

---

# 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




## 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		■	
	Compliance	PaSS			
		Programmes			
		Training & Development			
	Employees	Contract gender			
		Health & Safety			
	Co-creation			■	
Value retention	Expertise	Research		■	
		Customer Satisfaction			
		Awards & Certificates			



[illegible]

---