

An aerial photograph of a dense urban area, likely New York City, showing a vast expanse of grey and black building roofs. In the center of the image, a large, irregularly shaped green park area stands out prominently, surrounded by the city's skyscrapers. The park is filled with lush green trees and grass.

We
Develop
Quality

Urban liveability

HOW WE CREATE VALUE

Q-Park's strategic ambition is to be the strongest European car parking operator that best understands and seizes car parking market opportunities.

Our strategic focus is to create value for all stakeholders: shareholders, landlords, municipalities, commercial partners, customers and employees.

Q-Park operates in a dynamic environment. To provide a dynamic response to external events and market trends our tactical plans are built on five focus areas:

- | Portfolio of strong locations
- | Differentiated contract types & propositions
- | Digital & pricing capabilities
- | Operational excellence
- | Proactive learning organisation

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

Ongoing dialogue with our stakeholders is vital to ensure that their interests and needs are represented in the choices we make.

Our materiality analysis helps us to understand the most relevant issues.

- | We aim to gain substantial benefit by utilising our scale of operations and market position.
- | We want to increase the margins on our operating activities by focusing on efficiency.
- | We focus on increasing our market share through acquisitions and different types of lease and management contracts.

Integral mobility

Our aim in society is to be an integral part of city mobility policies and to work towards sustainable freedom of mobility.

We achieve this through adopting a fair pricing policy, facilitating actual and relevant information provision, and integrating with alternative modes of transport.



Sustainable value

- | We create sustainable value in society with our parking products: they help to improve quality of life and to reduce air pollution generated by traffic cruising for a place to park.
- | As a proactive learning organisation, we enhance our employees' job satisfaction and their competences by providing relevant training and education.
- | And for the parking customer, we add value by providing functional products and services and by involving them in our activities.

Value clarification


To clarify the sustainable value we create, we use the following categories throughout this report:

- | Value creation
- | Value capturing
- | Value sharing
- | Value retention

MATERIALITY ANALYSIS


Material aspects

In 2014 and in 2016 we conducted a materiality analysis in accordance with **G4 guidelines**, to determine whether the issues we present are relevant and valuable to our stakeholders, and to ascertain whether they are still sufficiently in line with our strategic plans.

 For detailed information regarding the 2016 materiality analysis we refer you to the materiality section published in the CSR Report 2016.

In 2018 we commissioned our partner Sustainalize to analyse parking policies in a number of our target cities. Surveys were conducted in 14 cities in 6 countries, the Netherlands, Belgium, Germany, UK, France and Denmark.

Armed with the results of this desk research, we revisited our materiality analysis, redefined our CSR strategy and rationalised the number of targets we measure. These changes have enabled us to simplify the data collection and reporting process on our material goals and targets.

 For detailed information regarding the 2018 materiality analysis we refer you to the materiality section published in the CSR Report 2018.

By placing an emphasis on materiality, we provide disclosures and indicators that reflect our economic, environmental and social impacts, on the basis of the analyses mentioned before. To make it easier for stakeholders to navigate this report, we have mapped material topics with the Q-Park Liveability Model.

Material topics, in order of impact	Liveability Model	CSF, KPI or Other
Economic performance	Value Capturing	Financial performance
Partnerships	Value Capturing Value Retention	Smart contracts Co-creation
Corporate reputation and ethics		Governance & Policies
Employee satisfaction and employment practices	Value Retention	Employees
		What we can do better
Parking integrated with other modes of transport	Value Creation	Mobility hubs
Customer satisfaction	Value Creation	Expertise / CSSs
Facilitating cars with enhanced environmental performance	Value Sharing	E-charging
Accessibility of parking facilities	Value Creation	Accessibility
Compliance with law and regulations		Governance & Policies
Training and education	Value Retention	Employees
Parking information	Value Sharing	Parking information
Energy consumption	Value Capturing	Environmental footprint / Energy efficiency
Innovation and digital capabilities	Value Sharing Value Retention	Digital services Co-creation
Transparent and integrated reporting		CSR Report
Local community: health and safety	Value Retention	Employees / Health & Safety