaint received, as discussed below, in relation to the whistleblowing channel.

The Ethics Committee reports annually to the Board of Directors of Saba Infraestructuras, S.A. regarding the activities carried out during the year, including: the review of the Model and/or the breaches of the Model that come to light during the periodic reviews of the Model.

There are local Ethics Committees in Italy, Portugal and Chile, which also meet regularly and report to the Ethics Committee in Spain.

- (iii) To reinforce the efficiency of control, Saba also has a **Criminal Risk Prevention Committee** which supports the Ethics Committee and is responsible for certain controls in the different areas of the company.

D) Ethics Channel

In each country, Saba also has an **Ethics Channel** through which indications or suspicions of illegal behaviour and/or a violation of the Code of Ethics can be reported.

In 2018 only one complaint was received through the whistleblowing channel of Saba Infraestructuras, S.A.

E) Training

During the preparation phase of the Crime Prevention Model, meetings were held with each of the members of the management committee in order to detect potential risks arising from their existing scope of action, processes and controls.

In 2018, training sessions were held on the Crime Prevention Model for persons designated as Controllers (those designated by each area of the company who collaborate with the Crime Prevention Commission to check the effectiveness of existing controls in the company). A total of 10 training sessions were held and 27 people attended.

Saba has an e-learning platform accessible to all employees in Spain through which training is provided on the basic principles of the Code of Ethics.

F) ASCOM (Spanish Compliance Association).

SABA became a member of ASCOM in 2018 and has participated in various training sessions. ASCOM is a not-for-profit professional society that was formed in response to the need to create a common space for compliance professionals in Spain.

**Regulations on the prevention of corruption and on relationships and courtesies in dealings with public authorities and third parties**

The objective of these regulations is to establish the criteria that the companies comprising the Saba Group must follow in their dealings with governments and public officials and c

authorities, both in Spain and abroad, as well as in their relationships with other companies, in order to:

- Establish principles of conduct for employees in their dealings with public authorities and private companies.
- Protect the process of free trading and competition in all public calls for tender in which Saba companies may be involved.
- Protect free trading and competition in the acquisition and/or supply of goods and/or services.
- Apply the concept of zero tolerance of corruption for both government and private business relationships.

These regulations are applicable to all employees (of the Saba Group companies in which Saba has a controlling interest or exercises control), notwithstanding any adjustments that may be made to the regulations in order to respect the specific legislation of each of the countries in which these companies are located.

#### **Contributions to foundations and not-for-profit entities.**

In accordance with Article 24 of the Code of Ethics, direct or indirect donations may not be made to political parties or organisations linked thereto, such as party foundations.

Saba companies always collaborate in projects linked to the territory in which the company is located. Actions relating mainly to the environment, support for disadvantaged groups and urban mobility are studied and chosen. Similarly, participation in cultural and social projects located in the communities in which the company operates is valued, in line with reinforcing the company's commitment to contributing to the progress and growth of cities in which Saba companies are present.

Within the framework of this type of project, any type of collaboration with NGOs and public authorities is permitted, provided that the amounts or aid provided have been granted in a transparent manner and without seeking to affect the impartiality of a public official.

## **7. Information on the Company**

### **7.1. Company policy**

Upholding an industry profile committed to, responsible for and that actively participates in management is part of Saba's management and development philosophy, and it therefore

adopts a long-term approach to managing its business interests.

The Company has a combination of assets in various stages of their lifecycle, the majority of which are at an advanced stage thereof and generate high margins, which makes it possible to finance the assets which are being developed. This portfolio composition implies an average asset life of 25 years, which ensures the Company's future.

Saba's business model is also based on the privileged geographical location of its assets, the excellent quality of its service and its business approach, in addition to the proactive introduction of technology, the management of its contracts and maintaining an appropriate size that enables efficiency, competitiveness and internationalisation.

Saba has continued its policy of adopting the most cutting-edge innovation and new business strategies, incorporating in this way smart services related to the mobility of people and vehicles. The company was a pioneer in the implementation of VIA T, in payments using QR technology and it has a website, which has been launched in various countries in which the Group operates, selling fully digital products.

In addition, the company has pushed for the development of new control systems, automated ATM discounts and the development of vehicle- and car-park-related services. The objective, therefore, is to understand car parks as service hubs at the service of sustainable urban mobility. The foregoing is within a framework of actions focusing on energy efficiency that result in greater savings and optimised management.

### **Commitment to sustainable development**

Saba is aware that the best results are obtained through the best practices. Progressing towards sustainable and socially responsible competitiveness is a challenge for leading companies.

It is by advancing towards these sustainable and socially responsible criteria that Saba will attain an appropriate level of excellence that enables the Company to consolidate its position as the leader that it is and aims to continue being. Saba considers all matters relating to corporate social responsibility as a factor inherent to decision-making. The sustainability of, and commitment to, society are included in internal management processes, and are afforded the same level of importance as other factors such as project profitability, the cost of financing, commercial strategy or information technologies, among other matters.

The organisation as a whole participates and collaborates, to the extent possible, in the implementation of the CSR culture that has been established. Certain of its main pillars are its commitment to the environment, related to sustainable mobility; cooperation with

associations, organisations and the local communities in which Saba carries on its activity; and the environment. The foregoing, together with the quality of the service rendered to customers, as the company's brand identity, and the corresponding social and ethical aspects, are what sets the Company apart. The inclusion and consolidation of the CSR policy in the business will enable Saba to increase transparency and properly manage stakeholders.

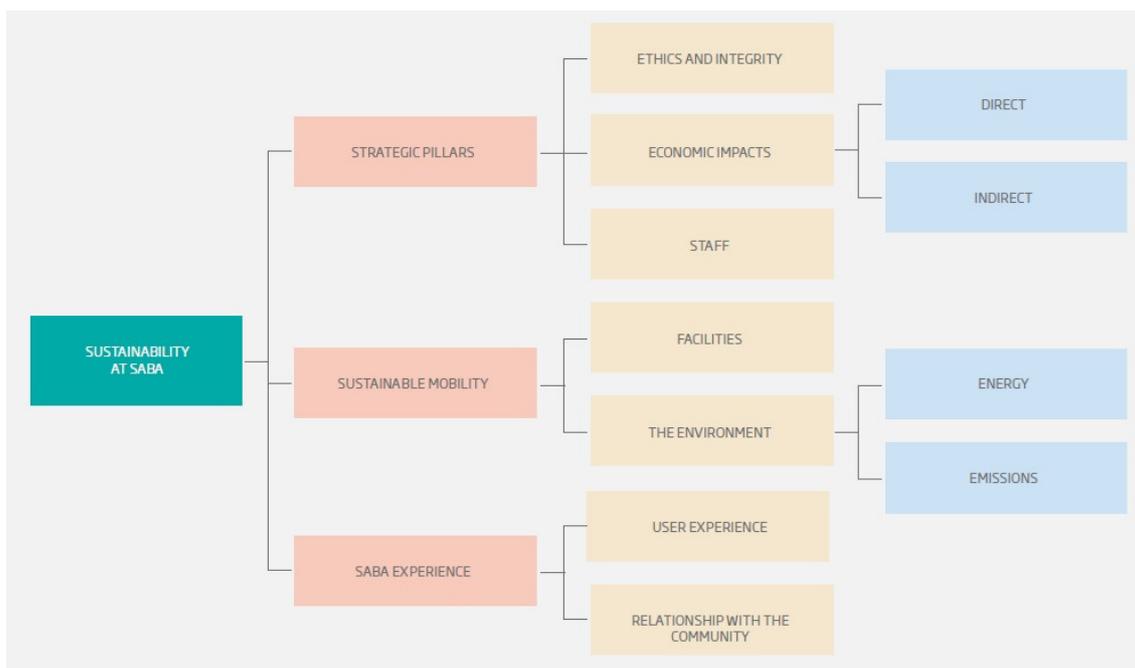
In line with its sustainable development objectives, Saba is a United Nations Global Compact participant, and supports the ten principles which that institution promotes. It is a benchmark for human rights, labour rights, the environment and the fight against corruption. For yet another year the Company remained committed to making the Global Compact and its principles part of its strategy, culture and day-to-day actions, as well as to engaging in cooperative projects that contribute to the United Nations' broader development goals.

It also carries on its activity within the framework of the United Nations Sustainable Development Goals (SDGs), especially those concerning climate action, along the lines of actions to combat climate change and its effects; sustainable cities and communities, with the development of urban mobility solutions; and innovation and enhancement of technology of infrastructures.

### **Relationship with stakeholders**

Saba is and should continue to be a joint project in which all members are aware of their responsibility to the Group. In this way, Saba endeavours to achieve its own style that results in a customer service culture; an ambition to satisfy the expectations of shareholders and of the community in general; an attitude that strikes a balance between demands, responsibility and honesty with suppliers; a sincere involvement with the institutions of the countries in which the Company operates and, in general, a generous effort to play an active role in society's progress.

These matters are also related to the GRI Standards used to obtain the corresponding GRI content, thereby aligning SABA’s sustainability strategy with the GRI Standards.



### Saba’s focus on electric vehicles

At the end of 2018 Saba and Bamsa entered into an agreement with Endesa, that envisages the deployment of up to 400 charging stations at around 50 of its car parks. Thanks to this alliance, the energy company will be responsible for charging electric vehicles at the car parks of Saba and Bamsa, a public-private company owned 60%-40% by Saba and the Barcelona City Council, respectively.

Saba and Bamsa, who are responsible for developing and investing in this charging station network to be operated by Endesa, have initially deployed 144 charging stations at 36 car parks (18 on Saba's network and 18 on Bamsa’s). The 22-kW, semi-fast charging stations have universal plugs for charging and can be used by both pay-as-you-go customers and subscribers who usually use Saba’s and Bamsa's car parks, who will be able to benefit from advantageous sales terms.

For the Saba group, this project is a continuation of its endeavours in recent years to incorporate different mobility models and new value-added services in car parks, conceived as service hubs, aware that moving with the times means committing to change and introducing new technologies to improve customer service. The rise of electric vehicles is reflected by the increased number of parking spaces adapted for this type of vehicle, pre-empting demand. Thanks to this agreement with Endesa, Saba will increase the number of charging stations at its car parks in 2019, based on the grants available and the evolution of demand.

## **7.2. Non-financial risks identified**

Saba has implemented a risk management model based on an approach whereby the various business risks are identified, analysed and evaluated. A risk is any event that might have an adverse impact on the Group meeting its objectives.

The main non-financial risks that might prevent Saba from meeting its objectives have been classified into three groups: strategic, operational and legal/reputational.

Without prejudice to the most significant risks identified in each group, the recent acquisition of various car park companies in the UK, Germany, Slovakia and the Czech Republic will, in 2019, entail priority actions to achieve the desired level of standardisation across processes, procedures, functions and culture, in addition to alignment with Saba Group objectives.

In the ordinary course of its business, the most significant risks identified are as follows:

### **Strategic.**

- Age of agreements
- Technological innovation
- Mobility ecosystem
- Competition
- Organisational transformation
- Talent management

## **Operational.**

- Appropriate condition and level of safety of the infrastructures
- Economic integrity
- Business continuity
- Access to and traceability and security of the information
- Supplier management
- High volume of projects that go hand in hand with the process of transforming the Company and integrating systems in the Group's strategy

## **Legal, compliance and reputational.**

- General Data Protection Regulation
- Criminal law
- Regulatory compliance
- Employment law
- External communication and social networks
- Sustainability

### **7.3. Company management and performance**

#### **7.3.1. The Company's commitment to sustainable development**

##### **7.3.1.1. Relationships and dialogue with local communities**

As cities constantly evolve, so too does Saba. The Company is constantly evolving, recreating itself in commercial and technological terms in order to adapt to the needs of the population, and it does so without its focus ever shifting from providing a service of the utmost quality and adopting sustainability mobility as a line of action. Together with the concession arrangement and public-private partnership, the relationship with the territory in which the Company operates is one of the basic pillars of its policies. A sound relationship between Saba and the territory makes it possible to establish an appropriate dialogue with the various players with which it collaborates—public authorities, institutions, individuals—in order to gain an understanding of their needs and implement and develop formulas for progress thanks to a committed human team.

Since its creation in 1966, Saba has participated in the progress of the societies and cities with which it has interacted and has walked the path towards sustainability and corporate responsibility. The Company's agreements and collaborations concerning the environment and the protection of underprivileged groups are included within this scope. Mention should be made of the contribution to the Sant Joan de Déu Hospital in the SJD Paediatric Cancer Centre Barcelona project and to the Vall d'Hebron Hospital in the initiative of the Advanced Neonatology Centre, also in Barcelona. Also noteworthy is the collaboration with Cáritas, which commenced in 2018,

in addition to the collaboration with Fundació Roger Torné, Fundació Pere Tarrés or the Plant-for-The-Planet Foundation. Through initiatives such as the Professional Life Project driven by the Barcelona City Council, among other institutions, since it is a tool supporting academic and professional orientation at the service of the student and teacher bodies at educational centres. In this connection, the Company offers educational centres the possibility of visiting its facilities in order for students to make their first contact with the world of work.

### **7.3.2. Outsourcing and suppliers**

In relation to suppliers, another of Saba's significant stakeholders, mention should be made of the fact that environmental clauses are included in the contracts for work/services at the car parks, where applicable, so that Saba's commitment to responsibility covers the entire supply chain. A significant number of Saba's suppliers are mainly from the services sector and are related to the fields of construction, dissemination, professional services and electricity supply. In Spain, the majority of the suppliers are from Spain. The remainder are located in Italy, Chile and Portugal.

Saba has not identified any significant environmental risks related to its suppliers and has not received significant complaints from suppliers about ethical concerns or invasions of their privacy.

### **7.3.3. Consumers**

Saba strives to be a leader in areas such as efficiency, technological innovation and proactive sales. Our Customer Service and Control Centre (CAC in Spanish) provides a transversal response to the Company's leadership position. The CAC has led to an improvement in the level of customer service, acting not only as a remote management centre, but also as a fully fledged sales call centre that allows Saba to increase the quality of service to its customers.

In 2018 Saba's CAC has continued to consolidate its role as a leader in areas other than remote car park management, in the constant pursuit of service quality. In this connection, in 2018 the

process to roll out the CAC internationally, which was commenced in 2017, was consolidated with 159 connected car parks in Spain, Italy and Portugal.

In 2018 the CAC received 41,000 requests related to the sales and customer service activity through various communication channels. It also answered 1,500,000 calls from the intercoms at the car parks, which represents an average of 4,100 calls a day, resolving all manner of incidents remotely, seven days a week, 365 days a year. Also, the CAC answered 75,000 requests relating to products by mail. Not only did the CAC improve its level of customer service, but now it also acts as a fully fledged sales call centre.

Since February 2018 Saba has been present on social networks (Twitter, Facebook and WhatsApp), thereby contributing a new customer service channel that improves the service offered to one of the Company's key stakeholders. At 31 December 2018, 1,700 requests had been received via social networks.

Each year Saba conducts a customer satisfaction survey and mystery shopping activities in order to evaluate and monitor customer satisfaction with the services rendered at the car parks, and plans improvement actions in order to increase customer satisfaction. The same car parks are normally evaluated each year in order to be able to compare historical data, and the inclusion of all the areas of the car park network is guaranteed. If car parks of a significant size are included, their inclusion in the survey is assessed.

The Customer Satisfaction Survey has been conducted since 2005 in order to discover what service variables should be acted on in order to improve customer satisfaction. To do so, face-to-face surveys are conducted with actual customers (pay-as-you-go and subscribers) at a sample of car parks.

The mystery shopping activity has been carried out since 2006 and reflects the findings of an evaluation of various parameters related to the quality of the service (image and services, facilities and customer service), where mystery shoppers pretend to be normal customers at the car parks. It makes it possible to measure how the established processes work and the quality of the service offered by means of an authentic and objective evaluation in order to establish the lines of action in order to improve it.

In 2018 both customer satisfaction surveys and mystery shopping activities were conducted in Spain, Italy, Portugal and Chile following the standardised model questionnaire and methodologies. The findings are presented below:

	<b>Índice de calidad global</b>
<b>España</b>	91,30%
<b>Portugal</b>	82,80%
<b>Chile</b>	71,60%
<b>Italia</b>	82,60%

The following table shows the degree of customer satisfaction based on the face-to-face surveys conducted in 2018.

	<b>Satisfacción</b>
<b>España</b>	7,7
<b>Portugal</b>	7,7
<b>Chile</b>	7,4
<b>Italia</b>	7,8

#### **7.3.3.1. Consumer health and safety measures**

Saba has semi-automated external defibrillators (SAED) at certain car parks since early defibrillation is a fundamental component of the treatment of a sudden cardiac arrest.

These devices, which are certified for use pursuant to the legislation in force, are able to analyse the person's heart rate, and determine when it is necessary to defibrillate and administer the shock at the required strength to restore the patient's normal heart rate after suffering a cardiac arrest.

In Saba's cardio-protected areas a person who has suffered a cardiac arrest can be treated independently and emergency services can be notified. Saba's employees have been given the training required to use these defibrillators safely.

#### **7.3.3.2. Grievance mechanisms, complaints received and their resolution**

In order to guarantee the implementation of the new European data protection regulation, SABA has a Data Protection Officer in Spain, Portugal and Italy, whom any data subject can contact in order to make inquiries relating to the processing of their personal data or exercise their rights.

Saba has not received any significant complaints from customers about ethical concerns or invasions of their privacy.

### **7.3.3.3. Tax information**

The detail of the profit (loss), by country, as detailed in the notes to the financial statements is as follows:

	<b>2018</b>
	<b>Profit (Loss)</b>
Spain	8,745
Portugal	2,381
Andorra	149
Chile	(630)
UK	(1,167)
Italy	(1,423)
	<b>8,055</b>

The Group paid income tax amounting to EUR 657 thousand.

## 8. Report methodology

Contents of Law 11/2018 on non-financial information	Pages	GRI Disclosure
Reporting option used	4	GRI 102-54
Business model		
– Description of the business model	4	GRI 102-2
– Key impacts, risks and opportunities	4	GRI 102-15
– Markets served	4	GRI 102-6
– Location of operations	4	GRI 102-4
– Scale of the organization	4	GRI 102-7
Information on environmental matters		
– Management approach	7	GRI 103-2, GRI 103-3 GRI 102-15, GRI 102-11,
– Key impacts, risks, and opportunities	12	GRI 102-29, GRI 102-30, GRI 307-1
– Environmental management and performance	12	GRI 302-4, GRI 302-5
– Pollution		GRI 103-2 GRI 302-4 GRI 302-5 GRI 305-5
– Circular economy	14	GRI 103-2
– Sustainable use of resources	15	GRI 303-1, GRI 103-2, GRI 301-1, GRI 301-3, GRI 102-2, GRI 302-1, GRI 302-2, GRI 302-3, GRI 302-4, GRI 302-5
– Climate change	15	GRI 103-2, GRI 305-1, GRI 305-2, GRI 305-3, GRI 305-4, GRI 102-15, GRI 305-5
Information on labour and personnel-related matters		

– Management approach	15	GRI 103-2, GRI 103-3, GRI 102-35
– Key impacts, risks, and opportunities	17	GRI 102-15, GRI 102-30
– Employment		
• Number of distribution of employees by country, gender, age and professional category	18	GRI 102-7, GRI 102-8, GRI 405-1
• Distribution of employment contracts and annual average by gender, age and professional category	19	GRI 102-8
• Annual average of indefinite-term, short-term and part-time employment contracts by gender, age and professional category	19	GRI 102-8
• Number of terminations by gender, age and professional category.	21	GRI 404-1
• Average remuneration by gender, professional category and age	22	GRI 405-2
• Gender pay gap	23	GRI 405-2
• Remuneration of identical job positions or average remuneration at the company	23	GRI 202-1
• Average remuneration of directors and executives	24	GRI 102-35, GRI 102-36, GRI 201-3
• Implementation of policies for employees to disconnect from work	24	Qualitative
• Percentage of employees with disabilities	24	GRI 405-1 b
– Work organisation		
• Organisation of working time	25	GRI 102-8 c
• Absenteeism	25	GRI 403-2
• Measures to facilitate work-life balance	26	GRI 401-3
– Health and safety		
• Occupational health and safety conditions	26	GRI 103-2
• Accident rates	26	GRI 403-2, GRI 403-3
– Labour relations		
• Organisation of labour/management dialogue	27	GRI 102-43
• Percentage of employees, by country, covered by collective agreements	27	GRI 102-41

<ul style="list-style-type: none"> <li>• Assessment of collective agreements in the area of health and safety</li> </ul>	28	GRI 402-1, GRI 403-1, GRI 403-4
– Training		
<ul style="list-style-type: none"> <li>• Training policies implemented</li> </ul>	28	GRI 103-2
<ul style="list-style-type: none"> <li>• Training indices</li> </ul>	29	GRI 404-1, GRI 404-2
– Universal accessibility for people with disabilities	29	GRI 103-2
– Equality		
<ul style="list-style-type: none"> <li>• Measures adopted to promote equal treatment and opportunities between men and women</li> </ul>	30	GRI 103-2
<ul style="list-style-type: none"> <li>• Equality plans</li> </ul>	30	GRI 103-2
<ul style="list-style-type: none"> <li>• Measures adopted to promote employment</li> </ul>	30	GRI 103-2, GRI 404-2
<ul style="list-style-type: none"> <li>• Protocols against sexual and gender harassment</li> </ul>	30	GRI 103-2
<ul style="list-style-type: none"> <li>• The integration of, and universal accessibility for, people with disabilities</li> </ul>	30	GRI 103-2
<ul style="list-style-type: none"> <li>• Anti-discrimination and diversity management policy</li> </ul>	30	GRI 103-2, GRI 406-1

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#### Respect for human rights

– Management approach	31	GRI 103-2, GRI 103-3, GRI 410-1, GRI 412-2
– Key impacts, risks, and opportunities	31	GRI 102-15, GRI 102-30
– Performance of due diligence reviews	31	GRI 103-2
– Measures to prevent and manage possible instances of abuse	31	GRI 103-2, GRI 412-1, GRI 410-1
– Complaints of violations of human rights	31	GRI 102-17, GRI 103-2, GRI 419-1

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#### Information relating to anti-corruption and bribery issues

– Management approach	32	GRI 103-2, GRI 103-3, GRI 205-2
– Key impacts, risks, and opportunities	33	GRI 102-15, GRI 102-30
– Anti-corruption and anti-bribery measures	33	GRI 103-2
– Anti-money laundering measures	34	GRI 103-2

– Contributions to foundations and not-for-profit entities	36	GRI 103-2, GRI 415-1, GRI 201-1, GRI 203-2, GRI 415-1
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Information on the Company		
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– Management approach	36	GRI 103-2, GRI 103-3
– Key impacts, risks, and opportunities	40	GRI 102-15, GRI 102-30
– The Company’s commitment to sustainable development	41	GRI 413-1, GRI 413-2, GRI 203-2, GRI 102-43
– Association or sponsorship activities	41	GRI 102-13
– Outsourcing and suppliers	42	GRI 103-3, GRI 308-1, GRI 407-1, GRI 414-1, GRI 414-2, GRI 308-2
– Management of consumer relations		
• Consumer health and safety measures	42	GRI 103-2, GRI 416-1, GRI 416-2
• Grievance mechanisms, complaints received and their resolution	42	GRI 102-17, GRI 103-2, GRI 418-1
– Tax information and transparency	45	GRI 201-4
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Report methodology	46	
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