
CONTENTS

ABOUT Q-PARK	4
Review of business	4
Profile	6
Quality in parking	7
Notable projects in 2018	8
Future outlook	14
STRATEGY	16
Sustainable development goals	16
How we create value	18
Materiality analysis	19
CSR strategy	20
RESULTS	23
Performance highlights	23
Value Creation	25
Value Capturing	36
Value Sharing	47
Value Retention	54
OTHER INFORMATION	63
Supply chain	64
Governance, policies and codes	65
Risk management	66
What we can do better	73
OVERVIEWS	74
GRI Content Index	74
Stakeholders	80
GLOSSARY	84

Smart contracts

We capture value for public and private landlords by offering a range of contract types and value propositions. We operate parking facilities that we own, have in concession, lease or have under a management contract.

Results

Of the 1,011 owned, in concession, long-leased, short-leased and management contracts:

- | 688 (68.1%) owned, concession or long-leased
- | 172 (17.0%) short-leased
- | 151 (14.9%) management

Strategic locations

We capture value for all our stakeholders through our portfolio of purpose-built and off-street parking facilities at strategic locations: in or near multifunctional inner-city areas, at public transport interchanges, and at hospitals.

In cities where we operate a certain number of car parks, we become a highly efficient parking operator and profound mobility partner. We can then engage in meaningful dialogue with other parking and mobility partners, including:

- | providers of parking route information systems;
- | urban planners regarding capacity of parking spaces needed and routing traffic;

Figure 16: Offering a range of smart contracts



- | public and private landlords to efficiently integrate and operate their car parks in our portfolio;
- | those offering shared cars and bicycles and public transport providers;
- | parking tariff policy makers.

With our integrated and connected expertise, municipalities can take multiple measures to:

- | reduce traffic searching for a place to park;
- | improve air quality and reduce emissions;
- | provide for sufficient parking capacity and proper usage, both on and off-street;
- | create a more liveable urban environment.

Results

We have defined strategic cities in all the countries where we operate. These cities have five or more purpose-built off-street parking facilities, clustering facilities in our strategic cities significantly increases our operational efficiency. In 2019 we were able to expand our portfolio, and in our strategic cities in particular bringing the total to 42 (2018: 38).

Strategic cities per country (in alphabetical order):

- | Belgium – Antwerp and Brussels
- | Germany – Berlin, Darmstadt, Düsseldorf, Hagen and Saarbrücken
- | Denmark – Aarhus, Copenhagen and Odense
- | France – Aubagne, Brest, Castres, Chalon sur Saône, Chambéry, Chartres, Colombes, Epinal, Issy Les Moulineaux, Marseille, Montauban, Montigny le Bretonneux, Paris, Saint-Étienne, Sèvres, Toulon and Valence
- | Ireland – Cork
- | Netherlands – Amsterdam, The Hague, Eindhoven, Groningen, Heerlen, Hoofddorp, Maastricht, Rijswijk and Rotterdam
- | UK – Glasgow, Liverpool, London, Manchester and Sheffield

Environmental footprint

Globally, at the current rate of consumption, 157% of the natural resources on the planet are being consumed. This means that an Earth and a half would be needed to maintain humanities environmental footprint. In order to preserve the world's remaining resources, it's crucial that everyone contributes to reducing our consumption.

Q-Park aims to have reduced its energy consumption in 2020 by 25% compared to the 2016 baseline, thus reducing our environmental footprint significantly. We manage our environmental impact by reducing energy consumption and by introducing energy-saving technology such as LED lighting with smart switching controls in our parking facilities.

Figure 17: Strategic locations

