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# CONTENTS

PREFACE	4
ABOUT Q-PARK	6
Profile	6
Quality in parking	8
Review of business	9
Review of CSR	14
Notable projects	16
Future outlook	26
STRATEGY	28
How we create value	29
Sustainable development goals	32
Materiality analysis	34
CSR strategy	38
RESULTS	44
Performance highlights	44
Value Creation	46
Value Capturing	56
Value Sharing	64
Value Retention	70
OTHER INFORMATION	79
Supply chain	80
Governance, policies and codes	81
Risk management	82
What we can do better	90
OVERVIEWS	92
GRI Content Index	92
Stakeholders	98
GLOSSARY	102

## CSR STRATEGY

### CSR strategy objectives

The value we create for our stakeholders can be directly traced back to our business model. Our financial results ensure that we can continue to create value for society in the long term by improving the accessibility and quality of life in urban areas. We are also contributing to realising UN Sustainable Development Goals, and to SDGs 7, 9 and 11 in particular.

### Q-Park Liveability Model

The Q-Park Liveability Model (QLM) is the overarching strategic model for Q-Park's CSR activities, through which we can steer our business to create value for our stakeholders and society. We seek to improve the liveability and sustainability of cities through our policies and activities.

We first developed the QLM in 2015 and have structured our CSR reporting around this. In 2020 we have updated our Liveability Model to incorporate new and changed priorities as identified in our 2020 materiality analysis.

We have developed a visual to communicate our CSR focus areas in a clear and simple manner. It has three layers:

1. **Values:** The inner layer is the strategic layer with the four core values. All values are equal and provide a balanced and integrated 360° view on our business impacts.

- a. Value creation
- b. Value capturing
- c. Value sharing
- d. Value retention

2. **Critical Success Factors:** The second layer is the tactical layer and shows the critical success factors (CSF) in which Q-Park must excel.
3. **Key Performance Indicators:** The third layer is the operational layer for which we have defined key performance indicators (KPI). Where this layer is missing, there will be qualitative reporting on the CSF.

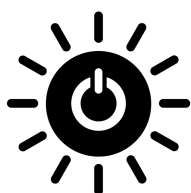
### Reporting processes and data quality

We continually endeavour to simplify the reporting process and make this more efficient. Our KPIs are well-defined and our back-office systems allow us to extract more and more relevant information. This reduces the amount of time needed by the country organisations and increases the data quality.

In the following sections we report on our performance and explain how we create value per CSF and KPI in each quadrant. We report our results over 2020 and where we have the data available, we show comparable results for 2019 and 2018.

Figure 13: Contributing to realising UN SDGs - 7, 9 and 11 in particular

**7 AFFORDABLE AND  
CLEAN ENERGY**



**9 INDUSTRY, INNOVATION  
AND INFRASTRUCTURE**



**11 SUSTAINABLE CITIES  
AND COMMUNITIES**






## Q-Park Liveability Model

The sunburst chart is interactive. To read about a particular CSF or KPI and see our results, click on a segment to jump directly to that part of the report. This feature is only available in the online version.



To check the relevance of the QLM with respect to the materiality analysis and UN Sustainable Development Goals we have mapped material topics and SDGs against our QLM. Throughout this report you will see SDG and Material icons as a reminder of the relevance of our reporting.

Figure 14: Q-Park Liveability Model, SDGs and Material topics

Q-Park Liveability Model			SDGs		
	Critical Success Factors (CSFs)	Key Performance Indicators (KPIs)	7 AFFORDABLE AND CLEAN ENERGY 	9 INDUSTRY, INNOVATION AND INFRASTRUCTURE 	11 SUSTAINABLE CITIES AND COMMUNITIES 
Value creation	Accessibility	City centres		■	■
		Hospitals		■	■
		Mobility inclusion		■	■
	Mobility hubs	P+R		■	■
		Micro-mobility		■	■
	Off-street parking	Urban parks		■	■
		Town squares		■	■
	Functional quality	24/7 service		■	■
Value capturing		On-site services			
	Financial performance			■	■
	Smart contracts			■	■
	Strategic locations			■	■
	Environmental footprint	Energy efficiency	■		
		LED lighting	■		
		Emissions	■		
		Car fleet	■		
Value sharing	Parking products	Short-term parking			
		Season tickets			
		Pre-booking			
	Parking information	Online information			
		POIs			
Value retention	EV charging		■		■
	Digital services	PaSS		■	
		Programmes			
	Compliance				
	Employees	Training & Development			
		Contract gender			
		Health & Safety			
	Co-creation			■	
	Expertise	Research		■	
		Customer Satisfaction			
		Awards & Certificates			



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