CONTENTS

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

Q-Park Corporate Social Responsibility

Q-Park has created Annual CSR Reports, based on the GRI standard, for the last ten years. This first decade has been about raising awareness, integrating sustainability in our day-to-day business, benchmarking, doing the right things right, engaging with stakeholders and enhancing transparency on our governance and our impact on environmental and social issues.

The next decade will be about developing and implementing shared solutions to work towards achieving the UN Sustainable Development Goals (SDGs) together, and about progressing towards Europe's aim to be climate-neutral by 2050. We will be working towards achieving a European economy with net-zero greenhouse gas emissions.

Besides playing our part in the energy-transition, we know we have a role to play in the mobility-transition - moving towards to zero-emission mobility. Keeping cities resilient, accessible and liveable with both individual and collective modes of sustainable transport, requires complex system integrations by a variety of public and private sector organisations.

We are working with international and national business partners, with local authorities, our customers and employees towards a more sustainable and inclusive future. We are conscious about using sustainable materials and repurposing existing parking capacity. We invest with a long-term perspective and we introduce digital tools, platforms and interfaces wherever possible.

Figure 1: CSR progress



Quintessence

Showcase The logic of paid parking Five urban challenges



Annual reports

Start-up phase Serving tenders Fill-out benchmarks Kick-off GRI



CSR reports

GRI phase **GRI** disclosures Goals, CSFs & KPIs



CSR reports

Online & Control Online publication Five year targets Data control



CSR reports

Models & Systems SDGs 7, 9 & 11 Back-office data Materiality matrix

PREFACE

	Financial (x EUR million)	Adjusted net revenue Adjusted operating result Investment activities	EUR 487.4 EUR 52.9 EUR 82.1
	Manufactured	Parking facilities Parking spaces EV charging points	3,076 571,166 1,190
	Intellectual	Q-Park PaSS Q-Park Apps Q-Park QCR	24/7
0	Human	Employees Average training hours Incidents reduced to	1,837 12.6 43
	Social	PRM parking spaces 24/7 service Mobility hubs	2,976 1,053 204
	Natural	Carbon footprint (tCO ₂) Per parking space (kg/CO Energy consumption (GW	-