

An aerial, top-down view of a dense urban cityscape. The buildings are rendered in shades of grey and black, creating a complex, textured pattern. In the center of the city, there is a large, vibrant green area representing a park or forest, which stands out prominently against the surrounding urban environment. The overall composition is symmetrical and emphasizes the integration of nature within a modern city.


We
Develop
Quality

Urban liveability

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

CSR STRATEGY

CSR strategy objectives

In 2018 Q-Park redefined its CSR strategy together with its CSR partner Sustainalize. The objectives of this process were twofold:

- I to develop a strategic sustainability model; and
- I to simplify the data collection and reporting process for sustainability data.

The value that we create for our stakeholders can be directly traced back to our business model. Our financial results ensure that we can continue to create value for society in the long term by improving the accessibility and quality of life in urban areas. And with this, we are also making our contribution to realising UN Sustainable Development Goals, and to Goals 9 and 11 in particular.

The strategic sustainability model is based on the Q-Park value creation model which was first drawn up in 2015. It is designed to give us a better understanding of our impact on society and the value we create for all our stakeholders.

Updated materiality analysis

Based on the impact we have on society and on our stakeholders, at the start of 2018 we examined whether we are still doing the right things in the right way from an intrinsic perspective. Through desk research we have now updated the materiality analysis implemented and themes identified in 2016.

- I Based on market analysis, we have identified current trends and developments.
- I By analysing the policies of different cities in which Q-Park operates, we have identified the interests of our key stakeholders (municipalities, residents, society, public landlords) and included these in the strategic sustainability model to close the gaps between market requirements and various global benchmarks.
- I We have translated an overview of the material themes important to Q-Park into the model: the Q-Park Liveability Model.

Q-Park Liveability Model

The Q-Park Liveability Model is the overarching strategic model for Q-Park's CSR activities, through which we can steer our business activities to create value for our stakeholders and society. We consider improving the liveability and sustainability of cities through our activities to be part of our purpose.

We have developed a visual to communicate our CSR strategy in a clear and simple manner. It has three layers:

1. **Values:** The inner layer is the strategic layer with the four core values. All values are equal and provide a balanced and integrated 360° view on our business impacts.
2. **CSFs:** The second layer is the tactical layer and shows the critical success factors (CSFs) in which Q-Park must excel.
3. **KPIs:** The third layer is the operational layer for which we have defined key performance indicators (KPIs). Where this layer is missing, there will be qualitative reporting on the CSF.

Improving reporting processes and data quality

In addition to reassessing our strategy we have also endeavoured to simplify the reporting process and make this more efficient. Based on the new strategic model we have re-evaluated our KPIs and targets. As a result, we will not report on some of the existing indicators and we have drawn up new indicators that better reflect our core activities.

In 2019 we have continued to improve our data collection process and the quality of our data. This is more efficient than ever as most of the information required can be retrieved directly from our back-office systems. This is also a major efficiency gain for our CSR reporting.