

# Opening our **SPACES**

*#peaceful city*

*#solidarity*

*#carbon neutrality*

# EDITORIAL BY

# SERGE CLÉMENTE

president of the INDIGO Group



## 2020 was a year like no other. How did the pandemic affect INDIGO?

**Serge Clément:** The Covid-19 health crisis shut down part of the global economy and did not spare our group. However, because we operate in several continents and have a diverse range of clients and contractual models, our 2020 results were not too severely affected. The refinancing strategy we adopted several years ago also allowed us to withstand the crisis better, and above all enabled us to preserve as many jobs and investments as possible.

It is true that, from the onset, we proved that we could act fast and adapt our organisation with responsive, organised and mobilised teams. Regarding external growth, in 2020, a record year, we rolled out an ambitious acquisition policy, primarily in Europe and North America, and invested over €252 million. The health crisis also prompted many spontaneous acts of generosity from our teams in all our regions. They reached out to healthcare workers and set up a solidarity fund that collected nearly €1 million to help our group's hardest hit employees.

*"All INDIGO, all engaged!"*

This crisis has taught us that our group is united and quick to respond. We have emerged stronger from it and now aim to return to 2019 growth rates by the end of 2021. We have prepared ourselves to emerge bigger and stronger from this pandemic.

## Has the crisis prompted a change of strategy for INDIGO?

**S.C.:** The crisis forced us to take emergency action, but that does not mean that we have lost sight of our long-term objectives. We will continue to grow, to consolidate our finances and to open up to new businesses so we can better meet the needs of our clients and of the cities of the future regarding parking, last-mile logistics, mobility and new services. The crisis also highlighted new workforce-related, environmental, and social issues and heightened our stakeholders' expectations. More than ever before, people want stress-free cities, employees want meaningful jobs, and shareholders want a better balance between short-and medium-term profits.

We turned this difficult period into an opportunity and used it to rethink our company's strategic vision and collectively define our corporate purpose as **"Opening space for peaceful city motion"**. This mission will ensure that we create more value in our key businesses (off-street and on-street parking facilities) and make even better use of our spaces by focussing on three strategic priorities: serenity, soft mobility and services to neighbourhoods. In 2020, we also injected real impetus into our CSR strategy.

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**On that very subject, could you tell us more about your CSR strategy?**

**S.C.:** First, we want to forge ahead with all the pledges we have already made to our employees, as well as reinforce our social and environmental commitments. All these issues are highlighted in our non-financial performance ratings. INDIGO aligns its activities with the United Nations Sustainable Development Goals and reflects its CSR commitments through annual themes. The theme for 2021 is: **“All INDIGO, all engaged!”**. We are committed not only to our employees, but also to causes outside INDIGO Group through the non-profits we support in our regions. Encouraging and growing our talents is also a key priority and we have introduced employee satisfaction surveys and launched “On-boarding”, a large-scale project to welcome and follow new recruits that will be up and running by the end of the year. What is more, each of the countries where we operate will launch their own initiatives reflecting our key corporate value of solidarity. Lastly, we have kicked off two major corporate initiatives: a climate plan and joining the UN Global Compact programme by the end of the year.

*“This crisis has taught us that our Group is united, responsive and caring”*

president of the INDIGO Group

**The Group’s climate strategy seems to be one of its top CSR priorities...**

**S.C.:** In 2020, we wanted to make a strong commitment to the environment and used the Paris Agreement and its concept of carbon neutrality as our blueprint. As a business, this means we must do three things: measure our greenhouse gas emissions, reduce them as much as possible, and offset the emissions

we cannot avoid. That is why we launched **“GO for Climate”**, our in-house programme which aims to achieve net zero in Scope 1 and Scope 2 emissions by 2025 and control of Scope 3 emissions by 2050. In practice, this means taking several measures, such as greening our fleet, purchasing green electricity, and investing heavily to fit our car parks with LEDs. We are also fostering soft mobility solutions by massively rolling out both e-vehicle charging stations and a full range of bicycle solutions for our clients. Lastly, we have rolled out the INDIGO Group Procurement Charter which extends our CSR policy to our suppliers.

INDIGO, 60 years’ of **PARTNERSHIP WITH CITIES**

INDIGO is the world leader in car parking, individual mobility solutions and city services. We help local authorities and private organisations (hospitals, shopping malls, stations, airports, universities, etc.) develop innovative mobility solutions that make it easier for people to get around in cities. We are the only parking industry operator present in three continents and across all segments: on-street, off-street, and private shared car parks.

We are deeply committed to taking a comprehensive CSR policy, and in 2020 were ranked 44<sup>th</sup> worldwide out of 4,903 groups by ratings agency Vigeo Eiris, which assesses non-financial corporate performance.



**Digitalise our services with OPnGO**

OPnGO, our digital parking solution, is available in four European countries and offers the full range of parking services via a single app. From space booking to on-street parking payment, OPnGO aims to simplify drivers’ trips with a range of parking solutions that meet all their needs.

**Streeteo, to serve local authorities**

Streeteo, our on-street parking enforcement service, is helping French local authorities implement France’s paid on-street parking reform and taking the opportunity to improve the flow of traffic in city-centres.

**Moving to soft mobility**

INDIGO Weel and Smovengo help foster the use of soft mobility solutions with their shared bicycle and e-scooter services, and bicycle parking facilities. We are also actively deploying e-vehicle charging stations to encourage the use of clean energy-powered vehicles.

**Design the city of tomorrow**

As a key player in the cities of the future, we are making our vision of “car park of the future” a reality, forging strategic partnerships and transforming our car park spaces — which are ideally located in city-centres — into logistics and services hubs.

For more information on the data published by the INDIGO Group, go to [group-indigo.com/en/information-data](https://group-indigo.com/en/information-data)

## OUR ENTREPRISE

# INVENTING CITIES OF THE FUTURE

that are more attractive, more tranquil, and more mobile

## OUR ASSETS

### We are the only car park operator present in three continents

- We operate in **11** countries, and more than **750** cities.
- We continue to expand into new countries, including China, Poland, Brazil...

### Our group is robust

- We renewed and reinforced our shareholder structure end-2019 and Infra Foch Topco now owns 99.77% of INDIGO Group capital\*. Our shareholders are committed for the long term.
- 2020 Global Proportionate\* turnover of **€718,5 million**
- Over **€252 million** invested in 2020.

### Our employees are engaged

- **14,500** employees worldwide.
- **83%** of INDIGO employees are satisfied with their jobs (France/2019).
- They receive an average of **43 400 hours** of training in 2020 (World).

### We foster equal opportunities, diversity and the integration of people with disabilities

- **42** nationalities (France/2020).
- A gender equality score of **90/100** (France/2020).
- INDIGO Belgium was awarded the **inclusivity prize** by Compaan, a Flemish organisation that helps vulnerable people find work.

### We have a comprehensive portfolio of mobility products and services

- Our unique and diversified ecosystem is the fruit of our capacity for innovation.

## OUR EXPERTISE

From design, to programme management and operation, our expertise spans the entire urban mobility and car parking sector value chain.

**Off-street car parks and related services** – we make it easier to get around town sustainably, free up and recreate street space, and enhance the urban environment, while also offering services for vehicles and for people living in the suburbs.

**On-street parking solutions** – we offer local authorities on-street parking management services and devices that are in line with their mobility strategies. For example, Streeteo, our on-street parking enforcement service, improves the flow of traffic making life easier for businesses and residents and helping create more vibrant, bustling city-centres.

**Digital solutions for smart cities** – we help users optimise their trips, we improve the traffic flow, and reduce pollution and congestion in urban areas.

**Soft mobility solutions** – we foster shared, eco-friendly mobility in city-centres with services for residents such as INDIGO Weel and Smovengo; we encourage the development of bicycle parking facilities and electric charging stations and we help companies green their fleets.

**Last-mile logistics** – we optimise the flow of goods in urban areas by adapting and diversifying our car park spaces, which are ideally located in city-centres, so they can offer a wide range of services.

## OUR CLIENTS

We develop bespoke solutions to meet the wide-ranging needs of:



## OUR CONVICTIONS AND OUR VALUES

• **RESPECT → RESPONSIBILITY**  
**SOLIDARITY →** guide each of our actions.

- We maintain lasting, fair relations with our stakeholders.
- In order to provide a framework for our practices and to enable everyone to carry out their missions in a responsible and self-respecting way, we widely disseminate a **Code of Conduct** to all our employees. The INDIGO Group has also set up an **alert procedure** ensuring the protection of the whistleblower.

## OUR STRATEGIC PARTNERSHIPS

**Because building the cities of the future involves a host of issues, we nourish our ecosystem with the expertise of a wide range of specialists.**

### OUR OBJECTIVE:

to offer services that respond to the needs of our clients and their users by forging bespoke partnerships.

- **The excellent services and capacity for innovation of our partners enrich our offering.**
- **Together, we help develop socially and environmentally responsible mobility and urban logistics solutions for cities.**

### OUR COMMERCIAL PARTNERS:



### OUR PARTNERS IN SOLIDARITY:



\*The share capital of Infra Foch Topco is held by PREDICA – a subsidiary of Crédit Agricole Assurances (47.52%), Vauban Infrastructure Partners (33.17%), MEAG (14.36%), the Group itself (0.5% in treasury stock) and its management (the remainder).

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

For more information on the data published by the INDIGO Group, go to [group-indigo.com/en/information-data](http://group-indigo.com/en/information-data)

## Enhancing city

# ATTRACTIVENESS



By 2050, 68% of the world's population – or seven billion people – will live in cities, compared with 55% in 2020. For INDIGO, clearly these cities of the future must be more stress-free, with a more peaceful parking, a customer centric approach, seamless travel solutions, green spaces and uncluttered streets. They must be places where everyone – the young, the elderly, families, and workers, etc. – instinctively feels at home.

### Softer mobility

Far from disappearing, cars are now used in combination with quieter, more eco-friendly transport solutions that have less impact on quality of life in cities. Cars are also becoming cleaner thanks to the advent of electric and hydrogen-powered vehicles, and electric bicycles and scooters offer alternative travel solutions. This means that, depending on their habits and time of life, city-dwellers can choose the transport solution that is best suited to their specific needs and time constraints. Our role in this

transition is to facilitate new behaviours and provide infrastructures that meet these needs, for example, bicycle parking facilities, more e-vehicle charging stations, etc. As Serge Clément, President of the INDIGO Group explains, *"INDIGO has proven experience in soft mobility and digital solutions which facilitate stress-free travel"*.

### The city around the clock

Everything is accelerating and the "15-minute city" is becoming a reality. This trend is accompanied by a growing need for 24/7 services and additional eco-friendly, flexible last-mile logistics solutions. It calls for a more diversified range of transport services, like cargo-bikes, electric bikes, scooters and electric or hybrid delivery vans, that facilitate deliveries in the middle of the city.

Our car parks are located right in city centres, providing rare access to the very heart of a municipality. These prime locations have incited us to offer even more services, often using the latest digital innovations.

Our car parking facilities and services must interface with other transport solutions so users can get to parts of the city that are inaccessible by car.

By 2050

68%

of the world's population will live in cities (compared with 55% in 2020)

That will represent

7

billion people

### Using space underground to free up the streets overhead

In large cities, on-street parking space is gradually being replaced by pedestrian streets, cycle paths and green areas. This trend is gathering speed, transforming cities into ever more tranquil environments. As Serge Clément explains, *"Because they are underground, car parks offer solutions to current and future urban development issues. They boast strategic locations and large surface areas in the heart of increasingly densely populated metropolitan centres"*.

### Rising to the challenge of climate change

Because preserving the environment requires concrete commitments, our Group's strategy includes clear measures to fight global warming. In 2021, for example, we are launching our **"Go for Climate"** plan which sets precise targets that we must meet to reduce and offset our carbon emissions. Using international standards as our benchmark, we aim to achieve net zero in Scope 1 and Scope 2 emissions by 2025 and control of Scope 3 emissions by 2050 (see pages 18-19). *"Our commitment to the climate is a crucial part of our CSR strategy and means we can facilitate the energy transition in cities and help city-dwellers adopt new behaviours,"* explains Benjamin Voron, Head of Communication & CSR at INDIGO Group. *"It reflects our Group's strong social and environmental engagement and accountability. And we will meet these objectives by deploying solutions all over the world."*

73%

of the approximately 1,500 respondents, consider sustainable development a very important issue that should be taken into account by INDIGO in its future strategy and services.

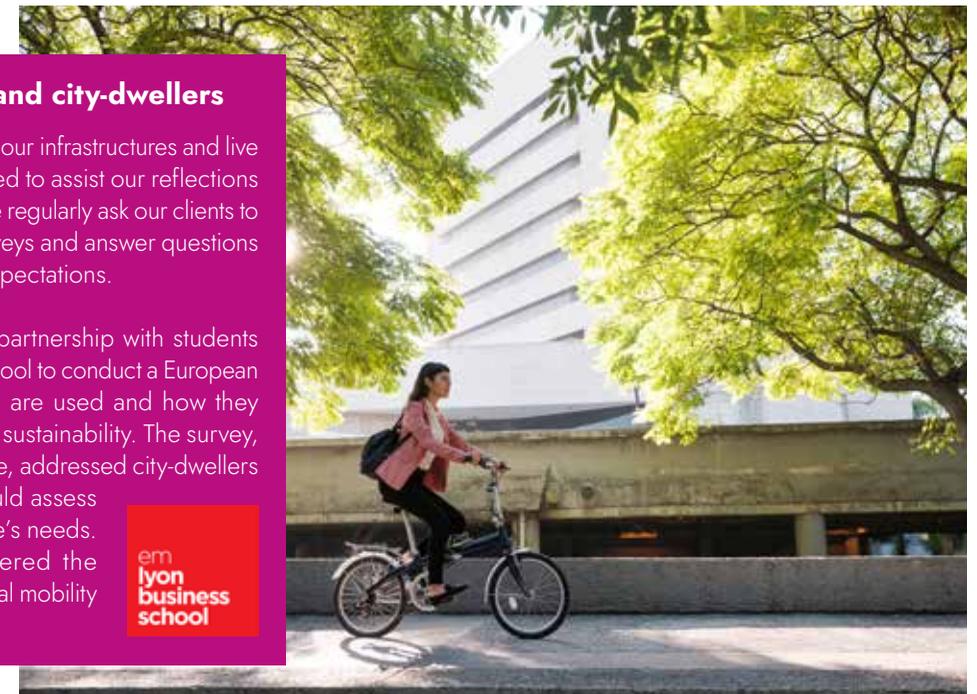
Parking and services dedicated to electric, hybrid and hydrogen cars (score of 3.2/5) and bicycles and e-bikes (score of 3/5) are the most eagerly awaited offers.



### Listening to users and city-dwellers

Since the people who use our infrastructures and live in cities are the best placed to assist our reflections and guide our choices, we regularly ask our clients to complete satisfaction surveys and answer questions about their habits and expectations.

In **2020**, we formed a partnership with students from EMLyon business school to conduct a European survey of how car parks are used and how they should evolve in terms of sustainability. The survey, which was open to anyone, addressed city-dwellers in general so that we could assess and account for everyone's needs. The questionnaire covered the issues of parking, individual mobility and services.



# OPENING SPACE

for peaceful city motion

The expectations of our stakeholders, employees, and clients (local authorities and private), and of city-dwellers in general, are evolving. This prompted us to ask the question: "What role does our Group want to play in its business environment, both now and in the future?". In answering this question, we came to define INDIGO Group's corporate purpose as "Opening space for peaceful city motion".

This purpose statement guides our 14,500 employees' actions every day and has transformed our company's long-term strategic vision.

The fact of the matter is that the key issue facing the cities of the future is freeing up their streets to make room for other mobility solutions (pedestrians, bicycles, delivery vehicles, etc.), green spaces, and social areas (outdoor dining, cafés terraces, etc.). Last-mile logistics must also be scaled up to make the fifteen-minute city a reality.

To achieve this goal, we can enrich the way our city-centre car parks, infrastructures and urban logistics services are used – for example can serve as charging spaces for e-vehicles, cultural venues, and even host events. The possibilities are endless, and we can design a myriad solutions to satisfy the needs of our clients and their users.

3 PHASES

3 MONTHS

300 EMPLOYEES

to define our corporate purpose.

## Putting our heads together to define our corporate purpose

Like many companies, we were hard hit by the Covid-related health and economic crisis. It forced us to question our role, our activities, our organisation and ultimately our very reason for existing. And because we believed that, in order to be fully impactful, our corporate purpose had to emanate from within, we asked our teams to help us define it.

In October 2020, during the first "Inspiration" phase, we asked these employees to answer a survey designed to help us know ourselves better and understand our environment. During this phase, we also asked for input from our shareholders and organised several workshops involving 15 of our senior executives. In November, during the second "Expression" phase, we built several scenarios before agreeing on the final wording of our purpose statement. In December, which marked the culmination of this process, we worked on the "Embodiment" phase, which involved choosing how best to put our business purpose into practice and provide authentic, impactful evidence of it.

RAISING OUR AMBITION  
**HIGHER AND STRONGER**  
BY RELYING ON TWO PILLARS



### SERENITY

Core business: car parking



### MOBILITY & SERVICES

Logistics, Bikes, EV & Curbside Management



**Theme 1**  
Customer experience  
(quality, cleanliness,  
safety) and operational  
efficiency



**Theme 2**  
Digital  
(Marketing, BI, DSE)



**Theme 3**  
Last mile logistics  
&  
Mobility on bikes



**Theme 4**  
EVE charging  
systems

## OUR CORPORATE PURPOSE:

"OPENING SPACE FOR PEACEFUL CITY MOTION"

Our operation spaces (which are more than just car parks) are the core of our activity (asset management, etc.)

We work towards cities, with cities and for cities, in an increasingly urban world.

## OPENING SPACE FOR PEACEFUL CITY MOTION

We managing flows of people and goods (beyond simple transportation) with last-mile delivery, proximity services, e-vehicles, etc.

We aim to meet city-dwellers' new expectations for cities: less stress, noise, pollution, and traffic.

We are opening up, creating an ecosystem, building something together, reinventing "on demand" services.



# SHARING

our cities  
in motion

## TO DIVERSIFY

### USES OF PARKING SPACES

Our car parks are multi-faceted, connected mobility hubs that adapt to local needs and play a crucial role in the development of the cities of the future. At INDIGO, we are making our vision of the “Car park of the future”— a sustainable, open space that interfaces with its surroundings — a reality, so that we can better respond to the needs of cities and their residents. We aim to foster smoother urban travel, limit pollution, and have a positive impact on the city’s economic activity. We are therefore adapting our spaces and forging strategic partnerships with key players in last-mile logistics and mobility.

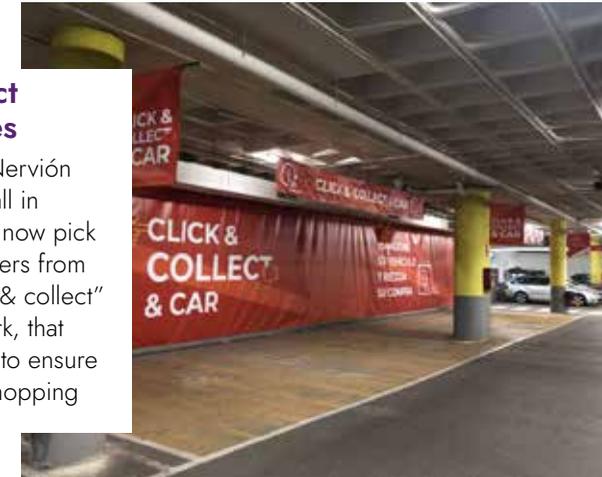
« INDIGO’s car parks are in city centres and have space that can be used for storage and to improve the flow of traffic. Their locations and layouts are key assets when it comes to developing new urban logistics services. Our partnerships with Amazon, Rexel and Mon-marche.fr are concrete examples of ways in which they can be used and are in line with our social and environmental goals. »

Sébastien Fraisse, Managing Director, INDIGO France

## LAST-MILE DELIVERY: MAKING LIFE EASIER FOR USERS AND REDUCING CONGESTION AND POLLUTION

### Click & Collect car park zones

Customers at the Nervión Plaza shopping mall in Seville, Spain, can now pick up their online orders from a dedicated “click & collect” zone in the car park, that has been adapted to ensure safe, convenient shopping collection.



### Lockers for Amazon parcels

INDIGO has joined forces with Amazon to instal secure 24/7 parcel deposit and collection facilities in its car parks, so users can conveniently pick up their parcels when they go into town.

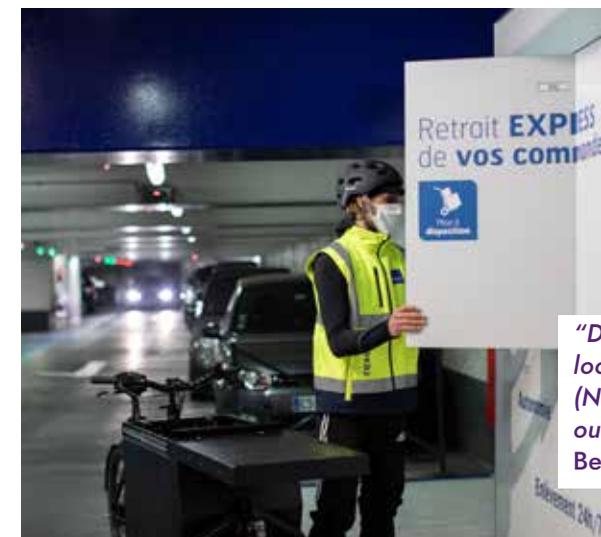
#### OUR OBJECTIVE 2021:

to fit  
**80** car parks with Amazon Lockers

### In Paris, fresh produce is delivered by cargo-bike from a car park

Mon-marché.fr is a fresh produce delivery service for people living in city centres.

Orders are made on a smartphone app and the logistics chain includes storage areas, product preparation and delivery by cargo-tricycle. The company joined forces with INDIGO to trial the scheme in a car park right in the middle of Paris. An 800 m2 area was converted into a logistics centre with storage areas, several cold rooms, and a reception area. The pilot was a success, and several other schemes are now being rolled out.



### Supplying electrical equipment with Rexel

To reduce the number of trips made to buy and deliver electrical equipment, INDIGO has joined forces with leading international electrical wholesaler Rexel, to set up a deposit and collection service in our car parks. We opened a first pick-up point at the Victor Hugo car park in Paris and will launch eight others by the end of the first half of 2021 to serve Paris and its inner suburbs.

“Depending on the size of the order, it is delivered to the locker by bicycle, cargo-bike, or natural gas-powered van (NGV). This scheme helps the environment by reducing both our own and our customers’ carbon footprints.”

Benoît Ribault, Project Manager, Rexel France

## Reserved spaces and electric sockets for Stuart in Paris

Stuart, a leader in B2B delivery and a subsidiary of La Poste group, delivers to retailers using e-bikes with trailers. They can transport up to 1.2m3, hold a dozen delivery trays, and are faster and more eco-friendly than vans. Stuart bikes can now be parked and charged in nine INDIGO car parks where spaces with electric sockets are reserved for them.

## Urbeez cargo-bikes crisscross Brussels

Urbeez is a startup that offers eco-friendly home deliveries to Brussels residents. INDIGO helps Urbeez manage its logistics by providing secure reserved parking spaces for its fleets at the Royal and Thon car parks.

### MORE CONVENIENT AND CUSTOMIZED SERVICES FOR CITY RESIDENTS

From neighbourhood services to car washing, INDIGO is attentive to the needs of its users and is developing increasingly personalised services that make their lives easier.

*“We are actively engaged in developing new services for city-dwellers in the regions where we operate. In North America, we are rolling out several schemes, from storage solutions to dark kitchens\*, by teaming up with specialists in these professions”.*

Wilfried Thierry, Managing Director, North America



### Ever heard of car park cities?

Well, they exist in Colombia, where car parks are literally cities within cities with an incredible array of services and shops, including dark kitchens\*!

### Eco-friendly car washing with Total Wash

INDIGO has teamed up with Total Wash, which is developing steam car wash stations. It is all done in under an hour with less than one glass of water per car on average!

OUR OBJECTIVE FOR 2021:  
**25**  
steam car wash stations for our users

### TRANSFORMING OUR CAR PARKS INTO EVENT VENUES

When their layouts are well-suited, our car parks can be used to host community events. In 2020, for example, at the competition for young designers organised by Talons Aiguilles – a nonprofit set up by EDHEC business school – the collections were unveiled at a fashion show held in the Euralille shopping mall carpark in northern France. In Montreal, INDIGO teamed up with YUL so that the FAUV comedy festival could go ahead. It was organised as a drive-in event at the airport car park which allowed attendees to watch the show from the safety of their cars, in full compliance with health measures. In Nancy, eastern France, for the seventh year running, INDIGO sponsored “Le livre sur la place”, the city’s annual literary fair.



\*Professional kitchens that only produce food for delivery.

### GETTING AROUND TOWN IN ALL MANNER OF WAYS

For several years now, INDIGO has been investing in soft mobility solutions. For example, through INDIGO Weel, we have developed our own shared bicycle and electric scooter service, which is now available for users in Toulouse, southern France. Since 2017, we have been shareholders of Smovengo, the consortium that operates the Paris Velib’ shared bicycle scheme (find out more on pages xx and xx). We also forged new partnerships in shared electric mobility in 2020, for example with Green Mobility in Antwerp and BeepBeep in Brazil. INDIGO is also developing complementary solutions, with reserved spaces in its car parks for car-sharing and carpooling, and partnerships with startups like the one with carpooling mobile app Klaxit, which is currently at the pilot phase.



*“There is ever-growing demand from city residents for better sharing of public spaces, and INDIGO helps cities divide space appropriately between cars and pedestrians, encourage soft mobility, increase green spaces and provide more locations for recreational activities.”*

Loïc Delcroix, Iberian and South America Director

### INDIGO with Véligo!

In an initiative taken by the city of Bourgnon-la-Reine in the Greater Paris area and in partnership with IDF-Mobilités, INDIGO operates a Véligo bicycle parking facility near the RER station (Greater Paris regional express trains) and the car park. This scheme aims to encourage people to use bicycles for short trips.

### A seamless customer experience enabled by digital technology

In 2016, INDIGO innovated by creating OPnGO, the first app that offers an all-digital parking experience allowing users to reserve spaces and use contactless payment at both on- and off-street parking facilities. In 2020, INDIGO integrated its subsidiary and transformed it into a “digital factory”, in a strategic shift that will make customer experience-focused innovation one of our top priorities. To date, OPnGO has 1 million users and offers spaces in 610 car parks in Europe. To make things even easier for users, OPnGO is developing an app that will open its technology to other players, like the Parclick app. Thanks to OPnGO there is no need to print tickets when users enter or leave the car park – they are recognised by their number plates – and the app also sends them a digital invoice by email. As a result, in 2020, 182 kilometres of car parking ticket paper were saved thanks to this technology.

### Organiser et libérer la voirie

Improving the way public spaces are shared between pedestrians, soft mobility users and car drivers is one of INDIGO’s top priorities. In Meaux (north-east of Paris), surface parking spaces will gradually be removed and replaced with an underground car park, freeing up street space and opening an area overlooking the Marne River to create nicer living conditions for the city’s residents. In the western Paris suburb of Neuilly-sur-Seine, we are building a 450-space underground car park at Les Sablons to make room for soft mobility on the avenue above. Streeteo improves vehicle circulation, revitalizes city-centre business activity, and reduces pollution in more than 20 French cities including Strasbourg and Paris. To respond to demand from cities, Streeteo is currently recruiting and will open a new offsite image review centre in Tours. It is also rolling out new technology that will make its enforcement service more efficient.

### Car sharing

As part of its constant bid to improve traffic flow and free up street space, INDIGO has forged several partnerships with online short-term car hire companies like Get Around, Ubeeqo, Virtuo, and Toosla. Over 500 car-sharing vehicles are already housed in INDIGO car parks in Paris, Marseille, Toulouse, Strasbourg, Neuilly-sur-Seine, Boulogne-Billancourt, Issy-les-Moulineaux and Saint-Coud.

OBJECTIVE 2021:

**1 000**  
car-sharing vehicles



# THE CUSTOMER

## EXPERIENCE

INDIGO IS ONE OF FRANCE'S

**TOP 200**

customer relations champions of 2020, a ranking created by HCG consulting group.\*

At INDIGO, we look after all the people who use our car parks and endeavour to make their journey experience as smooth and pleasant as possible from beginning to end. The quality of our service, which is based on our fundamental pillars – welcome, cleanliness, safety, and customer relations – is essential in achieving this.

### Welcoming, clean, high-quality installations that meet the highest standards

At INDIGO, we make a point of ensuring that our car parks are always clean. Since 2012, we have followed the guidelines laid out in our sustainable cleanliness charter. It highlights best environmental practices like the use of eco-certified or water-efficient cleaning products that, whenever possible, are made entirely from biodegradable ingredients of natural origin. We constantly strive to improve our service, which is why we measure user satisfaction with *ad hoc* surveys, "mystery client" visits, and customer satisfaction terminals. Early in 2021, INDIGO conducted surveys in Europe and Canada on the quality of its services.



### Connected car parks offering real-time user assistance

Whether they have lost their ticket, need help, or have a question regarding a service, our Connecpark call centre operators will answer users' calls whatever the time of day, in France and around the world. Thanks to cutting-edge technology that uses IP intercoms and connected cameras, they can provide remote assistance to users who contact them.

**522**  
car parks connected

**4000 TO 6000**

calls a day by Connecpark France

### Making life easier for the disabled

INDIGO makes it easy for disabled people to use its car parks and shops with clearly identified parking bays, easy access, purpose-built pathways, and more.... When it renovates infrastructures near listed buildings or sites, it takes a proactive and creative approach to finding solutions for the disabled despite architectural restrictions. Its new car parks are designed and constructed so they are accessible to people with physical, visual, hearing, and mental disabilities.

\*Source Les Echos, 27/01/2020



Aiming for  
**CARBON NEUTRALITY**

OUR CLIMATE STRATEGY:

**GO FOR CLIMATE**

At INDIGO, to fight the urgent issue of climate change, as part of our CSR strategy, in 2021 we pledged to reduce our greenhouse gas (GHG) emissions and launched our climate plan. "GO for climate" consists of a series of concrete measures designed to help us achieve net zero in Scope 1 and Scope 2 emissions by 2025 and influence our stakeholders so we control Scope 3 emissions by 2050.

## A comprehensive approach based on international standards

For several years now, we have been endeavouring to help the environment. We design more eco-friendly car parks, invest in energy-efficient car park lighting, and purchase green electricity – for example in our Spanish subsidiary. Since 2018, we have measured all our GHG emissions according to international standards and ADEME (French environmental and energy management agency) guidelines. In 2020, we overhauled our governance and created a more ambitious action plan based on our experience and on European and international goals. We conducted an in-depth study of the measures we could take and defined a realistic, ambitious climate plan, which we have called “GO for Climate”. We launched it at the beginning of 2021 and aim to achieve net zero carbon emissions by 2025.



### SCOPE 1 All direct emissions

from the group’s activity, including fossil fuel consumed to run our operations (central heating in our buildings, fleet vehicles, etc.)



### SCOPE 2 Indirect emissions created

by the production of electricity used to run our operations (car park lighting, etc.).



### SCOPE 3 Other indirect emissions

linked to the group’s value chain, that we do not control directly, but which we can influence, such as logistics, construction works, procurement, etc.

2018

Programme launched

2020

Climate strategy defined

2025

Net zero for Scopes 1 et 2

2050

Control of Scope 3



## Carbon offsets – supporting positive impact projects

To compensate our unavoidable emissions, we intend to support carbon offset projects in the countries where we operate. We want these projects to be connected to our activities and urban territories. For example, we are looking at supporting reforestation and re-wooding near cities, hedgerow restoration in regions like Hauts de France and Normandy, and a rural biogas project in China.

## “GO FOR CLIMATE” IN BRIEF

REDUCE



01 REDUCE

our carbon footprint

AVOID



02 ENSURE

transition to gentle mobility



03 BUILD

the future of car parks



04 PLAY

a sustainable role in our ecosystem

OFFSET



05 SET UP

a local offset policy to preserve our planet

MEASURE OUR CARBON FOOTPRINT



## A sustainable procurement charter

Over the years, INDIGO has forged fair, lasting, rewarding, responsible relationships with its suppliers and service providers. The products and services we purchase meet ethical principles that we hold dear – business ethics, respect for the environment, compliance with international conventions on labour law and human rights. In 2021, we reformed our supplier performance charter and expanded our commitments beyond the scope of our own operations. We want our suppliers to integrate our sustainability criteria into their CSR policies, so that together we can offer our clients the most efficient and responsible solutions.

## OUR ACTION PLAN FOR 2025

REDUCE



### Buy more green electricity

>> Green electricity to represent 50% of purchases by 2022. Thereafter, the share will increase by 10% a year to reach 100%



### Optimize car park lighting, our biggest energy consumer (62%)

>> 50% of 10+ year contracts will switch to LED lighting – 40% of electricity consumption per car park.



Green our fleet in France and the rest of the world.

OFFSET



### Support carbon offset projects

(reforestation, landscape restoration, rural development projects)

>> Launch in 2022

# MAKING SPACE FOR SOFT MOBILITY

Smovengo in the Greater Paris area in 2020:

60

municipalities equipped

1 400

stations

420 000

subscriptions

20 000

bikes in circulation, 40% of which are VAE

A more peaceful city is above all a city where there is much less pollution and noise. To make this city a reality, INDIGO focuses on developing soft mobility solutions and helping clients roll out theirs. For example, we encourage cycling and instal electric vehicle charging stations in our car parks.

## Accelerating behavioural change

Since 2017, INDIGO has been expanding its presence in large and medium-sized cities in France with soft mobility solutions INDIGO Weel (shared bikes and e-scooters) and Smovengo (the Greater Paris Vélib' bicycle and e-bicycle sharing scheme operator).

## Vélib', deployed and operated by Smovengo enjoy exponential growth, driven by strong demand for individual transport

INDIGO is a shareholder of Smovengo, which has operated the Vélib' shared bicycle scheme in Paris and the Greater Paris area — France's largest network of shared bicycles available 24/7 — since 2018. Its bikes boast innovative features like the electronic control box, integrated batteries, and are regularly upgraded to offer a seamless user experience. In spring 2020, after the first French lockdown was lifted, Smovengo's indicators soared — driven by strong demand from users wanting to avoid public transport — prompting it to reinforce its network.

## Coming soon to Belgium

The recently inaugurated Opera car park project in Antwerp, Belgium, includes a 10-year concession contract to create 12 soft mobility hubs in INDIGO car parks in the city. From spring 2021, Antwerp residents will be able to use 100 bicycles, 30 e-bikes and 30 e-scooters.



## Soft mobility in the spotlight

The 19th edition of European Mobility Week was held in September 2020 under the theme "Zero-emission mobility for all". The aim was to encourage citizens to embrace lasting, eco-friendly practices by choosing sustainable transport solutions. INDIGO took part in several activities organised in Toulouse and the surrounding area, where INDIGO Weel has 600 e-scooters and 400 bicycles. Throughout the event, exchanges with the general public, local authorities and companies provided insights on how best to commercialise the new mobility services on offer.

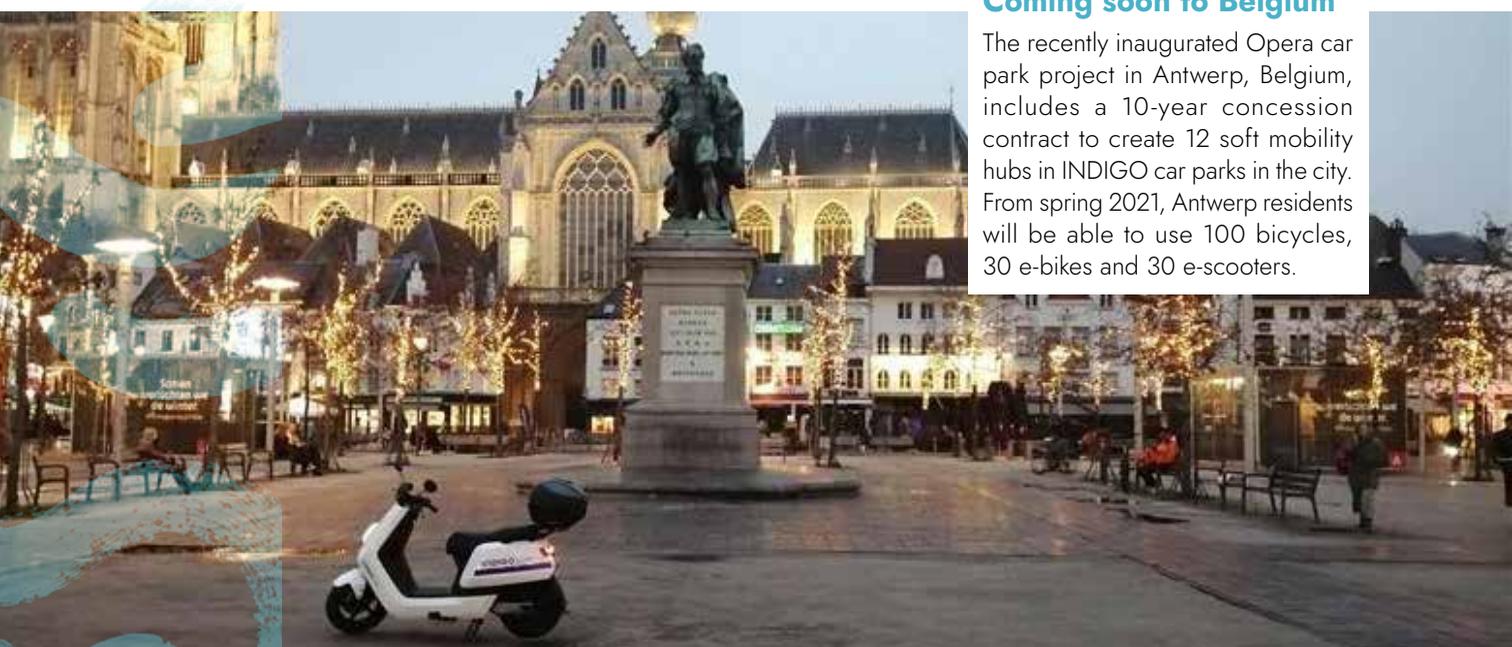
## Secure bicycle parking facilities

With growing demand from city residents, INDIGO is developing bicycle stations that offer users secure parking and services for their bicycles:

- in Antwerp, under Tenierplaats — a secure 297-space bicycle parking station with lockers and e-bike charging points;
- in Paris-Montparnasse — a 395-space underground bicycle parking station with lockers and spaces for nine cargo-bikes;
- in Strasbourg — an 800-space bicycle parking facility and repair shop in the Gare car park at the railway station.

*"If we want to have more peaceful cities without curbing travel, then the bicycle is a solution for the future and cycling must be encouraged and made safe."*

**Thomas Bimson,**  
Director of INDIGO Central Europe



Car parking for bicycles Paris Montparnasse



Concept of secured car parking for bikes



### Employees ride bikes at Airbus Helicopters

To limit the use of motor vehicles on its 80-hectare site and offer its 12,000 employees an easy, eco-friendly mobility solution, Airbus Helicopters Marignane decided to instal a fleet of 300 INDIGO Weel bikes and 30 bike stations. Its employees will be able to use them via a dedicated app from spring 2021.

*“With this new service, Airbus Helicopters has taken concrete action to improve the working environment and safety of its employees and reduced its site’s carbon footprint and noise pollution.”*

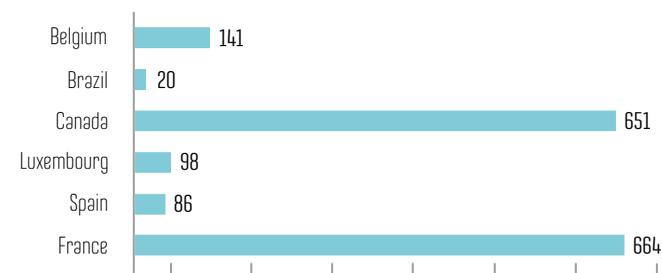
Luc Amargier, Property Management FMRE Marignane – HMF01 Airbus

### Meeting growing, short-term demand for e-charging stations.

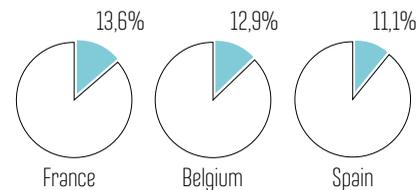
INDIGO supports the growing use of electric vehicles by installing charging stations in our car parks.

- to help meet the French government’s objectives, we teamed up with **Bouygues Energies & Services** to grow the network of charging stations in France. In January 2021, we also introduced a “Park & charge” combined service to foster charging station use.
- in Spain, we joined forces with **Nissan** – which has the country’s largest private network of rapid charging stations – to develop new charging stations and cater for both city travel and longer-distance journeys.

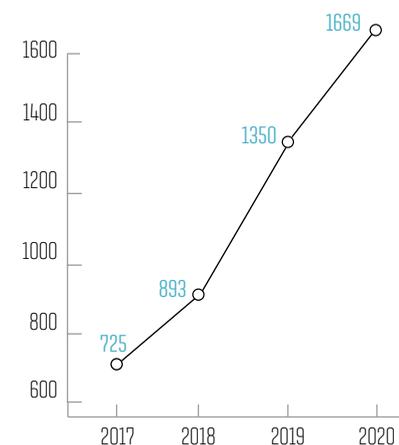
NUMBER OF INDIGO CAR PARK CHARGING POINTS IN THE WORLD IN 2020



RATE OF ELECTRIC VEHICLES IN LOCAL FLEETS IN 2020



EVOLUTION OF THE NUMBER OF CHARGING POINTS BETWEEN 2017 AND 2020



## DESIGNING, BUILDING AND OPERATING LOWER-CARBON CAR PARKS

INDIGO is committed to helping the environment. We offer our clients sustainable infrastructure design and operation solutions and work with partners that can help us meet our carbon footprint reduction goals.

### Making eco-design a priority

Light shafts, natural ventilation, landscaping, green areas, preserving biodiversity – our Technical Department and its in-house engineers include all these aspects in every new car parking infrastructure they create.

### Building to last

We work with construction companies (Bouygues Bâtiment Ouvrages Publics, VINCI Construction, Briand, etc.) that have a CSR policy – this is one of our selection criteria – so we can limit the impact of our activities on the environment along the entire value chain.

*“We work with INDIGO on beneficial city-centre eco-schemes, adding greenery to parking facilities and creating spaces that foster biodiversity. Our creations are attractive but also resilient enough to withstand increasing climate variability.”*  
Yannick Ferry, urban landscape architect and co-founder of Atelier Lignes and Les Cocottes Urbaines



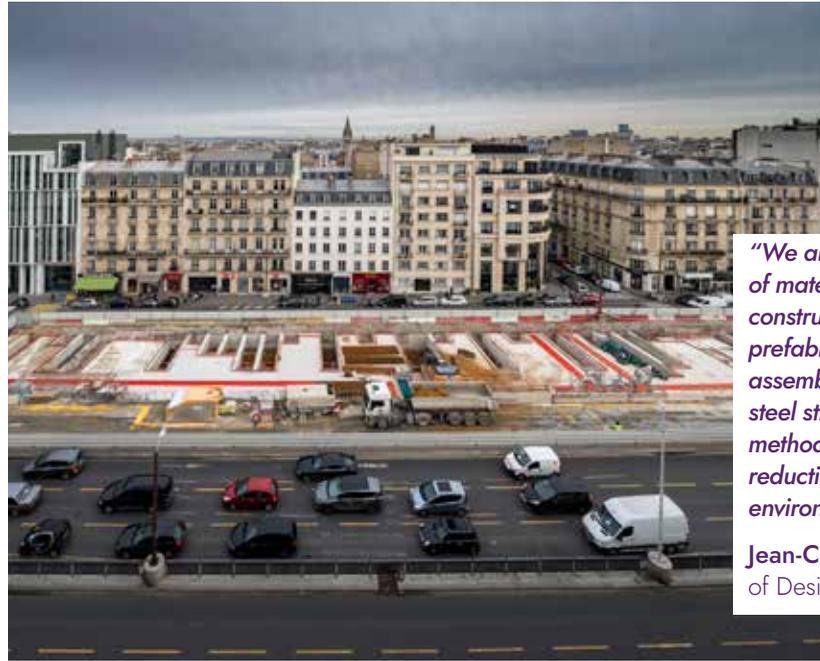
In Bordeaux, the Ars-Belcier car park’s eco-friendly design includes a green roof with over 1,200 different plants, rainwater harvesting, and a shared vegetable garden.



### Eco-friendly car park management

Electricity consumption, cleaning products, air quality, etc. – INDIGO has taken a series of measures to minimise the environmental impact of its operations. They include:

- Switching to LED lighting in our car parks
- Following an eco-friendly car park cleanliness charter since 2012
- Monitoring the air inside our car parks with smart ventilation systems that turn on automatically



2

ISO140001 certified entities in France and Spain

*"We aim to optimise the quantity of materials used and improve the quality of our constructions. For example, we prefer industrially prefabricated structures and dry construction assembly, and use 70% recycled steel in our steel structures. Compared with traditional methods, this enabled us to report a 30% reduction in greenhouse gas emissions on our environmental and health declaration sheets."*

Jean-Christophe GALLISSOT, Deputy Director of Design & Build, a subsidiary of Briand Group

**At INDIGO, we combine our recycling policy with community outreach initiatives:**

- 1.6 tonnes of parking meter batteries recycled
- 400 e-waste items recycled by DSI, an approved Entreprise Adaptée (adapted business) that helps people with disabilities find employment
- 500 INDIGO Weel bicycles donated to Les Ateliers de l'Audace, which repairs or recycles bikes and supports community projects in Lyon
- 240 kg of damaged uniforms collected by INDIGO Brazil and transformed into 300 pencil cases, 200 masks and 900 eco-tote bags.



*"Our partnership with Les Ateliers de l'Audace has a very positive impact because it fulfils several objectives: it enables old bicycles to be reused, saves materials and spare parts, reduces urban pollution, creates local jobs for people on reintegration programmes, and supports community outreach projects involving bicycles."*

Jean Gadrat, Managing Director of INDIGO Weel



Playing as a  
**TEAM**

WE FOCUS ON THE **HUMAN** FACTOR

Every day, all over the world, men and women of different origins and backgrounds help put INDIGO on the map. We endeavour to preserve this rich and diverse human capital – we listen to all our employees, help them develop their careers, and support them along their paths.

# HELPING OUR PEOPLE BLOSSOM

Every year, to help achieve the Group's goals, INDIGO develops a comprehensive training scheme and encourages employees to learn new skills.

Our programmes include:

- **training courses** all over the world, with our three parking schools in France, Brazil and the United States;
- **manager assessments** at Campus INDIGO France to ensure our managers get the training that is best suited to their needs;
- the **Young Talent programme** in Brazil, a two-year scheme – with training and hands-on experience in a wide range of jobs – that introduces talented young employees to several INDIGO professions before they choose the one for them. The Talent Lab course developed in 2019 in Canada, which helps managers advance their careers.

## INDIGO Group goes on a "learning expedition"

After the success of its first corporate programme in 2018, INDIGO launched another scheme for a dozen managers from different countries in 2021. The aim is for them to help the Executive Committee reflect on several strategic focusses and develop their expertise and leadership skills.

# 43 400

heures de formation dispensées en 2020 (Monde)



# AN INCLUSIVE COMPANY

Taking concrete measures to ensure equal opportunities and promote diversity is part of our DNA. LAZ Parking's "Second chance" programme helps people with blemished records re-enter the workforce. The company also took a public stand against racism in support of the Black Lives Matters and Women in Parking movements.

In Belgium, Compaan – a Flemish organisation that helps vulnerable people find work – awarded INDIGO the inclusivity prize for its initiatives to help bring people back to work, especially the disabled and long-term unemployed.

# 90/100

is the gender equality index score achieved in 2020 by the INDIGO UES (social and economic group)



*"Our company is stronger when it includes diversity in the way it operates. In fact, diversity is what creates movement and stimulates creativity."*

Ellen Soete, Human Resources Director, INDIGO Belgium

## Accounting for individual situations

In France, 15% of INDIGO's employees are also carers who look after elderly, sick or disabled loved ones every day. We support these employees through a partnership with Prev&Care, France's leader in tailored support for family caregivers. Prev&Care helps them find solutions, navigate red tape, and identify trustworthy service providers.

## ENGAGED EMPLOYEES

### BRAZIL (2020 survey)

# 83%

of our employees in the field are satisfied with the professional development opportunities available at INDIGO

# 96%

of our white-collar workers think the company handled the Covid-19 pandemic well

# 100%

think they are given enough autonomy to successfully complete their tasks.

### UNITED STATES

# 72%

of LAZ Parking employees like their work environment (2019 survey)

### FRANCE

# 86%

of employees find their work interesting (2019 survey)

### LUXEMBOURG

# 93%

of employees are generally satisfied with their job and would recommend INDIGO as an employer to their friends and acquaintances (2020 survey)

*To ensure the consistency of the feedback we receive and enhance our employees' wellbeing, in 2021 INDIGO kicked off a scheme to standardise in-house surveys.*

# FIGHTING

## COVID-19 TOGETHER

The Covid-19 pandemic impacted people all over the world. True to one of its core values – solidarity – INDIGO responded by reaching out to employees and health care workers, and supporting them in several ways.



During the lockdowns, INDIGO and OPnGO offered healthcare workers unlimited free parking.

**50+**  
cities in France

**413 000+**  
hours of free parking

**2 860+**  
healthcare workers benefited

### A SOLIDARITY FUND FOR EMPLOYEES



At the initiative of the Group's senior executives and as early as April 2020, INDIGO set up a solidarity fund to help employees affected by the health crisis. With voluntary, anonymous donations from almost 200 managers, and a contribution from the group, the fund collected a total of €840,000. It was able to help employees hard hit by the pandemic – for example those who lost a loved-one to Covid-19, or whose partners experienced job or income loss, etc.

**€840 000**  
collected

**200**  
managers supported the fund

## SUPPORTING HOSPITALS AND CONTAINING THE VIRUS



Currently,  
**15**  
drive-through centres set up  
in the United States

**300**  
LAZ Parking ambassadors  
trained to manage  
these services

### Drive-through testing and vaccination centres in North America

LAZ Parking supported hospitals and medical centres coping with high demand for testing and vaccination. It designed and rolled out drive-through centres and a range of patient management services. For example, LAZ Parking can rapidly set up testing or vaccination facilities, handle logistics, traffic control, patient welcome, pre-screening and temperature checks. It has rolled out this type of service at the Sainte Justine University Hospital Center in Montreal, where patients can be tested in their cars. These drive-through testing centres reduce the risk of contagion.



## HELPING CLIENTS THROUGH THE CRISIS

### Supporting restaurants in Bogota (Colombia)

City Parking helped with the plan to reopen restaurants in Bogota. It forged partnerships with monthly bicycle and motorbike subscriptions for restaurant employees, as part of the city's drive to get the restaurant sector up and running again by taking cars off the streets so restauranters could serve outdoors.



### More flexible services for our car park clients

In Canada and Europe, we were able to offer our clients specific offers tailored to the Covid-19 context.

WE SUPPORT OUR

## LOCAL COMMUNITIES

**INDIGO is a company with strong local roots. We support several nonprofits and cultural sites around the world by raising awareness of their causes and making donations (parking spaces, funds and items).**

### Helping on all fronts in Brazil



Manobra Solidária in Brazil installs clothing banks in INDIGO car parks. The items it collects are repaired and donated to the poor. A total of 316,500 clothing items have been collected since 2004!

Also in Brazil, INDIGO runs information and awareness-raising campaigns to encourage employees to donate blood. In 2020, the company organised 18 blood donation events.

Every year, INDIGO employees can help needy children and fulfil their Christmas wish by giving them the gift they asked for in their letter to Santa.

In 2020, 130 letters were “adopted” through this scheme.



### Fighting cancer in Spain

Two free parking spaces at INDIGO’s Avenida del Mar car park in Marbella are reserved for the AECC, the Spanish association against cancer.



### Marseille says “no” to coastal pollution

In 2020, INDIGO continued to support Marseille nonprofit “1 déchet par jour/ 1 piece of rubbish”, which works to prevent discarded masks and gloves becoming a major source of pollution, especially on the coast. We ran a poster campaign in all our car parks in the city that read “Stop masques et gants par terre #CleanTaVille #LoveTaMer” (Stop dumping masks and gloves on the ground #CleanYourCity #LoveYourSea).

**9 YEARS**

supporting Mothers Against Drunk Driving

**\$ 1000**

a year donated to the “Rest your car” initiative in British Columbia

### Mothers Against Drunk Driving

In British Columbia, Canada, INDIGO supports Mothers Against Drunk Driving (MADD), a nonprofit that helps victims of drunk driving crashes and raises awareness of its dangers. We encourage MADD’s work by providing financial support for the Region and promoting the “Rest Your Car” initiative which offers people who are in no state to drive preferential rates if they leave their vehicles in our car parks overnight.

### Paris helps the homeless

INDIGO took part in La Nuit de Solidarité (A night of solidarity) for the third year running and opened 27 car parks to volunteers and City of Paris representatives. This scheme allows the City of Paris to conduct a census and establish, as precisely as possible, how many homeless are sleeping outside in the middle of winter, so it can adjust its assistance policy accordingly.

**Learn more about INDIGO Group’s CSR policy at [group-indigo.com](http://group-indigo.com), in the “CSR” section and read our reports in the “Publications” section**

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INDIGO Group

**[www.group-indigo.com](http://www.group-indigo.com)**

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The background features a vibrant, abstract design. The upper portion is dominated by thick, expressive brushstrokes in shades of purple, pink, and orange, set against a light, warm-toned background. The lower portion transitions into a deep blue field filled with soft, out-of-focus bokeh lights in various colors, including yellow, orange, and green, creating a dreamy, atmospheric effect.

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