



ESG Report

2023

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Foreword

Philippe Op de Beeck

Responsible Business

The launch of APCOA's 'Sustainability in Action' initiative in 2021 marked a significant milestone in our commitment to sustainability. By establishing multiple ESG (Environmental, Social, and Governance) initiatives within a structured framework, we have demonstrated a genuine integration of sustainability into our core business operations. This initiative reflects APCOA's dedication not only to our employees, clients and investors but also to the wider communities and environments in which we operate.

Operating in close proximity to 70% of the population across 13 countries, we understand the direct impact our operations can have on local communities. This underscores the importance of aligning business practices with sustainability goals to promote positive outcomes for society.



ESG Objectives

Environment

As a key player in the mobility sector, we recognise APCOA's role in shaping the environment. We're proud to report substantial progress in our efforts to promote sustainability within our operations. By leveraging our position in the mobility industry, we're actively contributing to the improvement of our environment and working towards a more sustainable future. One of the key initiatives is our focus on installing and operating a network-wide EV charging infrastructure, which we will continue to build on during 2024.

Social

Overall, across the Group, we strive to be an employer of choice. Our social framework is based on the principles of the United Nations Global Compact Agreement, to which we committed in December 2021. It provides a structured approach to social responsibility across different countries, enabling us to focus our efforts effectively while allowing each country the autonomy to adapt measures according to local contexts. During 2023 we have seen a real step change in our cultural approach across the Group with each country implementing the framework at a country level focusing on the key aspects which make a real local impact on their employees, communities and charities.

“At APCOA, we strongly believe in our responsibility to contribute towards creating a sustainable ecosystem. It's not just a choice for us; it's a conviction.”

Governance

As APCOA leads the way in the development and provision of digital solutions in parking and mobility across Europe, we have ensured that critical attention is paid to data security and compliance. Our governance framework is designed to ensure every APCOA colleague understands what is expected of them when undertaking their business and that they are equipped to always make the right choices.

With these initiatives, we are also helping the owners of the assets in which we operate to increase their own contribution to a more sustainable environment.

2023 Achievements and Future Goals

Our last Sustainability Report provided a comprehensive overview of our ESG strategy and results, highlighting the investments we've made since 2016 to drive meaningful change. We recognise that sometimes even small changes can have a significant impact over time, which is why our ESG plan encompasses both large and small-scale initiatives. This approach allows us to address sustainability challenges at various levels and make a difference where it matters most.

We have now appointed an ESG owner in all our countries who has responsibility for driving ESG activity forward with the leadership team of the country.



With large numbers of people visiting car parks, health and safety have to be at the forefront of everything we do, and in 2023 we focused on establishing a strong health and safety culture across our countries, an effort that will further be enhanced in 2024.

We have continued to push hard on carbon reduction and have reduced our footprint for the second year running, achieving an overall reduction since our 2021 baseline of 3,831 tCO₂e - 8.3%. Our commitment to EV100 has shown an increase in our electric fleet from 14% to 26%. Our electrification strategy has APCOA managing over 4,124 EV charge-points, which is a 64.9% increase from 2022.

I'm delighted that overall we are now seeing a really positive impact from the ED&I initiatives we launched in 2023 which will continue to support and encourage the increase in appointment for Young Talent (9%) and Women in Parking (25.1%).

We also improved our risk management through frequent audits and an increased focus on business continuity.

I continue to be inspired by the enthusiasm and commitment of our colleagues across all



countries to embrace the changes and look for other opportunities to make improvements. I thank them for their continued support in helping us to become a more sustainable business. Best practice sharing under the leadership of our Group's ESG Director, Kim Challis, has substantially accelerated our progress.

By ensuring APCOA continues to grow and develop in innovative, responsible and sustainable ways, we know we can make a significant contribution to environmental and social targets for the countries in which we operate.

In this report, we set out APCOA's ESG vision, objectives and progress during 2023. You will find a multitude of examples showcasing initiatives across the Group, each addressing different facets of our ESG strategy. These examples serve as tangible evidence of our collective efforts and underscore our real commitment to

sustainability, social fairness and responsible business practices. It also demonstrates our commitment to the goals we have set ourselves, and our determination to make a difference to the world, both delivering large-scale change and improving life for our colleagues and the local communities in which we work.

Philippe Op de Beeck
Chief Executive Officer, APCOA



1.8 M Parking Spaces	5,000 Employees
> 13,000 Locations	13 Countries

1. Approach to Sustainability



How Sustainability is built into our Company

At APCOA, we believe it is our responsibility to grow and develop as a company in innovative and sustainable ways.

Connecting parking, mobility and urban life, we are an integral part of the urban ecosystem and strive to contribute to cutting CO2 emissions, conserving resources and improving quality of life. Our Europe-wide ESG programme fast forwards our activities, centred around the three main pillars:

Environmental

APCOA has made a commitment across the Group to measure the Scope 1, 2 and 3 emissions, calculated in accordance with the Greenhouse Gas Protocol. To do so, we are partnering with First Climate. We annually report our progress against our carbon reduction targets and the associated initiatives we have taken in our journey to achieve net zero.

Grow as a company

in innovative and environmentally friendly ways.

Act as an integral part

of the urban ecosystem by reducing CO2 emissions, conserving resources and improving the overall quality of life.

Bring together

parking, sustainable mobility and urban life.



Social

Our people are our business, and we are proud to say that we employ colleagues from a diverse range of backgrounds and experience. To ensure an attractive workplace, we have installed a Group-wide policy on social aspects that incorporates five key elements: human rights, modern slavery, sustainable work environment, employment relations and support of the local communities we serve.

Governance

APCOA has implemented a comprehensive set of corporate governance guidelines, policies and standards which are audited on a regular basis. Through continuous training, we have developed a strong risk awareness culture across all our organisations which is also supported by specialised local teams.

Our ESG reports are just one of the ways that we are reinforcing our commitment to our colleagues, our customers, our clients and suppliers, our communities, and the environments we work in across our markets. In addition, we have joined the UN Global Compact which provides a framework for developing a more sustainable and responsible business.

3. 2023 Highlights



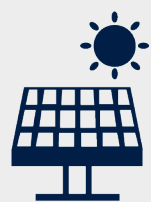
2023 Highlights Dashboard

Environmental



A reduction of 3,831 tCo2e from 2021 baseline

- APCOA'S total Carbon footprint for 2023 is 42,149 tCo2e reduction of 97tCo2 on 2022.



Intelligent lighting, solar panels and voltage optimisers **reduce electricity** consumption for lighting, ventilation and powering equipment across our car parks



> 1,000 ANPR

sites across Europe for a frictionless experience



EV - An increase of over 64.9% on 2022

- Charging stations (AC/ DC) in our car parks > 4,124



> 500 car parks as urban hubs

across Europe to provide the physical and digital infrastructure for sustainable urban life



APCOA's payment apps provide around

9.8 M customers

with cashless parking payment services

Social



25.1 % woman

29% work flexible hours

9% young talent <25 years old



Introduction of new H&S measures with 2023 being the first year for all APCOA countries to measure LTIFR

Result 5.8



We support multiple

charitable fundraising events

(financial contributions or supporting local community activities)

Governance



Corporate Governance has been strengthened by

- **code of conduct,**
- **annual compliance and security training**

2. ESG Vision & Goals



ESG VISION & Goals

At APCOA, we have established ambitious targets for our ongoing ESG journey. Across all three domains, we have set distinct milestones and developed detailed plans to guide our efforts toward their achievement. These set out how we will address the most material issues for our sector and make a difference by 2030. By making substantive progress towards decarbonisation by 2030, we will remain on track to meet the goal of net zero by 2050.

Our first pillar – Environmental – sets out APCOA’s response to climate change and managing the impact on the environment.

The second – Social – brings together our plans to improve the prosperity and well-being of individuals and communities.

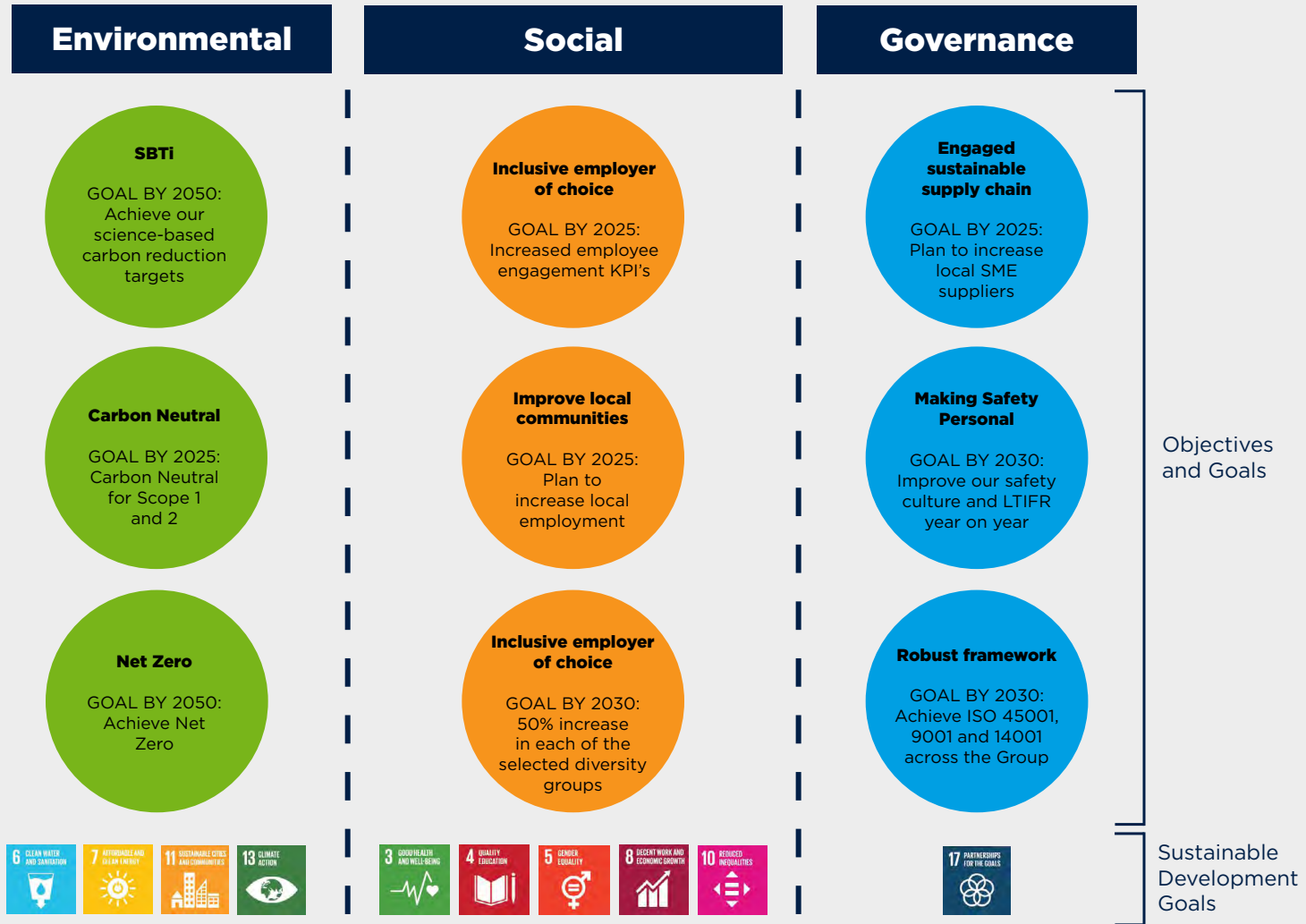
Our third – Governance – ensures we are making the right choices via a robust, transparent governance framework.

Underpinning all three pillars are our responsible business foundations, the basis of our ongoing commitment to do the right thing. There is strong alignment between the United Nations’ Sustainable Development Goals and APCOA’s objectives, and we have mapped them here.

Joint responsibility

We acknowledge the increasing expectations of our stakeholders to develop and deliver sustainable solutions. As a company, we are focused on improving the quality of life for local communities and for our colleagues across APCOA’s 13 European markets.

Specifically, as a Group, we see numerous opportunities within our locations and business models to create a sustainable impact on society. Our focus lies in reducing stress, traffic, emissions, and noise by facilitating seamless mobility for both people and goods.



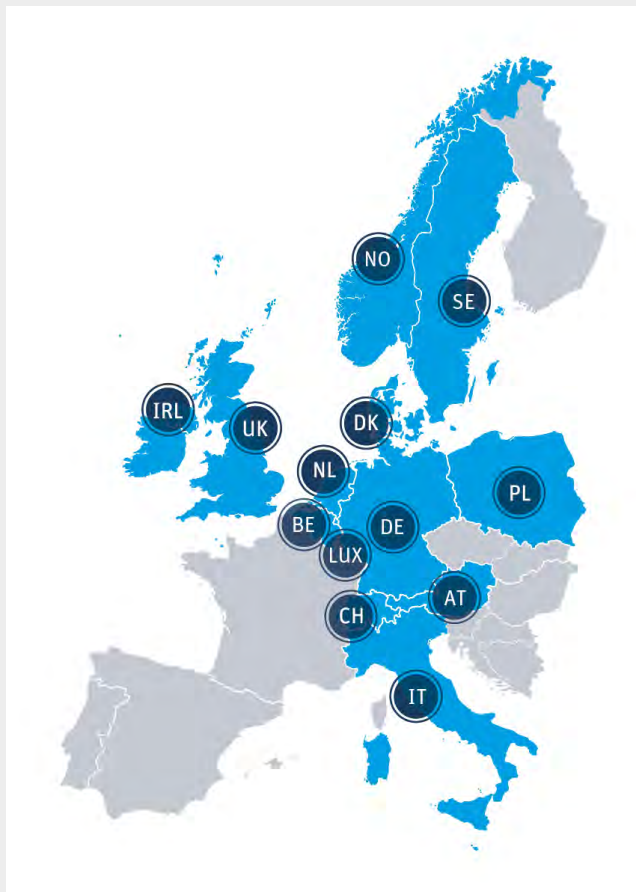
4. About APCOA



About APCOA

Company Profile

APCOA is Europe's leading parking operator with more than 50 years of industry expertise. With its 5,000 employees, the Group manages more than 1.8 million individual parking spaces at 13,000 locations in 13 European countries. The company is active in the areas of parking, charging, technologies and urban solutions.



Who we are

“With our consistent asset light business model, APCOA is the trusted partner who maximises value for private and public real estate owners.” Via our open digital platforms, we connect on-street and off-street car parks with clients, partners, customers and their vehicles. Based on this technology, APCOA is transforming our car parks into Urban Hubs, providing the physical and digital infrastructure for mobility, logistics, e-charging, and technology-based services.

Customers profit from innovative and convenient experiences provided by APCOA and our partners who use the car parks to deliver their services. The environment also benefits as the company actively contributes to the reduction of emissions in cities by decreasing the volume of traffic for logistics and searching for parking.

“APCOA serves all sectors: airports & railway stations, city & shopping centers, hospitals, universities as well as event locations and on-street sites.”

By connecting parking, mobility and services for urban life, APCOA is positioned to be an integral part of the digital and physical urban ecosystem.

What we do

PARKING	CHARGING	TECHNOLOGY	URBAN SOLUTIONS
Delivering higher value and better experiences with parking spaces.	Advancing e-mobility with charging infrastructure.	Creating value with tech and data.	Supporting sustainable communities with hubs.

What we stand for

We are deeply passionate in everything we do. This makes us an approachable, reliable and solution-oriented partner for your business, building on over 50 years of parking know-how. At the same time, we are a forward-looking and creative team, determined to take everything around parking more than just one step ahead.



5. Environmental

Summary of our Ambitions

Climate change is one of the most pressing challenges APCOA faces today:

- **Carbon Emissions:**
APCOA operates a large fleet of vehicles and manages car parks which impact on carbon emissions.
- **Energy Consumption:**
Parking facilities require energy for lighting, ventilation, and other operations; finding ways to reduce energy consumption and increase efficiency can help APCOA to mitigate the effect on the environment.
- **Sustainability:**
Consumers are becoming more environmentally conscious and are increasingly choosing to support businesses that prioritise sustainability.
- **Regulatory Compliance:**
Governments are implementing stricter regulations to address climate change, including emissions standards and sustainability targets.

At APCOA, we are aware of the need to protect our environment and have been working hard in recent years to implement a range of strategies to meet these challenges. These include investing in electric vehicles, improving energy



efficiency in our facilities, providing customers with improved access to renewable energy sources, and promoting sustainable practices throughout our operations.

We know that focusing on environmental sustainability will also:

- Protect our Brand and enhance the value of what it stands for.
- Give us a competitive advantage in our key business sectors – driving growth both in B2C and B2B.
- Allow us to be the company of choice when attracting the best talent.

By taking proactive steps to mitigate our environmental impact, APCOA can help address the challenges of climate change while also improving our long-term sustainability and competitiveness. We intend to lead the way, showing others what best practice looks like; as Europe's leading parking company, we believe we have a responsibility to encourage and drive change.

“We have set a target to be Carbon Neutral for Scope 1 and 2 by 2025 and achieve Net Zero by 2050.”

APCOA is committed to working closely with all our stakeholders (investors, landlords, clients, customers, colleagues, and supply chain partners) to reduce our carbon emissions. Our baseline year has been set to calendar year 2021.

In 2021 we appointed a partner, First Climate, to work with our sustainability team to measure our carbon emissions across the Group. With over 20 years' experience, First Climate is a leading provider of climate protection and green energy solutions supporting private and public sector organisations to achieve their climate and sustainability objectives. They are working with APCOA to minimise avoidable emissions and develop in-setting and off-setting solutions to compensate for unavoidable carbon emissions.

“Our aim is to minimise the environmental impacts for our business. We are committed to measuring our carbon footprint every year (2021 baseline) and have developed a comprehensive 5-year carbon reduction plan centered around 6 key initiatives.”

Measuring Our 2022 Carbon Footprint

Our carbon footprint for Scope 1, 2 and 3 carbon emissions has been calculated by First Climate in line with the Greenhouse Gas Protocol (GHG-P) which is the most widely used international accounting framework to understand, quantify, and manage greenhouse gas emissions.

APCOA'S total Carbon footprint for 2023 is 42,149 tCo2e across the whole Group. This is a reduction of 3,831 tCo2e from the baseline year of 2021 which has been adjusted to include the acquisition in the UK and our new technology start up Value Spaces.

Our direct emissions accounted for 15% of the total emissions, which was a 3% reduction from the prior year. Our indirect emissions accounted for 85% of our total 2023 emissions.

The Greenhouse Gas (GHG) Protocol is a multi-stakeholder partnership of businesses, non-governmental organisations (NGOs), governments, and others convened by the World Resources Institute (WRI) and the World Business Council for Sustainable Development (WBCSD).

As a result, our carbon reduction plan focuses around a four-step plan targeted at those direct operational activities that contribute most to carbon emissions. It also applies to our indirect emissions as we engage and work with our supply chain and clients to reduce third-party emissions.

To reach our target to be Carbon Neutral by 2025 we have implemented a Group-wide carbon reduction programme centered around six main initiatives:

1. Delivering Sustainable Transportation
2. Providing Sustainable Energy Solutions
3. Improving Air Quality
4. Urban Hubs - Reducing Travel Through Localisation
5. Accelerating Electrification
6. Leveraging Digital - Sustainable Operations

Our Carbon Reduction Plan



ELIMINATE

Our decisions will consider options to eliminate carbon emissions



REDUCE

We will use resources efficiently to lower our carbon intensity



SUBSTITUTE

We will adopt low carbon alternatives



COMPENSATE

We will offset unavoidable emissions through environmental projects



1. Delivering Sustainable Transportation

APCOA has signed up to EV100, committing to transition our complete fleet (cars, vans, scooters) to fully electric by 2030.

“In 2023, APCOA Sweden increased its electric vehicle fleet from 3 to 27 units, in addition to its 85 hybrid vehicles, leaving only 15 vehicles which are entirely dependent on fossil fuels to be replaced by the end of 2025.”

Our operational fleet is also transitioning to both smaller, more economical vehicles such as e-bikes and scooters where possible.

Fuel (diesel, gasoline, LPG) currently accounts for 63% of our direct emissions. Our 2023 Group consumption was 1.63 million litres of fuel. In 2023, 14% of our total fleet was electric. We expect this number to increase to 21% by end of 2024.

Employee commuting contributes to 12% of our indirect emissions. Therefore in 2024 we will be reviewing our company car policy to ensure

“APCOA Italy reduced kilometers travelled by its employees to and from work by 18% in 2023.”

we incentivise more sustainable travel to and from work, including the promotion of hybrid and electric vehicles and car sharing.

In some locations, we offer electric bikes as a sharing service - customers simply have to download the app, register an account, and follow the instructions placed on the E-bike. After scanning the QR-code to connect to the e-bike, their journey can begin.

APCOA is also partnering with multiple car sharing, car rental and micro mobility providers who are using parking spaces for EV charging or to provide their services to the public. This goes hand in hand with improving connections to public transport to encourage multimodal transportation as an alternative to car ownership.

Example

APCOA carries out more than 4,000 micro mobility transactions annually. Vehicles such as electric scooters or bikes, can be picked-up or dropped-off in dedicated zones or racks in our car parks. We also support the efficiency and profitability of our micro mobility partners with storage solutions for their vehicle fleets or battery charging infrastructure as well as other services.

One example is the mobility hub at Bahnhof Schönhauser Allee in Berlin which APCOA opened together with BVG in 2020. Next to the train station, a wide range of micro mobility offers from our partners Miles, Mobilee, Oply, Emmy, Cambio, Tier and Voi are available for customers.





Example

APCOA UK has opened three Urban Mobility Hubs in Carmarthen, Sheffield and Manchester. Designed around convenient central locations, they offer a range of accessible services all in one place. The hubs provide a well-situated point for users to switch from one mode of transport to another.

By working with a network of partner organisations, APCOA has equipped the car parks to offer a range of services focused on the needs of the local communities and visitors. Facilitated by state-of-the-art ANPR technology and fully wi-fi enabled, the new Hubs have seen customers benefit from:

- Designated parking zones for blue badge holders, parent and child parking, and pre-bookable premium bays
 - EV charging for vehicles and bikes
 - Secure bike storage
 - Seating area with vending machines for hot and cold drinks and snacks
 - Range of B2C and B2B delivery lockers covering every major courier
 - A pre-bookable, heated, private office pod
 - Live transport screen showing real-time information on local bus and train services
- Further UK Urban Mobility Hubs are planned in 2024 and 2025 including locations in Scotland and Northern Ireland.

2. Providing Sustainable Energy Solutions

Electricity is our largest energy source. We use it for lighting, ventilation, and powering equipment across our car parks. Our 2023 Group-wide electricity consumption was 35,599 MWh.

APCOA Norway, Sweden, Austria, Germany and Switzerland continued to purchase 100% of their electricity from renewable sources. In 2023 we saw Belgium, Italy, Ireland and UK switch to renewable sources which resulted in our direct scope 2 reduce by 1,650 tCo2e. In 2024 we expect Netherlands, Poland, Denmark and Luxembourg to also switch.

Solar Panels

We have seen a positive impact from the implementation and use of solar panels for powering ANPR cameras, car park pay & display machines and ancillary operational activities such as car washing, lockers and other payment solutions. In Poland, all our parking meters are now solar-powered.

LED Lighting

One important contributor to reducing our energy costs has been the further implementation of intelligent LED lighting systems across larger car parks; this work continues in 2024.

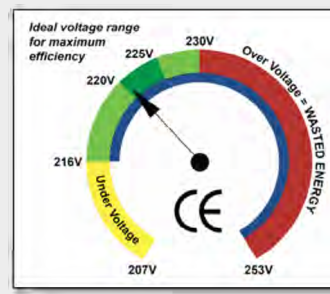
Example

Introducing intelligent LED lighting makes a positive impact on CO2 emissions through lower kWh consumption – resulting in reductions of up to 30%. APCOA Italy reports that 93% of facilities have been entirely converted to LED lighting, with a clear aim to convert all car parks by the end of 2024. Motion sensors which provide intelligent control of lighting are now installed in 66% of our car parks in Italy.

APCOA Germany has been working with contractual partners to convert conventional LED or conventional fluorescent tubes to dimmable LED bulbs using motion detectors to dim the bulbs when no detection is available. This programme is currently live at 14 locations, resulting in average energy savings of approx. 23.9% currently.

Use of Voltage Optimisers in Car Parks

Voltage optimisation is a clever energy-saving technique that is used to regulate the incoming power supply. By reducing the voltage supplied to the optimum level you can reduce the amount of electricity you use, cutting your carbon emissions at the same time.



Example

Following an initial trial at The Moor Car Park in Sheffield, UK, a voltage optimiser unit was fitted to the incoming electricity supply. The optimiser reduced our utility consumption by approximately 7% per annum, which is a saving of circa £4,000 per annum, resulting in a payback of the investment in just 2.6 years.

3. Improving Air Quality

Emissions from road vehicles, which include particulates and nitrogen oxides, have a negative impact on air quality.

At APCOA we are working with our UK and Scandinavian teams to develop a coherent strategy to address our contribution to improving air quality. Our policies to minimise emissions include the following:

Anti-Idling Campaigns

We are working with municipalities in the UK, Sweden and Denmark to implement no-idling campaigns via on-street enforcement.

Air Quality Monitoring

We support our clients' air quality programmes through intuitive and innovative means. For example, we have sourced and deployed compact environmental pollution monitor trackers which can be worn by our frontline colleagues.

The air quality trackers collect data on PM, PM 10, No2, VoC, Temperature and Humidity which is paired to allow real time data transmission and GPS location mapping. The data is fed back live to a global air quality data collection utility. We feed into data that is openly sourced and freely available to the communities that we operate in, meaning we can demonstrate highs and lows in pollutant levels at 1-hour intervals



over a 24hr period. We are the first operator to deploy wearable trackers with enforcement officers.

This project has been rolled out to five municipalities in the UK and is now undergoing trial in Ireland and Sweden.

The Flow Devices

The Flow devices have harnessed significant interest and received the CES 2017 Innovation Awards Honouree title in the "Tech for a Better World" category.

Example

APCOA Italy is working on a trial of CO2 sensors for operators who are located in underground parking lots or on the roadway.

A portable device alerts users to the presence of hazardous gases in the atmosphere or in the local environment.



4. Urban Hubs - Reducing Travel Through Localisation

APCOA offers more than 13,000 car parks across Europe as Urban Hubs to provide the physical and digital infrastructure for strategic partners in mobility, electrification, logistics and on-demand services.

With the strategic expansion of our product portfolio, we form an integrated ecosystem of Smart City and Smart Mobility services and actively contribute to the sustainable transformation of urban areas and the reduction of CO2 emissions.

APCOA's strategic partners include Amazon, Bosch, Inpost, DHL, UPS & SIXT. The flexible incorporation of tailor-made electric shared and micro mobility services support emission-free intermodal transport and help to reduce inner-city traffic and the search for parking spots.

Example

In 2023, APCOA Norway signed a new agreement for locker boards with Postnord, one of the country's largest companies for handling packages. APCOA Norway has also introduced further collaborations which they have been running as events at selected car park locations through the year. One of these is with Riis Bilglass to deliver a service to repair damaged car windows, and another with Lemonwax to deliver an environmentally-friendly car washing service.

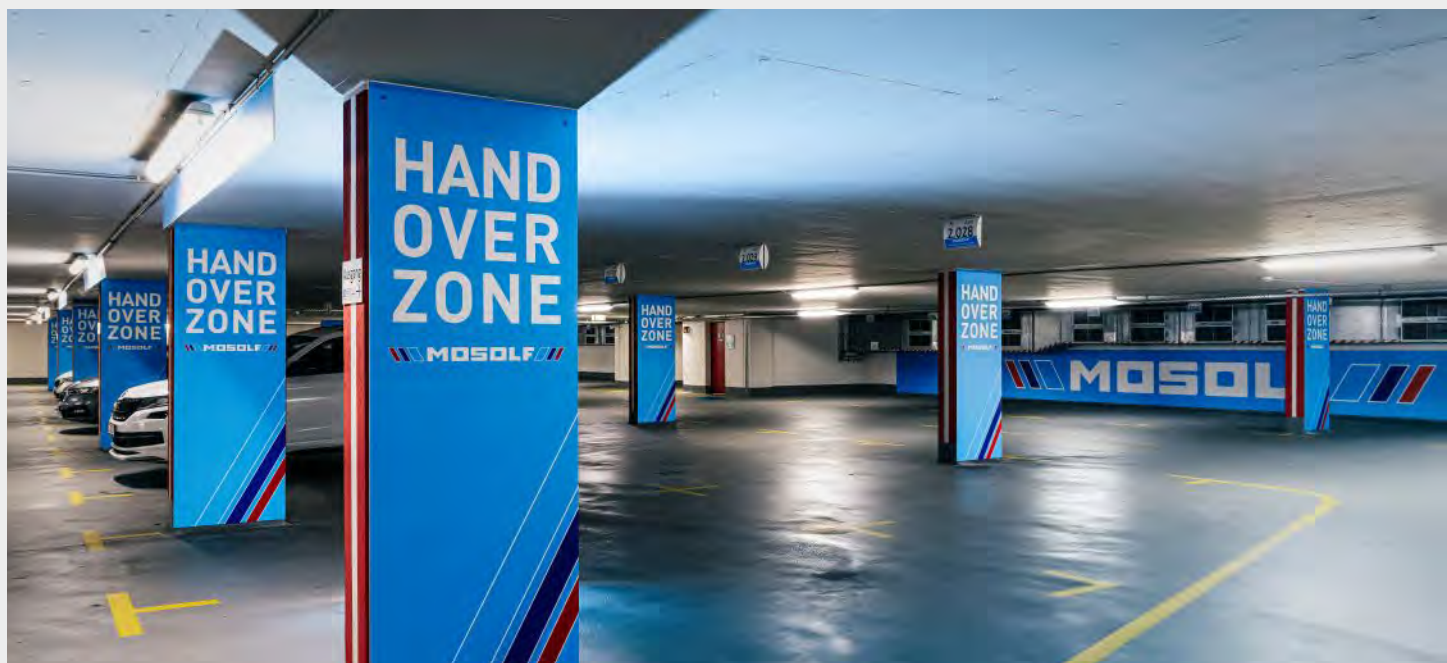
Example

APCOA's car parks deliver flexible capacities that are being used for fleets of all kinds of vehicle types - cars, bikes, cargo bikes and even vans and trucks. This guarantees safe storage and 24/7 availability of vehicles for our partners. A broad variety of tailor-made ancillary services around charging, cleaning, disinfection, maintenance, or video surveillance complete our proposition for fleets.

In Germany, APCOA partners with Mosolf Group, a logistics service provider for the automotive industry, for fleet operators as well as for automotive trade. Mosolf uses APCOA car parks to build an efficient

logistics and delivery network for automotive OEMs and fleets, bringing vehicle delivery closer to the end customer. The first 'hand-over zone' is set up at the 'SI Center' in Stuttgart. The benefits of this partnership include collection and return of new and old vehicles close to home or work, thus reducing transportation distances.

"This partnership marks an important step for the Mosolf Group to further expand our services in urban areas and to offer our customers even better solutions," says Dr. Jörg Mosolf, CEO of the MOSOLF Group. "Together with APCOA, we will break new innovative ground and play an active role in shaping the mobility of the future."



5. Accelerating Electrification

Powering more of the cars we drive with clean energy is essential to address both CO2 emissions and air pollution.

We have announced plans to deploy up to 100,000 new EV charging stations in APCOA parking facilities by 2035. As part of our EV strategy, APCOA will make the investment to expand our AC charging infrastructure and become a leading EV charging operator. In parallel, strategic partners from the automotive industry, as well as energy and charging infrastructure providers, will deploy an additional 1,000 fast-charging stations across APCOA's dense location network.

We have developed a central European charge-point management platform which allows us to undertake full end to end management of the EV charge-point network in each of our European Countries. This open (OCCP) and compatible setup allows the integration of multiple EV charge-point partners and services.

Example

Just looking at our operations in Norway, Sweden and Denmark alone, APCOA has installed a total of 1,364 charging stations as part of its commitment to the green transition. Norway has recently signed a Strategic Agreement on DC chargers with Mer, one of the country's leading charging companies.

The APCOA FLOW, APCOA Connect, ScanEV® apps serve as the front-end to parking customers, including locating, booking and payment.

At the end of 2023 we have 4,124 EV charging stations available in car parks operated by APCOA. This is a 60% increase from the end of 2022.



Example

In 2023 APCOA UK was selected by two London local authorities to support them with the development of their EV infrastructures, each with different requirements.

Working with the London Borough of Hillingdon, APCOA will be rolling out hundreds more EV charging points across the borough, to deliver a high quality, accessible and convenient electric vehicle charging network by 2030. It includes new public charging points at off-street council property to help meet demand as more drivers switch to electric vehicles.

Another solution has been delivered by APCOA for the London Borough of Bromley at its central Civic Centre multi-storey car park. APCOA has provided 12 Tesla DC rapid electric vehicle chargers and five AC charging units where motorists can charge their vehicles over a longer period or overnight.

Both solutions will contribute to the achievement of environmental targets by reducing emissions, and the additional EV capacity will also encourage local residents to make the move to more sustainable transport.

“In Italy, we have grown our EV infrastructure from just 11% of our car parks in 2021 to 48% at the end of 2023.”

6. Leveraging Digital - Sustainable Operations

APCOA has demonstrated a longstanding commitment to the development of digital technologies which are having a very positive impact on both customer convenience and environmental sustainability. The widespread adoption of digital services across all sectors and countries highlights the transformative power of technology in our daily lives.

Example

In Germany, since 2023 APCOA has operated all 6,532 outdoor parking spaces at the VELTINS-Arena, the venue for the home matches of football club FC Schalke 04, and many concerts and other events. Fans are free to decide how they want to pay for parking on site. They can pay at several pay machines on site, completely digitally via QR code, Late Pay or via the APCOA FLOW app.

APCOA uses its licence plate recognition system in the parking lot. When entering the outdoor parking spaces, the car's licence plate number is read by a scanner and the parking process is started automatically. Before fans enter the stadium, they have the option of buying their day ticket in cash or by card using the APCOA FLOW app or in the traditional way

The range of payment solutions offered by APCOA, such as APCOA Flow, APCOA Connect, ScanPay®, and Prebook, demonstrate a proactive approach to meeting the evolving needs of customers. These services not only make parking more convenient but also streamline the payment process, enhancing the overall customer experience.

Leveraging digital technologies to optimise operations improves efficiency and contributes to reducing environmental impact. By minimising the need for physical infrastructure and utilising data analytics for better resource management, APCOA is demonstrating its commitment to sustainability.

at the parking machine, avoiding long queues after visiting the stadium. At the exit, the licence plate is scanned again, and the parking process is completed. Once the parking fee has been paid and the vehicle exits, the system automatically anonymises the data. In addition, it is also possible to pay using a QR code, which redirects fans to a website to pay the fee.

“Digitalisation can significantly speed up parking processes,” says Tobias Beau, Director Digital Products & Innovation at APCOA Germany. „That’s why we have been consistently investing in new technologies such as licence plate recognition for years. This allows us to continuously improve the parking experience for our customers.“



As the reliance on digital services continues to grow, APCOA's dedication to innovation positions us well to meet the evolving expectations of customers while simultaneously driving positive change for the environment. In all countries our operations are now moving to:

ANPR Technology

The use of Automated Number Plate Recognition (ANPR) reduces the need for permanent physical staffing and can be integrated with digital services to provide the end customer with a frictionless experience. APCOA now has thousands of ANPR sites across Europe with Norway, UK and Germany as our biggest markets for ANPR utilisation.



Example

APCOA Norway's prize-winning ANPR approach began with one car park in Oslo in 2017 and now covers 200+ locations.

In order to streamline the process and improve the customer experience, we removed all barriers and only used camera recognition (ANPR). Our ANPR system is a remote-controlled APCOA technology with triple OCR engine including AI for optimal reading of licence plates.

- **One digital platform with tailor-made options**
- **In-house development enabling customisation**
- **Fit for complex facilities**
- **Integrations with open APIs that enable complex benefits programmes**
- **Improved access, user experience and cost efficiency**
- **APCOA FLOW, user-friendly app & loyalty programme**

Digitalisation of parking with ANPR is more environmentally friendly, reducing ongoing equipment maintenance and physical checks. It is very easy for customers to park and pay, reducing queuing at payment machines, engine idling and time.

Customers can make automatic payment through the APCOA FLOW app at more than 1,100 sites, which has enabled more sustainable functions, such as:

- **Navigation through the app to our parking spaces reduces unnecessary driving**
- **Digital parking permits**
- **Discounted parking: physical parking tickets/plastic cards are no longer required**
- **Payment by phone has reduced the need for physical payment machines**
- **Integration with EV charging - where to find the nearest charger and enabling payment for both parking and charging in the app.**

Through the digital platform, we have transformed our car parks into mobility hubs, and offer innovative services that enable a more practical everyday life for our customers and local communities. In 2023, we handled more than 5M FLOW transactions, and 3.6M ANPR.

Cashless Technology

APCOA Flow/APCOA Connect

The introduction of APCOA FLOW and APCOA Connect allows around 5m customers to make payments for parking via an app using their credit/debit card. They also provide a range of convenient cashless services to help drivers alleviate the hassle of paying for parking. Services include reserving a parking space, paying up to 24 hours later with APCOA's LatePay, contactless entry to the car park, and fully automated payment, invoicing and contactless exit with APCOA AutoPay. With the integration of automated number plate recognition (ANPR), the system recognises the customer's vehicle and automatically opens the barriers, eliminating the need for pulling a ticket and going to the ticket machine.

“APCOA Norway already has more than 1 million APCOA FLOW users, reducing the need for paper tickets and providing a seamless customer journey.”

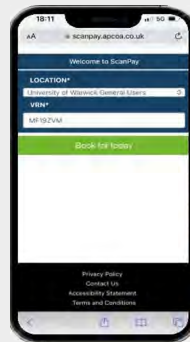


Example

In many car park locations in Italy, the percentage of payments that are ticketless and cashless is now more than 70%, through the utilisation of digital payments including APCOA Flow.

ScanPay®

In 2023, APCOA expanded the rollout of ScanPay® into UK, Ireland, Germany, Austria, Poland and Italy which has been a tremendous success. ScanPay® offers a quick solution for individuals who don't want to walk to a kiosk or download an APP. Using a QR code for payment via ApplePay or GooglePay, no user registration is needed, which provides a quick and convenient payment option.



ScanPay® can be configured to deliver bespoke client requirements and is easily integrated with existing and new car park equipment. It helps our clients reduce the cost of cash collection and associated processing costs.

Example

APCOA Ireland launched ScanPay® in 2022 and it is now being used across 220 locations with over 268,000 annual transactions. Customer feedback is very positive as it doesn't require a ticket to be displayed on the car dashboard, provides a quick and easy payment method, and the customer can extend their parking remotely.

Pre-Book

Pre-booking and contract parker platforms allow customers to purchase discounted parking at our car parks via the internet. These measures reduce the need for cash logistics and processing, delivering less travel and fuel/electricity consumption.

Digital Customer Service

The integration of digital technologies in customer service has had a very positive impact on both customer convenience and environmental sustainability.

Webchats provide customers with a convenient way to interact with businesses in real-time. They allow for quick exchanges of information, addressing inquiries promptly without the need for customers to wait on hold or compose emails. Customer service agents can handle multiple chat sessions simultaneously, increasing throughput and reducing overall response times. With the addition of pre-defined response options for agents to select,

we can ensure that information, instruction, and onward assistance is consistently and quickly delivered.

Chatbots are AI-powered virtual assistants that can handle routine inquiries and tasks autonomously. They can understand and respond to customer queries, provide information, and even perform simple transactions. By creating unique pathways aligned with the most common requests, our chatbots can give a dedicated customer experience. This frees up human agents to focus on more complex issues, thus improving overall efficiency.

Agent-Assisted Payments (PCI compliant) streamline the transaction process and enable secure handling of sensitive payment information while providing a seamless experience for customers.

Customers have a single point of contact, allowing agents to deal with their initial enquiry and conclude with transacting the required payment without the need to re-direct to another customer touchpoint or portal.

This enhances customer satisfaction whilst maintaining data security and regulatory compliance.

Call Routing Systems direct incoming calls to the most appropriate agent based on various factors such as skill set, availability, and customer profile. By efficiently matching customers with agents who are best equipped to address their inquiries, wait times are minimised and the likelihood of first-call resolution increased.

Example

In the latter part of 2022, APCOA's UK & Ireland customer service centre selected a new supplier and redesigned the web chat processes to improve the customer experience. Our chatbot, called "Parker", was then introduced in January 2023, going live on all UK & Ireland websites and booking portals.

During 2023, our customers' use of webchat increased to a total of 99,141 contacts and Parker either handled in full or assisted with 62,499 of those contacts. Total webchat contact almost doubled from 2022 and Parker enabled us to handle the increased volume without additional resource. Removing many of the common queries from the customer service agents frees them to focus on more complex cases. Another big benefit to customers is that Parker is available 24/7 so response times have also improved.

Digital Technology

Work continues to remove the need for paper through the introduction of online solutions in recruitment, HR and payroll, communications (internal & external) and electronic tendering for new business. Many of our countries have moved or are moving to digital solutions and ensure that where paper continues to be used, it is recycled. APCOA Italy has moved 100% of its intercom systems and servers to virtual solutions, avoiding the need for additional servers and reducing waste and consumption.

Example

Even relatively small actions can make a difference in terms of sustainability. APCOA Sweden moved its headquarters to a larger location in 2023. To minimise emissions, 90% of the furniture it acquired for the new office was second-hand and the company also took measures to ensure that old furniture was reused. A simple but important demonstration of APCOA's sustainability ethos in action.



Example

APCOA Poland has reduced the use of plastic cards by introducing solutions such as Partner Portal and selling season tickets via its application and website. In addition, its accounts department reviewed its systems and processes and has become completely paper-free.

Carbon Offsetting

Climate protection projects are the basis for effective emission reductions and the neutralisation of unavoidable greenhouse gas emissions. We have worked with our partner First Climate to select the right projects which will offset our Scope 1 and 2 emissions whilst we focus on further carbon reduction initiatives. To date we have worked with the following projects:

Global Safe Water Programme in Nigeria, Kenya and Uganda

Schools throughout the world have a multitude of challenges, and these challenges are exacerbated when the basic inputs for health and student safety are not in place. Safe water, for example, is a daily challenge and boiling is often the only available option to make drinking water safe for students. Treatment technologies exist but are typically not affordable, accessible, or easily maintained.

Thanks to innovative finance, emission reductions created by displacing firewood for boiling can now provide a cost-effective and sustainable mechanism for scaling safe water access in schools.

Our partner Impact Water is a global social enterprise dedicated to providing safe drinking water to schools. The project delivers reliable, low-cost water treatment technologies to public and private schools in developing countries and finances its operation through carbon emission reductions resulting from the displacement of boiling water. To date, over 10,000 schools and 3m+ students have been reached. Over time, the project aims to expand to reach 100,000+ schools in support of the human right to safe drinking water.

Forest Conservation and Avoided Deforestation: The Rimba Raya Reserve-Project in Indonesia

The Rimba Raya Biodiversity Reserve REDD+ project is located in Borneo's southeast stretching almost 100 kilometers from North to South along the borders of Tanjung Puting National Park. The project protects 64,000 hectares of natural rainforest from deforestation and contributes to the upkeep of the forest as an important carbon sink.

Support for the project has resulted in an emissions reduction of 3.5 M tCO₂ e per annum.



Biogas Project

The project produces clean and renewable energy in the form of biogas. Biogas is used to generate electricity and heat by means of CHP engines, which displace electrical and thermal energy produced in non-sustainable ways.

The project provides a safe and healthy work environment for locals. On-the-job training is provided as well as special training on the environmental impacts of renewable energy production. The project has enabled the creation of several permanent full-time jobs. This project contributes to climate action by reducing methane and carbon dioxide emissions. Around 17,000 t CO₂e are saved annually.

Traditional storage of livestock manure and application of unprocessed manure result in environmental impacts such as GHG emissions, odour pollution, and water/soil contamination. When fresh manure is fed into biogas plants, these impacts are minimised. In addition, sustainably sourced products like organic fertilisers made from digestate without the use of fossil fuels, are brought to the market.

Biogas also has its part to play within small, rural communities. In areas largely populated by small-scale farmers, food waste and animal manure can be used to generate biogas, which can then be used for cooking and lighting. This enables households to gain their own clean energy supply. Families can save on fuel costs whilst women and children in particular benefit from significantly better household air quality.

Work plan

APCOA has defined its climate targets including identifying the requirements of committing to Net Zero with the Science Based Targets initiative (SBTi). In parallel, emission mitigation measures are being evaluated and the reduction potential quantified. Through this analysis, which will complete by end of H1 2024 we will create an emission reduction pathway which ensures APCOA meets its targets and climate protection commitments.

Going forward, First Climate will calculate APCOA's updated GHG footprint in years 2024 and 2025 and provide tailored offset portfolios to ensure APCOA maintains carbon neutrality.

We are also working on ensuring compliance with EU Taxonomy. The EU taxonomy regulation creates a clear framework for the concept of sustainability, exactly defining when a company is operating sustainably or environmentally friendly. This legislation aims to reward and promote environmentally friendly business practices and technologies. The focus is around six environmental objectives:



6. Social



Our Main Focus Areas

Business ethics and integrity are fundamental pillars that uphold APCOA's credibility, leading to our long-term success and sustainable business practices. We understand that our actions extend beyond our organisation and impact various stakeholders, including our customers, colleagues, their families, the environment, and the communities in which we operate.

“Our social strategy is centered on optimising our relationships with our workforce, supply chain, and the communities we serve.”

As such, it is our responsibility to prioritise these areas within our business to ensure their stability, security, and alignment with our long-term goals. To achieve this, we've established a social framework for the entire APCOA Group. This framework provides a structured approach to social responsibility across different countries, enabling us to focus our efforts effectively while allowing each country the autonomy to adapt measures according to local contexts.

Our social framework is built upon the principles of the United Nations Global Compact Agreement, to which we committed in December 2021. This commitment underscores our dedication to ethical business practices

Example

The National TOMs framework is recognised by the UK Government as the standard for reporting on social value - Themes, Outcomes and Measures. These include supporting young people into work, opportunities for disadvantaged people, improving colleague health and ethical procurement.

During the re-tendering process for the London Borough of Southwark, APCOA made a £5m commitment to Social Value, focusing on:

- **Jobs - Local people for local jobs**
- **Growth - Local suppliers to support the local economy where possible**
- **Environment - Carbon neutral operations, and an all-electric fleet**
- **Social - Supporting local communities and tackling homelessness**

Progress towards the commitments is subject to independent due diligence from the Social Value Portal; this audit reviews all evidence gathered to support APCOA's quarterly submissions.

and sustainable development, ensuring that our actions contribute positively to society and the environment.

Within the Social framework we have the following six pillars:

Achievements:

- **The most significant commitment to increase the number of local people employed on the contract is over 2/3 complete at the end of 2023**
- **More than 32,000 fuel miles were avoided in the last quarter of 2023 through the switch to a fully electric fleet**
- **We have delivered over £100,000 of social value through the recruitment of long-term unemployed people by working closely with Southwark Works (a local employment service)**
- **Despite delays and difficulties resulting from the COVID pandemic, by the end of 2023 over £3m social value contribution has been realised and the team is fully committed to further increases during 2024**

1. Human Rights
2. Modern Slavery
3. Health & Safety
4. Diversity & Inclusion
5. Colleague Development
6. Supporting our Local Communities

1. Human Rights

APCOA respects and adheres to all principles of international human rights and protects these rights for our own employees in their professional and personal lives.

We place honesty and integrity at the core of our culture and promote the right to life and liberty. We believe that diversity and inclusion are key to our success and enrich us. Therefore, we encourage freedom of speech and expression for every employee - creating an environment where colleagues can express their professional views and opinions and their personal diversity without fear or consequence.

Example

APCOA Sweden has a project with Stena Property to provide employment opportunities to vulnerable segments of the population, primarily young and female immigrants who may face challenges in finding work.



2. Modern Slavery

We are committed, firmly embedded in our Code of Conduct, to eliminating modern slavery and human trafficking in our supply chains or in any part of our business.

“We also choose our business partners based on these considerations.”

We do not support the recruitment, transfer, harboring or receipt of children, women or men through the use of force, coercion, deception or

any other means for the purpose of exploitation. APCOA strictly dissociates itself from actions as well as participation in actions that violate these rights.

The entire APCOA Group mandates this from its business partners/suppliers and clients. As a result we check new clients and business partners/suppliers for compliance.

To enable this to be implemented consistently, APCOA created a Supplier Management Policy which was rolled out across the Group in 2022.

In the UK, APCOA is a member of Sedex, which ensures that we operate under the highest ethical principles.

3. Health & Safety - Safety First

As part of the wider transport sector, the parking industry has several unique challenges to overcome regarding health and safety. Large numbers of visitors to our sites, combined with the frequent transition of customers from vehicle to on-foot travel, is a catalyst for several issues for our customers and employees.

As such, we make sure health and safety are at the forefront of everything we do, with particular emphasis on how we can improve the working conditions of our employees through best practice and common-sense policy implementation.

Example

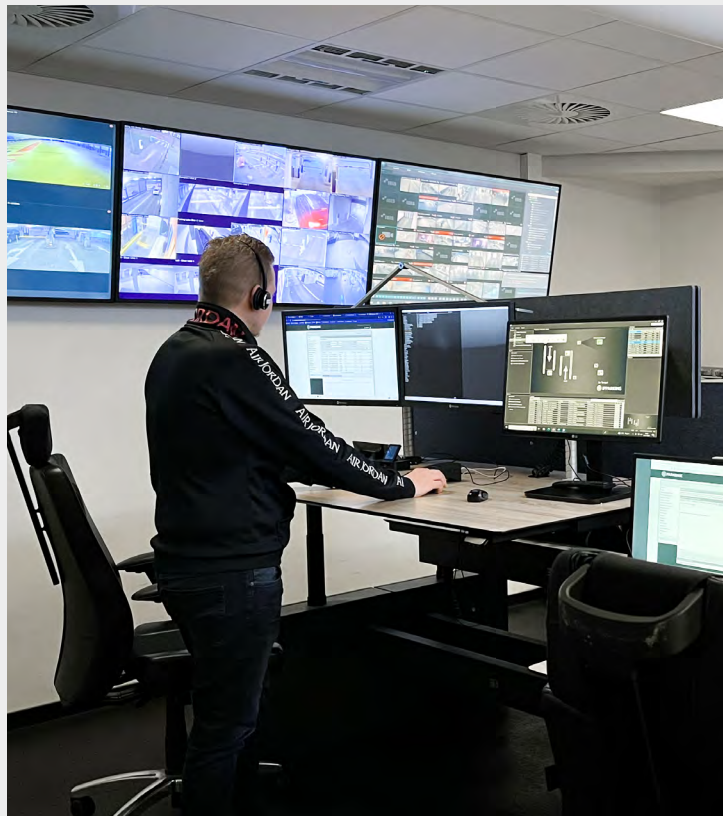
Simple changes can make a difference to our colleagues too. APCOA Netherlands has installed electric sit-stand desks in its Control Room which is manned 24/7. It has been suggested that the use of these desks reduces sitting time and has a positive effect on health and productivity at work. APCOA's colleagues have reported how much they appreciate this change and see it as a real improvement to their workplace environment.

Example

Now in its third year of partnership, APCOA UK is proud to continue to support the work of StreetLink, connecting homeless people with local services. StreetLink is a national referral service, managed by St Mungo's in partnership with Homeless Link and is a means by which members of the public can alert local authorities and homelessness outreach teams to people sleeping rough in their area, so that they can be located and connected with the

local services available to help them off the streets. Over the past decade StreetLink has put 90,000 people in touch with support to help them end their rough sleeping.

APCOA UK has more than 1,000 colleagues who patrol streets and car parks across the UK as part of their everyday role, whether in parking enforcement or supporting local authorities in other ways and our officers can help connect people struggling with homelessness with the support they need.



In 2022, APCOA implemented an incident management system across all countries where all Priority 1 incidents are reported to the Group immediately with detailed information on the incident, actions being taken, and lessons learnt. Priority 1 incidents are defined as any incident which has resulted in death, serious injury to a colleague, fraud, or potentially could impact brand/ reputation. These are followed up by Group Audit at their country reviews.

In 2023, we measured our Lost Time Injury Frequency Rate (the number of lost time injuries occurring in a workplace per 1 million hours worked) across our Group. This will allow us to focus on a number of key initiatives which will improve the safety of our workforce, customers and supply chain partners who use and work across the wide range of sectors in which we operate.

4. Diversity, Equity & Inclusion (DE&I)

Our people are important to us at APCOA, and we are proud to say that we employ colleagues from a diverse range of backgrounds and experience. Regardless of your age, race, gender, or sexuality the message is clear:

“APCOA welcomes you.”

Driving diversity and equity helps us tackle the shortage in talent faced by businesses across all sectors which has resulted from rapid advancements in technology and changes in workplace demographics.

We continue to monitor our total workforce, which at the end of 2023 was 4,995 full time equivalents, to check we have representation from as many diverse groups as possible to ensure that each of our workplaces represent the local community it serves. Based on

voluntary information provided, we employ more than 55 different nationalities. APCOA’s DE&I approach is focused on further developing our five identified target sectors – looking at ways in which we can attract, recruit, develop and retain people in these groups:

Women in Parking

The parking industry has traditionally struggled to balance gender, with men across most job-levels having much higher rates of employment than their female counterparts.

“25.1% of all our employees are female with 27.4% females in leadership positions. Our objective is to further increase this by the end of 2024.”

In Denmark, Germany, Italy and the UK, we have established DE&I programmes which specifically focus on attracting women into the group. Our flexible working approach has proved to be key in making our business more attractive to women.

Example

As part of its Social Responsibility activity, APCOA Norway provides:

- **APCOA women’s network: A day’s meeting with internal and external speeches, followed by a team building experience and dinner**
- **Annual gathering of all APCOA employees each autumn. The Agenda includes presentations from all departments, news, group exercise and an external speaker, and ends with social activities and dinner**
- **Holmenkoll stafetten (Run relay in Oslo city centre): One of the world’s largest relays and Norway’s largest sports event. With 15 stages and 60,000 participants, the Holmenkoll Relay is spring’s most beautiful adventure; APCOA has had a team running at this event for several years**
- **In conjunction with our health service (AGIL), training has been carried out on ergonomics in the workplace. This is provided for both administrative and operational staff (parking attendants). The training is practical and is repeated at regular intervals to prevent ongoing challenges. Employees can also request an individual assessment**
- **Through AGIL, an annual influenza vaccination is available to all employees (voluntary)**



Young Talent (< 25 years)

This group represents a new era of talent, an army of creative, tech savvy optimists who are redefining the workplace as we know it. At APCOA we are proud to share that 9% of our entire workforce is represented by Young Talent in all functions across our Group.

Personnel > 55 years

People are living longer, remaining in the workforce and putting off retirement as the cost of living increases and with many still needing an income.

At APCOA we recognise the value older workers can bring to the organisation including their wealth of work and life experience, their ability to act as role models for the Young Talent group and increase in productivity. 5% of our entire workforce is represented by Mature Personnel in all functions across our Group.

The Organisation for Economic Co-operation and Development (OECD) concludes that employing just 10% more workers aged over 50 years old can increase company productivity by 1.1%. Key reasons are lower job turnover and the greater experience and more developed skills of older workers.

Long Term Unemployed

We are actively looking to recruit from this group by ensuring we have appropriate flexibility and the right working practices in place to support their return to the workplace.

APCOA's Approach

We will drive and deliver the following key benefits:

More Effective Teams

Most people work best in an environment which makes them feel included and valued and where they can “bring their whole self” to work.

Increasing Trust from Colleagues and Clients

A commitment to DE&I is now expected by clients and employees, especially by younger generations. To recruit and retain top talent, we must drive diversity at all levels.

Innovation

Diverse teams are able to tackle challenges in new ways. Great ideas come from disrupting the status quo, from challenging each other using “whole brain” thinking and from having a workforce which reflects the clients and communities you serve.

Bridging Skills Gaps

The current war for talent will only worsen in the future if we continue to leave a large proportion of the available talent pool on the side-lines. The parking industry is undergoing transformational reform with urban mobility, smart cities, automated vehicles, electric vehicle charging and power infrastructure challenges, and sustainability targets, to name a few, and therefore the need for a changing skills profile is vital.

Increasing Profitability

Companies in the top quartile for gender diversity in executive teams are 21% more likely to outperform on profitability and value creation. Companies in the top quartile for ethnic/cultural diversity on executive teams are 33% more likely to have industry leading profitability.

We have been developing detailed plans and targets for each of these groups supported by clear measurement to track success. These are already in place for Women and Young Talent and we are continuing to work on them for the rest.



Example

In 2023, APCOA Germany introduced an employee app called MyAPCOA to connect with their entire workforce, both deskless workers and those with office workplaces. Available on private smartphones and on company devices, functions such as chat, newsfeed, shift planning, timesheets and much more have merged into a digital workspace for a more effective communication. In the first three months, two thirds of all staff have downloaded and adopted the new tool to help with greater identification with the company, higher employee engagement and satisfaction. APCOA Italy has also adopted this tool.

Our countries also organise regular work and social events to support team building and enhance the sense of togetherness.

Employee Recognition

We enjoy being able to celebrate the important work that our colleagues do. By doing so, we know we will bring out the very best in our people, which in turn enables us to provide our customers and clients with a world class service. All countries provide colleagues with an 'Employee of the Month' recognition scheme.

Equity and Inclusion

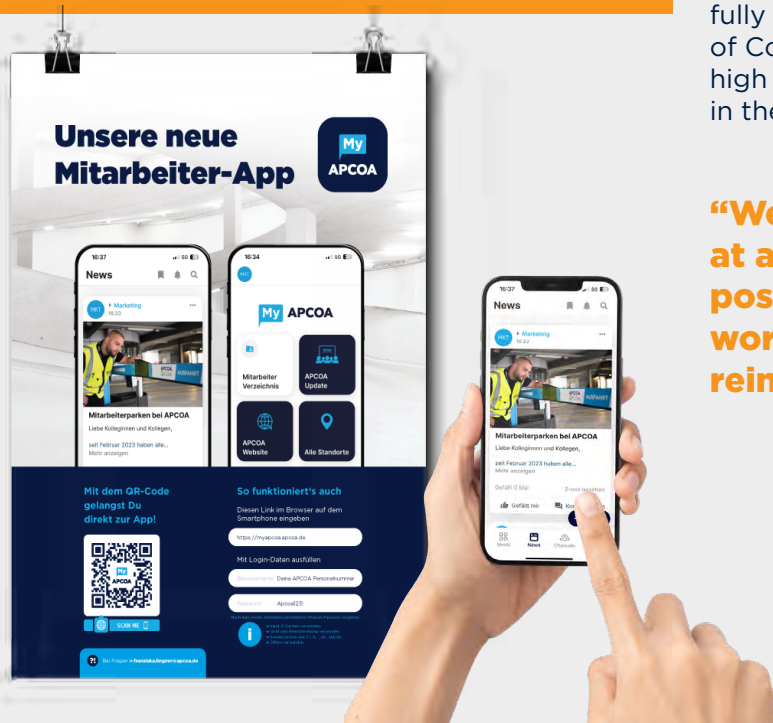
APCOA is committed to creating a work environment in which all people are treated fairly and with respect, have equal access to opportunities and resources, and can contribute fully to the success of the organisation. Our Code of Conduct ensures colleagues understand the high standards of behavior expected by everyone in the workplace.

All colleagues within APCOA are employed and paid in accordance with the applicable laws and receive the (industry) minimum wage prescribed in the respective country. Furthermore, we are an equal opportunity employer and therefore guarantee equal pay and do not differentiate by gender.

We also stand for fair regulations for long-term absences such as illness or parental leave or for new colleagues coming out of long-term unemployment.

In 2018, APCOA introduced an anonymous whistleblowing hotline provided by "SafeCall" which allows any employee to report concerns which they feel they cannot raise via their line manager. This is independently monitored by the Group Audit department.

"We also promote work-life balance at all levels by offering part-time positions, flexible working hours and work-from-home options, also for reintegration purposes"



Example

Many of our businesses across Europe have also established Social Responsibility programmes which provide a wide range of activities and benefits to support employees' mental and physical health and encourage friendship and team building.

APCOA Denmark provides:

- **Compensation for fitness subscription if the employee does activity at least twice each week**
- **Walk and Talk: Employees are encouraged to convert, if possible, meetings to a "walk-and-talk"-sessions, with both fresh-air and a healthy walk**
- **Healthy Thursday lunch: Subsidised lunch every Thursday, with the purpose of inspiring employees to pursue a healthy diet**
- **Employee team that organises breakfast every Friday morning, plus social activities and evening-events**
- **Physical therapy/Masseuse, paid by the company once a month.**

5. Colleague Development

We attach great importance to creating opportunities for professional and personal development through a number of approaches including:

E-Campus

Our Group-wide e-learning tool, which is used by all countries for colleague development, provides more than 300 training courses, including topics like Environmental Management. It also generates savings in travel and print costs.

Leadership Updates

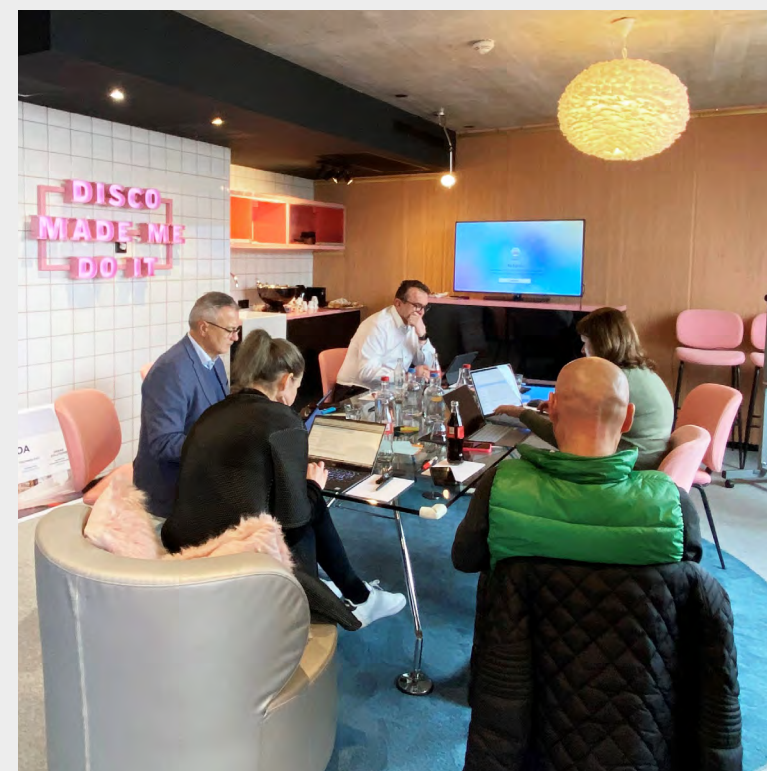
The Group C-Suite provides all country leadership teams with quarterly live progress updates on all activities within the Group covering strategy, financials, sustainability, service excellence and sales.

Developing Our Rising Talent - CEO Connection

Each quarter, our CEO Philippe Op de Beeck hosts the CEO Connection. Around 15 selected colleagues from across the Group are invited to spend a full day and evening with the CEO & C-Suite to discuss and exchange views, mainly on vision, strategy, ESG and the topic of leadership and collaboration. This builds new networks amongst APCOA colleagues and improves understanding about how every talent can contribute to the success of our company. By the end of 2023, more than 173 colleagues had participated.

Example

APCOA Austria needed to rebuild its leadership team in readiness for the retirement of some senior managers (after 40 years with the company). A business coach was selected to support the change process and team building. Monthly meetings focused on team working for the seven members, personal development and the preparation of a clear roadmap for achievement of the company's strategic goals.



6. Supporting our Local Communities

At APCOA, we believe parking doesn't just have to be a transaction; as a company we are fully committed to making a positive difference to the lives of local people.

As part of our investment into the local communities in which we work, we encourage charitable fundraising by colleagues across the countries. Whether providing financial contributions to charities or supporting community events, we strive to support sustainable giving and community focused support.



In what has become an annual event, 60 students from Billund School in Denmark took part in Operation Skod in Billund Airport Parking for what has become an annual event. Undoubtedly a good idea, but thought-provoking that it should be necessary. Firstly the children were told about the impact of cigarette butts on the environment:

- One cigarette butt pollutes 40 liters of water
- It will take 5-10 years to break down a cigarette butt
- A cigarette butt turns into plastic
- Plastic is what pollutes the most in the whole world
- Everyday there are approx. 9 million cigarette butts in Denmark
- This corresponds to just over 3 billion cigarette butts yearly in nature - in Denmark alone.

Yellow vests, gloves and buckets were handed out - and then the great hunt for cigarette butts began. After a few hours, the impressive result was ready; the students had collected almost 80,000 cigarette butts in the area.

What an amazing job done by the students, who cycled back to school satisfied with their achievement.



APCOA Austria has been managing the car parks at Graz Airport for more than 40 years, and in 2022 began supporting the Graz Airport Run which is a 5.8km race which takes place on the airfields. APCOA was amongst the first sponsors of this event.

In 2023, c.700 people took part and proceeds of the run were donated to "Steirer mit Herz" (styrians with a heart), a local non-profit organisation helping kids, teenagers and their families facing troubled times due to illness.

In the UK, APCOA made a significant donation to London Thunder, an affiliated basketball club based in the London Borough of Lewisham. The club engages thousands of young people in basketball each year, developing basketball players and providing vocational courses for members and the wider community that lead to life skills and qualifications. Located in an area of financial deprivation, the club also runs successful programmes in the local community and primary schools.



APCOA Norway provided sponsorship for Drømmeflyet (Dream Flight). The Dream Flight is an annual event organised by volunteer employees from Widerøe (airplane company) and in 2023 the trip was from Trondheim city to Kristiansand Zoo. The purpose is to give an unforgettable experience or “dreamday”

to children and young people who either have cancer or are associated with various child/youth challenges in the region. APCOA provided free parking for this event.

In 2023, APCOA Denmark continued to sponsor Familiehuset (Family house) in cooperation with Skejby Hospital to support families who have a child under treatment in the hospital. The family can stay in Familiehuset and have a normal life together with their child in a difficult time. This organisation relies on donations from companies and individuals, and APCOA has been pleased to support them.

In Sweden, APCOA donated a grand total of 289,712 kr (approximately 26,000 €) to the Swedish Childhood Cancer Fund. This donation supports the development of new treatment methods and ongoing education in the field of childhood cancer.



APCOA Germany supports local football teams by funding their football kits and equipment purchases, allowing them to play their summer tournaments.

In Ireland, APCOA has been pleased to support the marvellous work done by the children’s hospice, LauraLynn, which provides specialist palliative and supportive care services to meet the needs of children who face life limiting conditions and their families.

Colleagues in Poland took part in, and helped organise, the Great Orchestra of Christmas Charity (GOCC). The GOCC, founded in 1993, is Poland’s largest non-governmental, non-profit charity organisation, raising funds primarily for pediatric and elderly care. APCOA helped the GOCC volunteers and provided them with free parking spaces for the event.

APCOA also supports wider charities and communities in other parts of the world. For example, Sweden has become a sponsor for Kolmården Foundation to support their efforts in protecting endangered animal species. Thanks to APCOA’s contribution, Kolmården Foundation will be able to employ a female forest guardian to monitor and protect red pandas in Nepal. This initiative benefits both the endangered red pandas and the forest guardian, especially considering the limited working opportunities for women in that region.



7. Governance



Our Main Focus

APCOA has taken precautions to achieve and ensure effective and organised corporate governance. For us, governance means not only compliance with applicable legal requirements or Group-wide guidelines, but also a commitment to ethical action. In this regard, APCOA is guided by the standards of good and responsible corporate governance.

Advisory Board

The Advisory Board, which is elected by the stockholders, is the ultimate decision-making body of the Group except with respect to those matters reserved to the stockholders. It selects the senior management team, which is charged with the conduct of the Group's business. Having selected the senior management team, the Board acts as an advisor and counselor to senior management and ultimately monitors its performance.

In fulfilling that responsibility, the directors may reasonably rely on the honesty and integrity of the Group's senior management and expert legal, accounting, financial and other advisors.

“The Advisory Board meets four times throughout the calendar year to consider important corporate events and actions.”

The Board has also established three Board Committees:

- Audit Committee
- HR Committee
- Investment Committee

The Advisory Board is the approving body for the company's key decisions such as operating plan, annual budgets, financial statements, material new business contracts, acquisitions, etc.

ESG Steering Committee

The ESG Steering Committee supports our ongoing commitment to environmental, corporate social responsibility, health and safety, governance, and other relevant public policy matters.

The committee regularly reports to the Advisory Board and includes the following executives:

The committee meets four times throughout the calendar year and assists the executive leadership team to:

- Set general strategy relating to environmental, social and governance matters
- Develop, implement, and monitor initiatives and policies based on that strategy
- Oversee communications with employees, investors, and stakeholders with respect to ESG matters
- Monitor and assess developments relating to, and improving the Company's understanding of ESG matters
- Efficient and timely disclosure of ESG matters to internal and external stakeholders



Chief Executive Officer
Philippe Op de Beeck



**Director SVP
Advisory Board**
Ricardo Mateiro



Group ESG Director
Kim Challis



Chief Operations Officer
Maximilian Winterling



Chief Financial Officer
Nick Pulford

Risk Management

In forward-looking businesses like ours, proactive risk management plays an integral role in decision-making and business processes. It is one of the governance systems that APCOA uses to assess, monitor and manage risks. Each business unit tailors its risk management approach to its functional responsibilities. Group-level risks are regularly discussed, evaluated, and reported. In addition, the potential risk areas are reviewed and adapted annually so as to identify, evaluate and counteract new and evolving risks. The risk management process involves the use of Group-wide standardised assessment principles and processes that are laid out in a policy.

In organisational terms, APCOA's risk management system is overseen by the Group Audit department, which reports directly to the Audit Committee. Risk management activities are the responsibility of the Executive Board and business unit Leadership. Findings and outcomes are communicated regulatory to the Audit Committee. Together, they define further risks, which are then tracked by the individual business units/departments and members of staff that are responsible for them. Every risk identified in the risk assessment is monitored and addressed by taking appropriate measures.

Code of Conduct

The Advisory Board has also adopted the Code of Conduct which includes an anti-fraud policy that applies to all executives, including members of the management board and Advisory Board, and all employees of the APCOA Group.

As a company being active in many different markets and jurisdictions in Europe, we are fully committed to complying with the laws and regulations in all the jurisdictions, including the German Criminal Code, the UK Bribery Act, and similar laws in other countries including local laws as they apply to APCOA's business.

The Code of Conduct covers various topics including:

- **Conflicts of interest**
- **Donations and sponsorship**
- **Anti-money-laundering**
- **Rejection of child and forced labour**
- **Equality and prohibition of discrimination**
- **Observance of antitrust and competition rules, etc.**

Whistleblower Hotline

A whistleblower hotline, managed by an independent third-party provider, is available to all employees and partners across APCOA. They can anonymously report any known or suspected breaches either through a local phone number, web, or e-mail.



Annual Compliance Training

All APCOA managers and supervisors undertake annual compliance training focused on understanding of the principles of the APCOA Code of Conduct and Corporate Anti-Fraud Policy. In 2023 the training has been expanded to include IT security training and Unconscious Bias training. The training is mandatory for all managers and supervisors of the APCOA Group and is conducted via our internal e-learning platform.



“We believe that clear structures and processes for decision-making, accountability, control and behaviour for all levels of our organisation are the foundation for sustainable success.”

Working with our Suppliers

Our contracts vary in nature and complexity and require us to engage and manage a large number of suppliers, including small and medium enterprises as well as local companies.

“Within our supply chain we advertise opportunities to local businesses and procure locally where this is mutually advantageous.”

To encourage this, whilst maintaining fair competition, we apply a significant weighting to the ‘provision of local support’ in procurement decisions.

We are committed to ensuring our supplier selection strategy and processes are transparent, objective and non-discriminatory, and that they provide fair and equal opportunities for all organisations including Small and Medium Enterprises (SMEs), Black Asian and Minority Ethnic (BAME), and organisations owned by under-represented groups. We support our suppliers by upholding the payment terms and ensuring the prompt settlement of invoices.

APCOA has adopted the Supplier Code of Conduct. This Code is intended for all those involved in APCOA’s supply chain, including agencies, public bodies, and subcontractors and contains the key principles that apply to APCOA in the areas of Corruption and Competition, Human Rights, Health and Safety, Social Responsibility, and Data Privacy and Security.

This Code also introduces the option for our suppliers to anonymously report any known or suspected breaches.

Example

The Transparency Act focuses on business transparency, basic human rights and decent working conditions. All companies in Norway have to make an official statement on their website to explain how they work and how they act towards suppliers.



Certifications

APCOA has achieved a series of certifications further demonstrating our commitment to ESG. These include:

- ISO 9001:2015
- ISO 14001
- ISO 45001
- Cyber Essentials

Most of our countries hold the ISO 9001:2015 (Quality Management Systems). ISO 14001 (Environmental Management Systems) certifications are held by APCOA UK, Italy, Sweden, Norway, Ireland and Netherlands. Two countries (UK and Italy) hold ISO 45001 (Occupational: Health & Safety Management) certification, four countries (UK, Sweden, Ireland and Italy) are ISO 27001 (Information Security Management) certified and two countries have now achieved Cyber Essentials Plus (UK and Ireland).



In 2022 APCOA Italy obtained the Legality Rating Certification. The Legality Rating is an instrument developed by the Italian Competition and Market Authority in agreement with the Interior and Justice Ministries, which recognises companies that operate in accordance with principles of legality, transparency, ethical conduct and social responsibility.



APCOA has made a Group-wide company commitment to EV100 - the global initiative bringing together companies committed to switching their owned and contracted fleets to electric vehicles and installing charging infrastructure for employees and customers by 2030.

CLIMATE GROUP EV100



RATING DI LEGALITÀ



8. Performance Data



Environmental

Carbon Emission Measurement	2021 (tCO ₂)	2022 (tCO ₂)	2023 (tCO ₂)
Total emissions	45,980.43	43,120.97	42,149.11
GHC Scope 1 (tCO₂)			
Stationary combustion	324.5	258.5	433.5
Mobile combustion	3,519.8	4,207.1	4,146.9
Fugitive emissions	79.1	2.1	129.2
Total	3,923.4	4,467.6	4,709.6
GHC Scope 2 (tCO₂)			
Steam, heat, cooling	184.9	176.0	86.6
Electricity	3,763.6	2,251.5	1,324.5
Total	3,948.5	2,427.5	1,410.4
GHC Scope 3 (tCO₂)			
Category 1: Purchased goods and services	2,250.8	2,675.3	2,737
Category 2: Capital goods	1,676.2	1,434.4	1,450
Category 3: Fuel- and energy-related activities	2,068.8	1,776.8	1,446
Category 5: Waste	113.4	84.1	76
Category 6: Business travel	609.6	839.2	1,083
Category 7: Employee commuting	5,154.5	5,024.1	5,024
Category 8: Upstream leased assets	26,235.2	24,392.1	24,213
Total	38,108.5	36,225.8	36,029.1

Environmental

GHC Scope 3 (tCO2)	2021 (tCO2)	2022 (tCO2)	2023
Carbon footprint kg CO2 per parking space	26.58	23.86	21.07
Carbon footprint tCO2 per parking lot	3.75	3.37	3.24
Percentage of renewable energy across group	-	72%	84%
Percentage of fleet which is electric	-	14%	26%
Number of car parks with LED lighting	-	316	1,982
Number of EV chargepoints installed	-	2,501	4,124

Social

	2021	2022	2023
Number of employees (Oct 2023)	4,627	4,788	4,995
Carbon footprint tCO2 per employee	9.94	9.01	8.44
Safety Measure			
Lost time injury frequency rate	-	-	5.8
Incident management system across group	-	Yes	Yes
Diversity & Inclusion			
<25 year old (young talent)	-	10%	9%
25 to 40 year old	-	34%	38%
41 to 60 year old	-	44%	48%
> 60 year old (mature personnel)	-	13%	5%
Number of different ethnic origins	-	55	53
Percentage of woman in the workforce	-	24,9%	25,1%
Percentage of staff working part-time	-	23,2%	29,3%

Governance

Accreditations (Number of Countries)	2021	2022	2023
ISO 14001 (environmental)	3	5	6
ISO 27001 (IT security)	1	3	3
ISO 45001 (health & safety)	1	2	3

Corporate Governance			
Whistleblower hotline across Group	Yes	Yes	Yes
Annual compliance training across Group	No	Yes	Yes

Key Notes - Data Points at the end of each Calendar Year

1. Baseline 2021 adjusted for acquisitions and new business units.
2. Change in emission factor source used for spend-based purchased services for 2023 as well as for previous years. We switched to a new source of emission factors that is leader in spend-based calculations (Exiobase) to increase data quality and guarantee continuity also in future years, since our previous EF source has now been discontinued.
3. Change in methodology for renewable electricity upstream emissions. We changed the methodology for renewable electricity accounting to adhere more closely to the minimum boundaries of the GHG Protocol, which is recognised as best practice and aligns with the expectations of SBTi.

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Learn more about APCOA's ESG initiatives at
www.apcoa.com/about-apcoa/apcoa-sustainability
and read our news in our press section.

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