

NON-FINANCIAL
INFORMATION
STATEMENT

2020

SABA

1.	Non-financial information statement	4
2.	Business model.....	5
2.1.	Main risks	9
3.	Information on environmental matters	13
3.1.	Saba policy.....	13
3.2.	Risks identified	19
3.3.	Environmental management and performance.....	20
3.3.1.	Circular economy and waste prevention and management.....	23
3.3.2.	Sustainable use of resources.....	24
3.3.3.	Climate change	26
4.	Information on labour and personnel-related matters	27
4.1.	Saba policy.....	27
4.2.	Risks identified	29
4.3.	Corporate management and performance	31
4.3.1.	Employees	31
4.3.1.1.	Employees by type of contract.....	32
4.3.1.2.	Number of dismissals	33
4.3.1.3.	Average remuneration	34
4.3.1.4.	Gender pay gap	34
4.3.1.5.	Remuneration of identical job positions or average remuneration at the Group	36
4.3.1.6.	Average remuneration of directors	37
4.3.1.7.	Implementation of measures in relation to the right to disconnect from work.....	37
4.3.1.8.	Employees with disabilities	37
4.3.2.	Organisation of the work	38
4.3.2.1.	Organisation of the working time	38
4.3.2.2.	Number of hours of absenteeism	39
4.3.2.3.	Measures aimed at facilitating work-life balance	39

4.3.3.	Health and Safety	41
4.3.4.	Labour Relations.....	43
4.3.5.	Training.....	45
4.3.6.	Accessibility	49
4.3.7.	Equality.....	49
5.	Information on respect for human rights	52
6.	Information on fighting corruption and bribery	54
6.1.	Principal policies.....	54
6.2.	Main risks	56
6.3.	Contributions to foundations and not-for-profit entities	59
7.	Information on the Company.....	60
7.1.	Saba policy.....	60
7.2.	Main risks	61
7.3.	Company management and performance	61
7.3.1.	The Company's commitment to sustainable development	61
7.3.2.	Tax information	67
	Report methodology	69

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 Spanish Commercial Code, the Consolidated Spanish 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.

The principles of comparability, reliability, materiality and relevance set out in Spanish Law 11/2018, of 28 December, on non-financial information and diversity, were also applied:

- Comparability principle: The reporting organisation shall select, compile, and report information consistently. The reported information shall be presented in a manner that enables stakeholders to analyse changes in the organisation's performance over time, and that could support analysis relative to other organisations.

In this regard, when interpreting the indicators and the changes therein, the impact on activity generated by the covid-19 pandemic and the measures adopted by the Group should be taken into account. Those clarifications required are therefore included where necessary.

- Reliability principle: The reporting organisation shall gather, record, compile, analyse and report information and the processes used in the preparation of the report in a way that they can be subject to examination, and that establishes the quality and materiality of the information.
- Materiality and relevance principle: The report shall cover topics that: reflect the reporting organisation's significant economic, environmental and social impacts; or substantially influence the assessments and decisions of stakeholders.

Also, Saba has conducted a materiality analysis on the most important aspects of the Group in relation to those matters that are the subject of this report. Specifically, those matters of most significance in terms of corporate responsibility and, in particular, for Saba's various stakeholders, were taken into account, prioritising those matters of most importance to the Group.

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 for the year ended 31 December 2020.

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. The Group carries out its activity from an industrial perspective in all areas of the car park sector and 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.

At 2020 year-end, Saba had a workforce of 2,068 people (2019: 2,409 people), is present in 182 cities (2019: 188 cities) in nine European and Latin American companies and manages 1,155 car parks (2019: 1,231 car parks) and 387,379 parking spaces (2019: 403,003 parking spaces).

Saba's business model is 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. The Group 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, a circumstance that makes it possible to finance the assets that are in a development phase. The average contract term is currently 20 years (2019: 21 years); thereby securing Saba's future.

Saba's goal is to become a leading European operator in public urban mobility services and infrastructure management through continuous, selective and sustainable growth. Upholding an industry profile committed to, responsible for and that actively participates in management is part of Saba's operating and development philosophy, and it therefore adopts a long-term approach to the development of its business interests.

At Saba we are confident that we adopt the most cutting-edge innovation and newest business strategies, thus incorporating smart services related to the mobility of people and vehicles. Saba was a pioneer in the installation of OBE payment systems in Spain (Via T), successfully promoting this system in Chile (TAG), Italy (Telepass) and Portugal (Via Verde), and in smart toll payment using QR technology. Saba has rolled out a website and an app in several of the countries where it has a presence which can be used to purchase fully digital products. In addition, Saba has promoted new control systems, automated ATM discounts, automatic number plate recognition when entering and exiting car parks and the development of other services associated with cars, in particular in relation to electric vehicles, and car parks (3G coverage, remote management, among others) as well as new activities in the field of sustainable last mile urban micro distribution. The objective, therefore, is to understand car parks as a sustainable urban mobility service hub; All this within a framework of actions focusing on energy efficiency that result in greater savings and optimised management.

Saba is also 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 is a member of the United Nations Global Compact and carries on its activity within the framework of the United Nations Sustainable Development Goals (SDGs), especially those concerning climate action; sustainable cities and communities, with the development of solutions in the field of urban mobility and the innovation, improvement and technology of infrastructures.

In 2020, the Group's people and activities have been affected covid-19. At the end of 2019, China warned the World Health Organisation of the covid-19 virus, which was classified as a pandemic in March 2020 following the increase in cases in China and the threefold increase in the number of countries affected in the two preceding weeks.

As a result of this widespread pandemic, a series of extraordinary measures were introduced in 2020 to restrict companies' activities and the free movement of persons and vehicles in each of the countries in which Saba carries on its business activity; these restrictions have had a huge impact on the car park services provided by Saba.

However, Saba, as a provider of public parking services, which are relevant as an accessory activity and necessary to facilitate the performance of critical and essential services, has continued to offer this service to citizens and its customers, with the exception of certain private centres and, in the initial months of the pandemic, in the vast majority of the regulated on-street zones, in which activity was suspended following instructions from the related municipalities.

Throughout 2020, the Group has been monitoring the pandemic on an ongoing basis in order to minimise its impact, protect employee security, provide customer services and ensure that it has sufficient liquidity to be able to operate normally.

In this regard, in the initial stages of the pandemic a series of extraordinary measures were introduced and remained in place through the whole year:

- Prevention measures
 - Monitoring employee health by means of a single channel of inquiry and communication on covid-19 (internal action protocols with employees, customers and suppliers), personal hygiene measures and updated information via the intranet.
 - Remote working strategy and suspension of travel and meetings.
- Business continuity
 - Implementation of the Business Continuity Plan to maintain the operations of the car park network and the Customer Support and Control Centre (CAC in Spanish), with the minimum structure required and physical separation of teams (in the case of the CAC) as explained in the Customers/Consumers section below.
 - Permanent contact (i) with the authorities in order to safeguard and guarantee that car park and CAC employees can reach their workplace; and (ii) with our customers, tailoring products and services to the exceptional circumstances prevailing in each case.
 - In the area of social responsibility, Saba has made its facilities available to the health authorities, in particular those located near health care institutions and other dedicated centres in order to respond to the needs that have arisen for their staff.

On this basis, Saba has adapted its business processes, always prioritising employee health protection whilst implementing a series of measures intended bring health and safety requirements into line with business needs.

Mission, Vision and Values

Saba's mission, vision and values are the pillars that underpin the management principles of SABA as a whole.

- **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 and a benchmark for its service quality, innovation and technology.



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

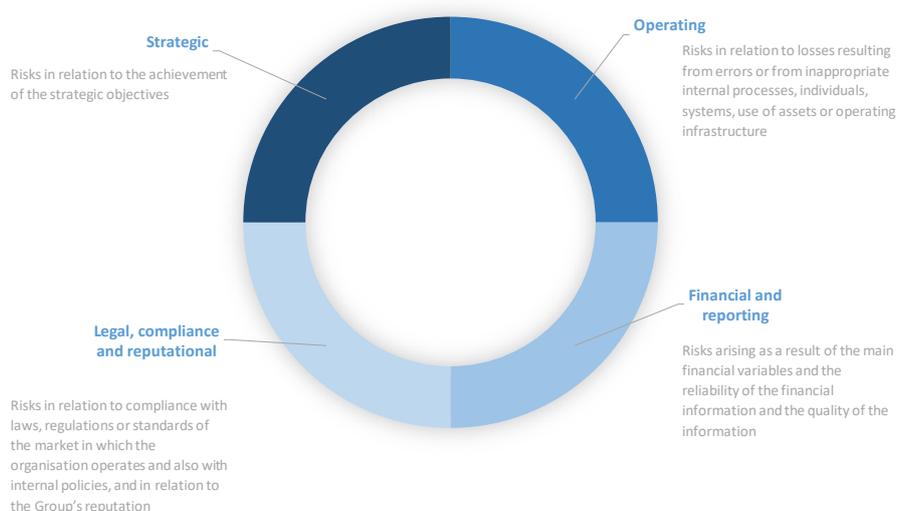
- Forward-looking perspective and vision in managing its businesses and developing new investments.
- Maintaining an industrial profile, with commitment, responsibility and involvement in management. Consequently, the Group does not engage in financial investments.
- Efficient management optimising management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

2.1. Main risks

Saba has a Corporate Risk Management (CRM) model in place to ensure that all the related managers are **informed of Saba's risks** and establish control measures in order to anticipate and mitigate their impact.

The risk identification process aims to detect those risks that might impede the achievement of Saba's corporate objectives, placing particular emphasis on the most significant risks prioritised on the basis of the impact risk thereof (financial, continuity of operations/services, reputational/corporate social responsibility) and the probability of occurrence.

Risk identification comprises the following risk categories:



The Corporate Risk Management (CRM) model integrates **control activities** designed to **mitigate the risks** identified, thus ensuring the existence of a comfort environment in the performance of corporate activities that entail significant risks for Saba. Specific professionals are assigned responsibilities in relation to the control activities and they include those responsible for performing the control on a day-to-day basis, those in charge of overseeing its actual performance, as well as others who control the frequency, type (preventive or detective control) and effectiveness of the control activity through regular audits of the control activity and its supporting evidence.

All control activities must be **documented** and **reported** appropriately and will be carried out by those areas responsible for their performance as defined in the performance deadlines.

Covid-19 has posed important challenges for business activities and generated a high level of uncertainty as regards the pandemic's foreseeable evolution and its associated collateral impact on the economic and financial system both at European and international level. The pandemic has accentuated the existing risks, putting them in a new focus and forcing us to think about them in different ways or to assign them new priorities.

Against this backdrop, the main strategic risks identified relating to the business model in the car park service industry are as follows:

- **Mobility ecosystem:** Changes in the authorities and zoning policy in cities (new urban zones, traffic restrictions in central areas, etc.) and also changes in people's mobility and movement patterns (new alternative transportation services, electric vehicles, car sharing, etc.).
- **Time horizon of the agreements:** Risks arising from the age of the concessions and agreements in the portfolio and the ability to replace them with new business opportunities that ensure Group growth. In addition, the agreements are subject to rescission by the awarding authority on grounds of public interest, in circumstances set out in public law or as agreed upon in the contractual terms and conditions.
- **Technological innovation:** Proactive medium- and long-term development of technological innovation in line with the corporate strategy and taking into account the needs of all of Saba's departments.
- **Competitiveness and efficiency:** Ensuring business sustainability taking into account competitors in the industry. Also the Company's products and value proposition must be aligned with customer's needs in each country, ensuring the required levels of quality. In addition, cost and management efficiency is also needed as an additional strategic element of the value proposition (products and services) to customers.
- **Transformation of the Organisation and Talent:** The new digital technologies, strategic changes and/or project consolidation require joint action plans. The entire organisation needs to be equipped to assume the challenge of the new digital technologies and the adaptation of the current environment to the technological transformation, which gives rise to a change in the strategies to be implemented and project consolidation, all of which requires shared action plans and demands that the organisation be capable of attracting the required talent (recruitment, retention, training, promotion and succession).

On the other hand, the main operating risks identified are as follows:

- **Business continuity:** These risks include potential interruption of business due to asset availability issues, discontinued operations, incidents in the data processing centres (CPD and CAC room), availability of resources, reputational damage as a result of operating malfunctions, natural disasters, pandemics, strikes or other types of contingencies that affect business continuity.
- **Cybersecurity:** These risks relate to the organisation's ability to protect the business' information assets from cyber attack (which may disrupt operations, damage the organisation's reputation and/or cause significant loss of income), taking into account the current digital transformation towards cloud service models.
- **Systems:** Risks derived from the design and implementation of the systems map, which may give rise to the existence of manual operating processes that require a high level of fluidity from the communications (robustness), and risks arising from the adaptation of the systems to the business logic (product flexibility and reliability).
- **Project portfolio management:** Risks due to the large volume of projects that go hand in hand with the Company's transformation process, which imply identifying needs, prioritising for the execution and implementation thereof, with cross-cutting effects requiring the participation of many players and points of contact throughout the entire Group.
- **Security of the car parks:** Contingencies associated with the security of the individuals in the facilities (theft, intruders in the car parks, etc.) and appropriate support for customers in these situations.

In the current climate, the following most significant regulatory compliance and reputational legal risks were also observed:

- **Data protection:** Risks arising from the security, integrity and confidentiality of information in relation to the protection of the personal data of natural persons (processing and movement of such data), as well as access to this information by personnel.
- **Labour related:** Risks relating to the creation of conflicts due to the labour climate and labour disputes, absenteeism, strikes or collective bargaining, or, if any, labour inspection or court proceedings. During the year the Group has implemented various furlough-type arrangements (Spanish ERTE) in the Group companies and in various countries, in order to mitigate the impacts of covid-19, affecting core and business personnel in the car parks.
- **Adaptation to legislation and litigation:** Risks arising from the increase and continual changes in legislation, particularly due to covid-19, with the legal insecurity this may entail. At the same time, and also as a result of covid-19, an increase in the negotiations involved in the various contracts and certain litigation with third parties has been observed.

3. Information on environmental matters

3.1. Saba policy

In 2020, due to the global pandemic situation we are experiencing, the full scale of the significant impact our Company's activities have on the environment, both at corporate and private level, is demonstrated by the drastic decrease in the CO₂ emissions at worldwide level. Saba, at its level, has been able to assess what those impacts are, as indicated in the preceding sections.

Climate change is one of the biggest challenges of our time and greenhouse gases are the primary cause of the environmental degradation blighting our planet. CO₂ emissions are causing global warming that must be checked as quickly as possible. Aware of this need, the Group integrates climate change as part of its business strategy, driving initiatives that help advance towards ecological transition and the adoption of a low-carbon economy.

In particular, Saba is committed to the Sustainable Development Goals (SDGs), more specifically to SDG 11 - Sustainable cities and communities and SDG 13 - Climate action.

This serves to strengthen Saba's position in terms of the environment and energy efficiency through its integrated management system (IMS) and the achievement of ISO 14001:2015 – Environmental management systems certification in Spain, the UK, Italy, Portugal and Chile and ISO 50001:2011 – Energy management certification in Spain, Italy and Portugal, with implementation in the UK and Chile envisaged in the short to medium term.

Saba identifies the environmental issues caused by its activities, performing an in-depth analysis of its process map, and determines their impact through the calculation, and subsequent verification by a qualified third party, of the carbon footprint in accordance with internationally recognised standards.

This procedure makes it possible to outline the most suitable goals and implement initiatives that combat climate change with regard to sustainable mobility, energy efficiency and the environment in general. Among the initiatives undertaken, the following are of particular note:

- The implementation of an energy efficiency system.
- The commitment to sustainable mobility through the adaptation of parking spaces in our car parks for use by sustainable vehicles and also our fleet of vehicles.
- The implementation of efficient lighting systems.
- Training and awareness raising actions for our employees in relation to sustainability and energy efficiency.
- Efficient management of hazardous and non-hazardous waste.
- Implementation of devices to reduce water consumption.
- Preparation of a manual that integrates eco-design in our car-park construction guidelines.
- Renewal of ventilation equipment with more energy efficient models.

The Environment and Certifications Department, which forms part of the People and Organisation Management, manages all the certifications mentioned above and drives Saba'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.

In this connection, the Services and Supplies and Energy Efficiency Departments, which form part of the Technical Management, foster and implement different measures aimed at guaranteeing optimum energy management, such as the transition to more efficient lighting. Similarly, the General Services and Procurement Departments, which form part of the Economic and Financial Management, include environmental considerations, among others, in tenders.

Each year Saba establishes environmental sustainability and energy efficiency objectives. In 2020, despite the exceptional situation in which we find ourselves and with certain adjustments to the calendar, progress continued as defined in prior years.

1.- Monitoring:

Saba has a system 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 objective, which had already been adopted in Spain and Italy, was implemented in Portugal in 2019 and in Chile at the beginning of 2020 and its deployment to the remaining Group companies is scheduled.

This system provides real-time data on each of the management parameters, using online software (a web platform) with various ranges and distinct levels of access to the various types of information selected.

To obtain this data, Saba installs three-phase system analysers in all its car parks which use an energy manager to connect to the Saba network and transmit the data to the web server. Once these elements have been installed, the web platform will be configured to enable monitoring of all the electricity parameters of the network analysis systems.

All the data on retailer billings will also be regularly uploaded to the web platform.

Once the stored data is available and the selected alerts and ratios have been configured, the parameters are 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 variances 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; and 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 implements a continuous improvement policy based on an Integrated Management System (IMS), which, adopting a systemic perspective of the Group and its processes, integrates the regulatory aspects relating to the various ISO standards applicable. This system has been certified for Quality (ISO 9001), Occupational Health and Safety (ISO 45001), and the Environment (ISO 14001) for more than fifteen years and, since 2018, the Group has set itself the goal of progressively achieving Energy Efficiency (ISO 50001) certification in each country. This objective, which had already been adopted in Spain and Italy, was implemented in Portugal in 2019 and in Chile at the beginning of 2020 and its deployment to the remaining Group companies is scheduled.

3.- Training and awareness:

Saba has deployed an e-learning process for all personnel on the environment and energy efficiency which is available online in each country. The geographical dispersion of Saba's car parks requires that it commit to digital transformation in order to train all its employees.

The training programme includes content relating to the environment, biodiversity, energy efficiency, waste management and sustainable mobility, the goal being to raise awareness of Saba's commitment to the environment and its lines of action in offices and car parks, thus contributing to individual awareness raising through the promotion of tools and initiatives that help us create more sustainable cities and make us more aware of the importance of the environment. At present this system is implemented in Spain and a pilot was rolled out in Portugal in 2020, with the aim of continuing its deployment in the other countries in the coming years.

In 2020, mention should be made of the deployment of a second advanced training module on the environment, in which energy management topics are studied in greater detail with the aim of constructing a virtual sustainable car park.

Various awareness raising campaigns were also conducted in the main workplaces of the countries where Saba has a presence to promote more sustainable behaviour, in particular conducts relating to the use of plastic and the recycling of waste.

4.- Energy saving:

In line with the steps already taken in Spain, Italy and Portugal, measures with a direct impact on reducing electricity consumption were taken in Chile in 2020. The most important measures were as follows:

- Transition to programmable LED lighting.
- Installation of highly energy efficient lifts.
- Capacitor batteries.
- Renewal of ventilation equipment with more efficient models.

These measures have proven to be efficient in those countries where they had been implemented earlier, achieving laudable energy savings.

In addition, fittings in washrooms for public use have been changed to push taps and the classic toilet flush cisterns have been replaced by a dual flush system, thereby achieving savings in water consumption.

5.- Sustainable mobility and emission reductions:

In 2020 Saba set a target of a 5% reduction in emissions from the fleet in the UK through the replacement of the old fleet of vehicles with energy efficient vehicles as well as using more electric vehicles.

In addition, Saba continued deployment of an electric mobility model in cooperation with a third party in Spain in 2020 to provide customers with 227 charging points for electric vehicles. This model is both scalable and extendible and the type of EV charging point in each car park varies on the basis of on the demand observed, based on the following technologies:

- Roaming pool - Group of mode 3 charging points for roaming customers delivering a charging capacity of up to 22 kW.
- Contracted charging - Group of mode 3 charging points for subscribers and owners delivering a charging capacity of up to 7.4 kW.

In turn, Saba has negotiated implementation of a similar model in Chile and Portugal to be rolled out in 2021. Also, proceedings were initiated for the transfer of an analogous model to Italy.

Moreover, the provision of electric vehicle spaces for customers, electric bicycles, motorcycles and scooters in car parks and urban micro-distribution partnerships has been extended.

6.- Facility design:

Saba has a construction guidebook that is updated regularly to include energy efficiency improvements that impact on energy performance, consumption reduction and climate change. Any construction initiative undertaken by Saba is in accordance with these specifications.

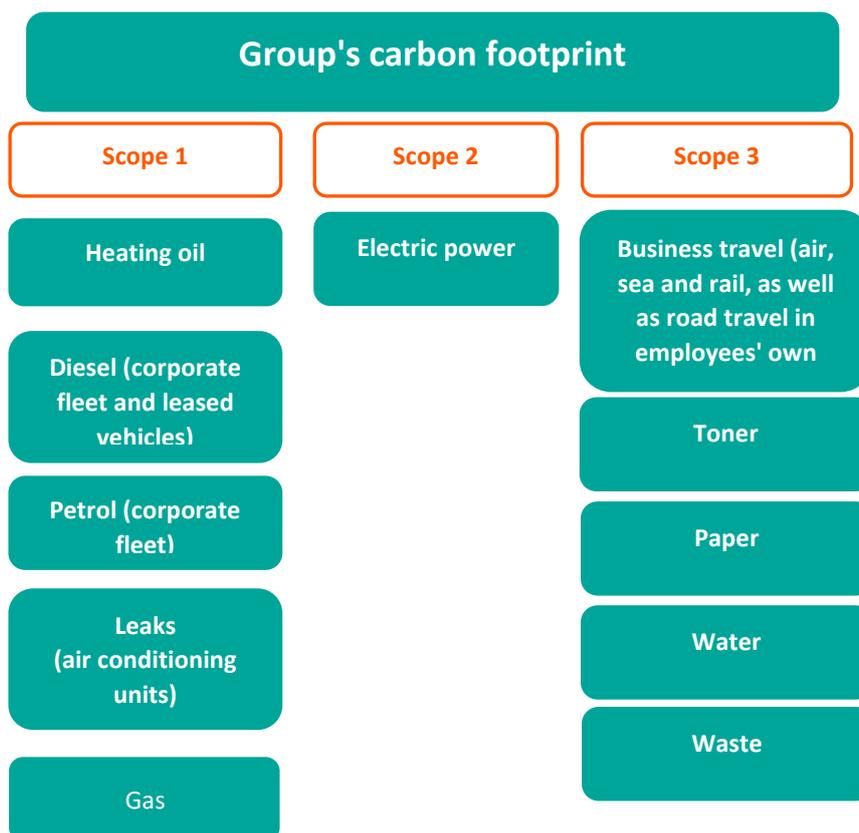
This project, named META, is scheduled to end in 2021.

Environmental impact

Saba calculates and verifies 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 scope categories on the basis of the impact that its activity may have on each:

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

Saba has calculated its carbon footprint since 2011 and verified it since 2016.



The most significant environmental impact in terms of the services provided by Saba, confirmed by the carbon footprint calculation, is energy consumption (Scope 2), which accounts for around 95% of Saba's emissions.

Scope 1 included gas consumption for the first time in 2019 and the Czech Republic and Slovakia were included in the scope in 2020.

3.2. Risks identified

As indicated above, Saba's most significant environmental impact, confirmed by the carbon footprint calculation, is energy consumption (Scope 2), which accounts for around 95% of Saba's emissions. In this regard, Saba has implemented the initiatives mentioned in the preceding section with the aim of reducing energy consumption and, as far as possible, mitigating climate change.

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 and energy management standards. No fines have been received to date in relation to environmental standards. Saba has recognised no provisions or guarantees for environmental risks.

Saba has taken out third-party environmental liability insurance policies which cover environmental damage, legal defence costs, clean-up costs and third-party claims for damages.

The aforementioned risks are included in Saba's risk map as sustainability risk, in accordance with SABA's risk management model.

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 and consumption monitoring systems are already in place in Spain, Italy and Portugal and implementation is envisaged in Chile in 2021 and subsequently in the other countries.

The table below shows the Group's energy savings and reductions in emissions of greenhouse gases in 2020 with respect to 2019:

Country	ENERGY SAVINGS			REDUCTION OF GREENHOUSE GASES		
	Energy efficiency programme implemented	Energy saving	Unit of measurement (kWh)	Change in greenhouse gas	Emissions (CO ₂ , SO ₂ , NO _x)	Methodology
Spain	Systems implementation	-9%	kWh	-11%	CO ₂	Carbon foot-printing
Italy	Systems implementation	-12%	kWh	-15%	CO ₂	Carbon foot-printing
Portugal	Systems implementation	-12%	kWh	-14%	CO ₂	Carbon foot-printing
Chile	Systems implementation	-3%	kWh	-36%	CO ₂	Carbon foot-printing
UK	Not implemented in 2020	-3%	kWh	-5%	CO ₂	Carbon foot-printing
Germany	Not implemented in 2020	-15%	kWh	-16%	CO ₂	Carbon foot-printing

As indicated in the results for 2020, there was a significant reduction in electricity consumption, due mainly to the substantial decrease in the activity in the car parks as a result of the covid-19 pandemic. This decrease in activity was accompanied by a series of actions communicated in writing in the initial days of the pandemic aimed at reducing consumption in the various workplaces. Saba was sensitive to this and saw that the decrease in activity was accompanied by a substantial reduction in the associated consumption, due to ongoing monitoring by means of the applications available for this purpose and applying sound judgement to the use of car park electrical infrastructure.

In 2020 Saba had already monitored the changes in the UK and Germany as these countries were added to the scope of the indicator measurement initiative in 2019. In 2020 the Czech Republic and Slovakia were included in the scope of the measurement initiative and, accordingly, the Group will be able to monitor their performance in this regard from 2021 onwards.

The table below shows the Group's energy savings and reductions in emissions of greenhouse gases in 2019 with respect to 2018, except in the case of the figures for Chile which refer to 2017:

Country	ENERGY SAVINGS			REDUCTION OF GREENHOUSE GASES		
	Energy efficiency programme implemented	Energy savings (calculated, estimated, etc.)	Unit of measurement (GJ, kWh)	Change in greenhouse gas	Emissions (CO ₂ , SO ₂ , NO _x)	Methodology
Spain	Systems implementation	11%	kWh	14%	CO ₂	Carbon foot-printing
Italy	Systems implementation	8%	kWh	1	CO ₂	Carbon foot-printing
Portugal	Systems implementation	9%	kWh	73%	CO ₂	Carbon foot-printing
Chile	Systems implementation	-8	kWh	-5%	CO ₂	Carbon foot-printing

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 each jurisdiction. 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:

YEAR	HAZARDOUS WASTE MANAGED								
	EWC 15 02 02 BSORBENTS (kg)	EWC 13 05 02 Sludges from oil/water separators	EWC 16 05 04 GASES IN PRESSURE CONTAINERS (kg)	EWC 08 03 17 WASTE EQUIPMENT AND COMPONENTS (kg)	EWC 14 06 02 USED SOLVENTS (kg)	EWC 20 01 21 FLUORESCENT TUBES (kg)	EWC 20 01 33 BATTERIES AND ACCUMULATORS (kg)	EWC 08 01 11 WASTE PAINT, VARNISH, DYE AND ADHESIVE (kg)	EWC 15 01 10 MIXED CHEMICAL WASTE (kg)
2019	332	-	5	286	40	1,749	1,703	976	476
2020	1,015	36,380	227	80	87	1,434	165	31	189

In 2020 collection of absorbents (EWC, ABSORBENTS) increased due to one-off fossil fuel losses in the vehicles of users in certain car parks in Spain. As a result of the reduction in occupation due to the pandemic, it was possible to reinforce the collection of those fossil fuel losses in locations that would normally be occupied, which also accounts for the observed increase.

A new EWC, Sludges from oil/water separators, was added in 2020 since in accordance with regulations in Portugal sludge decanting equipment was installed and this waste was collected regularly.

Due to the pandemic, Saba generally strengthened its cleaning to ensure the health and safety both of its teams and of customers and suppliers with access to our spaces. As a result, an increase in the use of aerosols (EWC, GASES IN PRESSURE CONTAINERS) arose at the car parks in the various countries.

The table below shows the types of non-hazardous waste managed:

YEAR	NON-HAZARDOUS WASTE MANAGED			
	EWC 20 01 01 PAPER AND CARDBOARD (kg)	EWC 20 03 01 MIXED MUNICIPAL WASTE (kg)	EWC 16 01 03 CONSTRUCTION AND DEMOLITION WASTE (kg)	EWC 20 01 36 DISCARDED ELECTRICAL AND ELECTRONIC EQUIPMENT (kg)
2019	24,458	2,838	7,324	3,729
2020	37,030	5,365	3,741	4,342

The foregoing indicators do not include information for the Czech Republic where waste is managed on an aggregate basis. In this particular case, non-hazardous waste managed in the Czech Republic amounted to 27,360 kg and is included in the global carbon footprint calculation.

3.3.2. Sustainable use of resources

In 2020, global energy consumption was 30,750,745 kWh and the energy intensity ratio was 152.02kW/space, while global energy consumption in 2019 amounted to 34,398,477 kWh.

The Group's global energy consumption decreased by more than 10%, even if the Czech Republic and Slovakia are included in the scope in 2020. Without doubt, the main reason was the exceptional global pandemic situation we are experiencing; however, the energy efficiency measures implemented by Saba through the year also contributed to this decrease.

In 2020:

Country	ENERGY					COOLANTS (leaks)		WATER	
	Electricity Consumption (kWh)	Gas Consumption for Heating (m ³)	Heating Oil Consumption of Engine-Generators	Fleet Petrol Consumption (l)	Fleet Diesel Consumption (l)	Consumption in kg	Type of Coolant	Consumption of Water Supplied (m ³)	Consumption of Recycled or Reused Water (m ³)
Spain	16,349,192	0	852	12,558	24,515	15	Various	23,911	N/A
Italy	5,175,614	15,959	10,255	4,138	7,648	0		48,942	
Portugal	2,731,960	0	1,857	4,053	8,682	1		4,202	
Chile	2,378,085	0	523	430	0	0		10,822	
UK	2,079,921	19,917	0	33,679	90,911	0		0	
Germany	1,494,707	0	0	75,038	173,287	0		1,126	
Slovakia	204,697	0	0	1,328	6,761	0		707	
Czech Republic	336,569	1,268	0	1,564	4,071	0		461	
Total	30,750,745	37,144	13,487	132,788	315,875	16		Various	

In 2019:

Country	ENERGY					COOLANTS (leaks)		WATER	
	Electricity Consumption (kWh)	Gas Consumption for Heating (m ³)	Heating Oil Consumption of Engine-Generators	Fleet Petrol Consumption (l)	Fleet Diesel Consumption (l)	Consumption in kg	Type of Coolant	Consumption of Water Supplied (m ³)	Consumption of Recycled or Reused Water (m ³)
Spain	17,926,543	0	705	2,902	8,176	19	Various	25,869	N/A
Italy	5,871,931	0	34,969	6,031	16,059	0		43,347	
Portugal	3,092,796	0	2,149	5,306	11,327	1		4,329	
Chile	3,610,268	0	310	0	503	0		10,662	
UK	2,139,445	967,387	0	37,929	135,032	0		0	
Germany	1,757,464	0	0	16,060	0	0		0	
Slovakia	N/A	N/A	N/A	N/A	N/A	N/A		N/A	
Czech Republic	N/A	N/A	N/A	N/A	N/A	N/A		N/A	
Total	34,398,447	967,387	38,133	68,228	171,097	20	Various	84,207	N/A

In general terms a decrease in consumption was observed as a result of the situation caused by the covid-19 pandemic as indicated above. However, specific mention should be made of the decrease in the indicator of gas consumption for heating as intensive use of heating systems in the UK was not necessary due to the increase in temperature.

We should also bear in mind that due to the situation caused by the covid-19 pandemic, Saba has implemented contingency operating models that have resulted in increased use of private vehicles, instead of public transport, to ensure the health and safety of its employees, mainly in Spain and Germany. As a result, an increase in the fleet petrol consumption indicator was observed.

In the specific case of electricity consumption in Spain, although a 10% decrease was reported, it should be noted that in 2020 417,887 kWh were used to charge electric vehicles parked in our car parks, up 790% on 2019. The reason for this increase is the extension of the network of conventional and fast charging points, managed by Saba or third parties, reaching agreements for the installation of superchargers in some of our car parks, which is in line with the aforementioned sustainable mobility and emission reduction target.

Following is a detail of the main indicators associated with electric mobility managed by Saba in Spain, and of the increase therein, reflecting Saba's strategic commitment to sustainable mobility:

	Charging spaces	Charging time	kWh delivered	kg CO² avoided
2020	227	31,525	82,678	59,975
2019	164	15,176	48,277	35,020
	38%	108%	71%	71%

Water consumption in 2020 amounted to 90,171 m³, a 7% increase compared with 2019 when water consumption amounted to 84,207 m³. The increase was mainly due to a general increase in cleaning, caused by the pandemic, in order to maximise the health and safety of employees, customers and suppliers in the various countries.

3.3.3. Climate change

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

Year	Scope 1 emissions (tCO ₂ eq)	Scope 2 emissions (tCO ₂ eq)	Scope 3 emissions (tCO ₂ eq)
2019	1,009	13,306	1,743
2020	444	8,753	267

In 2020 the scope was increased to include the Czech Republic and Slovakia.

Key:

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

As indicated above, the decrease in activity caused by the covid-19 pandemic has substantially reduced both electricity consumption and consumption in terms of transport and distribution as evidenced by the reductions in tCO₂eq in all the scopes.

Similarly, the intensity of emissions, calculated on the basis of the kg/CO₂/space ratio, fell to 47.86 kg CO₂/space in 2020 (2019: 72.5kg CO₂/space).

Since 2018, all the new service vehicles in Spain have been electric.

4. Information on labour and personnel-related matters

4.1. Saba policy

Saba's People Management Policy is based on reference models of excellence, which enable the conversion of Saba's strategy (set out in its Mission, Vision and Values) into efficient operations and activities, while consistently ensuring the development of the Company's workers and the processes they perform, as part of a systemic vision.

Saba's Organisational Model is designed to be in line with the main strategies of Operating Efficiency, Continuous Innovation and Growth, all 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 relation to people management are as follows: talent acquisition and development; organisational development and transformation; continuous improvement and knowledge management; change communication and management; employer's reputation or branding; remuneration and benefits; occupational health and safety; and labour relations.

In 2020, like any other company, Saba was submerged in an exceptional and complex situation at global level, in which people were the strategic axis of management, in all its senses.

In 2020, especially, it was possible to demonstrate the relevance and importance of all the levers linked to the People Management, in order to ensure business continuity. The strategic management of Occupational Health and Safety, Internal Communication, People Development, Labour Relations and Remuneration and Benefits made it possible to preserve the health of all employees, and their relatives, as well as ensure business continuity.

Since the onset of the pandemic, Saba has implemented a Crisis Management Plan based on the following premises:



This approach allowed Saba, despite the complex situation, to ensure business continuity and provide its services permanently (24x7) every day of the year, as our activity is considered critical to ensure essential services in all its countries, guaranteeing at all times the service to our customers and always with the greatest possible degree of safety. And the fact of working as a team, empathising, collaborating and sharing experiences among the various countries, allowed us to integrate what was being learned quickly and facilitated the successful management of this crisis, which, in turn, strengthened us as a Group.

To this exceptional situation was added a process of evolution and internal transformation that Saba has been developing in recent years, in which people, processes and technology are considered key elements, and which has facilitated the management of this crisis, across all its territories.

A transformation process focused on ensuring a collaborative and innovative culture, on having the necessary talent to be able to transmit knowledge and develop the necessary skills and abilities, as well as a flexible and agile organisational structure, in order to transform the Company until the achievement of its objectives.

Within this framework of transformation, technology has played a preponderant role, specifically the Digital Workplace project, which since its creation has continued to advance and take shape, with a clear objective of the digital transformation of the Group, through the modernisation and digitisation of the work environment, providing tools for remote working, collaboration and communication in all areas.

Precisely the deployment of the transformation through the Digital Workplace allowed the adoption of the necessary measures to successfully face the effect of the pandemic on the organisation of the work, ensuring business continuity and personal safety. Specifically, teleworking or remote work was implemented in an agile way, ensuring that all the core employees were able to perform their work and functions remotely, and with total normality.

Also, the activity of the Attention and Control Centre continued, which attends and provides operational support to the car parks at international level. The digital transformation ensured that the activity of the operators of the Attention and Control Centre was not hindered, proceeding to a split among three different work centres, thereby ensuring, as we have said, the continuity of operations, assistance to our customers and the protection of our employees.

All this was possible thanks to a significant investment by the Group in the renewal of computer equipment, the achievement of a challenging technological roll-out and significant resources allocated to the management and adoption of change, accompanying employees in this digital adaptation, through training and accompaniment in the process of change.

4.2. Risks identified

The main risks identified in this area are as follows:

- **Organisational, human capital and talent transformation:** The entire organisation's ability to assume the digital challenge and adapt to the current context of technological transformation which entails a change in the strategies to be implemented and the consolidation of projects that require concerted plans of action. All of this through the organisation's ability to ensure the talent and redeployment of staff (recruitment, retention, training, promotion and succession).
- **Implementation of the desired level of standardisation across processes, procedures, functions and culture, including internal communication:** The Group's ability to communicate and implement the defined management model, to provide a system of processes, procedures and functions that is aligned with the aforementioned model in all the countries in which the Group operates (systems that ensure the desired level of control across the entire organisation, operating processes, etc.) and to disseminate knowledge of relevant issues and the Group's strategy throughout the organisation/countries.

- **Labour related:** Due to the size of the Group's companies and the complexity of labour relations and the various interlocutors (workers' committees, workers' representatives, trade unions) there is a risk of deterioration in relations with the social partners and that this may lead to the appearance of legal conflicts. To avoid this, it is necessary to build bridges for constant dialogue with these interlocutors, to comply with current legislation and new regulations, seeking at all times suitable solutions for the business, conveniently agreed upon with them, thereby ensuring business continuity at all times.

The aforementioned risks are set out in Saba's risk map and are therefore in accordance with Saba's risk management model.

Additionally, it is necessary to emphasise the importance of Remuneration and Benefits Management, which is understood to be: The organisation's ability to establish an attractive remuneration system while at the same time maintaining an efficient salary cost structure, capable of attracting, retaining and encouraging the loyalty of talent with a remuneration system based on performance acknowledgement; sustainable variable remuneration systems that compensate employees for their contribution to the Company; establishment of benefit packages that help to improve the quality of life of the employee and at the same time enhance their commitment to the Group.

Also, 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 in this area are as follows: transformation of the organisational culture; knowledge-based development of organisation talent; establishment of a leadership model enabling the achievement of future goals; more flexible and responsive organisational structures to facilitate adaptation; encouragement of innovation throughout the organisation; and, lastly, the implementation of new methodologies and work tools.

In 2020, and as a consequence of the covid-19 pandemic that began in the first quarter of the year, the need to ensure uniformity in the measures to be implemented in labour affairs made it necessary to adapt and balance the decrease in activity with organisational resources. Communication with each of the countries to make effective the implementation thereof and their adaptation to the culture and legislation of each country was key to mitigating the risk detected and ensuring the containment of the required cost. The measures were provided by, and agreed upon with, the representation of the workers and, failing that, using individual agreements. In total, 1,334 employees were affected, both core employees and operations personnel. At the country level, the aforementioned measures affected all countries, except Andorra.

4.3. Corporate management and performance

4.3.1. Employees

At year-end the distribution of employees by country and gender was as follows:

	2020			2019		
	Men	Women	TOTAL	Men	Women	TOTAL
Spain	524	298	822	643	343	986
Italy	169	36	205	175	35	210
Chile	102	100	202	150	121	271
Portugal	85	39	124	96	33	129
UK	465	127	592	537	156	693
Germany	52	7	59	49	8	57
Slovakia	18	3	21	18	3	21
Czech Republic	28	9	37	30	6	36
Andorra	2	4	6	2	4	6
Total	1,445	623	2,068	1,700	709	2,409

Total employees at 31 December 2020 numbered 2,068 compared with 2,409 at 31 December 2019. The fall in the number of employees is due to the adaptation of resources to the level of activity in the year, with a reduction in the hiring of temporary staff and the termination of management contracts.

The distribution of employees by gender at global Group level consisted of 70% men (2019: 71%) and 30% women (2019: 29%).

The distribution by gender and age group at year-end was as follows:

	2020			2019		
	Men	Women	TOTAL	Men	Women	TOTAL
< 30 years old	154	69	223	224	107	331
30-44 years old	494	218	712	612	259	871
45-54 years old	416	221	637	463	232	695
< 55 years old	381	115	496	401	111	512
Total	1,445	623	2,068	1,700	709	2,409

The distribution by gender and professional category at year-end was as follows:

	2020			2019		
	Men	Women	TOTAL	Men	Women	TOTAL
Executives	7	3	10	7	3	10
Middle management	63	35	98	66	34	100
Other employees	1,375	585	1,960	1,627	672	2,299
Total	1,445	623	2,068	1,700	709	2,409

After the inclusion in the Group of the UK, Germany, the Czech Republic and Slovakia in 2019, in 2020 progress was made regarding the integration process, carrying out a review of the functions in order to standardise and equalise the categories with the Group's job catalogue. As a consequence, the 2019 data in relation to middle managers and the rest of the workforce were adapted in order to make them comparable with the data for 2020.

For these purposes, as in 2019, it is understood that Executive Positions refer to all the executives and similar positions who discharge their management functions under the direct supervision of the CEO.

4.3.1.1. Employees by type of contract

The distribution of employees by type of contract at the end of the reporting period is as follows:

	2020	2019
Permanent contract	1,895	2,009
Temporary contract	173	400
Total	2,068	2,409

For these purposes, a permanent employment contract is defined as any contract for an indeterminate period while temporary contract relates to all other contracts.

As explained earlier, in order to adapt resources to the decrease in activity caused by the covid-19 pandemic, the Group significantly reduced the hiring of employees under temporary contracts. At the end of 2020, the workers with a permanent contract accounted for 92% of the total, higher than the 83% in 2019.

The average number of permanent, temporary, full or part-time work contracts by year and gender is as follows:

	2020			2019		
	Men	Women	TOTAL	Men	Women	TOTAL
<u>Permanent contract:</u>	1,371	536	1,908	1,318	546	1,864
Full-time	1,224	422	1,645	1,185	443	1,628
Part-time	148	115	262	133	103	236
<u>Temporary contract:</u>	114	57	171	189	85	275
Full-time	82	36	118	114	54	168
Part-time	32	21	53	75	32	107
Total	1,485	593	2,079	1,508	631	2,139

For these purposes, a full work contract is defined as an employment contract that implies working 100% of the total number of working days while a part-time contract relates to all the other contracts.

The average number of permanent, temporary, full or part-time work contracts by year and age group is as follows:

	2020					2019				
	< 30 years old	30-44 years old	45-54 years old	> 55 years old	TOTAL	< 30 years old	30-44 years old	45-54 years old	> 55 years old	TOTAL
Permanent contract:	167	655	615	471	1,908	166	669	599	430	1,864
Full-time	131	565	558	391	1,645	134	592	544	359	1,628
Part-time	36	90	57	80	262	32	77	56	71	236
Temporary contract:	57	66	27	21	171	100	104	47	23	275
Full-time	40	47	15	15	118	56	71	28	13	168
Part-time	17	18	12	6	53	44	34	19	10	107
Total	224	720	643	492	2,079	266	773	646	453	2,139

The average number of permanent, temporary, full or part-time work contracts by year and professional category is as follows:

	2020				2019			
	Executives	Middle management	Other employees	TOTAL	Executives	Middle management	Other employees	TOTAL
Permanent/indefinite-term contracts:	10	98	1,800	1,908	10	100	1,754	1,864
Full-time	10	95	1,540	1,645	10	98	1,521	1,628
Part-time	0	3	260	262	0	3	233	236
Temporary contract:	0	0	171	171	0	0	275	275
Full-time	0	0	117	118	0	0	168	168
Part-time	0	0	53	53	0	0	107	107
Total	10	98	1,971	2,079	10	100	2,029	2,139

The 2019 data in relation to Middle Managers and the Rest of the workforce were adapted to the Group's job catalogue in order to make them comparable with the data for 2020, as indicated above.

4.3.1.2. Number of dismissals

The number of dismissals by professional category and age group is as follows:

	2020					2019				
	< 30 years old	30-44 years old	45-54 years old	> 55 years old	TOTAL	< 30 years old	30-44 years old	45-54 years old	> 55 years old	TOTAL
Executives	0	0	0	0	0	0	0	0	0	0
Middle management	0	0	0	0	0	0	0	0	1	1
Other employees	64	66	25	31	186	34	39	19	24	116
Total	64	66	25	31	186	34	39	19	25	117

The number of dismissals by professional category and gender is as follows:

	2020			2019		
	Men	Women	TOTAL	Men	Women	TOTAL
Executives	0	0	0	0	0	0
Middle management	0	0	0	1	0	1
Other employees	133	53	186	85	31	116
Total	133	53	186	86	31	117

In 2020 terminations due to dismissal increased compared to 2019, basically due to the terminations of management contracts, discussed above, as well as internal reorganisation measures.

4.3.1.3. Average remuneration

The average remuneration by gender and professional category is as follows:

	2019			2018		
	Men	Women	TOTAL	Men	Women	TOTAL
Executives	234,210	163,070	212,868	245,071	170,884	222,815
Middle management	91,430	74,791	85,487	90,551	76,362	85,727
Other employees	24,555	23,924	24,367	25,010	24,374	24,824
Total	28,486	27,452	28,175	28,406	27,487	28,136

The average remuneration by age and professional category is as follows:

	2019					2018				
	< 30 years old	30-44 years old	45-54 years old	> 55 years old	TOTAL	< 30 years old	30-44 years old	45-54 years old	> 55 years old	TOTAL
Executives	0	0	207,143	218,593	212,868	0	267,786	204,151	228,752	222,815
Middle management	0	57,476	92,977	120,567	85,487	0	59,612	96,798	117,490	85,727
Other employees	18,319	22,399	27,239	26,529	24,367	19,428	23,782	27,835	26,290	24,824

The calculation of the above-mentioned average remuneration includes all the items of remuneration existing at the organisation (fixed remuneration, variable remuneration and employee benefits) according to conditions agreed upon by contract.

As indicated above, the 2019 data in relation to middle managers and the rest of the workforce were adapted to the Group's job catalogue in order to make them comparable with the data for 2020.

4.3.1.4. Gender pay gap

In recent years, positive progress has been made in terms of gender equality in the labour market, the rate of incorporation of women into the labour market has increased and the process of attaining equal pay between men and women has begun. Unfortunately, the differences are still highly significant, and it is necessary to identify strategies aimed at promoting real equality between both genders in society, in general, and in the labour market, in particular.

There are three fundamental factors which explain this pay gap between the women and men 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 within the Group. The second relates to the greater need to achieve a work-life balance exhibited by women compared to men, with the result that part-time contracts are more common among women than men. Lastly, men have a higher presence in positions of greater responsibility.

The gender pay gap in terms of the consolidated companies, understood to be the difference between the salaries of men and women, expressed as a percentage difference with respect to the salary of men, was 3.6% at Saba in 2020. This percentage increased overall by 0.4% compared to the data for 2019. If we isolate the effect of the exchange rate in those countries with a currency other than the euro, the wage gap stands at 3.5%, resulting in a slight increase of 0.1%. In 2020 the impossibility of taking actions in terms of remuneration that contribute to reducing the salary gap should also be taken into account, basically due to the complex economic situation that the Company had to face, arising from the international pandemic situation.

Despite the various initiatives that Saba has been implementing in recent years, always in line with its commitment to equal opportunities and transparency, we are aware that there is room for improvement in this area, which we will address as a priority in the coming years.

4.3.1.5. Remuneration of identical job positions or average remuneration at the Group

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

2020	Men			Women		
	Entry-level wage	Local minimum wage	Ratio (entry-level/local)	Entry-level wage	Local minimum wage	Ratio (entry-level/local)
Spain	13.906,2	13.300,0	1,05	13.906,2	13.300,0	1,05
Italy	21.153,7	-	0,00	21.153,7	-	0,00
Portugal	9.202,0	8.890,0	1,04	9.202,0	8.890,0	1,04
Chile	5.604,2	5.425,5	1,03	5.604,2	5.425,5	1,03
UK	20.382,5	18.187,5	1,12	20.382,5	18.187,5	1,12
Germany	19.200,0	17.952,0	1,07	19.200,0	17.952,0	1,07
Slovakia	8.773,3	6.960,0	1,26	8.773,3	6.960,0	1,26
Czech Republic	8.169,3	6.621,6	1,23	8.169,3	6.621,6	1,23
Andorra	15.150,0	13.000,0	1,17	15.150,0	13.000,0	1,17

2019	Men			Women		
	Entry-level wage	Local minimum wage	Ratio (entry-level/local)	Entry-level wage	Local minimum wage	Ratio (entry-level/local)
Spain	13.798,7	12.600,0	1,10	13.798,7	12.600,0	1,10
Italy	21.888,4	-	0,00	21.888,4	-	0,00
Portugal	8.560,9	8.400,0	1,02	8.560,9	8.400,0	1,02
Chile	4.593,4	4.593,4	1,00	4.593,4	4.593,4	1,00
UK	19.454,7	17.359,9	1,12	19.454,7	17.359,9	1,12
Germany	19.200,0	17.644,8	1,09	19.200,0	17.644,8	1,09
Slovakia	8.773,3	6.240,0	1,41	8.773,3	6.240,0	1,41
Czech Republic	7.265,9	6.259,4	1,16	7.265,9	6.259,4	1,16
Andorra	15.000,0	12.605,0	1,19	15.000,0	12.605,0	1,19

For the purposes of the above data, the starting salary is understood as the gross annual salary of the lowest category that the Group offers in each country; and the Local Minimum Wage is the legal minimum wage established by law in each country. In both cases there are no differences regarding the remuneration of either gender.

4.3.1.6. Average remuneration of directors

In 2020 and 2019, the remuneration of all the members of the Board of Directors for the performance of their duties as directors was identical in every case, notwithstanding the additional remuneration they may receive for their work for the Company.

4.3.1.7. Implementation of measures in relation to the right to disconnect from work

Saba does not currently have a common policy in place to govern employees' right to disconnect; however various initiatives exist in this respect and they have been implemented in certain countries. It should not be forgotten that Saba's main business activity is to provide our customers with car park management services 24-hours a day, 365 days a year. However, it should be noted that, for the purpose of regulating work organisation, Saba implements, and duly notifies all employees of, regulated annual timetables in those countries where they are required which establish the work starting and finishing times and the flexibility measures in each case.

4.3.1.8. Employees with disabilities

Employees with disabilities are those defined in accordance with the legislation in force in each country and the percentage of Saba's employees with disabilities amounted to 2.4% (2019: 2.3%) of the total workforce. These figures correspond to 50 employees in 2020 and 55 in 2019.

Those employees with some type of functional limitation in Spain are evaluated by the Health Monitoring Service in order to evaluate the impact of their functional limitation on the performance of the tasks involved in their job position, and after the technical report, the appropriate adaptations are made in the job position and/or those tasks and functions that cannot be carried out are identified.

4.3.2. Organisation of the work

4.3.2.1. Organisation of the 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 and sharing of 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.

In view of our teams' identified work-life balance needs, Saba has launched various initiatives aimed at improving rest periods during working days, offering flexible starting and finishing times, flexible working days at certain times of the year -in particular to coincide with school holiday periods- improvements to paid and unpaid leave and leaves of absence.

Saba is undergoing a process of internal transformation in which one of the key vectors is a more flexible working location and, in turn, more flexible working hours aimed at improving employees' work-life balance.

In 2020, due to the global pandemic that we were facing, flexible and contingency initiatives were adopted, such as the possibility and recommendation of working remotely for all core roles and Customer Service and Control Centres. Depending on the state of the pandemic in each country, total teleworking and Flex-work were introduced, the latter combining teleworking with physical presence in offices, in differentiated bubbles, in order to preserve the health of our employees to the extent possible. That said, Saba has always been sensitive to the individual needs of teams.

At this point, one of the challenges set by Saba is to continue advancing along these lines, in order to establish a SmartWork regime for the future, which continues with a global policy for the entire Group that is adapted to the needs and legislation of each country.

4.3.2.2. Number of hours of absenteeism

The total number of hours of absenteeism in 2019 was 242,334 hours (2018: 197,820 hours), representing a year-on-year increase of 22.5%. Analysis of absenteeism in 2020 indicates that 78% was due to common illness, and that absenteeism increased substantially in all countries within the Saba scope, except for Italy. The increase in this type of absenteeism is caused by the covid-19 pandemic that has seriously impacted people's health, with numerous long-term casualties either due to contagion or due to having to undergo periods of confinement after having been in contact with a positive covid-19 case.

The hours of absenteeism were calculated taking into consideration all absences from the workplace during working day hours, within the legal working day. Most of the absences were due to the covid-19 pandemic situation that we have experienced, with the absences caused by the mandatory quarantines, for the rest of the cases the most significant causes are common illness, unjustified absences, general and specialist medical visits and paid leave.

4.3.2.3. Measures aimed at facilitating work-life balance

At Saba achieving a work, family and personal life balance forms part of the strategy to facilitate the achievement of effective equality for men and women. For historical reasons mainly of a social and economic nature, until recently women were required to try and combine their working and family/personal life. Saba is committed to joint responsibility as this is a key value that should be promoted in society to achieve effective equality, and has adopted measures that help to rebalance this role.

Accordingly, all the measures adopted by the Group are established without gender bias, encouraging equal opportunity in all spheres of the work environment (remuneration, training, promotion, development, occupational risk prevention, etc.). It should be mentioned that, where possible, more flexible starting and finishing times have been established; leave of absence is offered to enable employees to attend to their families' needs and an initiative has been launched to enable Saba's employees to adapt their working hours during school holiday periods to work on intensive work timetables. At most Saba Group companies, Fridays are considered to be intensive working days throughout the year, not just during the summer. We are convinced that initiatives of this nature promote the achievement of a work-family and work-life balance. At Saba we are also aware that measures of this kind strengthen employee commitment to the Company and motivation, in addition to reducing absenteeism and promoting employee health.

Also, the digital transformation currently under way at the Group will result in the adoption of measures promoting more flexible working hours in the short to medium term.

In the year prior to the pandemic, all core personnel were provided with the appropriate equipment that would allow remote connection, this fact facilitates the flexibility of timetables, a balance between personal life and work and enhances joint responsibility between men and women.

The following table shows the main indicators in relation to the work-life balance:

	2020	2019
Total number of employees who had the right to parental leave	45	49
Total number of employees who took parental leave	45	49
Total number of employees who returned to work in 2020 after completing parental leave	36	39
Total number of employees who returned to work in 2020 after completing parental leave who were still employed 12 months after returning to work	33	35
Rates of return to work and retention of employees who took parental leave	80.00	79.60

4.3.3. Health and Safety

Saba assumes occupational health and safety as one of its priority strategic pillars, as well as a duty in all its actions, on the basis of the fundamental principle that all individuals, whether they are employed by Saba or collaborating entities, should be protected while undertaking their activities at Saba's facilities.

Saba goes beyond compliance with occupational health and safety regulations, adopting measures that exceed the minimum legal requirements and striving to achieve the greatest possible efficiency within the process of continuous improvement, one of our objectives being to distinguish ourselves as responsible employers, committed to our teams.

The objective continues to be to guarantee safe and healthy working conditions in the performance of Saba's various production activities, through activities that promote and protect health and the identification of hazards, and the assessment and control of occupational risks, which contribute to physical, mental and social well-being of workers, for the purpose of avoiding accidents at work and occupational illnesses.

The exceptional situation caused by the covid-19 pandemic forced us to focus our resources and efforts on the creation of protocols for action against covid-19 at the Group and at country-specific level. Here at Saba it was considered necessary that the protocols provide a global response, addressing a wide variety of issues from a holistic and cross-cutting perspective:

- People Perspective: Awareness, Training, Protection and prevention measures (PPE: use of protective masks, hydro-alcoholic gel, protective screens between workstations), monitoring of cases and incidents and conducting covid tests. In this connection, Saba made it possible for 58% of the workforce to be given the antigen test in order to ensure the protection of workers against covid-19.
- Work space perspective: adaptation of workstations establishing safety distances and incorporating protective screens, determination of capacity in common work spaces, establishment of specific cleaning, disinfection and ventilation measures in each case and internal and external signage.
- Third Party Coordination/Management Perspective: proactive coordination with suppliers, customers and other parties, etc.

Obviously, given the situation of uncertainty generated, the protocols were adapted to the multiple changes in the evolution of the pandemic in the countries.

Additionally, the protocols implemented established the necessary mechanisms for monitoring cases of both contagions and direct contacts and allowed the covid-19 test to be given to Group employees in Spain, Italy, Portugal and Chile, as stated above.

The countries in which Saba was most impacted due to the pandemic in terms of employees are Spain and the UK. In these countries, both the rates of infected employees and the level of absenteeism significantly exceed the average of the other countries. Despite the efforts made by Saba to protect the health of employees, unfortunately there were three deaths, all of them precisely in the aforementioned countries, the infections having occurred due to circumstances beyond the Company's control.

Also in 2020 Saba initiated the annual ISO Certification process to obtain a new certification linked to covid-19 protocols developed by Aenor, with the objective of ensuring the suitability of the established global pandemic management plan, as well as being able to guarantee the safety of our facilities and services to the various stakeholders.

Saba, as a provider of public parking services, which are relevant as an accessory activity and necessary to facilitate the performance of critical and essential services, has continued to offer this service to citizens and its customers, with the exception of certain private centres and, in the initial months of the pandemic, in the vast majority of the areas. In order to ensure the service, the Customer Service and Control Centre (CAC in Spanish), which serves several of the countries in which Saba operates, was able to work virtually with remote operators and we also created two new physical locations for the CAC staff, in addition to the existing one, to avoid contagion among staff. Also, and as a contingency measure in the pandemic situation, an attempt was made to minimise the presence of employees in the car parks where the activity allowed it. The service was maintained with the CAC and/or by expanding the number of car parks managed by an operator through the PAME management model.

The office staff spent a large portion of the year teleworking. In the case of Spain, a self-assessment questionnaire on the prevention of occupational hazards in the home workplace was sent to the staff, facilitating the obtainment of necessary resources such as screens, ergonomic chairs, etc.

In 2020 work was also carried out on the migration of the prevention management system based on the OHSAS 18001 standard to the new ISO 45001 standard. In this connection, we adapted the Company's Health and Safety Policy to this new ISO 45001 standard. We also continued to implement the Health and Safety management tool and the integrated management system (6conecta) in the countries in which Saba is present.

The detail of Accidents at work, defined as incidents that lead or do not lead to days away from work is as follows:

	2020			2019		
	Men	Women	TOTAL	Men	Women	TOTAL
Occupational accidents	69	21	90	85	36	121
Occupational illnesses	0	0	-	0	0	-
Frequency rate	4.22	5.13	4.47	8.97	14.45	10.02
Severity rate	0.03	0.13	0.06	0.19	0.36	0.24

There was a 25.6% decrease in the number of accidents at work compared to 2019, and a 55.3% decrease in the frequency of accidents leading to days off work and a 75% decrease in their seriousness. The main reason for the decrease in these indicators is the situation caused by the covid-19 pandemic, which led to a lower presence of employees in car parks through adaptation to the existing activity levels, as well as teleworking for those usually working in offices.

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' freely elected representatives in all the countries in which Saba is present. Stability, social peace and a reduction of conflict characterise Saba's social relations in each of the countries in which it is present, articulated either through the representation of workers or as a result of the management of individual agreements in the cases that so require.

In general, the Spanish labour relations system establishes various types of workers' representation at companies: union representation through works councils or workers' representatives. The 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. In 2020 we negotiated the furlough-type arrangements (Spanish ERTes) implemented with the representation of the workers and various workers' committees through digital platforms, being able to reach agreements through virtual meetings that allowed us to achieve a consensus at state level without moving from our homes. Efficiency and dialogue have been positive within the crisis situation experienced.

Employee consultation and participation mechanisms are implemented and in those countries with workers' representatives, such as Spain, these take the form of 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. In countries where there is no representation of workers, the option was taken to handle each employee's case individually, establishing trust-based relationships that allow individual agreements to be reached.

It should be noted that Saba's model for relations with workers' representatives, in those countries where such a figure exists, is based on forging a relationship of trust and maintaining a continuous channel of contact, in the knowledge that these players have a key role in the achievement of business objectives.

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

	2020	2019
Spain	100%	100%
Italy	100%	100%
Chile	50%	57%
Portugal	100%	100%

In the case of the UK, Germany, Slovakia, the Czech Republic and Andorra there are no collective bargaining agreements.

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

2020				2019			
No. committees	Total headcount	Participating employees	% / total headcount	No. committees	Total headcount	Participating employees	% / total headcount
23	2,068	821	40%	21	2,409	1,136	47%

4.3.5. Training

Training and the personal and professional development of Saba's workers is one of the fundamental strategic pillars for the creation of value at our Group.

In line with this approach, Saba has established annual Training Plans in which the training activity to be performed each year is specified, planned and prioritised in response to the training, integration and professional development needs of employees.

These needs are established taking into account the Group's strategic lines and the business projects that collectively affect the various functional and organisational groups, and the individual improvement and professional development actions that are established annually in the appraisal process for all employees. This is a very valuable tool for Saba, since it ensures and facilitates the implementation of the Group's strategy more effectively.

Saba requires a flexible, knowledge-based organisation with people capable of working in a highly changeable and competitive environment. In this context of transformation, developing the necessary competences, knowledge and skills is essential, and has become one of the elements that contributes to guaranteeing our Group's success.

The Training Policy pursues the following main objectives:

- Promote identification with and integration in our corporate culture, values and objectives.
- Ensure the acquisition and development of the necessary knowledge, professional competences and skills to effectively manage the challenges that each job position entails and provide each employee with greater satisfaction in the performance of their work.
- Optimise approaches to work, cooperation and relations between the various areas of the Group.
- Identify and develop personal and professional potential in order to contribute to the improvement of our Group's results.
- Focus on excellence: always in pursuit of continuous improvement.
- Foster promotion and internal mobility.
- Anticipate and adapt to the needs of the environment, as a clear competitive advantage of Saba in the market.

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

2020				2019			
	Middle management	Other employees	TOTAL		Middle management	Other employees	TOTAL
Executives				Executives			
603	1,021	13,410	15,034	660	1,644	25,668	27,972

An appraisal of employees' skills is carried out each year in Spain, Italy, Portugal and Chile, which includes a development plan proposal to be followed on the basis of its outcome.

It should be noted that the health crisis caused by the coronavirus directly impacted on the training methodology that Saba had been primarily implementing, face-to-face training, and made on-line training a staple tool for corporate training and a motivating challenge for employees.

Thus, Saba managed, despite the complex situation, to provide its employees with a training offering for 2020 mainly through the Saba Campus platform, as well as through various webinars presented in a manner more highly focused towards different work areas/departments.

Accordingly, Saba once again opted to find a way to facilitate training focused on the current needs of workers, being well aware of the benefits that this can bring to any company and the people who make it up, and this ultimately was e-learning.

Even so, clearly the hours of training carried out were affected by the global health crisis caused by covid-19, specifically in the first half of the year as training actions could not be carried out. This time was used, however, to identify training offerings and proposals aimed at raising awareness and training in safe behaviours related to protection against covid-19, as well as protection programmes for psychosocial risks arising from the crisis and good teleworking practices.

The offer was complemented with actions in the area of legal developments and collaborative work tools.

This situation meant that the percentages of the types of training (face-to-face vs. e-learning) varied so much compared to previous years, with the virtual classroom and/or distance training/e-learning methodology being the most prominent, in all countries in the Saba Group.

This aspect is reflected in:

- An increase in the training offering of webinars with topics from all spheres and areas.
- Transformation of face-to-face training, already carried out on a regular basis, to training through its own Teams© platform. A clear example can be found in the Saba technological transformation training within the framework of the Digital Workplace, collaboration through Teams© groups (a solution designed to facilitate collaboration between groups of people and which can contribute to achieving their objectives) and the change of domain to sabagroup.com.
- An increase in the courses and training offering on the Saba Campus platform in Spain.
- Implementation and start-up of the Saba Campus in Portugal.
- Training of UK employees through the on-line training system (Learning Management System). With the provision of open access and the availability of various training courses and training itineraries, many employees opted for additional training in order to increase their knowledge in different areas in an e-learning format.

Even so, in certain countries such as Italy, Chile and the Czech Republic, the covid -19 crisis greatly affected dedication to training hours, and in some cases it also meant the decision to postpone some of the training actions planned until the last quarter of the year. Even so, the opposite case can be seen in Portugal, which, despite the crisis, managed to significantly increase the number of hours dedicated to employee training.

The pandemic situation required that our employees be trained and informed at all times, and it is for this reason that various training actions focused on and were oriented towards the protection of one's own health and that of others were carried out.

Some of the standout actions implemented in this line included:

- "Return to work and Stress Management" teletraining course: Specific training prepared by professionals in the field and that focused on those most sensitive to the health alert situation and coronavirus. The objective of the training was to prepare employees for their return to work after the covid-19 crisis and facilitate the acquisition of all those necessary tools to do so with appropriate psychosocial health.
- Course through the Saba Campus platform on "Psycho-emotional Training": A course based on a format of 12 training capsules made available to all employees through the internal Saba Spain Campus platform, aimed at helping to manage emotions, stressful situations and the uncertainties caused by the pandemic.
- Course through the Spain and Portugal Saba Campus on "Prevention of Coronavirus Contagion". Training for all employees based on the Guide to good practices in the workplace, published by the Spanish Government, among other scientific recommendations.
- News posted on the Spain and Portugal Intranet in reference to covid-19: alerts, health protection measures and prevention recommendations and via the #BacktotheFuture mailbox for the other Saba Group countries.
- Presentation of a #BacktotheFuture Welcome Kit, with individual protection equipment and a positivist and motivational message to all employees and countries of the Saba Group.

It should be noted that in Chile the new training plan for newly hired and promoted personnel is being finalised, which notably includes the incorporation of new capsules and informative videos of the main Saba axes, to give general knowledge to new colleagues. In addition, the new training plan includes the specific detailed development of training modules depending on the job position occupied and discharged by each area involved.

Besides its backing of training, Saba also made a commitment to the people who compose it and their emotional well-being, acting and promoting healthier and more productive work environments. It is against this backdrop that the Company made available to all its workers the #PAE (Employee Assistance Programme) service, a tool to help and protect the psychological health and emotional well-being of employees. A team of experts directly and flexibly attends to and advises, free of charge and with total confidentiality, those employees who require it when they feel overcome by the covid-19 crisis. It is a service operating 24 hours a day and 7 days a week, to be able to cover all the people in the organisation. This service is operational in the countries where the pandemic has had most impact.

4.3.6. Accessibility

Through its various policies, Saba guarantees access for disabled people to its facilities. It is Group policy to implement actions to ensure that both customers and employees can access the centres and offices on this basis.

In this way, actions are undertaken so that customers can access our car parks and have accessible vehicle spaces according to their needs; these spaces are always located at the point closest to pedestrian entrances with a lift. The number of spaces for people with reduced mobility complies with current legislation.

The car parks are also being fitted out so that they all have lifts to ground level so that people with reduced mobility can access their vehicles when they are parked. Thus, in Spain, the majority (90%) of car parks have lifts to ground level.

Other facilities installed to facilitate accessibility include adapted toilets for customers. All new facilities are equipped with adapted toilet services for people with reduced mobility and whenever older car parks are refitted, these measures are included.

4.3.7. Equality

Saba is a Group committed to promoting equal opportunities and diversity by fostering an environment that favours inclusion, transparency and non-discrimination on the basis of gender, race, religion and/or beliefs, colour, nationality, age, sexual orientation, disability, pregnancy or trade union representation.

Based on this commitment, Saba has drawn up an orderly set of measures aimed at achieving equal treatment and opportunities for women and men and at eliminating discrimination on the basis of gender at Saba.

Saba's values are based on respect for and the appreciation of diversity of talent, and the Company is convinced that the sum of its singularities favours the creation of a more satisfying, flexible and innovative workplace, which facilitates the achievement of Saba's objectives.

In this connection, Saba has established various standardised policies and guidelines shared across the whole organisation to ensure equal opportunities. These policies and guidelines are related to professional selection and promotion criteria, staff training, access to information, occupational risk prevention and safety, remuneration and labour relations.

In Spain, Saba has an Equality Plan for SABA Infraestructuras and Saba Aparcamientos and work is under way in other cases.

This Equality Plan envisages an ordered set of measures aimed at managing Saba's employees so as to ensure equal treatment and opportunities for the women and men who form part of the Company and, at the same time, detecting any situation of gender-based discrimination that may exist. It should also be noted that Saba has a Protocol for Prevention and Action in relation to Harassment at Work and/or Sexual Harassment, the primary aim of which is to ensure respect for equality and non-discrimination.

In the UK, Saba has an equality policy and procedures to ensure equal opportunities and non-discrimination.

In the other countries in which Saba is present, it is preparing equality plans, in addition to protocols for the prevention and control of harassment at work and/or sexual harassment. In all those countries, the commitment to Equal Opportunities is governed by the same principles as those implemented in Spain.

At Saba we are aware that in 2020, with the situation caused by the covid-19 pandemic, each of the employees encountered complex personal situations that they had to manage: the education of their sons and daughters at home due to the closure of schools, the care of children and relatives, and balancing all this with face-to-face work or teleworking. Saba is a company committed to joint responsibility between men and women. It is one of the values that has to be promoted in society to achieve effective equality, and for this reason it provided flexibility as far as possible so that employees could cope with these situations. These measures allow us to achieve a better work environment, increasing the level of involvement and commitment of our teams.

Sexual harassment protocol:

All Saba's female and male employees have the right to have their dignity respected and in the same way they have the obligation to treat the people they come into contact with for work reasons with respect (customers, suppliers, external partners, etc.).

In accordance with these principles, Saba declares that any type of harassment at work, sexual, psychological (moral or mobbing) harassment and harassment for gender reasons will not be permitted or tolerated under any circumstances, will not be ignored and will be strongly penalised.

To achieve this purpose, Saba requests that each person in the organisation, and especially those that manage teams, assume their responsibilities:

- Avoiding actions, behaviour or attitudes of a sexual nature, with sexual connotations, or that are adopted because of a person's gender, that are or may be offensive, humiliating, degrading, annoying, hostile or intimidating to someone.
- Acting in an appropriate and responsible manner in the face of such behaviour or situations, in accordance with the guidelines set out in this declaration of principles: not ignoring them, not tolerating them, not allowing them to be repeated or exacerbated, making them known and asking the right people for support.

In this context, Saba undertakes to:

- Disseminate regulations and provide information opportunities for all its members and, in particular, the management team to help create greater awareness of this issue and knowledge of the rights, obligations and responsibilities of each individual.
- Provide support and tailored assistance to people who may be suffering from these situations, forming a management team with the necessary training and skills for this function.
- Draw up and explain the various channels for solving these situations within the Company.
- Ensure that all complaints and grievances are handled thoroughly and processed fairly, promptly and confidentially.
- Guarantee that no reprisals are allowed against the person being harassed who files an internal complaint or grievance, or against persons who participate in any way in the resolution process.

- Act decisively against (intentional) false testimony in complaints.

In order to prevent and standardise action in these cases, Saba has furnished all employees in Spain with a Protocol for Prevention and Action against Harassment at Work and/or Sexual Harassment. This protocol has been appropriately distributed among employees and is available on the Intranet.

The foreign Group companies comply with the regulations, either national or local, in force in their respective countries and therefore sexual harassment is not tolerated and is prohibited. In Portugal, Germany, the Czech Republic, Slovakia and Andorra, work is under way to have a sexual harassment protocol available in 2021.

5. Information on respect for human rights

In order to analyse the human rights area, Saba based its analysis on the provisions of the United Nations Guiding Principles on Business and Human Rights and Chapter V of the OECD Guidelines for Multinational Enterprises. In relation to the area of labour rights, which evaluates information on commitments to basic labour rights and quality in employment, Saba based its analysis on the main conventions of the International Labour Organisation and also on the legal requirements of the Spanish labour law system and other international labour standards.

Respect for human rights is one of the main obligations that Saba assumes when performing its operations and taking actions in general. In order to ensure this respect Saba has developed procedures, and has made commitments to avoid, prevent and mitigate the negative effects that its operations/actions may have on people's rights.

Saba's Corporate Values have enabled it to define its philosophy and fundamental principles, which govern the internal behaviour of the Group, as well as its relationship with suppliers, customers and shareholders. These values have been communicated to all employees, as well as how to channel reflections on their meaning and how to make them a reality in the Group's daily life. The values are as follows: Commitment, Cooperation, Trust in People, Innovation, Continuous Improvement, Customer Service, Proactivity and Focus on Results.

Saba also 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 has been approved by the managing bodies of the various Saba companies, except for Germany and Andorra, and made available to all Saba employees in Spain, Portugal, Italy and Chile for their information. It is binding on all employees. In 2021, the approval and dissemination of the Code of Ethics will be analysed for the companies in Germany and Andorra and in relation to the dissemination mechanisms to employees in the UK, Czech Republic and Slovakia. 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 consumers 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. In this connection, various protocols have been put in place in order to ensure the correct application of the commitment to respect workers' rights, while seeking to prevent or avoid causing damage and, lastly, so that in those cases in which damage has occurred, the victim has access to a possible remedy. The protocols available are as follows: Protocol for Prevention and Action against Harassment at Work and/or Sexual Harassment. This protocol is available to all employees on the Intranet, for consultation and activation should it be needed.

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. There were no complaints or infringements of human rights at Saba in 2020 or 2019. Should this have occurred, they would have been handled using the established channels. All sensitive conduct in the business activity that could lead to the risk of criminal exposure is included in Saba's risk management model for criminal risk.

6. Information on fighting corruption and bribery

6.1. Principal policies

Saba's Code of Ethics establishes the fundamental pillars for fighting corruption and bribery.

In this connection, Article 9 of the Code of Ethics regulates Saba's relations with public authorities, prohibiting any conduct aimed at obtaining illicit favours from the authorities or that may induce a lack of integrity and transparency in the authorities' 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 executives, 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.

The principles of the Code of Ethics include Saba's approval of a policy for the prevention of corruption and for relations and interaction with the public authorities and with third parties, together with internal regulations for the roll-out of the policy, in order to establish the rules that the companies comprising the Group shall comply with in their dealings with the public

authorities and both Spanish and foreign public officials and authorities, as well as in their relations with other companies. The main objectives of the aforementioned regulations are as follows:

- 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.

Both the Code of Ethics and the regulations on the prevention of corruption and on relations and interaction with the public authorities and with third parties apply to all the employees of the companies in Spain, Italy, Portugal and Chile in which the Group has a controlling interest or exercises control, without prejudice to any adjustments that may be made to the regulations in order to respect the specific legislation of each of the countries in which those companies are located.

6.2. Main risks

All sensitive conduct in the business activity that could lead to a risk of criminal exposure (money laundering, bribery, influence peddling, etc.) is also covered by the Group's risk management model, which reinforces the control system established at the Group in order to prevent the commission of possible criminal offences.

In the case of Spain, the criminal risk prevention model is structured around the following:

A) Crime prevention manual

The Crime Prevention Manual was approved **by the Board of Directors of Saba Infraestructuras, S.A.** on 29 March 2017 and updated on 15 March 2019.

The fundamental objectives of Saba's prevention 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 to be Saba's key values.
- 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 executives 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) Control structure of the criminal risk prevention model

The pillars of the control structure of Saba's Criminal Risk 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
- Chief Risk Officer (CRO)
- General Secretary and Legal Advisory Office (Secretary's Office)

The Ethics Committee holds regular meetings. Four ordinary meetings were held in 2020 (2019: five meetings).

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.

- (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.
- (iv) It is also worth noting the work performed by Saba's Chief Risk Officer (CRO) and the Internal Audit Department to prevent, among others, the commission of potential criminal offences.
- (v) Lastly, it should be noted that the Organisation area, through the development of the Integrated Management System, ensures Saba's processes are implemented correctly.

C) Ethics Channel

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 2020 no complaints were received via Saba's whistleblowing channel. No complaints were received in 2019.

D) 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.

Since the implementation of the Crime Prevention Model, training sessions have been held for persons designated as Controllers (those designated by each area of the Company who collaborate with the Crime Prevention Committee to check the effectiveness of existing controls at the Group).

In view of the situation arising from the covid-19 pandemic, in 2020 Saba resolved to encourage its Spanish employees to complete the training through the Saba Campus and, therefore, work was undertaken in conjunction with the People and Organisation Department to improve the Code of Ethics course for Spain, and to follow this up by incentivising employees to do the training. In the case of Portugal, work was carried out in 2020 aimed at making it available there through the extension of the Saba Campus to this country.

11 face-to-face training sessions were held in 2019 and 30 people attended.

In addition, 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 and the prevention model.

E) ASCOM (Spanish Compliance Association).

Saba became a member of ASCOM in 2018 and since then the members of the Criminal Risk Prevention Committee have participated in training sessions that keep them up to date. 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.

In relation to the other Group countries, Portugal, Chile and Italy (the latter, through the "Modello di organizzazione" provided for by Legislative Decree 231/2001) have a prevention model adapted on the basis of the possible offences applicable in each of the jurisdictions and controls existing in each country, as well as their own whistleblowing channels. In addition, there are local Ethics Committees, which also meet regularly and report to the Ethics Committee in Spain, with their own whistleblowing channels.

In the case of the UK, it also has an anti-corruption policy and a specific channel for reporting the corresponding complaints that might occur.

6.3. 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.

Companies always collaborate in projects linked to the territory in which Saba 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.

In accordance with the aforementioned criteria, in 2020 Saba entered into cooperation agreements with not-for-profit foundations and associations amounting to EUR 94 thousand (2019; EUR 86 thousand). Of particular note is Saba's contribution of the amount of the Spanish Christmas institutional campaign of the #YoMeCorono movement, an initiative launched by doctors and researchers at the Fight Aids and Infectious Diseases Foundation, IrsiCaixa and Hospital Universitario Germans Trias i Pujol, who are working on various fronts with the objective of stopping the covid-19 pandemic. Its research focuses on three large areas: the development of a vaccine that is effective against all the possible strains of the virus, the testing of drugs available on the market and the roll-out of clinical trials that might lead to new therapeutic possibilities, as well as the development of a rapid and non-invasive test to detect covid-19. Saba's contribution to this international research programme was the largest in the Company's history, aware as it is of the strategic importance of backing scientific knowledge at a time such as this.

7. Information on the Company

7.1. Saba policy

Saba's policy integrates commitment, responsibility and active participation with society and the territory as an essential part of the Group's management and development philosophy.

The organisation as a whole participates and collaborates in the implementation of the Corporate Social Responsibility culture that has been established. Saba's approach to work is a shared project of commitment that translates to customer service, involvement and responsibility with the territories in which it operates while playing an active role in the progress of the cities. The foregoing, together with the Company's brand identity, and the corresponding social and ethical aspects, are what sets Saba apart. The inclusion and consolidation of the Corporate Social Responsibility policy in the business enables Saba to increase transparency and properly manage stakeholders. In fact, the roadmap that establishes the sustainability strategy is aligned with the GRI standards.

The creation of value for society is a priority at Saba. That is why it strives to maintain a sound sustainability strategy and to ideally manage the most significant economic, environmental and social matters. Since 2015, Saba has been a member of the United Nations Global Compact, as stated above. The largest voluntary initiative in the Corporate Social Responsibility area in the world, involving more than 12,000 entities in 160 countries.

The 2030 Agenda arose as a specific part of this Compact; it outlines the objectives of the international community over the 2016-2030 period in relation to the eradication of poverty and the promotion of sustainable and egalitarian development. Saba operates within the framework of the UN's Sustainable Development Goals (SDG) to maximise positive and minimise negative impacts. For yet another year the Company worked to ensure these principles form part of its strategy, culture and the business's day-to-day actions, as well as to engage in cooperative projects that contribute to the UN's broader development goals.

In short, social innovation and development are part of Saba's DNA and, therefore, compliance with these goals is the best way to ensure the Group's commitment and performance as a socially responsible player.

As indicated in the previous sections, Saba's activities are carried on with special regard to the goals relating to combatting climate change and its effects; sustainable cities and communities, with the development of urban mobility solutions; and innovation and enhancement of technology of infrastructure.

7.2. Main risks

Saba's risk map includes sustainability risk in the form of the environmental and social impact of the activities carried on and of Saba's business operations, in accordance with Saba's Risk Management model (see 2.1- Main risks).

7.3. Company management and performance

7.3.1. The Company's commitment to sustainable development

As cities and society constantly evolve, so too does Saba. The Company is permanently immersed in a process of review, reformulation and development to adapt to the needs of customers and citizens, at all times focussed on service quality and the cohesion of the territories in which it operates.

Since its inception, Saba's style has always been committed to participating in the development of cities and contributing to sustainability and corporate responsibility. In this line of action, the Company collaborates with corporate social responsibility projects that operate in the countries where it has assets. In addition to support for projects in the cultural and social field, Saba works with the most disadvantaged groups and organisations that work to improve living conditions in cities. Together with the public concession arrangements and the public-private partnership, the relationship with the territories in which it operates is one of the basic pillars governing Saba's policies.

A sound relationship between Saba and its environment makes it possible to establish an appropriate dialogue with the stakeholders with which it cooperates –public authorities, institutions and individuals– in order to gain an understanding of their needs and implement formulas for progress thanks to a highly committed human team. This association is reflected in

the Company's presence in industry and business associations, and also in the field of education and study, through which it works for the future of the territory, as well as in Saba's participation in various sponsorship actions. That is how it strengthens ties with its environment and stakeholders, always in projects and activities that reinforce Saba's public positioning.

In 2020, Saba contributed EUR 202 thousand (2019: EUR 215 thousand) to sponsorship actions, cooperation and association fees according to the aforementioned criteria, in addition to EUR 94 thousand (2019: EUR 86 thousand), as indicated above, to foundations and not-for-profit associations to support social and territorial-relations projects.

Shareholders:

Saba communicates directly with its shareholders through the Shareholders' Office, which is in charge of and responsible for channelling all the queries received both orally and in writing, requesting the participation of other Company areas that may have responsibilities in relation to the matters being consulted.

The Saba Group provides shareholders with a service that publishes communications containing information of interest about the Group. This information is sent to shareholders who have previously requested this service.

The contact channels with the Saba's Shareholders' Office are:

- A telephone information service exclusively for shareholders (93 557 55 28).
- An email address (accionistas@sabagroup.com).
- A specific section (Shareholders) on the corporate website (www.saba.eu).
- A postal address (Av. Parc Logístic, 22-26, 08040 Barcelona).

In 2020, the Shareholders' Office responded to more than 430 queries (2019: 295 queries), most of which related to the sale of shares by non-controlling shareholders.

As a result of the situation caused by the covid-19 pandemic, in 2020 Saba implemented measures to ensure the participation of shareholders while safeguarding their health and safety. In this connection, in certain cases the General Meeting was held by telematic means taking the appropriate legal measures to also ensure its legal security, and on other occasions, it was held with attendance in person adopting all the measures at Saba's disposal to guarantee the health and safety of the shareholders.

Customers/Consumers:

Since February 2018 Saba has been present on social networks (Twitter, Facebook and WhatsApp) in Spain, thereby contributing a new customer service channel that improves the service offered to one of the Company's key stakeholders. This service was enhanced in 2020 and became one of the most valued ways for customers to interact with Saba.

The situation arising from covid-19 made it necessary for us to expedite and optimise communication with our customers, both in order to inform them of the impact of the pandemic on the service, and to offer specific solutions adapted to their requirements over the course of the pandemic and successive unlockdowns.

From the start of the crisis, the information to be transmitted to customers in all of the countries in which Saba is present has been coordinated, with the establishment of flexible commercial policies. All the available digital channels were included in those communication actions – website, app, emails and social media.

The social media channels were of particular relevance to customer services. In Spain, the channel of preference for customers is Whatsapp; more than 25,000 messages had been received and managed by the end of October, with peaks of 3,000 and 3,500 messages at the height of the pandemic. In the UK, customer service is provided above all through Twitter.

By means of an internal “Social Listening” exercise in the countries in which Saba has active social media -Spain and the UK-, the way in which companies communicated with their customers during the first few months of the crisis was monitored. Companies in the car park industry and benchmark brands were monitored in order to establish “Best Practices” for content areas to be communicated and the tone to be employed. The selected content was disseminated across social media, and in the “Wikidriver” blog, in order to deal with specific advice and proposals in more depth.

During the pandemic, flexible commercial policies have been implemented:

- Extension of the terms for the refund of products purchased online
- Specific solutions for healthcare personnel and customers in hospital car parks and
- Special conditions for subscribers and large accounts (special temporary discounts, payment facilities, additional parking places for rental cars at special prices, etc.).

Specific new products were developed in response to new customer requirements; particularly for people who no longer work full time at the office, but rather combine with periods of Home Office:

- “Daytime Multiday”: Product allowing parking during daytime hours. For sale in Spain, Portugal and Italy, and very well received in these markets.
- “Smart-Working” ticket: Flexible ticket that enables the acquisition of hours of continuous parking, per week, available in Italy.

At the end of the first wave of the pandemic, at the start of summer in Europe, a communication campaign was designed (“Wherever you go, we go with you”) the objective of which was let Saba’s customers know that Saba would accompany them on their return to the New Normality. This campaign was launched in various countries in which Saba is present.

Saba continued to work to strengthen its “e-commerce” area by activating website and app sales in Chile and expanding its product offering in all the countries.

Saba regularly conducts various studies to measure customer satisfaction, such as its Satisfaction Survey and “Mystery Shopping”. Due to the special circumstances arising from the covid-19 pandemic, Saba decided to focus these studies on the evaluation of customer service quality in Spain, through the assessment of the various channels available: social media, email and the 902 telephone number.

The results obtained from the evaluation of customer service quality in Spain were as follows:

	Report on Results	
	2020	2019
Social networks		
Average response rate	100.0%	96.9%
Satisfactory response	68.8%	90.3%
Email		
Average response rate	90.0%	85.0%
Satisfactory response	90.4%	87.7%
CAC		
Average response rate	90.3%	56.6%
Satisfactory response	43.6%	51.6%

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 "Contact Centre" that allows Saba to increase the quality of service to its customers.

In 2020 Saba's CAC continued to consolidate its role as a leader in areas other than the remote management of car parks, in the never-ending pursuit of improving the customer experience. In this connection, 2020 witnessed the continuation of the international expansion process of the CAC, which commenced in 2017 and was consolidated in 2019, with 211 car parks connected in Spain, Italy and Portugal, compared to 199 car parks connected in 2019. Saba also laid the foundations for the connection of car parks in the UK, the roll-out of which will begin in early 2021.

In December 2020, Saba received 158,744 queries (2019: 158,517 queries) related to the sales and customer service activity through its various communication channels in Spain, Chile, Italy, Portugal and the UK. Work is scheduled to integrate information from Germany, the Czech Republic and Slovakia. The CAC also answered 1,383,118 calls from the intercoms (2019: 1,669,078 calls) at the car parks in Spain, Italy and Portugal, which represents an average of 3,780 calls a day (2019: 4,500 calls a day), resolving all manner of incidents remotely, seven days a week, 365 days a year. In addition, the CAC answered 13,704 email queries (2019: 72,306 queries) relating to products in Spain. The decrease with respect to the previous year is due to the completion of the project automating the activation of the product aimed at hotels (Parkhotel), which significantly improved the customer experience. Not only did the CAC improve its level of customer service, but now it also acts as a fully fledged sales "Contact Centre".

2020 was marked by the covid-19 crisis. In this connection, Saba assigned resources and strove to guarantee the continuity of the CAC and, therefore, the continuity of the business. Two highly significant projects were executed:

1. Implementation of the back-up of the CAC room at the Carlos III car park in Barcelona. This provides Saba with two CAC rooms, which guarantee, on the one hand, the capacity to work concurrently and organise two CAC "capsule" teams and, on the other hand, the possibility of always having one room available in case of the loss of the other.

2. Virtualisation of CAC job positions. This has enabled the CAC team to telework and, therefore, prevent health problems arising from the pandemic, while also avoiding the mobility restrictions imposed by the authorities.

As a result of these two milestones, the CAC was able to maintain 24/7 service with no need to suspend or reduce it at any time and, therefore, the car parks were able to remain active with customers still being attended to without interruption.

Consumer health and safety measures:

Saba analyses the stakeholders' needs and expectations, which include measures relating to health and safety, the environment, energy efficiency, etc., and implements the measures that have the greatest impact. Therefore, for example, at the request of one of the aforementioned stakeholders, certain car parks were equipped with semi-automated external defibrillators (SAED). 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 person'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. In addition, regular technical inspections are carried out on our equipment to ensure all the facilities provide their users with maximum safety guarantees.

As a result of the situation arising from covid-19, Saba centred its efforts on ensuring the health and safety of its customers. In accordance with this objective, it analysed the impact of covid-19 on the various spaces, and adapted capacities, provided hydro-alcoholic gel and installed the signage required to ensure the health of our customers.

Throughout the year evaluations are also conducted of the requirements to be met as part of the process of obtaining the certifications held by Saba, which are ISO 9001:2015; ISO 14001:2015, OHSAS 18001:2007, ISO 50001:2011 and ISO 45001:2018.

Outsourcing and suppliers:

Saba's procurement activity is regulated by Saba's Procurement Model, which covers Spain, Italy, Portugal and Chile. This model establishes the need to first define the tender guidelines including technical, economic, legal, environmental, risk prevention, labour and safety at work criteria.

The Procurement Model also identifies the transversal Supplier Accreditation and Assessment process, through which information from suppliers, including information on environmental and occupational health and safety-related matters is requested and validated. Specifically, information is requested in relation to ISO 14001 and ISO 45001.

In relation to the supervision and audit of procurement processes, the Procurement Model regulates the participation of the procurement area in these processes and of management control, as well as the required approvals. The outcome is reported to enable it to be monitored by the related committees. Lastly, the supervision and audit processes performed by the Internal Audit Area include Saba's Procurement Process within its scope.

Saba works with supplier companies that promote the social integration of disabled people who are at risk of social exclusion, etc. In this regard, it is worth noting the outsourcing of external services in Spain to a company with clearly social goals that aims to integrate people with disabilities in the job market. In this connection, Saba aims to back the social inclusion of people with disabilities and to generate quality employment for this social group, who have greater difficulties in relation to the ordinary employment market.

As a result of the situation generated by covid-19, Saba prepared with its suppliers the health and safety measures required to ensure the health of suppliers, workers and customers.

7.3.2. Tax information

The detail of the profit (loss), by country, in accordance with IFRSs as detailed in the notes to Saba's consolidated financial statements is as follows:

Amounts in thousands of euros

	2020	2019
Portugal	2,429	7,559
Andorra	167	3,105
Slovakia	(153)	2,640
Germany	(884)	1,340
Czech Republic	(1,186)	215
Chile	(3,547)	167
Italy	(5,333)	(29)
UK	(11,709)	(1,300)
Spain	(26,672)	(3,731)
	(46,888)	9,965

Saba paid EUR 2,213 thousand (2019: EUR 6,833 thousand) in income tax for 2020 and supplements for the previous year.

Saba received EUR 2,372 thousand in personnel benefits and compensation in accordance with the various mechanisms established in each country in response to the crisis arising from the covid-19 pandemic. In 2019 Saba received EUR 370 thousand in government grants.

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
– Markets served	4	GRI 102-6
– Location of operations	4	GRI 102-4
– Scale of the organization	4	GRI 102-7
– Key impacts, risks and opportunities	9	GRI 102-15
Information on environmental matters		
– Management approach	13	GRI 103-2, GRI 103-3 GRI 102-15, GRI 102-11
– Key impacts, risks, and opportunities	19	GRI 102-29, GRI 102-30 GRI 307-1
– Environmental management and performance	20	GRI 302-4, GRI 302-5
– Pollution	23	GRI 103-2, GRI 302-4 GRI 302-5, GRI 305-5
– Circular economy	23	GRI 103-2 GRI 303-1, GRI 103-2, GRI 301-1, GRI 301-3,
– Sustainable use of resources	24	GRI 102-2, GRI 302-1, GRI 302-2, GRI 302-3, GRI 302-4, GRI 302-5 GRI 103-2
– Climate change	26	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	27	GRI 103-2, GRI 103-3, GRI 102-35
– Key impacts, risks, and opportunities	29	GRI 102-15, GRI 102-30
– Employment		
• Number of and distribution of employees by country, gender, age and professional category	31	GRI 102-7, GRI 102-8, GRI 405-1
• Distribution of employment contracts and annual average by gender, age and professional category	32	GRI 102-8
• Annual average of indefinite-term, short-term and part-time employment contracts by gender, age and professional category	32	GRI 102-8
• Number of terminations by gender, age and professional category	33	GRI 404-1
• Average remuneration by gender, professional category and age	34	GRI 405-2
• Gender pay gap	34	GRI 405-2
• Remuneration of identical job positions or average remuneration at the company	36	GRI 202-1
• Average remuneration of directors and executives	37	GRI 102-35, GRI 102-36, GRI 201-3
• Implementation of policies for employees to disconnect from work	37	Qualitative
• Percentage of employees with disabilities	37	GRI 405-1 b
– Work organisation		
• Organisation of working time	38	GRI 102-8 c
• Absenteeism	39	GRI 403-2
• Measures to facilitate work-life balance	39	GRI 401-3
– Health and safety		
• Occupational health and safety conditions	41	GRI 103-2
• Accident rates	42	GRI 403-2, GRI 403-3
– Labour relations		
• Organisation of labour/management dialogue	43	GRI 102-43
• Percentage of employees, by country, covered by collective agreements	45	GRI 102-41
• Assessment of collective agreements in the area of health and safety	45	GRI 402-1, GRI 403-1, GRI 403-4
– Training		
• Training policies implemented	45	GRI 103-2
• Training indices	45	GRI 404-1, GRI 404-2
– Universal accessibility for people with disabilities	49	GRI 103-2
– Equality		
• Measures adopted to promote equal treatment and opportunities between men and women	49	GRI 103-2
• Equality plans	49	GRI 103-2
• Measures adopted to promote employment	49	GRI 103-2, GRI 404-2
• The integration of, and universal accessibility for, people with disabilities	49	GRI 103-2
• Anti-discrimination and diversity management policy	49	GRI 103-2, GRI 406-1
• Protocols against sexual and gender harassment	51	GRI 103-2

Respect for human rights		
– Management approach	52	GRI 103-2, GRI 103-3, GRI 410-1, GRI 412-2
– Key impacts, risks, and opportunities	52	GRI 102-15, GRI 102-30
– Performance of due diligence reviews	52	GRI 103-2
– Measures to prevent and manage possible instances of abuse	52	GRI 103-2, GRI 412-1
– Complaints of violations of human rights	52	GRI 102-17, GRI 103-2, GRI 419-1
Information relating to anti-corruption and bribery issues		
– Management approach	54	GRI 103-2, GRI 103-3, GRI 205-2
– Key impacts, risks, and opportunities	56	GRI 102-15, GRI 102-30
– Anti-corruption and anti-bribery measures	56	GRI 103-2
– Anti-money laundering measures	56	GRI 103-2
– Contributions to foundations and not-for-profit entities	59	GRI 103-2, GRI 415-1, GRI 201-1, GRI 203-2, GRI 415-1
Information on the Company		
– Management approach	60	GRI 103-2, GRI 103-3
– Key impacts, risks, and opportunities	61	GRI 102-15, GRI 102-30
– The Company’s commitment to sustainable development	61	GRI 413-1, GRI 413-2, GRI 203-2, GRI 102-43
– Association or sponsorship activities	61	GRI 102-13
– Management of consumer relations	63	
• Grievance mechanisms, complaints received and their resolution	63	GRI 102-17, GRI 103-2, GRI 418-1
• Consumer health and safety measures	63	GRI 103-2, GRI 416-1, GRI 416-2
– Outsourcing and suppliers	66	GRI 103-3, GRI 308-1, GRI 407-1, GRI 414-1, GRI 414-2, GRI 308-2
– Tax information and transparency	67	GRI 201-4
Report methodology	69	