



Pré des Pêcheurs, Antibes, France, winner of the EPA 2015 special jury prize

## STAKEHOLDERS

Q-Park has a large number of stakeholders. In the first place these are employees, shareholders and financial institutions. Based on an environmental analysis and a CSR workshop 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 informing them and enquiring after their requirements, by requesting reactions to our policy and by working together with them. A selection of topics on which we have been in dialogue with stakeholders is given below.

<b>Stakeholders</b>	<b>Requirements</b>	<b>Activities</b>	<b>Resources</b>
Capital market - Shareholders - Banks <sup>1</sup>	Benchmarking	Strategy, policy, risk management and calculating financial results	General meeting of shareholders, meetings with banks, technical information days
	Financial health and insensitivity to risks	Financial consequences of environmental and social aspects	Website, press releases, annual reports
	Innovation, research and development	Relationship between financial and sustainability reporting	CSR surveys
	Transparency and communication	Reporting according to guidelines, as basis for comparison with other organisations	Relationship management
	Good reputation	Reputation management	Code of Ethics
	Ethical operating activities and compliance	Compliance with legislation and interpretation of responsibilities	Business Partner Code (BPC)
	Privacy and data security	Information over consequences of investments and divestments	Participation in GRESB and Transparency Benchmark (TB)
	Clarity about the relationship between financial and sustainability reporting	Information over future opportunities and product innovations	OECD Guidelines and UNGC Principles
Customers - Private - Business <sup>2</sup>	Fair prices	Quality management	Website, press releases, social media, annual reports
	Accessible parking facilities	Information regarding liability	Customer Service Desk
	Security practices	Health and safety measures	Relationship management
	Good parking services	Work policy	CSR and customer satisfaction surveys
	Privacy and data security	Product development and environmental management	Information at the location
	Good complaints processing	Disseminating the principle 'the user pays'	TB
	Quality		

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Employees - Existing - Future <sup>2</sup>	Job security and correct remuneration	Inform about Q-Park's plans and intentions	Consultation between management and employees
	Development and deployment	Work policy and HRM	Performance and appraisal interviews
	Ethical business operations	Health and safety measures and prevention of incidents, emergencies and accidents	Balanced scorecard
	Safety and good working conditions	Education and training	Employee representation
	Privacy and data security	Prevention of fraud and undesirable behaviour	Internal communication and meetings (e.g. internal newsletters and IDEFIX-portal)
	Good reputation	Internal reputation and communication (internal culture)	Q-Park Academy
	Diversity	Risk and reputation management	Internal reputation and communication
	Participation in community activities	Offering opportunities for community activities	CSR and employee satisfaction surveys
	Transparency and communication		Code of Ethics
Business partners - Suppliers - Commercial parties <sup>3</sup>	Ethical business operations	Inform about Q-Park's plans and intentions	Purchase terms and conditions
	Partnerships	Quality control and information about liability	BPC
	Quality	Health and safety measures	OECD Guidelines and UNGC Principles
	Chain responsibility	Prevention of fraud and undesirable behaviour	Negotiations
	Transparency and communication	Production conditions (also in the chain)	Position papers
	Innovation, research and development	Product development and care for the environment	Collaboration (on innovation) and consultation Code of Ethics
Municipalities and regions - Local authorities - Communities <sup>3</sup>	Benchmarking	Design and implementation of the policy	Website, press releases, annual reports
	Employment	Sharing 'best practices'	Collaboration and consultation

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	Ethical operating activities and compliance	Own regional initiatives	OECD Guidelines and UNGC Principles
	Partnerships	Public-Private Partnerships	TB
	Viable, accessible, and economically flourishing cities		
	Integration of transport modes		
Governments, politics and society as a whole - National governments - EU - International institutes <sup>4</sup>	Viable, accessible, and economically flourishing cities	Measures to prevent or reduce nuisance in the neighbourhood	Website, press releases, annual reports
	Safe, healthy, pleasant and social living environment	Modify design of parking facilities to suit the surroundings	Residents groups, open days, information sessions
	Countering climate change	Dealing with complaints	Consultation groups
	Economical use of raw materials, energy and water	Inform about plans for the future	Code of Ethics
	Ethical business operations	Sustainable construction, maintenance and renovation of parking facilities	
		Prevention and reduction of damaging environmental impact	
		Initiatives for sustainable urban mobility	
Other - Scientists - Media - Industry - Etcetera	Innovation, research and development	Sharing 'best practices'	Website, social media, press releases, annual reports
	Fair competition	Drafting standards	Code of Ethics
	Benchmarking	Contribution to transparency of sector	TB, GRI, GRESB
	Ethical business operations	Comply with voluntary agreements within sector	Participation in MVO Nederland - Large Company Network
	Accessibility to customers	Disseminating the principle 'the user pays'	Participate in knowledge platforms such as DGBC and KpVV and professional organisations such as Vexpan, EPA and INREV
	Cooperation and (financial) support for social projects	Design and implement the policy	Sponsoring and donations

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	Countering climate change	Prevention and reduction of damaging environmental impact	OECD Guidelines and UNGC Principles
	Transparency and communication	Labour aspects; also in the chain	BPC
	Responsibility for fair prices	Identify and inform key parties	

<sup>1</sup> *Interaction frequency: quarterly*

<sup>2</sup> *Interaction frequency: daily*

<sup>3</sup> *Interaction frequency: monthly*

<sup>4</sup> *Interaction frequency: at least once a year*