
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

QUALITY IN PARKING

Contribution to quality of life

Q-Park wants to grow in cities with attractive market dynamics and sees good opportunities for this strategy. Urbanisation continues and rural populations are declining fast. This affects the number of passenger cars and the demand for parking spaces, both of which are expected to continue increasing in large cities.

This drift to urban areas coincides with the trend towards increasingly autonomous and more environmentally friendly cars. One of the accompanying challenges for municipalities is to maintain a liveable city.

We work together with urban planners to create parking solutions that integrate in the mobility chain, and thus improve the quality of life for all stakeholders.

Innovation

ICT is a true enabler for our future development and implementation of new and innovative services for landlords, partners and customers. Our proprietary system and portals enable us to facilitate the customer's journey, in both the virtual and physical sense, from the comfort of the customer's home to their final destination.

Our back-office operations run on a profound digital infrastructure which seamlessly integrates with our front office (our websites and parking facilities) where partners and customers interact. For example, to find parking solutions online, order value cards or a season ticket, or to pre-book a parking space.

Figure 2: PaSS – Parking as a Smart Service



In 2018 we developed the **Parking as a Smart Service (PaSS)** platform. This will enable us to launch new value propositions to public and private landlords, and to commercial partners.

Our employees

Q-Park recognises that our goals can be met only with the dedicated input of committed and well-trained employees who share our passion for quality and customer service. We invest heavily in induction training and the continuous development of our people.

Our commercial partners

One million motorists use our parking facilities every day. With the cash flows we generate from this, we can continue to invest in future-focused parking solutions that add value for our **public & private landlords**, partners who offer parking as part of their own service offering, and motorists.

Our activities

A large proportion of our revenue comes from single parking transactions, our short-term parking customers. About one-fifth comes from multiple parking transactions, our season ticket holders.

Our parking services mainly consist of providing parking spaces in purpose-built parking facilities or in off-street car parks. This can be pay-on-exit parking behind barriers, or parking paid by means of Pay & Display parking tickets, or via a parking service app. We also offer customers the opportunity to pre-book a parking space.

In addition, we offer services such as monitoring compliance to regulations applicable parking on-street and on private property. For public & private landlords, we are happy to operate their parking facility, and because of our scale, we can do this efficiently and effectively.