

# CONTENTS

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

What's more, we can expect numbers of EVs to increase in the drive to meet the Paris Agreement on reducing emissions.

EVs need to park just as petrol and diesel fuelled cars do. The difference is that some motorists want to recharge their car's batteries while parking.

The EV not only occupies a parking space, but it may also occupy an EV charging point even when it's fully charged. An additional dilemma we face is that of the CO<sub>2</sub> footprint of our EV charging facilities. On the one hand, we take measures to decrease our own CO<sub>2</sub> footprint and GHG emissions, yet EV charging adds to these totals again.

### There's more to EV charging than meets the eye

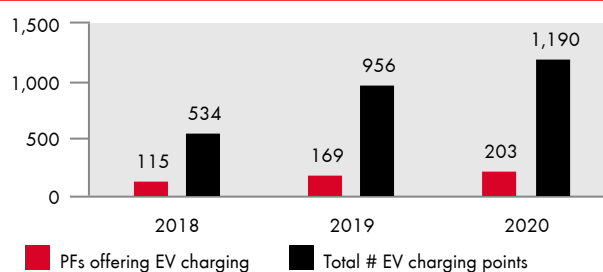
We continue to monitor market developments regarding EV charging and we conduct our own research. Governments throughout Europe are introducing regulations regarding the availability of EV charging points in purpose-built car parks and on-street. We want to be prepared so we meet the requirements.

 [More about our vision on EV charging.](#)

### Results

In 2020 we have improved our back-office data submission and corrected the numbers of EV charging points in our parking facilities. We now have 203 parking facilities offering EV charging (2019:169) an increase of 20.1%. The total number of EV charging points available is 1,190 (2019: 956), an increase of 24.5%.

Chart 25: EV charging points



### 7 AFFORDABLE AND CLEAN ENERGY



### 11 SUSTAINABLE CITIES AND COMMUNITIES



Providing EV charging solutions in our parking facilities contributes to SDG 7 and SDG 11.

### Digital services

In our 2020 materiality analysis, digitisation is high on the agenda. Internal stakeholders place digitisation fourth, while external stakeholders rank digitisation as the top priority. Digital services also enhance customer satisfaction.

### 1 Customer satisfaction



### 3 Digitisation



Digitisation has always been a business priority. Projects such as country websites with standardised back-office data, Parking as a Smart Service (PaSS) proprietary platform based on ANPR and the Q-Park Mobile App

are specific examples of projects we have realised in recent years.

Digitisation also means making optimal use of technology. We focus on cyber security and secure connections from data collection points to our new energy-efficient data centre.

### Business intelligence

We have optimised our business intelligence (BI) for reporting purposes. This now provides data and insights for finance and operations, and helps meet our commercial needs.

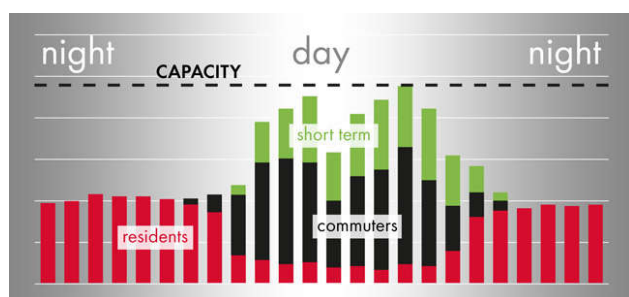
Our BI enables us to optimise our control tools and provides better information for making operational and strategic decisions.

### Practical application of BI

Our BI provides the data we need to calculate the ideal parking capacity (for Real Estate) and parking tariff (for Revenue Management) for a given location so there are always enough spaces available.

Capacity optimisation helps project developers and municipalities to plan more accurately and thus build the right number of parking space at the right locations, for the short and the longer term.

Figure 22: BI used for capacity management



[More about our parking capacity calculation.](#)

We also have insights in how our parking facilities are being used during the day. We can use this information to create interesting parking deals, for example, to

encourage shoppers to park at off-peak times or at P+R locations.

Interesting parking deals we have tested include:

- | discounts for those arriving before midday;
- | weekend parking deals at mobility hubs;
- | lower parking tariffs for long-stay parking at selected car parks.

On a pragmatic note, we were able to use our BI to meet an immediate need: the coronavirus pandemic presented governments with the 'keep open or close retail' dilemma.

- | Using our BI, we were able to provide a Dutch retail organisation with detailed visitor flows in a multitude of cities.
- | With our digital commercial tools we were able to make specific propositions to support a more even spread of visitors during the day – safeguarding health and economic issues in urban areas.

### PaSS

Contactless parking using our Parking as a Smart Service (PaSS) proprietary platform, uses ANPR to grant customers access. Customers do not need to present their bank card or take a ticket as the parking is paid for in advance or will be paid for via the bank details registered. This saves time and increases parking convenience.

In 2020, we completed implementing PaSS in all our parking facilities in Belgium. This innovation, coupled with national coverage, allows us to create partnerships with Customer Group Partners (CGPs – such as banks) and Parking Payment Service Providers (PPSPs – such as ParkMobile and 4411) who seek to provide additional services for their customers.

They offer a contactless off-street parking solution, with a clear and crisp message to:

- | effortlessly access and exit Q-Park car parks;
- | use your preferred payment method.

Figure 23: PaSS



PARKING AS A SMART SERVICE

Powered by Q-Park

PaSS is also a key element in the contactless parking offering for our own customers:

- | short-term parkers use the Q-Park Mobile App;
- | pre-bookers take advantage of online propositions;
- | long-term parkers have a season ticket.

### Results in 2020

- | 168 parking facilities have PaSS installed:
  - | Q-Park Belgium (national coverage) – 42
  - | Q-Park Netherlands – 107
  - | Q-Park UK – 15
  - | Q-Park Denmark – 4

### Digital programmes

#### Cashless and contactless payments

We are constantly optimising our parking management systems and our operational processes. We have offered various cashless and contactless payment options at all our parking facilities since 2016.

Naturally, a motorist can still take a traditional paper ticket and pay by cash or card at a Pay-On-Foot (POF) machine before driving to the exit, but cashless and contactless payments continue to gain popularity.

Progress in digital payment increases safety for our employees, reduces the total investment and cost of ownership of the parking management system and reduces the cost of money management. Some of our car parks are even 'cashless only'.

#### Validation

We offer a number of schemes to assist our purpose partners with customers who are 'walk-ins'. We call this validation – it means that our partners can reimburse their customers for all or part of their parking fee.

#### ICT forward rolling programme

Q-Park ICT works with a forward rolling programme which is filled with projects with defined requirements. This allows for flexibility along the way and enables us to take advantage of opportunities as they arise and to quickly adapt where needed. Part of the rolling programme:

- | CRM;
- | digitise the validation system and value cards;
- | focus on mobile first solutions.

Our digital services also contribute to SDG 9.

### 9 INDUSTRY, INNOVATION AND INFRASTRUCTURE



