PREFACE ABOUT Q-PARK STRATEGY RESULTS OTHER INFORMATION OVERVIEWS

CONTENTS

PREFACE	4
ABOUT Q-PARK	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
STRATEGY	28
I How we create value	29
I Sustainable development goals	32
I Materiality analysis	34
I CSR strategy	38
RESULTS	44
I Performance highlights	44
I Value Creation	46
I Value Capturing	56
I Value Sharing	64
I Value Retention	70
OTHER INFORMATION	79
I Supply chain	80
I Governance, policies and codes	81
I Risk management	82
I What we can do better	90
OVERVIEWS	92
I GRI Content Index	92
I Stakeholders	98
GLOSSARY	102

RESULTS



Carbon scrims on bare concrete slabs, with anode strips surrounding the supports to protect against cathodic corrosion (on the right)

New look and feel

To improve parking comfort, floor plans and traffic routes were redesigned. Although this sacrificed more than 70 spaces, the car park now has 28 XXL spaces and 16 spaces reserved for blue badge holders. All spaces are now at least 2.3m wide.

In addition, an energy-saving LED lighting system with smart light controls was installed on all parking levels, as well as in the stairwells and other pedestrian areas.

More about this innovative renovation.

Rejuvenating Antwerp's docklands

Q-Park Belgium opened the prestigious Q-Park Steendok car park on 3 December 2020. This car park is part of a larger development including a park and another underground car park (Q-Park Kooldok), planned for opening Spring 2022.

Added value for Antwerp

This new underground parking facility is part of a larger plan adding value to the city of Antwerp and is:

- reshaping disused docklands;
- repurposing public space;
- creating considerable parking capacity.

The spacious car park with room for about 1,000 cars and 125 bicycles is built within the walls of the former dock. A historical dock wall has been preserved and is visible on level -1.

The new parking facility will help rejuvenate the southern part of Antwerp which is home to museums, art galleries and trendy restaurants.

The car park also provides safe, secure and economic parking solutions for residents.



Customer friendly car park

All four underground levels have spaces for people with reduced mobility close to the pedestrian exits. EV charging is available on all levels and the bicycle parking area includes facilities for e-bike charging.

Each parking level has its own 'Antwerp icon' to help visitors remember where they have parked. The icons show aspects Antwerp is famous for:

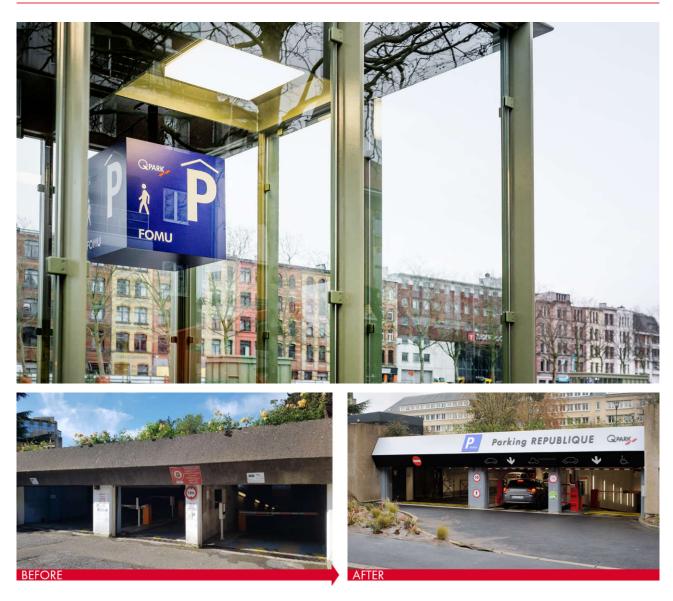
- Level -1: Diamond (Antwerp Diamond District)
- Level -2: Hand (Souvenir biscuits and chocolates)
- Level -3: Boat (Reference to Antwerp harbour)
- Level -4: Rubens (Sir Peter Paul Rubens was a Flemish artist and diplomat).

Figure 4: Bespoke Antwerp icons per parking level



Customers feel safe and secure thanks to:

Figure 5: Pedestrian access/exit point near FOMU (Foto Museum)



- I optimised energy-saving LED lighting;
- I transparent pedestrian areas and entrances;
- I many glass features including glass lift doors;
- I light and open staircases.



Transform and renovate

Q-Park France has been working with Chartres Métropole to expand city centre parking capacity. Using our business intelligence, calculation tools and experience, we helped Chartres form an intelligent vision for urban mobility. This has resulted in sustainable plans for the parking capacity required to serve Chartres city centre and central station area.

Mobility partner

To meet this increased demand, Chartres Métropole made socially and financially responsible choices by commissioning two projects from Q-Park:

- transform and renovate a dated private car park (originally built in 1979) to a publicly accessible parking facility with 577 parking spaces;
- resize the new build for Chartres Gare from 1,500 to 1,090 parking spaces, a considerable saving for the municipality.

Q-Park République, as the transformed parking facility is known, is within walking distance of the main attractions in the city centre and it is close enough to the train station



to serve as a public transport hub.

Transformation from private to public

Transforming a private car park to a publicly accessible parking facility is a smart use of resources; it is affordable and sustainable. This project has optimised existing parking capacity with minimal environmental impact.

Q-Park is committed to sustainable development. So renovating an existing structure and transforming it from a private car park to a public parking facility fits in well with our ethos.

Short lead time, lower costs

The lead time from drawing board to opening was approximately 12 months (not counting some delays due to the coronavirus pandemic). Usually, it would take two or more years to construct an underground car park of this size.

The transformation project has proven to be very cost effective. The cost per parking space worked out to be considerably less than the cost per parking space for a new construction.