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## WHAT WE CAN DO BETTER

Although Q-Park strives to improve its performance in all areas of its operations, sometimes things may still go wrong or the initiatives taken may not have the desired effect. This section summarises the most important aspects in 2019 that did not go as expected and which need to be looked at carefully in the future.

### Training employees

At Q-Park we consider employee training and education to be very important, as our stakeholders do too. We therefore include this in our policy, and that is why we train our staff particularly in personal safety, security, ethics, anti-corruption and conflict management.

We aim to give these training courses regularly in all our countries. However, in Q-Park's current phase, the focus was set on developing the company and our positioning in the market, which has required our full attention. Most training courses will resume in the coming years.

### Customer satisfaction

Regular customer satisfaction surveys (CSSs) are held in some of the countries in which we operate. They serve a variety of goals and the results contribute to us achieving our critical success factors and key performance indicators, and as such they differ in the way they are defined, making it impossible to aggregate results.

We can however aggregate Google Reviews and extract points for improvement from them to increase the ratings of our parking facilities. A base definition to report on Google Reviews will be developed in 2020.

Understanding customer satisfaction regarding to our pre-booking and season ticket products and where and how we need to improve our services remains very important. We collect relevant surveys from the countries in which we operate and from 2020, we will seek ways to improve our reporting on the results as well as their comparability.

### Employee satisfaction

We conducted our tri-annual international employee satisfaction survey in 2016 and decided not to conduct one in 2019 as we gave priority to implementing the transformation programme initiatives, focusing on digitisation and reducing operational expenses.

We have decided not to conduct an international employee satisfaction survey in future years. Instead we will conduct a localised survey in each country in which we operate. We will analyse the results per country and draw up and monitor action plans where relevant.

### External verification

External verification increases the confidence stakeholders have in our accountability and has a disciplining effect on our internal organisation. But external verification also entails extra time and costs. In the past two years we have worked hard to standardise the reporting process and the source and structure of the data used for reporting can easily be checked for completeness and reliability. The whole process of CSR information gathering is therefore already prepared for future external verification against the quality standards our stakeholders expect.