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In addition, we will continue our awareness and training programme regarding information security policies and guidelines.

### PCI DSS

PCI DSS is the worldwide Payment Card Industry Data Security Standard that was established to help businesses process card payments securely and reduce card fraud. Compliance with the standard is required from all organisations that handle branded credit cards from Visa, Mastercard and AMEX. PCI DSS is intended to protect sensitive cardholder data. Validation of compliance is performed annually.

Figure 27: PCI DSS compliant



Organisations that store and process credit card information must comply with PCI DSS guidelines, regardless of the size of the organisation and regardless of the number of transactions. The guidelines are widely defined and include detailed measures at both business and ICT levels. Policies, procedures and technical measures are all part of the package.

PCI DSS distinguishes between transactions (expressed in levels). The greater the number of transactions an organisation processes annually, the higher the level and the stricter the measures. These may vary from fines per incident to termination of the contract.

As cashless payments at parking facilities continue to increase, Q-Park relies considerably on card transactions. Compliance to these standards is therefore critical to our operations.

### Ethics and integrity

As a provider of high-calibre parking services, Q-Park considers compliance to high ethical and integrity standards very important.

In 2019, the Compliance Programme team continued work on the ethics and integrity project plan drawn up during the previous year. The Q-Park Integrity Policy was fully revised and a Trade Sanctions Policy was also drawn up. In the coming year the team will continue its work, culminating in a training and awareness programme to raise awareness of the importance of this compliance area and to make improvement actions sustainable.

 [Click here for our Integrity Policy.](#)

### Results

- I We completed our risk analysis and implemented improvements to our risk management mechanisms throughout the organisation.
- I The GDPR procedures in place in all Q-Park countries were monitored.
- I Compliance with PCI DSS was validated.
- I Q-Park Integrity Policy developed and published.
- I Q-Park Trade Sanctions Policy developed.

### Employees

The expertise and commitment of our employees and their cooperation and communication are vital for the professionalism and efficiency of our organisation. Only with their commitment are we able to deliver the desired quality in products and services. We strive to create a varied workforce and we pay special attention to the welfare and safety of our employees.

### Employee training

We value our employees and want them to be confident about the various elements of their work. To assist this, we aim to give our employees regular training and professional development opportunities.

Most of our employees work in or near our parking facilities as Parking Hosts. Our social relevance for operational employees is considerable. Together with the retail and cleaning sectors, we are committed to helping people who like to take a practical approach. We are a binding factor; we offer varied work and a certain status, so all colleagues feel appreciated.

Besides keeping the average training per employee above 15 hours per year, we seek to train more than 15% of our full-time employees with a permanent contract annually on integrity issues as described in our Integrity Policy.

### Results

In our materiality analysis, we found that anti-corruption was seen as material by our stakeholders. This year, there were **no confirmed incidents of corruption**. However, we will keep measuring this and include

an integrity training in the general training package for employees.

In 2019, across all countries, including our head office in the Netherlands, a total of 1,070 employees in managerial and non-managerial positions, 69% of the workforce, received an average 20.9 hours of training.

### Health & Safety

Our aim is to increase our employees' engagement as well as contribute to their health and safety.

Q-Park promotes the health and safety of customers and employees. We achieve this mainly by training our employees and equipping them for their work, and by creating a safe and healthy working environment. We also offer our employees the opportunity to learn life-saving skills so that they can help someone both at home and at work.

Every year, we receive millions of visitors in our parking facilities at all hours of the day. Unfortunately, it is inevitable that our employees will encounter aggressive or inappropriate behaviour. We offer Parking Hosts conflict management training so they can learn to deal with such situations.

Chart 22: Average annual training hours per employee

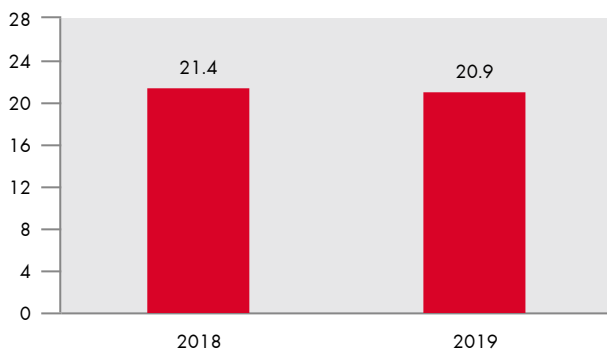


Chart 23: Employee receiving regular training

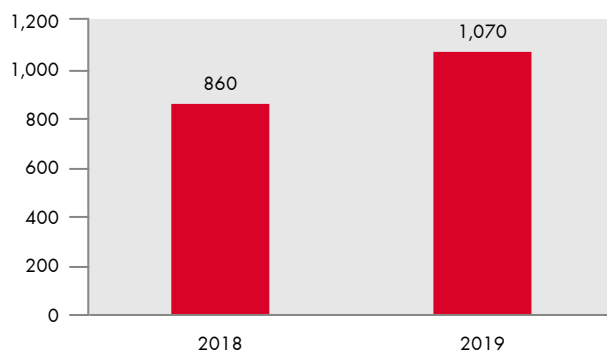


Figure 28: Active mobility teams



### What we do

#### Health

- Training to learn how to use an AED, a skill most appreciated around family and friends

- I Active mobility teams who can be dispatched by the QCR at a moment's notice
- I Climate control and over pressure in the Parking Hosts' lodge to limit car fumes in work area

#### Safety

- I Less cash in our parking facilities, we proactively encourage cashless payments
- I Conflict management training to learn how to deal with aggression
- I CCTV monitoring and footage is available

#### Results

We aim to keep injuries, occupational illness, absenteeism, and days lost to a minimum. Our target is 3% or fewer incidents per employee. In 2019, with 1,503 employees and 57 incidents the incident ratio in 2019 was 3.8%. In 2018 this ratio was 3.1% with 1,562 employees and 49 incidents.

**Table 2: Number of incidents and lost days**

	2018	2019
Total number of incidents	49	57
Total number of lost days	917	743
Total employees	1,562	1,503

#### Other information

##### Employee contract and gender

Total number of employees declined from 1,562 in 2018 to 1,503 in 2019. In both years 79% were male and 21% female.

**Table 3: Number of employees**

	2018	2019
<b>Number of full-time contracts:</b>	<b>1,246</b>	<b>1,181</b>
- temporary contracts (m)	36	38
- temporary contracts (f)	7	9
- permanent contracts (m)	992	933
- permanent contracts (f)	211	201
<b>Number of part-time contracts:</b>	<b>316</b>	<b>322</b>
- temporary contracts (m)	11	9
- temporary contracts (f)	3	5
- permanent contracts (m)	194	203
- permanent contracts (f)	108	105

##### Employees covered by CLA

Percentage of employees covered by collective labour agreements was 53% in 2018 and 47% in 2019.

#### Employees in Danish CLA increased

In 2019, when Q-Park Denmark acquired Univsparkeri, the employees who moved with the acquisition received a Q-Park employment contract in line with the parking industry standard. This also meant that their working conditions were upgraded to the sector Collective Labour Agreement in Denmark.

With this move, Q-Park has set an example because many of the smaller Danish parking companies do not adhere to the sector CLA. They pay staff less or base the salary on the number of control fees issued. Q-Park does not consider this practice to be ethically correct.

## Co-creation

We aim to create value through co-creating partnerships, growing our asset portfolio and its performance as well as our indirect sales channels.

Strategic partnerships in which we pursue a form of agreement with mutually beneficial goals are important to our business. Naturally, in our partnerships, we depend on the willingness of the other party to collaborate and achieve the desired results. For this reason, it is not possible to set quantitative targets but we have defined partnership objectives to guide us, we seek partnerships to:

- I improve and/or expand our market coverage;
- I broaden product and service offerings;
- I build brand awareness.

### Parking Payment Service Providers (PPSPs)

We work together with parking payment service providers (PPSPs) who want to combine their on-street parking and payment solutions with off-street parking for their customers.

These partnerships enable customers to:

- I park in our facilities with the PPSP mobile-app of their choice;
- I receive a convenient overview of all their parking transactions;
- I pay immediately or make a single payment at the end of the month.

### Mobility hubs

In the Netherlands, Q-Park has a co-creation solution with the NS, the national railway operator. Q-Park manages the Park+Ride car parks at train stations and enables NS Business Card holders to use their public transport card for parking as well.

### Infrastructure

We co-create with public and private landlords to provide underground bicycle parking, infrastructure solutions, green spaces as well as routes for pedestrians and cyclists above ground.

## Indirect online sales channels

- I We have programmes in place for marketing arrangements whereby we pay commission to an external website for traffic or sales generated from its referrals (i.e. affiliate marketing).
- I We have programmes in place to partner with theatres, event locations for sports, concerts and other gatherings - enabling them to offer parking solutions directly to their customers. We also refer to this as purpose partner marketing.
- I We have developed the Q-Park Event Management Portal, enabling event organisers and event locations to offer a quick and bespoke parking solution to their target audiences with the least amount of effort.

## Results

- I In 2019, we joined forces with EasyPark, a mobile-app parking service which facilitates parking on-street and in purpose-built parking facilities.
- I In Belgium we have partnered with KBC to integrate our Parking as a Smart Service (PaSS) solution into KBC Mobile, the KBC smartphone banking app for KBC clients.
- I In the Netherlands, Q-Park has introduced the Event Portal to a select group of theatre, concert and sports venues in Amsterdam and Rotterdam.

Figure 29: Co-creation with KBC

