

---

# CONTENTS

<b>ABOUT Q-PARK</b>	5
Review of business	6
Profile	9
Quality in parking	10
Notable projects in 2018	12
<b>STRATEGY</b>	19
Sustainable development goals	20
GHG Reporting	22
How we create value	23
Materiality analysis	24
Redefined CSR strategy	27
Risk management	30
<b>RESULTS</b>	36
Performance highlights	36
Value Creation	39
Value Capturing	49
Value Sharing	62
Value Retention	70
<b>OTHER INFORMATION</b>	79
Governance, policies, and codes	80
What we can do better	81
Future outlook	82
<b>OVERVIEWS</b>	83
General information	83
Stakeholders	88
<b>GLOSSARY</b>	92

# OTHER INFORMATION

---

**We  
Develop  
Quality**

**More information &  
Performance indicators**



---

## GOVERNANCE, POLICIES, AND CODES

We have moved all the static information about our 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](mailto: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).