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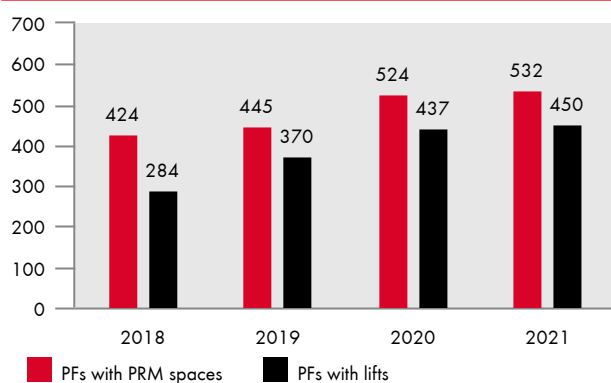
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Results

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.

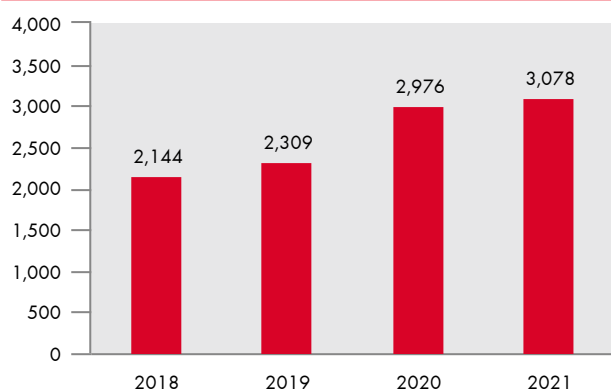
In 2021, we again allocated more parking spaces in our owned and long-leased (O+LL) parking facilities (PFs) to people with reduced mobility and most of these PFs have lifts.

Chart 21: O+LL PFs providing access for PRMs



With additional parking facilities providing spaces dedicated to people with reduced mobility, in 2021 we now have more than 3,000 spaces for this special group.

Chart 22: Number of parking spaces dedicated to PRMs



Customer satisfaction

As products and services, parking habits and cultures differ across the Q-Park countries, it does not make sense to have a group-wide customer satisfaction programme or to conduct international customers satisfaction surveys. Instead, Q-Park countries conduct their own localised Customer Satisfaction Survey (CSS). A country approach means survey techniques and questionnaires are aligned with country-specific circumstances and differing parking markets.

In 2021, various customer surveys were conducted in the Q-Park countries.

- | Denmark – parking behaviour survey.
- | France – customer satisfaction survey.
- | UK, IE, NL – pre-booking survey.
- | UK – season ticket survey.

Lessons learned

We know from previous customer satisfaction surveys that the primary reason for selecting a car park is the location and proximity to the final destination. This result was echoed in our 2021 surveys.

The **pre-booking surveys** conducted in the Netherlands, the UK, and Ireland showed that customers find the pre-booking service easy to use and are generally very satisfied with the service. More than 70% said they would use the service again. However, there's always room for improvement: about 20% of customers indicated that the access and exit procedure with ANPR did not go smoothly.

The **customer satisfaction** survey conducted in France revealed some interesting results:

- | Overall satisfaction is high. Season ticket holders are the most demanding and the least satisfied. Customers who pre-book are the most satisfied.
- | Customers feel safe in the car parks, giving positive responses about the lighting, pedestrian gates and parking spaces.

- Customers are more satisfied with signage, both inside and outside the car park than in the previous survey held two years ago.

There is always room for improvement, the surveys indicated a few aspects of our service where we could do better. Season ticket holders use our facilities the most and are perhaps the most critical. They indicated we could do better on car park cleanliness and unpleasant odours.

Contact with customer service from the car parks is with the QCR. Most customers are very satisfied with this control room service, however, we learned that our service was not up to standard when we are contacted by e-mail.

Google reviews

In 2021, all Q-Park countries are using the same platform designed to improve online visibility and the relationship with customers. It gives customers the opportunity to leave comments about a business they have visited, and it gives us a clear dashboard on our performance.

A Google review includes giving a score from one star (poor performance) to five stars (excellent service). Google reviews can be a useful customer feedback tool, as they:

- improve search ranking and online exposure;
- increase trust, credibility and provide feedback;
- influence purchase decisions, improve click-through rates and convert more customers.

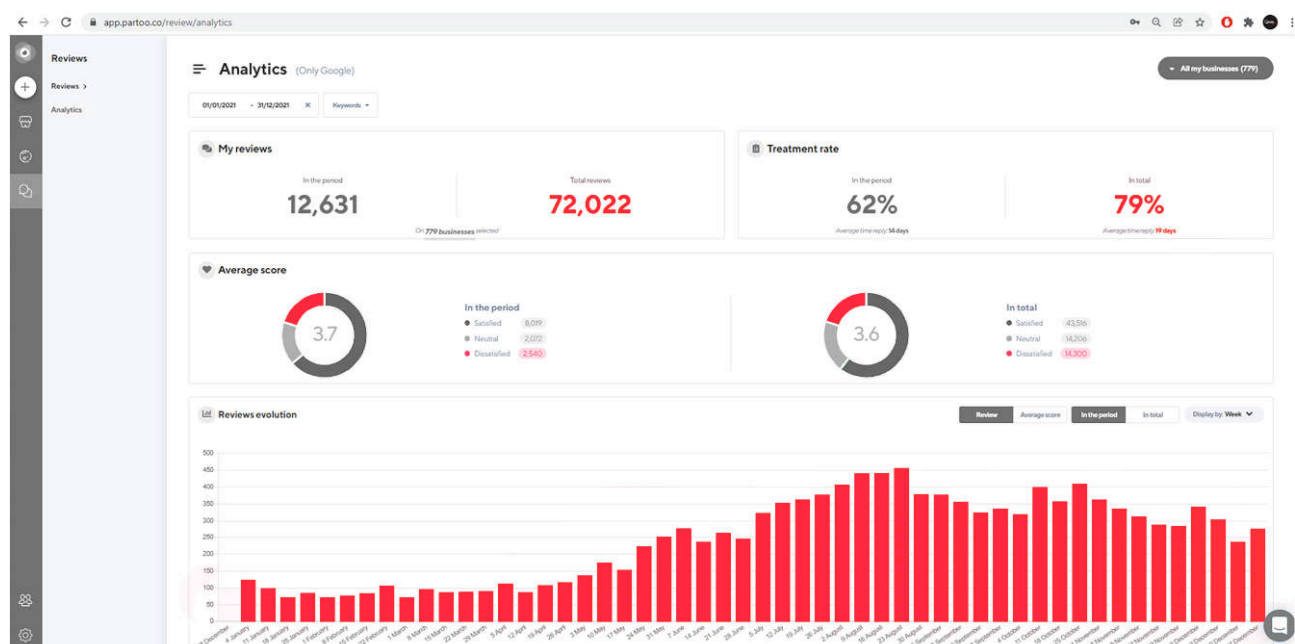
Another advantage of the platform is that we can:

- automatically broadcast our parking facility information in the main directories, GPS, search engines, social networks and opinion websites;
- centralise the customer reviews received and identify whether they come from Google, TripAdvisor or Facebook;
- Report on reviews, analyse them and respond from a single interface.

Results

- 779 Q-Park entities listed.
- 12,631 (2020: 10,867) Google reviews received.
- Google Review Rating is 3.7 (2020: 3.7).

Figure 29: Google review dashboard



Compliance

Q-Park has been working on its compliance programme for several years. We are clearly maturing in many of our compliance areas. In 2021, we again assessed our progress and conducted additional analysis of the risks we face. We defined further steps to ensure our risk management mechanisms are embedded throughout the organisation.

Compliance for continuity

Compliance is important to any organisation and at Q-Park we take all aspects of compliance seriously.

- I Our compliance programme covers the most relevant compliance areas for Q-Park. It helps us structure our approach to compliance and is therefore designed to minimise risks to the continuity of our business.
- I Our compliance programme ensures that actions taken as part of the risk control cycle are performed based on a clearly defined plan with clear roles and responsibilities. Our compliance programme also ensures that the tone at the top regarding the importance of compliance is consistent.

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.

Compliance focus areas

Our priority compliance focus areas are:

- I Information security, including PCI DSS.
- I Ethics and Integrity.
- I Employment and pensions policy.
- I Tax, per country and at corporate level.
- I GDPR.
- I Risk Control framework.

Information security receives special attention

As part of our compliance programme we have established a cybersecurity training and awareness programme for employees. This is a practical, online training designed to create a culture in which expected security behaviour becomes embedded. And as a result, all relevant individuals make effective risk-based decisions which protect critical and sensitive information throughout the organisation.

We have a multi-year Cybersecurity Awareness Programme in place. This is based on the Q-Park Information Security Governance Framework and is designed to raise awareness of digital security issues among all employees. The online training consists of several modules and relevant topics such as phishing, smartphone risks, identity fraud, social media and internet use. The material covered is important and useful to our employees outside of work too.

Ethics and integrity

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

In 2021, the compliance programme team continued work on the ethics and integrity project plan. We have the Q-Park Integrity Policy and Trade Sanctions Policy in place. A training and awareness programme is underway to raise awareness of the importance of this compliance area and to make improvement actions sustainable.

 [Click here for our Integrity Policy.](#)

 [Click here for our Trade Sanctions Policy.](#)