

**We
Develop
Quality**

**We create car parks to fit in
with their surroundings and
serve the local community.**



STAKEHOLDERS

Q-Park has a large number of stakeholders. In the first place these are employees, shareholders and financial institutions. Based on our symposium 'The Future of Paid Parking' held in June 2016 and an environmental analysis we have also identified other stakeholder categories. These are customers (private individuals and businesses), business partners, municipalities and regions, government bodies, politicians, and society as a whole.

The following overview shows how we involve our stakeholders in our policy. By working together with our stakeholders we inform them and enquire after their requirements, and we request a response to our policy. A selection of topics on which we have been in dialogue with stakeholders is given in the following table.

<i>Stakeholders</i>	<i>Requirements</i>	<i>Activities</i>	<i>Resources</i>
Capital market -Shareholders -Banks ¹	<ul style="list-style-type: none"> Benchmarking Financial health and insensitivity to risks Innovation, research, and development Transparency and communication Good reputation Ethical operating activities and compliance Privacy and data security Clarity about the relationship between financial and sustainability reporting 	<ul style="list-style-type: none"> Strategy, policy, risk management, and calculating financial results Relationship between financial and sustainability reporting Reporting according to guidelines, as basis for comparison with other organisations Reputation management Compliance with legislation and interpretation of responsibilities Information over consequences of investments and divestments Information over future opportunities and product innovations 	<ul style="list-style-type: none"> General meeting of shareholders, meetings with banks, technical information days Website, press releases, annual reports Relationship management Code of Ethics Business Partner Code (BPC) OECD Guidelines and UNGC Principles
Customers - Private - Business ²	<ul style="list-style-type: none"> Fair competition and prices Accessible parking facilities Security practices Quality and good parking services Privacy and data security Good complaints processing Accessibility to customers 	<ul style="list-style-type: none"> Quality management Information regarding liability Health and safety measures Product development and environmental management Disseminating the principle 'the user pays' 	<ul style="list-style-type: none"> Website, press releases, social media, annual reports Customer Service Desk Customer satisfaction surveys Information at the location

1 Interaction frequency: quarterly

2 Interaction frequency: daily

<i>Stakeholders</i>	<i>Requirements</i>	<i>Activities</i>	<i>Resources</i>
Employees - Existing - Future ¹	<ul style="list-style-type: none"> Job security and correct remuneration Development and deployment Ethical business operations Safety and good working conditions Good reputation Diversity Participation in community activities Transparency and communication 	<ul style="list-style-type: none"> Inform about Q-Park's plans and intentions Work policy and HRM Health and safety measures and prevention of incidents, emergencies, and accidents Education and training Prevention of fraud and undesirable behaviour Risk and reputation management Offering opportunities for community activities 	<ul style="list-style-type: none"> Consultation between management and employees Performance and appraisal interviews Balanced scorecard Employee training Internal reputation and communication Employee satisfaction surveys Code of Ethics
Business partners - Suppliers - Commercial parties ²	<ul style="list-style-type: none"> Ethical business operations Partnerships Quality Chain responsibility Transparency and communication Innovation, research and development 	<ul style="list-style-type: none"> Inform about Q-Park's plans and intentions Quality control and information about liability Health and safety measures Prevention of fraud and undesirable behaviour Production conditions (also in the chain) Product development and care for the environment Sharing 'best practices' Drafting standards Comply with voluntary agreements within sector 	<ul style="list-style-type: none"> Purchase terms and conditions BPC OECD Guidelines and UNGC Principles Negotiations Position papers and showcases Collaboration (on innovation) and consultation Code of Ethics Participation in MVO Nederland in the Large Company Network Participate in knowledge platforms such as DGBC and KpVV and professional organisations such as Vexpan, EPA, and INREV

1 Interaction frequency: daily
 2 Interaction frequency: monthly

<i>Stakeholders</i>	<i>Requirements</i>	<i>Activities</i>	<i>Resources</i>
Municipalities - Local authorities - Communities ¹	Benchmarking Employment Ethical operating activities and compliance Integration of transport modes Viable, accessible, and economically flourishing cities Cooperation and support for social projects	Design and implementation of the policy Sharing 'best practices' Own regional initiatives Public-Private Partnerships	Website, press releases, annual reports Collaboration and consultation OECD Guidelines and UNGC Principles Sponsoring and donations
Governments, politics and society as a whole - National governments - EU - International institutes ²	Viable, accessible, and economically flourishing cities Safe, healthy, pleasant and social living environment Countering climate change Economical use of raw materials, energy and water Ethical business operations	Initiatives for sustainable urban mobility Modify design of parking facilities to suit the surroundings Prevention and reduction of damaging environmental impact Sustainable construction, maintenance and renovation of parking facilities Contribution to transparency of sector	Website, press releases, annual reports Residents groups and information sessions BPC Consultation groups Code of Ethics

¹ Interaction frequency: monthly

² Interaction frequency: at least once a year

GLOSSARY

AED

Automatic External Defibrillator, a resuscitation device

BPC

Business Partner Code

C2C

Contact-to-Contract

CCTV

Closed-circuit television

CO₂

Carbon dioxide: end product of complete combustion of hydrocarbons such as fossil fuels

CROW

The Dutch knowledge platform for infrastructure, traffic, transport and public space

CSR

Corporate Social Responsibility

DGBC

Dutch Green Building Council

DMA

Disclosure on Management Approach

EPA

European Parking Association

ERM

Enterprise Risk Management

First Aid

First aid is an emergency care or treatment given to an ill or injured person before regular medical aid can be obtained

FTEs

Full-Time Equivalent - total number of employees recalculated to the full-time equivalent

GHG

Greenhouse gas

GRI

Global Reporting Initiative; draws up worldwide guidelines for sustainability reporting

INREV

European Association for Investors in Non-Listed Real Estate Vehicles
European Association for Investors in Non-Listed Real Estate Vehicles

ISO

International Organisation for Standardisation

KpVV

Dutch knowledge platform for traffic and transport

Long-leased

Lease whereby the operational risk lies with Q-Park for more than 15 years

MVO Nederland

MVO (CSR) Netherlands is the Centre of Excellence for Dutch companies that are striving towards corporate social responsibility

OECD

Organisation for Economic Co-operation and Development

Owned

Legal and economic property owned

P&D

Pay and Display

PCI DSS

Payment Card Industry Data Security Standard

PF

Parking facility