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## OUR EMPLOYEES

The expertise and commitment of our employees and their cooperation and communication are essential for the professionalism, efficiency and attractiveness of our organisation. Only with their commitment are we able to deliver the desired quality in our products and services.

We strive to create a varied workforce and we pay attention to the welfare and safety of our employees.

### Training & Development

Providing continual learning opportunities for all our employees is an important aspect of our employee retention policy. We aim to give all our employees regular training and opportunities for professional development and personal growth.

The majority of our employees 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 prefer practical work.

Each country has developed, or has plans to develop, e-learning programmes for employees so training can be followed regardless of coronavirus contact restrictions and at the employee's own pace. Training opportunities available in all countries include job related and first aid training.

The multi-year Cybersecurity Awareness Programme we previously rolled out is still ongoing. 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 smartphone risks, identity fraud, social media and internet use.

### Results

In 2021, as in the previous year, we were unable to provide as many training hours for our employees as usual, due to the coronavirus pandemic. Despite the restrictions, we were able to provide some form of training to 92% (2020: 63%) of all our employees, which is substantially higher than the previous year.

Chart 17: Average annual training hours per employee

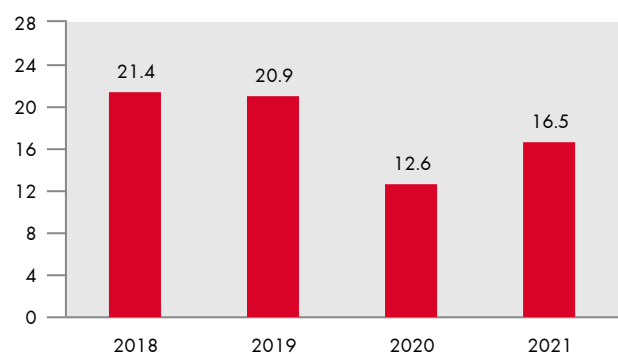
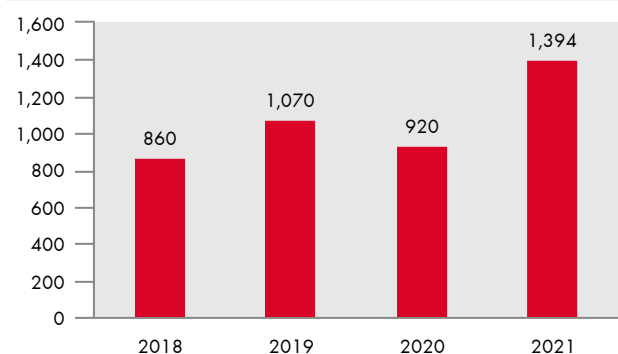


Chart 18: Employees receiving regular training



## Contract information

At the end of 2021, Q-Park had 1,878 employees (2020: 1,430) corresponding to 1,581 full-time equivalents (FTEs) (2020: 1,563). The increase in

total employees is primarily due to the numbers of part-time contracts and other self-employed people providing services on a temporary basis being included in the count.

Table 3: Employee contract information

	2018	2019	2020	2021
<b>Number of full-time contracts:</b>	<b>1,246</b>	<b>1,181</b>	<b>1,118</b>	<b>1,099</b>
- temporary contracts (m)	36	38	36	51
- temporary contracts (f)	7	9	6	14
- permanent contracts (m)	992	933	880	860
- permanent contracts (f)	211	201	196	174
<b>Number of part-time contracts:</b>	<b>316</b>	<b>322</b>	<b>312</b>	<b>779</b>
- temporary contracts (m)	11	9	8	240
- temporary contracts (f)	3	5	2	73
- permanent contracts (m)	194	203	200	310
- permanent contracts (f)	108	105	102	156
<b>Total number of employees</b>	<b>1,562</b>	<b>1,503</b>	<b>1,430</b>	<b>1,878</b>
Percentage of employees covered by a CLA	53%	47%	48%	37%

## Health & Safety

Q-Park promotes the health and safety of customers and employees. We achieve this mainly by training our employees, equipping them for their work, and by creating a safe and healthy working environment.

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 do everything we can to ensure their well-being.

- I We offer conflict management training.
- I We have CCTV monitoring.
- I Our Parking Attendants who issue control fees have a 'direct contact' button on their GSM.

We consider the well-being of our employees to be a key sustainability issue. For this reason, we now report quarterly on the number of incidents involving employees as well as the resulting lost days.

## Results

Table 4: Number of incidents and lost days

	2018	2019	2020	2021
Total number of incidents	49	57	43	58
Total number of lost days	917	743	749	866
Total number of employees	<b>1,562</b>	<b>1,503</b>	<b>1,430</b>	<b>1,878</b>

The incident ratio (number of incidents per employee) remains stable at around 3%.