

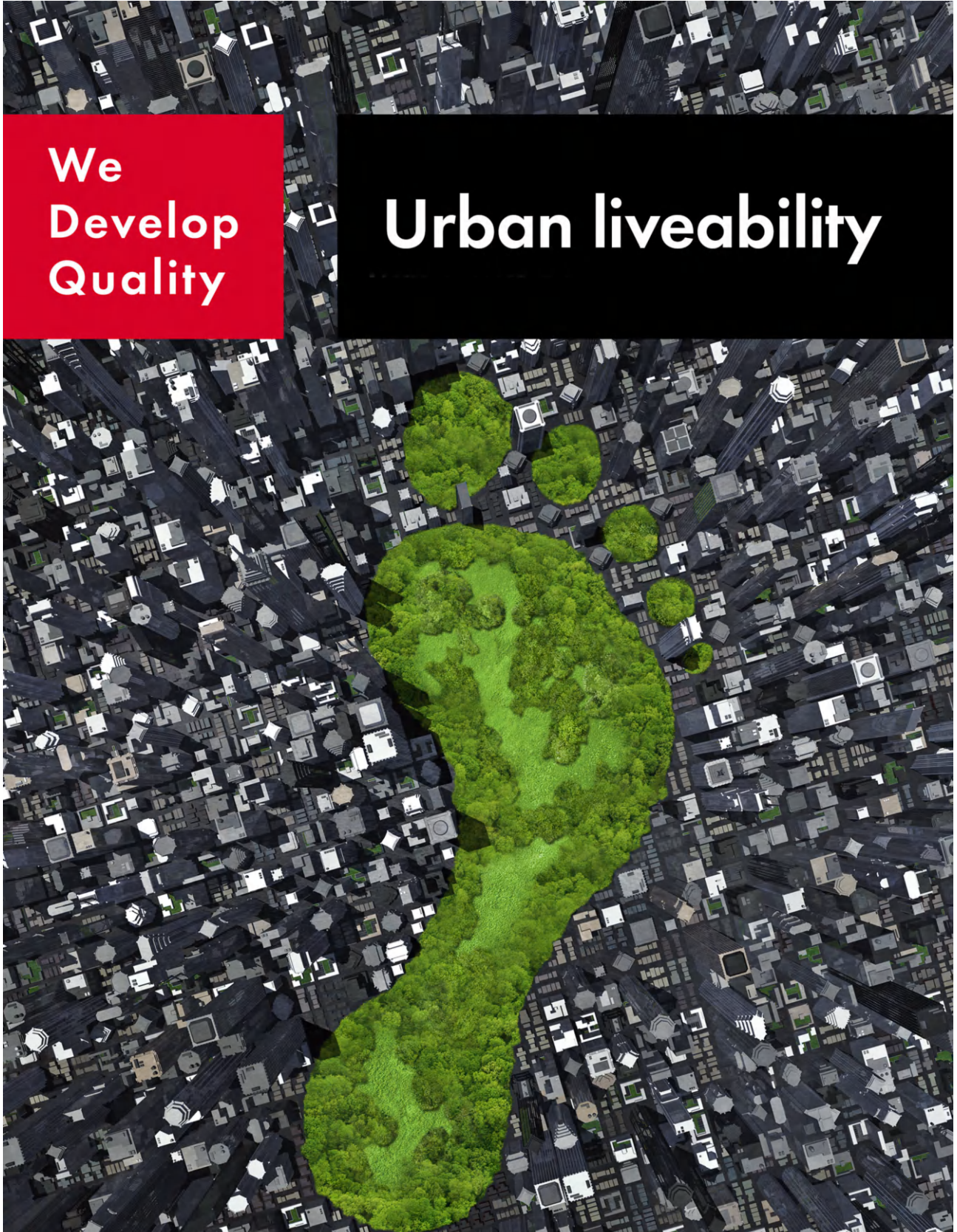
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# STRATEGY

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We  
Develop  
Quality

Urban liveability

# HOW WE CREATE VALUE

## Ambition

Q-Park's ambition is to be the strongest European car parking operator that best understands and seizes car parking market opportunities. Our focus is to create value for all stakeholders: shareholders, investors, landlords, municipalities, commercial partners, customers and employees. Ongoing dialogue with our stakeholders is vital to ensure that their interests and needs are represented in the choices we make.

## Strategy

We operate in a dynamic environment. To provide a dynamic response to external events and market trends our plans are built on five strategic areas:

- I portfolio of strong locations;
- I differentiated contract types & propositions;
- I digital, commercial & pricing capabilities;
- I operational excellence;
- I mobility partnerships.

We maintain and strengthen our position by remaining alert to new developments and responding with forward-looking strategies:

- I We aim to gain substantial benefit by utilising our scale of operations and market position.
- I We want to increase the margins on our operating activities by focusing on efficiency.
- I We focus on increasing our market share through acquisitions and different types of lease and management contracts.

## Impact on society

Our aim in society is to be an integral part of city mobility policies and to work towards sustainable freedom of mobility. We achieve this through adopting a fair pricing policy, facilitating actual and relevant information provision, and integrating with alternative modes of transport.

- I We create sustainable value in society with our parking products: they help to improve quality

of life and to reduce air pollution generated by traffic cruising for a place to park.

- I We add value by providing functional services and digital solutions.

## Value creation model

By offering a substantial portfolio of parking facilities in urbanisations throughout Western Europe, we are able to have an impact on mobility needs and related issues. On the one hand there is an individual need to go places for educational, economic, social and leisure purposes – whenever possible and without any hassle. On the other, there is a societal need to improve the liveability of cities, increase safety for pedestrians and cyclists, provide access to green and public spaces, support economic development, and offer affordable and equitable access for all.

The negative impact by passenger cars on, for example, air quality and pedestrian safety, needs to be balanced by the positive impact on economic development and individual freedom of mobility. And the positive impact of off-street parking on space for people (pavements, bicycle lanes, urban parks and town squares) needs to offset the negative impact of decreasing on-street (sometimes even free) parking and thus proximity to city amenities and vital functions.

An even better example may be the need to reduce energy consumption on the one hand while increasing the number of EV charging points on the other.

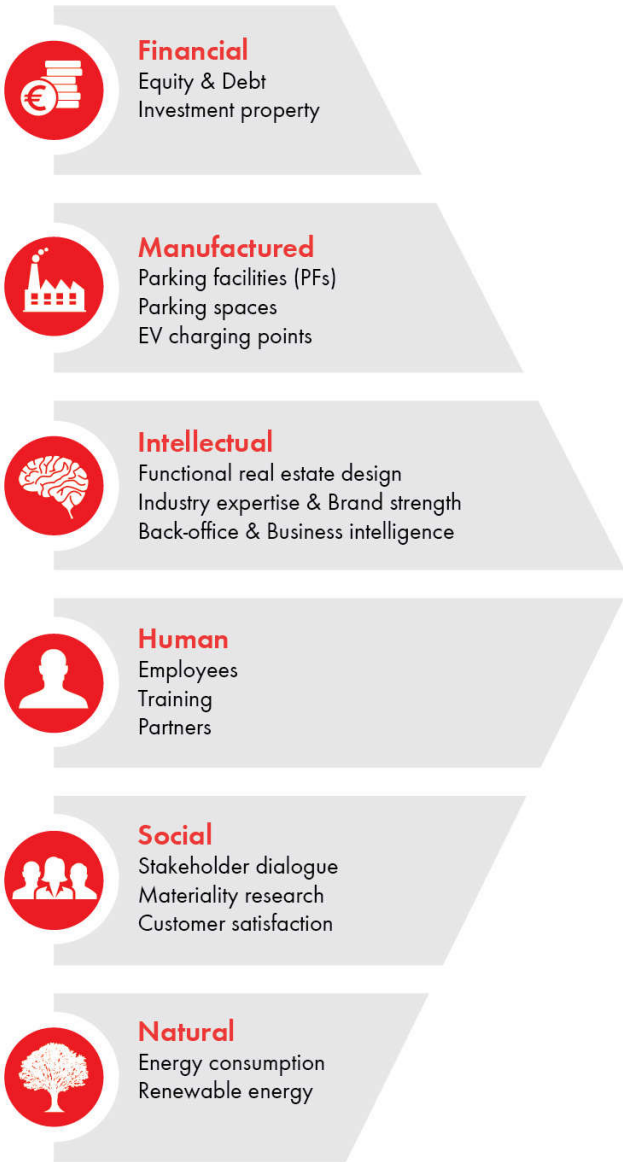
With this model we aim to give insights into our efforts, from capital input to long-term impact, serving our stakeholders and society at large. If you require detailed information on the results or our efforts, take a look at the Q-Park Liveability Model.



Figure 6: Value creation model

# How Q-Park creates

## The six capitals we depend on



## Our business model and strategy



# long-term value

## Our customer groups

**Motorists**  
**Short Term Parkers**  
 Access via parking ticket, payment card or number plate

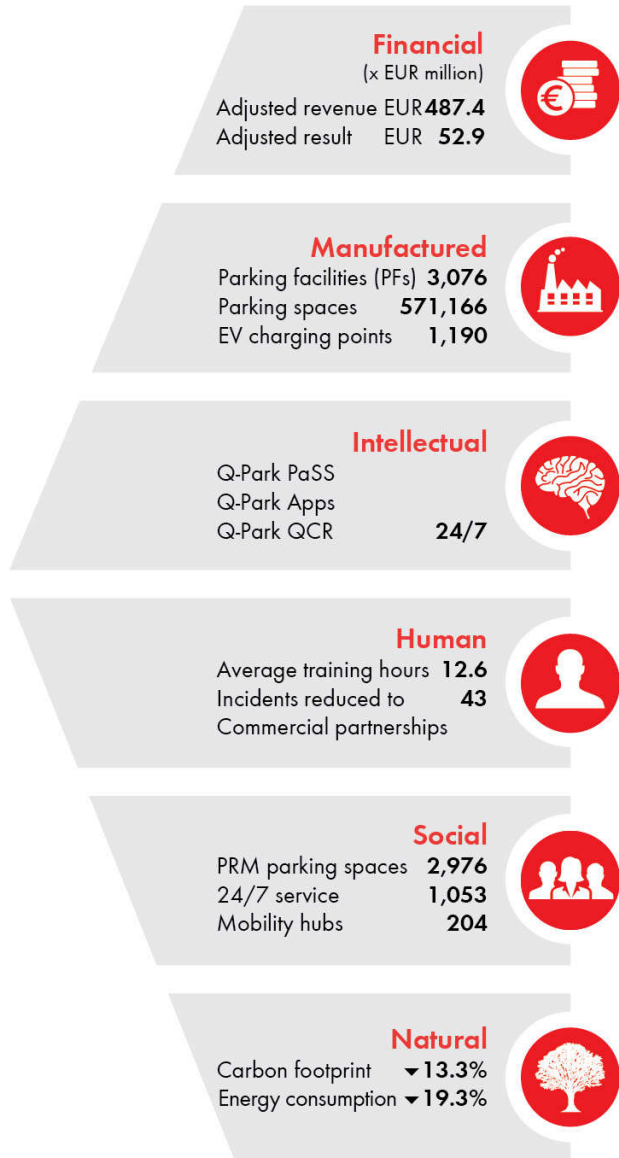
**Pre-bookers**  
 Meeting & Leisure  
 Event Venues & Organisers

**Long Term Parkers**  
 Season ticket holders  
 Key accounts with ≥ 5 contracts

**Sales Channels**  
 Purpose Partners (URL)  
 Mobility Partners (API)

**Asset Owners & Infra Influencers**  
 Public & Private Landlords  
 National & Local Authorities  
 Project Developers

## The results of our efforts



## The impact on SDGs

**Affordable & Clean energy** 7

- Renewable energy
- Solar & Wind

**Innovation & Infrastructure** 9

- Accessible amenities
- LED lighting
- EV charging points
- Mobility hubs
- Bicycle parking
- Repurpose capacity
- Sustainable materials
- Circular constructions

**Cities & Communities** 11

- Mobility solutions
- Digital solutions
- Reduce search traffic
- Walking & Cycling
- Spaces and lifts for PRMs

# SUSTAINABLE DEVELOPMENT GOALS

As one of Europe’s leading parking service providers, Q-Park wants to demonstrate its contribution to the UN Sustainable Development Goals (SDGs). The SDGs were established in 2015 to address the biggest global issues – ranging from ending hunger and poverty to tackling climate change.

Figure 7: Sustainable Development Goals



Figure 8: Q-Park focus on three SDGs: 7, 9 and 11



Although Q-Park’s business potentially has an impact on all 17 SDGs, we have identified three that align most with our business, strategy and objectives and

where we believe we can make a difference. These are SDG 7 (Affordable, reliable, sustainable and modern energy), SDG 9 (Industry, innovation and infrastructure) and SDG 11 (Sustainable cities and communities).

### Why are these SDGs significant to Q-Park?

Today 3.5 billion people, that is half of humanity, live in cities. With an increasing world population, greater numbers of people living in urban areas, and rising prosperity, urban infrastructure is becoming significantly more important.

One of the accompanying challenges for municipalities is to maintain a liveable city as they contend with a range of issues: congestion, traffic cruising for a place to park, reduced accessibility, air pollution, and unattractive unsafe streets and squares full of parked cars. Furthermore, smart city elements that connect the physical with the digital world are increasingly finding their way into our lives.

We have further aligned our CSR strategy with the SDGs and identified the relevant sub-targets. The following table shows the relationship between the SDGs that are the most relevant for Q-Park and the company’s contribution. We have mapped these three SDGs against our Q-Park Liveability Model and have added icons throughout the report indicating the relevance of the SDGs in our CSR reporting.

**SDG Description Sustainable Development Goal Q-Park’s activities and contribution**

<b>7</b>	<b>Affordable, reliable, sustainable and modern energy</b>	
7.2	By 2030, increase substantially the share of renewable energy in the global energy mix.	<ul style="list-style-type: none"> <li>  Increasing renewable energy share in energy consumption.</li> <li>  Equipping car parks with solar panels, wind turbines and other means of generating renewable energy.</li> </ul>
7.3	By 2030, double the global rate of improvement in energy efficiency.	Focus on energy efficiency of equipment, installing LED lighting and sensors, and operational measures.
<b>9</b>	<b>Industry, innovation and infrastructure</b>	
9.1	Develop quality, reliable, sustainable and resilient infrastructure, to support economic development and human well-being, with	By offering attractive parking facilities we make urban amenities and vital functions (such as hospitals, airports, universities and city centres) accessible.

a focus on affordable and equitable access for all.

9.4	By 2030, upgrade infrastructure and retrofit industries to make them sustainable, with increased resource-use efficiency and greater adoption of clean and environmentally sound technologies and industrial processes, with all countries taking action in accordance with their respective capabilities.	<ul style="list-style-type: none"> <li>  Install LED lighting to reduce energy consumption.</li> <li>  Offer EV charging points to support the use of environmentally-friendly mobility options.</li> <li>  Provide parking near public transport nodes and bicycle parking solutions for 'last mile' needs.</li> <li>  We renovate, re-purpose and upgrade existing parking structures where relevant.</li> <li>  We work with environmentally-friendly and circular building materials and methods.</li> </ul>
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**11 Sustainable cities and communities**

11.3	By 2030, enhance inclusive and sustainable urbanisation and capacity for participatory, integrated and sustainable human settlement planning and management in all countries.	<ul style="list-style-type: none"> <li>  Q-Park works closely with municipalities to analyse changing mobility patterns and devise innovative responses. We know that regulated and paid parking are an integral part of urban mobility. Instruments we use to promote sustainable urban mobility include smart parking tariff structures and parking permits for residents to reduce on-street parking.</li> </ul>
11.6	By 2030, reduce the adverse per capita environmental impact of cities, including by paying special attention to air quality and municipal and other waste management.	<ul style="list-style-type: none"> <li>  Reduce search traffic by providing dynamic parking information.</li> <li>  Reduce search traffic by encouraging customers to pre-book their parking space.</li> </ul>
11.7	By 2030, provide universal access to safe, inclusive and accessible, green and public spaces, in particular for women and children, older persons and persons with disabilities.	<ul style="list-style-type: none"> <li>  Provide off-street parking to help create car-free zones and public spaces which can be transformed into urban parks and town squares, used for sports, leisure, events etc.</li> <li>  Underground parking allows the public space to be developed for people (not cars), creating safe bicycle lanes and walkways.</li> <li>  Have wide, angled, and easily accessible parking spaces available for families and people with reduced mobility (PRMs).</li> </ul>
11.A	Support positive economic, social and environmental links between urban, peri-urban and rural areas by strengthening national and regional development.	<ul style="list-style-type: none"> <li>  By offering P+R solutions and by being part of mobility hubs, Q-Park contributes to connecting rural and urban areas as well as to reducing car traffic in city centres.</li> </ul>

# MATERIALITY ANALYSIS

## New analysis in 2020

Every two years we conduct a materiality analysis, periodically identifying the topics that are most relevant to our stakeholders. We performed the previous materiality analysis in 2016 and updated this with international desk research in 2018. This year we conducted a new analysis, determining material topics which reflect Q-Park's economic, environmental and social impacts as well influence decisions of our stakeholders.

## Design of the study

In line with GRI and IIRC guidance, extensive desk research was carried out to draw up a shortlist of topics. This research included:

- I international standards (GRI & SASB);
- I trends and media exposure;
- I sector and peer analysis.

Figure 9: Materiality analysis - method



A total of 20 topics were shortlisted and defined at the same level of abstraction, forming the material topics on which Q-Park can steer. The shortlist was presented to a range of internal stakeholders (respondents) in a random sequence (see table). They were asked to select the 5 topics they consider to have the most (potential) impact and the 5 topics they consider to have the least (potential) impact on Q-Park's operations.

The score for external stakeholders was derived by combining the results of the previous materiality analyses conducted in 2016 and 2018, and incorporating the aforementioned 2020 desk research which included trends, and peer and sector analysis.

## Results

The ranking figure shows how the topic ranking in 2020 has changed compared to 2016. Note also that the 2016 materiality analysis contained five fewer topics than in 2020.

Topics indicated with an X in the 2016 analysis were either not included in the previous analysis or the definition has changed significantly so the materiality cannot be compared. Topics that have dropped down the ranking are still important to the business. They may now be considered as part of our everyday activities, expected to be taken care of by all players in our industry and/or are less relevant due to external changes.



Table 1: Materiality analysis - 20 shortlisted topics

	Topic	Definition
1	<b>Digitisation</b>	Increasing our focus on ICT, data analytics and APIs to prepare ourselves for further efficiencies, effectiveness, customer satisfaction and partnerships.
2	<b>Compliance</b>	Ensuring we are compliant with new and existing laws and regulations for business continuity and long-term value.
3	<b>Health &amp; Safety</b>	Managing a safe and healthy environment for our employees as well as customers, thereby preventing incidents, emergencies and accidents.
4	<b>Diversity &amp; Inclusion</b>	Creating a diverse and inclusive organisation by creating equal opportunities for all and ensuring general well-being in the workplace.
5	<b>Partnerships</b>	Working together with a variety of partners to facilitate inter-connectivity between people, cars and other modes of transportation.
6	<b>Innovation</b>	Innovative solutions in all business aspects other than digital, to improve health and safety, liveability, mobility and sustainability impacts.
7	<b>Employee development</b>	Developing the skills and competencies of our employees to secure a well-trained, dedicated, and satisfied workforce.
8	<b>Energy consumption</b>	Reducing energy use by increasing our energy efficiency and use of renewable energy sources.
9	<b>Electrification</b>	Expanding our e-car fleet and e-charging stations in line with market developments in order to meet increased demand.
10	<b>Accessibility</b>	Improving accessibility of vital functions while enhancing quality of life.
11	<b>Liveability</b>	Contributing to environmentally friendly, economically viable and more open, green and sustainable cities made for people (not cars).
12	<b>Mobility</b>	Enabling people to be mobile (i.e. for work, school, family & friends) by connecting travel by car with public transportation, walking and cycling.
13	<b>Cyber security</b>	Managing the continuity of our ICT systems and ensuring the security of crucial information and sensitive customer data.
14	<b>Economic performance</b>	Promoting ethical business practices along our value chain and collaboration with all our partners to ensure long-term profitability.
15	<b>Community engagement</b>	Managing relevant community concerns while enabling people to use our parking facilities without limiting the use of public space for other people.
16	<b>Customer satisfaction</b>	Leveraging customer insights in order to refine our propositions, thereby improving customer satisfaction.
17	<b>Climate-related risks</b>	Creating solutions to mitigate financial risk of climate-related issues.
18	<b>Waste &amp; Water</b>	Reducing water consumption and waste disposal.
19	<b>Renovation &amp; maintenance</b>	Renovating, as well as maintaining and cleaning assets with the least amount of negative impact on the environment for the short and longer term.
20	<b>Public space management</b>	Using private investment funds to establish solutions for the public space, allowing public funds to be freed for social, health and educational purposes.

Figure 10: Materiality analysis - ranking

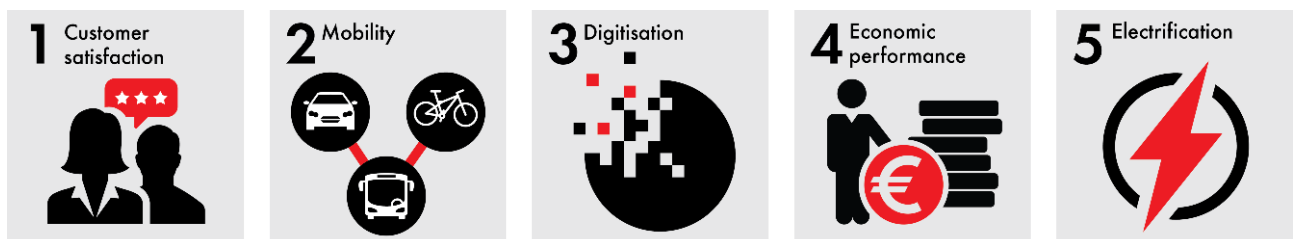
	Ranking 2016	Ranking 2020		Legend
Customer satisfaction	6	1	↑	Substantially increased
Mobility	X	2	NEW	
Digitisation	X	3	NEW	
Economic performance	1	4	↔	Constant
Electrification	7	5	↗	Slightly increased
Cybersecurity	X	6	NEW	
Employee development	4	7	↔	Slightly decreased
Energy consumption	12	8	↗	Slightly increased
Liveability	5	9	↔	Slightly decreased
Partnerships	2	10	↓	Substantially decreased
Health & safety	X	11	NEW	
Compliance	9	12	↔	Slightly decreased
Innovation	13	13	—	Constant
Accessibility	8	14	↓	Substantially decreased
Diversity & inclusion	X	15	NEW	
Community engagement	15	16	↔	Slightly decreased
Renovation & maintenance	X	17	NEW	
Climate-related risks	X	18	NEW	
Public space management	X	19	NEW	
Waste & water management	X	20	NEW	

**2020 Materiality matrix**

For each of the material topics, the Q-Park Materiality Matrix shows the influence on stakeholder decisions against the significance of Q-Park’s impact in those areas.

The five most important topics are at the top, above the red line. We have mapped the materiality topics against our Q-Park Liveability Model and have added icons throughout the report indicating the relevance of the top five to ten topics in our CSR reporting.

Figure 11: Top 5 materiality topics



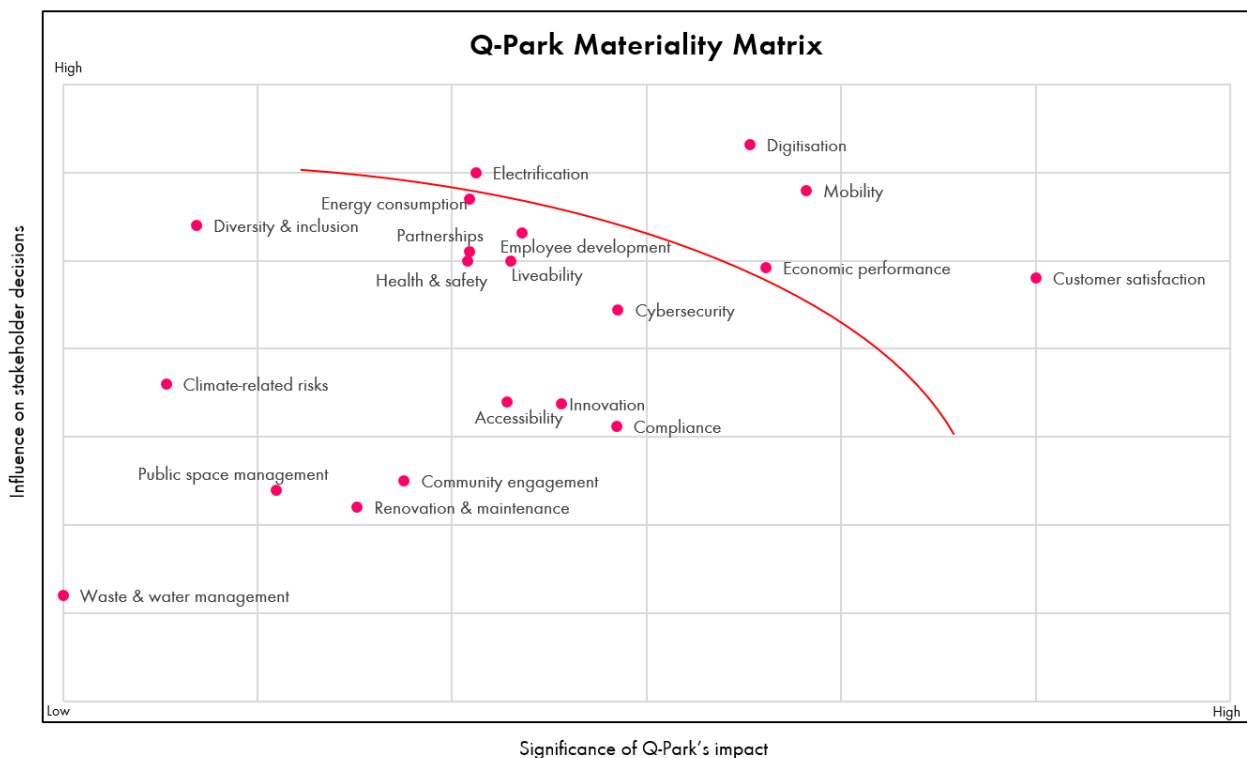
For external stakeholders, electrification, particularly the number of EV charging points in parking facilities, should get strategic attention.

**Result highlights**

- | **Customer satisfaction** is the most impactful topic for internal stakeholders, **digitisation** is the most relevant topic for external stakeholders.
- | **Economic performance** is a top 3 topic for internal stakeholders, while external stakeholders place this topic in 10<sup>th</sup> place. In 2016, economic performance ranked number 1.
- | **Electrification** is a top 3 topic for external stakeholders, internal stakeholders rank this topic in 11<sup>th</sup> place.
- | **Partnerships** was ranked in 2<sup>nd</sup> place in 2016. In 2020, this topic has dropped back to place 10.
- | **Waste & water management** is for both internal and external stakeholders the least impactful and least relevant topic. This is merely a control topic ensuring a relevant shortlist.
- | **Climate-related risks** has a low score for almost all internal stakeholders. Only those in Germany consider this topic slightly important.

By placing an emphasis on materiality, we provide disclosures and indicators that reflect our economic, environmental and social impacts, based on this materiality analysis. To make it easier for stakeholders to navigate this report, we have mapped our material topics with the Q-Park Liveability Model.

Figure 12: Q-Park Materiality Matrix



# CSR STRATEGY

## CSR strategy objectives

The value we create for our stakeholders can be directly traced back to our business model. Our financial results ensure that we can continue to create value for society in the long term by improving the accessibility and quality of life in urban areas. We are also contributing to realising UN Sustainable Development Goals, and to SDGs 7, 9 and 11 in particular.

## Q-Park Liveability Model

The Q-Park Liveability Model (QLM) is the overarching strategic model for Q-Park's CSR activities, through which we can steer our business to create value for our stakeholders and society. We seek to improve the liveability and sustainability of cities through our policies and activities.

We first developed the QLM in 2015 and have structured our CSR reporting around this. In 2020 we have updated our Liveability Model to incorporate new and changed priorities as identified in our 2020 materiality analysis.

We have developed a visual to communicate our CSR focus areas in a clear and simple manner. It has three layers:

1. **Values:** The inner layer is the strategic layer with the four core values. All values are equal and provide a balanced and integrated 360° view on our business impacts.

- a. Value creation
- b. Value capturing
- c. Value sharing
- d. Value retention
2. **Critical Success Factors:** The second layer is the tactical layer and shows the critical success factors (CSF) in which Q-Park must excel.
3. **Key Performance Indicators:** The third layer is the operational layer for which we have defined key performance indicators (KPI). Where this layer is missing, there will be qualitative reporting on the CSF.

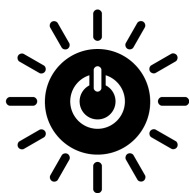
## Reporting processes and data quality

We continually endeavour to simplify the reporting process and make this more efficient. Our KPIs are well-defined and our back-office systems allow us to extract more and more relevant information. This reduces the amount of time needed by the country organisations and increases the data quality.

In the following sections we report on our performance and explain how we create value per CSF and KPI in each quadrant. We report our results over 2020 and where we have the data available, we show comparable results for 2019 and 2018.

Figure 13: Contributing to realising UN SDGs - 7, 9 and 11 in particular

**7 AFFORDABLE AND CLEAN ENERGY**



**9 INDUSTRY, INNOVATION AND INFRASTRUCTURE**



**11 SUSTAINABLE CITIES AND COMMUNITIES**








## 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 
<b>Value creation</b>	Accessibility	City centres		■	■
		Hospitals		■	■
		Mobility inclusion		■	■
	Mobility hubs	P+R		■	■
		Micro-mobility		■	■
	Off-street parking	Urban parks		■	■
		Town squares		■	■
Functional quality	24/7 service		■	■	
		On-site services			
<b>Value capturing</b>	Financial performance			■	■
	Smart contracts			■	■
	Strategic locations			■	■
	Environmental footprint	Energy efficiency	■		
		LED lighting	■		
		Emissions	■		
		Car fleet	■		
Parking products	Short-term parking				
	Season tickets				
	Pre-booking				
<b>Value sharing</b>	Parking information	Online information			
		POIs			
	EV charging		■		■
Digital services	PaSS			■	
		Programmes			
<b>Value retention</b>	Compliance				
	Employees	Training & Development			
		Contract gender			
		Health & Safety			
	Co-creation			■	
	Expertise	Research			■
Customer Satisfaction					
Awards & Certificates					



### Material topics

	1. Customer satisfaction	2. Mobility	3. Digitisation	4. Economic performance	5. Electrification	6. Cyber security	7. Employee development	8. Energy consumption	9. Liveability	10. Partnerships	11. Health & Safety	12. Compliance	13. Innovation	14. Accessibility	15. Diversity & Inclusion	16. Community engagement	17. Renovation & Maintenance	18. Climate-related risks	19. Public space management	20. Waste & Water management
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