

# ANNUAL CSR REPORT 2022

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**We  
Develop  
Quality**

**Urban liveability**



# STRATEGY

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## HOW WE CREATE VALUE

### Creating value

The value we create for our stakeholders can be directly traced back to our business model. Our financial results ensure we can continue to create value for society in the long term by improving the accessibility and quality of life in urban areas.

We create value for shareholders, investors, landlords, municipalities, mobility and commercial partners, customers and communities, as well as for our employees. Ongoing dialogue with our stakeholders is vital to ensure that their interests and needs are represented in the choices we make.

If you want to know more, please visit the Profile chapter.

### Strengthening our position

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

- I We aim to gain substantial benefit by utilising our scale of operations and market position.
- I We want to increase the margins on our operating activities by focusing on efficiency.
- I We seek to support cities in achieving their sustainable urban mobility plans (SUMP) by positioning ourselves as their Sustainable Mobility Partner.
- I We focus on increasing our market share through acquisitions and different types of lease and management contracts.

### Impact on society

Our aim in society is to be an integral part of SUMP and to work towards **sustainable freedom of mobility** and **increased liveability in urban areas**. We achieve this through adopting a fair pricing policy, providing actual and relevant information, partnering with sustainable mobility providers, growing our EV charging infrastructure and integrating our parking facilities with alternative modes of transport.

- I We create sustainable value for society with our parking products: they help improve urban

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

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

### Value creation model

Our value creation model is a visualisation of our reinforcing loop and of how we grow as a company by creating value for society and the environment – from which we derive our licence to operate.

The core of our value creation model is formed by our vision, mission, strategies, activities and the customer groups we serve.

The value creation process consists of three elements:

- I determining what value we can offer our customers (the 'value customer receives');
- I determining what value we receive from our customers (the 'value organisation receives');
- I successfully managing this value exchange.

With our value creation model, we aim to provide insight into our efforts, from capital input to long-term impact, serving our stakeholders and society at large. It shows the values we can provide and the impact we have on sustainable development goals (SDGs).

### Reporting processes and data quality

We continually endeavour to simplify the reporting process and make this more efficient. Our KPIs are well-defined and our back-office systems allow us to extract more and more relevant information. This increases the data quality and reduces the effort required from our country organisations to complete our CSR reporting.

In the following sections we report on our results over 2022 and where we have the data available, we show comparable results from previous years.

Figure 7: Value creation model

# How Q-Park creates

## Six capitals



### Financial

- | Equity & Debt
- | Revenue & Result
- | Investment property



### Products & Services

- | Parking facilities & spaces (PFs & PSs)
- | Parking contracts & locations
- | Parking services & products



### Innovations

- | Sustainable Mobility Partnerships
- | EV Charging Programme
- | Commercial & Digital Programme



### Employees

- | Training & Development
- | Health & Safety
- | Contracts & Gender



### Social

- | Mobility Hubs & Inclusion
- | Customer satisfaction
- | Compliance



### Environmental

- | Energy consumption
- | Renewable energy
- | EV charging

## Business model



### Vision

We aim to be the most preferred and recommended parking partner at strategic locations in West Europe, based on



Functional quality



Operational excellence



Customer satisfaction



Financial performance



### Mission

We enhance urban liveability by providing clean and safe parking facilities, based on



Convenience



Reliability



Hospitality



### Strategies

- | Portfolio of strong locations
- | Differentiated contract types and propositions
- | Digital, commercial and pricing capabilities
- | Operational excellence
- | Sustainable mobility partnerships



### Activities

- | Operating purpose-built parking facilities
- | Managing parking facility contracts
- | Monitoring compliance to parking regulations
- | Providing parking products and services
- | Offering digital parking and payment solutions



# long-term value

## Customer groups

### Motorists

#### Short Term Parkers

- | Access via parking ticket, payment card or number plate

#### Pre-bookers

- | Meeting & Leisure
- | Event Venues & Organisers

#### Long Term Parkers

- | Season ticket holders
- | Key accounts with ≥ 5 contracts
- | Fleet owners

### Sales Channels

- | Parking Facilities
- | Country Websites
- | Q-Park App
- | Purpose Partners (URL)
- | Mobility Partners (API)

### Asset Owners & Infra Influencers

- | Public & Private Landlords
- | National & Local Authorities
- | Project Developers

## Results



### Financial performance

(x EUR million)

Underlying revenue EUR 729.2 ▲

Underlying result EUR 193.1 ▲



### Products & Services

Parking facilities (PFs) 3,460 ▲

Parking spaces (PSs) 677,979 ▲

EV charging points 2,831 ▲



### Innovations

SMP Mobility Hubs 40 ▲

EV CPO contracts signed ✓

PFs with ANPR 368 ▲



### Employees

Average training hours 18.7 ▲

Work related incidents 81 ▲

Employees 2,066 ▲



### Social engagement

PFs with public transport 286 ▲

Google review 3.6 ▼

Compliance breaches 0 ✓



### Environmental impact

GWh EV charging points 7.8 ▲

kgCO<sub>2</sub> per PS 45.8 ▼

tCO<sub>2</sub> market based 26,281 ▼

## SDG impacts



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### Affordable & Clean energy

- | Renewable energy
- | Solar & Wind



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### Innovation & Infrastructure

- | Accessible amenities
- | EV charging points
- | Mobility hubs
- | Bicycle parking
- | Circular constructions



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### Cities & Communities

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

## MATERIALITY ANALYSIS

Every three years we conduct a materiality analysis, identifying the topics that are most relevant to our stakeholders. We performed a materiality analysis in 2016 and updated this with international desk research in 2018.

In 2020 we conducted an analysis, determining the material topics which reflect Q-Park's economic, environmental and social impacts as well as those that influence decisions taken by our stakeholders. For details regarding the 2020 analysis, see our CSR 2020 report.

The top ten material topics are above the green line, adding cybersecurity, employee development, energy consumption, urban liveability and strategic partnerships to our overarching material themes.

### Result highlights

We provide disclosures and indicators which reflect our economic, environmental and social impacts, based on this materiality analysis.

### Results

The five most important topics are at the top of the Q-Park Materiality Matrix, above the red line. Customer Satisfaction, Sustainable Mobility, Digitisation, Economic Performance, Electrification (EV charging points and EVs in our fleet) respectively.

Figure 8: Materiality Matrix

