

# **Corporate Social Responsibility Statement**

## **Parques Reunidos Group**

*Interim financial year between 1 October and 31 December 2018*

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## 1. INTRODUCTION

This Corporate Social Responsibility Statement refers to the 3-month financial year between 1 October 2018 and 31 December 2018.

The management of our responsibilities towards our employees, customers, suppliers and society in general, along with a sense of the vital importance of the good work of the company for its long term sustainability, has guided us over the course of these pages.

In May 2019, Parque de Atracciones de Madrid is celebrating its 50th anniversary. Over the years Parques Reunidos has seen a great transformation, becoming a multinational company managing more than 60 different assets in 12 countries.

This business growth has always gone hand in hand with a genuine vocation of service towards the communities watched by and every park that has joined the Group, and has been accompanied by the establishment of the Parques Reunidos Foundation in 2011. In this way we promote the *Parques Reunidos Spirit* on a global scale which encompasses both the work of the Foundation as well as the individual initiatives of our parks in the social and environmental spheres.

*The Parques Reunidos Spirit* is involved with child welfare initiatives related to health and social integration; educational and awareness raising programs to foster the protection of the environment; biodiversity projects oriented towards the conservation of species and natural ecosystems, and, in the field of research, the support and sponsorship of a series of projects in collaboration with zoological organizations, museums, universities and training centers. All of this is inspired by our commitment and dedication to give back to society.

Our child welfare projects are designed to aid children with special needs or those at risk, together with their families. In this area we collaborate with several health institutions, foundations and non-profit organizations, who share our commitment to supporting this social group. There are many ways we can help: from sending personalities from our parks to hospitals to spend time with the smaller children, donating toys from our stores and inviting children and their families to our parks.

Our animal parks perform essential work in educating the public and raising awareness among our visitors on the conservation of the environment. The opportunity to get close to the animals under our care, or to attend the workshops and educational lectures on their way of life and the dangers they face in the wild, can have a decisive impact on our visitors, who will learn about the need for all of us to actively contribute to protecting biodiversity. A large percentage of our visitors are school groups, which allows us the chance to share educational messages on the protection of the environment and the sustainable use of resources.

Our projects in the field of conservation, biodiversity and the care of endangered species are conducted both "in situ" – the reintroduction or protection of animals undertaken in their natural habitat, where biodiversity problems are most acute – as well as "ex situ" – conservation work which we perform at our animal parks in special facilities with expert technical support.

These programs not only contribute to improving the design of these facilities and the development of more efficient animal care and handling techniques, but are also of vital importance in the application of veterinary and breeding practices at zoological institutions, aimed at the care of endangered animals and their reintroduction into the wild.

All these activities are only possible thanks to the trust that our visitors and partners put on us. Growing and promoting growth in those who surround us inspires daily to encourage innovation, sustainability and to make our team feel proud of the impact that these initiatives have on our society.

The hard work and commitment of each and every individual member of our Parques Reunidos team ensures that a visit to one of our parks becomes a unique experience, offering safe and unforgettable entertainment along with educational benefits and the raising of awareness.

This Corporate Social Responsibility Annual Report is an opportunity to review the initiatives undertaken over the last year, share them with our associates and further promote the Parques Reunidos Spirit.

## 2. GENERAL INFORMATION

### 2.1. COMPANY PROFILE

Parques Reunidos Group is one of the leading global operators of regional leisure parks. It began in Spain in 1967 with the name of Parque de Atracciones Casa de Campo de Madrid, S.A.

It currently manages a diversified portfolio of over 60 leisure parks in 12 countries in Europe, the Americas, Oceania and Middle East. The next diagram shows the locations of the Group's parks.



Figure 1. Locations of the Group's parks

Parques Reunidos Servicios Centrales S.A., the parent company of Parques Reunidos Group, located in Madrid, is a listed company in Spain since 29 April 2016.

Parques Reunidos manages its parks with leading brands in four of the sector's key segments:

- 37% water parks
- 30% leisure and theme parks
- 23% animal parks
- 10% other

With over 50 years of experience, Parques Reunidos is now the second-biggest leisure park operator in Europe, where it has the largest number of animal parks, and the eighth-largest in the world, where the company is the leader in water parks.

At the end of the period (31/12/2018), the Group had a total of 4,992 employees. See the breakdown in the chapter on staff management.

The Group's parks were visited by 2.8 million people during the three-month period. The Group's consolidated ordinary revenues amounted to 77 million euros at the end of the period. During the interim financial year, some of the Group's parks were closed (e.g. water parks) or were opened on weekends or specific dates (Christmas, Halloween, etc.).

Parques Reunidos' business model is based on operational excellence and safety, customer satisfaction, strict cost control and utmost attention to detail.

That model is applied to both the company's diversification and during its international expansion.

Parques Reunidos is a unique partner in the sector. Its vast experience enables it to provide different services as a result of its management capability, market purchasing, supplier knowledge and international negotiations; these factors lead to greater profitability.

In that sense, the company has proven that it can manage all types of parks and operate under well-known brands such as Warner and Nickelodeon.

Its business model is structured around three main areas:

- Management of own parks
- Management of third-party parks
- Consultancy services for park development, as an initial step prior to management

## **NEW PROJECTS DURING THE PERIOD**

### **ATLANTIS AQUARIUM is the first interactive aquarium in Europe inspired by climate change**

On 3 December 2018, Atlantis Aquarium, the first interactive aquarium in Europe, opened its doors in Madrid as the Group's innovative approach to combine technology, education and environmental awareness in a new aquarium concept that is more accessible and closer to the public.

It is the first indoor entertainment centre of Parques Reunidos Group meant for educational and environmental leisure, located at the Xanadú shopping mall in Madrid, with the aim of raising awareness among schoolchildren and families in the fight against ocean pollution.

The aquarium combines 20 marine ecosystems with interactive activities through touchscreens, virtual reality, augmented reality and knowledge challenges.

Parques Reunidos' first aquarium in an indoor complex such as Xanadú, in Madrid, is a pioneer in adopting the Community Directive on single-use plastics in Spain, aimed at raising public awareness about a real threat that is seriously affecting marine biodiversity and the whole food chain. In an effort to implement its responsible strategy from its very opening, Atlantis Aquarium will eliminate all 10 single-use plastic products that are most often found in the sea and on the beach, with the aim of contributing to the reduction of marine debris.

### **PARQUES REUNIDOS acquires TROPICAL ISLANDS, the world's largest indoor water park**

On 16 January 2019, after obtaining the corresponding authorisations, the Group acquired the German indoor water park Tropical Islands, whose agreement was signed on 11 December 2018. It was the largest single-park acquisition in Parques Reunidos' history.

Tropical Islands is the world's largest indoor water park and rainforest covering an area of more than 600 has. of land.

The park offers a combination of water park and other leisure activities with different formats of lodging facilities. The indoor setting provides the park with year-round entertainment and accommodation.

Tropical Islands is located in a highly attractive growth market and in a catchment area with limited competition: at approximately 60 km south from Berlin and close to the cities of Dresden and Leipzig as well as to Poland and the Czech Republic.

### **PARQUES REUNIDOS inaugurates NICKELODEON ADVENTURE Madrid at INTU XANADÚ**

In December 2018, Parques Reunidos opened the doors for Nickelodeon Adventure Madrid.

With an area of 6,000 m<sup>2</sup>, the park will offer an interactive and immersive experience featuring some of Nickelodeon's most popular characters such as SpongeBob SquarePants, PAW Patrol, the Teenage Mutant Ninja Turtles, and Dora the Explorer.

The centre also includes a birthday room themed after the Nickelodeon characters, an interactive area, a 4D cinema, and educational areas for school groups.

## 2.2. MISSION, VISION AND VALUES

### Mission

The mission of Parques Reunidos and its Group companies is to offer a safe, healthy and educational leisure experience, as well as one that is committed to the environment. The aim is to bring happiness to the community, contributing to the professional and personal development of its employees. Last but not least, the company's goal is to generate value for its shareholders and investors.

### Vision

Parques Reunidos aspires to maintain its status as a benchmark in the global leisure sector in which it stands out for providing a safe, educational and sustainable leisure experience.

### Values

The Group's main values can be summed up in our "5 S" policy:

- **SAFETY:** Our basic priority is to take care of our customers, employees and the environment. This priority will not be reduced under any circumstance, for either economic or operational reasons.
- **SERVICE:** Our constant challenge is to fully satisfy our customers' expectations. One of our tasks, particularly in the case of persons in positions of responsibility, is to assess the reactions of our customers and proactively to identify possible areas for improvement, as well as new opportunities. These actions will always be implemented while respecting ethical principles and the values of the society in which we operate, within the framework of sustainability.
- **SALES:** We are always developing new products and services that we consider are very valuable for our customers. Our main objective is for our customers to be fully informed at all times of all the terms and conditions of our products and services before they buy them. That is why we focus our efforts on providing flexible communication and information channels.
- **SAVINGS:** Cost savings and control are essential in all the areas to try to achieve the greatest economic efficiency at global level. Although this is a fundamental cornerstone, it will always be subject to compliance with the rest of the features that make up the Group's policies, based on ethical and upstanding behaviour. The savings policy provides

Parques Reunidos with more sustainable daily operations and facilitates investments in the most advanced technologies that respect the environment.

- SMILE: The Group wants to involve its workers in improving the products and services, and promoting a respectful, integrating and discrimination-free work environment. The goal is that the employees at all Parques Reunidos' work centres can find space for professional and personal development and the visitors can enjoy their leisure. The aim is that both customers and staff feel satisfied, happy and committed to the company's objectives and values.

### 2.3. ETHICAL FRAMEWORK

To pursue its Mission, Vision and Values, Parques Reunidos relies on its Code of Conduct (approved on 31 March 2009 and revised in 2018), which is mandatory for all the Group's employees in Europe. In the United States the Employee Handbook, introduced in 2010, contains a full account of the ethical behaviour expected of members of staff.

Those documents list the rules relating to the conduct of all individuals within the company, covering relations with customers, shareholders, sponsors, associates and any other persons or organisations within their social sphere. They are rules which must be signed by everybody before signing their contract and with respect to which (as will be seen) certain actions are taken to facilitate and reinforce the dissemination and implementation. The rules include:

- Compliance with the laws, rules and regulations.
- Collaboration in eradicating unlawful or unethical behaviour.
- Respectful treatment of all the employees aimed at fostering an environment which facilitates honest and direct communication.
- Protection and correct use of the company's assets.
- Management of conflicts of interest.
- Protection of confidential information.
- Protection of the health, safety and wellbeing of workers, customers and collaborators.
- Environmental protection.

To improve knowledge about the Code of Conduct and Employee Handbook and foster their effective implementation, the employees receive copies of those documents (with acknowledgement of receipt) and have them at their disposal on the Intranet and in the Persons and Organisation (P&O) area.

Training is periodically given on them, making sure that the employees know about the company's ethical requirements and the tools available to them so that they can comply with those rules, for example the internal channels for doubts, queries or breaches of the Code of Conduct and Employee Handbook. In Europe, the seminars are scheduled for February 2019. In the United States, the latest training on such matters was given in October 2018.

During the three-month period, four whistleblowing reports were received through those channels: two of them from the parks in Europe (both related to mobbing) and the other two from the United States (related to workplace incidents: alleged unequal treatment and hostile behaviour). Investigations were carried out in all those cases to determine whether or not the reports were true and adopt the corresponding measures where applicable. Both in Europe (through the Monitoring Unit) and the United States (through the General Counsel and the Ethics Committee) the investigations concluded that there was no evidence of criminal conduct.

Apart from those four whistleblowing reports, no other alleged criminal conduct was reported during the period addressed by this document.

In Europe, the Group has a Crime Prevention Programme (CPP) approved by the Board of Directors; in Spain, this is notified to the employees when they join the company (with acknowledgement of receipt) and is the subject of specific training actions. The Programme is aimed at making sure that all the interactions between the employees, managers, customers and investors are governed by the company's values, ethics and good practices.

The CPP defines the main risks of unethical conduct applicable to Parques Reunidos' activity and proposes the necessary controls to detect and prevent this conduct.

The CPP has an internal whistleblowing channel open to all the European group, managed by the Monitoring Unit, which is the ultimate body responsible for the CPP and comprises the managers of the Finance, Legal Advice, P&O and Internal Audit areas. That body enables all the reports to be analysed by an appointed body (so that whistleblowers cannot be silenced) formed by top-level staff, which guarantees not only a high degree of independence but also the absence of retaliation against the whistleblower.

In the United States, Parques Reunidos companies have their own whistleblowing channel called the Team Member Hotline, which is a toll-free telephone number, managed by an external supplier. In view of whistleblowing reports on conduct which may be criminal or breaches of the ethical framework established by the Employee Handbook, the Ethics Committee, chaired by the General Counsel, meets and informs the headquarters in Spain every year of the reports received. In this case, the whistleblowing report is also made known to several senior managers.

Parques Reunidos continues with the CPP standardisation process and with the gradual adaptation to the specific features of the various European laws. In particular, it already has a mirror matrix adapted to the Belgian regulations and is currently developing an identical instrument for the Netherlands. Those matrices will be uploaded to the risk and control management software to execute the controls with the proper periodicity and effectively monitor the uploaded data.

In the United States division, a similar process is being designed to implement the instruments for disclosure and control of compliance with the company's ethical framework for the Wet'n'Wild Sydney park (Australia).

#### 4. CORPORATE SOCIAL RESPONSIBILITY POLICY (CSR)

Corporate social responsibility is fundamental in Parques Reunidos Group's business strategy. This ensures the company's long-term sustainability and reinforces stakeholder confidence.

The Corporate Social Responsibility Policy, approved by the Board of Directors on 7 February 2017, shows its commitment to ethical management and transparency.

The CSR's objectives, also included in the Group's strategic objectives, are as follows:

- Guaranteeing the provision of quality, safe, sustainable and healthy services
- Encouraging and promoting education in the following:
  - Defence of the environment, biodiversity and sustainable development
  - Understanding and conservation of animals and ecosystems
  - Child protection and the defence of democratic principles

With the purpose of complying with the CSR related objectives, Parques Reunidos will adopt the following basic principles for application across the board:



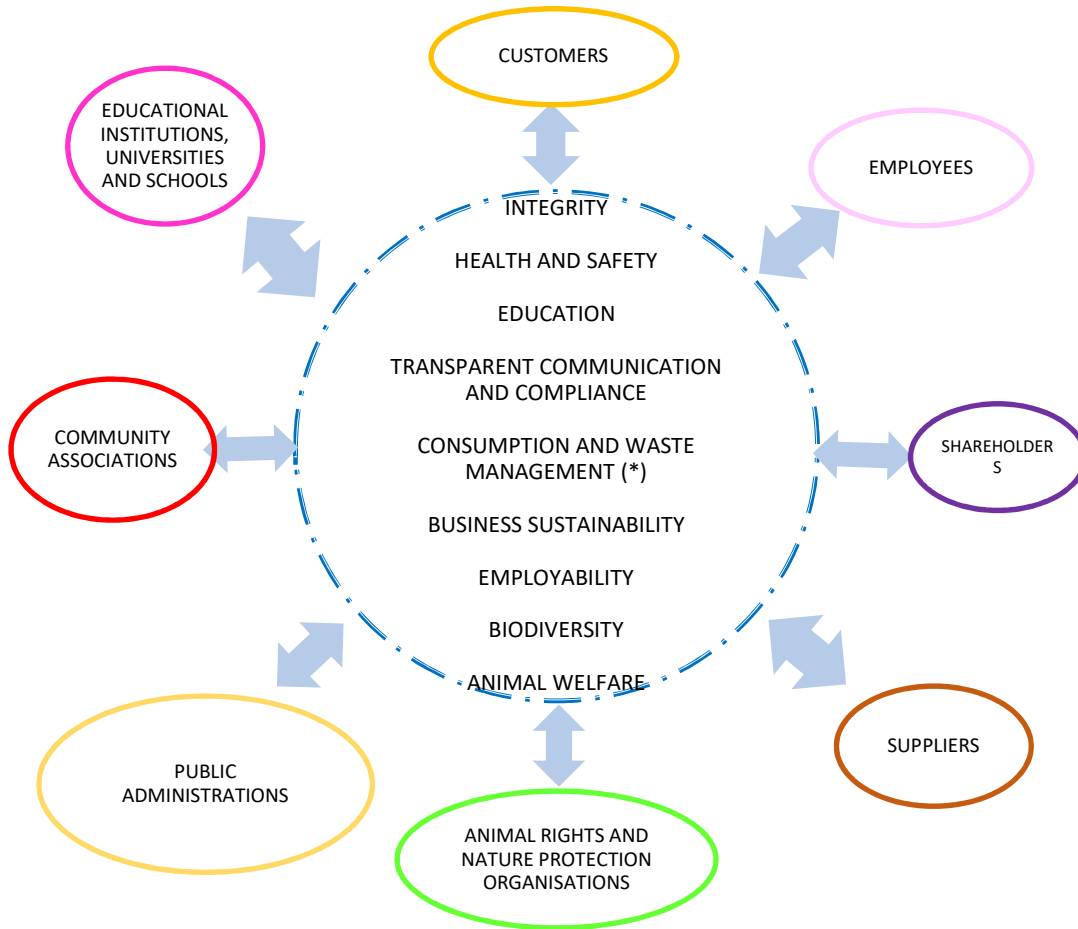
- In all territories in which they operate, they agree to adopt, in a supplementary and voluntary manner, all international rules and directives, where appropriate and sufficient legal procedures do not already exist.
- Monitor the protection and respect for fundamental and universally recognised Human Rights within the sphere of influence of the Group, guarantee non-complicity with their infringement and, where applicable, rectify any damages caused.
- Monitor the health and safety of the Group's employees and customers.
- Support free market practices, rejecting all type of illegal or fraudulent practice, implementing effective prevention mechanisms, vigilance and the sanction of irregularities. In particular, they undertake to report any practice of corruption that is discovered within the Group in any of the territories where it operates.
- Foster channels for communication and dialogue and foster the Group's relations with its shareholders, investors, employees, customers and, in general, all its stakeholders.
- Adopt advanced corporate governance practices in line with the generally accepted good governance recommendations on international markets.

#### 4.1. MATERIALITY ANALYSIS

The Group analysed the topics which are particularly relevant in the social, environmental and good governance spheres and thus establish priorities which enables it to continue advancing in creating social, environmental and economic value while making sure that the stakeholders' needs are met and the business generates value.

Answers are given to the relevant topics throughout the document. If no information is reported, the reason for the omission is clearly explained.

The issues which may affect the various stakeholders have been established based on Parques Reunidos' experience:



## 5. CORPORATE GOVERNANCE

As a listed company, Parques Reunidos ensures transparency aligned with the practices defined under the Code of Good Governance for Listed Companies, approved by the Spanish Securities Market Commission (CNMV) in February 2015. Its objective is to provide appropriate and transparent management, to ensure value generation among companies, improved financial efficiency and reinforcement of investors' trust.

Parques Reunidos relies on the following bodies for its effective governance:

Position	Board of Directors
<b>Non-Executive Chairman</b>	Richard Golding
<b>Chief Executive Officer</b>	(*)
<b>Independent directors</b>	Nicolás Villén Jiménez
	Johan Svanstrom
	Ana Bolado Valle
	Jackie Kernaghan
<b>Proprietary directors</b>	Javier Fernández Alonso
	Colin Hall
	Mario Armero Montes
	Carlos Ortega Arias-Paz

<b>Non-Member Secretary</b>	Cristina Carro Werner
<b>Non-Member Deputy Secretary</b>	Gabriel Núñez Fernández

(\*) On 4 October 2018, Parques Reunidos' Board of Directors accepted the resignation of Fernando Eiroa as Company CEO and Board Member. At the end of the period addressed by this report, no new member has joined.

### **Board's obligations**

The Board of Directors is in charge of approving Company strategy and the measures necessary for putting it into practice. In addition, it is the body responsible for supervising and ensuring that the management team complies with the established objectives and respects the corporate purpose and company interests.

In addition, the Board must ensure that the company respects all laws and regulations in the course of its relations with the stakeholders, complies with its obligations and contracts in good faith, respects the uses and good practices of the sector, listed companies and the territories where it operates and observes any additional principles in relation to social responsibility which it may have accepted voluntarily.

It is also empowered for the approval and management of the Policy for the Control and Management of Risks, including tax affairs, and the periodic monitoring of internal information and control systems.

There are two committees, i.e. the Audit and Control Committee and the Appointments and Remunerations Committee, which act as the company's internal governance control mechanism and depend on the Board of Directors.

### **Audit and Control Committee**

Its main responsibilities are as follows:

1. Oversee the efficacy of the company's internal control, internal audit function and risk management systems, including the tax ones, and discuss with the auditors any significant weaknesses in the internal control system detected during the audit, all of this without undermining its independence.
2. Periodically review the internal control and risk management systems on a regular basis to ensure that the main risks are properly identified, managed, quantified and reported, and make sure that such systems appropriately mitigate the risks within the policy framework which, where applicable, is defined by the Board of Directors.

## **5.1. CONTROL MECHANISMS**

Since its listing in April 2016, Parques Reunidos has undertaken a number of projects to perfect, formalise and systematise its internal control framework, based on the standards required by the various stakeholders, with special attention to the requirements of the Spanish Securities Market Commission (CNMV).

The improvements to the internal control and risk management system are focused on four main areas:

1. The *Internal Control over Financial Reporting (ICFR)*: focused on ensuring the integrity of the financial information which the company supplies to the market.

2. The *Risk Control System (RCS)*, which includes areas of risk considered significant to the achievement of company objectives, with special attention to those of a strategic or operational nature.  
All the risks identified are included in the Corporate Risk Map, subject to periodic reviews by the management team.
3. The Criminal Risk Prevention Model aims to establish the procedures and internal control policies best suited for the prevention of criminal offences and, where applicable, to exempt the company from liability, under the terms of Constitutional Act 1/2015 of 30 March, amending the Spanish Criminal Code. The Company is currently harmonising this based on the specific features of all the European jurisdictions in which it operates.
4. The *Tax Risk Prevention Model*, aimed at mitigating tax risks.

Regarding all the defined risks, control mechanisms have been established in the various internal control frameworks mentioned above in order to reduce their impact and the likelihood of their occurrence. This includes the identification of the persons in charge of the controls.

The Internal Audit department will assist the Audit and Control Committee in its task of supervising the efficiency of internal control and risk management. This support will include the periodic review and assessment of the efficiency of internal control systems in place within the Group, contributing to the improvement of risk management processes.

## 6. CORRUPTION AND BRIBERY

Within the framework of the ethical behaviour established by the Company, formed by several policies and the CPP (created in Spain and whose global integration is being worked on), it is of major importance to minimise the risk of conduct which may constitute a crime related to corruption, in terms of both the public sector (bribery) and private sector.

Specifically, since the creation of the CPP and its implementation in 2011, as well as its update during the year ending 30 September 2017, the crimes of private corruption and bribery have been identified as those with a greater impact and probability of occurrence. That classification is due to the activity performed by Parques Reunidos and the nature of its relations with third parties.

Since the Group has a high degree of relocation, as it has various work centres with a high degree of autonomy and geographic dispersion, it is sometimes complicated or inadvisable to centralise certain operations.

Moreover, those centres carry out very specific activities (the Group has amusement and theme parks, water parks, animal parks -both sea and land animals-, cable cars, indoor leisure centres, etc.) which have very different needs and legal frameworks.

At the same time, all the leisure parks require, to a greater or lesser extent, authorisations granted by the public authorities for their construction or expansion or merely to carry out their activity. Moreover, many of them are government-owned or located in specially protected areas for historical or environmental reasons. In that way, the contact with the public authorities is constant and especially important for appropriately carrying out the business.

The management team conducted the corresponding analysis based on the impact and probability of occurrence in accordance with the activity and location for the mainly criminal risks faced by the company: of the 24 risks identified similar to the crimes envisaged in the Spanish criminal legislation, the risks related to corruption (private corruption) and bribery (public-sector corruption) were 3rd and 5th, respectively.

Based on that, Parques Reunidos reviewed and implemented policies aimed at:

- training employees in ethical behaviour,
- establishing procedures to avoid unethical behaviour, and
- establishing ways to uncover unlawful conduct and adopt the necessary measures to eradicate this.

In that sense, the Code of Conduct expressly refers to conflicts of interest, corruption and bribery. Furthermore, there are specific policies such as the Institutional Relations Policy, the Rules for Managing Invitations, the Rules for Managing VIP Passes and the Purchasing Policy, among others, which establish the procedures and protocols aimed at preventing conflicts of interest, the risk of private corruption acts and bribery.

As stated previously, those policies are integrated in the CPP which, although it was designed based on Spanish regulations, it is currently being adapted to the various laws of the countries where Parques Reunidos Group operates.

All those policies have been made available to all the employees and can be accessed through the intranet. Moreover, and closely related to the CPP, which is given to the employees in Spain when they join (and of which they acknowledge receipt), training is provided every year to the Company staff on crime risk prevention. That training is provided to all the European managers and to a large number of employees of Parques Reunidos. In particular, the trainees have been convened to attend several on-line seminars in February 2019.

Within the framework of the CPP, and from the day it was implemented, an internal whistleblowing channel was created, which has been made available to all the employees and to the third parties which collaborate with Parques Reunidos. Complaints about unlawful behaviour or behaviour which contravenes the Code of Conduct can be reported through the whistleblowing channel. That complaint, which can be anonymous, is received by all the members of the Monitoring Unit, which is the ultimate body responsible for the CPP and comprises the managers of the Finance, Legal Advice, P&O and Internal Audit areas. That Unit is in charge of deciding how to process the complaints depending on the content. During the three-month period, two complaints were received through this channel in Europe, none of which were related to this type of crime.

The efficacy of such measures is evidenced by the fact that in the last three periods, including the present one, no public or private corruption offences were processed.

In line with that stated for Spain and Europe, the Company drafted an Employee Handbook for the United States, which includes sections on regulatory compliance and ethical conduct as well as information about the internal whistleblowing channel. That document, which was revised in 2018, has been digitally signed by all the employees.

After conducting an in-depth analysis of the main risks which can take place at the Group as a result of the nature, impact and probability of occurrence, the General Management in the United States has decided to focus its efforts on implementing and controlling the policies regarding fraud, embezzlement and conflicts of interest with suppliers. As a result, it has not only implemented fund management policies but it has also established control mechanisms such as surveillance cameras in the cash areas, random audits and cash reconciliation analyses for each employee with access to them. Such audit and control tasks are carried out by members of the legal advice and human resource teams, the Chief Financial Officers and their teams, the

Chief Operations Officers, the managers, etc. This means that top-level multidisciplinary staff are involved in executing such mechanisms.

Whenever some form of misconduct is suspected, the person must inform the party responsible for the Group's legal advice in the United States (General Counsel) so that the latter can start the pertinent investigation and adopt the necessary measures. Such conduct can also be reported through the internal whistleblowing channel (Hotline), managed by an external company, where all the employees can notify the General Counsel anonymously. In the event that criminal behaviour is detected, the measures to be adopted are shared with the managers with the aim of identifying vulnerabilities and improving processes and, therefore, they can (i) detect similar conduct which may be taking place at other leisure parks; (ii) detect vulnerabilities; and (i) share potential actions for improvement and reinforcement.

In that sense, no conduct regarding employee corruption or bribery was disclosed in the last four financial years in any of the countries where the Group operates.

In the last few years, as a result of the numerous scandals in which charity donations were diverted in the United States the Company has established a policy which, as a general rule, forbids making direct financial donations to charity work (in this way, any exceptions must be expressly authorised and made with the pertinent guarantees). For such purposes, very strict rules have been established regarding the possibility of the Company being used as a platform for charity campaigns in the United States. Specifically, that policy forbids collecting cash donations inside the leisure parks and only allows this to be made through the digital platform controlled by the IT department, which is answerable to the headquarters, after prior control from the Group's US headquarters regarding the beneficiary organisations and the activities that they foster.

During the three-month financial year, Fundación Parques Reunidos collaborated with NGOs by providing economic contributions to Consejo Superior de Investigaciones Científicas (CSIC); BRINZAL Association; Save The Rhino International; and La Valleé Des Singes (Gorilla EEP Conservation Programme).

Although Parques Reunidos is not a liable party under the Money Laundering Act, the criminal risk map identifies it with a low inherent risk since sometimes, because of the business's own operations, it accepts cash payments exceptionally and in a limited way (in general, from tour operators, commercial collaborators, etc.). The following money laundering situations were identified as potential risk events: (i) cash payments at the parks' ticket offices for amounts higher than those established without complying with the legal obligations; and (ii) collection of the takings in cash and not declared by the intermediaries when selling tickets to the parks. The related controls, in accordance with that envisaged in the matrix, are as follows: (i) Parques Reunidos Group has arranged statutory financial audit services for the companies obligated to an audit (including a review of the information systems' security) and reviews of the consolidated financial information; and (ii) the sales people have been informed of the obligation that the customers must pay by transfer and of the limit to make or accept cash collections/payments of over 1,000 euros.

## 7. PARQUES REUNIDOS SPIRIT

The evolution of Parques Reunidos Group over its 50-year history has always had one common theme: its commitment to society.

Parques Reunidos Spirit is represented in all CSR activities undertaken by both Parques Reunidos Foundation and the group's over 60 parks.

The parks offer a wide range of educational and entertainment experiences which allow families to enjoy quality leisure time. The younger members of the family as well as nature are the protagonists, not only in the parks themselves but also in the programmes which specify its commitment.

### 7.1. ACTIONS DIRECTED AT CHILDREN AND SOCIETY

Child welfare and the family sphere are fundamental to Parques Reunidos Spirit and the work the company performs through its parks and the Foundation. The company's biggest fans are children and it owes its success to their enthusiasm.

Parques Reunidos collaborates with associations that are active in all areas of family assistance and fully supports their commitment to children's lives. The entire parks network, to a greater or lesser degree, dedicates a significant part of their work to CSR in the support of good causes, such as assistance to children in hospital or those suffering serious illnesses and support to their families. In addition, the company collaborates with associations offering support and social inclusion to persons affected by serious illness or uncommon conditions.

#### **COLLABORATIONS**

##### ***Make A Wish Foundation***

Since 2012, Fundación Parques Reunidos has had a collaboration agreement with the Make a Wish Foundation, which devotes its efforts to making dreams come true for children with chronic illnesses. The Foundation collaborates with the Make a Wish Foundation at a global level in all its parks.

On 5 and 6 October 2018, the Zoo Aquarium in Madrid and Faunia received Irene, a girl whose dream was to see the animals in those parks and interact with them. Thanks to the collaboration with the Make a Wish Foundation, Irene's dream came true big time: she saw the pandas in the Madrid Zoo, visited the dolphinarium, bathed with the fur seals in Faunia and enjoyed a polar trip with the penguins.

During the period, actions were also carried out within this collaboration framework at Movie Park (Germany), where tickets for the park were donated to children in hospital in the city of Bottrop.

##### ***Miami Seaquarium (USA): Making wishes come true for children with disabilities***

Thanks to the Wish Book programme of the Miami Herald and Miami Seaquarium, 13-year-old Valentina, who suffers from spina bifida, had the opportunity to visit the water park with her family and friends. Miami Seaquarium provided a medicalised vehicle for Valentina so that she could enjoy a VIP visit during which she saw the sea lions and dolphins.

##### ***Fundación Pequeño Deseo***

Fundación Pequeño Deseo aims to make wishes come true for children with a chronic illness or poor prognosis; its only objective is to provide them with happiness so that this can be shared with their loved ones and help them feel better mentally, slightly mitigating the exhaustion caused by the illness on both the children and their family.

On 17 October, Fundación Parques Reunidos and Fundación Pequeño Deseo signed a framework agreement to make wishes come true for such children. Laura loves the animals at Faunia and, thanks to the collaboration between Fundación Pequeño Deseo and Fundación Parques Reunidos, she was able to go on a very special visit to Faunia and participate in one of the bird shows together with her family.

### ***Fundación Aladina***

Fundación Aladina seeks to improve the lives of children and adolescents with cancer and provide support to their family.

In December 2018, Fundación Parques Reunidos signed a framework agreement to collaborate with this foundation aimed at combining efforts and improving, as far as possible by both foundations, the lives of such children and adolescents.

### ***FarmAventura***

The FarmAventura project combines, for the second year running, the efforts of the Foundation for Biomedical Research at the Gregorio Marañón Hospital (FIBHGM) with the Pharmacy Services of the hospital, and enjoys the collaboration of Parques Reunidos Foundation via the Zoo Aquarium in Madrid and Faunia to incentivise and encourage children to take their prescribed medication through games and visits to the parks which allow them to get to know their favourite animals.

### ***Sureste hospital***

On 27 December, on occasion of the annual Christmas party at Sureste University Hospital in Madrid, two Looney Tunes characters travelled from Parque Warner to Arganda del Rey to visit the children in the paediatric oncology section. Tweety and Daffy Duck visited the rooms together with one of the Three Wise Men, Melchior, and gave out presents that Parques Reunidos Foundation had donated previously to the hospital.

### ***Kennywood (USA): Collaboration with Vitalant***

Vitalant is the biggest and one of the oldest non-profit organisations focusing on providing blood products and services in the United States. It provides medicine services comprising transfusions to around 1,000 hospitals and healthcare partners across 40 states.

Kennywood donated 500 tickets for the park's Holiday Lights festival to sponsor the blood donation campaigns carried out by Vitalant in November and December.

### **FREE TICKETS**

During the three-month period, the company gave away free tickets to several parks in Spain to people with disabilities belonging to Fundación Masnatur, to the participants in the children cancer research charity race organised by Asociación Pablo Ugarte and to the blood donors of Ramón y Cajal Hospital.

Also during the three-month period, free tickets to the parks were given away in Europe to hospitalised children and people with chronic or severe illness through several support organisations and not-for-profit institutions. At Blackpool Zoo, the company collaborated with Donna's Dream House to provide visits for terminally ill children and their family, and it provided encounters between animals and the terminally ill from Trinity Hospice and Derian House Children's Hospice. At Movie Park, the company collaborated with Marienhospital in Bottrop by giving away tickets and providing gifts to the hospitalised children.

The US parks also donated tickets during this period. At Dutch Wonderland, for every 166 season tickets sold during Giving Tuesday, one ticket was donated for 2019 to the Schreiber Center for Pediatric Development, a not-for-profit institution located in Lancaster (USA) which provides educational services and therapy programmes for young and very young children and adolescents with disabilities or developmental delays.

### **MERCHANDISE DONATIONS**

Between October and December 2018, several merchandise donations were made in Spain from the stores of the groups parks to several NGOs, not-for-profit institutions, hospitals and



foundations operating in Madrid and throughout Spain to provide support to the families affected by the illnesses of their younger members or others with special needs.

The donations were channelled through the following institutions:

- Menudos Corazones
- Asión
- Niño Jesús Hospital
- Archicofradía de Jesús de Medinaceli
- ONG Edificando
- Fundación Diversitas
- CEAR (Spanish Commission for Aid to Refugees)
- Gregorio Marañón Hospital
- Fundación Talita
- Mensajeros de la Paz
- Infanta Elena University Hospital
- Fundación Masnatur
- Cáritas
- Fundación Soñar Despierto

## 7. 2. SOCIAL INCLUSION ACTIONS

The Group devotes considerable efforts to providing support to the most vulnerable families and groups so that they can also enjoy the parks, fostering equal opportunities among low-income households and including families and groups at risk of social exclusion.

It collaborates with local, national and even international associations and foundations to contribute to the benefit and wellbeing of the communities where it is present and provide resources to facilitate access to the parks.

During the three-month period, a group of children belonging to the Safari Choir visited Parque Warner, organised by Fundación Nzuri Daima.

Other European parks also fostered equal opportunities to enjoy the parks during this period by collaborating with several foundations and not-for-profit organisations. At Slagharen, collaboration continued with Nationaal Fonds Kinderhulp, which contributes to child support for children and youngsters living in poverty aged between 0 and 21. Blackpool collaborated by donating tickets to the Fostering Solutions organisation, which provides support to foster children while they adapt to their new families and lives. As in the previous period, Movie Park continued to provide support to refugees by enabling them to visit the park.

Another significant project in the US was the Toys for Tots campaign, which invited the parks' visitors to bring new unopened toys and donate them to poorer children. In exchange, the donors aged under 13 received a free ticket to the park. At Dutch Wonderland, a total of 500 toys were collected. That campaign was replicated at Miami Seaquarium and Kennywood. At the latter, tickets were donated for the summer of 2019.

Other actions included Dutch Wonderland's participation in a television fundraising marathon for the Salvation Army by donating 160 tickets for the 2019 season. Miami Seaquarium collaborated with the Hispanic American Firefighters' Association (HAFA) and the Miami-Dade County Fire Rescue to celebrate the park's 25th anniversary together with around 600 students with special needs.

In that regard, Parque Warner received an award in December 2018 from the Plena Inclusión NGO for its contribution to the social inclusion of people with intellectual or developmental

disabilities. That recognition reinforces the inclusive work carried out by Parque Warner which, in addition to fostering the employability of people with disabilities, has been a pioneer in adapting its facilities to cognitive accessibility and preparing the park's guidebooks for easy reading so that the groups with disabilities can enjoy their leisure.

### 7.3. EDUCATION AND RAISING AWARENESS

While all the parks in the Group engage in actions to promote awareness on the sustainable use of resources, the animal parks in particular have a special duty to educate the public. The opportunity to approach the animals under their care as well as the workshops, lectures on their way of life and the threats they face, can have a decisive impact on visitors, who will in this way come to understand the need to actively contribute to preserving biodiversity.

A visit to any of the animal parks is designed as an educational experience. During the route, the visitor will enjoy direct contact with the animals, access to lectures and information via the species description posters and other materials which contribute to raising awareness on the conservation of biodiversity. In addition, the parks organise educational visits, exhibitions, short courses, workshops and summer camps for children, etc.

#### **Libera project**

Within the framework of the project "Libera, nature without waste", this initiative was promoted by SEO/BirdLife in alliance with Ecoembes, and aims to combat the waste scattered around the natural spaces in Spain.

On 27 October 2018, a group of employees from Selwo Marina in Malaga joined the "1m2 for beaches and seas" initiative, devoting one morning to collect the waste in the Benalmádena beaches.

Likewise, the Selwo Marina employees began a waste collection campaign on 19 December 2018 to join the "1m2 for the countryside, forests and hills" initiative, as the employees of the Madrid headquarters did in June 2018.

#### **Other projects**

- Celebration of "World Days"
  - o The parks in Spain, the rest of Europe and the US celebrate the world days related to the environment such as: (i) wetlands day, (ii) migratory bird day and (iii) environment day, all of them with the aim of raising society's awareness of the value of fauna, flora and the environment in general.
  - o The World Migratory Bird Day was celebrated on 5 October.
- Collaboration with the Spanish Autonomous Organisation of National Parks (OAPN) to organise an exhibition of the national parks at the Zoo.
- Ecolabel recycled serviettes. At all the Spanish parks since 2017. Movie Park (Germany), Slagharen (Netherlands), Marineland (France) and Bobbejaanland (Belgium) also use them.

### 7.4. BIODIVERSITY AND RESEARCH

#### *7.4.1. Biodiversity projects*

Parques Reunidos Group works on numerous projects designed to protect biodiversity and the most vulnerable ecosystems. Of all these, perhaps the most important are the on-site

conservation projects, i.e. the programmes for the reintroduction or protection of species carried out in the places of origin, where the problems for biodiversity are most acute.

***CBD-Hábitat: Project for the conservation of the monk seal in Mauritania***

Parques Reunidos Foundation, in collaboration with the CBD-Hábitat Foundation, carries out an annual programme to protect the monk seal on the Cap Blanc Peninsula in Mauritania. Their work is combined with education and awareness programmes related to the species at various Parques Reunidos zoos and aquariums.

This programme, the longest running at the Foundation, developed in collaboration with the CBD-Hábitat Foundation, has contributed to significantly increasing the population of the species.

There are three main lines of action:

1. The protection of the colony through the "Seal Coast" reserve.
2. The assistance to the neighbouring communities, education and awareness programmes for schools and local fisherman.
3. Permanent monitoring of the colony itself.

The monk seal colony at Cap Blanc has grown from around a hundred individuals in 1998 to more than 330 today, representing half of the world population of this species.

Since May 2018, Faunia has hosted the exhibition "The return of the Monk Seal", which was officially opened by Queen Sofia of Spain, as a prime example of the action by Parques Reunidos Foundation to raise awareness of the need to fight for the future of endangered species.

***Collaboration with the Brinzal Association for the recovery, rehabilitation and reintroduction of nocturnal birds of prey***

The Foundation maintains a collaboration agreement with Brinzal, a non-profit organisation devoted to the study and defence of the environment and the conservation and recovery of indigenous protected species, especially nocturnal birds of prey. Brinzal runs a recovery and rehabilitation centre for these animals at Casa de Campo in Madrid.

Since the start of the collaboration with Parques Reunidos in 2017, care has been provided to 3,872 wild animals with a successful rehabilitation rate of nearly 56%.

As part of this collaboration, the Zoo Aquarium in Madrid moved two royal owls born at its facilities to the Brinzal recovery centre. One of them is now in its final recovery phase prior to release into the wild. This will happen as soon as its physical condition and aptitude have been checked.

Along with the direct conservation work, the Madrid animal parks promote educational workshops for children and short courses aimed at raising public awareness on biodiversity.

***Other projects which continued during this interim financial year***

- On-site koala conservation project
- White-footed tamarin international conservation programme in Colombia
- Collaboration with the CPSG (Conservation Planning Specialist Group) programme of the International Union for Conservation of Nature (IUCN)
- Collaboration with the Save the Rhino Foundation
- Collaboration with the on-site Komodo dragon conservation project
- Collaboration with the Save the African Penguin Chick project
- Red Panda EEP Guardian Programme
- Collaboration with the Madras Crocodile Bank Trust

- Gorilla EEP Conservation Programme
- Autochthonous tortoise conservation project, in collaboration with CITES, FIEB and UCM
- Support to breeding programmes for endangered Iberian species carried out by Spanish public bodies
- Great Bustard Group

#### *7.4.2. Participation in research projects*

Research, together with education and the raising of awareness, is a key component of Parques Reunidos Spirit in its support of biodiversity.

Both the Foundation and the Group's animal parks actively participate in research projects, in collaboration with various zoological organisations, museums and universities.

The various areas of research that are covered not only contribute to improve the design of the facilities and the development of more efficient animal care and handling techniques, but are also vitally important to the application of veterinary and breeding procedures at zoological institutions aimed at the reintroduction and care of species back into their natural habits.

#### ***Research project on the reproduction of the giant panda***

The most significant research project for Parques Reunidos is the one dedicated to the reproduction of the giant panda, in which the Zoo Aquarium in Madrid annually collaborates, along with the National Institute of Agriculture and Food Research & Technology (INIA), the Chengdu Reproduction Center (China) and the Veterinary Medicine School of Madrid Complutense University.

The research conducted by the Zoo Aquarium in Madrid which began in 1982, has turned the institute into one of the leading animal parks worldwide in terms of successful reproduction of this greatly endangered species. In September 2007, a new reproductive pair arrived at the centre (Hua Zui Ba and Bing Xing), which represented a new step forward in the Cooperation, Conservation and Research of Giant Pandas in the West.

Following the successful return of the panda Xing Bao to Chengdu (China) last year, the Zoo Aquarium in Madrid now houses three specimens. Since the start of its collaboration, there have been 4 panda births at the Zoo Aquarium in Madrid, highlighting the birth and complicated breeding of the twins Po and De De in 2010.

#### ***Collaboration with Barcelona Aut3noma University (UAB)***

Initially, the collaboration between Parques Reunidos Group and UAB was undertaken to define the wellbeing indicators for bottle nose dolphins to establish their basic behavioural data with the aim of determining parameters related to their handling, care, reproduction and training to provide advice to the administrations in the absence of specific EU legislation.

At the Group's parks (Zoo Aquarium in Madrid, Marineland, Selwo Marina and Costa Dorada), through the agreement signed by the Foundation, quality standards were developed for the care of these animals thanks to the work conducted by one of the most prestigious research groups in this area.

The study conducted by expert biologists and veterinarians from the Zoo Animal Welfare Education Centre (ZAWEC) of UAB, the Centre for Research and Conservation of the Antwerp Zoo Society and the Zoo Aquarium in Madrid tries to identify the individual personalities of the bottle nose dolphins through personality tests performed by the keepers. That method is aimed at providing tools for keepers and trainers to help them improve reproduction rates, arrange compatible and stable social groups and better interpret the response of the animals to changes in their environment.

During 2018 and the period addressed by this report, the results were reviewed together with each park's staff. The results seem to indicate that the evaluation of the behaviour of the bottle nose dolphins conducted by keepers familiar to them may well produce useful indicators for assessing their personality. Once that process is completed, improvement measures will be implemented in line with the recommendations arising from those studies, whose results are expected to be published.

**Research at a global level through Parques Reunidos Foundation**

- Participation in a research programme on the herpes virus in elephants, coordinated by the European Association of Zoos and Aquaria (EAZA).
- Participation in beach restoration project for the nests of the Loggerhead sea turtle at the Cabo de Gata-Níjar Natural Park (Almería, Spain), in collaboration with the Andalucía Regional Council and the Doñana Biological Station (CSIC).
- Collaboration with the Veterinary Medicine School of Madrid Complutense University on various lines of research at the animal parks of the Group, as well as professional cooperation in the technical and consultancy spheres of veterinary practice.
- Collaboration with the Veterinary Medicine School of Madrid Complutense University on various lines of research at the animal parks of the Group, as well as professional cooperation in the technical and consultancy spheres of veterinary practice.
- Study of sleep and cerebral activity among dolphins and manatees in collaboration with Zoo Aquarium in Madrid, Faunia and Madrid Autónoma University.
- Study of evoked potentials in manatees (neurophysiological examination which assesses the auditory, visual, somatosensorial system's functions and its tracts through responses caused by a known and standardised stimulus) in collaboration with Faunia and Alcalá de Henares University.

## 8. ENVIRONMENTAL MANAGEMENT

For Parques Reunidos Group, the caring and conservation of the environment is a fundamental value. The principles adopted by the Group in relation to the environment through its policies influence all lines of business and countries in which it operates.

If any of the places where Parques Reunidos operates requires special natural protection according to the legislation in each case, the Group adopts the necessary measures to guarantee the protection of those spaces.

To do this, it carries out its activities by taking into account environmental protection in accordance with the principles established in its environmental policy.

As established in its Environmental Management Policy, the company's commitment to protect and preserve the environment is guaranteed by implementing customised environmental management programmes for each leisure park which must be observed by all the workers.

Therefore, Parques Reunidos undertakes to comply with and maintain the environmental quality standards, the applicable local and national legislations and provisions, and any other pertinent international environmental and waste management regulations. For such purpose, Parques Reunidos works to:

- ensure that all the products, processes and activities comply with the environmental regulations agreed by the company;
- ensure that the delivery methods, storage conditions and collection/elimination mechanisms strictly comply with the company's regulations and those stated above;
- monitor and audit the processes and products from source (i.e. factories and manufacturers) to completion/elimination, making sure that the regulations are complied with at all times;
- monitor and conduct quality tests on the air, on the underground, sea and surface water, and on the noise levels to make sure that those established in the company's and authorities' regulations are not exceeded;
- ensure that all the processes are sustainable;
- ensure that the environmental policy and goals are known at all the facilities;
- continually improve the environmental management systems through periodic audits, measurements and monitoring work; and
- ensure that the preventive and corrective actions conform to each circumstance.

The company's Environmental Policy is currently being reviewed to expressly include its commitment to the precautionary principle. In that sense, the company has environmental liability insurance which enables it to face potential environmental risks at its parks both in Europe and the US, including civil liability for pollution, cleaning costs and expenses arising from accidents, among other types of coverage.

Parques Reunidos' environmental model is based on the principles of continuous improvement of environmental performance, establishing a common framework of action which allows the coordination of the various centres. As part of the management model, monitoring and measurement of all the identified environmental aspects will be conducted, including electricity consumption, water resources and the generation and management of waste associated with each activity. Likewise, the Group performs monitoring audits, both internal and external, for the purpose of detecting opportunities for improvement within the organisation. Those audits look at key issues such as energy consumption, waste management and water catchment and discharges resulting from its activity.

Within the framework of environmental management, the Group has also established a procedure for the record and classification of the environmental incidents which may occur at its facilities. The analysis of such cases enables the establishment of prevention and correction measures.

## 8.1. MANAGEMENT OF ETHICAL AND SUSTAINABLE CONSUMPTION

The optimisation of consumption and energy efficiency are principles which Parques Reunidos consider key to the daily activity of their facilities.

As part of the process of continuous improvement, the Group conducts energy audits at various parks, which help to identify the factors, which directly influence energy consumption (water resources, electricity, etc.) as well as the possibilities for savings, taking into account the technical-economic viability of their implementation.

In terms of the use of water resources, Parques Reunidos relies on a rational use based on optimization, as well as the employment of recycled and reused water from tertiary sources and rainwater.

Most of the Group's parks were closed during the period 1 October 2018-31 December 2018, so the electricity consumption data are not considered to be significant since, for example, the

water parks which used the largest amount of water resources were closed in the fourth quarter of 2018. The Group will report the water and electricity consumption indices in the forthcoming full year.

In relation to electricity consumption, Group policy establishes annual savings objectives, involving the application of management methods together with systems and technology for the optimisation of consumption at its facilities. In this way, at least 50% of the electrical power consumed at parks in Spain comes from renewable sources.

In addition, the Group relies on the use of technology which employs renewable energy sources, such as solar, thermal or photovoltaic facilities, as installed at Parque Warner, Parque de Atracciones in Madrid, Marineland and Malibu Norcross, or the use of biomass as a fuel at the Zoo Aquarium in Madrid.

## 8.2. ENCOURAGING VISITORS TO REUSE AND RECYCLE

Parques Reunidos promotes initiatives focusing on the minimisation, separation, reuse and recycling of generated waste. One objective is to involve customers through activities directed towards, for example, properly separating rubbish, the use of biodegradable products, responsible consumption and participation in various environmental awareness campaigns.

In addition to the information and awareness campaigns, all parks, and specially their restaurant areas, employ products manufactured with recycled and/or biodegradable materials (for example napkins), and have started to withdraw plastic products (lids, straws, glasses, etc.). Along with the projects already in place, work is underway for implementation of additional programmes to improve environmental performance. They include recycling PET plastic bottles and cans and implementing the use of disposable and compostable material.

At parks in both Europe and the USA, programmes for environmental awareness and correct recycling are actively promoted. In the case of parks such as Dutch Wonderland, Idlewild, Lake Compounce, Miami Seaquarium and Raging Water in Los Angeles and San José, an understanding of recycling is included within employee training courses, and sometimes even within the welcome programmes for park visitors.

The Group is currently working on implementing a global environmental performance monitoring system, including the definition and reporting of relevant indicators which are consistent, comparable and reliable to comply with the European Commission's directives on this matter and the Global Reporting Initiative (GRI) standards. Therefore, the Group undertakes to include those environmental performance indicators (consumption and waste) in the report for the forthcoming year.

## 9. STAFF MANAGEMENT

Based on the ethical principles of the Code of Conduct in Europe and the Employee Handbook in the USA, the company has established a series of programmes and employment policies focused on caring for individuals and creating working environments which promote respect, health, safety and wellbeing at work along with equal opportunities.

One of the main risks associated with people management is the difficulty in attracting young talent to top positions at the parks, especially in the areas with fast economic growth. In that sense, we are designing actions focused on attracting talent which, in turn, will lead us to design more innovative people management policies which conform to the current recruiting needs.

At the end of the period (31 December 2018), the Group had a total of 4,992 employees. Below are the indicators characterising the Group's employees in terms of age, gender, disability, professional category, etc. at 31 December 2018 and the number of lay-offs formalised in the fourth quarter of 2018, the period addressed by this document.

	WOMEN	MEN	Total
No. of employees at 31/12/2018	2,506	2,486	4,992

Table 1. Total Group employees. Breakdown by gender

PROFESSIONAL CATEGORY	WOMEN	MEN	Total general
Senior Managers	17	47	64
Managers	40	78	118
Other qualified staff	105	116	221
Officers	242	378	620
Operating staff	1,441	857	2,298
Administrative staff	211	90	301
Maintenance staff	63	525	588
Lifeguards and keepers	387	395	782
<b>TOTAL general</b>	<b>2,506</b>	<b>2,486</b>	<b>4,992</b>

Table 2. Total employees. Breakdown by professional category

COUNTRY	WOMEN	MEN	Total general
Australia	231	186	417
Belgium	18	32	50
Denmark	10	12	22
UK	74	70	144
France	87	98	185
Germany	54	126	180
Italy	142	103	245
Netherlands	257	178	435
Norway	13	28	41
Spain	779	677	1,456
United States	841	976	1,817
<b>TOTAL general</b>	<b>2,506</b>	<b>2,486</b>	<b>4,992</b>

Table 3. Total Group employees. Breakdown by country



AGE RANGE	WOMEN	MEN	Total general
< 25 years	898	783	1,681
> 45 years	560	739	1,299
Between 25 and 45 years	1,048	964	2,012
<b>TOTAL general</b>	<b>2,506</b>	<b>2,486</b>	<b>4,992</b>

Table 4. Total Group employees. Breakdown by age

% EMPLOYEES at 31/12/2018	WOMEN	MEN	Total general
% Permanent	27.90%	33.61%	61.52%
% Seasonal	22.30%	16.19%	38.48%
<b>TOTAL general</b>	<b>50.20%</b>	<b>49.80%</b>	<b>100.00%</b>

Table 5. Type of contract. Breakdown by gender

TYPE	< 25 years	Between 25 and 45 years	> 45 years
Permanent	12.42%	28.33%	20.77%
Seasonal	21.25%	11.98%	5.25%
<b>TOTAL general</b>	<b>33.67%</b>	<b>40.30%</b>	<b>26.02%</b>

Table 6. Type of contract. Breakdown by age

PROFESSIONAL CATEGORY	PERMANENT	SEASONAL	Total general
Senior Managers	64		64
Managers	118		118
Other qualified staff	206	15	221
Officers	563	57	620
Operating staff	966	1,332	2,298
Administrative staff	252	49	301
Maintenance staff	463	125	588
Lifeguards and keepers	439	343	782
<b>TOTAL general</b>	<b>3,071</b>	<b>1,921</b>	<b>4,992</b>

Table 7. Type of contract. Breakdown by professional category

At 31/12/2018	MEN	WOMEN	TOTAL
No. of lay-offs	41	48	89

Table 8. Lay-offs at end of period. Breakdown by gender

At 31/12/2018	Under 25 years	Between 25 and 40 years	Over 40 years	TOTAL
No. of lay-offs	51	28	10	89

Table 9. Lay-offs at end of period. Breakdown by age

At 31/12/2018	NO. OF LAY-OFFS
Senior Managers	4
Managers	3
Other qualified staff	3
Operating staff	74
Administrative staff	5
<b>TOTAL</b>	<b>89</b>

Table 10. Lay-offs at end of period. Breakdown by professional category

Employees with a disability of higher than 33% at 31/12/2018	
<b>TOTAL (*)</b>	<b>53</b>

Table 11. Employees with disabilities

(\*) Not including the US parks since the legislation forbids asking about these circumstances since this is considered to be potentially discriminatory

In this last period, the Group continued fostering stable employment for people with disabilities and began projects which will continue in 2019 to ensure stable employment for such people and to mainstream internal disabilities.

Since there is a low employment level in this quarter, the average remuneration broken down by gender, age and professional category is not a significant amount.

Data from 01/10/2018 to 31/12/2019	
Average remuneration for directors	€26,944
Average remuneration for managers	€51,363

Table 12. Average remuneration in the interim financial year

The average remuneration for directors takes into account the amounts received as a director and as a member of any of the permanent committees.

The variable remuneration for senior managers was not taken into account since they did not receive any amount in this quarter.

The total remuneration for both directors and senior managers is shown in the Annual Corporate Governance Report (sections C.1.13. and C.1.14).

There is a need to work on providing the salary gap data referring to the full year and, in this sense, we are establishing the necessary internal mechanisms to work on the gross salary gap by gender and on the adjusted salary gap by gender.

## 9.1. TRAINING, TALENT MANAGEMENT AND MOBILITY

The personal and professional development of individual members of staff is a key factor in achieving the objectives of the organisation and positioning against the competition.

During the interim financial year, Parques Reunidos invested more than 14,000 hours in the training of its employees, adapting to all types of formats: providing online programmes for those with greater difficulties in access, encouraging teamwork with attendance training courses, respecting their work-life balance needs and generally making use of all available

technological developments to promote the acquisition of skills and knowledge on the part of company employees and fostering workplace training to ensure better performance and less stress for employees on their first day, thus ensuring better customer service by all our professionals.

Within the training policies, special importance has been given to health and safety issues and language education, chiefly in English, to promote the internationalisation of Parques Reunidos Group and encourage opportunities for the mobility of its employees. The figures demonstrate the Group's commitment to providing quality employment and the care and attention for its team via constant training.

As can be seen in the next chart, Parques Reunidos devotes considerable efforts to training the operating staff at the parks and those with less formal education to provide them with the necessary tools to carry out their work. The training of the operating staff at the parks will improve customer service and, consequently, provide a better experience to the visitors at our parks.

Professional category	Training hours
<i>Total senior managers</i>	790
<i>Total managers</i>	2,105
<i>Total technical staff</i>	1,290
<i>Other administrative staff</i>	550
<i>Total operating staff</i>	9,783
<b>TOTAL</b>	<b>14,518</b>

Table 13. Training hours. Breakdown by professional category

As an employer, the company has the responsibility to facilitate mobility and access to positions with different responsibilities for all members of its team. Promotion and internal mobility are common within the Group's parks, a practice made possible by encouraging training and growth in technical and inter-disciplinary skills.

In addition, Parques Reunidos Group provides opportunities for developing an international career. For this reason, we have a special interest in intercultural training and, especially, language courses.

With the objective of adapting to this international employment sphere, during the period a worldwide evaluation of work positions was undertaken to provide the company with an organisation that fits its needs. That work involved renaming the various positions, in order to adapt to a more competitive and globalised international environment. That process will be completed in 2019 after assessing the positions in the USA and those pending in Europe.

In connection with that job assessment and with the aim of fostering culture integration and the safety awareness at the organisation, health and safety performance has a significant weight when defining the objectives related to each job description.

## 9.2. EMPLOYABILITY

The company contributes to the improvement of employment opportunities for university students, who may obtain their first job opportunities through the company, or citizens at risk of social exclusion, who can access different job openings through related associations.

In the first case, various work centres have collaboration agreements with a number of universities and training centres, offering courses related to our parks' activities.

In Spain, the company collaborates with the following universities: Universidad Complutense de Madrid, Universidad Autónoma de Madrid, Universidad de Alcalá de Henares, Universidad de Navarra, Universidad Pontificia de Comillas, Universidad de Salamanca, Universidad de Santiago de Compostela. In general, the Group collaborates with other universities close to our parks.

The training centres which we collaborate with include Campus Superior de Formación, Centro de Formación de Auxiliares de Madrid, Centro Profesional de Oficios, Escuela de Formación del Corredor de Henares, Eurocultum, EFA Oretana and ISED.

The water parks in the United Kingdom and France also collaborate with local universities, including Stirling, Blackpool, Lancaster's Fylde College and Lancashire in the UK, as well as Nice-Sophia Antipolis and Monaco International.

In addition, Parques Reunidos collaborates with training institutes to encourage the entrance into employment and inclusion in our selection processes of students with related studies who show an interest in professional opportunities in our sector, thereby encouraging access to the labour market for young people.

In regard to assistance for people at risk of social exclusion, during the 2017/2018 year, Parque de Atracciones in Madrid worked alongside the Salesian Pinardi Social Platforms Federation on the project entitled "First Professional Experience". The project provides training and employment opportunities at Parques Reunidos Group to young people from this social background. In 2018, 80% of the young people signing up for work experience went on to accept a contract with Parques Reunidos, which proves the great success of the programme.

In that respect, talks were held with other foundations, which will be materialised in 2019 through work placements for people with intellectual disabilities recognised by the Spanish Ministry of Education, Culture and Sports.

This type of work experience is not limited to Spain; it is also reproduced practically at all the other parks in their catchment areas. For example, Tusenfryd (Norway) makes annual presentations at local schools with the aim of providing knowledge about the Group's activity and offering our facilities so that they can have a first work experience in a unique environment. Such activities are carried out with maximum respect to diversity.

In that sense, Parques Reunidos Servicios Centrales recently signed the EU Diversity Charter, whereby it voluntarily undertakes to comply with the fundamental principles of equality; respect for the right to include all types of people, regardless of their diverse profiles, in the workplace and in society; acknowledgement of the benefits of including cultural, demographic and social diversity in the organisation; and the implementation of specific policies to foster a prejudice-free work environment in terms of employment, training and promotion, in addition to the fostering of programmes to not discriminate disadvantageous groups. At local level, some of the parks have also signed that Charter, as in the case of Movie Park in Bottrop, Germany, reinforcing the commitment undertaken by Parques Reunidos Group in its Code of Conduct.

In the United States, most of the parks have contacts with local high schools, community colleges and universities which are naturally a major source of recruitment providing seasonal employees. This provides the students who live in the parks' catchment areas their first employment experience.

### 9.3. WORK ORGANISATION

Each park or work centre of Parques Reunidos Group organises its work schedule based on the specific needs of each activity and in line with the local employment legislation. Therefore, it envisages the service shifts, the hiring of permanent seasonal employees during the peak periods, the compensation for working on bank holidays by providing days off, etc. Overtime is not usually used, except in exceptional cases.

Regarding the work-life balance, the collective bargaining agreements applicable to Parques Reunidos Group, the equality plans in force and/or the internal policies contain and focus on the actual work-life balance related to family and professional needs, including measures such as teleworking, flexible work entry and exit times which provide a more appropriate organisation that enables the workers to deal with family needs, intensive work schedules so that they can leave earlier, remunerated days off for personal matters, etc. In that sense, the company is working on implementing measures to enable employees to disconnect from work as a way of ensuring their right to a work-life balance.

### 9.4. OCCUPATIONAL HEALTH AND SAFETY

Parques Reunidos believes health and safety at work to be essential in all activities undertaken. The company is also fully aware that the issue needs to be addressed in practice, not just as a mere declaration of principles. In fact, all the employees at the Group's parks are covered by an occupational safety system based on the prevailing legislation in each case.

With the aim of consolidating a genuine safety culture, the company promotes the exercise of leadership and a visible commitment at all levels of the organisation.

For such purpose, both at its facilities and within its spheres of influence, the company works on two fundamental issues:

1. Quality ongoing training on occupational risks and safety measures, throughout the value chain.
2. The promotion of a proactive safety-based culture across the board via the following:
  - Firm, visible and committed leadership.
  - The exchange of good practices between the parks.
  - The promotion of behaviour that respects of occupational health.
  - The promotion of the integration of risk prevention in all areas including technical processes, the organisation of work and conditions under which it is performed, together with the Group's organisational structure.
  - The belief that activities aimed at improving working conditions have the same importance as other operational or management considerations.
  - An eagerness to achieve effective prevention of the occupational risks inherent to the activity.
  - An adequate identification, assessment and efficient control of work-related risks.
  - The correct adaptation of employees to their work through health monitoring, ongoing training and participation.

- The provision of suitable and necessary resources to ensure a safe and healthy work environment.

As an essential factor in occupational health and safety management, a system of recording, investigating and monitoring the incidents occurring at the facilities has been established. The aim is to analyse the causes and define preventive and corrective measures to minimise or eliminate potential damage to health.

Although the number of incidents is available (5 in EE.UU; 27 in Europe; total: 32), they have not been classified into standard categories among the world's parks at the end of this period. We are currently working on creating a global system that will have standardised data and consistent information regarding the hours worked at each work centre, so that the accident and absenteeism rates will be reported in the forthcoming full year.

Another continuous improvement tool is the performance of safety audits, both internal and external, with the aim of detecting opportunities for improvement within the organisation.

In addition, Parques Reunidos looks to involve its suppliers, customers and visitors in its firm commitment to the effective prevention of occupational risks which may derive from its activity.

### **The Health, Safety and Environment Committee: the Management Team's commitment**

During the last year, the company created the Health, Safety and Environment Committee for Europe, which is a forum where members from the Group's top management meet to monitor these issues and make decisions. The aim is to ensure that the management's review becomes a continuous improvement tool. The Committee's first meeting was in October 2018.

Among other duties, the Committee is responsible for analysing safety and environment related incidents (regarding both employees and visitors); the monitoring of action plans deriving from audits, inspections etc.; the analysis of critical issues related to health and safety and/or the environment; the allocation of resources, etc.

With the establishment of this Committee, Parques Reunidos looks to present and promote a proactive culture and consolidate occupational health and safety and the protection of the environment, as strategic values within the organisation.

### **1st Safety Leadership Programme**

Parques Reunidos fosters the exercise of leadership and visible commitment as fundamental practices to the consolidation of an authentic safety culture. In addition, the company aims to ensure that all employees are aware of the absolute commitment of the organisation's management in this area.

With this in mind, the 1st Safety Leadership Programme was launched during the year, an initiative which has the direct involvement of the Executive Committee, demonstrating a specific commitment to this issue.

The project aims to provide guidelines to assist in identifying and applying a series of leadership skills and to raise awareness about the importance of involvement and visible commitment on the part of managers, officers and supervisors as a crucial factor in establishing safe behaviour.

The first phase of the Safety Leadership Programme was directed at the members of the Executive Committee; subsequent sessions will see the attendance of other management levels and operational staff from the rest of the Group. Specifically, during the year two further sessions were held, one for the managers of the parks in Spain and the other for the second and

third management and operational levels of Parques Reunidos Servicios Centrales, the Group's parent company.

The Group is currently working on implementing a global reporting system to share the reactive and proactive occupational health and safety performance indicators, establish objectives and monitor their performance as a Group.

#### 9.5. EMPLOYMENT PRACTICES AND SOCIAL DIALOGUE

In general, and apart from certain exceptions, the Group employees enjoy ample legal representation, whether through individual representatives appointed by the company employees themselves via union elections or through union representation.

In Spain, depending on the size of the company workforce or work centre, the workers' representatives chosen by the employees create workers' committees comprising several members or workers' delegates.

In this way, the Group companies have set up numerous Joint Committees to periodically address a range of employment issues (for example, Joint Committees for the interpretation of the Collective Agreements, Training Committees, Social Canteen Committees, etc.).

In general, they are permanent and stable bodies which must represent the corporate and the social component and whose duties are freely allocated by the negotiating parties. The meetings are held periodically (half-yearly, quarterly, etc.) or at the request of one party with greater frequency when day-to-day needs are required.

All the Group employees are subject to its own collective bargaining agreement, that of the activity they perform or the employment legislation in each country.

#### 9.6. EQUALITY

The Code of Conduct and the Employee Handbook lay down that everyone who works at Parques Reunidos Group must be treated with the maximum dignity and respect and may in no way be forced to suffer either physically or mentally as a result of their work. Moreover, they establish that no employee can be discriminated against, among other reasons, due to race, colour, gender, sexual orientation, marital status, pregnancy, religion, political opinion, nationality, ethnic background, social origin, social condition, disability, age or union membership.

Those principles govern the employment policy of the Group, as well as all collective agreements and company contracts, guaranteeing the principle of non-discrimination based on gender or other conditions related to the type of contract and the conditions inherent to it.

Among the equality practices implemented, some European parks, for example those in the UK and Spain, have Equal Opportunity Plans in place designed to promote equality for men and women. For this purpose they have specific measures in place with regard to recruitment, training and the prevention of harassment. Those plans are published and actively circulated among staff.

In Spain, the collective bargaining arranged in 2018 include a clause agreed with the workers' legal representation establishing the commitment to create an equality committee in 2019 and draft an equality plan.

In Europe and the United States, the company has published its policies, stating its firm commitment to this matter (the Code of Conduct in Europe and the Equal Employment Opportunity Policy in the United States).

Among the measures proposed to foster equal treatment and opportunity between men and women are the following:

a) Recruitment:

Guarantee the principles of non-discrimination for reasons of gender based on the type of contract or working hours, so that the rights included will be applied equally to people working on permanent, part-time and full-time contracts.

b) Harassment prevention:

- As the guarantor of the occupational health and safety of its workers, the company has the objective to foster a healthy work environment by adopting measures to make sure that the services provided do not lead to mental or physical injuries.

Such preventive measures are designed to implement organisational solutions which enhance transparency and participation as well as types of conduct which foster respect and tolerance, with the aim of preventing the risk of sexual harassment. To that end, the company actively fosters knowledge of the Code of Conduct even through the collective bargaining, either by including the penalty for non-compliance in the disciplinary system (Aquópolis Cullera collective bargaining agreement) or by establishing monitoring mechanisms regarding compliance (Parque Warner collective bargaining agreement).

- Based on the applicable regulations in each country where it operates, the company seeks to establish simple, impartial, clear and flexible procedures for submitting complaints or claims, creating the appropriate internal levels of intermediation and/or arbitration and in all cases guaranteeing and respecting the rights of the persons involved in the procedure. At the same time, and until the issue is resolved, the victim will be separated temporarily from the alleged offender, without this representing a substantial modification to the working conditions of the person suffering the harassment.
- Workplace harassment will be penalised by the company so that it does not take place or it can be corrected.
- The action protocol is publicised on the company's intranet as an internal policy called "Action protocol in the event of harassment". In the United States, the action protocol is described in the "Team member relations and open door policy".

## 10. RELATIONS WITH SHAREHOLDERS AND INVESTORS

Since the initial public offering in April 2016, Parques Reunidos has maintained a commitment to transparency with its shareholders. It informs them regularly of its activities through the Significant Events published on the CNMV's website ([www.cnmv.es](http://www.cnmv.es)) and on the Company's corporate website ([www.parquesreunidos.com](http://www.parquesreunidos.com)). In that sense, the CSRP establishes a number of principles guiding the company's actions with respect to its shareholders and investors.

Through its website, Parques Reunidos provides updated information in both Spanish and English about the Significant Events notified to the CNMV, the documents related to the convening and holding of the annual general meeting and the press releases of interest to shareholders and investors. All the Group's relevant information, presentations and legal,



economic and financial and corporate governance documents are available to the public on the corporate website.

In addition, the company has made available to its shareholders, institutional investors and the markets in general a direct communication channel via e-mail ([investor@parquesreunidos.com](mailto:investor@parquesreunidos.com)) with the main objective of serving as an open, permanent and transparent communication channel with all the company's shareholders and investors.

During the year, the Investor Relations department at Parques Reunidos channelled the communication with shareholders, institutional investors, proxy advisors and the markets in general, enabling them to exercise their rights and ensuring equal treatment among them to avoid discriminatory situations. The information was provided continuously and not only as a result of holding the annual general meeting.

Parques Reunidos also organised road shows with analysts and institutional investors to inform about its business performance.

The company also attended events organised by investment banks to meet with institutional investors. Parques Reunidos also organised telephone meetings in which its management team told analysts and institutional investors about the main features of its financial results and provided them with a trading update. At those meetings, Parques Reunidos dealt with the requests for information, particularly taking into account the rules on how to treat inside information and market abuse, the relations with shareholders and the markets, and the other rules envisaged in the applicable regulations and in the Group's internal regulations.

## 11. RELATIONS WITH CUSTOMERS

Parques Reunidos has established a number of policies on facility safety, food safety and customer complaints, all of which are designed to offer the best possible service to visitors.

The Group's commitment to provide safe leisure begins with the design of the activities and functioning of the rides, and is maintained through strict operational and maintenance procedures, together with clear and precise information for the visitor.

All Group companies guarantee that the rides are subject to periodic internal and external audits, that appropriate mechanisms are in place in the event of incidents and that visitors have communication channels available for all their complaints and suggestions.

In accordance with the principle of continuous improvement, all incidents related to visitors are recorded and reviewed. Since most of the parks were closed during this interim financial year, the visitor accident rates at the parks is not considered to be significant. They will be provided in the forthcoming report on the full year.

Furthermore, all parks in Europe and a majority of those in the USA were internally audited during 2018 by independent safety experts.

With the aim of guaranteeing compliance with the applicable technical standards in relation to the design and maintenance of our facilities, all Group rides have been submitted to an external inspection by accredited independent bodies. Those inspections are performed at least once a year.

Parques Reunidos is also an active member of the IAAPA (International Association of Amusement Parks and Attractions), an international not-for-profit organisation with over 5,600 amusement-industry members (amusement, theme and water parks, family entertainment

centres, animal parks, museums, manufacturers, etc.) in more than 100 countries worldwide. The organisation helps its members improve their efficiency, safety, profitability and marketing while maintaining the highest possible professional standards in the industry throughout the world.

Aware of the importance of safety, Parques Reunidos continues to work towards the standardisation of procedures at all the various parks, and the communication and sharing of good practices, which may contribute to the safety of our visitors.

### 11.1. FOOD SAFETY

Parques Reunidos has a Food Safety Policy in place which addresses three principles:

- 1. Integration:** To be included in all tasks involving food products.
- 2. Prevention:** All possible sources of risk must be eliminated.
- 3. Participation:** Employee participation in the design and implementation of safety plans must be fostered.

The Group applies the internationally recognised Hazard Analysis and Critical Control Points (HACCP) system to guarantee the safety of food products. In addition, we use food safety manuals, which provide detailed information on safety risks and food hygiene.

All food and drink sales points are audited by specialist inspectors at least once a year.

### 11.2. OBJECTIVE AND TRANSPARENT INFORMATION

In full compliance with applicable legislation, Parques Reunidos is governed by a Communication Transparency Policy in relation to the content and prices of all its products and services available to the consumer, which may be consulted on various formats: on the website of each facility, via the customer service telephone line or at the park itself. This practice also includes all promotional offers.

Price transparency does not only affect the visitors of the park, but also applies to any intermediary ticket sellers, who receive an official notification of all prices every year.

In Spain, where the headquarters are based, Parques Reunidos Group is a member of the Spanish Advertisers' Association (*AEA Asociación Española de Anunciantes*), a professional non-profit organisation which represents company advertisers and oversees ethical and responsible advertising. That association defends the freedom of communication, dialogue and fair competition.

### 11.3. CLAIMS MANAGEMENT

Parques Reunidos also has a Claims Control Policy in place which establishes a clear procedure for receipt, analysis, assessment, action and response to the customer.

In every park in Europe, there is a quality coordinator who is responsible for those functions. Additionally, the quality committee analyses the claims and suggestions and monitors the customer satisfaction indexes provided by visitors.

Accordingly, Parques Reunidos also provides its customers with a number of options to channel their claims or suggestions, both physical and online:

- ✓ Official claims book, according to the legislation in each country.

- ✓ Online claims and suggestions form, available on the website of each park.
- ✓ Social media: Facebook, Twitter, etc.
- ✓ Official blog of each park.
- ✓ Suggestion sheets or books, available at parks.
- ✓ Evaluation questionnaires, available at different points around the parks.

In addition to the above, a questionnaire is sent out to all customers who buy tickets online, resulting in a quality index which measures the satisfaction level of customers during the 24 hours following their visit.

Those indicators allow each park to analyse their situation and establish new goals and specific satisfaction objectives for the future. Those indicators are managed at a local level, at each park. The Group is currently working on implementing a global reporting system to share the consolidated indicators in this area and monitor their performance as a Group.

#### 11.4. DATA PRIVACY PROTECTION

The Parque Reunidos Group collects and processes a high volume of personal data, originating from the millions of visitors who attend their parks, the suppliers and contractors with whom they have dealings, as well as the employees of the Group companies.

Aware of the great responsibility involved in processing such data and information, the company has always been fully committed to strict compliance with all legislation regarding personal data protection.

Since 2011, the company has hired an external firm specializing in data protection to conduct a biennial audit of all its centres in Spain.

In Europe, there is a Data Protection Manual which is mandatory for all the parks in Spain and the rest of Europe. This provides a clear and simple account of the directives that parks must follow in the course of their activity, giving special emphasis to the areas which require particular care, such as gathering of personal data through websites, processing data to send out sales information through electronic means or telecommunications, the use of photographs or videos taken in the parks, processing personal data of minors, etc.

In the USA, the vulnerability of information security is evaluated monthly, both via internal controls performed by employees as well as external checks conducted by a specialist company. Daily and weekly alerts are also generated for review purposes.

The General Data Protection Regulation (GDPR), which has been in application since 25 May 2018, has resulted in profound changes in European data protection legislation and has increased the number of obligations required of companies in regard to this issue, as well as the resources and measures they need to employ to ensure that all information is collected and processed in a manner offering maximum security to the data subject. For this reason, Parques Reunidos Group has been working constantly throughout the year to effectively implement the aforementioned EU regulation.

During this interim financial year, Parques Reunidos Group did not receive any claims or disciplinary sanctions with regard to data protection and privacy issues.

## 12. RELATIONS WITH SUPPLIERS

The policies regarding suppliers establish selection criteria based on the efficiency, quality and reliability of the products and services, which are based on the commitments defined under the Group's Code of Conduct and the Employee Handbook for the interactions with the value chain and the purchasing relations with suppliers. The criteria established for the purchasing processes include the following:

- Security in terms of strict compliance with current regulations. The specific requirements of each product are taken into account.
- Solvency: we work with suppliers with sufficient capability to undertake the necessary investments (machinery, advertising posters, image, etc.) or accept the established payment terms.
- Experience and a proven market track record.
- Reputation will determine the Group's choice of clearly recognisable and renowned market brands, which generate trust among our visitors.
- Service: suppliers with the capability to offer a maintenance service and goods delivery, at least at a nationwide level.
- Value for money: to be the most competitive in the market.
- Flexibility of suppliers who are capable of adapting to seasonal business needs, responding to peak periods such as summer holidays and weekends when some suppliers might otherwise reduce activity.

Parques Reunidos ensures local employability and continuing relations with local suppliers as a way of generating and maintaining wealth in the areas where it operates.

In the case of suppliers of the articles available in the park shops which are not based in the EU, extra care is taken to ensure that such products meet the officially accredited standards.

In the case of EU suppliers, it is essential to ensure that they are authorised to sell or manufacture any licensed products they may provide.

The selection of games suppliers is via tender and an in-depth analysis of the bid, taking into account the aforementioned criteria, with an emphasis on legal requirements and the safety of the products and equipment. Parques Reunidos also expects its suppliers to share and collaborate with its firm commitment to the effective prevention of occupational risks which might arise from their activities.

In the event of service suppliers executing work within the park installations, efficient and effective coordination is essential for both operational and safety reasons and the company will always focus on control of all possible interactions involved in such activity. For that purpose, a range of control and supervision mechanisms are in place regarding such procedures, in order to ensure that safety standards in the execution of work by external suppliers are in line with company requirements, which will go beyond minimum legal standards in all cases.