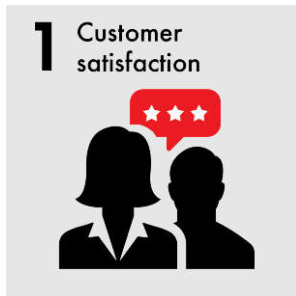

CONTENTS

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 CREATION

Functional quality



We create value for our customers with the functional quality of our parking facilities and on-site services.

The services we provide contribute to customer satisfaction which is the

number one material topic in our 2020 Materiality Analysis.

24/7 service

Most parking facilities are open 24/7 for motorists to park and retrieve their car. That's why we offer an international help desk (Q-Park Control Room) to motorists that is available 24/7. The QCR gives customers instant access to multi-lingual Parking Hosts. They provide help and support with queries relating to the payment system, wayfinding or to accessing or exiting the parking facility.



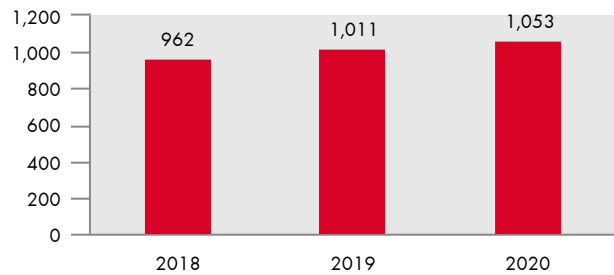
The QCR is in contact with Parking Hosts and Mobile Teams in the vicinity of the parking facility. If a customer needs assistance that cannot be given remotely, the QCR will dispatch a Parking Host to assist at the location itself. For mechanical problems, the service department and service technicians can be called in to help.

Figure 15: QCR - 24/7 service



Results

Chart 4: Parking facilities offering 24/7 service



On-site services

Our aim is to foster mobility and enable access to essential urban functions in conjunction with sustainability concerns. Each of our parking facilities provides a number of on-site services with clear signage. These services are also listed online so customers can make informed decisions when needed.



From our recurring customer satisfaction surveys we know that customers value the presence of AEDs. The AEDs should be located at a logical, secure and accessible place so they can be used by trained volunteers or medical personnel when needed.



Our customers greatly appreciate toilets being available in or near our parking facilities. Toilets are either present in the car park or there is clear signage directing people to the nearest toilets, for example in shopping centres.



Customers who drive electric vehicles or plug-in hybrids like to recharge their vehicle while parking. We support the use of more sustainable passenger cars by providing EV charging points for electric and hybrid cars at many of our facilities.



Another highly appreciated service is the presence of jump leads. Parking Hosts and Mobile Teams have access to jump leads and are available to help customers who find themselves with a flat battery. If the Parking Host is not at the parking facility, customers can call the QCR who will dispatch a Parking Host to assist.



The QCR is also available to help customers with problems at the payment machine or access and exit barriers. Naturally, the QCR is available 24/7 and all our QCR Parking Hosts speak two or more languages so we can always help customers in their first or second language.



We want to play a role in ensuring sustainable freedom of movement and mobility options, which is why we offer parking for cars and bicycles at public transport nodes. We seek active cooperation with local authorities as integrated mobility improves accessibility and, at the same time, reduces congestion and emissions.



In some of our parking facilities we have installed bicycle charging points. This relatively new service is provided for e-bicycle service providers or for organisations who have opted for a gated bicycle storage facility.



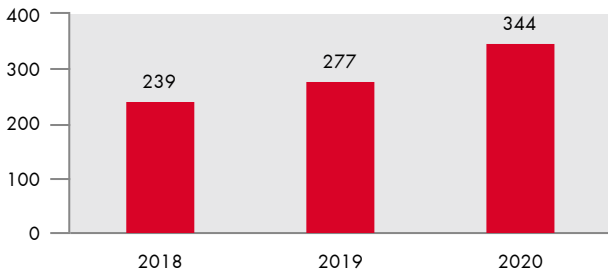
We use closed-circuit television (CCTV) for security purposes. We ensure that cameras are located so that they do not capture images that are not relevant to our purposes. Where we install cameras, we make it clear to people that they or their cars are on camera.

 [More about our CCTV code.](#)

Results

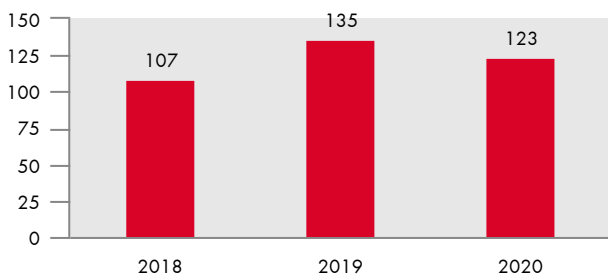
The number of parking facilities with an AED available continues to increase.

Chart 5: PFs with AED available



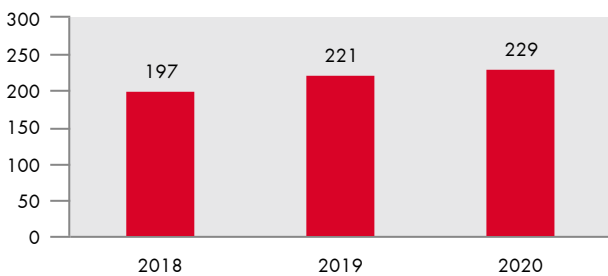
We provide toilets ourselves or have clear signage directing people to the nearest toilets.

Chart 6: PFs with toilets or directions to toilets nearby



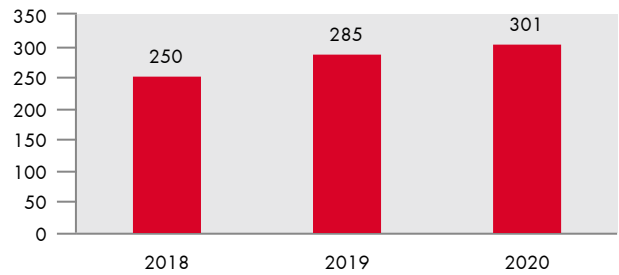
The number of parking facilities with jump leads available, via the Parking Host, continues to increase.

Chart 7: PFs where jump leads are available



The number of parking facilities with CCTV monitoring continues to increase.

Chart 8: PFs with CCTV monitoring



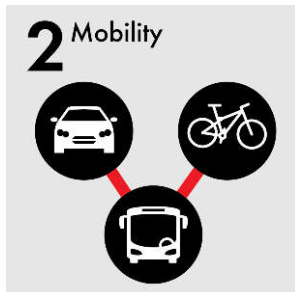
With our functional quality we contribute to SDG 9 and SDG 11.

**We
Develop
Quality**

**Our Parking Hosts
ensure it works for you!
24/7**



Accessibility



We create value for our stakeholders by helping to maintain mobility for all.

In our 2020 Materiality Analysis, this is considered the second most material topic.

City centres

Parking facilities have a positive impact on the quality of life in urban areas and in large cities in particular. After all, a city is more attractive if it is easily accessible while having fewer cars parked on streets and on town squares. With our parking facilities and services, we contribute to the accessibility of vital functions.

We work together with municipalities to tune fair parking tariffs for different facilities and distances, such as parking on-street or in parking facilities, and in the city centre or at the outskirts.

By engaging municipalities in dialogue on these matters, we want to share our expertise to make a contribution to the accessibility and sustainability of cities. We actively seek collaboration with local governments so that regulated and paid parking become an integral part of urban mobility.

Even though municipalities throughout Europe are increasingly imposing restrictions on city centre access by cars, some access is required to be inclusive to all sections of society.

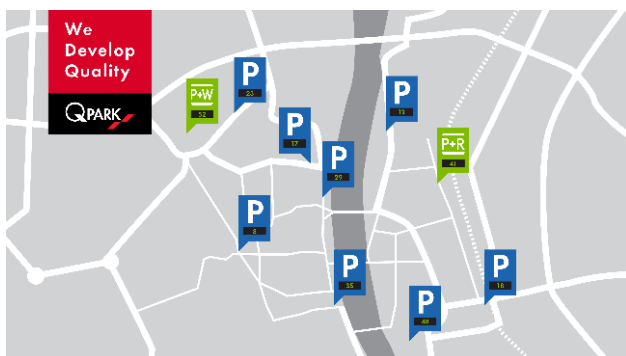
Some visitors prefer to travel as close as possible to their final destination by car and are willing to pay for that service, others opt for a journey including Park+Ride or Park+Walk.

Inner-ring purpose-built parking facilities in particular enhance accessibility while maintaining mobility. They reduce inner-city search traffic and on-street parking which, in turn, improves the liveability for residents and visitors alike.

With purpose-built parking facilities at varying distances from the city centre and with varying parking tariff schemes, Q-Park contributes to:

- | accessibility to amenities such as public transport, hospitals, shops and events;
- | decreasing traffic searching for a place to park;
- | freeing up public space for urban parks and town squares;
- | creating opportunities to reduce on-street parking;
- | nudging motorists to make informed choices;
- | creating sustainable parking solutions;
- | decreasing subsidised parking, by pursuing the 'user pays' principle.

Figure 16: Access with P+R and P+W solutions



Results

- | We operate in seven Western European countries: Netherlands, Germany, Belgium, UK, France, Ireland and Denmark.
- | We have a top three market leader position in six of these countries: Netherlands, Germany, Belgium, France, Ireland and Denmark.
- | We are present in about 330 cities.
- | We manage a total of:
 - | 3,076 parking facilities;
 - | 571,166 parking spaces.