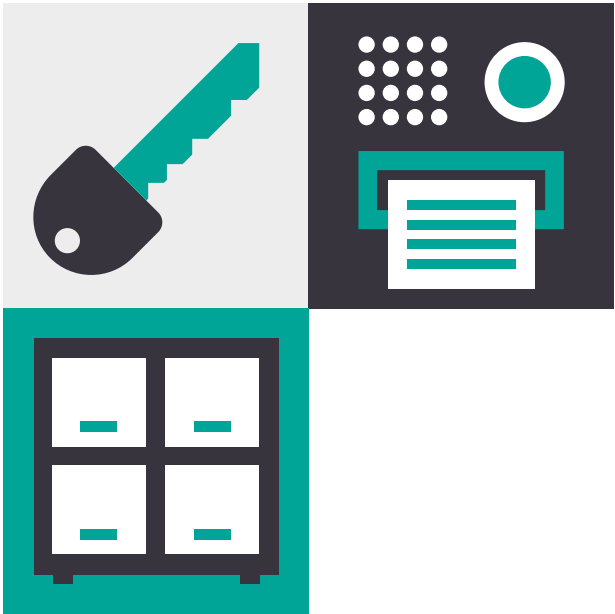


# Sustainability Report 2021

saba<sup>o</sup>



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# The CEO's review

## Josep Martínez Vila

The group's activity has continued to be conditioned in 2021 by the evolution of the health crisis caused by COVID-19, and 2022 starts with forecasts of recovery, largely thanks to the relaxation of health and mobility restrictions.

In recent years we have been able to safeguard the Group from volatility and contain increases thanks to the policy of electricity purchases in futures markets, thus gaining stability. For the coming financial years we will continue working in this same direction in order to minimise the impact of electricity.

Just as for over 50 years, Saba will face the future with the ability to react and adapt that allowed us to continue with the operation of the service while preserving the health of the team, during and after COVID-19, maintaining the spirit of continuous improvement, providing our essential services throughout the pandemic, working to adapt the car park to the mobility needs of our customers and cities, and thinking of the car park networks as mobility service hubs.




**Saba will face the future with the ability to react and adapt**



In terms of the FY 2021 summary, Saba has continued to monitor the impact of the pandemic and its effects on both economic activity and the business activity itself, with the main goal of restoring normality at all levels. In 2021, Saba's short-stay activity increased by 29% compared to FY 2020, a year weighed down by the pandemic, although it is still 30% below 2019, while the number of subscribers was 3% higher than in the previous year and remains 9% lower than in 2019. Regarding the salient figures, operating income stands at 234 million euros, 18% higher than 2020 and 21% lower than 2019, with EBITDA at 103 million euros, 43% higher than 2020 and 25% lower than 2019. Saba invested 25 million euros in the 2021 financial year.

Once again, I wish to highlight the effort made in the financial field, with exhaustive control of liquidity and debt, which in the latter case has experienced a reduction despite the exceptional sit-

uation. In summary, in 2021 cost control and investment prioritisation measures were maintained, while technological projects were promoted in order to stimulate commercial and business activity and guarantee the efficient integration of new car parks in the future. In the workplace, actions aimed at preserving the health of employees continued, including the partial continuity of administrative remote working for central services, and measures to size the workforce in accordance with the evolution of activity levels. Finally, we have maintained the processes for requesting rebalancing of concessions and renegotiating contracts, as well as the search for new opportunities in the market, promoting the lengthening of the average contractual duration of the portfolio.



**In 2021, spending control measures and investment prioritisation were maintained, while technological projects were promoted to stimulate sales and business activity**



## Saba strengthened its position in 2021 as a benchmark operator

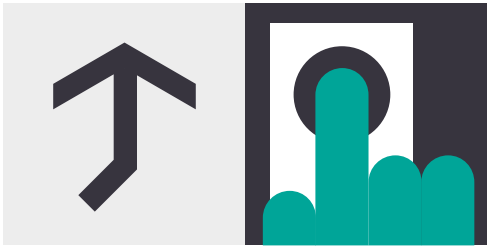


Saba completed development operations in most countries in 2021, including new projects and renovations. In Spain, the concession contract for the car park at the Gregorio Marañón General University Hospital stands out, with close to 900 parking spaces. Various operations have also been completed in Portugal, achieving a rental contract for the Arena Expo car park (397 parking spaces), at the Lisbon trade fair centre, the rental contract for the “Torres Galp” car park (135 parking spaces), and in Porto the leasing contract for the Garagem Sa da Bandeira (112 parking spaces) and the renewal to operate the car park (318 parking spaces). Furthermore, Saba was awarded the parking management contract for the Bupa Clinic (1,136 parking spaces) in Santiago de Chile, one of the largest hospitals in Chile. It also completed the management contract for the operation of the Parque Arauco car park (8,477 parking spaces), a complex of five shopping centres, and managed to renew the management contract for the Arturo Merino Benítez Airport car park (7,743 parking spaces) in the Chilean capital.

Saba has become stronger in 2021 as a benchmark operator, consolidating the role of parking as an essential piece to regulate road congestion and an intermodal node of the urban mobility network. Car parks are not part of the problem generated by traffic in cities; they are part of the solution. They are mobility service hubs, points that take advantage of the strategic locations in urban centres, their capillarity throughout the city and their uninterrupted service to work as an integrated agent in politics and in the chain of people mobility (carsharing, vehicle electric) and, similarly, merchandise (the last mile).

In June 2021, Saba became a shareholder in Geever, an operator specialising in the distribution of truly sustainable, efficient and local last-mile goods. For three years, Saba and Geever had been collaborating on a pilot test in nine car parks in Barcelona with excellent profitability, which made it possible to reduce the number of vans, and therefore congestion and emissions, at rush hour, with the entry of goods at night and with delivery using sustainable and one-person vehicles. The impact on mobility means that, after these years of testing, failed deliveries have been reduced to below 10%, making the distribution model more efficient from a sustainability perspective. In this same area, it should be noted that Saba has expanded the offering for the collection of e-commerce products at lockers located in the car parks of its network: in Italy (InPost), Spain (Pudo, Amazon and Aliexpress), United Kingdom (Amazon) and Portugal (Correios de Portugal). We have close to 120 lockers in these four countries.

To strengthen the recovery, the props that the company will rely on include sales activity through the adaptation of products, recovery of subscribers, electric mobility and promotion of new digital channels and the digitalisation of processes. In this regard, Saba continues to promote and reinforce strategic business initiatives such as the launch of payment by number plate in more than 60 car parks, the expansion of e-commerce services on the business website and the Saba App, extended to all countries in which it operates. Visits to the e-commerce websites in Spain, Italy, Portugal and Chile reached 1.7 million in 2021 and the number of transactions stood at over 78,000. E-commerce sales were 105% higher than in 2020 and 90% higher than in 2019. In addition, we continue working to make the car park more than just a space for



cars and motorcycles, but also for bicycles and other personal micro-mobility vehicles, car-sharing and rent-a-car, in an inter-modal regime, and also with public transport . Saba must adapt to people's new habits and work to be a benchmark mobility manager, with the ambition of fostering the company's growth and continuing to open new lines of innovation in the sector, and income diversity, which will contribute to its consolidation in the future.

I would like to highlight the essential role of Saba as an electrical infrastructure point, deployment of which we began in 2018, and which is one of the clearest strategic commitments of the company. With a great boost in 2021, the company has more than 400 points in the countries in which it operates, constituting the most extensive electric charging network (semi-fast and fast, for subscribers and short-stay) in the sector and with an impact on emission savings. In Spain alone, savings of 278,861 kg of CO<sub>2</sub> emissions have been recorded since we started electric charging in December 2018.

We maintain the performance of our activity within the framework of the United Nations Sustainable Development Goals (SDG), reiterating our commitment to the territory and focused on compliance with ESG (Environment, Society and Governance) criteria.

Regarding the environment, the fight against climate change is incorporated as part of our business strategy, with the promotion of initiatives that contribute to advancing the ecological transition and towards a low-carbon economy. For example, by extending to Spain, Italy, Portugal and Chile, and soon to the United Kingdom, the ISO 50001 Energy Management Certification.

Regarding corporate governance, in 2021 Saba updated the Crime Prevention Manual approved in 2017, and followed and analysed the approval and dissemination of the Code of Ethics in all the countries in which the Group operates. In terms of social action, all the commitments have been maintained and even increased, aimed at the protection of disadvantaged groups, and hospital projects linked mainly to children. In 2021, the focus was on initiating actions in this area in countries such as Italy and Portugal.

While it is true that digitalisation, boosting sales activity, the search for new opportunities and the provision of mobility

services are among our greatest challenges, so also is continuing to consolidate a committed and convinced team to face the uncertainties that arise in our environment, the most important asset we have.

On behalf of the management team, I wish to thank the great work, commitment and sacrifice of all the people who make up this Group and, also, to encourage them not to falter in the pursuit of our great goal, which is to continue promoting an international benchmark operator.





# About Saba



# About Saba



Saba is a leading operator in the development of solutions in the field of urban mobility and is specialised in car park management. 99.5% controlled by Criteria Caixa, Saba implements its activity with an industrial vision in all areas of the parking sector and has excellent locations that guarantee the highest standards of quality, innovation and user experience, the result of a policy of growth that has been the hallmark of its trajectory.

The company works to innovate and develop new sales strategies, incorporating intelligent services associated with the mobility of people and vehicles. To this end, it focuses its efforts on adapting parking to the mobility needs of cities and considers the car park to be a sustainable mobility service hub based on:

- Technology for the development of new products and the promotion of efficiency in the management of operations
- Business transformation focused on improving services and customer experience
- The quality of customer-focused service as an essential aspect
- Operational efficiency through continuous improvement and best practices
- Selective and rigorous growth and development
- Commitment to SDGs 2030

## Saba in figures



9

Countries  
(9 in 2020)



37

Companies



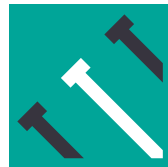
2,099

People  
(2,068 in 2020)



1,051

Car parks  
(1,155 in 2020)



382,471

Parking spaces  
(387,379 in 2020)





Companies<sup>1</sup> Employees Cities Car parks Parking spaces

<b>1</b> <b>Spain and Andorra</b> 12 926 83 256 131,836	<b>2</b> <b>Portugal</b> 5 124 17 95 35,564
<b>3</b> <b>Great Britain</b> 11 484 34 515 113,810	<b>4</b> <b>Germany</b> 1 61 16 41 15,367
<b>5</b> <b>Italy</b> 1 193 18 55 26,568	<b>6</b> <b>Czech Republic</b> 2 31 4 39 22,689
<b>7</b> <b>Slovakia</b> 1 21 4 15 5,860	<b>8</b> <b>Chile</b> 4 259 3 30 30,777

<sup>1</sup> Companies by country: Andorra: SOCIETAT PIRENAICA D'APARCAMENTS, S.A. **Germany:** SABA PARK DEUTSCHLAND, GmbH. **Chile:** SABA ESTACIONAMIENTOS DE CHILE, S.A.; SOCIEDAD CONCESIONARIA PLAZA DE LA CIUDADANIA, S.A.; SABA AEROPUERTO CHILE, S.P.A.; SOCIEDAD CONCESIONARIA SABA GENERAL MACKENNA, S.A. **Slovakia:** SABA PARKING SK, S.R.O. **Spain:** SABA INFRAESTRUCTURAS, S.A.; SABA APARCAMIENTOS, S.A.; BARCELONA D'APARCAMENTS MUNICIPALS, S.A. (BAMSA); SABA CAR PARK, S.L.; SABA PARK, S.L.U.; SABA APARCAMENT SANTA CATERINA, S. L.; GEEVER SERVICIOS DE PROXIMIDAD, S.L.; SOCIETAT D'APARCAMENTS DE TERRASSA, S.A.; APARCAMIENTO GRAN BULEVAR, S.L. UNIPERSONAL; SABA APARCAMIENTO DELICIAS, S.L.; APARCAMIENTOS DE GETXO Y LAS ARENAS (LAS MERCEDES) SOCIEDAD CONCESIONARIA, S.L. **Italy:** SABA ITALIA, S.P.A.; BOLOGNA & FIERA PARKING, S.P.A.; METRO PERUGIA, S.C.AR.L.; SOCIETA IMMOBILIARE PARCHEGGI AUTO - SIPA, S.P.A. **Portugal:** SABA PORTUGAL PARQUES DE ESTACIONAMENTO, S.A.; CPE-COMPANHIA DE PARQUES DE ESTACIONAMENTO, S.A.; LIZ ESTACIONAMENTOS - DESENVOLVIMENTO, EXPLORACAO E CONSTRUCAO DE PARQUES DE ESTACIONAMENTO, S.A.; SABA ESTACIONAMENTOS RIBEIRA, S.A.; SEMOVEPARK VISEU - ESTACIONAMIENTOS, S.A. **Reino Unido:** SABA INFRA HOLDINGS UK LIMITED; SABA GROUP UK LIMITED; SABA INFRA UK LIMITED; SABA UNIGARAGE UK LIMITED; SABA INFRA DUNDEE LIMITED; SABA PARK SERVICES UK LIMITED; SABA PARK SOLUTIONS UK LIMITED; SABA INFRA CAM-BRIDGESHIRE LIMITED; SABA INFRA GLOUCESTERSHIRE LIMITED; SABA INFRA HERTFORDSHIRE LIMITED; SABA INFRA LIVERPOOL LIMITED. **Czech Republic:** SABA PARKING CZ, A.S.; SABA CLICKPARK, S.R.O.



# Business model

**Saba's mission is to become a leading European operator in public mobility services and infrastructure management through continuous, selective and sustainable growth.**



Saba's business model is based on the privileged geographical location of its assets, excellence in service quality and sales focus, as well as the proactive and progressive introduction of technology, the management of its contracts, efficiency, competitiveness and internationalisation.

The consolidation of assets in different stages and the average life of more than 20 years (more than 19 in 2020) of the contracts guarantee the future of the company. In addition, the industrial profile with commitment, responsibility and active participation in management is part of the business philosophy and its long-term development. In this line, Saba contributes to the achievement of the Sustainable Development Goals (SDG 2030) of the United Nations Global Compact with initiatives and activities related to environmental protection, social action and good corporate governance.

Saba's business is mainly regulated by concession contracts with an average life of close to 20 years that guarantee the future of the company. Focusing on the long term, the company tries to renew the concessions and obtain new operations to extend the life of its car parks and thus have a solid basis for financing new investments.

Economies of scale and a greater presence in the sector favour competitiveness and improve positioning, responsiveness and efficiency in the management of operations and investments in technology. In this sense, Saba continued to grow in 2021, despite the global pandemic situation, thanks to the completion of operations at an international level with the acquisition of car parks, the award of concession or management contracts, and collaboration with government authorities .



Saba has been a pioneer in the installation of charging using QR technology and Electronic Toll Systems (OBEs) in Spain (VIA T), Chile (TAG), Italy (Telepass) and Portugal (via Verde) with which it offers a frictionless experience to the customer and eliminates the issuance of tickets, thus saving printing and paper. Additionally, in 2021 it has implemented number plate reading in car parks, allowing access and exit with the same advantages as OBEs.

The international expansion strategy and the efficient management of all car parks

through the Customer Service and Control Centre (CSCC) have made Saba's international presence possible. The CSCC makes it possible to improve the level of customer service by acting as a remote parking management centre and as a "Contact Centre" with a commercial and customer service vocation, which is why, in 2021, it has been launched in the UK for the connection and management of its car parks.

New needs resulting from e-commerce and micro-distribution are met at Saba through its Websites and Apps, from

which parking products can be purchased, and through smart lockers installed in the car parks with 24/7 access for citizens to collect online purchases, turning car parks into a network of local micro-distribution mini-hubs. Today Saba has 9 mini-hubs in the Bamsa car park network in Barcelona, which allow for sustainable distribution and improved efficiency in deliveries, with means of personal micro-mobility for delivery and night-time logistics for entering the city. In this sense, in its desire to expand the mobility offering and promote the decontamination and decongestion of roads in

cities, Saba acquired in 2021 a stake in Geever, an operator specialising in last-mile distribution. In this way, Saba continues to evolve towards a sustainable mobility service hub to take advantage of strategic locations in city centres, its capillarity and its uninterrupted service to work as an integrated agent in the policy and in the chain of mobility of people and goods.

The Geever proximity model consists of a network of distribution micro-hubs covering the entire city and the entry of goods at night, thus reducing congestion

and the associated pollution. The distribution is carried out by delivery personnel who live in and are familiar with the area in which they operate, using sustainable and one-person vehicles. Geever is currently present in Barcelona through 39 points, of which 17 are public car parks (Saba, Bamsa and BSM) and 22 are storage rooms, with future plans to consolidate a network based on car parks.

In addition, Saba has more than 400 electric charging stations in all the countries in which it operates, thanks to the provision of infrastructure in the car parks that began at the end of 2018 in Spain. The implementation of this project is a true reflection of the strategic importance that Saba attaches to supporting the development of the electric car within the framework of sustainable mobility, since the electric charging infrastructure is a facilitator of its deployment.

With all of this, Saba's objective is to become a leading European operator in the public urban mobility and infrastructure management service through continuous, selective and sustainable growth, as well as consolidating the vision of parking as a sustainable mobility service hub. and efficient.







## Actions carried out in each country

Regarding Saba's growth strategy, it should be noted that the main base of the business is regulated by limited-duration concession contracts. In this sense, the average life of Saba's contracts is currently more than 20 years, thus guaranteeing the future of the company, but with the desire to continue working to incorporate new contracts and improve this average. The key is, therefore, to work in the short term - but without forgetting the long term - trying to renew the concessions and get new operations, whether they are concessions or any other type of contract. Saba understands that mature car parks provide the basis for financing new investments in assets with a longer payback, thus completing a virtuous circle.

In the same way, economies of scale and a larger dimension in the car park sector favour a better competitive position, more responsiveness to new business needs and greater efficiency in the management of operations and investment in technology.

In 2021, Saba continued to conclude agreements in most of the countries in which it is present, both through the acquisition of car parks and the award of concession or management contracts, as well as renewals.

In Spain, the concession contract for the Gregorio Marañón University General Hospital car park (897 parking spaces) and the lease contract for the Cardenal



Benlloch car park in Valencia (275 parking spaces) are worthy of note. It should be noted as a fact subsequent to the reporting period of the present report that, in 2022, the Seville Port Authority awarded Saba the tender to operate the Muelle Delicias car park (270 parking spaces) and the company has concluded an agreement for the remodeling and improvement of the car park in Plaça d'Europa in Platja d'Aro (Girona), a project in which Saba will invest 1.8 million euros.

Along these same lines, the company plans to inaugurate a new parking lot in Genoa (Italy) soon, once the construction and adaptation of the facilities has been completed. The future Saba Hospital Genova Benzi car park will have 422 parking spaces distributed over five underground floors. In the city of Trieste, the company has been awarded the contract for the Cattinara Hospital car parks,

with a total of 470 parking spaces.

In Portugal, Saba has completed various operations, including the rental contract for the Arena Expo car park (397 parking spaces) at the Lisbon trade fair centre, and the rental contract for the “Torres Galp” car park (135 parking spaces), which is also in the Portuguese capital. In Porto, the leasing contract for the Garagem Sa da Bandeira (112 parking spaces) was obtained, as well as the renovation to operate the Ribeira car park, with 318 parking spaces, as well as the lease of the Perpetuo Socorro car park (71 parking spaces).

In Chile, Saba was awarded the parking management contract for the Bupa Clinic (1,136 parking spaces), in Santiago de Chile, one of the largest hospitals in the country. The company also concluded the management contract for the operation of the Parque Arauco car park (8,477

parking spaces), a complex of five shopping centres. The renewal of the parking management contract for the Arturo Merino Benítez Airport (7,743 parking spaces) in Santiago was also formalised.

In the United Kingdom, Saba was awarded the contract to operate the Bedfordshire Hospital car parks, with some 2,000 parking spaces, while in Germany it was awarded the rental contract for the City Galerie shopping centre car park (1,611 parking spaces), in the city of Aschaffenburg, and the lease contract for a shopping centre car park in Bergedorf, Hamburg (660 parking spaces), as well as the management of the TG Ratsbauhof car park (530 parking spaces) in the city of Hildesheim.

In the Czech Republic, the company has renewed the contract for the management of the Vinohradska Hospital (425 beds) in Prague, the country's capital.







## COVID-19 management

Saba has maintained the set of measures initiated in 2020 aimed at combating the exceptional situation, (having already reviewed and adapted them based on the evolution of the pandemic), as well as the spending and investment control measures, prioritising those that cannot be deferred and with direct impact on the operation of car parks. In addition, it has continued to monitor the evolution of the pandemic on economic activity in order to protect the business from possible impacts, preserve the safety of its employees, and continue to support its customers.

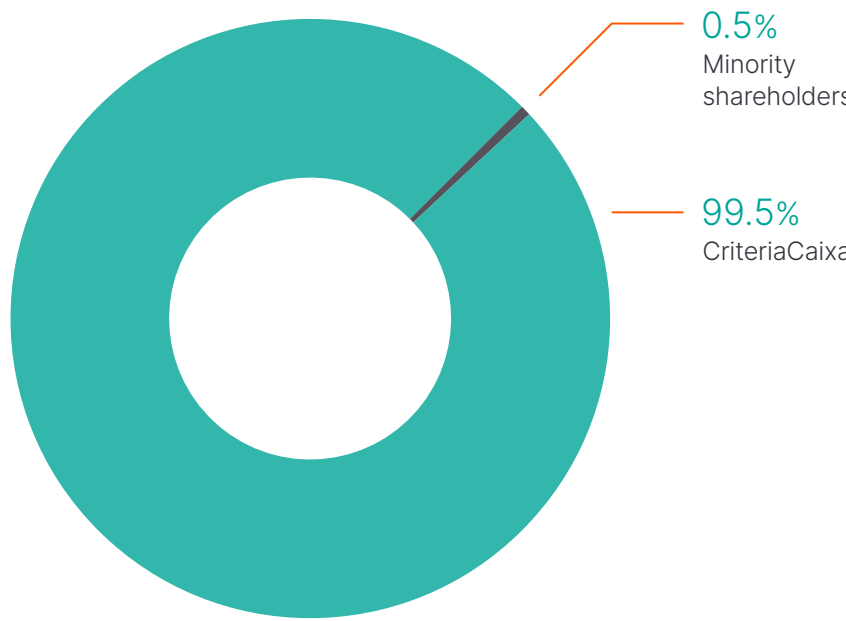
In parallel, the company has managed all its infrastructures remotely via CSCC, and launched strategic initiatives such as payment by number plate, has continued to expand its e-commerce products and services on the web and the App, and concluded agreements in the field of new mobility such as micro-distribution and electric charging.

Focusing on the European post-COVID-19 recovery funds, and thanks to the different mechanisms set up in response to the COVID-19 crisis, Saba received 1.822 million euros in 2021 (2.372 million euros in 2020) in terms of aid. In line with the company's efforts to promote the use of electric vehicles, the main projects concern electric charging, in addition to others that have parking as their central axis, including urban micro-distribution (the last mile) and the design of mobility platforms.

# Structure and governance

## Shareholding structure

as of 31 December 2021



The Group has a Shareholder Office which boasts a number of tools. These allow not only maintaining regular contact with shareholders but providing them with relevant Saba information, especially in relation to activities, profits or developments that may be of interest. With a management clearly orientated to quality of service, the Shareholder Office responded in 2021 to more than 334 queries (430 queries in 2020), mostly related to the sale of shares by shareholders with minority representation.





# Governing bodies

as of 31 December 2021

## Board of directors

as of 31 December 2021

### Chairman

**Salvador Alemany Mas** / Appointed 14/12/2011

### Chief Executive Officer

**Josep Martínez Vila** / Appointed 14/12/2011

### Members of the Board

**Marcelino Armenter Vidal** / Appointed 31/10/2019

**José Manuel Basáñez Villaluenga** / Appointed 14/12/2011

**Óscar Valentín Carpio Garijo** / Appointed 31/05/2017

**Estefanía Collados López De María** / Appointed 19/06/2013

**Adolfo Feijóo Rey** / Appointed 31/10/2019

**Alejandro García-Bragado Dalmau** / Appointed 12/06/2018

**Juan José López Burniol** / Appointed 14/09/2018

**Maria Dolores Llobet María** / Appointed 14/12/2011

**José María Mas Millet** / Appointed 14/09/2018

**Elena Salgado Méndez** / Appointed 22/06/2020

**Joseph Zacharioudakis** / Appointed 22/06/2020

### Secretary (non-Board member)

**Carlota Masdeu Toffoli** / Appointed 14/09/2018

### Non-Executive Vice-Secretary

**Silvia Medina Paredes** / Appointed 14/09/2018



# Management Team

as of December 31, 2021



## CEO

Salvador Alemany Mas

## Chief Executive Officer

Josep Martínez Vila

## Car parking business Spain

Jordi Díez

## International car parking business

Josep Oriol

## Economics and finance

Josep Maria García

## People and organisation

Clara Alonso

## Technology and systems

Joan Manel Espejo

## Technique

Amadeu Martí

## General secretariat and legal department

Carlota Masdeu

## Business development, planning and control

Miguel Ángel Rodríguez

## Integration, projects and mobility

Joan Viaplana

## Communication and institutional relations

Elena Barrera

## Country managers

### Italy

Alberto Ceccarelli

### Czech Republic and Slovakia

Mario Grega

### United Kingdom

Phillip Herring

### Portugal

Marco Martins

### Germany

Rainer Schneider

### Chile

Christopher Wagener

# Financial and social impact

## Direct economic value generated and distributed

		2020	2021
<b>Direct economic value generated</b>		<b>200,529</b>	<b>239,161</b>
Income	Net sales obtained from financial investments and income from sale of assets.	201,099	239,232
<b>Distributed economic value</b>		<b>(247,417)</b>	<b>(250,887)</b>
Operational costs	Cost of maintenance, rents, supplies, general services and, in general, service providers	(155,046)	(149,161)
Employee salaries and benefits	Cost of employees and directors	(68,616)	(67,181)
Capital providers	Financial expenses and dividends	(40,173)	(42,015)
Profit tax	Profit tax for the year.	15,848	7,399
<b>Differential financial value</b>		<b>(46,888)</b>	<b>(11,726)</b>

The Annual Report for the 2021 financial year includes information regarding Saba's 2021 economic, performance and financial management figures. The contribution to the FY 2021 profit and loss generated in each of the countries making up Saba's area of operations is as follows:

Figures in thousands of euros	2020	2021
Germany	(884)	(417)
Andorra	167	216
Czech Republic	(1,186)	(67)
Chile	(3,547)	521
Slovakia	(153)	(125)
Spain	(26,672)	(7,934)
Italy	(5,333)	462
Portugal	2,429	(151)
United Kingdom	(11,709)	(4,231)
Czech Republic	(1,186)	(67)
<b>Total</b>	<b>(48,888)</b>	<b>(11,726)</b>

# Sustainability at Saba





# Sustainability at Saba

Saba adopts commitment, responsibility and active participation with society and the territory as an essential part of its management and sustainable development. With a solid sustainability strategy, Saba manages the most relevant aspects of an economic, environmental and social nature in line with the SDGs and the GRI (Global Reporting Initiative) standards.



# Corporate culture

Saba is inspired by and based on its mission, vision and values to establish the strategic management principles for the entire Group



## Mission

Provide solutions to the need for sustainable mobility, offering car park availability and complementary services to customers.



## Vision

Be an international leader in the car park and sustainable mobility services sector, a benchmark in service quality, innovation and technology.

## Values

Saba's values reflect the way of acting and taking decisions







# Relationship with stakeholders

A correct relationship between Saba and its environment allows for the establishment of an adequate dialogue with the stakeholders with which it cooperates (customers, employees, suppliers, shareholders, capital providers, the community (associations, universities, NGOs), the media, institutions and government authorities) to capture their needs and implement formulas for progress, thanks to a highly committed team. This union is reflected in the presence of Saba in different sponsorship actions and sectoral and business associations, and also in the field of education and study, through which it works for the future of the territory.

Dialogue with stakeholders is essential for Saba, which is why it makes various communication channels available to them through which it interacts with them.

Saba establishes priorities to advance in the creation of economic, social and environmental value and ensure that the needs of stakeholders are satisfied, while the business develops and generates value.

One of the most relevant tools for establishing these priorities is the materiality analysis, which makes it possible to know which issues most concern stakeholders and how they impact the business model and vice versa.





# Material aspects

The Saba Group has established a series of priorities to advance in the creation of economic, social and environmental value and ensure that the needs of our stakeholders are satisfied, while the business develops and generates value.

These priorities are formed based on a materiality analysis, thus making it possible to identify those aspects with the greatest impact on the business and on the expectations or concerns of the main stakeholders.

Saba considers as stakeholders those individuals or social groups that are affected by the company's actions. This includes both the stakeholders that are actually part of the value chain and those external entities affected by the business: shareholders, employees, customers (individuals, companies and government authorities), suppliers, governments and public entities, the media and the community in general, on many occasions represented by third sector entities.





An update of materiality  
is being carried out  
through a new stakeholder  
survey in two stages

Based on surveys carried out in previous financial years to different stakeholders, monitoring of trends and main challenges faced by companies in the sector and internal analysis, taking into account the different geographies in which the business is carried out, the following most relevant aspects for the Saba group have been identified:

- **Climate change:** Energy efficiency; measurement of the carbon footprint and sustainable use of resources; installation of charging stations for electric vehicles; waste management
- **Sustainable urban mobility:** car parks as service hub; improved logistics in urban distribution
- **Technological innovation applied to business**
- **Safety and health of the workforce.**
- **Adaptation to the new working environment**
- **Professional development and training, diversity and equal opportunities**
- **Social commitment**
- **Customer relationship and satisfaction**
- **Ethical behaviour and crime prevention**

As part of the process, an update of materiality was carried out for 2022, through a new stakeholder survey in two stages. The first stage is aimed at the stakeholders of the organisation and in the second stage at external stakeholders in order to have a complete vision of the aspects that most interest and impact all of them.

# Strategy

The integration and consolidation of sustainability in the business strengthens transparency and proper management of stakeholders. In this sense, the roadmap that marks Saba's sustainability strategy is aligned with the GRI Standards.

Saba's priorities are creating value for society and the environment. For this reason, the entire organisation works to maintain a solid sustainability strategy and to appropriately manage the most important economic, environmental and social aspects.

## Alignment with the Sustainable Development Goals

Since 2015, Saba has been a member of the United Nations Global Compact, the largest voluntary global initiative on corporate social responsibility that has more than 15,400 entities in 164 countries.

In addition, it carries out its activity within the framework of the Sustainable Development Goals as part of the sustainability strategy, the corporate culture and the projects with which it collaborates, being the creation of value for cities and communities (SDG 11) and the action for the climate (SDG 13) their priorities. Due to the very nature of Saba's activity, it is carried out with priority given to those goals concerning climate action, to fight against climate change and its impact, and concerning sustainable cities and communities, with the development of solutions in the field of urban mobility; as well as infrastructure innovation, improvement and technology.



# Risk management

One of Saba's goals is to ensure the sustainability of the business, which is why it has implemented a Corporate Risk Management (GRC) model that ensures that Saba's risks are made known to the corresponding managers and that also establishes safety measures in order to anticipate and mitigate its impact. This function is carried out from the Group's Internal Audit department, which collaborates in the identification, evaluation and management of risks appropriately. Saba's governing bodies actively participate through the relevant committees in supervising the Group's risks.

The identification process seeks to detect the risks that could prevent the achievement of Saba's corporate objectives, paying special attention to the most relevant risks prioritised based on their impact (financial, continuity of operations/service, reputational/corporate social responsibility, fiscal) and their probability of occurrence.

The control activities have directors responsible for their execution (who carry out the day-to-day control) and supervision (verifying the control) as well as frequency, typology (preventive or detective control) and effectiveness through periodic audits of control activity and its associated evidence. All control activities must be properly documented and communicated and are carried out by the areas responsible for them within the defined execution deadlines.

The risks identified at Saba can be divided into four categories.

- **Strategic risks:** relating to the achievement of strategic objectives.
- **Operational risks:** related to losses due to failures or inadequate management of internal processes, people, systems, use of assets or operational infrastructure.
- **Financial and reporting risks:** derived from the main financial variables and the reliability of the financial information and the quality of the information.
- **Legal compliance and reputational risks:** relating to compliance with laws, regulations or standards of the market in which the organisation operates, as well as compliance with internal policies and the Group's reputation.

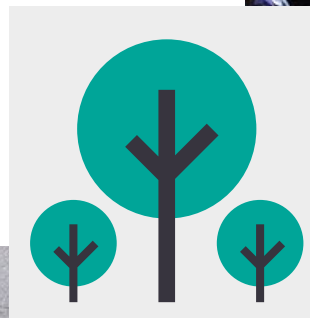
In this context, the main risks related to the business model in the sector have been identified, which are periodically evaluated and appropriately managed by the Group.







# Environmental issues



# Environmental issues

The Group is aware of the impact of climate change on business activity and therefore incorporates initiatives aimed at the ecological transition and the reduction of GHG (Greenhouse Gases) emissions as part of the business strategy.

Saba monitors the environmental impacts of its activity and designs the appropriate operational controls to reduce their harmful effect. To accomplish this, it has a specific area of Services, Supplies and Energy Efficiency in charge of promoting different measures in order to ensure optimal energy management. In addition, Saba's Integrated Management System (SIG) includes the evaluation and control procedures related to the ISO standards according to which Saba is certified:

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— **ISO 14001:** 2015 Environment – Spain, Italy, Portugal, Chile, United Kingdom.

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— **ISO50001:** 2011 Energy efficiency – Spain, Italy, Portugal, Chile.

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One of the actions aimed at reducing GHG emissions is to carry out awareness campaigns and personnel training to encourage more sustainable behaviour and raise awareness about respecting the environment. Other actions include the following:

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— Waste Management Awareness. ZERO Waste Project.

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— Information campaign: Our Code of Ethics – Protection of the Environment.

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— Training and awareness on sustainability and energy efficiency.

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— Celebration of World Environment Day.

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— Training in Emergency Protocols.

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— Preparation and presentation of a guide for reducing the environmental impact of offline campaigns (graphic materials: promotional signage, brochures and other specific elements).

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# Emissions

The inventory of Greenhouse Gas (GHG) emissions has been carried out at Saba since 2011, using the most widely used international standard for the calculation and inventory of emissions, the Greenhouse Gas Protocol. For 8 years they have been verified annually by an independent third party.

The emissions calculated are divided into three categories:

## Scope 1

Diesel C, diesel fleet vehicles and refrigerant gases.

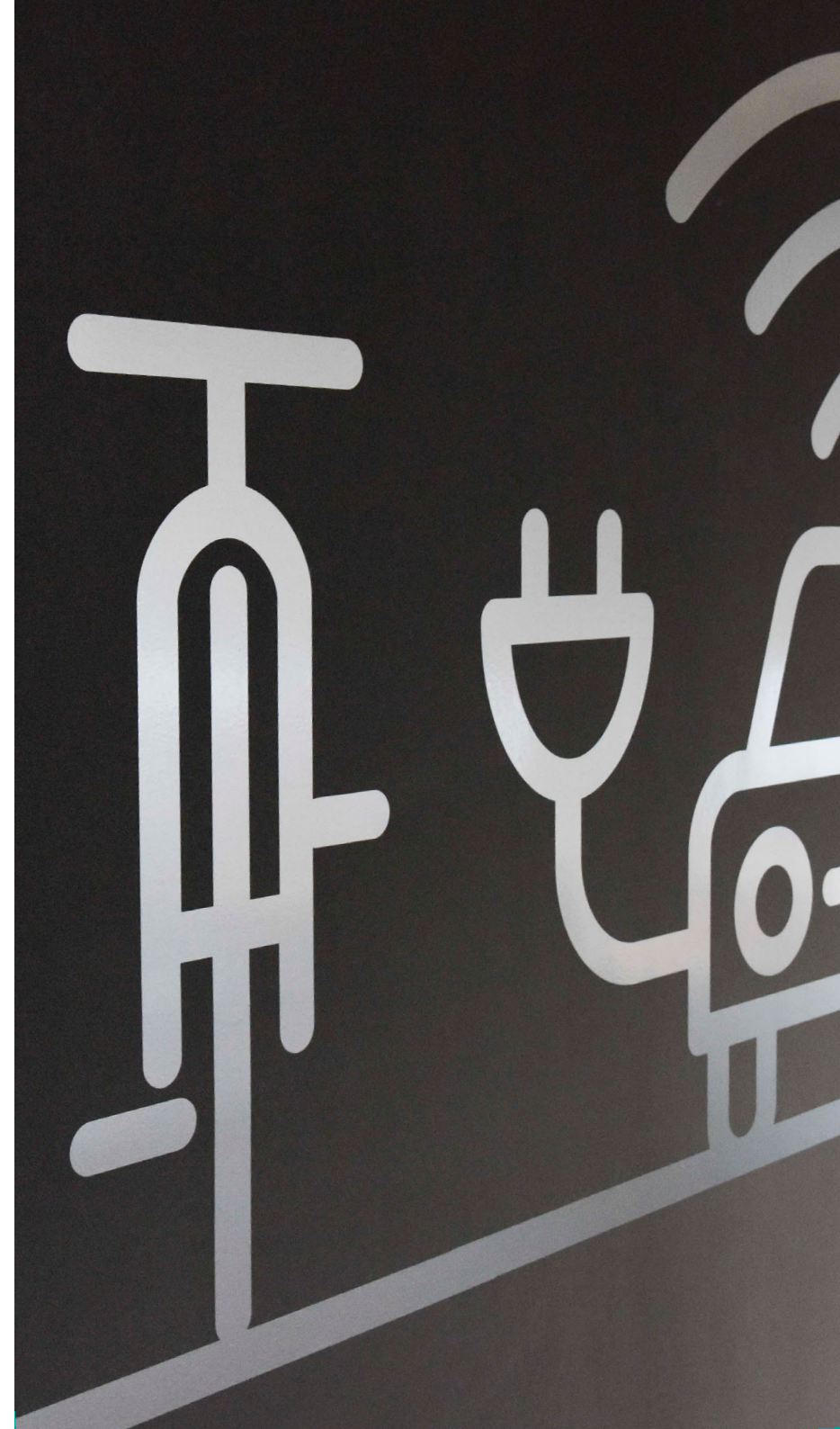
## Scope 2

Consumption of electricity

## Scope 3

Purchase of goods and services (water, paper, toner consumption), hazardous and non-hazardous waste, corporate travel and transportation and distribution.

In 2020, the decrease in activity due to the COVID-19 crisis had led to a substantial reduction in consumption and therefore in the corresponding GHG emissions. However, in 2021, with the gradual return to normality, a recovery in the movements of Saba fleet vehicles was observed, causing an increase in gasoline consumption in all countries of activity.







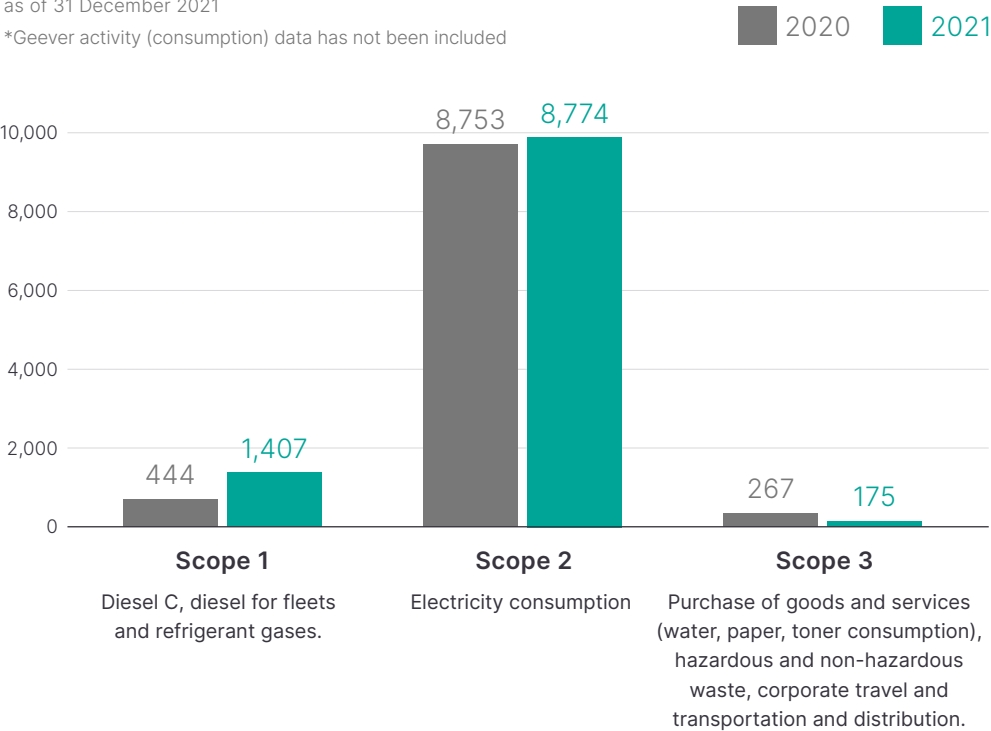
The calculation of emissions for the last two years in each of the Scopes is as follows:

## GHG emissions by Scope in 2020 and 2021\*

Mesured in tCO<sub>2</sub>\*

as of 31 December 2021

\*Geever activity (consumption) data has not been included



The Group's global emissions for the year 2021 stood 10,365 tCO<sub>2</sub>eq (an increase of 9% on 2020). This increase is due to the lifting of mobility restrictions that led to an increase in gasoline consumption and, therefore, an increase in Scope 1 emissions of close to 1,000 tCO<sub>2</sub>eq. On the other hand, Scope 2 emissions represent 86% of Saba's global emissions in 2021, 8 points less than the previous year.

# Energy

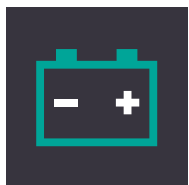
Saba has a real-time monitoring system that allows monitoring and control of energy consumption in order to be more energy efficient. In this way, measures have been carried out to promote savings in energy consumption, such as:



Change of luminaire to programmable LED technology.



Installation of high-energy-efficiency lifts.



Capacitor banks.



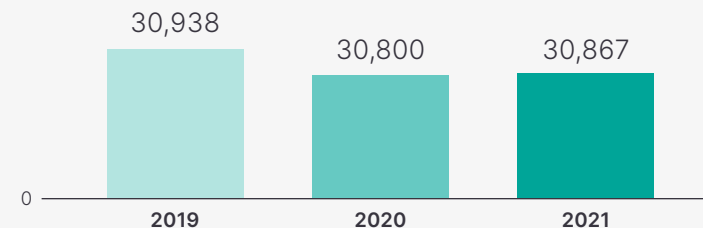
Renovation of more energy efficient ventilation equipment.

In 2021, the Group's energy consumption was 30,868,778 kWh (compared to 30,800,215 kWh in 2020). For its part, the energy intensity ratio in 2021 was 155.69 kW/parking space. This represents an increase of 2% compared to 2020.

## Annual energy consumption

Measurements in MWh

as of 31 December 2021



Even considering new countries and obtaining higher levels of activities, Saba continues to limit its energy consumption thanks to the energy efficiency measures that have been implemented in Spain, Italy, Portugal and Chile and that are expected to be extended to other countries in the short to medium term.

It should be noted that, in the case of Spain, during 2021, 207,984 kWh were allocated to charging electric vehicles parked in car parks, 152% more than in 2020. This increase is due to the charging service offers introduced during 2021 at the Saba/Bamsa facilities in Spain.

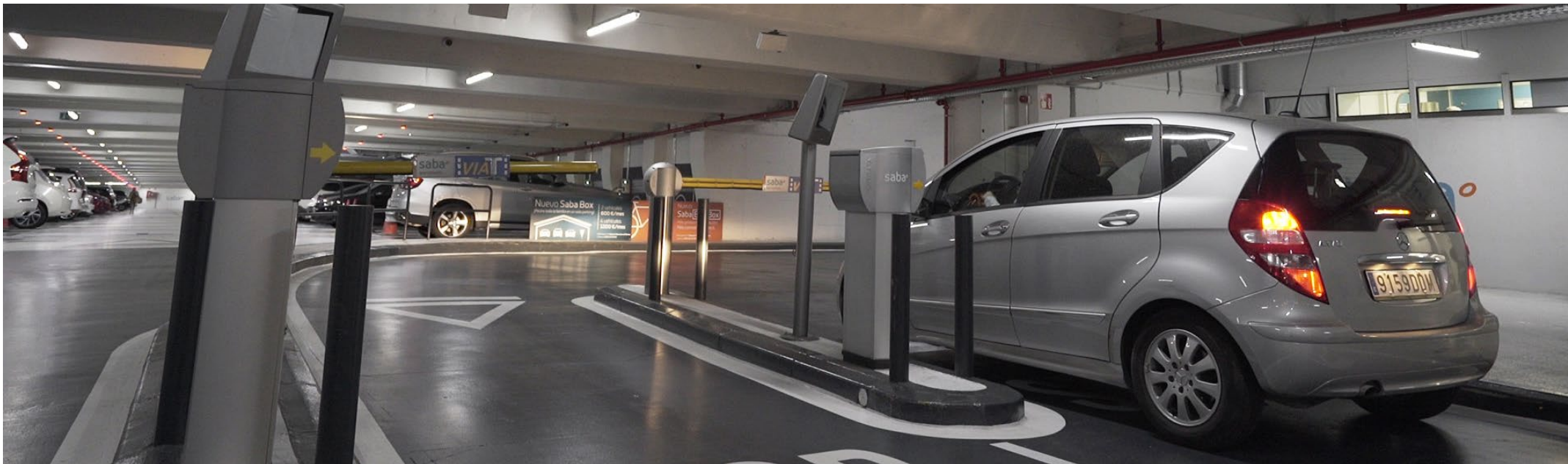
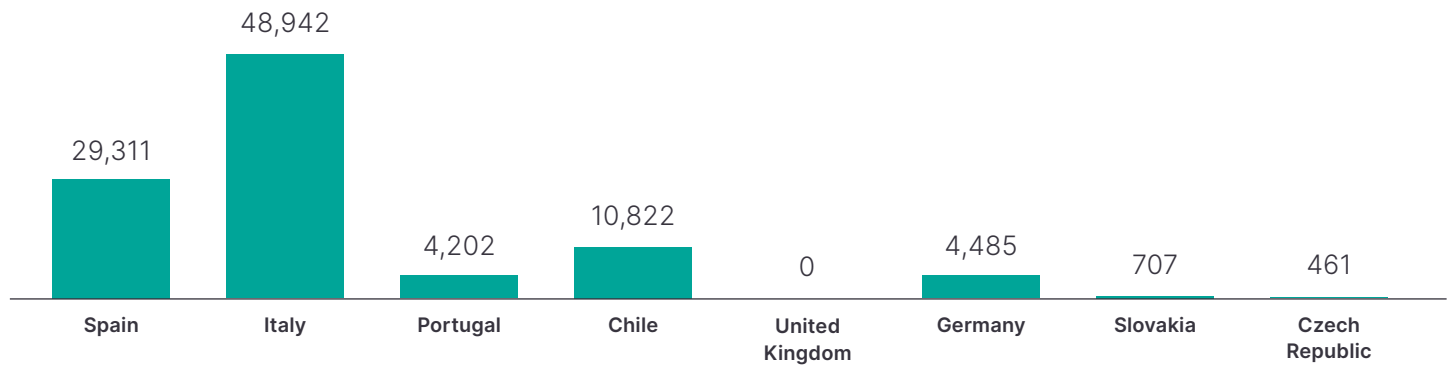
# Water consumption

Saba consumed 79,216 m<sup>3</sup> of water in 2021, 15% less than the previous year. The measures implemented (such as the renovation of the bathroom faucets and the installation of dual flush systems and the improvement of the information system) have contributed to the reduction of the cost of supplied water, compensating for occasional leaks, use by third parties and the reactivation of activities such as car washing that require significant consumption.

## Water consumption

Dimensions in m<sup>3</sup>

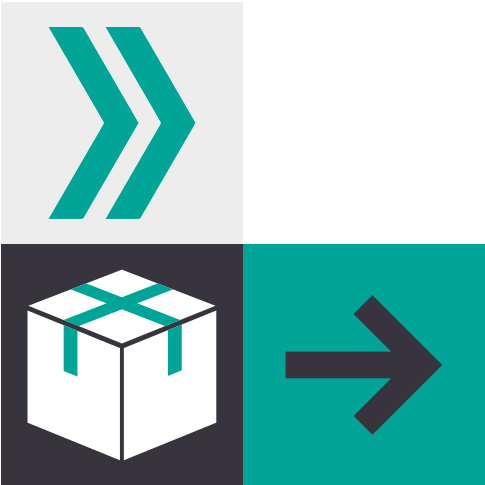
as of 31 December 2021





# Waste

Saba manages waste in accordance with the law in force in each country. The technical management is in charge of removing hazardous waste with the frequency indicated by each jurisdiction through an authorised manager who provides the documentation required by law. Non-hazardous waste is stored in the locations provided for this purpose until its annual removal by an approved company to recover or destroy it. The initiatives lead to more efficient management as well as the reduction of waste to be treated. Waste consumption is detailed below by type and year.



Hazardous waste	2020	2021
R 150202 ABSORBENTS (kg)	1,015	201
CER 130502 SLUDGE FROM WATER/OILY SUBSTANCE SEPARATORS	36,380	10,200
EWC 160504 AEROSOLS (kg)	227	3
CER 080317 DISCARDED COMPONENTS AND EQUIPMENT (kg)	80	90
CER 140602 USED SOLVENTS (kg)	87	30
CER 200121 FLUORESCENTS (kg)	1,434	2,372
CER 200133 BATTERIES AND ACCUMULATORS (kg)	165	1,550
CER 080111 PAINTS, VARNISHES, INKS AND ADHESIVE WASTE	31	170
CER 150110 MIXED CHEMICAL WASTE	189	35
Non-hazardous waste	2020	2021
CER200101 Paper and cardboard (kg)	37,030	37,030
CER 200301 Mixed waste (kg)	5,365	5,365
CER 100603 Building and demolition waste (kg)	3,741	3,741
CER 200136 Electrical and electronic waste (kg)	4,342	4,342

# Sustainable mobility

Saba's vision of its car parks is that of an infrastructure that establishes a meeting point between different sustainable mobility services, that is, being a strategic hub located in city centres that enables offering an interrupted mobility service, playing a key role in intermodal mobility. This conviction has led to the concept of "Smart parking" and going beyond being a traditional space, dedicated to carsharing or last mile micro-distribution.

The services offered in car parks are constantly being redefined so that, combined with technological advances, they make Saba become the leading European operator in the public urban mobility service.



## People and sustainability, the heart of service hubs

Today it is essential to be able to move freely and sustainably, even if you don't have your own vehicle. In this way, making all the carsharing opportunities and the new rent-a-car models available to individuals are key to Saba's day-to-day activities.

In order to adapt to this new reality, a technological infrastructure that allows adaptation to different individual needs is required. Saba's infrastructure has a direct connection between the access, exit and payment systems with the product sales platforms (web and App), which makes it possible to purchase a product from your mobile phone, which can be accessed solely with the number plate and you can even review the payment in the customer area. Saba stands out for being a benchmark, joining the concept of Smart Parking, technology and customer service in its value proposition.

# Projects and innovation

## Sustainable, urban mobility service hub

Sustainable mobility is an inherent part of Saba's strategy. For this reason, it makes available to its customers a range of options to serve the demand for electric mobility with vehicle parking spaces in conventional and fast charging, under its own management or from a third party. In the case of Spain, some of the car parks have supercharger facilities and it is expected that in 2022 this type of technology will be implemented in Italy. In this regard, the Group also offers parking spaces for other types of electric vehicles such as bicycles, motorcycles and scooters.

At Saba, it is important to promote more efficient alternatives in own-fleet vehicles. In this sense, since 2018, the entire fleet of service vehicles in Spain is electric. And since 2021, reductions in fleet emissions in the United Kingdom, Chile and Portugal are encouraged.



## Electric charging

Thanks to the comprehensive vision of the electrical infrastructure, Saba is the best positioned operator to respond to the trend and growth of electric mobility. Convinced of the strategic importance of electric mobility, it has launched new initiatives for the electrification of its car park network. At the close of 2021, the company had 400 charging stations in its 5 countries, an increase of almost 41% in Spain alone compared to 2020.

In 2020, this work allowed Saba to offer its “ParkElectric” product, which tries to provide users who can't have chargers at home with a private charging point. Today, this service is offered by the entire Saba and Bamsa car park network. This new product is a valuable asset within the electric mobility strategy, since, in addition to being an all-inclusive model that encourages the leap forward towards electric vehicles, it allows for covering different types of demand, both from short-stay customers as well as subscribers.

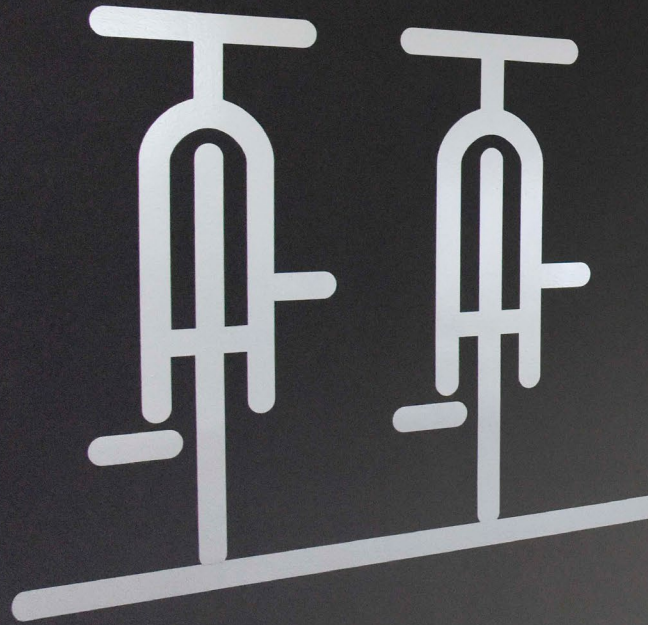
## The last mile

The congestion and pollution in urban centres is a problem that affects today's societies. As a form of mitigation, Saba is committed to the transformation of last mile deliveries and the decarbonisation of the logistics sector, all hand in hand with Geever. To this end, they have designed their car parks as hubs for sustainable mobility services, both for people and goods. The ultimate goal is to introduce these distribution micro-hubs in the package delivery process.

Saba's car parks, located in dense urban centres and open 24/7, 365 days a year, are a key tool for tackling pollution and congestion that causes it. Likewise, a regulation of last mile deliveries could be proposed that is not harmful to city residents and that simultaneously applies a rate that benefits intelligent logistics—with sustainable means and at off-peak times—and that penalises the models that generate congestion and pollution.

A more forward-looking vision of this concept of hubs is their use as warehouses for people and merchandise from small local businesses, allowing them to enter the e-commerce market.





# Employee issues



# Employee issues

Saba's people management model is based on a standard of excellence that makes it possible to transform corporate strategy into efficient operations and activities, ensuring the health, well-being and development of people. Likewise, it works to guarantee diversity, equal opportunities and non-discrimination, making sure to maintain an adequate alignment between the needs of professionals and strategic objectives.



The strategic lines of action in the field of people management are:

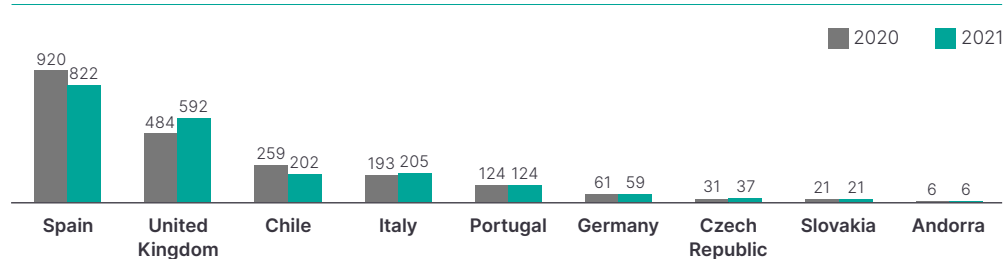
- Transformation of the organisational culture.
- Development of best practices in the identification, recruitment and retention of talent.
- Promotion of a motivating work environment that ensures internal recognition and a corresponding remuneration framework.
- Promotion of professional development and talent.
- Adaptation of organisational structures.
- Establishment of a work model focused on continuous improvement and knowledge management.
- Promotion of internal communication and change management.
- Protecting the safety and occupational health of people.

All data related to personnel presented in this chapter is reported as of the closing date of December 31, 2021.

# Workforce

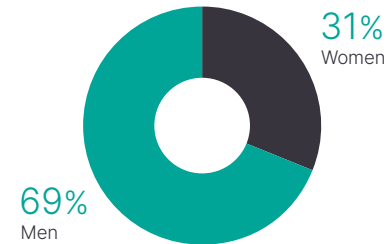
At the close of 2021, Saba employed a total of 2,099 people (31 more than the previous year). The distribution of employed persons by country, gender, age and professional category is presented below.

## Workforce by country

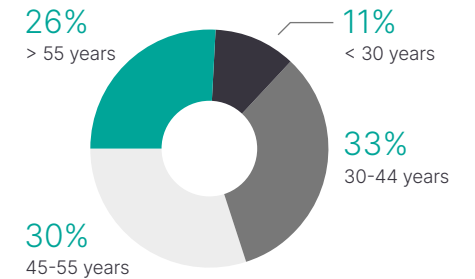


The distribution of people employed in 2021 by gender at a global level remains stable without significant changes compared to the previous year.

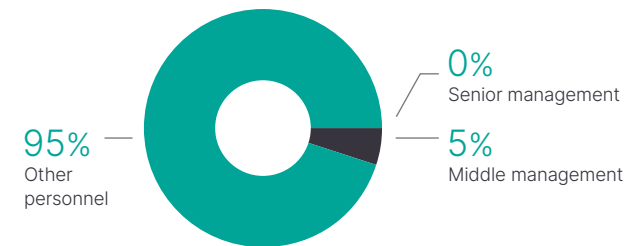
## Workforce by gender



## Workforce by age



## Workforce by professional category



The increase in the number of people employed in Spain is due to the greater number of reinforcements required due to the improvement in activity and the incorporation of the company Geever into the Group's perimeter; In the case of Chile, this increase is due to the incorporation of new management contracts, and in the United Kingdom the number of employees has decreased as a result of the termination of management contracts to which they were associated.

One of the Group's objectives is to achieve a balanced distribution of the workforce by age range. Currently, the average age of Saba employees is around 40 and most of the workforce is between 30 and 54 years old.

**One of the Group's objectives is to achieve a balanced distribution of the workforce by age group**

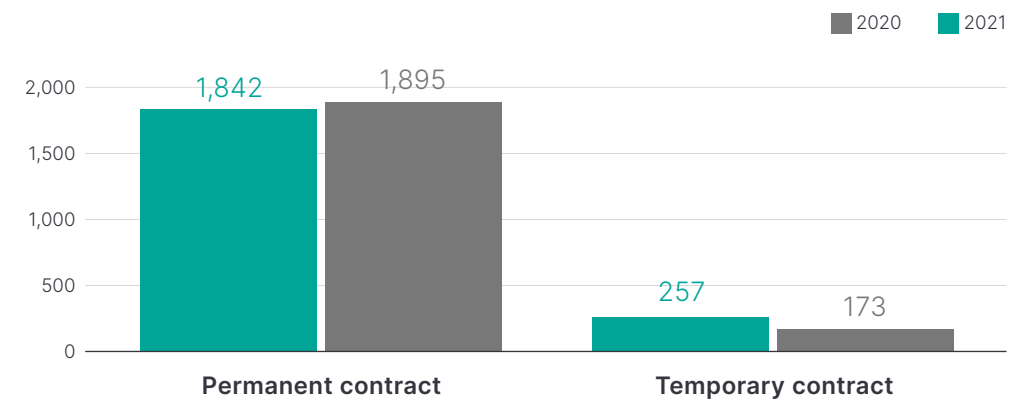




# Types of contract

The distribution of the workforce by type of contract is presented below.

## Workforce by type of contract



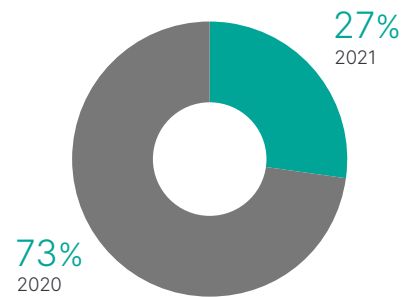
At the close of FY 2021, the workforce with a permanent contract represents 86% of the total (92% in 2020). The increase in temporary contracts is mainly due to the greater number of reinforcements required by the increase in activity in Spain and by the incorporation of new management contracts in Chile.



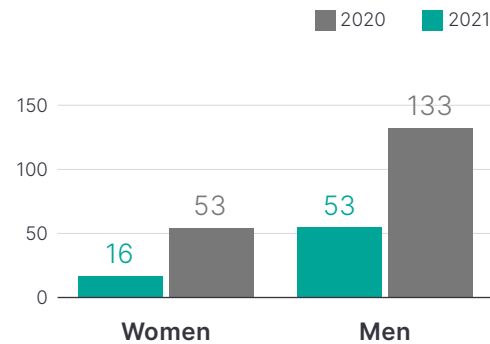
# Redundancies

In 2021, Saba significantly reduced the number of layoffs compared to the previous year, from 186 to 69, all of them in the “rest of the workforce” category. Below is the breakdown by age and gender:

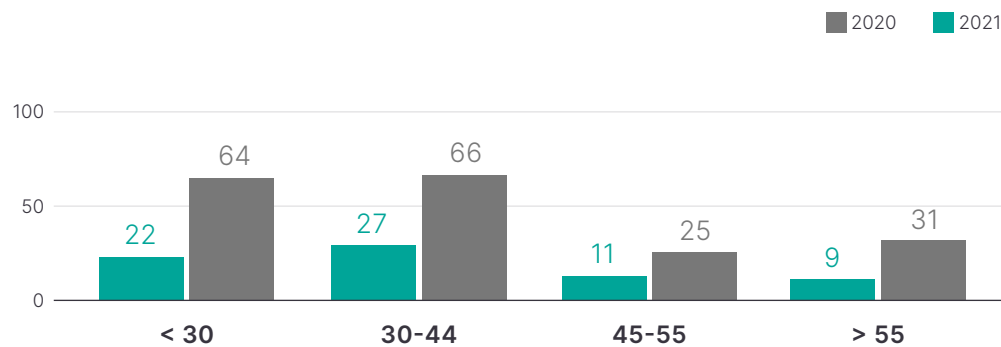
Redundancies per year



Redundancies by gender



Redundancies by age



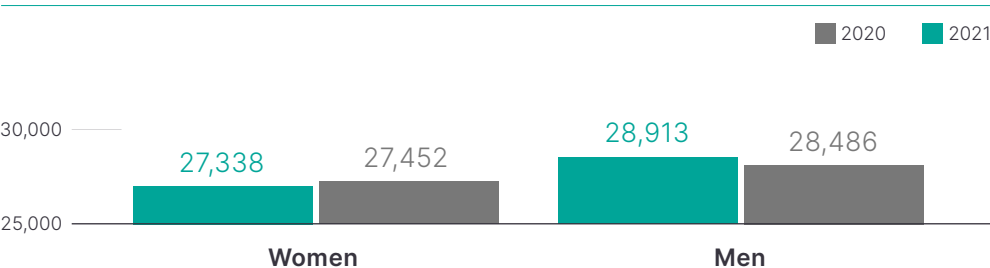
# Remuneration



The remuneration system is based on recognition of performance, variable remuneration systems and the establishment of benefit packages that help improve the quality of life of employees while strengthening their commitment to the Group and encourage their performance. The average remuneration<sup>1</sup> by gender and professional classification, in euros, for FY 2021 is as follows:

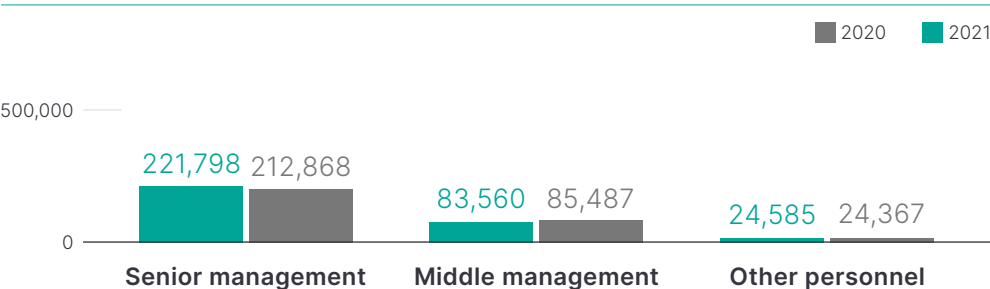
## Average remuneration by gender

in euros



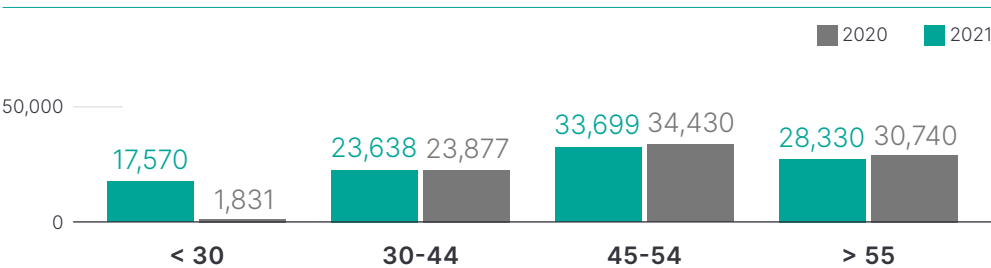
## Average Remuneration by Professional Category

in euros



## Average remuneration by age

in euros



There is no significant variation in average remuneration between 2021 and 2020, although in terms of the wage gap there has been an increase, going from 3.6% in 2020 to 5.5% in 2021. The complex economic situation that Saba has had to face has meant an impediment when it comes to focusing on concrete actions to reduce the wage gap, so this aspect will require special attention for the next financial year.

<sup>1</sup> The calculation of the average remuneration includes all the remuneration concepts existing in the organisation (fixed remuneration, variable remuneration and social benefits) according to conditions agreed by contract.



# Health and safety

Saba considers Health and Safety as a commitment to be complied with in all its activities. It is based on the fundamental principle of protecting the integrity of all the people who carry out their activity at Saba. In this way, the minimum legal action in terms of Health and Safety is exceeded to achieve the maximum possible efficiency within the process of continuous improvement.

Saba continued to provide public parking service during 2021. The Customer Service and Control Centre (CSCC) has worked virtually with remote operators, in order to continue providing this service, and also in different physical locations to avoid contagion among the workforce.

During 2021, Saba has updated and adapted the protocols created due to the COVID-19 pandemic. For yet another year, the countries in which Saba has been most impacted by the pandemic on a human level were Spain and the United Kingdom. In these countries, both the rates of infected employees and the level of absenteeism significantly exceeds the average of the rest of the countries.

Saba has consolidated the Certification linked to the COVID-19 protocols developed by AENOR for Spain, Italy, Portugal and Chile, as part of its annual ISO Certification process. Therefore, the suitability of the global pandemic management plan is confirmed and the security guarantee of the facilities and services that the company offers to the different stakeholders is reinforced.



Details of work accidents, taken to be those accidents that have or have not resulted in sick leave:

	2021			2020		
	Women	Men	Total	Women	Men	Total
Work accidents	15	89	89	21	69	90
Work-related illnesses	0	0	0	0	0	0
Frequency rate <sup>1</sup>	5.08	7.94	7.94	5.13	4.22	9.35
Seriousness index <sup>2</sup>	0.19	0.11	0.11	0.13	0.03	0.16

To calculate the rates, only accidents occurring in the workplace and with leave are used. Applying this criterion, in 2021 only 27 accidents were taken into account out of a total of 89 reported and in 2020 there were 16 accidents taken into account out of a total of 90 reported. For this reason, the rates of both frequency and severity<sup>3</sup> are higher than in 2020.

<sup>1</sup> Frequency rate = number of accidents with sick leave x 1,000,000/number of hours worked.  
<sup>2</sup> Severity rate = number of days lost x 1,000/number of hours worked.  
<sup>3</sup> The frequency and severity rates for 2020 and 2021 are not homogeneous due to the review of criteria carried out in the 2021 financial year. During the next financial year, the exercise will continue in order to ensure the comparability of the information.

## Organic law on the Protection of Personal Data

Saba protects the security and confidentiality of the data of people employed. The organisation has appointed a Data Protection Officer and a Privacy and Information Security Committee with the participation of the Legal Advice, Organisation and Technology and Systems areas. The entrusted functions consist of ensuring compliance with the regulations on the protection of personal data, in guaranteeing that the data security measures implemented allow the objectives of the organisation to be achieved, as well as in minimising the existing risks to an acceptable level.

All users of the organisation receive specific training for the management of personal data. Given the sensitivity of the data processed, the personnel in the People and Organisation area have received additional training to delve further into these aspects.

# Absenteeism<sup>1</sup>

The number of hours of absenteeism accumulated during the 2021 financial year was 226,506 hours (242,334 hours in 2020), which is a decrease of 6.5% compared to the previous year. The analysis of absenteeism for 2021 indicates that 78.71% of it is attributable to ordinary sickleave (78.4% in 2020). The percentage of this type of absenteeism follows the same trend as in 2020 due to the COVID-19 pandemic. This continuity of the pandemic situation has generated a serious impact on people's health, having produced numerous long-term casualties either due to contagion or due to having to maintain periods of confinement due to having been in contact with someone who is COVID-19 positive.

## Measures for work-life balance

As part of the strategy to achieve effective equal opportunities between men and women, there is the balance of work, family and personal life of the workforce. In this way, Saba is committed to co-responsibility by adopting measures that help to rebalance this role.

For the positions that allow it, a flexibility in start and end times for the working day is established. Likewise, individual leaves for family needs are planned and the initiative to facilitate the shorter workday for Saba employees during school holiday periods has been launched. Thanks to the SmartWork Model for digital transformation and the job position in which the Group is immersed, measures to make working hours more flexible for the entire workforce will be implemented in the short term.

The number of employees who returned to work after the end of their leave and who were still employed 12 months after returning to work was 28 in 2021, compared to 33 in 2020. In this regard, the rate of return to work and retention of employees who took parental leave stands at 69.4% in 2021 compared to 80% in 2020.

## Measures for disconnecting from work

One of the measures to be established within Saba's process of transformation and organisation of work is the development of a common work disconnection policy for all territories. The pandemic situation has not facilitated the implementation of policies in this regard, however, being aware of the importance for the team of disconnecting from work, it will be a priority for the new financial year.

The Group has different initiatives in certain countries to regulate the organisation of work. In this way, Saba prepares regulated annual calendars that are communicated to all its workforce, in which the start/end times are set with the specific labour flexibility measures in each case.



<sup>1</sup> The calculation of absenteeism has been carried out taking into account all absence from the job in hours that correspond to the working day, within the legal working day. Most of the absences are derived from the COVID-19 pandemic situation, with the absences caused by the mandatory quarantines. For the rest of the cases, the most significant causes are common sickness, unjustified absences, visits to general doctors and specialists and paid leave.



# Labour relations

Saba is committed to complying with fundamental rights, freedom of association, collective bargaining and the constant search for agreements, as well as respect for freely elected worker representatives in all countries in which the company is present.

The percentage of personnel covered in collective bargaining agreements is broken down by country as follows:

	2021	2020
Spain	100%	100%
Italy	100%	100%
Chile	42%	50%
Portugal	100%	100%



These agreements contemplate various channels of communication between the company and the representation of the workforce, such as the constitution of Commissions to address certain issues, as well as the holding of ad hoc meetings. In countries where there is no union representation, individual management of each person is opted for, establishing relationships of trust that allow individual agreements to be reached.

In Spain, the labour relations system is articulated through union representation or through Company Committees or Personnel Delegates. In Chile, companies and unions must reach an agreement for the extension of the agreement in each of the contracts. Currently, the employees of the concession and airport contracts are covered by the agreement. The decrease in the ratio in Chile corresponds to the increase in the number of professionals linked to the new contracts not included in the agreement. In the case of the United Kingdom, Germany, Slovakia, the Czech Republic and Andorra, there are no collective bargaining agreements.

Regarding health and safety, there are formal committees holding periodic meetings. The total percentage of Group employees represented is 44% in 2021 compared to 40% in 2020.



# Training and professional development

Saba is committed to training as a means to achieve the Group's goals and purposes, understanding it as a positive return mechanism, a long-term investment and a guarantee of success. Consistent with this approach, Saba prepares annual Training Plans oriented and adapted to the different job profiles, in which the training activity to be carried out in each financial year is specified, planned and prioritised. In addition, the development of people employed in Spain, Italy, Portugal and Chile is evaluated annually and it is planned to extend it to other countries in the future.

The health crisis has had a direct impact on training actions, favouring online, rather than face-to-face, training in most of the training offering. The year 2021 is marked by the possibility of training in any location, for this reason the training offerings on online platforms for Spain, Portugal and the United Kingdom has been increased and improved, while training though streaming has been promoted for all countries and workplaces, thanks to the new collaboration tools linked to the new Digital Workplace implemented in previous years. The following table details the number of hours of training by professional category, compared to the previous year:

Occupational category	2021	2020
Senior management	435	603
Middle management	1,083	1,021
Rest of workforce	1.6478	13,410
Total	17,996	15,034

Globally, a substantial increase in training hours could be seen in 2021, of around 20%. At a global level, it is worth highlighting the training related to the health and safety of the workforce, as well as that associated with the global project for the technological transformation of the Group's ERP, with a very cross-sectorial impact, involving multiple areas and in all the countries of the group.

## Actions carried out in 2021:

- In Portugal, the activation of Campus Saba training linked to the environment and the new occupational risk prevention management tool is of particular note.
- The training in Ethics and Crime Prevention, as well as the *onboarding* of new hires, largely complete the training actions carried out in Chile.
- In the United Kingdom, multiple trainings have been promoted, highlighting those linked to the Code of Ethics, Customer Service, as well as Health and Safety at work.
- The Czech Republic has focused its 2021 training on improving English and Slovakia is also added this year to the training hours report thanks to the Group's technological transformation project.

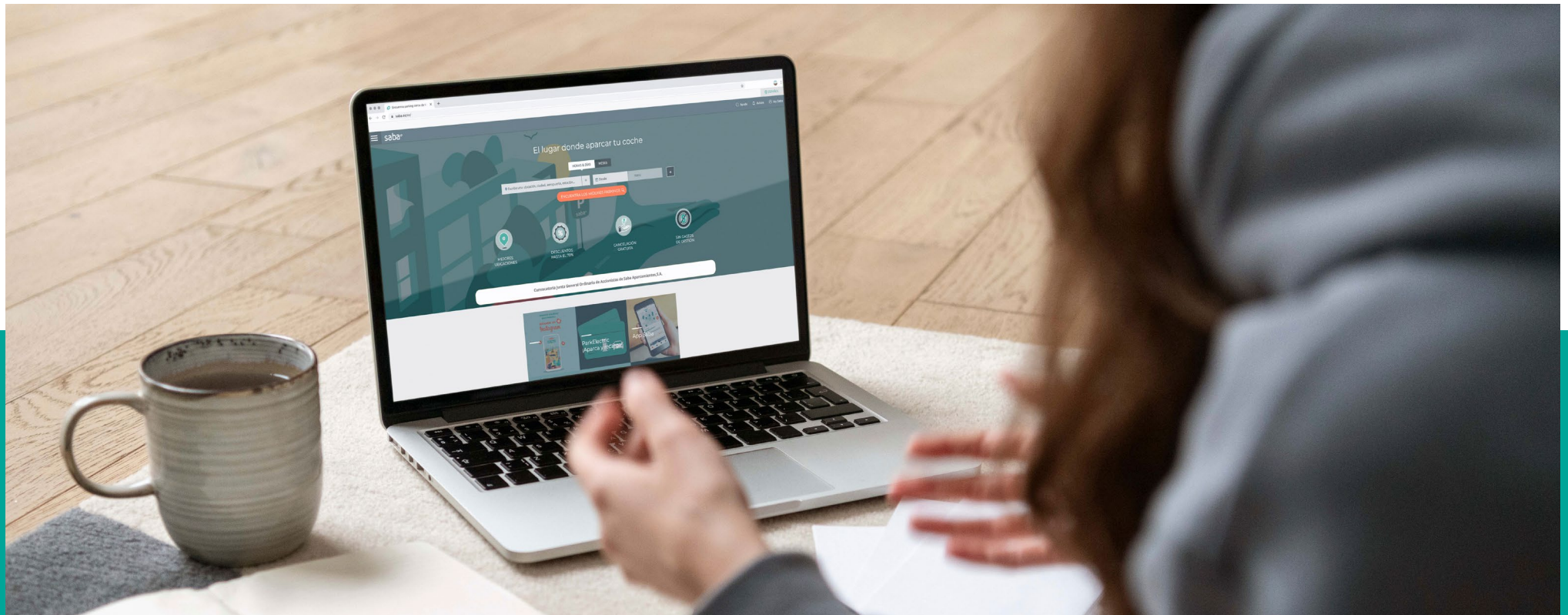
# Digital workplace

A work organisation proposal must contain elements that ensure relevant aspects for the employee, such as: the reconciliation of work, family and personal life; the possibility of internal development and promotion; new challenges; and a work environment that facilitates development and decision-making at all levels according to the responsibility profile of each person employed.

Saba is undergoing an internal transformation process and one of the key vectors is making the location and working time more flexible. To this end, breaks during the day are improved, entry and exit times are made more flexible, in addition to facil-

itating flexible hours in the periods in which schools carry out their holiday breaks, among other initiatives.

During 2021, the Group has implemented a hybrid work model, combining remote working with face-to-face work, adapted to the needs of the pandemic at all times and in each area. In parallel, Saba is finalising the SmartWork model, taking advantage of the best practices identified in recent times, adjusting to the needs and legislation of each country.





# Equality

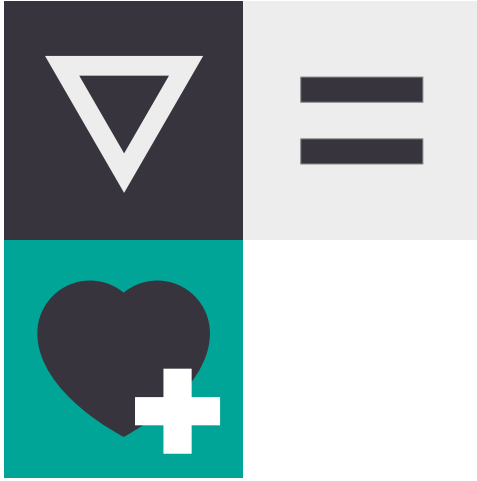
Saba reflects equal opportunities and diversity by promoting an environment that favours inclusion, transparency, and non-discrimination for reasons of gender, race, religion and/or belief, colour, nationality, age, sexual orientation, disability, pregnancy or union representation.

In this sense, Saba has standardised policies and guidelines that ensure equal opportunities, shared with the entire organisation. Specifically, in Spain, the Equality Plan has been drawn up for the companies Saba Infrastructures and Saba Car Parks, as well as the Prevention and Action Protocol against Workplace and/or Sexual Harassment. In the UK, Saba has an equality policy and procedures that ensure equal opportunities and non-discrimination. In the rest of the

countries in which the company is present, equality plans and protocols for prevention and control action against workplace and/or sexual harassment are being drawn up. In all of them, the commitment to equal opportunities is governed by the same principles implemented in Spain.

One of the measures established in the current Equality Plans establishes is the active collaboration with foundations, official and non-governmental organisations in the workplace integration of personnel with difficulty accessing the labour market. Regarding the employment of people with disabilities, in 2021, 3.1% of Saba's total workforce had some type of disability (2.4% in 2020).





## Accessibility

In order to facilitate access and non-discriminatory, independent and safe use of car parks by people with special needs, the Saba Group is committed to complying with the functional conditions and the allocation of accessible elements established in the different regulations, so that both customers and employees can access all locations and offices in accordance with this premise.

The car parks have an accessible itinerary that connects the main entrance to all those areas where customers with special needs should go, and can make adequate and convenient use of them. The existence of parking spaces of suitable size and arranged at the point closest to the pedestrian access by lift, as well as the adequate size of toilet facilities to guarantee their accessibility and the design of the payment management points, are other measures for this purpose.







# Customers and suppliers





# Customers and suppliers

Saba is a benchmark Group in areas such as efficiency, technological innovation and proactive selling. The Customer Service and Control Centre (CSCC) provides an answer to this positioning in various ways. The CSCC has improved the level of customer support, not only acting as a remote management centre, but as a true Contact Centre with a sales vocation that allows Saba to enhance the quality of its customer service.

Saba received 150,495 requests in 2021 (158,744 in 2020) related to sales activity and Customer Service in Spain, Chile, Italy, Portugal and the UK through its various communication channels. Of these requests, a total of 4,142 correspond

to Complaints and Claims (3,247 in 2020). In addition, the CSCC answered 1,920,174 intercom calls (1,383,118 calls in 2020) from the car parks in Spain, Italy, Portugal and the UK, which represents an average of 5,260 calls per day (3,870 calls per day in 2020), solving all types of incidents and operating remotely, seven days a week, 365 days a year. The increase in the number of intercom calls is due to the increase in the perimeter in terms of connected car parks, as well as the recovery of activity in the car parks.

Likewise, the CSCC responded to 16,088 requests (13,704 requests in 2020) related to products via mail in Spain. The

increase compared to the previous year is mainly due to the recovery of online activity and the consolidation of online product sales.



In 2021, accompanying the reopening of the economy and the increase in the mobility of people, priority is given to agile communication with customers and the continuous optimisation of their online and offline experience at Saba. For this reason, during 2021, Saba focused on the following aspects:

## Continuous improvement of the digital offering

With the launch of the redesign of the Saba App in Spain, Portugal, Italy and Chile in October 2021, a simpler digital Customer Journey is offered. The private area “My Saba” has also been strengthened so that customers have more information online about their relationship with the company. New sections have also been introduced, such as “Products & Services” and “Favorites”, with the possibility of customising the Home and several sections of the App.

Additionally, the products designed for “Smart Working” needs as a result of the pandemic have been consolidated, especially the “Multidía Diurnos”, available online in Spain, Portugal and Italy, and the “Smart Working Subscription” in

Italy. Special promotions have also been maintained for all categories of subscription that are purchased online and special discounts have been introduced for customers who have registered with the short-stay payment by number-plate reading service.

## Reinforcement of the commitment to social media

Since mid-2021, Customer Service through social media has been internalised given the importance that Saba places on this communication. For this reason, the reviews left by customers in the Appstores are monitored extensively, responding to all messages and integrating suggestions into the process of continuous improvement of the App.

Thanks to the possibility of relevant content on Facebook, Saba has more than 17,000 fans, making it the largest community in its sector in Europe.

## Customer satisfaction

The Customer Service operations have been analysed through Mystery studies in Spain, Italy, Portugal and Chile, in which customer service is analysed via email and telephone. In Spain, the service is also carried out through social media (Whatsapp, Facebook and Twitter).

On the other hand, customer satisfaction surveys have been carried out, obtaining relevant indicators (KPIS) (global satisfaction, recommendation, intention to hire again, perception of the competition).

In addition, Saba carries out “Social Listening” exercises. Mentions heard in the period analysed have reached an audience of 4.4 million impacts, mainly thanks to mentions in online newspapers (4.2M). The rest of the reach is due to spreading of mentions on Twitter (77.6K) and on blogs (40.8K). Thanks to the analysis of terms, communities and conversations, the most debated topics in these areas are detected. Likewise, the sentiment (positive, negative or neutral) of these mentions and the most used hashtags are analysed. Finally, the main authors and conversations around the brand are detected. The global report focuses on four countries (Spain, Portugal, Italy and Chile).

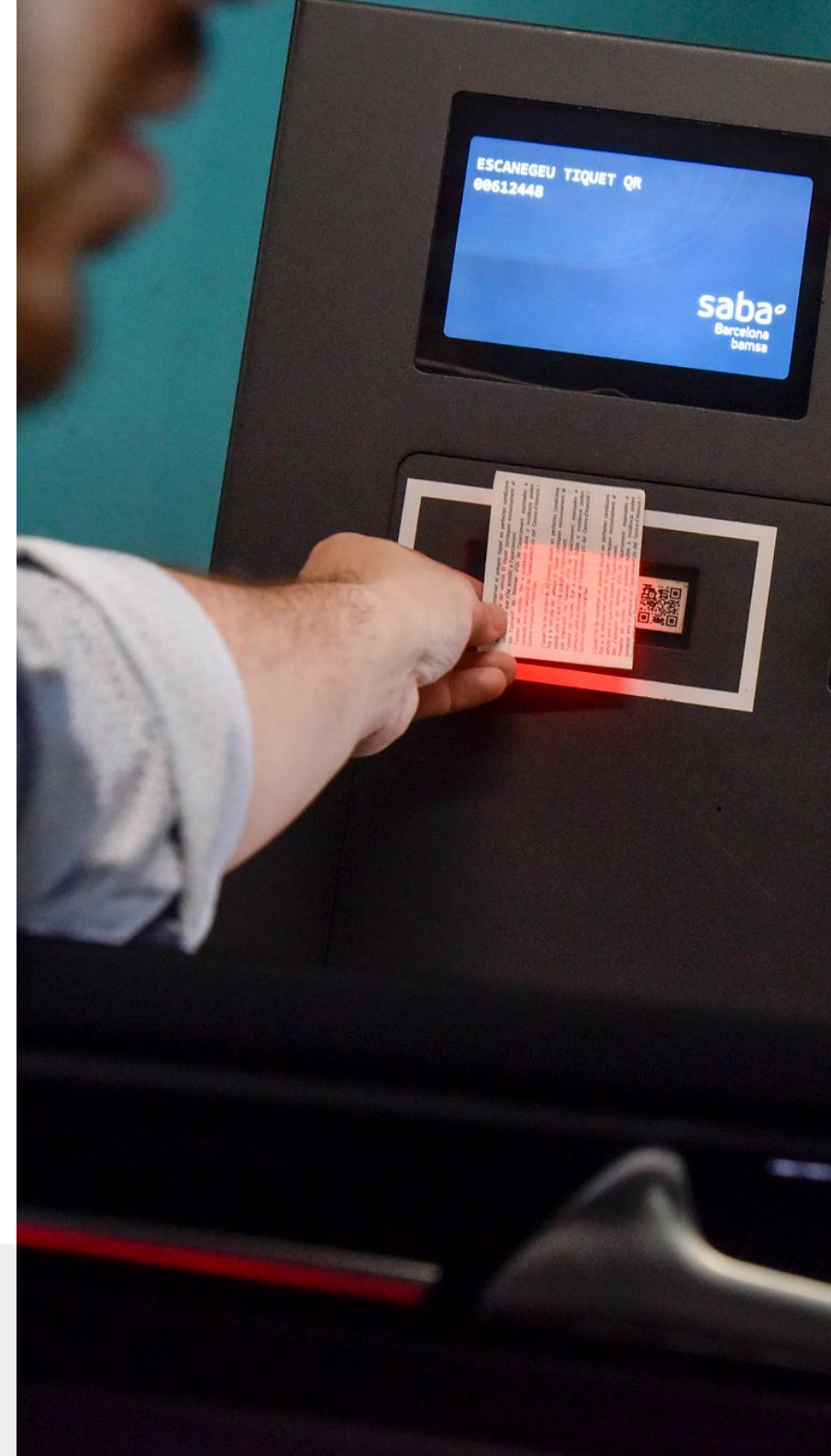
## Health and safety of consumers

One of SABA's commitments is to minimise the potential risk of customers and employees suffering immediate injuries in the facilities and car parks. Saba ensures that in all infrastructure design, construction and maintenance processes, the health and safety of consumers is ensured in everything related to the risks of falls, impacts, becoming trapped, inadequate lighting or moving vehicles.

Saba has semi-automatic external defibrillator units (DESA) in certain car parks to assist a person who has suffered a cardiac arrest and notify the emergency services. In addition, the Saba workforce have received the necessary training for the use of these defibrillators with all the security guarantees.

As regards security in the car parks, Saba has reinforced security personnel and has installed a greater number of surveillance cameras. In addition, the protocols for the points of contact with customers are being continually reviewed.

Due to COVID-19, Saba has analysed the impact of the virus in the different parking spaces, adjusting the capacity, providing hydroalcoholic gel and implementing the required signage to ensure the health of our customers.

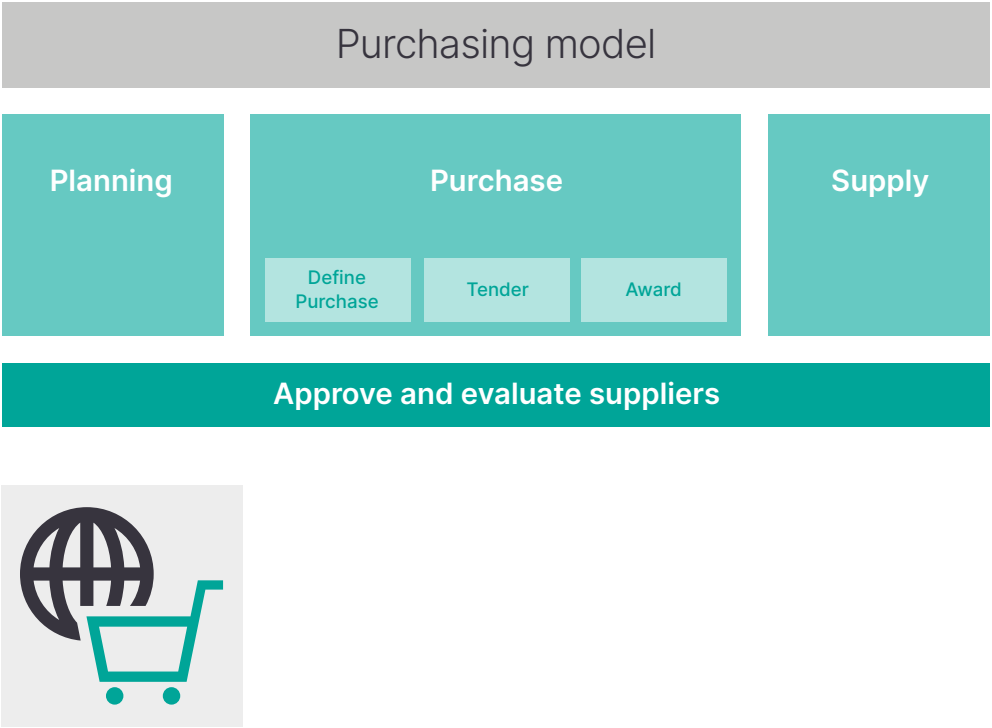




## The value chain

In Spain, Italy, Portugal and Chile, acquisitions are governed by the Saba Purchasing Model. This model determines the delivery criteria considering technical, legal, economic, environmental and occupational risk prevention and safety at work aspects.

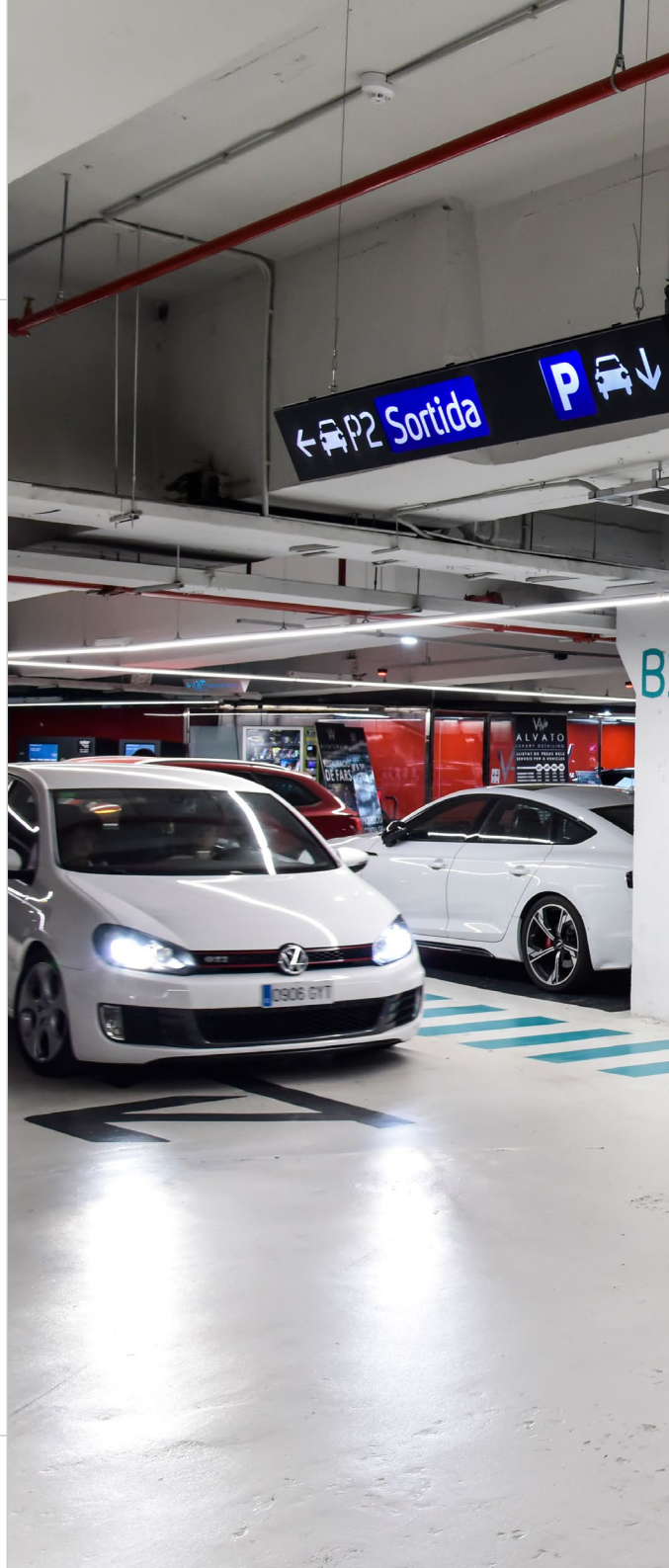
Within this model, the Supplier Approval and Evaluation Process is defined, through which supplier information related to ISO 14001 and ISO 45001 certifications on environmental and occupational health and safety issues is requested and validated. Saba's internal audit area is responsible for continually examining this model.



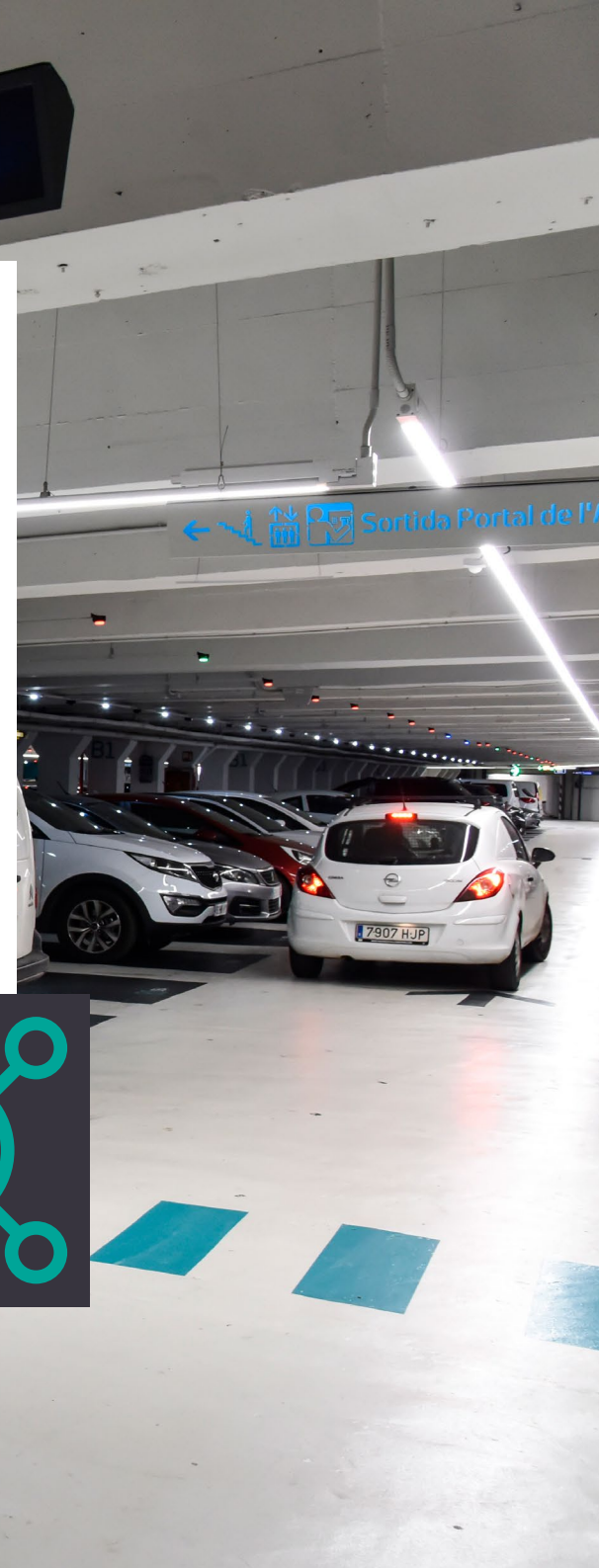
In line with its social commitment, Saba collaborates with suppliers that support the social integration of people with disabilities or who are at risk of social exclusion. For this reason, in Spain external services are contracted with companies for social purposes, oriented towards creating quality employment and integrating people with disabilities into the workforce.

The risks associated with relationships with suppliers (approval criteria, selection, availability assurance and degree of dependency) are included in Saba's risk map and included in its risk management model.

Saba does not audit suppliers due to strict contractual requirements and the supporting documentation required periodically.



# Relationship with the community





# Relationship with the community

The entire organisation participates and collaborates in the implementation of the culture of sustainability established at Saba. The Group is involved and committed to the regions in which it operates, being an active part in the progress of cities.

In 2021, and despite the fact that the company continued to be impacted by the pandemic, both in terms of activity and revenue, the will to support those social actions that Saba has been carrying out since 2011 was maintained. In a situation in which solidarity needs to be more essential than ever and in which companies and institutions need to be involved with people and territories, Saba has maintained its commitments in this area and has even expanded its collaborations.

It is worth noting the project that Saba has carried out, destined part of the resources of the institutional Christmas campaign, to the **Differenza Donna** association with the main objective of publicising, preventing and combating gender violence against women, girls and boys. Among the various actions carried out by Differenza Donna, the prevention programmes in schools throughout the country to counter hate crimes, bullying and cyberbullying stand out. The collaboration between Saba and Differenza Donna will enable the implementation of awareness programmes aimed at girls and boys in schools in Rome, Perugia, Bari and Verona, which seek to promote gender relations in which personal freedom is respected, and to break with all kinds of stereotypes that impede and seriously impede coexistence.







Year by year, all collaborations are reviewed and monitored, and support is maintained with a view to continuing to expand the actions

Another of the initiatives is the promotion of the **SJD Pediatric Cancer Centre of the Sant Joan de Déu Hospital**, which entails the construction of the most important children's cancer hospital in Europe.

Saba also supports disadvantaged groups, with a special focus on the protection of children and families. The collaboration with **Cáritas** and **Aldeas Infantiles**, the largest direct care organisation for children in Spain and with a presence in 139 countries, is significant. The agreement with the **Incorpora Programme** of the "Obra Social de la Caixa" would also be included in this section, which has the aim of providing jobs for people at risk of social exclusion.

Finally, projects involving action against climate change and which clearly connect with Saba's philosophy and its role as a manager of sustainable mobility. Worthy of note here is the collaboration with **Plant-for-the-Planet**, a non-governmental organisation founded in Germany and present in 71 countries which aims to sensitise children and adults to the problems of climate change and global justice.

All collaborations are reviewed year on year, they are tracked and support is maintained with a view to further expanding actions, always within the parameters established in Saba's regulations. In this sense, as established in section 24 of the Code of Ethics, the company regulates contributions and collaborations with third parties internally, with the exception of those related to political parties or organisations linked to them.



# Due diligence



# Due diligence

## Code of ethics

The Code of Ethics is applied in Spain, Italy, Portugal, Chile, the United Kingdom, Slovakia and the Czech Republic (it is currently in the process of being extended to Germany), in the companies in which Saba has a majority or exercises control, without prejudice to the adaptations that can be made in the regulations in order to respect the specific legislation of each of the countries in which they are located.





# Crime prevention model

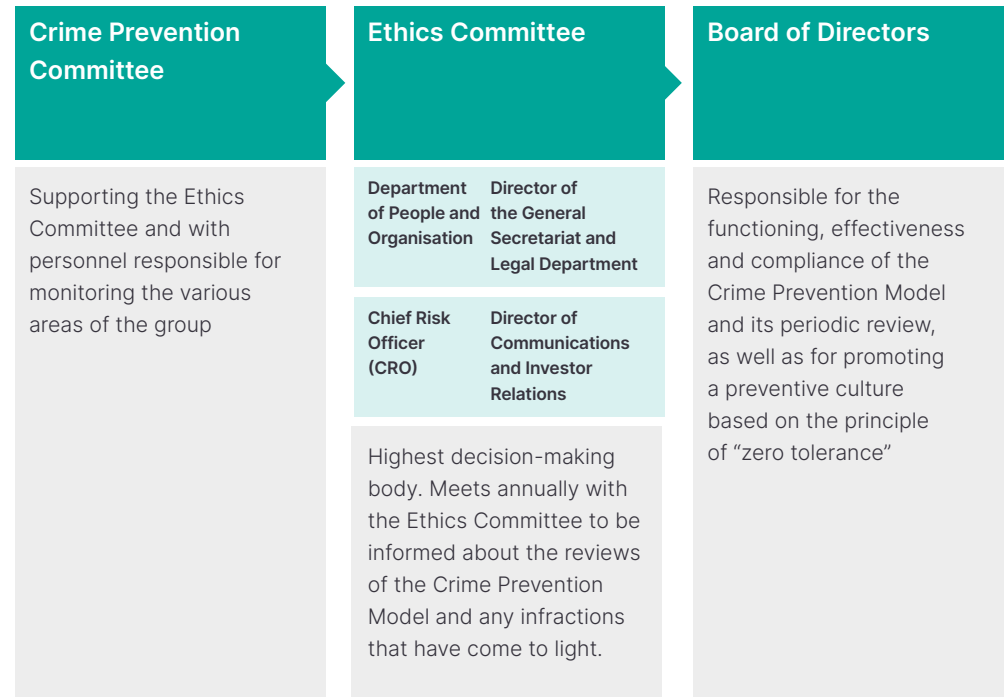
As part of the set of initiatives carried out to prevent the commission of crimes, the control structure created within Saba's Crime Prevention Model stands out.

This body is made up of the Board of Directors, as the highest decision-making body, by the Ethics Committee, as the body responsible for monitoring the operation, effectiveness and compliance of the Model, and by the Criminal Risk Prevention Commission, as the body of support to the Ethics Committee, in order to reinforce the efficiency of control.

The Ethics Committee is in charge of promoting a preventive culture based on the principle of zero tolerance towards illegal actions and the periodic verification of the Crime Prevention Model. This Committee is supported by those responsible for control of all business areas, as well as the internal audit area, and is made up of:

- Director of People and Organisation (President's Office)
- Director of the Communication and Investor Relations Department
- Chief Risk Officer (CRO)
- Director of the General Secretariat and Legal Department (Secretariat)

## Crime prevention model control structure



During 2021 the Ethics Committee held four meetings. In March, the Committee's activity report for the 2020 financial year was presented to the Board of Directors, in which no infringement of the Crime Prevention Model was detected.

## Ethics channel

The Group has enabled a channel through which the existence of indications or suspicions of any behaviour contrary to the law or infringement of the Code of Ethics can be communicated, as well as ideas, criticisms or suggestions to be made by any person involved in Saba's actions. As in 2020, during the 2021 financial year no complaints were received through this channel.

## Job-specific training

Continuous training is important for the application of the Saba Code of Ethics and the Crime Prevention Model. During 2021, 11 training sessions were carried out in Spain for 41 people. The effectiveness of the Prevention structure and, ultimately, of Saba's ethics, depends to a large extent on the level of knowledge and they employees' internalisation of the principles.



# Fight against bribery and corruption

Saba has approved a Policy for Prevention of Corruption and for Relations and Correspondence with the Government Authorities and Third Parties, as well as internal regulations developing that policy, in order to set the criteria that the companies that make up the Saba Group must meet in dealing with Public Authorities and both domestic and foreign officials and authorities, as well as in their relations with other companies.

This regulation has as its main objectives:

- The establishment of common principles of action for employees in their dealings with Public Authorities and private companies.
- The protection of the process of free competition and concurrence in all those public tenders to which Saba companies can apply. In addition, it protects free competition and participation in the acquisition and/or delivery of goods and/or services.
- The Zero Tolerance with anti-corruption policy both in relations with public authorities and with private business.

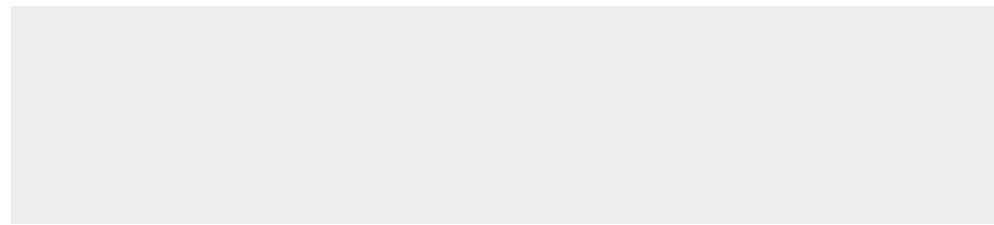
In 2021, no incidents related to bribery and corruption were recorded, so no corrective measures have had to be applied.



**In 2021 no incidents related to bribery and corruption were recorded**

# Fight against money laundering

Although in Spain Saba is not considered a subject bound by the Money Laundering Prevention Act, its Code of Ethics refers to those prohibited practices, such as the acquisition, possession, use, conversion or transfer of goods, knowing that these originate in a criminal activity, committed by the employee themselves or by a third person. Similarly, no other act may be performed to hide or cover up the illegal origin of the goods or to help the person who has participated in the infraction or infractions to avoid the legal consequences of their actions.







# Regulatory aspects of the Report



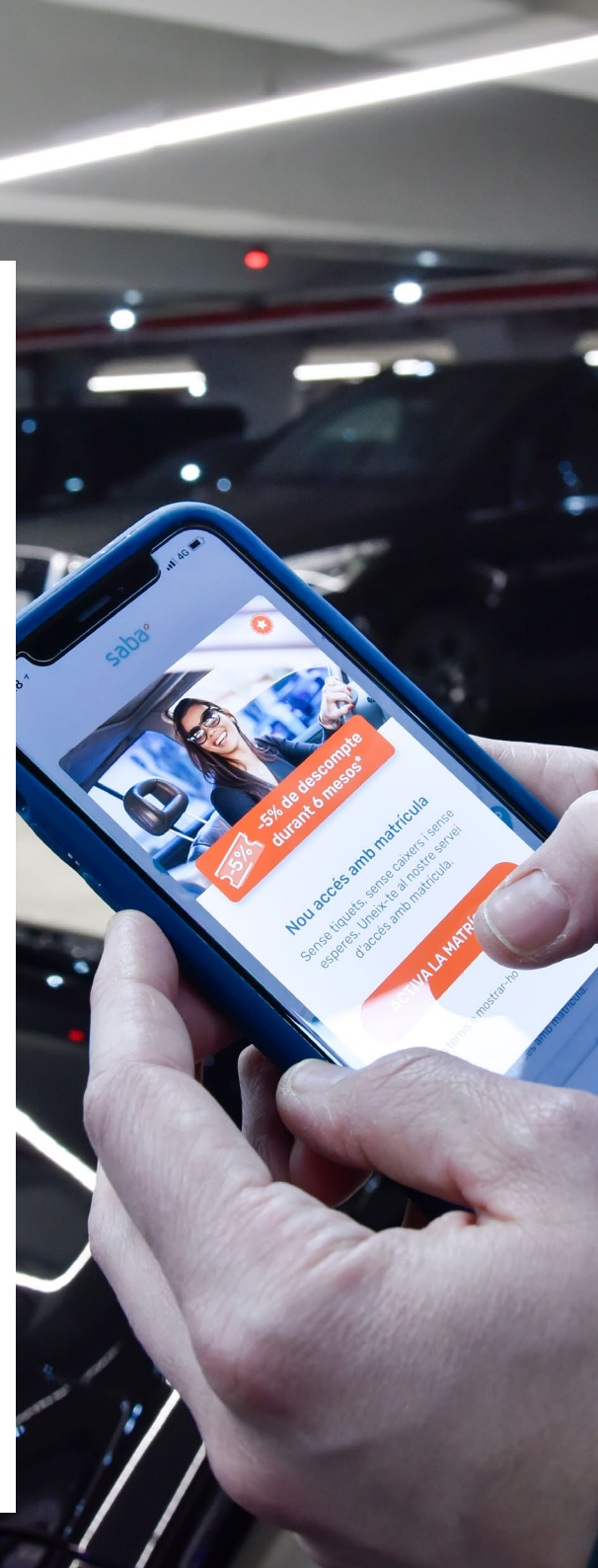
# About this report

This Sustainability Report has been prepared in accordance with GRI Universal Standards. The information and data presented correspond to the same scope of consolidation referred to in the 2021 financial statements and the period covered by the reported information is from January 1, 2021 to December 31, 2021 in line with the group's financial cycle.

The contents presented in this report come from the parent company (SABA INFRAESTRUCTURAS, S.A) where all the group <sup>1</sup> information is centralised. Although this report does not require verification by an independent expert, it presents contents published in the [Consolidated Non-Financial Information Statement for the 2021](#) financial year verified by PricewaterhouseCoopers, S.L. in compliance with Law 11/2018 on non-financial information and diversity. Likewise, no restatements of information have been presented with respect to previous reports.

Saba publishes its Sustainability Reports annually. This report has been presented and published in December 2022 and the [last edition](#) was published in 2020 referring to fiscal years 2019 and 2020. For questions related to this report, contact the Department of Communication and Institutional Relations at [esg@sabagroup.com](mailto:esg@sabagroup.com) and [comunicacion@sabagroup.com](mailto:comunicacion@sabagroup.com).

<sup>1</sup> Companies by country: Andorra: SOCIETAT PIRENAICA D'APARCAMENTS, S.A. Germany: SABA PARK DEUTSCHLAND, GmbH. Chile: SABA ESTACIONAMIENTOS DE CHILE, S.A.; SOCIEDAD CONCESIONARIA PLAZA DE LA CIUDADANIA, S.A.; SABA AEROPUERTO CHILE, S.P.A.; SOCIEDAD CONCESIONARIA SABA GENERAL MACKENNA, S.A. Slovakia: SABA PARKING SK, S.R.O. España: SABA INFRAESTRUCTURAS, S.A.; SABA APARCAMIENTOS, S.A.; BARCELONA D'APARCAMENTS MUNICIPALS, S.A. (BAMSA); SABA CAR PARK, S.L.; SABA PARK, S.L.U.; SABA APARCAMENT SANTA CATERINA, S. L.; GEEVER SERVICIOS DE PROXIMIDAD, S.L.; SOCIETAT D'APARCAMENTS DE TERRASSA, S.A.; APARCAMIENTO GRAN BULEVAR, S.L. UNIPERSONAL; SABA APARCAMIENTO DELICIAS, S.L.; APARCAMIENTOS DE GETXO Y LAS ARENAS (LAS MERCEDES) SOCIEDAD CONCESIONARIA, S.L. Italy: SABA ITALIA, S.P.A.; BOLOGNA & FIERA PARKING, S.P.A.; METRO PERUGIA, S.C.A.R.L.; SOCIETA IMMOBILIARE PARCHEGGI AUTO - SIPA, S.P.A. Portugal: SABA PORTUGAL PARQUES DE ESTACIONAMENTO, S.A.; CPE-COMPANHIA DE PARQUES DE ESTACIONAMENTO, S.A.; LIZ ESTACIONAMENTOS - DESENVOLVIMENTO, EXPLORAÇÃO E CONSTRUÇÃO DE PARQUES DE ESTACIONAMENTO, S.A.; SABA ESTACIONAMENTOS RIBEIRA, S.A; SEMOVEPARK VISEU - ESTACIONAMIENTOS, S.A. United Kingdom: SABA INFRA HOLDINGS UK LIMITED; SABA GROUP UK LIMITED; SABA INFRA UK LIMITED; SABA UNIGARAGE UK LIMITED; SABA INFRA DUNDEE LIMITED; SABA PARK SERVICES UK LIMITED; SABA PARK SOLUTIONS UK LIMITED; SABA INFRA CAMBRIDGESHIRE LIMITED; SABA INFRA GLOUCESTERSHIRE LIMITED; SABA INFRA HERTFORDSHIRE LIMITED; SABA INFRA LIVERPOOL LIMITED. Czech Republic: SABA PARKING CZ, A.S.; SABA CLICKPARK, S.R.O.



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404-1	Average hours of training per year per employee	33
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404-3	Percentage of employees receiving regular performance and career development reviews	33
<b>Material aspect: Diversity and equal opportunities</b>		
3-3	Management of material issues	12, 13, 34
405-1	Diversity of governance bodies and employees	12, 13
405-2	Ratio of basic salary and remuneration of women to men	28
<b>Material aspect: Non-discrimination</b>		
3-3	Management of material issues	25, 34, 35
406-1	Total number of cases of discrimination and actions taken	There have been no incidents of discrimination.
<b>Material aspect: Freedom of association and collective bargaining</b>		
3-3	Management of material issues	31, 32
407-1	Operations and suppliers in which the right to freedom of association and collective bargaining might be at risk	No operations or suppliers have been identified whose rights in this area are at risk.
<b>Material aspect: Child labour</b>		
3-3	Management of material issues	8-11, 18, 38, 39
408-1	Operations and suppliers with significant risk of cases of child labour	Saba's operations or suppliers are not susceptible to child labour risks.
<b>Material aspect: Forced or compulsory labour</b>		
3-3	Management of material issues	8-11, 18, 38, 39
409-1	Operations and suppliers with significant risk of cases of forced or compulsory labour	Saba's operations and suppliers are not susceptible to risk in this area.



GRI Standard	Contents	Page
<b>GRI 3: MATERIAL ISSUES</b>		
<b>Material aspect: Security practices</b>		
<b>3-3</b>	Management of material issues	8-11, 18, 33
<b>410-1</b>	Security personnel trained in human rights policies or procedures	The responsibilities of Saba's security personnel do not require training in this matter.
<b>Material aspect: Rights of indigenous peoples</b>		
<b>3-3</b>	Management of material issues	6-11, 18
<b>411-1</b>	Cases of violations of the rights of indigenous peoples	Saba has no operations, presence nor relationships with indigenous peoples.
<b>Material aspect: Human rights assessment</b>		
<b>3-3</b>	Management of material issues	16, 17, 19, 32, 33
<b>412-1</b>	Operations subject to review or impact assessment regarding human rights	No operations related to this matter were carried out in 2021.
<b>412-2</b>	Employee training on human rights policies or procedures	32, 33
<b>412-3</b>	Significant investment agreements and contracts with human rights clauses or subject to human rights assessment	Due to the type of activity of the Group, it has not been necessary to deal with this type of contract.
<b>Material aspect: Local communities</b>		
<b>3-3</b>	Management of material issues	39, 40
<b>413-1</b>	Operations with local community engagement programmes, impact assessments and development	39, 40
<b>413-2</b>	Operations with significant negative impacts – actual or potential – on local communities	39, 40
<b>Material aspect: Social evaluation of suppliers</b>		
<b>3-3</b>	Management of material issues	38, 39
<b>414-1</b>	New suppliers that have passed selection filters according to social criteria	38, 39
<b>414-2</b>	Negative social impacts in the supply chain and measures taken	38, 39





GRI Standard	Contents	Page
<b>GRI 3: MATERIAL ISSUES</b>		
<b>Material aspect: Public policy</b>		
3-3	Management of material issues	15-18
415-1	Contribution to political parties and/or representatives	Saba neither contributes to nor has any relationship with political parties or representatives
<b>Material aspect: Customer health and safety</b>		
3-3	Management of material issues	38, 40, 41
416-1	Assessment of the impacts of product and service categories on health and safety	38, 40, 41
416-2	Cases of non-compliance related to the impacts of product and services categories in health and safety	There have been no cases of non-compliance in this area.
<b>Material aspect: Marketing and labelling</b>		
3-3	Management of material issues	36-38, 40-42
417-1	Requirements for information and labelling of products and services	36-38, 40-42
417-2	Cases of non-compliance related to the information and labelling of products and services	There have been no cases of non-compliance in this area.
417-3	Cases of non-compliance related to marketing communications	There have been no cases of non-compliance in this area.
<b>Material aspect: Customer privacy</b>		
3-3	Management of material issues	36-38, 40-42
418-1	Substantiated complaints regarding breaches of customer privacy and loss of customer data	There have been no claims related to the protection of customer data.
<b>Material aspect: Socioeconomic compliance</b>		
3-3	Management of material issues	18
419-1	Non-compliance with laws and regulations in the social and economic area	There have been no breaches of regulations in force in 2021



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