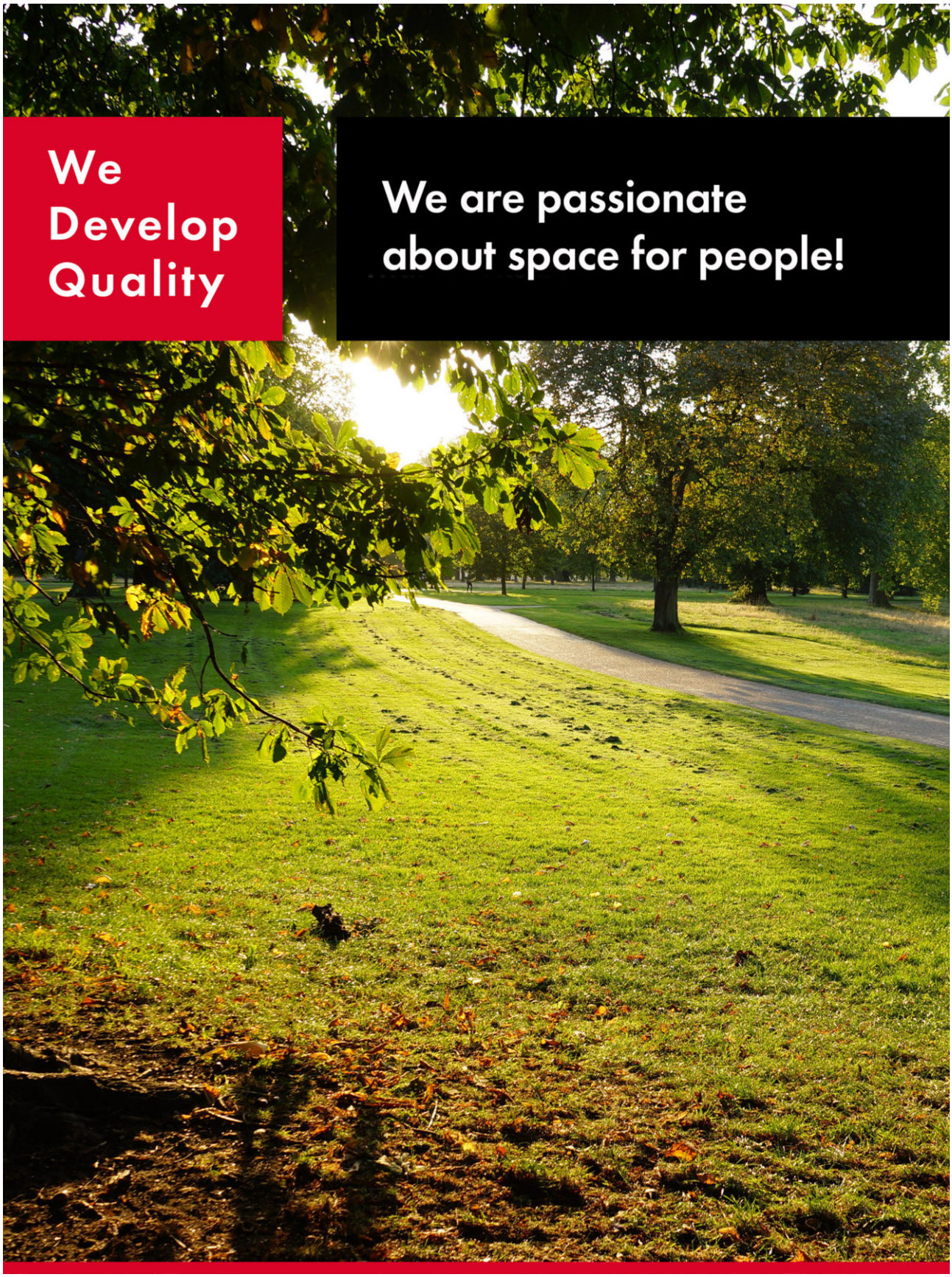
CSR REPORT 2018



QPARK Quality in parking

CONTENTS

ABOUT Q-PARK 7
I Review of business 8
I Profile 11
I Quality in parking 12
I Notable projects in 2018 14

STRATEGY 19
I Sustainable development goals 20
I How we create value 22
I Materiality analysis 23
I Redefined CSR strategy 25
I Risk management 28

RESULTS 34
I Performance highlights 34
I Value Creation 36
I Value Capturing 46
I Value Sharing 59
I Value Retention 67

OTHER INFORMATION 75
I Governance, policies, and codes 76
I What we can do better 77
I Future outlook 78

OVERVIEWS 79
I General information 79
I Stakeholders 84

GLOSSARY 88

FIGURES

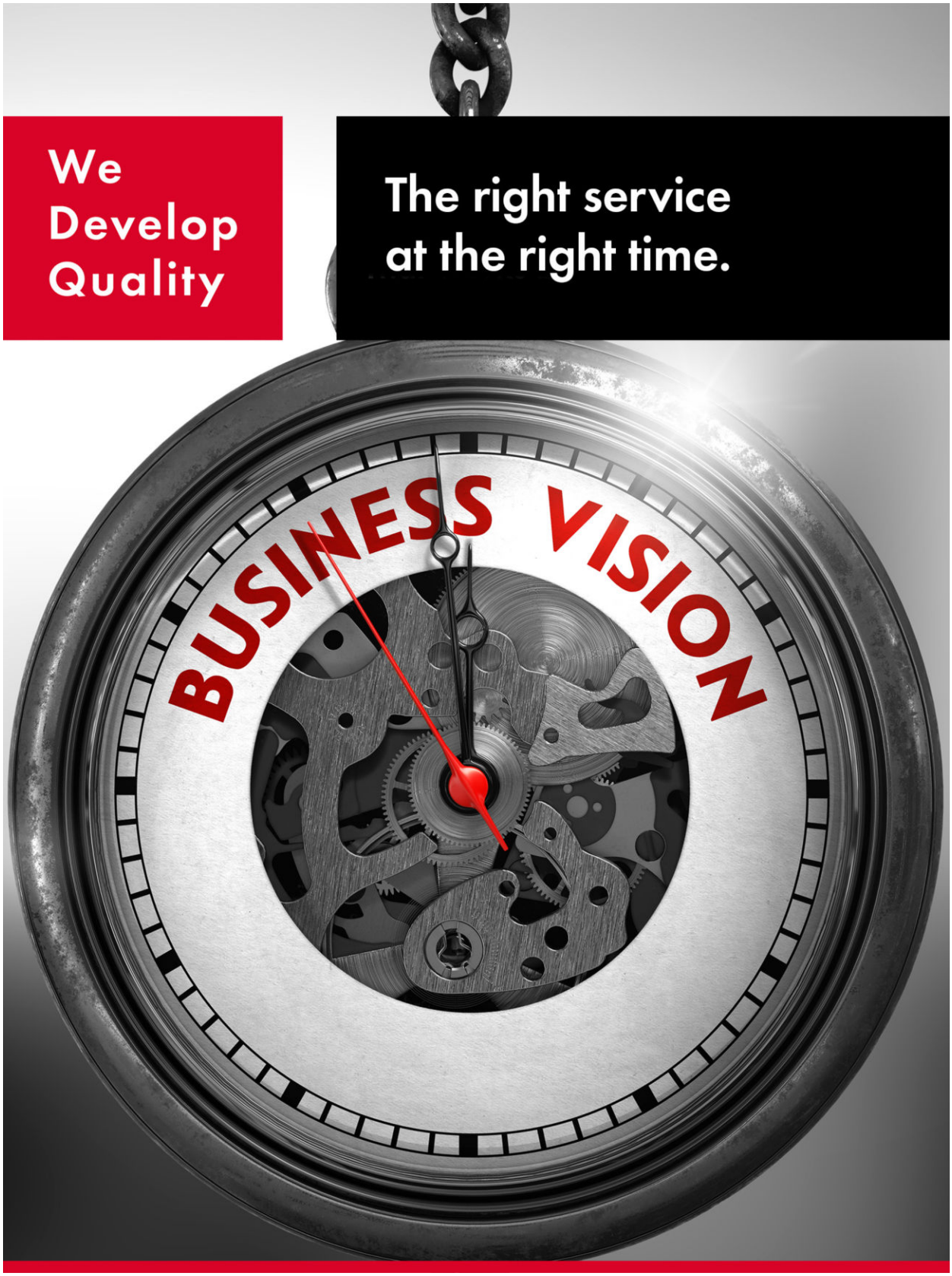
| Figure 1: PaSS - Parking as a Smart Service 12
| Figure 2: Nausicaá National Sea Centre 14
| Figure 3: Q-Park Bruul under Mechelen Vestenboulevard 15
| Figure 4: Deansgate North historic facade 16
| Figure 5: Quartermile redevelopment (visual from Foster+Partners) 17
| Figure 6: Venlo - digital information board 18
| Figure 7: Venlo - Centrum Maasboulevard signage 18
| Figure 8: UN 17 Sustainable Development Goals (SDGs) 20
| Figure 9: Parking policies of target cities 24
| Figure 10: Specialists diagnose parking needs for hospitals 38
| Figure 11: Inclusive mobility for PRMs 39
| Figure 12: Mobility hubs with Lockers & Pickup points 40
| Figure 13: Proximity to alternative mobility options 41
| Figure 14: Q-Park Control Room (QCR) 43
| Figure 15: Offering a range of smart contracts - ownership, concession, lease or management 48
| Figure 16: Strategic locations 49
| Figure 17: Simple operational measures to increase energy efficiency - a traffic cone 50
| Figure 18: LED transformation project - infographic 54
| Figure 19: LED transformation project - transitional light at car access and exit points 55
| Figure 20: Short-term parking offers flexibility and freedom of mobility 56
| Figure 21: Season tickets offer an economic solution for frequent customers 57
| Figure 22: Pre-booking services online 58
| Figure 23: Pre-booking services for seamless planning-paying-parking partner solutions 58
| Figure 24: Information about our services online 59
| Figure 25: Walking distance to attractions shown online 60
| Figure 26: POIs near our parking facilities identified 61
| Figure 27: European trends on car sharing (source: Shared Mobility) 64
| Figure 28: Cashless and contactless payments 66
| Figure 29: Parking as a Smart Service platform 66
| Figure 30: Map of compliance areas 68
| Figure 31: PCI DSS compliant 69
| Figure 32: Active mobility teams 71
| Figure 33: Co-creation with NS Business Card 72
| Figure 34: Architectural heritage - Deansgate North 73
| Figure 35: Architectural heritage- Handelsbeurs 73

CHARTS

| Chart 1: Operating result 9
| Chart 2: Net revenue 9
| Chart 3: Carbon footprint (kg) per parking space per type of structure 10
| Chart 4: Cash flow from operating activities 46
| Chart 5: Operating result 47
| Chart 6: Net revenue 47

- Chart 7: Greenhouse gas emissions (GHG) in tons CO_2 51
- Chart 8: Carbon footprint (kg) per parking space per type of structure 51
- Chart 9: Car fleet 52
- Chart 10: Total GWh consumed by owned and long-leased parking facilities 53
- Chart 11: E-charging stations 63
- Chart 12: Employee average training hours 70

ABOUT Q-PARK


We
Develop
Quality
The right service
at the right time.
BUSINESS VISION

REVIEW OF BUSINESS

Positive results

2018 was a record year for the Q-Park Group. We are pleased to report that the existing portfolio of parking facilities performed excellently with a solid like-for-like revenue growth of 2.2%. The transformation programme initiated after the Q-Park Group was acquired in 2017 has had a positive effect on the operational expenses which show a marginal increase of approximately 0.4% resulting in a high conversion of revenues into operating results.

In addition to existing business, the operating result was boosted by the positive contribution of well-performing new business. Important parking facilities added in 2018 were three car parks acquired in Venlo (Netherlands), Quartermile (United Kingdom), Boulogne-sur-Mer (France) and newly developed parking facilities Deansgate North (Manchester) and Bruul (Mechelen).

Transformation programme

In 2018 the Q-Park Group redefined its strategy and established the transformation programme to facilitate the transition from a decentralised organisation to one with a more centralised focus.

Due to developments such as digitisation, mobility as a smart service, smart city concepts and autonomous vehicles, the Q-Park Group has increased its focus on ICT and data analytics. In 2018, the Q-Park Group centralised its ICT operations and invested substantial amounts in business intelligence and other systems to prepare Q-Park for further digitisation and other developments.

The Q-Park strategy is based on four pillars:

- existing business growth
- portfolio growth
- transformation programme (to make the organisation more 'lean and mean')
- top-line acceleration initiatives (for example revenue management).

Both the transformation programme and top-line acceleration initiatives will drive results from existing business and make the Q-Park Group more successful in acquiring new business.

Our focus on the quality of our investments, higher utilisation rates by optimising commercial opportunities, and our continuing attention to operational efficiency contribute to the financial and non-financial results.

Operating result

The operating result before depreciation came out at EUR 277.5 million (2017: EUR 261.5 million). This excellent performance is driven by a strong increase in total revenue of 2.7% from EUR 854.5 million in 2017 to EUR 877.9 million in 2018. This increase is supported by the like-for-like portfolio with a revenue growth of 2.2% and the good performance of new business.

Chart 1: Operating result

(x EUR million)

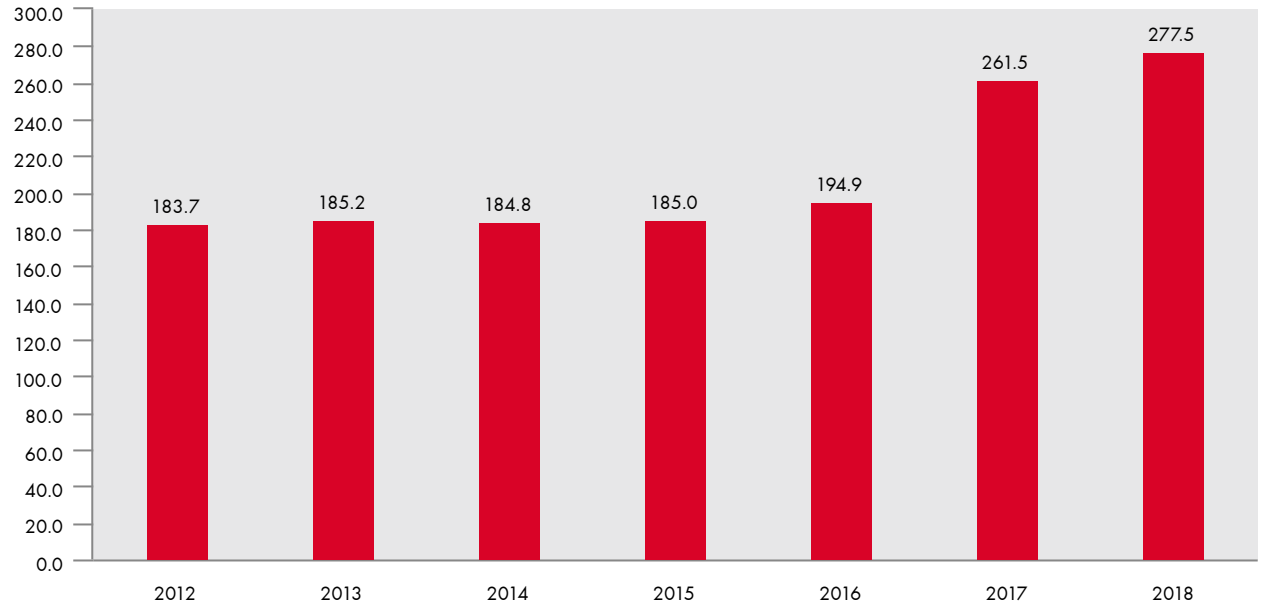
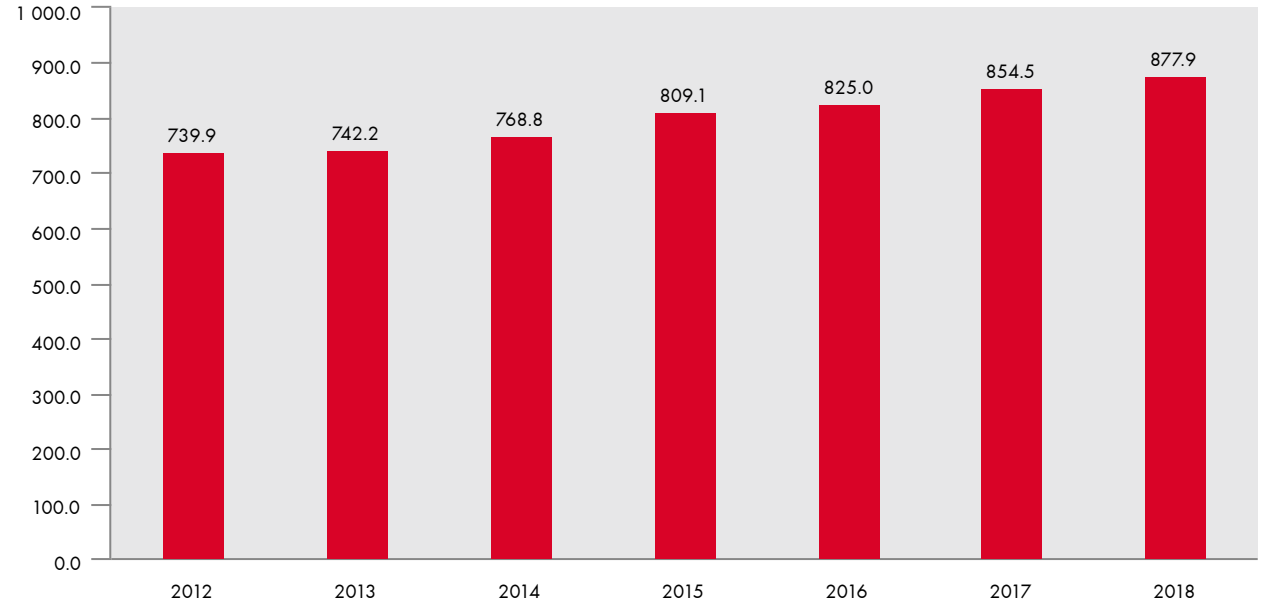


Chart 2: Net revenue

(x EUR million)



Our non-financial performance

In 2018 our LED transformation project was given new impetus with additional investment to fit an additional 260 parking facilities with energy-saving LED lighting and smart lighting controls before the end of 2019. After several months of planning and preparations, the roll out across the Netherlands (72 sites), Germany (32 sites), France (50 sites), Belgium (22 sites), United Kingdom (47 sites), Ireland (10 sites) and Denmark (15 sites) began in September.

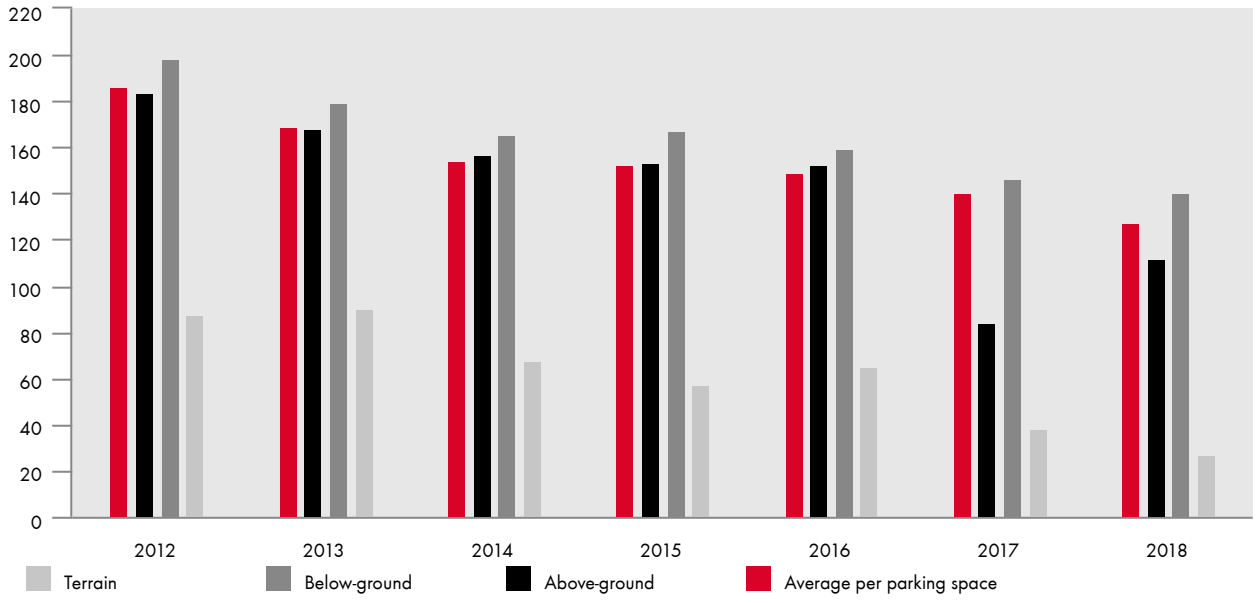
Thanks to the LED transformation project and our other energy-saving efforts, the average carbon footprint per parking space in owned and long-leased facilities continued to decrease in 2018.

The average carbon footprint per parking space is now 9% lower than in 2017. We have achieved this through the LED transformation project and our other energy-saving efforts. All this is demonstrating clear benefits in financial terms as well as in our environmental impact.

Acknowledgements

We would also like to take this opportunity to thank all our employees in the country organisations and at head office. Without their commitment and dedication, we would not be able to deliver a quality parking experience to our customers or achieve such positive operational and sustainable results.

Chart 3: Carbon footprint (kg) per parking space per type of structure



PROFILE

Q-Park is one of Europe's leading parking services providers, with parking spaces in secure, clean, and well-managed parking facilities across Northwest European countries.

The high level of quality that we provide is maintained by our employees and costs are controlled through the use of increasingly smarter solutions and systems.

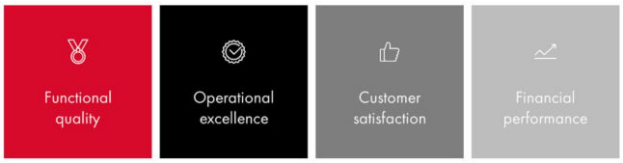
We demonstrate that effective regulated and paid parking make an economic contribution to cities and society, and that a positive parking experience contributes to how people enjoy their visit, journey, shopping, or commute.



Q-Park's market position across Northwest European countries.

Our vision

We aim to be the most preferred and recommended parking partner at strategic locations in Northwest Europe, based on functional quality, operational excellence, customer satisfaction and sustainable financial performance.



Our mission

We enhance quality of life by providing clean and safe parking facilities, based on the pillars convenience, reliability and hospitality.

Our strategy

We endeavour to be the parking operator that best understands and seizes car parking market opportunities. By applying innovative technology and by working together with strategic partners, we offer sustainable and profitable parking solutions.

Our value

We create value for all our stakeholders through our portfolio of purpose-built parking facilities and off-street parking at strategic locations: in or near multifunctional inner-city areas, at public transport interchanges, and at hospitals.

We offer public and private landlords a range of contract types and value propositions, which are supported by our unique digital and pricing optimisation capabilities.

We do business with a long-term perspective and from a solid financial basis. Our corporate social responsibility (CSR) report gives insight into how we create non-financial value.

More about who we are on www.q-park.com.

More about our corporate social responsibility.

QUALITY IN PARKING

Contribution to quality of life

Q-Park wants to grow in cities with attractive market dynamics and sees good opportunities for this strategy. Urbanisation continues and rural populations are declining fast. This affects the number of passenger cars and the demand for parking spaces, both of which are expected to continue increasing in large cities.

This drift to urban areas coincides with the trend towards increasingly autonomous and more environmentally friendly cars. One of the accompanying challenges for municipalities is to maintain a liveable city.

We work together with urban planners to create parking solutions that integrate in the mobility chain, and thus improve the quality of life for all stakeholders.

Innovation

ICT is a true enabler for our future development and implementation of new and innovative services for landlords, partners and customers. Our proprietary system and portals enable us to facilitate the customer's journey, in both the virtual and physical sense, from the comfort of the customer's home to their final destination.

Our back-office operations run on a profound digital infrastructure which seamlessly integrates with our front-office (our websites and parking facilities) where partners and customers interact. For example, to find parking solutions online, order value cards or a season ticket, or to pre-book a parking space.

In 2018 we developed the **Parking as a Smart Service (PaSS)** platform. This will enable us to launch new value propositions to public and private landlords, and to commercial partners.

Our employees

Q-Park recognises that our goals can be met only with the dedicated input of committed and well-trained employees who share our passion for quality and customer service. We invest heavily in induction training and the continuous development of our people.

Our commercial partners

One million motorists use our parking facilities every day. With the cash flows we generate from this, we can continue to invest in future-focused parking solutions that add value for our **public & private landlords**, partners who offer parking as part of their own service offering, and motorists.

Our activities

A large proportion of our revenue comes from single parking transactions, our short-term parking customers. About one quarter comes from multiple parking transactions, our season ticket holders.

Figure 1: PaSS - Parking as a Smart Service



Our parking services mainly consist of providing parking spaces in purpose-built parking facilities or in off-street car parks. This can be pay-on-exit parking behind barriers, or parking paid by means of Pay & Display parking tickets, or via a parking service app. We also offer customers the opportunity to pre-book a parking space.

In addition, we offer services such as monitoring compliance to parking regulations applicable on street and on private property. For public & private landlords, we are happy to operate their parking facility, and because of our scale, we can do this efficiently and effectively.

NOTABLE PROJECTS IN 2018

Boulogne-sur-Mer

In 2018, Q-Park France won the Boulogne-sur-Mer city tender to develop and manage the car park at the Nausicaá National Sea Centre. This is the biggest aquarium in Europe and features a touch pool, sharks, sea lions and penguins as well as a tropical lagoon with colourful coral.

Boulogne-sur-Mer wanted to expand the number of parking spaces and modernise its parking facilities to ensure better traffic flow around the harbour area and visitor centre.

Q-Park is responsible for developing and managing the new Nausicaá car park which is required to accommodate visitors coming by car to the extended Centre National de la Mer. The new parking facility will have almost 800 parking spaces and will replace the existing facility which has only 200 spaces.

Q-Park's investment exceeds EUR 6 million, with an additional EUR 1 million annually for upkeep and maintenance.

The parking facility will include Q-Park signature features such as:

- Separate car and pedestrian traffic routes
- Clear signage to guide motorists and pedestrians, inside and outside the parking facility
- State-of-the-art parking management system
- Parking facility decorated in keeping with the aquarium destination
- Parking Hosts and 24/7 connection to French QCR
- E-charging stations
- Special tariffs for Nausicaá visitors via pre-booking or ticket validation on location
- Fire detection and video surveillance equipment

Figure 2: Nausicaá National Sea Centre



Bruul, Mechelen

The unique aspect of this parking facility is that it's built under the inner-ring road, which follows the path of the ancient Roman city walls. It's ideally located to serve shoppers, business visitors and what's more, it provides additional train station parking.

Mechelen's mobility plan

Q-Park Bruul is part of the Mechelen 'Vestenboulevard' development and the long-term Mechelen Mobility Plan. By moving the car park underground, Mechelen has been able to create a green pedestrian zone along the inner ring at this axis. Before the underground car park was constructed, the space was used for on-street parking. Now the surface has been redeveloped to form an attractive green recreational park. This enhances the liveability of the area and favours pedestrians and cyclists.

The facility is fitted with LED lighting plus a smart lighting plan with dimming and light sensors. The light fittings run parallel with the driving aisles and are positioned above the parking spaces to improve visibility and wayfinding.

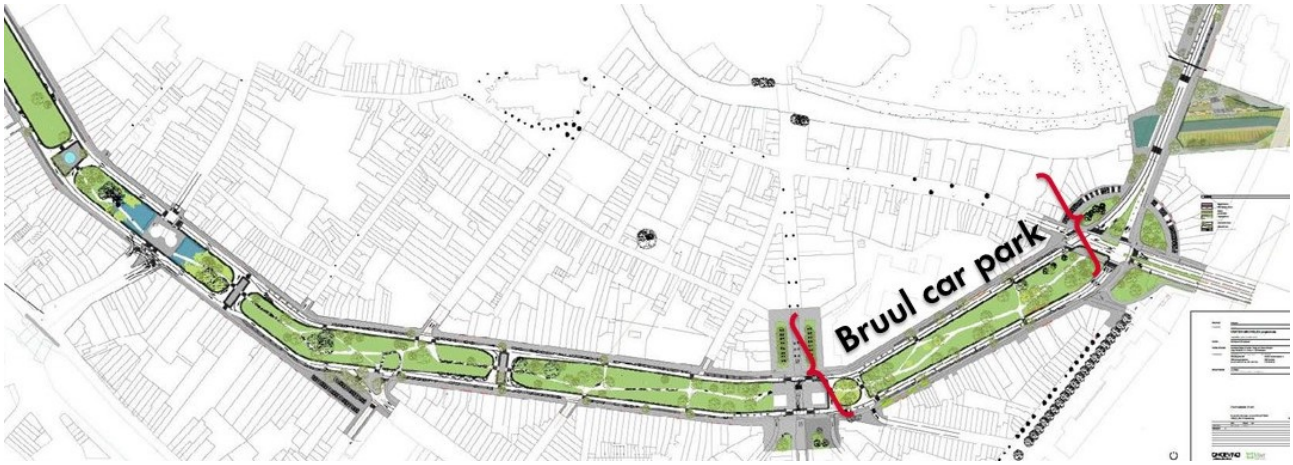
Future proof

This car park represents the future of parking; Q-Park Bruul is not by definition an inner-city car park, but a car park at a ring road. It enables convenient car access balanced with mobility by bicycle and on foot. It creates space for an attractive area on a crucial axis between the main shopping area and public transport. This parking facility is part of a city-wide redevelopment programme to make the city more liveable, attractive and economically viable.

Landscaping and park design by OMGEVING cvba.

Click here for our Q-Park Bruul Showcase.

Figure 3: Q-Park Bruul under Mechelen Vestenboulevard



Deansgate North, Manchester

Manchester boasts the world's first steam passenger railway. And it is at the site of the disused Exchange railway station, which dates back to 1884, that the Q-Park Deansgate North parking facility has been constructed.

Figure 4: Deansgate North historic facade



Historical importance

The site is on the bank of the River Irwell and a footbridge links Manchester and Salford. The historical setting of this brand-new facility has been preserved as the Grade II listed sandstone viaduct and railway arches have been incorporated into the construction.

Due to the nature of the location, the construction process was extremely sensitive and complex. The railway line that borders the site had to remain operational and the external envelope had to be retained.

A contrasting lightweight steel and glass building sits on top of the car park structure. However, the parking facility incorporates modern technology and the newest insights in car park design. These include:

- High-speed shutters at the car entrance and door nodes, ensuring only legitimate access to the parking decks.
- Pinhole cameras at the barriers and payment machines connected to the CCTV surveillance system.

Q-Park signature features include:

- connection to the Q-Park Control Room (QCR) providing 24/7 customer service;
- two large glass-fronted lifts accessible from the spacious, glass-fronted pedestrian hub;
- amply-sized parking spaces denoted by black pads, enabling motorists to manoeuvre more easily;
- energy-saving LED lighting activated by motion sensors;
- light fittings orientated parallel to the one-way driving aisles help guide motorist through the car park;
- brighter light at the edge of the driving aisle encouraging pedestrians to walk along these well-lit paths;
- specially allocated spaces for blue badge holders, parents with children, VIPs and e-charging;
- payment options including contactless card payments;
- early-bird all-day tariff, season tickets and pre-booking.

Click here for our Deansgate North Showcase.

Quartermile, Edinburgh

Quartermile is the award-winning mixed-use redevelopment of the 19-acre site of the former Royal Infirmary in the centre of Edinburgh. Q-Park has acquired the rights to develop and provide underground parking facilities for this prestigious project.

The scheme comprises a mixture of new build apartments, apartments converted from the existing hospital buildings, new build offices, affordable housing, and retail/leisure uses.

The site is adjacent to Edinburgh University and plans are already in place to expand the site even further with the University constructing an interdisciplinary hub including a business school, lecture theatres and a 500-seat amphitheatre within the scheme.

Once complete, Quartermile will contain over 1,000 apartments, 30,000 square metres of grade A office accommodation, 10,000 m^2 of retail and leisure space and seven acres of open landscaping.

Q-Park has grasped this opportunity to gain a long-term position in Edinburgh and Quartermile forms part of Q-Park's strategic objective to grow the business in key cities.

Figure 5: Quartermile redevelopment (visual from Foster+Partners)



Venlo

In 2018, Q-Park acquired three parking facilities from the municipality in Venlo: Nolensplein, Maaswaard and Roermondsepoort. This acquisition is part of a broader collaboration to create a welcoming and easily accessible city centre.

The three locations comprise some 1,600 parking spaces and will be upgraded to meet Q-Park's high standards. The make-over will include new barrier and payment machines, digital information boards at the entrance, and new payment options including contactless payments.

Given the age of the Roermondsepoort parking facility, in the longer term, Q-Park expects this will be rebuilt when the shopping centre at this location is redeveloped. But as accessibility and hospitality are paramount, rebuilding work will only commence when another new parking facility, Arsenaal, has opened its gates to welcome motorists.

Mobility partner

These three parking facilities and the two facilities Q-Park already operates in Venlo (Maasboulevard and P+R Stationsplein) mean that Q-Park is in a much better position to assist the municipality in the role of mobility partner, thus better serving residents, businesses and Venlo's many visitors.

Figure 7: Venlo - Centrum Maasboulevard signage



Figure 6: Venlo - digital information board




We
Develop
Quality
Freedom
of mobility

SUSTAINABLE DEVELOPMENT GOALS

Figure 8: UN 17 Sustainable Development Goals (SDGs)



As one of Europe's leading parking service providers, Q-Park wants to demonstrate its contribution to the UN Sustainable Development Goals (SDGs). These are 17 aspirational Global Goals, supported by 169 targets.

The SDGs were established by the United Nations in 2015 to address the biggest global issues – ranging from ending hunger and poverty to addressing climate change.





Although Q-Park's business potentially has an impact on all 17 SDGs, we have identified two that align most with our business, strategy and objectives and where we believe we can make a difference.

These are 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, lives in cities. With an ever-increasing world population, greater numbers of people living in cities, 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.

In 2018 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.

SDG	Description Sustainable Development Goal	Q-Park's activities and contribution
9.1	Develop quality, reliable, sustainable and resilient infrastructure, including regional and transborder infrastructure, to support economic development and human well-being, with a focus on affordable and equitable access for all	By offering attractive parking facilities we make urban amenities and vital functions (such as hospitals, airports, universities and city centres) accessible.
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	- Investments in LED to reduce energy consumption - Offering e-charging stations and car sharing options to support the use of environmentally friendly options - Offering parking near public transport nodes and bicycle parking for environmental 'last mile' needs
11.3	By 2030, enhance inclusive and sustainable urbanisation and capacity for participatory, integrated and sustainable human settlement planning and management in all countries	Q-Park works closely with municipalities to analyse changing mobility patterns and devise innovative responses. We seek collaboration with local authorities, so that regulated and paid parking become an integral part of urban mobility. Instruments we use to promote sustainable urban mobility include smart parking tariff structures and allowing parking permit holders to park their cars in a Q-Park car park in the evening.
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	- Reduce search traffic by providing dynamic parking information
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	- Off-street / underground parking as a mean to create car-free zones and public spaces that can be used for recreation, etc.
11.A	Support positive economic, social and environmental links between urban, per-urban and rural areas by strengthening national and regional development planning	- By offering P+R solutions and being part of mobility hubs Q-Park contributes to connecting rural and urban areas as well as reducing car-traffic in city centres

HOW WE CREATE VALUE

Q-Park's strategic ambition is to be the strongest European car parking operator that best understands and seizes car parking market opportunities.

Our strategic focus is to create value for all stakeholders: shareholders, landlords, municipalities, commercial partners, customers and employees.

Q-Park operates in a dynamic environment. To provide a dynamic response to external events and market trends our tactical plans are built on five focus areas:

- Portfolio of strong locations
- Differentiated contract types & propositions
- Digital & pricing capabilities
- Operational excellence
- Proactive learning organisation

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



Ongoing dialogue with our stakeholders is vital to ensure that their interests and needs are represented in the choices we make. Our materiality analysis helps us to understand the most relevant issues.

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

Integral mobility

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

Sustainable value

- 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.
- As a proactive learning organisation, we enhance our employees' job satisfaction and their competences by providing relevant training and education.
- And for the parking customer, we add value by providing functional products and services and by involving them in our activities.

Value clarification

To clarify the sustainable value we create, we use the following categories throughout this report:

- Value creation
- Value capturing
- Value sharing
- Value retention

MATERIALITY ANALYSIS

Material aspects

In 2014 and in 2016 we conducted a materiality analysis, entirely in accordance with the **G4 guidelines,** to determine whether the issues we present are relevant and valuable to our stakeholders, and to ascertain whether they are still sufficiently in line with our strategic plans.

The issues with the most impact for Q-Park and of most concern for our stakeholders are, in order of impact:

1. Economic performance
2. Partnerships
3. Corporate reputation and ethics
4. Employee satisfaction and employment practices
5. Parking integrated with other modes of transport
6. Customer satisfaction
7. Facilitating cars with enhanced environmental performance
8. Accessibility of parking facilities
9. Compliance with law and regulations
10. Training and education
11. Parking information
12. Energy consumption
13. Innovation and digital capabilities
14. Transparent and integrated reporting
15. Local community: health and safety

For detailed information regarding the 2016 materiality analysis we refer you to the materiality section published in the CSR Report 2016.

In 2018 we commissioned our partner Sustainalize to analyse parking policies in a number of our target cities. Surveys were conducted in 14 cities in 6 countries, the Netherlands, Belgium, Germany, UK, France and Denmark.

The results revealed that all cities studied want to invest in and promote public transport. Of the cities in our scope, 64% say they want to reduce city centre car traffic because there is considerable congestion. Another commonly mentioned priority is to facilitate car sharing, with 78% mentioning this. However, none actually indicate how this is to be implemented.

Rotterdam stands out for its ambition to be a smart city and frontrunner regarding mobility innovations such as autonomous vehicles and dual utilisation of parking spaces, for example facilitating parking spaces for use by visitors to the city during weekdays and residents at weekends and in the evenings.

Only two cities, Antwerp and Amsterdam, mention using ANPR. However, as Rotterdam is keen to adopt smart technologies, we can expect ANPR to be tested and/or introduced there too.

Saarbrücken expressed the ambition to increase the visual attractiveness of parking facilities and even mentioned specific actions, in cooperation with Q-Park as the biggest parking operator in the city.

UK cities emphasise safety for all traffic participants whereas cities in other countries focus more on liveability and accessibility.

The table shows which cities have plans to adopt which measures. The table is sorted according to the most frequently mentioned measure with ‘improve public transport’ being mentioned by 13 of the 14 cities surveyed and introducing ANPR being mentioned by only 2.

Armed with the results of this desk research, we revisited our materiality analysis, redefined our CSR strategy and rationalised the number of targets we measure. These changes have enabled us to simplify the data collection and reporting process on our material goals and targets. In addition, we have now visualised our strategy, focus and results by means of the Q-Park Liveability Model.

Figure 9: Parking policies of target cities

	Amsterdam	Maastricht	Rotterdam	Antwerpen	Brüssel	Saarbrücken	Düsseldorf	Westminster	Manchester	Liverpool	Chambéry	Marseille	Toulon	Copenhagen
Improve public transport	✓	✓	✓	✓	✓	✓	✓	×	✓	✓	✓	✓	✓	✓
Facilitate car sharing	✓	×	✓	✓	✓	✓	×	✓	✓	×	✓	✓	✓	✓
Reduce car traffic	✓	×	✓	✓	✓	✓	×	×	✓	×	×	✓	✓	✓
Promote public transport / alternative mobility	✓	×	✓	✓	✓	✓	×	×	✓	✓	×	×	✓	✓
Facilitate e-mobility	×	✓	✓	×	×	✓	✓	✓	×	✓	×	×	✓	✓
Optimise car-park routing system / parking information	✓	✓	✓	✓	×	✓	✓	×	✓	×	×	×	×	×
Increase P+R facilities	✓	✓	×	✓	×	✓	×	×	✓	×	×	×	✓	×
Create car-free / car-reduced zones	✓	×	✓	✓	×	✓	×	×	×	✓	×	×	✓	×
Enforce parking regulations	✓	×	×	×	×	×	✓	×	×	✓	×	✓	×	✓
Make on-street parking more expensive	×	✓	✓	✓	×	✓	×	×	×	×	×	×	×	×
Enable double use of parking spaces	✓	✓	✓	✓	×	×	×	×	×	×	×	×	×	×
Increase number of parking spaces	✓	×	×	✓	×	×	×	×	×	×	✓	×	×	×
Introduce intelligent traffic systems	×	×	✓	×	×	×	×	×	✓	×	×	×	×	✓
Make off-street parking cheaper	×	×	✓	×	×	✓	×	×	×	×	×	×	×	×
Enable online pre-booking (with lower prices)	×	✓	✓	×	×	×	×	×	×	×	×	×	×	×
Introduce ANPR	✓	×	×	✓	×	×	×	×	×	×	×	×	×	×

REDEFINED CSR STRATEGY

CSR strategy objectives

In 2018 Q-Park redefined its CSR strategy together with its CSR partner Sustainalize. The objectives of this process were twofold:

- to develop a strategic sustainability model; and
- to simplify the data collection and reporting process for sustainability data.

The value that 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. And with this, we are also making our contribution to realising UN Sustainable Development Goals, and to Goals 9 and 11 in particular.

The strategic sustainability model is based on the Q-Park value creation model which was first drawn up in 2015. It is designed to give us a better understanding of our impact on society and the value we create for all our stakeholders.

Updated materiality analysis

Based on the impact we have on society and on our stakeholders, at the start of 2018 we examined whether we are still doing the right things in the right way from an intrinsic perspective. Through desk research we have now updated the materiality analysis implemented and themes identified in 2016.

- Based on market analysis, we have identified current trends and developments.
- By analysing the policies of different cities in which Q-Park operates, we have identified the interests of our key stakeholders (municipalities, residents, society, public landlords) and included these in the strategic sustainability model to close the gaps between market requirements and various global benchmarks.
- We have translated an overview of the material themes important to Q-Park into the model: the Q-Park Liveability Model.

Q-Park Liveability Model

The Q-Park Liveability Model is the overarching strategic model for Q-Park's CSR activities, through which we can steer our business activities to create value for our stakeholders and society. We consider improving the liveability and sustainability of cities through our activities to be part of our purpose.

We have developed a visual to communicate our CSR strategy 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.
2. **CSFs**: The second layer is the tactical layer and shows the critical success factors (CSFs) in which Q-Park must excel.
3. **KPIs**: The third layer is the operational layer for which we have defined key performance indicators (KPIs). Where this layer is missing, there will be qualitative reporting on the CSF.

Improving reporting processes and data quality

In addition to reassessing our strategy we have also endeavoured to simplify the reporting process and make this more efficient. Based on the new strategic model we have re-evaluated our KPIs and targets. As a result, we will not report on some of the existing indicators and we have drawn up new indicators that better reflect our core activities.

The data collection process is more efficient as much of the needed information can be retrieved directly from our back-office systems. This is also a major efficiency gain for our CSR reporting.

Four quadrants

The model is based on four value quadrants;

- Value creation
- Value capturing
- Value sharing
- Value retention

In the following sections we report on our performance and explain how we create value per critical success factor (CSF) and key performance indicator (KPI) in each quadrant. We also show our results for a KPI where we have the data available.

Q-Park Liveability Model

The sunburst chart is interactive. To read about a particular CSF or KPI and see our results, click the segment in the Liveability Model to go directly to the report details. Please note that this feature is only available in the online report.



RISK MANAGEMENT

A business must take risks to create value. Having a risk management policy allows a company to take risks in a managed and controlled manner. Within Q-Park strategic, operational, financial, and reputational risks are made controllable by carefully weighing risks and returns against each other. Effective risk management is integrated into its daily operations.

Q-Park deploys a top-down risk management policy in which strategic risk management is executed at corporate level. Responsibility for operational risk management lies primarily with local management of the countries in which the Group operates. The Executive Board however bears ultimate responsibility for managing the risks the company faces.

Risk management and internal control

Ongoing identification and assessment of risks is part of our governance and periodic business review. Our Enterprise Risk Management (ERM) policy is designed to provide management with an understanding of the key business risks the company faces. It also provides methods and processes to manage the risks that might hamper the business achieving key objectives and to initiate actions required to mitigate these risks.

As part of the ERM framework a separate compliance function was introduced in 2018 in order to develop and implement a Q-Park Compliance Programme. In 2018 this compliance programme was communicated to local management within the Group. The risk management mechanism ensures:

- Top-down awareness of the importance to manage compliance areas;
- A structured follow up of compliance action plans.

The focus areas identified for 2018 (and continuing in 2019) include information security, ethics & integrity, GDPR and PCI-DSS.

The Executive Board and key management periodically review the risks and the related mitigation controls and procedures from the ERM process. Furthermore, they provide complementary insights into existing and emerging risks that are subsequently included in the policy. The ERM policy influences the formation of controls and procedures, and the focus of business planning and performance process.

Risk appetite

Factors which determine the risk appetite include the international spread of the business, the robustness of the balance sheet, long-term duration of contracts, strength of cash flows and a commitment to conservative financial management. Our risk appetite varies per objective and risk category:

- **Strategic**: Taking strategic risks is an inherent part of how we do business. In pursuing growth as a strategic ambition, we are prepared to take risks in a responsible way, taking account of our stakeholders' interests.
- **Operational**: Depending on the type of operational risk, we take a cautious to averse approach. We give the highest priority to ensuring the safety of our employees and customers, to delivering the highest level of service, and to protecting the company's reputation.
- **Financial**: We pursue a conservative financial strategy, including a balanced combination of self-insurance and commercial insurance coverage.
- **Compliance**: We are averse to the risk of non-compliance with relevant laws or regulations, or non-compliance with our own codes, contractual agreements, and covenants.
- **Fraudulent and unethical behaviour**: We are committed to act with honesty, integrity, and respect. We are fully averse to risks relating to fraudulent behaviour and apply a zero-tolerance policy.

Main risks

The following risk overview highlights the main risks which might prevent us in achieving our strategic, operational, and financial objectives. The risks described are not an exhaustive list of the risks. There may be additional risks which do not constitute a direct threat in the short-term, or risks which management deems immaterial or otherwise common to most companies, but which could at some time have a material adverse effect on our financial position, results, operations, or liquidity.

Strategic

Risk description	*Risk management measures*
Regulatory changes to inner-city parking	
National or local governments could implement measures which are potentially unfavourable to the parking sector; for instance, as a result of pressure from public opinion, pressure groups, or election results. For example, the debate on banning traffic within city boundaries could adversely affect inner-city parking, resulting in lower revenue, and diminished profitability.	I Cooperate with governments, NGOs, and businesses. I Ensure geographic diversification of Q-Park's portfolio in the different countries and a further spread across multiple indirect markets. I Invest extensively in online platforms and value-added services to become a proactive business partner for local authorities.
Economic environment	
Factors that potentially influence parking prices include pressure from the general public and retailers, political changes, or a long-term fall in GDP. Lower parking prices would significantly impact Q-Park's profitability and cash flows.	I Cooperate with governments, NGOs, and other businesses. I Highlight the relevance of regulated and paid parking to society. I Use calculation models to set different parking tariff schemes. Simulate the effects of changing these schemes to align prices with the local circumstances and market situation. I Strengthen the commercial, customer, and market intelligence organisation.
Competitive environment and economic conditions	
The parking market is characterised by intense competition between existing players. Competition from new technologies is also disrupting the current parking market, resulting in an increased focus on ICT developments.	I Invest extensively in online platforms and PMSs to prepare the organisation for more efficient access and payment solutions. I Closely monitor developments in payment services and by parking service providers. I Ensure geographic diversification of Q-Park's portfolio and a further spread across multiple indirect markets.
Dependency on other businesses and local developments	
A car parking service is an indirect service which depends on external factors (e.g. offices, shopping centres, leisure amenities). New consumer behaviour (e.g. online shopping, working from home) or changes in the popularity of certain stores or locations pose a risk of a significant decrease in parking demand and, hence, a decrease in Q-Park's business and revenue.	I Ensure geographic diversification of Q-Park's portfolio and a further spread across multiple indirect markets. I Manage portfolio with focus on large multifunctional inner-city locations.

Operational

Risk description	*Risk management measures*
Safety and liability	
The safety of our customers and employees is our top priority. If an employee or a customer sustains injury while at work or while visiting one of the Q-Park parking facilities, this could impact our reputation.	I Adhere to health and safety procedures relating to employees and customers. I Invest in maintenance to ensure clean and safe parking facilities with proper instructions for visitors. I Training and development to focus on personal safety and safety measures in and around our parking facilities.
Dependency risks, interruptions, and business continuity	
Continuity of the company and its business is crucial. Continuity depends on a number of factors, including suppliers. We are particularly vulnerable regarding PMSs, ICT, and infrastructure.	I Use different systems from independent suppliers where operational efficiency remains the primary objective. I Conduct preventive maintenance and make targeted investments. I Connect the QCR to parking facilities to assist in the event of business interruptions. I Operate 24-hour service desk.
Staffing and retention	
Good, experienced, and knowledgeable people are the foundation of our company and its success. The company must ensure that it is able to employ and retain the right people.	I Maintain a system for performance measurement and annual reviews. I Ensure effective employer branding and communication to the labour market. I Develop training and development opportunities for employees.
Ethics and integrity	
Ethics and integrity are important conditions for confidence in the company. Behaviour deemed to be unethical could lead to loss of revenue and reputation.	I Maintain a code of ethics and whistle-blower policy. I Ensure Executive Board and management demonstrate 'tone at the top'. I Apply a zero-tolerance strategy. I Encourage non-cash payments and hire external parties for cash collection.

Financial

Risk description	*Risk management measures*
Valuation of fixed assets and goodwill	
The company owns a considerable amount of property and goodwill. If the economic climate deteriorates and potential impairments are not identified, determined, or communicated in a timely fashion, the company could incur reputational damage.	I Evaluate the existence of impairment indicators on an annual basis. I Monitor performance against business plans to identify risk areas and act timely. I Employ an independent valuation expert to conduct periodic valuations when necessary.
Financing	
Given that the nature of the business is capital-intensive, access to external financing is crucial for continuity. A liquidity risk could arise if external financing is not available to the company when refinancing is required.	I Adopt a financing policy. I Strict monitoring of covenants. I Consult regularly with external debt providers to discuss the ongoing business, results, and strategy.
Interest rate risks	
The external debts are subject to variable interest rates, thereby exposing the company to fluctuations in interest rates. A significant increase in variable interest rates would have a negative impact on results.	I Seek a mix of fixed and variable interest rates for financing operations, combined with the use of interest rate instruments. I Adopt an interest rate policy in which part of the bank debt is covered by interest rate derivatives (interest rate swaps and interest caps).
Currency risk	
The company's functional currency is the euro. Given that the company also operates in countries with a different functional currency, we are exposed to fluctuations in those currencies.	I Monitor and report periodically on currency risk exposure. I Optimise currency risk through natural hedges (external debt in foreign currency equal to the exposure).

Compliance and reporting

Risk description	*Risk management measures*
Financial statement does not give a true and fair view	
If misstatements are made such that the financial statements do not give a true and fair view of the company's financial position, financial performance, and cash flows, users of the financial statements would be incorrectly informed.	I Maintain common accounting policies, reporting processes, and standard chart of accounts. I Monitor critical access and segregation of duties and perform compensating controls if necessary. I Actively involve all stakeholders.
ICT and information security	
Given the increasing use of mobile communication and the professionalism of cybercriminals, the company must focus constantly on continuity of ICT systems and on ensuring the security of crucial information and sensitive customer data (e.g. payment card details, passwords). The theft of crucial or sensitive data could result in reputation damage, information leakage to competitors, as well as claims against the company.	I Focus area of the introduced compliance programme with the aim to further improve compliance with standards (e.g. PCI DSS, GDPR). I Invest in ICT platform and the set-up of a related security policy to secure confidentiality and integrity of data, including continuity measures in conjunction with outsourcing partners. I Further centralisation of ICT systems allowing central enforcement of security measures.
Non-compliance with European and national laws	
Changes in the legal and regulatory environment tend to increase the risk of non-compliance with local, national, and international laws and regulations, as well as tax legislation. Failure to comply with applicable regulations could lead to fines, claims, and reputational damage.	I Introduction of a compliance function and related compliance program. I Establish corporate functions to monitor local risks and challenges from a Group perspective (e.g. compliance, tax, finance, and legal). I Involve external specialists where necessary.

RESULTS

PERFORMANCE HIGHLIGHTS

		2016	2017	2018
General information				
	Owned, Concession + Long-Leased (O+LL) PFs			770
	Short-Leased PFs			2,120
	Managed PFs			535
Financial information				
	Net revenue (x EUR million)	825.0	854.5	877.9
	Net result (x EUR million)	194.9	261.5	277.5
	Cash flow from operating activities (x EUR million)	128.9	110.6	249.3
	Net revenue from parking activities (x EUR million)			787.9
	Net revenue from short-term parking (x EUR million)			593.6
	Net revenue from long-term parking (x EUR million)			194.3
Non-financial information				
	Average carbon footprint (kg) per parking space	149	140	128
	GWh consumed by O+LL PFs	97.5	97.1	93.1
	Total GHG (tCO2)	31,914	32,150	29,732
	Scope 1 (tCO2)	3,274	3,062	4,158
	Scope 2 (tCO2)	28,274	28,685	25,301
	Scope 3 (tCO2)	366	403	273
	Car fleet e-cars	57	70	71
	Car fleet diesels	480	468	448
	E-charging stations	825	1,117	1,322
	Employees	2,507	2,521	2,378
	Employee training hours (average per year)	15.3	15.4	17.2
	Total PFs offering 24/7 service			3,425
	Total PFs offering online information			1,861
	Total PFs offering onsite services information			1,612
	Total PFs offering online pre-booking services			385
	Total PFs dedicated to hospital parking			63

	2016	2017	2018
O+LL PFs underground			427
O+LL PFs in energy-saving LED project			260
O+LL PFs near public transport hub			119
O+LL PFs offering car sharing schemes			36
Strategic cities with five or more PFs			58
Total PSs dedicated to PRMs (excl. BE, DK, NL, NO, SE)			2,421
Total POIs listed online (excl. FR)			1,333
Developed strategic PaSS Platform			yes
Developed strategic Q-Park Liveability Model			yes
Developed strategic Compliance Programme			yes
Developed strategic Thought Leader / Expertise Programme			yes
Developed strategic LED Transformation Project			yes

VALUE CREATION



Accessibility

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 there are fewer cars on the streets. With our parking facilities and services, we contribute to the accessibility of vital functions, such as public transport hubs, train stations, airports and Park+Ride nodes in particular, as well as local government offices, hospitals, schools and universities, points of interests as well as shopping centres.

Reducing traffic searching for a place to park saves time and has a positive impact on air quality in the city. And when cars and bicycles park underground, this frees up the public space for greenery and other purposes. All this means we have an indirect influence on the well-being of people.

We work together with municipalities to establish fair parking tariffs that contribute to the quality of life in urban areas. It is in the interest of municipalities, as well as Q-Park, to tune 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 of the city.

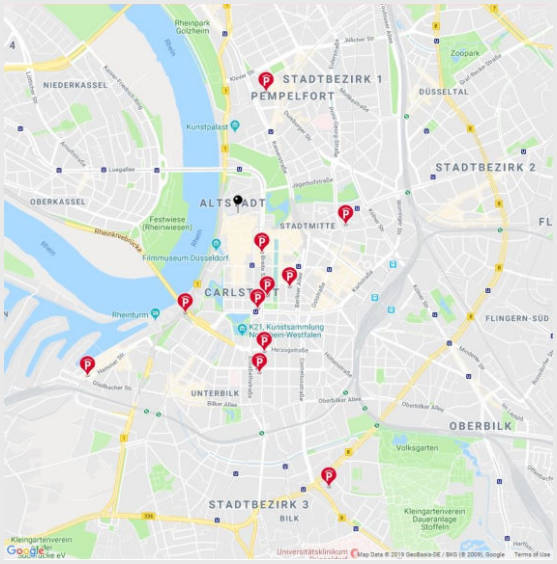
By engaging municipalities in dialogue on these matters, we want to use our expertise to make a contribution to the accessibility and sustainability of cities. We actively seek collaboration with local governments, so that regulated and paid parking become an integral part of urban mobility.

At Q-Park we endeavour to provide a range of parking solutions for easy access to city destinations. These can be at Park+Ride, inner ring, or city centre locations.

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.

Düsseldorf as an example

In Düsseldorf, Q-Park offers multiple parking locations in and around the city. According to their destination in the city, visitors can select the most suitable car park in advance, and get driving directions sent to their mobile phone.



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.

Car parks located at varying distances from the city centre give motorists a choice to park further away at a more economic parking tariff or park nearest to their final destination at a higher tariff.

Results

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 green parks and social squares;
- 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.

Hospitals

At Q-Park, we partner with hospitals and healthcare facilities whenever we can because this allows the hospital to focus on its core business of healthcare while we can focus on the parking.

Good parking facilities help hospitals run smoothly. Patients arrive on time and are less stressed for their appointments. For hospital staff, good parking facilities provide a convenient end to their journey which means they will start their shift in a positive frame of mind.

> Some may argue that parking at hospitals should be free, but paid parking is the best method for an efficient healthcare centre to meet the parking needs of staff, patients and visitors with the limited space and resources available.

At Q-Park we know that parking is never free. There are often transport alternatives to using a car and especially in a healthcare setting, for those who can, we recommend encouraging visitors to use active transport such as walking or cycling. This relieves pressure on the limited parking capacity available and ensures that there is always a parking space for those who really need to travel by car.

When we partner with a hospital, we first diagnose parking needs. We help the hospital gain insight into the types of treatments they provide, the preferred means of transport and parking movements per target group (staff, patients and visitors) to determine:

- the parking capacity required;
- a bespoke tariff structure;
- specific parking products;
- a nudging mobility menu per target group.

This helps a hospital understand the needs of their parking customers. When Q-Park operates a hospital park, we will ensure our signature features are present. For hospitals these include:

- extra spaces for blue badge holders;
- wide parking bays, preferably angled for easy access;
- specially trained Parking Hosts, committed to providing friendly and respectful service and in line with that of the hospital's own policy and procedures;
- separate parking areas for staff and visitors.

Results

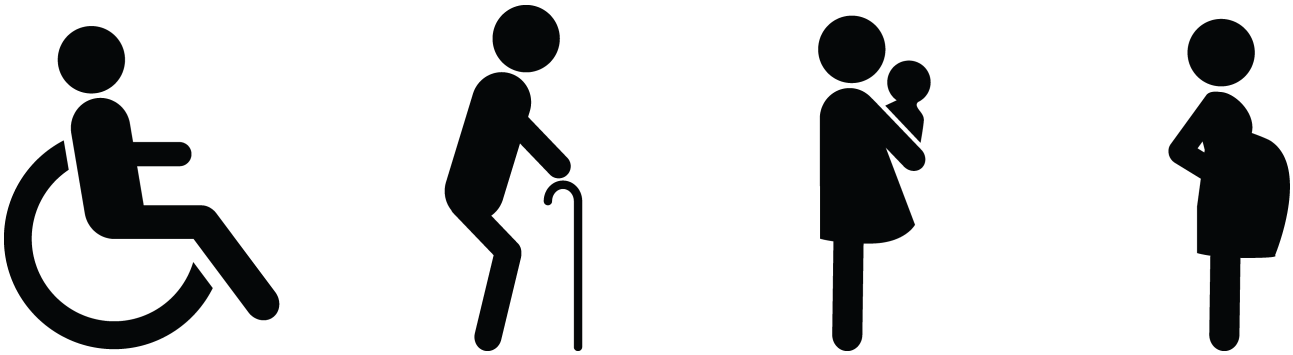
In 2018, Q-Park had a total of 63 parking facilities dedicated to serving hospital parking needs.

Click for nine specialist tips on hospital parking.

Figure 10: Specialists diagnose parking needs for hospitals



Figure 11: Inclusive mobility for PRMs



Mobility inclusion

Governments and municipalities are committed[1] to providing access to public transport and amenities for all citizens, including persons with reduced mobility (PRMs).

More than 80 million people in the EU, about 16%, live with a disability of some kind, often affecting their mobility. Considering the inevitable reversal of the population pyramid and that more than one third of people aged over 75 have an age-related condition that restricts their mobility to a certain extent, providing easy access to public amenities is vital.

Q-Park ensures that its parking facilities meet government requirements[2] for inclusive mobility with features including:

- wide walkways that provide ample space for wheelchair users and people using walking aids such as a walking stick, crutches or a frame;
- spaces for disabled motorists are always located close to the pedestrian exit to minimise walking distances;
- threshold-free access from pedestrian area to parking deck;
- wide doorways;
- ramps with gentle incline and lifts suitable for wheelchairs and buggies;
- safe handrails and protection under tapering constructions;
- easy to read signage with sufficient colour contrast;
- more than sufficient lighting levels.

The availability of inner-city parking close to POIs is an essential service to enable PRMs to participate fully in society and Q-Park is committed to providing this service.

Results

In our parking facilities we have allocated multiple spaces for motorists with special needs, whether they are parents with young children and buggies or passengers with reduced mobility. In 2018, we started to collect this information in our new back-office systems for display on the country websites per parking facility. Some counties are still inventorying these special spaces so we expect this information to be complete in 2019. The following countries have already registered dedicated spaces for motorists with PRM passengers:

- Q-Park Germany 464
- Q-Park Denmark 194
- Q-Park Finland 277
- Q-Park Ireland 113
- Q-Park UK 1,373

1 https://publications.europa.eu/en/publication-detail/-/publication/20f5cc9b-b820-11e2-ab01-01aa75ed71a1/language-en

2 https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/3695/inclusivemobility.pdfcommitted

Mobility hubs keep cities moving

Mobility hubs are busy places where travellers arrive and depart by different modes of transport, such as bicycle, car, train, or plane. Mobility hubs help cities to be accessible and liveable. Q-Park wants to help customers complete their journey as conveniently as possible so this is the place to provide additional services for car parking customers.

Besides ample parking facilities with the Q-Park signature features, fundamental services such as AEDs and toilets are available too. These services contribute to the customers' sense of safety and convenience, and help make cities more accessible and liveable.

Mobility hubs also feature:

- **Kiss + Ride zones**: Customers can park here for a brief period to drop off or pickup family and friends, or a ride share. These facilities have a longer grace period so customers don't have to worry about overstaying their welcome.



- **Lockers**: Customers can leave luggage and shopping while they use the amenities in the vicinity.
- **Parcel walls**: These are special lockers filled by parcel delivery services who give their customers a digital key to open the door and thus take delivery of their online purchase. This logistic facility contributes to reducing parcel delivery mileage and emissions, while offering added convenience to customers who order online.

Services Q-Park provides to increase urban accessibility and liveability include:

- **Pickup points**: as a service, stores in the shopping centre can deliver shopping and/or bulky goods to the pickup point. The customer drives by the pickup point to collect their goods on their way out.
- **Refrigerated lockers**: for groceries and perishable goods. At some inner-city locations this service is used by restaurant suppliers to make early-morning deliveries, avoiding congestion.

Figure 12: Mobility hubs with Lockers & Pickup points



- **Service desks**: at facilities which are part of a large amenities complex we have extended the Parking Host function to include a reception or service desk. Here we can give personal service and information, offer loyalty cards and tips for public transport and bike hire. We also look after lost property.

Integrated mobility issues are becoming more important to municipalities. Their primary concern is how to improve accessibility and, at the same time, reduce congestion and CO_2 emissions. Integrated off-street parking solutions with public transport and bicycle parking provide answers in the short and longer terms.

Results

Our proximity to alternative mobility options has increased further, particularly in France, Sweden and Norway. In total we have 119 owned and long-leased parking facilities near a major public transport hub. This means we achieved our 30 percent target in recent years and are right on track to achieve our new and ambitious 2020 target of 40 percent.

Figure 13: Proximity to alternative mobility options



Off-street parking

We are passionate about space, about people and about the living environment. We are passionate about enabling people to move around.

We provide space to park cars at locations where people want to be. At places where they want to walk, cycle, exercise or play sports. Where people want to socialise or just enjoy the surroundings. Places where they can enjoy nature, leisure and culture in its full glory.

Off-street parking facilities reduce the amount of traffic searching for a place to park, which, in turn, has a positive impact on emissions and air quality in city centres.

Wherever possible, we give the public space back to the community and enable people to use space as they see fit. This means that parking facilities are constructed under parks and squares so that cars and coaches are off the streets and out of sight. And this means that public spaces that were previously packed with parked cars can now be returned to the community, improving liveability for all.

The public space in squares and parks that are free of cars because parking is beneath the surface can be used by the local community for a wide variety of activities such as daily walks, weekly markets, monthly events, as well as for annually recurring events such as music festivals and carnival parades.

By moving car parking to underground facilities we create value for public and private landlords, commercial partners, citizens and motorists who recognise that off-street underground parking is an essential link in the mobility chain.

- By investing in off-street car parks we help maintain accessibility of urban areas.
- By taking parked cars and bicycles off the streets we help enhance the liveability in cities and towns.

Results

Of our 770 owned, in concession and long-leased car parks, more than half i.e. 427 (55%) are underground.

Click here for our Passionate about space article.



Functional quality

24/7 Service

Most Q-Park parking facilities are open 24/7 for motorists to park and retrieve their car.



That's why we offer an international help desk to motorists that is available 24/7. The QCR gives customers instant access to multi-lingual Parking Hosts in a control room centrally operated by Q-Park. They provide help and support with queries relating to the payment system 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.

Results

In total we have 3,425 parking facilities offering 24/7 services.

Figure 14: Q-Park Control Room (QCR)



Onsite 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 onsite services. These are listed on the parking facility's website page so customers know in advance what services they can expect to find.



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 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 charging stations for electric and hybrid cars at many of our facilities. To help these customers plan their trip we indicate on our website, per parking facility, whether e-charging stations are present.



Another highly appreciated service is the presence of jump leads. The Parking Host or mobile service team has access to jump leads and are available to help customers who find themselves with a flat battery. If the Parking Host is not on site, customers can call the QCR who will dispatch a Q-Parker 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.



Young people, particularly those who live in large cities, have less need for a car, particularly when there are sufficient alternatives such as good public transport or cycling routes. Yet some choose to become a member of a car sharing scheme that give them the mobility freedom without the hassle of car ownership. We therefore have an increasing number of parking facilities in major cities that offer spaces to car sharing schemes. Spaces for shared cars are designated with this icon.



We want to play a role in ensuring sustainable freedom of movement and mobility options for citizens, which is why we offer parking facilities for cars and bicycles at public transport nodes. For this, we seek active cooperation with local authorities. Integrated mobility issues are becoming more important to municipalities. Their primary concern is how to improve accessibility and, at the same time, reduce congestion and emissions.

Integrated off-street parking solutions with public transport and bicycle parking provide answers in the short and longer terms. Our proximity to alternative mobility options has increased further, and we incorporate bicycle parking in our new build parking schemes, such as Bruul in Mechelen and Handelsbeurs in Antwerp.

Our owned and long-leased parking facilities provide information about alternative mobility options. We continue to seek and provide relevant mobility information to our customers.



The number of owned or long-leased parking facilities where the parking tariff is adjusted according to supply and demand continues to increase. In the near future we expect this number to rise further when more parking facilities are connected and integrated with our back-office-calculation (BOC) system which makes it possible to offer parking tariffs for different needs, and on different days at varying times.

- In the Netherlands differentiated parking tariff strategies were introduced at several parking facilities to better control supply and demand, mainly differentiating week and weekend tariffs.
- Germany and Belgium have also introduced new schemes.
- The UK and Ireland work with special evening tariffs.

Results

We started collecting onsite services information per parking facility in our new back-office systems in 2018 and not all countries have registered the onsite services yet, making it less useful to show the results per specific service. This will be followed-up in 2019.

What we do have is 1,612 parking facilities offering a variety of onsite services which can be reviewed online.

VALUE CAPTURING



Our financial performance

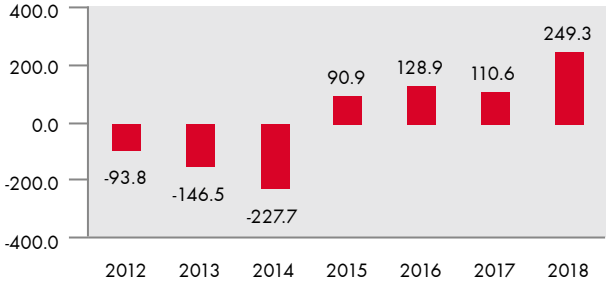
In 2018, Q-Park continued to perform well financially. All major financial indicators show an improvement.

The operating result before depreciation and amortisation came out at EUR 277.5 million (2017: EUR 261.5 million). This excellent performance is driven by a strong increase in total revenue of 2.7% from EUR 854.5 million in 2017 to EUR 877.9 million in 2018. This increase is supported by the like-for-like portfolio with a revenue growth of 2.2% and the good performance of new business.

The cash flow from operating activities in 2018 also shows healthy growth from EUR 110.6 million in 2017 to EUR 249.3 million in 2018.

Chart 4: Cash flow from operating activities

(x EUR million)



Parking revenue

Of our total revenue, about 90% (EUR 787.9 million) comes from short-term and long-term parking activities. Our total parking revenue consists of:

- 75% short-term parking i.e. EUR 593.6 million;
- 25% long-term parking i.e. EUR 194.3 million.

Chart 5: Operating result

(x EUR million)

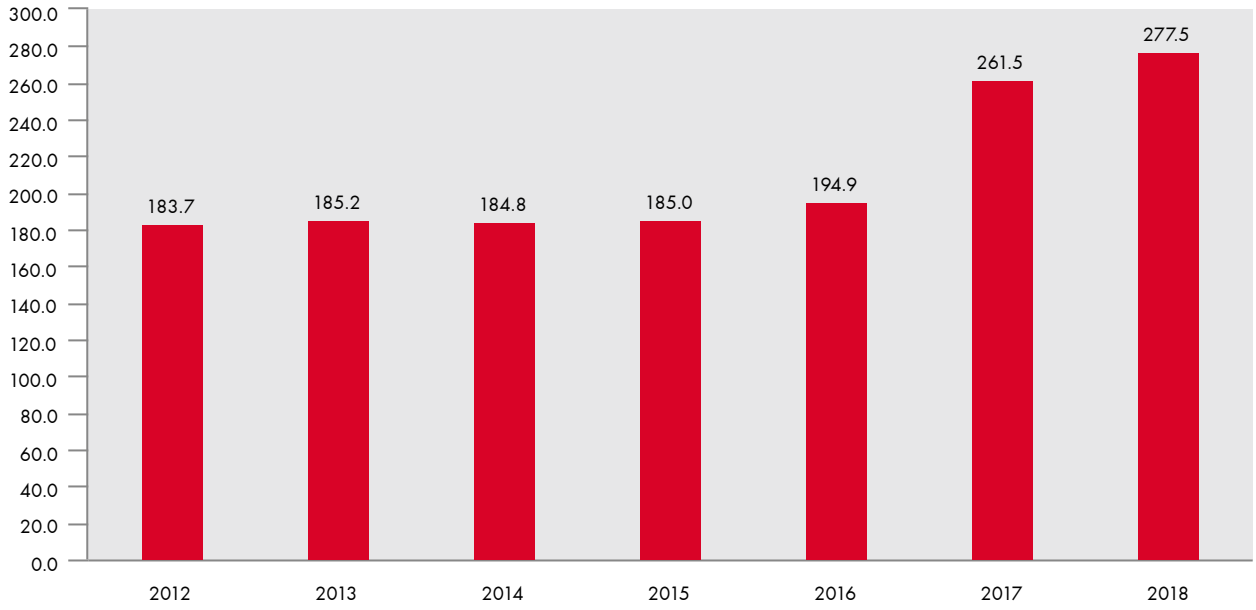
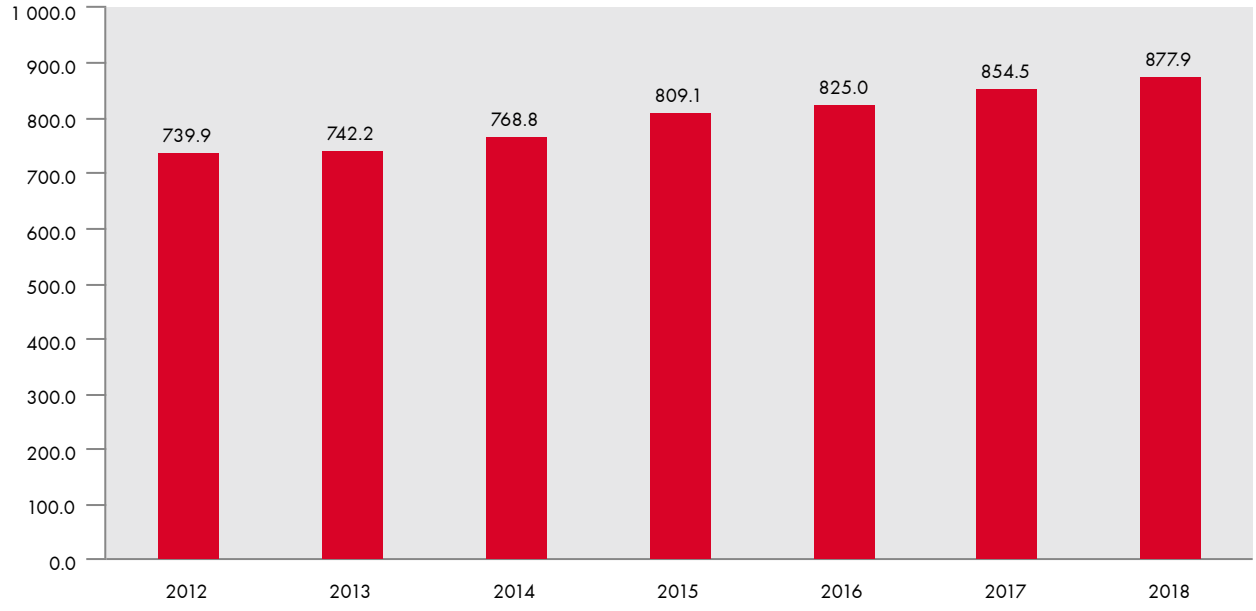


Chart 6: Net revenue

(x EUR million)



Smart contracts

We capture value for public and private landlords by offering a range of contract types and value propositions. We operate parking facilities that we own, have in concession, lease or under a management contract.

Results

Of the 3,425 owned, in concession, long-lease, short-lease and management contracts:

- 770 (22.5%) owned, concession or long-lease
- 2,120 (61.9%) short-lease
- 535 (15.6%) management

Figure 15: Offering a range of smart contracts - ownership, concession, lease or management



Strategic locations

We capture value for all our stakeholders through our portfolio of purpose-built and off-street parking facilities at strategic locations: in or near multifunctional inner-city areas, at public transport interchanges, and at hospitals.

In cities where we operate a certain number of car parks, we become a highly efficient parking operator and profound mobility partner. We can then engage in meaningful dialogue with other parking and mobility partners, including:

- providers of parking route information systems;
- urban planners regarding capacity of parking spaces needed and routing traffic;
- public and private landlords to efficiently integrate and operate their car parks in our portfolio;
- mobility providers such as public transport, shared cars and bicycles providers;
- parking tariff policy makers.

With our integrated and connected expertise, municipalities can take multiple measures to:

- reduce traffic searching for a place to park;
- improve air quality and reduce emissions;
- provide for sufficient parking capacity and proper usage, both on- and off-street;
- create a more liveable urban environment.

Figure 16: Strategic locations



Results

Cities where we have five or more purpose-built off-street parking facilities, increasing our operational efficiency significantly (in alphabetical order):

- Belgium – Antwerp and Brussels
- Germany – Berlin, Darmstadt, Düsseldorf, Hagen and Saarbrücken
- Denmark – Aarhus, Kopenhagen and Odense
- Finland – Espoo, Helsinki, Tampere, Turku and Vantaa
- France – Aubagne, Brest, Chalon sur Saône, Chambéry, Colombes, Marseille, Montigny le Bretonneux, Paris, Saint-Étienne, Toulon and Valence
- Ireland – Cork and Dublin
- Netherlands – Amersfoort, Amsterdam, The Hague, Eindhoven, Groningen, Heerlen, Maastricht, Roermond and Rotterdam
- Norway – Bergen, Drammen, Kristiansand, Lillestrøm, Oslo and Stavanger
- Sweden – Falun, Gävle, Göteborg, Helsingborg, Malmö, Örebro, Stockholm, Uppsala and Västerås
- UK – Glasgow, Leeds, Liverpool, London, Manchester and Sheffield

Environmental footprint

Q-Park aims to reduce its environmental footprint for all its operations. We express our environmental impact in terms of CO_2 emissions per parking space in owned and long-leased facilities.

We manage our environmental impact by reducing energy consumption and by introducing energy-saving technology such as LED lighting with smart switching controls in our parking facilities.

Our lighting systems switch to brighter lighting when movement of cars or pedestrians is detected. In addition, when no cars are present in part of the car park, lighting is automatically dimmed to emergency levels.

We also take simple operational measures to increase the efficiency of our parking facilities. For example, in quiet periods, we temporarily close off parking decks until the number of available spaces on the decks in use reach a certain minimum. We can do this simply by placing traffic cones in the entrance.

Figure 17: Simple operational measures to increase energy efficiency - a traffic cone



Emissions

Q-Park wants to contribute to lowering CO_2 emissions of other harmful substances, and to reducing particulate matter. Reducing emissions contributes to the general quality of life, and that in urban areas in particular.

Results

At Q-Park, in 2018 we again reduced our carbon footprint per parking space in owned and long-leased parking facilities by 9% compared to 2017. This considerable reduction can be attributed to our LED programme and operational measures designed to increase overall efficiency.

Chart 7: Greenhouse gas emissions (GHG) in tons CO_2

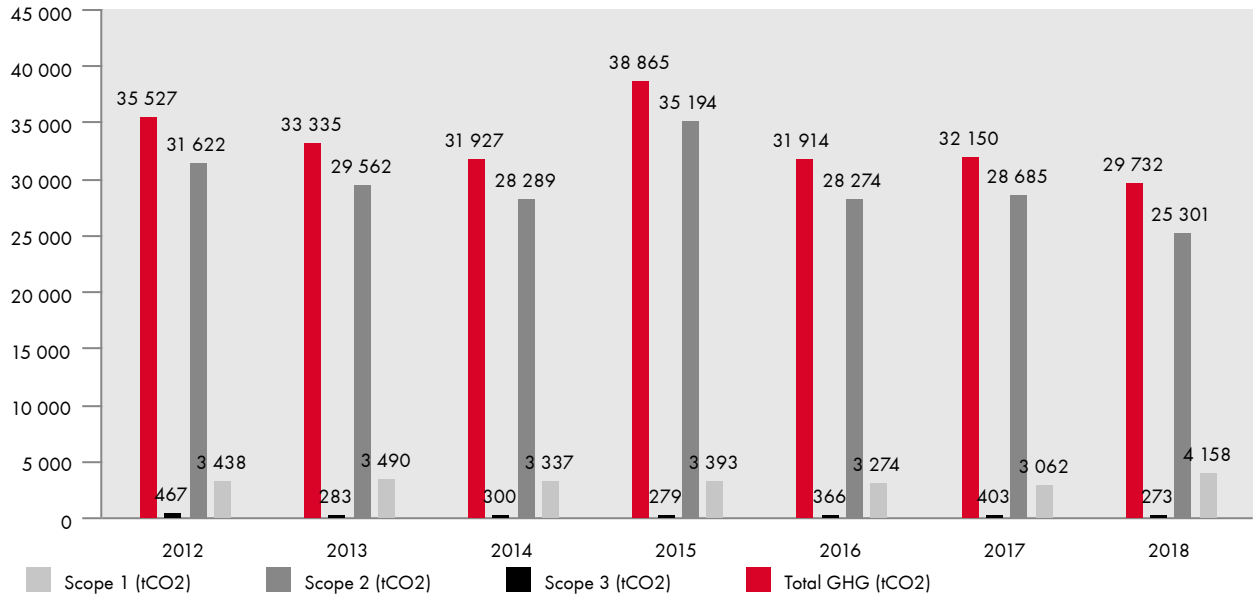
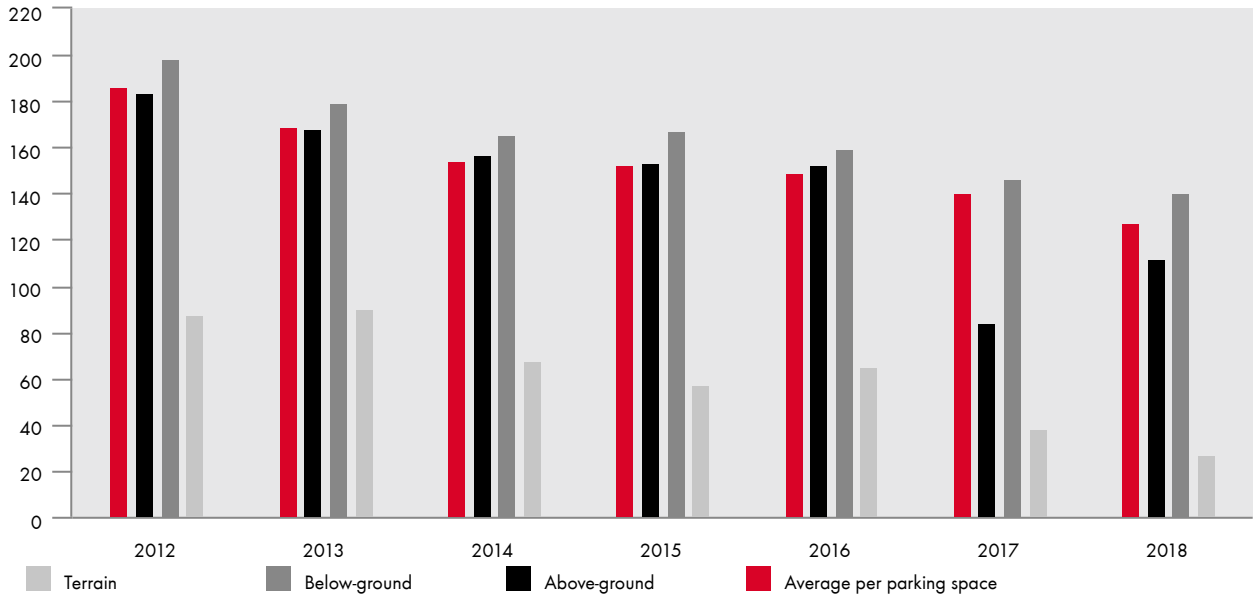


Chart 8: Carbon footprint (kg) per parking space per type of structure



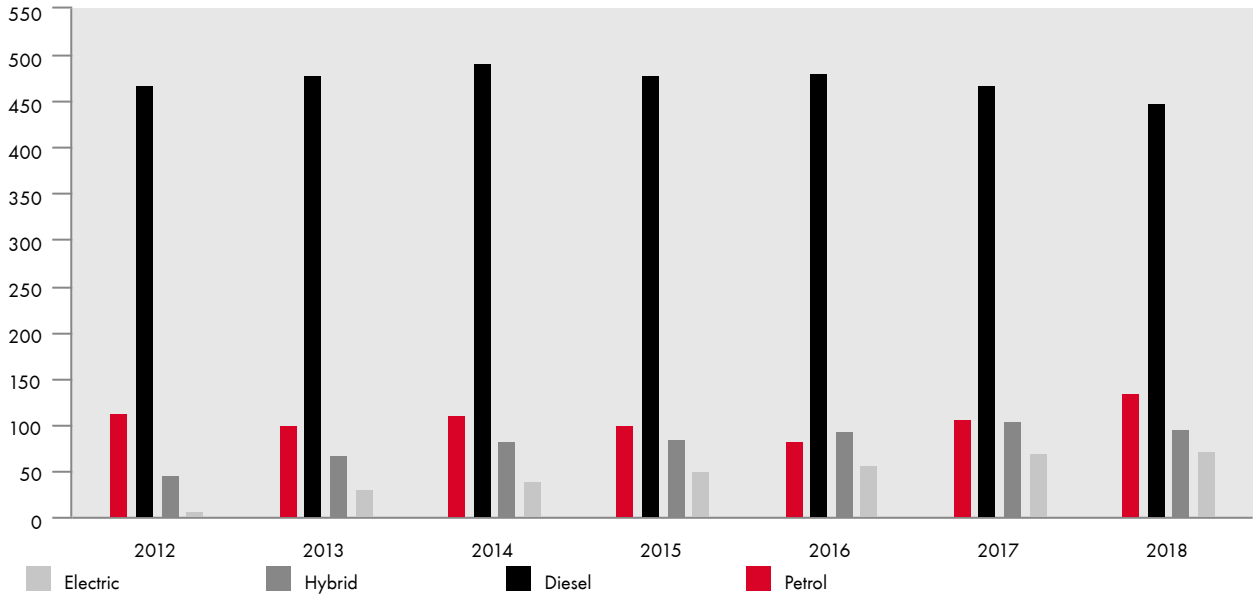
Our car fleet

We endeavour to take specific measures to reduce the negative impact that our own operating activities have on the environment. Our car fleet is slowly changing as we replace diesel cars at the end of their useful life span. In the coming year, as lease car contracts expire, we expect a considerable reduction in the number of petrol cars in our fleet as well.

Results

In 2018 we reduced the number of diesel cars in our fleet by 20 and increased the number of all electric cars by one, so we now have 71 e-cars.

Chart 9: Car fleet



Energy efficiency

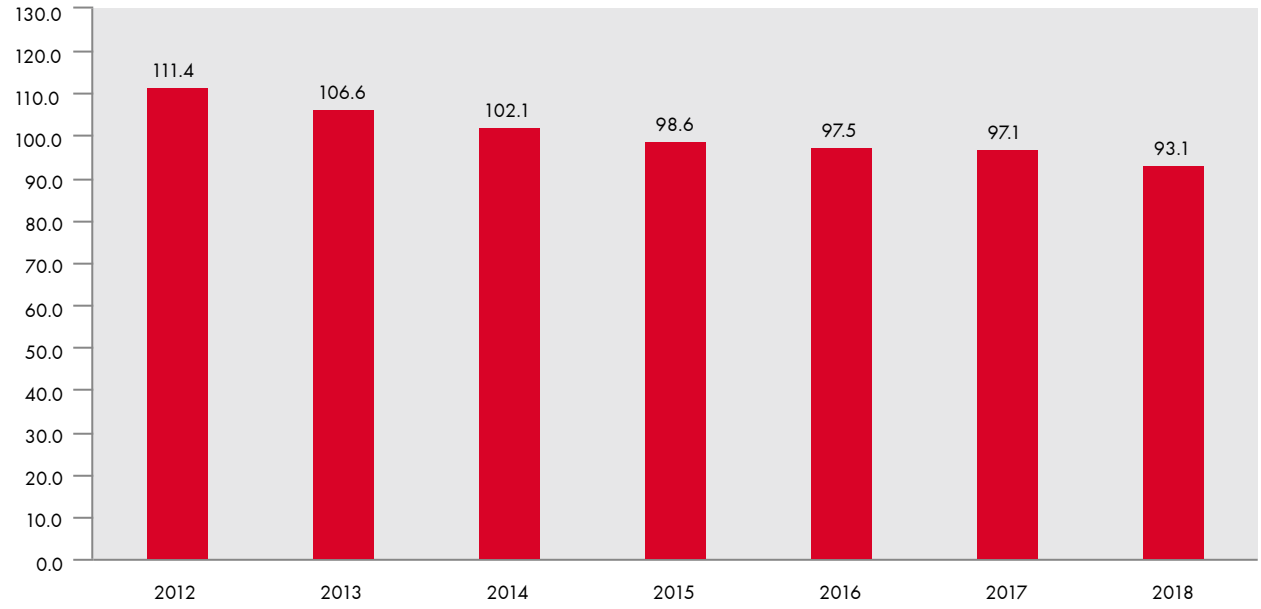
Q-Park is a large consumer of electricity, both for lighting and operational equipment, as well as for charging electric cars. We have an energy-saving programme in place to implement measures for reducing energy consumption.

The Q-Park energy-saving programme is demonstrating clear benefits – in financial terms as well as in our environmental impact. We procure our energy on a larger scale by means of a central purchasing policy and have operational action plans to consume fewer kWh ourselves.

Results

In 2018 the total amount of energy, measured in GWh, that we consumed in our owned and long-leased parking facilities decreased by 4%.

Chart 10: Total GWh consumed by owned and long-leased parking facilities



LED transformation project

In 2018 Q-Park gave impetus to its LED transformation project to accelerate the transformation to energy efficient LED lighting in parking facilities. It's thought to be the largest project of its kind in Europe.

To ensure that its parking facilities take full advantage of the latest energy-saving technologies, Q-Park is partnering with Future Energy Solutions (FES) to install state-of-the-art LED lighting in its parking facilities.

The project is being simultaneously rolled out across the Netherlands (72 sites), Germany (32 sites), France (50 sites), Belgium (22 sites), United Kingdom (47 sites), Ireland (10 sites) and Denmark (15 sites). This ambitious project will be complete by December 2019, bringing forward the considerable savings.

The huge investment, exceeding EUR 15 million, going into this LED transformation project will add more than 260 locations to the ±100 parking facilities already fitted with energy-saving lighting in the period 2013–2016.

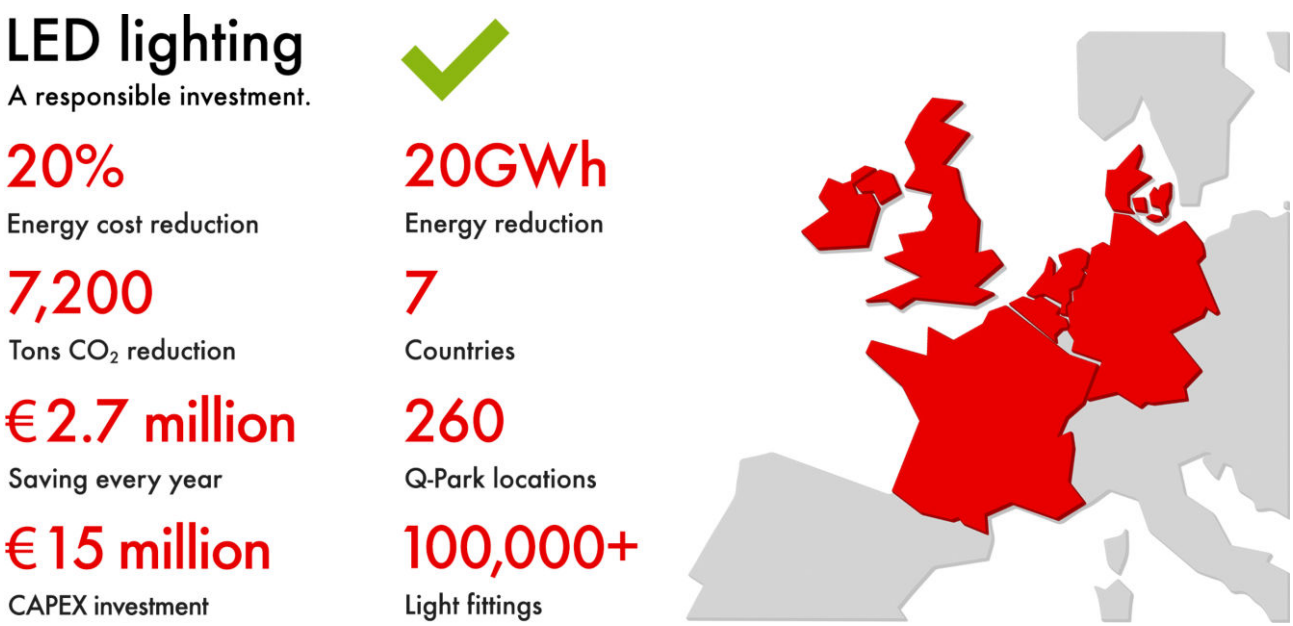
Because of the scale of this project, Q-Park can specify criteria light fittings and every single LED. This ranges from manufacturing, installation and maintenance. We require durable, consistent quality lighting with a long warranty of at least 10 years on every lighting product we use. We have specified differing lighting levels for different purposes in the various areas within a parking facility.

We have specified our lighting requirements to meet or exceed statutory requirements as follows:

- 85 lux - parking spaces, driving aisles
- 100 lux - staircases, lift lobbies, toilets
- 200 lux - parking equipment areas
- 300 lux - payment areas
- 75 lux (night time) and 300 lux (day time) - transition light at car access and exit areas to allow motorists time to adjust their eyes to differences in light levels
- Kelvin light colour temperature - 4,000K

The project will be completed by December 2019, bringing forward the benefits and savings.

Figure 18: LED transformation project - infographic



Win-Win for all

By the end of 2019, a significant proportion of the purpose-built parking facilities in our portfolio will consume less energy compared to 2018. In this way, we contribute to the aims of the Paris Agreement, which set ambitious targets for reductions in carbon emissions.

Results

Energy consumption is expected to drop by more than 20%, equivalent to more than EUR 2.7 million, accompanied by a carbon footprint reduction of more than 7,200 tonnes of CO_2 per year. These savings are cumulative, so by 2025 Q-Park will have saved more than 140 GWh of electricity, equivalent to more than 50,000 tonnes of CO_2.

In addition to more than 65% energy savings using LED lighting, installing smart lighting controls will contribute to an extra 10% energy reduction. This project means a major financial and environmental benefit for current and future Q-Park stakeholders and portfolio partners: Project developers and Public & Private Landlords.

Due to its scale, Q-Park has negotiated a 40% reduction on cost per light product. By December 2019, the lighting experience at 260 parking facilities will have been transformed with more than 100,000 installed LED luminaries.

Click here for our LED Showcase.

Figure 19: LED transformation project - transitional light at car access and exit points



Parking products

Short-term parking

We serve about 1,000,000 customers every day and most of them just take a parking ticket or use their bank card to access and exit our parking facilities.

Most customers visit us between 2 to 4 times a month which makes it very convenient to just be able to make use of our services without having to register or log in. They can just come and go as they please, knowing that their car will be parked safely near a location where they want to be.

Customers hardly ever plan their trip when going shopping or visiting friends as they know that we have parking spaces available for them. But if they have tickets for the theatre or a concert and they know it will be busy in the car park, then they may want to plan and pre-book a parking space.

For customers who want to plan, or who know exactly where they want to go, our country websites provide pre-booking services and detailed information for navigation purposes. Per car park the website also includes details of onsite services, such as where they can charge an e-car and what the parking tariff structure is so customers can make an informed decision of where to park.

Results

Of our total parking revenue about 75%, EUR 593.6 million, is generated from short-term parking.

Figure 20: Short-term parking offers flexibility and freedom of mobility



Season tickets

We offer a wide variety of season ticket options for our customers who park with us frequently and are looking for a more economic and convenient parking solution.

- Residents may want a Nights + Weekend product.
- Employees may want an Office solution, for five days a week from 7:00 til 18:00.
- Those working in retail may be better served with a 6x24 hour season ticket.

We have season tickets available for a month if customers need flexibility or for a longer period of time for customers who are looking for a better price.

Results

Of our total parking revenue about 25%, EUR 194.3 million, is generated from season ticket sales.

Figure 21: Season tickets offer an economic solution for frequent customers



Pre-booking

We offer pre-booking services for our customers via our own sales channels, the country websites.

We also offer pre-booking services for the customers of our commercial partners via their sales channels. By means of APIs we offer integrated solutions for our partners and their customers to combine pre-planned activities. Consider, for example:

- Booking theatre tickets and an evening parking ticket in one smooth flow;
- Or booking your holiday and a few days or weeks parking at an airport.

The number of pre-booking transactions grows year on year as well as the number of commercial partners who seek to connect and integrate with our seamless planning-paying-parking solutions.

Results

We have 385 parking facilities offering pre-booking services online.

Figure 22: Pre-booking services online

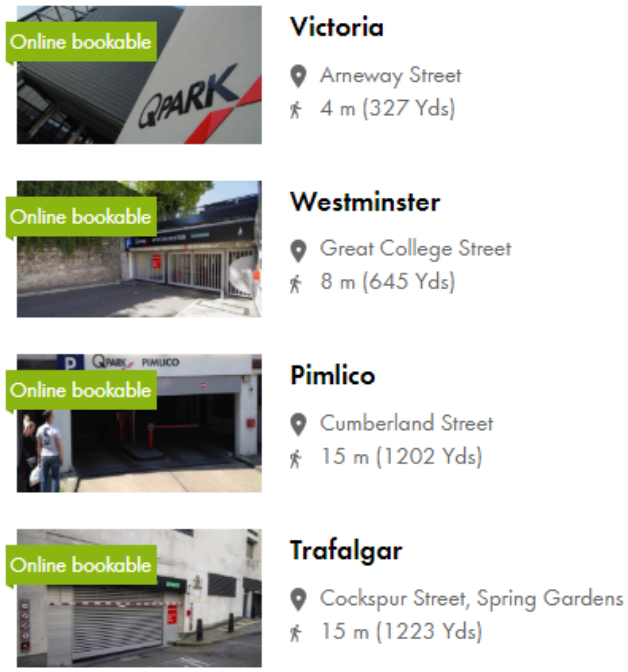


Figure 23: Pre-booking services for seamless planning-paying-parking partner solutions



VALUE SHARING



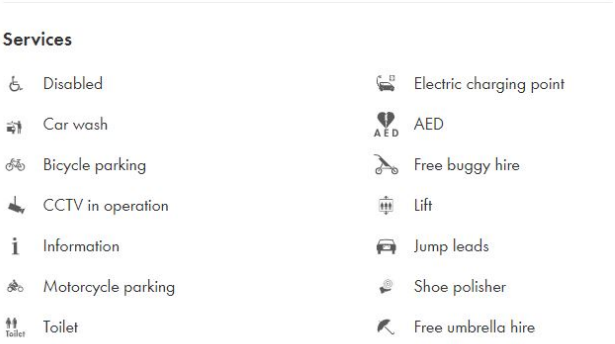
Parking information

Q-Park aims to provide as much information as possible about its parking facilities to visitors at the location itself and in advance through country specific websites.

We have created a useful place for all this information in our recently renewed back-office systems which feeds the country websites. Besides mentioning popular destinations nearby, the information presented includes:

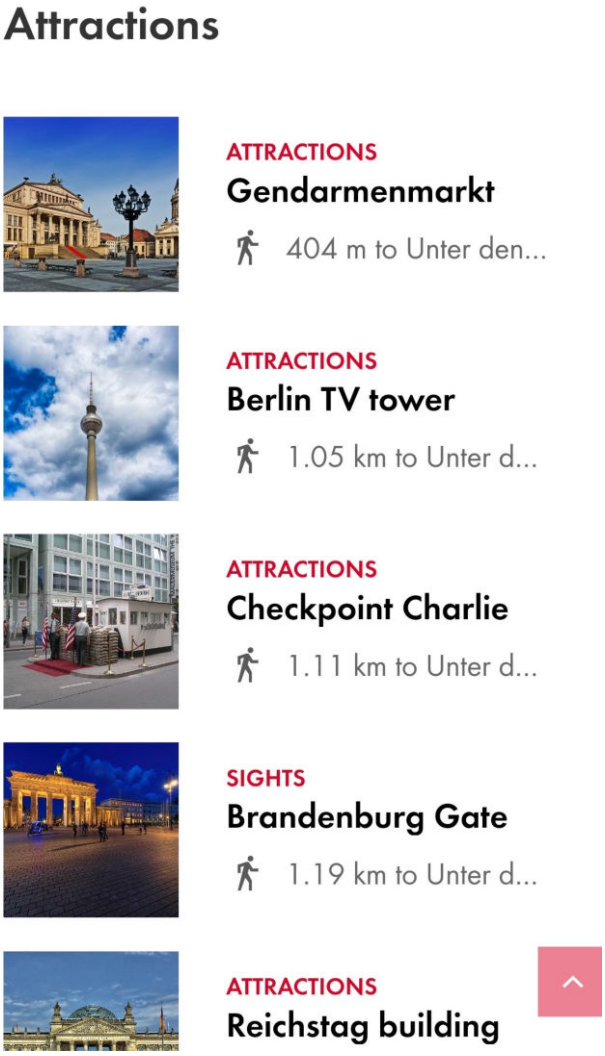
- number of parking spaces, including those for blue badge holders
- drive through height
- number of e-charging stations
- parking tariffs and options for pre-booking and season tickets
- services provided, such as AED, family parking, and toilets

Figure 24: Information about our services online



Wherever possible, we locate our inner-city parking facilities within easy walking distance of points of interest (POIs). And we indicate this distance to attractions in the information about a parking facility on our websites and in our parking apps.

Figure 25: Walking distance to attractions shown online



Results

1,861 parking facilities provide the most sought after information by our customers, and more, online.

Points Of Interest (POIs)

Identifying and listing points of interest (POIs) in the vicinity of a parking facility is not an easy task but it is something we at Q-Park do diligently.

Organisations responsible for a POI, local tourism or an event can help visitors by registering with partners in the travel chain such as Q-Park, who then add the POI to the information provided per parking facility.

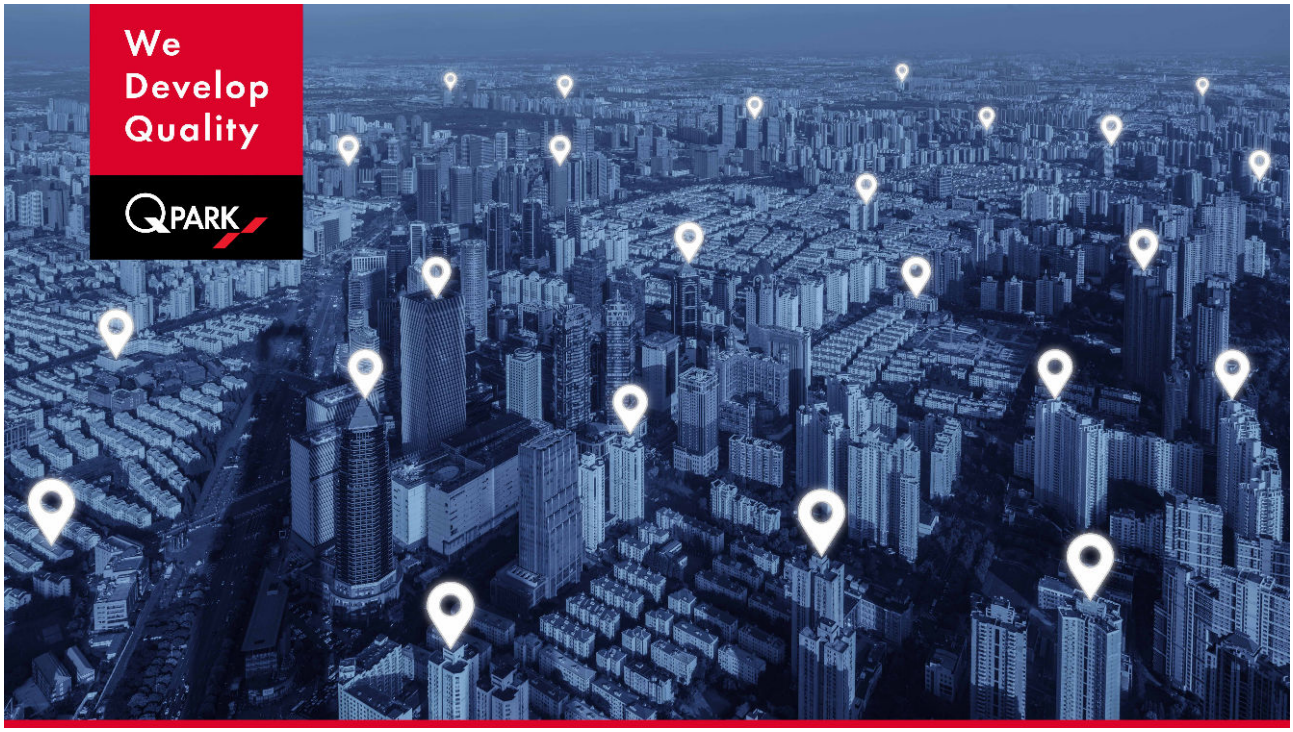
In addition, we have integrated smart and intuitive search engine functionality in our websites and we also indicate how long the walk is to the final destination. And many POIs offer a reciprocal service by including a link to our parking facility and pre-booking services on their site.

Results

In 2018 we listed 1,333 POIs which are near to our parking facilities. The online information includes walking distance, parking tariff, navigation information et cetera, enabling motorists to make an informed decision of where to park.

Except for France, all countries have listed relevant POIs in our back-office systems. We will follow-up in 2019 and continue to add POIs easily accessible from our car parks and thus contribute to further decreasing the amount of traffic searching for place to park.

Figure 26: POIs near our parking facilities identified



CSR car options

E-charging

Electric vehicles (EVs) have become part of the cityscape – they are here to stay for the foreseeable future. EVs need to park just like petrol and diesel fuelled cars do. The difference is that motorists want to recharge their car's batteries while parking.

The EV not only occupies a parking space, but it may hog an e-charging point even when it's fully charged. And this poses societal dilemmas.

Societal debate on e-charging behaviour

The charging behaviour of electric vehicle motorists was a subject of societal debate in 2018. One major source of irritation is charge-point 'hogging': when cars that are fully charged block charging stations for hours. The Dutch Association for Electrical Vehicle Drivers (VER) and some major energy companies think the problem can be solved by imposing an extra charge for people who 'hog' charging stations.

A survey by PitPoint Clean Fuels and two Dutch academic institutions indicated that people would move their cars if they had to pay more once the battery was fully charged. The counter-argument is that when customers park and charge their e-car to visit a theatre or a restaurant they are unlikely to interrupt the evening to move their car when it's fully charged and would accept the 'fine' as part of the costs of their evening.

The number and complexity of contracts between charging point suppliers, energy companies and e-charge providers in Europe also impede transparency, which is a precondition for introducing any extra costs for customers.

Q-Park e-charging service dilemmas

We also have paying guests who park their petrol or diesel car on a reserved charge-point parking space - we are experimenting with measures, social or otherwise, to nudge our customers to park their car at the right space.

Our service is all about 'no worries' after parking your car. We don't want our paying guests to come back, just to re-park their car.

The service of EV-charge providers conflicts with ours. We are talking with all parties concerned to come up with a holistic solution.

Smart charging outside peak times

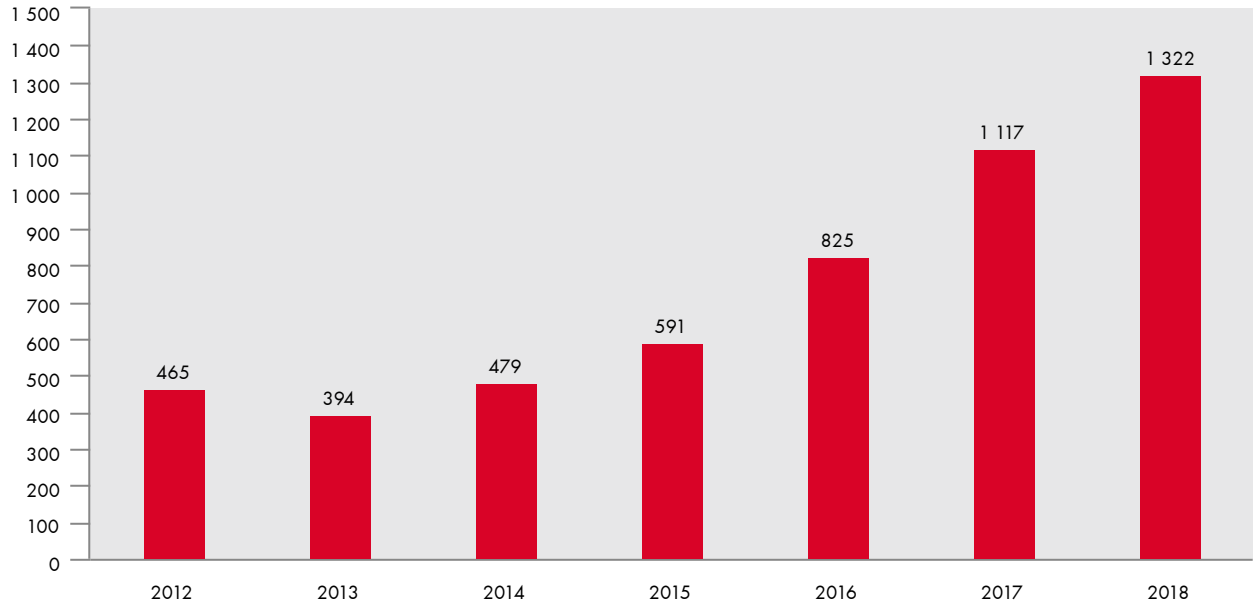
The timing of e-charging is another issue on the minds of local authorities. A survey into the charging habits of e-motorists indicated that the numbers of people charging their e-vehicles at the same time (usually between 18:00 and 22:00) could overload the power grid and reduce the beneficial environmental impact of electric vehicles.

Since the potential growth of e-vehicle numbers will only intensify this problem, Gelderland and Overijssel want to install 4,500 smart charging stations in 44 municipalities to make it more attractive and convenient for motorists to charge their cars outside peak times.

Results

In 2018, Q-Park had 1,322 parking spaces reserved for e-charging in more than 220 parking facilities, an increase of 18%.

Chart 11: E-charging stations



Car sharing

As municipalities increasingly impose measures to nudge people towards lower car use in city centres, it is logical that more people are embracing car sharing as part of the wider trend towards the sharing economy.

People who live in large cities have less need for a car, particularly when there are sufficient alternatives such as good public transport or cycling routes. The actual number of shared cars is still low compared to the total number of cars on the road. Current forecasts, for example from Shared Mobility News, predict continued market growth for both shared fleets as well as people subscribed to one or more car sharing schemes.

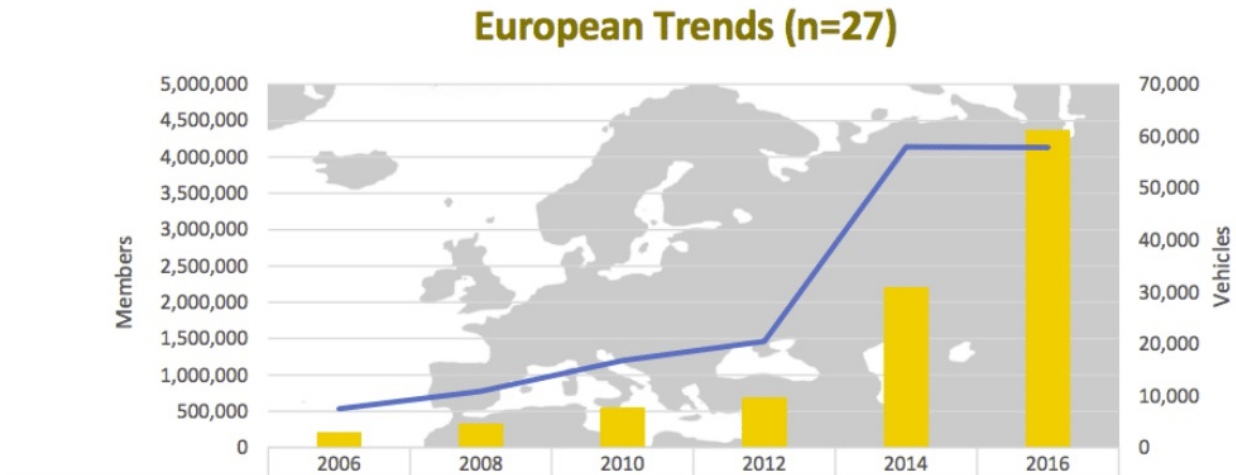
And according to research firm Frost & Sullivan, the number of people using car sharing services is expected to increase almost threefold from roughly 7 million members and some 112,000 vehicles in 2015 to almost approximately 36 million members and some 427,000 vehicles by 2025.

As a strong supporter of initiatives to support sustainable mobility, Q-Park already focuses on making parking spaces available to car sharing service providers and their customers.

Results

In 2018, there were 36 owned and long-leased parking facilities offering spaces to car sharing schemes.

Figure 27: European trends on car sharing (source: Shared Mobility)



	2006	2008	2010	2012	2014	2016
Members	212,124	334,168	552,868	691,943	2,206,884	4,371,151
Member Growth Rate	0%	26%	29%	12%	79%	49%
Vehicles	7,491	10,833	16,779	20,464	57,947	57,857
Fleet Growth Rate	0%	20%	24%	10%	68%	0%
Member-Vehicle Ratio	28.3	30.8	32.9	33.8	38.1	75.6

Digital services

Cashless and contactless payments

Naturally, on accessing the car park, a motorist can still take a traditional paper ticket and pay by cash or card at a Pay-On-Foot (POF) machine before driving to the exit, but cashless and contactless payments continue to gain in popularity.

Making life easier for customers and operators

In response to changes in customer needs and behaviour, digital and payment trends, and the evolution of smart cities, we are constantly developing our parking management systems and our operational processes. We have offered various cashless and contactless payment options at all our parking facilities since 2016.

Value for customers

Cashless and contactless payments enable motorists to access and exit a parking facility using their payment card, just as they would pay for their groceries. This contemporary way of paying for parking enhances the customer experience and at the same time makes our payment transaction systems future proof.

Card payments are on the increase and many people don't even carry cash any more. Our customers clearly like paying by card.

Top four advantages for the customer:

- Customers can access and exit the car park using their debit or credit card or partner loyalty card, or smartphone
- Customers save time as they don't have to go to the Pay-On-Foot machine
- No paper ticket to lose
- No need to carry change

Value for operators

Cashless and paperless parking transactions make parking facilities safer and cheaper to run for operators and landlords. Even though the payments services provider charges a fee per transaction, there is no need to empty cash from the machine, deposit cash at the bank or purchase change. In addition, there is less wear and tear on the machines, less vandalism and less temptation for fraud as with cash.

Top four advantages for the operators and landlords:

- All payment options open
- Safer – less cash at the car park
- Fewer breakdowns and reduced maintenance costs for parking management systems
- Card payments are cheaper than cash

All these developments reduce the total investment and cost of ownership of the parking management system, making a cashless and contactless barrier system even viable in smaller car parks. Some car parks are even 'cashless only'.

Validation

We offer a number of schemes to assist our purpose partners. We call this validation – it means that our partners can reimburse their customers for all or part of their parking fee. This may be in the form of a free exit ticket or specific time or value reduction on a parking transaction. For example:

- First hour for free when spending EUR 20 or more at a grocery store;
- EUR 2 discount when spending EUR 20 or more at a fashion store.

Q-Park UK has launched a loyalty programme in conjunction with purpose partners.

Q-Park customers can easily earn benefits using the Q-Park Rewards app. Customers register their bank card in the app and use that card to pay for parking at Q-Park or one of the many high-street retail partners. Q-Park tracks the payment and gives the customer rewards and benefits based on the amount spent on parking.

Results

In 2018 we developed the Parking as a Smart Service (PaSS) platform. This will enable us to launch even more digital enabled value propositions (planning, payment, parking) to public and private landlords, and to commercial partners.

Figure 29: Parking as a Smart Service platform

PASS®
PARKING AS A SMART SERVICE
Powered by Q-Park

Figure 28: Cashless and contactless payments



VALUE RETENTION



Programmes

Compliance

We aim to comply with national and European laws and regulations regarding our industry. Our risk management policy states that we are averse to the risk of non-compliance with relevant laws or regulations, and to non-compliance with our own codes, contractual agreements, and covenants.

In 2018 we initiated a Compliance Programme to analyse our risks and to improve our risk management mechanisms throughout the organisation.

We mapped our compliance areas in a risk matrix and defined improvement actions related to our high priority compliance areas. We defined GDPR (EU General Data Protection Regulation), PCI DSS (Payment Card Industry Data Security Standard), ethics and integrity as high priority areas.

GDPR

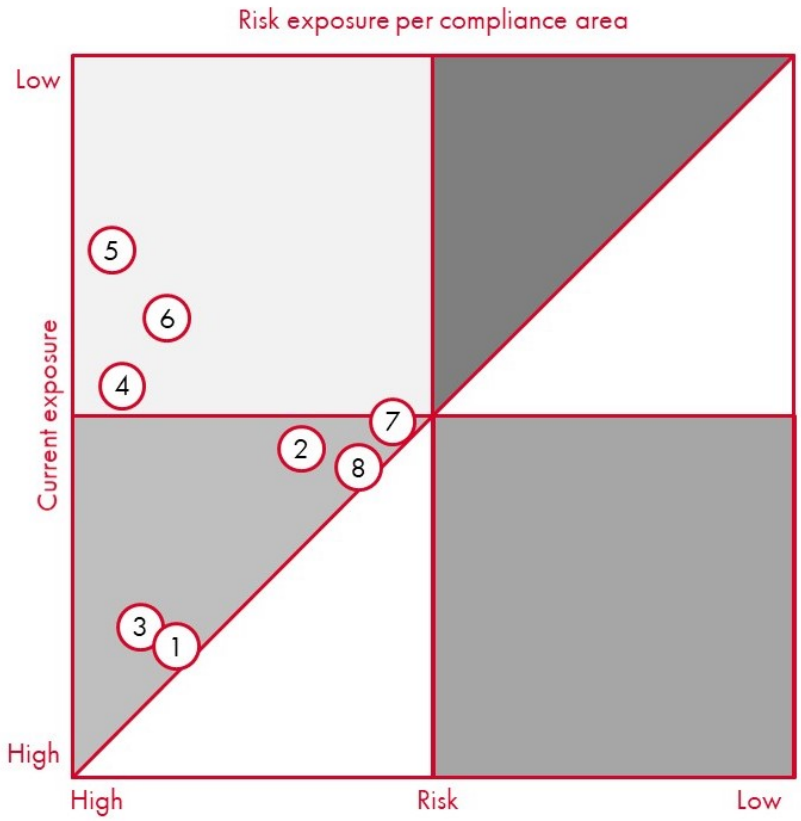
Our GDPR team, consisting of Q-Park country and corporate privacy officers with external support, had the necessary procedures in place in all Q-Park countries in time for 25 May 2018, the date GDPR came into force.

Although GDPR has transitioned from a project to the operational phase, this area requires ongoing attention to ensure compliance with:

- data retention periods and clean systems
- data processor agreements at corporate and country level

In addition, we will continue our awareness and training programme regarding information security policies and guidelines.

Figure 30: Map of compliance areas



Compliance area	
1	Information security
2	Ethics & Integrity
3	Employment
4	Tax
5	GDPR
6	PCI DSS
7	Document management
8	Contract management

PCI DSS

PCI DSS is the worldwide Payment Card Industry Data Security Standard that was set up to help businesses process card payments securely and reduce card fraud. Compliance with the standard is required from all organisations that handle branded credit cards from Visa, Mastercard and AMEX. PCI DSS is intended to protect sensitive cardholder data. Validation of compliance is performed annually.

Figure 31: PCI DSS compliant

Organisations that store and process credit card information must comply with PCI DSS guidelines, regardless of the size of the organisation and regardless of the number of transactions. The guidelines are widely set up and include detailed measures at both business and ICT levels. Policies, procedures and technical measures are all part of the package.

PCI DSS distinguishes between transactions (expressed in levels). The greater the number of transactions an organisation processes annually, the higher the level and the stricter the measures. These may vary from fines per incident to termination of the contract.

As cashless payments at parking facilities continue to increase, Q-Park relies considerably on card transactions. Compliance to these standards are therefore critical to our operations.

Ethics and integrity

As a provider of high-calibre parking services, Q-Park considers compliance to high ethical and integrity standards very important.

In 2018, the Compliance Programme team prepared an ethics and integrity project plan which includes a statement of the project objectives, approach and deliverables - including the Q-Park Integrity Policy. In the coming year the team will continue its work, culminating in a training and awareness programme to raise awareness of the importance of this compliance area and to make improvement actions sustainable.

Click here for our Integrity Policy

Results

- We developed a strategic Compliance Programme to analyse our risks and to improve our risk management mechanisms throughout the organisation.
- For GDPR, all necessary procedures in place in all Q-Park countries in time for 25 May 2018.
- Validation of compliance with PCI DSS.
- Q-Park Integrity Policy developed and published.

Employee training

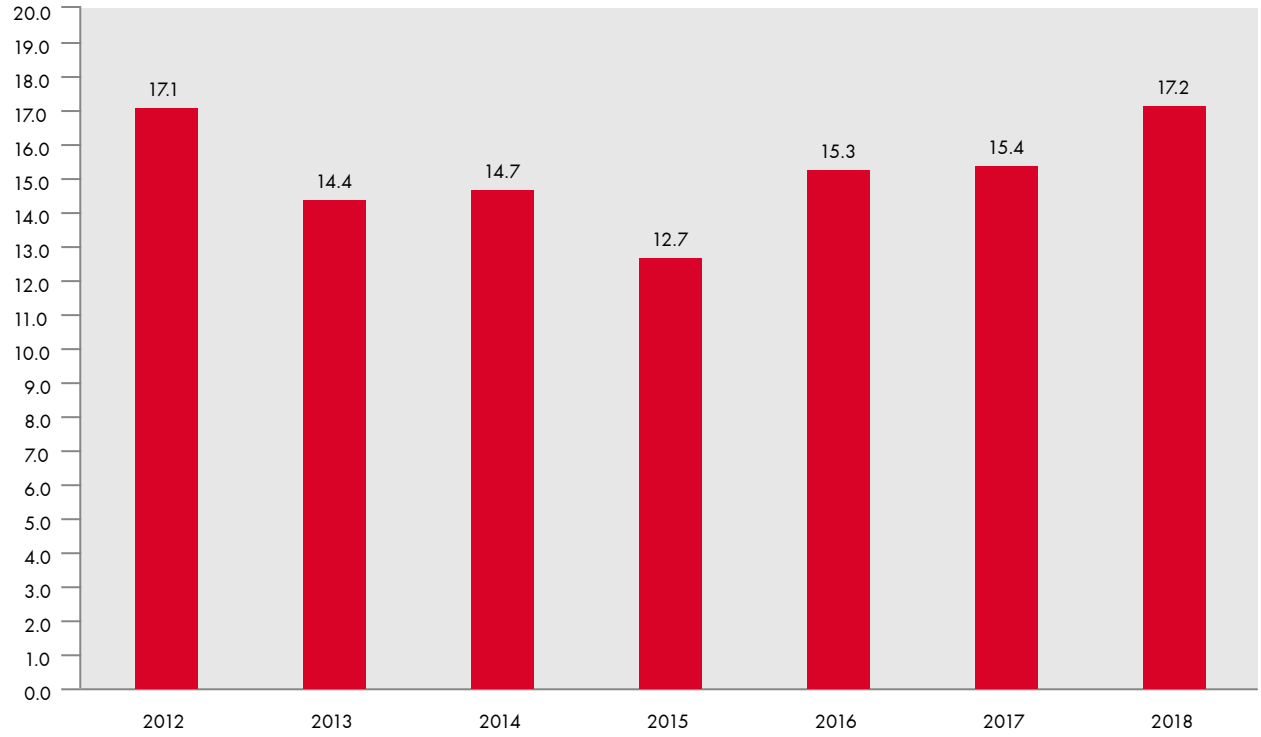
We value our employees and want them to be confident about the various elements of their work. To assist this, we aim to give our employees regular training and professional development opportunities.

In our materiality analysis, we found that anti-corruption was seen as material by our stakeholders. This year, there were no confirmed incidents of corruption. However, we will keep measuring this and include an anti-corruption training in the general training package for employees.

Results

Across all countries, including head office in the Netherlands, employees in managerial and non-managerial positions receive an average of 17.2 hours training each year.

Chart 12: Employee average training hours



Health & Safety

Our aim is to increase our employees' engagement as well as contribute to their health and safety.

Q-Park has 2,378 employees (2,146 FTEs). The majority of these people work in or near our parking facilities as Parking Hosts. Our social relevance for operational employees is considerable. Together with the retail and cleaning sectors, we are committed to helping people who like to take a practical approach. We are a binding factor; we offer varied work and a certain status, so all colleagues feel appreciated.

Q-Park promotes the health and safety of customers and employees. We achieve this mainly by training our employees and equipping them for their work, and by creating a safe and healthy working environment. We also offer our employees the opportunity to learn lifesaving skills so that they can help someone both at home and at work.

Every year, we receive millions of visitors in our parking facilities at all hours of the day. Unfortunately, it is inevitable that our employees will encounter aggressive or inappropriate behaviour. We offer Parking Hosts conflict management training so they can learn to deal with such situations.

Figure 32: Active mobility teams



Results

Health

- Training to learn how to use an AED, a skill most appreciated around family and friends
- Active mobility teams who can be dispatched by QCR at a moment's notice
- Climate control and over pressure in the Parking Hosts' lodge to limit car fumes in work area

Safety

- Less cash in our parking facilities, we proactively encourage cashless payments
- Conflict management training to learn how to deal with aggression
- CCTV monitoring and footage is available

Co-creation

We aim to retain value through co-creation.

We work together with parking payment service providers (PPSPs) such as EasyPark and Yellowbrick who want to combine their on-street parking and payment solutions with off-street parking for their customers.

This partnership enables customers to:

- park in our facilities with the PPSP card of their choice;
- receive a convenient overview of all their parking transactions;
- pay immediately or make a single payment at the end of the month.

In the Netherlands, Q-Park has a co-creation solution with the NS, the national railway operator. Q-Park manages the Park+Ride car parks at train stations and enables NS Business Card holders to use their public transport card for parking as well.

We co-create with municipalities and public and private landlords to provide underground bicycle parking, infrastructure solutions, green spaces as well as routes for pedestrians and cyclists above ground.

Figure 33: Co-creation with NS Business Card

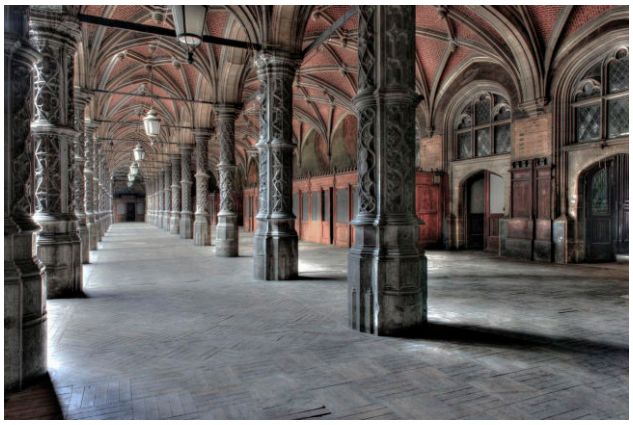


We also endeavour to create aesthetically pleasing interiors and exteriors to our structures either as an artistic statement or to blend in with the surroundings. In many of our inner-city projects, such as Deansgate North in Manchester and Handelsbeurs in Antwerp, we have retained the architectural heritage.

Figure 34: Architectural heritage - Deansgate North



Figure 35: Architectural heritage- Handelsbeurs



Results

From 2019 onwards we intend to start listing value retaining co-creation partnerships, for example on:

- third party parking and payment enablers;
- sustainable transport enablers;
- public transport enablers;
- public-private partnerships.

Expertise

We aim to retain value by sharing our expertise. We do this with the We Develop Quality (WDQ) campaign, the Annual Q-Park Thesis Award, Thought Leader events, and by participating in industry platforms such as:

- Danish Parking Association
- Norwegian Parking Association, and Parking Complaint Team
- Board member at Vexpan, Stichting Maatschappelijke Projecten Maastricht
- Member of Communication Partners
- Member of GBN platform (grote bedrijven netwerk - MVO nederland)
- CROW, (Dutch technology platform for transport, infrastructure and public space)
- EPA (the European Parking Association)

We Develop Quality

We launched the WDQ campaign in 2018 to share our expertise of car park design and knowledge of the role of parking in making cities more liveable. In this campaign Q-Park ambassadors are encouraged to read and share the articles with their network.

Click here for the expert articles.

The **We Develop Quality** goals are twofold, to:

- Improve top-of-mind awareness of Q-Park's expertise, products and services among public and private landlords
- Strengthen the organisation

The articles cover a wide range of topics and form an invaluable knowledge resource in the expertise centre as part of the corporate website.

In total, 32 articles were published under the headings:

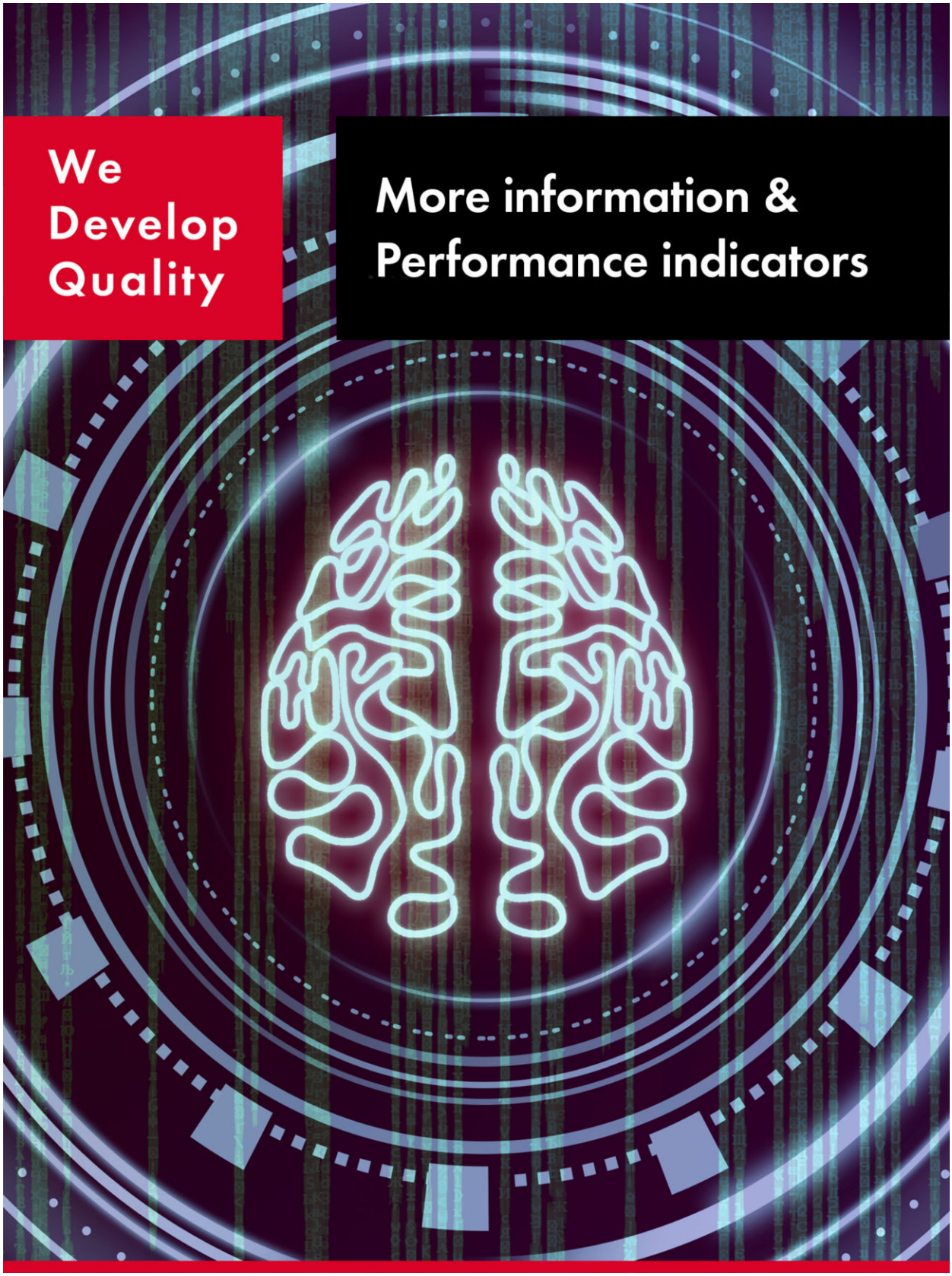
- Customer focus
  - Parking facility design
  - Operations
  - Digital solutions
- Urban mobility
  - Mobility hubs
  - Social responsibility
  - Parking tariffs
- Expertise & Passion
  - Future of parking
  - Above & beyond
  - Eco systems

Using the social sharing tool 'Social Seeder', the articles were first shared among Q-Park ambassadors who were encouraged to share the articles in their own networks in the social media channels of their choice.

Results

As the year progressed the campaign gained 116 unique Q-Park ambassadors who shared articles in their networks, culminating in an estimated interaction with our target audiences of more than 116,000.

OTHER INFORMATION



GOVERNANCE, POLICIES, AND CODES

We have moved all the static information about or governance, policies and codes from the report to our corporate website as this information does not depend on the reporting year.

Click here for our Corporate governance.

Click here for our Integrity Policy.

Click here for our CSR Code.

Changes in CSR reporting

In 2018 Q-Park redefined its CSR strategy together with its CSR partner Sustainalize. We created the Q-Park Liveability Model as the overarching strategic model for Q-Park's CSR activities, through which we can steer our business activities to create value for our stakeholders and society.

We consider improving the liveability and sustainability of cities through our activities to be part of our purpose. We have developed a visual to communicate our CSR strategy in a clear and simple manner.

Based on the new strategic model we have re-evaluated our CSFs, KPIs and targets. As a result, we will not report on some of the existing indicators and we have established new indicators that better reflect our core activities.

In addition to reassessing our strategy, CSFs and KPIs we have also endeavoured to simplify the reporting process and make this more efficient. Much of the information needed can be retrieved directly from our back-office systems which is a major efficiency gain for our CSR reporting.

In 2018 the company was renamed from Byzantium Acquisition MidCo 2 B.V. to Q-Park Holding B.V.

We value your feedback

We value your feedback on our CSR Report 2018 as this will help us to further improve its quality. Should you have any questions or comments, send an e-mail to cmc@q-park.com.

WHAT WE CAN DO BETTER

Although Q-Park strives to improve its performance in all areas of its operations, sometimes things may still go wrong or the initiatives taken may not have the desired effect. This chapter summarises the most important aspects in 2018 that did not go as expected and which need to be looked at carefully in the future.

Training employees

At Q-Park, just as our stakeholders, we consider employee training and education to be very important. We therefore include this in our policy, and that is why we train our staff particularly in personal safety, security, ethics, anti-corruption and conflict management.

We aim to give these training courses regularly in all our countries. However, in Q-Park's current phase, the focus was set on developing the company and our positioning in the market, which has required our full attention. Most training courses will resume in the coming years.

Customer satisfaction

The most significant point for improvement identified in the customer satisfaction survey concerns our complaints handling process. We received feedback on the speed with which a solution was given, the quality of the solution offered, and whether customers feel that their complaint was given fair consideration. We are developing action plans to address this issue.

External verification

External verification increases the confidence stakeholders have in our accountability and has a disciplining effect on our internal organisation. But external verification also entails extra time and costs. Today, the reporting process is standardised and the structure of the data requested can easily be checked for completeness and reliability. The whole process of CSR information gathering is therefore already prepared for future external verification with the quality standards that stakeholders expect from us.



FUTURE OUTLOOK

The way forward to 2020 and beyond

We are optimistic and we are therefore working with a growth forecast. The primary task for 2019 is to systematically improve and implement our CSR policy and tactics. We need to close the gap between global and local needs, establish inspiring and challenging goals for the years to come, and improve our information management, data collection and analysis processes to balance the workload with the value it generates.

At Q-Park, we are always looking for ways to add value to a liveable, well-functioning society and to improve customer experience. In addition to the practical collaboration models, we will align landlords' and customers' expectations to the latest developments and strategic choices. We will also invest in new technology and provide our customers quick and easy access to our facilities.

Meeting motorists' expectations

We will continue to lead the parking industry by being at the forefront of development, adopting and embracing technology. We will be better equipped to implement the digital and payment solutions that customers require, and this will place us in a better position to participate in Smart City and Smart Mobility concepts. We will also continue to facilitate car charging where demand is growing.

Fulfilling business partners' needs

Our ambition is that landlords will increasingly turn to us as their knowledge partner to help them keep up with technical developments and provide economies of scale for investments.

The benefits for purpose partners at destinations such as theatres, restaurants, and hotels will include more integrated customer interactions and parking service provision in one seamless flow with their products and services.

Car parking market developments

It goes without saying that we keep a close eye on developments that influence the car parking market, such as the need for accessible inner-cities, the growth of online sales, as well as autonomous vehicles and car sharing concepts. Together with various experts, shareholders and senior management we will continue to explore these developments and apply the relevant insights.

Non-financial data infrastructure

Our non-financial data assurance and processes are not as automated as those for the financial information. We want to improve this so that we can report as efficiently and reliably as possible and monitor our targets and improvement projects.

Divestment of the Nordic business

Based on strategic considerations a project was launched in 2018 to divest the Nordic business consisting of the operations in Sweden, Norway and Finland. On 4 March 2019 a Share Purchase Agreement was signed for the sale of this Nordic business, and the transaction is expected to be completed in the second quarter of 2019. The divested Nordic business represents roughly 25% of the Group's revenues and 11% of the operating result before depreciation. The Nordic Group has about 684 employees (592 FTE).

OVERVIEWS

GENERAL INFORMATION

GRI Content Index	Disclosure	Chapter, Information and/or Reference
Organisational profile		
102-1	Name of the organisation	Q-Park BV
102-2	Activities, brands, products, and services	Profile and Review of Business
102-3	Location of the organisation's headquarters	Maastricht, the Netherlands
102-4	Number of countries operating	Netherlands, Germany, Belgium, United Kingdom, France, Ireland, Denmark, Sweden, Norway, and Finland
102-5	Nature of ownership and legal form	Governance
102-6	Markets served	Profile
102-7	Scale of the reporting organisation	Profile
102-8	Information on employees and other workers	Value retention
102-9	Supply chain	Review of business and Governance
102-10	Significant changes to the organisation and its supply chain	Review of business
102-11	Precautionary Principle or approach	Risk management
102-12	External initiatives	Governance
102-13	Memberships of associations	Danish Parking Association, Norwegian Parking Association, and Parking Complaint Team, Board member at Vexpan, Stichting Maatschappelijke Projecten Maastricht. Member of Vexpan and CROW, Member of the European Parking Council
Strategy and analysis		
102-14	Statement from senior decision-maker	Review of business
102-15	Key impacts, risks, and opportunities	Risk management and Stakeholder dialogue
Ethics and integrity		
102-16	Values, principles, standards, and norms of behaviour	Governance
102-17	Mechanisms for advice and concerns about ethics	Integrity Policy
Governance		
102-18	Governance structure of the organisation	Governance
102-19	Delegation of authority	Governance
102-20	Executive-level responsibility for economic, environmental and social topics	Governance

GRI Content Index	Disclosure	Chapter, Information and/or Reference
102-21	Consulting stakeholders on economic, environmental, and social topics	Governance
102-22	Composition of the highest governance body and its committees	Governance
102-23	Chair of the highest governance body	Governance
102-24	Nomination and selection the highest governance body	Governance
102-25	Conflicts of interest	Governance
102-26	Role of highest governance body in setting purpose, values, and strategy	Governance
102-27	Collective knowledge of highest governance body	Governance
102-28	Evaluating the highest governance body's performance	Governance
102-29	Identifying and managing economic, environmental, and social impacts	Governance
102-30	Effectiveness of risk management processes	Risk management
102-31	Review of economic, environmental, and social impacts	Annual report
102-32	Highest governance body's role in sustainability reporting	Governance
102-33	Communicating critical concerns	Governance
102-34	Nature and total number of critical concerns	CSR performance indicators - on request
102-35	Remuneration policies	Annual Report
102-36	Process for determining remuneration	Governance
102-37	Stakeholders' involvement in remuneration	Q-Park considers this indicator not relevant
102-38	Annual total compensation ratio	Q-Park considers this indicator not relevant
102-39	Percentage increase in annual total compensation ratio	Q-Park considers this indicator not relevant
Stakeholder engagement		
102-40	List of stakeholder groups	Stakeholders
102-41	Collective bargaining agreements	CSR performance indicators - on request
102-42	Identifying and selecting stakeholders	Stakeholders
102-43	Approach to stakeholder engagement	Stakeholders
102-44	Key topics and concerns raised	Materiality analysis

GRI Content Index	Disclosure	Chapter, Information and/or Reference
Reporting practice		
102-45	Entities included in the consolidated financial statements	Governance
102-46	Defining report content and topic Boundaries	Materiality
102-47	List of material topics	Materiality
102-48	Restatements of information	1 January to 31 December 2018, publication: 1 May 2018
102-49	Changes in reporting	Redefined CSR strategy
102-50	Reporting period	Annually
102-51	Date of most recent report	1 May 2018
102-52	Reporting cycle	Annually
102-53	Contact point for questions regarding the report	Governance & Policies
102-54	Claims of reporting in accordance with the GRI Standards	
102-55	GRI content index	
102-56	External assurance	No external assurance
Category: economic		
DMA	Q-Park aims for stable financial results and pursues a sustainable financial policy, risk and portfolio management, in which informed trade-offs are made between risk and return	Review of business
Economic performance		
201-1	Direct economic value generated and distributed	Review of business
201-3	Coverage of organisation's defined benefit plan obligations	Annual Report
201-4	Financial assistance received from government	CSR performance indicators - on request
Category: environment		
DMA	Q-Park is committed to improving environmental performance of its owned PFs, fleet, and offices and to influencing environmental performance of significant partners in the value chain.	CSR Code

GRI Content Index	Disclosure	Chapter, Information and/or Reference
Energy		
302-1	Energy consumption within the organisation	Value capturing
302-2	Energy consumption outside the organisation	Value capturing
302-3	Energy intensity	Value capturing
302-4	Reduction of energy consumption	Value capturing
302-5	Reductions in energy requirements of products and services	Value capturing
Water		
303-5	Water consumption	Q-Park considers this indicator not relevant
Emissions		
305-1	Direct greenhouse gas emissions (scope 1)	CSR performance indicators - on request
305-2	Indirect greenhouse gas emissions (scope 2)	CSR performance indicators - on request
305-3	Other indirect greenhouse gas emissions (scope 3)	CSR performance indicators - on request
307-1	Non-compliance with environmental laws and regulations	
Category: social		
Working conditions		
DMA	The expertise and commitment of our employees and their cooperation and communication are decisive for the professionalism and efficiency of our organisation. Only with their commitment are we able to deliver the desired quality in products and services. We strive to create a varied workforce and we pay special attention to the welfare and safety of our employees	Value retention
Occupational health & safety		
403-9	Work-related injuries	CSR performance indicators - on request
Training & education		
404-1	Average hours of training per year per employee	Employee training
404-2	Programmes for upgrading employee skills and transition assistance programmes	Value retention
404-3	Percentage of employees receiving regular performance and career development reviews.	Value retention

GRI Content Index	Disclosure	Chapter, Information and/or Reference
Anti-corruption		
DMA	Q-Park uses its own Integrity Policy	Integrity Policy
205-1	Operations assessed for risks related to corruption	CSR performance indicators - on request
205-2	Communication and training about anti-corruption policies and procedures	Integrity Policy
205-3	Confirmed incidents of corruption and actions taken	CSR performance indicators - on request
Product responsibility		
DMA	Compliance	Compliance

STAKEHOLDERS

Q-Park has a large number of stakeholders. In the first place these are employees, shareholders and financial institutions. Based on our symposium 'The Future of Paid Parking' held in June 2016 and an environmental analysis we have also identified other stakeholder categories. These are customers (private individuals and businesses), business partners, municipalities and regions, government bodies, politicians, and society as a whole.

The following overview shows how we involve our stakeholders in our policy. By working together with our stakeholders we inform them and enquire after their requirements, and we request a response to our policy. A selection of topics on which we have been in dialogue with stakeholders is given in the following table.

Stakeholders	*Requirements*	*Activities*	*Resources*
Capital market -Shareholders -Banks[1]	I Benchmarking I Financial health and insensitivity to risks I Innovation, research, and development I Transparency and communication I Good reputation I Ethical operating activities and compliance I Privacy and data security I Clarity about the relationship between financial and sustainability reporting	I Strategy, policy, risk management, and calculating financial results I Relationship between financial and sustainability reporting I Reporting according to guidelines, as basis for comparison with other organisations I Reputation management I Compliance with legislation and interpretation of responsibilities I Information over consequences of investments and divestments I Information over future opportunities and product innovations	I General meeting of shareholders, meetings with banks I Website, press releases, annual reports I Compliance programme I Relationship management I Integrity Policy I CSR Code
Customers - Private - Business[2]	I Fair competition and prices I Accessible parking facilities I Security practices I Quality and good parking services I Privacy and data security I Good complaints processing	I Quality management I Information regarding liability I Health and safety measures I Product development and environmental management	I Website, press releases, annual reports I Compliance programme I Customer Service Desk I Customer satisfaction surveys I Information at the location

1 Interaction frequency: quarterly
2 Interaction frequency: daily

Stakeholders	*Requirements*	*Activities*	*Resources*
Employees - Existing - Future[1]	Job security and correct remuneration Ethical business operations Safety and good working conditions Good reputation Diversity Transparency and communication	Inform about Q-Park's plans and intentions Work policy and HRM Health and safety measures and prevention of incidents, emergencies, and accidents Education and training Prevention of fraud and undesirable behaviour Risk and reputation management	Consultation between management and employees Performance and appraisal interviews Employee training Internal reputation and communication Employee satisfaction surveys Integrity Policy
Business partners - Suppliers - Commercial parties[2]	Ethical business operations Partnerships Quality Chain responsibility Transparency and communication Innovation, research and development	Inform about Q-Park's plans and intentions Quality control and information about liability Health and safety measures Prevention of fraud and undesirable behaviour Production conditions (also in the chain) Product development and care for the environment Sharing 'best practices' Drafting standards Comply with voluntary agreements within sector	CSR Code Annual reports Negotiations Position papers and showcases Collaboration (on innovation) and consultation Integrity Policy Participate in knowledge platforms

1 Interaction frequency: daily
2 Interaction frequency: monthly

Stakeholders	*Requirements*	*Activities*	*Resources*
Municipalities - Local authorities - Communities[1]	I Benchmarking I Employment I Ethical operating activities and compliance I Integration of transport modes I Viable, accessible, and economically flourishing cities I Cooperation and support for social projects	I Design and implementation of the policy I Sharing 'best practices' I Own regional initiatives I Modify design of parking facilities to suit the surroundings I Sustainable construction, maintenance and renovation I Public-Private Partnerships	I Website, press releases, annual reports I Collaboration and consultation I CSR Code I Sponsoring and donations
Governments, politics and society as a whole - National governments - EU - International institutes[2]	I Safe, healthy, pleasant and social living environment I Countering climate change I Economical use of raw materials, energy and water I Ethical business operations	I Initiatives for sustainable urban mobility I Prevention and reduction of damaging environmental impact I Contribution to transparency of sector	I Website, press releases, annual reports I Consultation groups I Integrity Policy

1 Interaction frequency: monthly
2 Interaction frequency: at least once a year

GLOSSARY

AED
Automatic External Defibrillator, a resuscitation device

ANPR
Automatic Number Plate Recognition

APIs
Application Programming Interface

CCTV
Closed-circuit television

CO_2
Carbon dioxide: end product of complete combustion of hydrocarbons such as fossil fuels

CROW
The Dutch knowledge platform for infrastructure, traffic, transport and public space

CSFs
Critical Success Factors

CSR
Corporate Social Responsibility

DMA
Disclosure on Management Approach

EPA
European Parking Association

ERM
Enterprise Risk Management

ESPA
European Standard Parking Award

EU
European Union

EV
Electric Vehicle

FTEs
Full-Time Equivalent - total number of employees recalculated to the full-time equivalent

GBN
Large company's network, part of MVO Nederland

GDPR
General Data Protection Regulation

GHG
Green House Gas emissions

GRI
Global Reporting Initiative; draws up worldwide guidelines for sustainability reporting

ICT
Information and Communication Technology

ISO
International Organisation for Standardisation

KPIs
Key Performance Indicators

LED
Light Emitting Diode

Long-leased
Lease whereby the operational risk lies with Q-Park for more than 15 years

MVO Nederland
MVO (CSR) Netherlands is the Centre of Excellence for Dutch companies that are striving towards corporate social responsibility

Owned
Legal and economic property owned

PCI DSS
Payment Card Industry Data Security Standard

PFs
Parking Facilities

PMS
Parking Management System

POF
Pay-On-Foot

POIs
Points Of Interest

PPSP
Parking Payment Service Provider

PRMs
Persons with Reduced Mobility

PSs
Parking Spaces

Public-Private Partnerships
Cooperation between government bodies and private parties is a prerequisite to keep inner-city areas accessible through well-thought-out parking policy

Purpose partner
Our partners at destinations such as theatres, restaurants, and hotels

QCR
Q-Park Control Room, the international central control room which is linked to the parking facilities via intercom

SDGs
United Nations Sustainable Development Goals

Target cities
Multifunctional cities with a central function in their region, with favourable socioeconomic developments and with little competition from neighbouring cities

VEXPAN
Platform for parking in the Netherlands

VIP
Very Important Person

WDQ
We Develop Quality

Q-Park has assured a number of its activities under NEN-EN-ISO 9001.
Q-Park has received several ESPA and EPA awards.

For more details and up-to-date information about Q-Park's products and services please visit: www.q-park.com.

©2019 Q-Park BV, Published under own management. All rights reserved.

Quality in parking

Q-Park BV
PO Box 1166
6201 BD Maastricht
T +31 433 297 171
F +31 433 297 172
I www.q-park.com