# ANNUAL CSR REPORT 2021

We
Develop
Quality

Urban liveability

**Q**PARK  Quality in parking
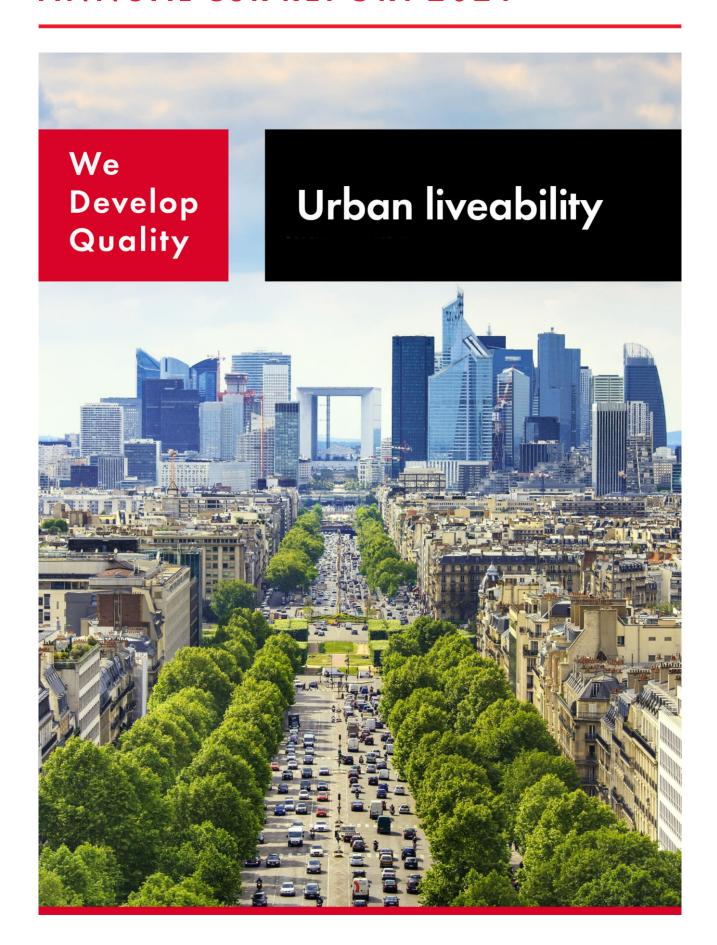
# STRATEGY

## 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.

### Strengthen 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 (SUMPs) 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 SUMPs and to work towards **sustainable freedom of mobility** and **increased liveability in urban areas**. We achieve this through adopting a fair pricing policy, facilitating actual and relevant information provision, partnering with sustainable mobility providers 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 license 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 provide to 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 2021 and where we have the data available, we show comparable results from previous years.

Figure 13: Value creation model

# How Q-Park creates

## The six capitals we depend on

**Financial**
I Equity & Debt
I Revenue & Result
I Investment property

**Products & Services**
I Parking facilities & spaces (PFs & PSs)
I Parking contracts & locations
I Parking services & products

**Innovations**
I Sustainable Mobility Partnerships
I EV Charging Programme
I Commercial & Digital Programme

**Employees**
I Training & Development
I Health & Safety
I Contracts & Gender

**Social**
I Mobility Hubs & Inclusion
I Customer satisfaction
I Compliance

**Environmental**
I Energy consumption
I LED Programme
I EV charging & Car fleet

## Our business model and strategy

**Vision**
We aim to be the preferred and most recommended parking partner at strategic locations in Western 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**
I Portfolio of strong locations
I Differentiated contract types and propositions
I Digital, commercial and pricing capabilities
I Operational excellence
I Sustainable mobility partnerships

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

# long-term value

## Our customer groups

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

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

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

### Sales Channels
I Purpose Partners (URL)
I Mobility Partners (API)

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

## The results of our efforts

### Financial performance
(x EUR million)
Underlying revenue EUR  520.0  ▲
Underlying result     EUR   81.6  ▲

### Products & Services
Parking facilities (PFs)      3,308    ▲
Parking spaces (PSs)     649,189    ▲
EV charging points            2,114    ▲

### Innovations
EV Charging Programme   signed off  ✔
PFs with ANPR                      204  ▲
Q-Park QCR                        24/7  ✔

### Employees
Average training hours    16.5  ▲
Work related incidents      58  ✕
Employees                 1,857  ▲

### Social engagement
PFs with public transport    209  ▲
PFs with bicycle parking     119  ▲
Google review                3.7  ▲

### Environmental impact
GWh consumed              71.1  ✔
kWh consumed per PS        244  ✔
CO$_2$ per PS               93  ✔

## The impact on SDGs

### Affordable & Clean energy
I Renewable energy
I Solar & Wind

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### Innovation & Infrastructure
I Accessible amenities
I LED lighting
I EV charging points
I Mobility hubs
I Bicycle parking
I Circular constructions

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### Cities & Communities
I Mobility solutions
I Digital solutions
I Reduce search traffic
I Walking & Cycling
I Spaces and lifts for PRMs

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