
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

VALUE RETENTION

Employees



In our 2020 Materiality Analysis, employee development is considered the seventh most material topic.

The expertise and commitment of our employees and their

cooperation and communication are vital for the professionalism and efficiency of our organisation. Only with their commitment are we able to deliver the desired quality in our products and services.

We strive to create a varied workforce and we pay special attention to the welfare and safety of our employees.

Training & Development

Providing continual learning opportunities for all our employees is an important aspect of our value retention policy. We aim to give all our employees regular training and opportunities for professional development and personal growth.

The majority of our employees work in or near our parking facilities as Parking Hosts. Our social relevance for operational employees is considerable. Together with the retail and cleaning sectors, we are committed to helping people who prefer practical work. We are a binding factor; we offer varied work and a certain status, so all colleagues feel appreciated.

Each country has developed, or has plans to develop, e-learning programmes for employees so training can be followed regardless of coronavirus contact restrictions and at the employee's own pace. Training opportunities available in all counties include:

- | job related training for Parking Hosts and QCR employees;
- | first aid, including resuscitation and AED use for Parking Hosts.

In 2020, a multi-year Cyber Security Awareness Programme was rolled out. This is based on the Q-Park Information Security Governance Framework and is designed to raise awareness of digital security issues among all employees. The online training consists of several modules and relevant topics such as smartphone risks, identity fraud, social media and internet use.

The material covered is important to Q-Park and useful for our employees' home life too.

Results

In 2020, due to the coronavirus pandemic, we were unable to provide as many training hours for our employees as usual.

Chart 26: Average annual training hours per employee

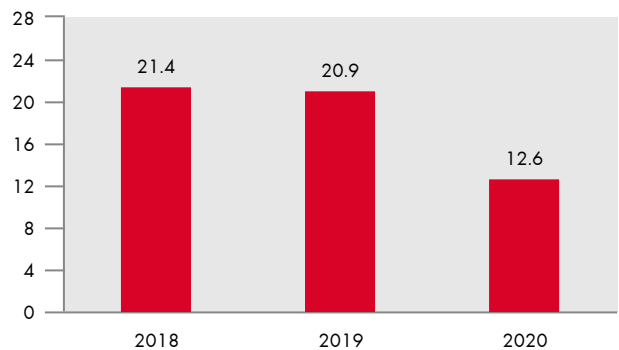
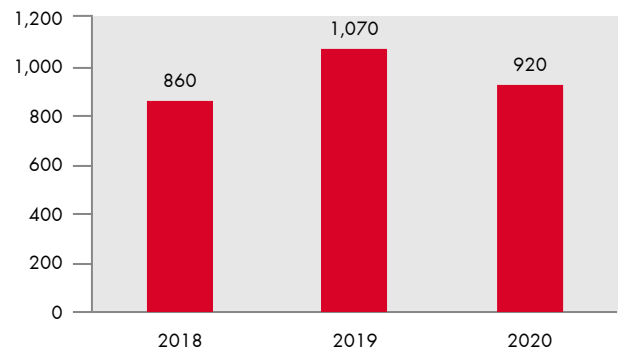


Chart 27: Employees receiving regular training



Health & Safety

Our aim is to increase our employees' engagement as well as contribute to their health and safety.

In response to the spread of the coronavirus, we implemented measures in our parking facilities and offices to safeguard the health and safety of our customers and employees. During the lockdown periods and wherever feasible, office employees have been working from home.

Measures taken in parking facilities included:

- I additional cleaning, to ensure all customer contact points were cleaned regularly;
- I posters and floor stickers to remind customers and staff to keep their distance.

 [More information about our measures and resilience during the coronavirus crisis.](#)

Q-Park promotes the health and safety of customers and employees. We achieve this mainly by training our employees, equipping them for their work, and by creating a safe and healthy working environment. We also offer our employees the opportunity to learn life-saving skills.

Every year, we receive millions of visitors in our parking facilities at all hours of the day. Unfortunately, it is inevitable that our employees will encounter aggressive or inappropriate behaviour.

- I We offer conflict management training.
- I We have CCTV monitoring.
- I Our Parking Attendants who issue control fees have a 'direct contact' button on their GSM.

We consider the well-being of our employees to be a key sustainability issue. For this reason, we now report quarterly on the number of incidents involving employees as well as the resulting lost days.

Results

The aggregated numbers are:

Table 2: Number of incidents and lost days

	2018	2019	2020
Total number of incidents	49	57	43
Total number of lost days	917	743	749
Total number of employees	1,562	1,503	1,430

Other information

At the end of 2020 there were 1,837 employees (2019: 2,122) corresponding to 1,563 full-time equivalents (FTEs) (2019: 1,764). The decrease in total employees is primarily driven by the further business optimisations and the disposal of Q-Park Contacts BV in the Netherlands.

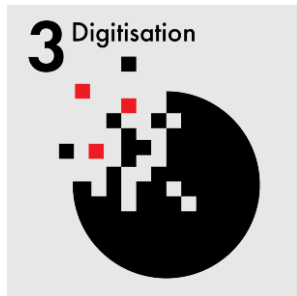
Employee contract and gender

For comparison purposes, the employees of recent acquisitions in the Netherlands and Denmark are not included in the employee contract information table, nor are temporary workers or people who are self-employed.

Table 3: Employee contract information

	2018	2019	2020
Number of full-time contracts:	1,246	1,181	1,118
- temporary contracts (m)	36	38	36
- temporary contracts (f)	7	9	6
- permanent contracts (m)	992	933	880
- permanent contracts (f)	211	201	196
Number of part-time contracts:	316	322	312
- temporary contracts (m)	11	9	8
- temporary contracts (f)	3	5	2
- permanent contracts (m)	194	203	200
- permanent contracts (f)	108	105	102
Total number of employees	1,562	1,503	1,430
Percentage of employees covered by CBAs	53%	47%	48%

Co-creation



3 Digitisation



4 Economic performance



10 Partnerships

We aim to create value through co-creating partnerships, growing our asset portfolio, our performance and our sales channels.

Co-creation contributes to

the material topics: digitisation, economic performance and partnerships.

Partnerships are vital

Strategic partnerships in which we pursue a form of agreement with mutually beneficial goals are important to our business. Naturally, we depend on the willingness of the other party to collaborate and achieve the desired results. For this reason we have defined partnership objectives to guide us.

Mobility Partners

Parking Payment Service Providers (PPSPs)

We work together with parking payment service providers (PPSPs) who want to combine their on-street parking and payment solutions with off-street parking, enabling their customers to:

- | park with the PPSP mobile app of their choice;
- | receive an overview of their parking transactions;
- | pay immediately or make a single payment at the end of the month.

Purpose Partners

Purpose Partners

We have developed parking deals for Purpose Partners, allowing them to share a bespoke URL with their customers which contains a relevant parking offer. This is a great solution for hotels and restaurants, cities and cinemas, offices and sports clubs, and whoever wishes to offer a parking deal to their customers without any hassle (digitally, operationally or administratively).

- | Customers pre-book with and pay Q-Park.
- | Purpose Partners focus on their business while increasing customer satisfaction levels by offering convenient and often economic parking.

We have also developed the Q-Park Event Management Portal, enabling event organisers and event locations to offer parking. A great option if you need a customised solution.

Other partnerships

Mobility hubs

In the Netherlands, Q-Park has a co-creation solution with the NS, the national railway operator. Q-Park manages the Park+Ride car parks at train stations and enables NS Business Card holders to use their public transport card for parking as well.

Infrastructure

We co-create with public and private landlords to provide underground bicycle parking and infrastructure solutions, to unlock existing parking capacity, to create urban parks, to free-up town squares and enable safe routes for pedestrians and cyclists above ground.

9 INDUSTRY, INNOVATION AND INFRASTRUCTURE



By partnering with other organisations in the mobility chain we are contributing to SDG 9.