

# APCOA SUSTAINABILITY REPORT

November 2022

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# FOREWORD

## PHILIPPE OP DE BEECK

### Responsible Business

As the executive leader of APCOA, I strongly believe it is our responsibility to grow and develop as a company in innovative, responsible, and sustainable ways.

*“At APCOA we feel we can and must contribute to making our ecosystem as sustainable as possible.”*

Our parking activities are at the centre of mobility as the start or end point of a journey by car, bus, train, bicycle, or any other form of individual or shared transportation. At APCOA we feel we can and must contribute to making this ecosystem as sustainable as possible.

We began work on this in 2016 by substantially upgrading our compliance set-up. We made group-wide investments and introduced electricity-saving methods in our car parks, developed digital

booking and payment solutions, and widened our hiring practices.



In 2021, we decided to formalise our approach, introducing a Sustainability in Action programme, through which we developed our ESG strategy supported by a plan to help deliver the Net Zero 2040 commitments.

The detailed plan provides APCOA colleagues with the toolkit required to deliver the necessary improvements. We also established a Board-level ESG committee comprising myself, Director, APCOA Advisory Board Bernd Gieseke, Chief Financial Officer Sam Groves, Chief Operations Officer Max Winterling and Kim Challis who was appointed

as the group’s ESG Director. Kim brings a wealth of experience in ESG as well as degree of pragmatism based on her role as Regional MD for the UK & Ireland.

### Innovation in a Changing Market

The past decade has seen our sector change and embrace innovation at a faster rate than ever before. The connecting lines between parking and mobility are intensifying. Electric cars and EV charging, use of solar PV, implementation of ANPR systems and cashless payment options, micro-mobility and smart city digital solutions, together with car parks becoming urban logistic centres, are just some of the innovations across the sector. With autonomous cars, artificial intelligence (AI), the role of big data and viable sustainable energy sources on the horizon, the industry will undoubtedly change further.

This report details the significant progress we have made over the past 18 months, and I would like to take this opportunity to thank all my APCOA colleagues for their continued support in helping us to become a more sustainable business.

APCOA is committed to achieving continued growth in the most sustainable way possible. We are also requiring our business partners to commit to ESG improvements and increase their own operational sustainability. And because our business model is asset light, we see it as our responsibility to help our landlords and clients to decarbonise.

We know that our goals are ambitious, but the positive impact we can make for our employees and have on the communities in which we operate is what drives us forward with enthusiasm and determination to make a difference with enthusiasm and determination to make a difference.

**Philippe Op de Beeck**  
Chief Executive Officer, APCOA





# FOREWORD

## KIM CHALLIS

I am delighted to have been appointed as the group’s ESG Director. ESG has been a personal passion of mine for over 5 years as I have led the APCOA businesses in the UK and Ireland.

*“We have successfully delivered a range of key initiatives across a number of our countries, and I am now looking forward to harmonising this across the group as I support APCOA on our journey to Net Zero by 2040.”*

Over the past 18 months, we have seen tremendous progress in all three of our ESG pillars:

### Environmental

Philippe mentioned a number of the initiatives we introduced from 2016 onwards, which have created a solid base for us to build on. In this report, you will see how we are delivering sustainable transportation and energy solutions, improving air quality, accelerating electrification in the communities we operate in, reducing travel via localization via our Urban Hub initiative and ensuring our end-to-end service leverages the power of digital technology developments.

In 2021 we ran a procurement exercise to appoint a third-party

sustainability specialist, First Climate, who will help us deliver on our environmental objectives over the next 5 years. First Climate have supported us in our measurement of Scope 1, 2 and 3 emissions for the

calendar year 2021, calculated in accordance with the Greenhouse Gas Protocol, and are helping us set our science-based reduction targets for 2023.



### Social

People are a key part of our business whether as clients, customers or colleagues. A large number of customers drive to our sites where they transfer from vehicle to on-foot travel. This frequent transition of customers means maintaining a safe environment within our car parks is a number one priority for APCOA.

The pandemic has resulted in many people making different life choices and changes to how they work. At APCOA, we have had to adapt to these changes ourselves in order to ensure we recruit and retain the best people. As a result, in 2022 we have launched our Diversity, Equality and Inclusion strategy across the group, with a clear focus from Quarter four 2022 on five specific groups:

1. Women in Parking;
2. Young Talent (under 25s);
3. Mature Talent (over 55s);
4. Long Term Unemployed and
5. Armed Services Veterans.

### Governance

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. In 2021 we further updated our APCOA code of conduct and launched a new cycle of compliance training for all management and supervisory staff.

I am excited about the challenges and opportunities ahead as we lead the parking and mobility sectors across Europe to a more sustainable future. I look forward to sharing our progress via our LinkedIn page – APCOA Sustainability in Action - and also through future issues of this annual group ESG report.

**Kim Challis**  
Group ESG Director



# 1

## ABOUT APCOA



## COMPANY PROFILE

APCOA is Europe's leading parking operator with 50 years of industry expertise. With 5,000 employees, we manage more than 1.8 million individual parking spaces at over 12,000 locations. These parking spaces are all situated in proximity to 70% of the population in the 13 countries in which APCOA operates.

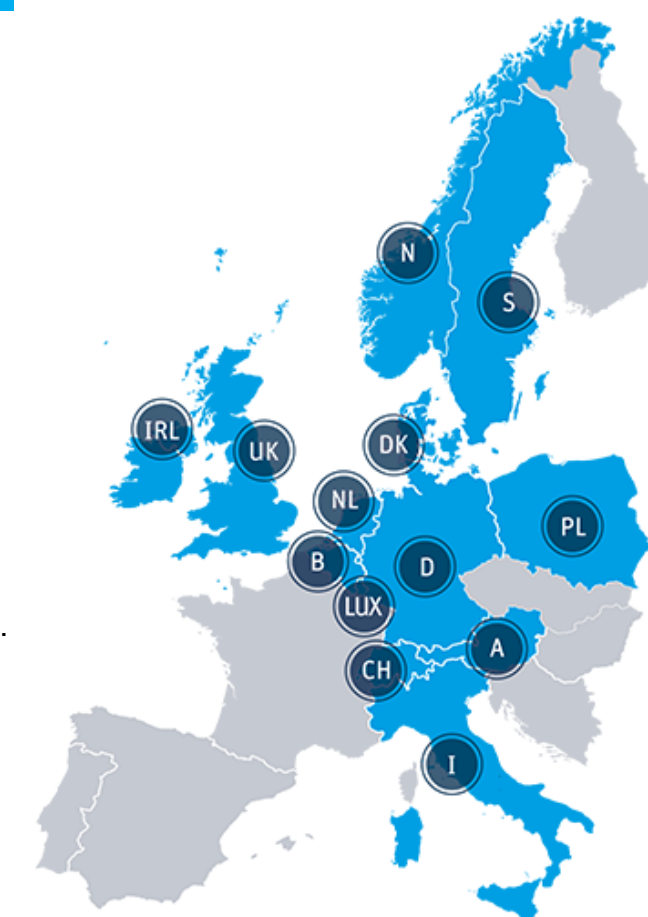
*“APCOA serves all sectors: airports & railway stations, city & shopping centers, hospitals, universities as well as event locations and on-street sites.”*

the company actively contributes to the reduction of emissions in cities by decreasing the volume of traffic for logistics and searching for parking. By connecting parking, mobility and services for urban life, APCOA is positioned to be an integral part of the digital and physical urban ecosystem.

*“With our consistent asset light business model, APCOA is the trusted partner who maximizes value for private and public real estate owners.”*

Via our open digital platform APCOA FLOW, 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





## COMPANY STRATEGIC GOAL

APCOA has a clear vision of the future: **We connect Parking, Mobility and Urban life** by providing innovative, smart and sustainable solutions to our clients and customers.

*“At APCOA our mission is to achieve this vision by striving to be not just a mere service provider, but a reliable and trusted partner.”*

We offer a comprehensive range of innovative services and products for our clients and customers. Integrity and loyalty are indispensably part of our company philosophy. In all we do, we aim to contribute to a more sustainable life.

### Our Vision

**APCOA is driven by a clear vision for the future:**

- ➔ **WE** - that means all of us together, can make our vision happen!
- ➔ We create exciting new products and services by **CONNECTING** consumers, clients, partners, cars, and car parks.

**PARKING** is our heritage, core competence and foundation of our business – we are an outsourcer delivering operational excellence in all aspects of parking management.

Our clients, customers and partners expect us to provide answers about smart, sustainable **MOBILITY** and innovative, future-proof solutions also beyond parking.

With our digital and physical infrastructure, we are able to contribute to a sustainable **URBAN LIFE** by opening our car parks to partners for mobility, charging, logistics as well as new technology and services.



Trends such as urbanisation, digitalisation, the rise of electric vehicles and smart mobility are transforming transport and driver behaviours.

This is fundamentally re-shaping the

parking industry. In this ever-changing world of the smart city, we go beyond traditional solutions to embrace technology and innovation. We provide the physical and digital infrastructure for a sustainable urban life. With our Urban Hubs we are building an ecosystem for tailor-made and connected use cases around mobility, charging, logistics and new technology and services.

We deliver our vision through a clear focus on the needs of customers and consumers, support for our employees and specialist knowledge. We are committed to innovation, new technology and outstanding customer service.

### Our Mission

**All our work is underpinned by six key differentiators:**

- ➔ **WE** are a pure play parking operator for all forms of on- and off-street parking, for private and public clients
- ➔ **WE** open our physical & digital infrastructures to provide Urban Hubs for proximity services
- ➔ **WE** maximize value and convenience for consumers, partners and clients, and we are partners to real estate investors & owners
- ➔ **WE** lead through technology and connect consumers, cars, car parks, partners and services
- ➔ **WE** are best in class in operating parking assets across all dimensions and services
- ➔ **WE** develop sector specific solutions for consumers, partners and clients

*“In all that we do, we aim to contribute to a more sustainable life.”*





# 2

## SUSTAINABILITY IN ACTION



### OUR WAY

#### 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, driven by our Group ESG Director, will fast forward our activities, centred around the three main pillars:

#### Environment

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. Going forward, we will annually report our progress against our carbon reduction targets and the associated initiatives we have taken in our journey to achieve net zero.

#### 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

We have 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 organizations which is also supported by specialized local teams.

Our reports on Environmental, Social and Governance (ESG) on a country basis which are available for download 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

## ENVIRONMENTAL

### SUMMARY OF OUR AMBITIONS

Climate change is one of the most pressing challenges our society faces. It could have a significant impact on our business, through both physical changes (such as increased average temperatures and extreme

In 2021 we appointed a partner, First Climate, to work with our sustainability team to measure our carbon emissions across the group. With over twenty years of experience, First Climate is a leading provider of

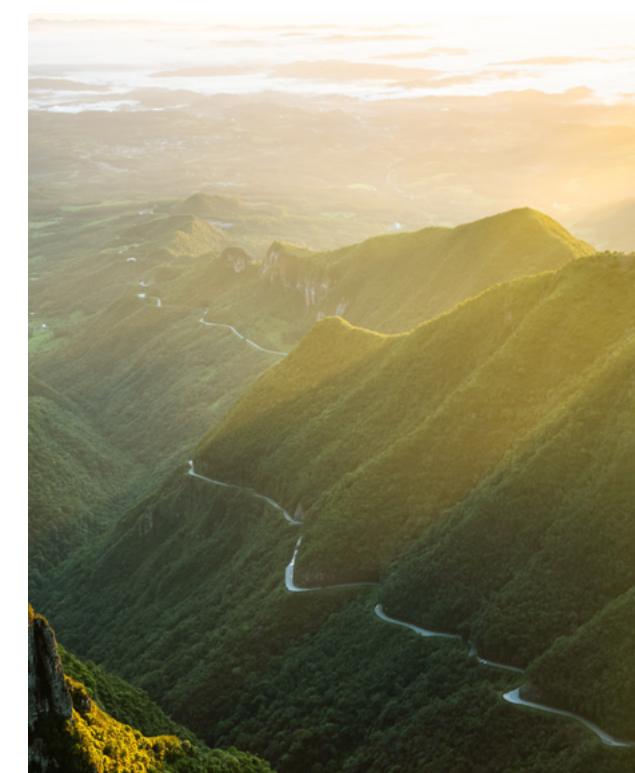
*“Our aim is to minimise the environmental impacts for our business. We have measured our carbon emissions for 2021 and have developed a comprehensive carbon reduction plan centred around 6 key initiatives.”*

weather events) and transition risks. Transition risks include the impact of additional operating costs from increased regulation, and the move to renewable electricity. We could also see changing consumer and colleague preferences which can provide a competitive advantage.

climate protection and green energy solutions supporting private and public sector organizations to achieve their climate and sustainability objectives. They are working with APCOA to minimize avoidable emissions and develop in-setting and off-setting solutions to compensate for unavoidable carbon emissions.

At APCOA we are aware of the need to protect our environment and have embarked on a comprehensive journey to address this. We have set a target to be **Carbon Neutral by 2025** and **Net Zero Carbon by 2040**.

We are committed to working closely with all our stakeholders (investors, clients, customers, colleagues, and supply chain partners) to reduce our carbon emissions accordingly.





# MEASURING OUR 2021 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 2021 is 44,688k tCo2e across the whole group.

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 centred around **6 main initiatives**: 1. Delivering Sustainable Transportation, 2. Providing Sustainable Energy Solutions, 3. Improving Air Quality, 4. Urban Hubs - Reducing Travel Through Localization, 5. Accelerating Electrification, 6. Leveraging Digital - Sustainable Operations.

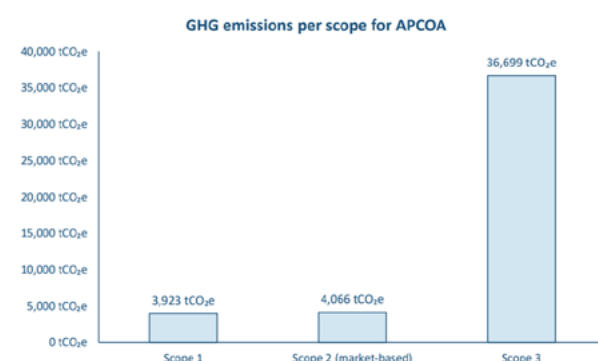


Figure 1: Overview of the breakdown of emissions by scope.

The Greenhouse Gas (GHG) Protocol is a multi-stakeholder partnership of businesses, non-governmental organizations (NGOs), governments, and others convened by the World Resources Institute (WRI) and the World Business Council for Sustainable Development (WBCSD). Our direct emissions (scope 1 and 2) accounted for 17.8% of the total emissions whilst our indirect emissions accounted for 82.8%.

## 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

We have signed up to EV100 where we have committed to transition our complete fleet (cars, vans, scooters) to fully electric by 2030.

Fuel (gasoline and diesel) currently accounts for 44% of our direct emissions. Our 2021 group consumption was 1,454,000 litres of fuel.

In 2021, 10% of our total fleet was electric. We expect this number to increase to 14% by end of 2022.

Employee commuting contributes to 11% of our indirect emissions. Therefore in 2023 we will be reviewing our company car policy to ensure we incentivize more sustainable travel to and from work, including the promotion of hybrid and electric vehicles and car sharing.

Apart from that, APCOA is partnering with multiple car sharing, car rental and micro mobility providers who are using parking spaces for charging and providing 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. To support that, we offer dedicated bicycle parking, including locker boxes to safely store valuable electric bikes.



## Car parks as multimodal mobility hub – Case study

Since 2019, APCOA has joined forces with Berlin's public transport company, BVG, and a host of other partners to open a new intermodal mobility hub. With the first public private and fully integrated mobility hub right next to a highly frequented underground and commuter rail station, switching from local public transport to shared individual mobility (and vice versa) has become simple and convenient.

The new hub connects all types of mobility, spanning public and private operators, and allows Berliners to use



different mobility modes seamlessly in one place. The car sharing vehicles from Mobileeee, Oply and Miles can communicate directly with FLOW via different technologies to automatically open the car park's barriers.

Through APCOA FLOW, users also have access to over 200 APCOA car parks with more than 100,000 parking spaces across Germany. Customers can seamlessly enter, leave and make cashless payments without the need for tickets.

Thus, APCOA is providing a platform for the steady growth of car sharing fleets, including over 2,000 vehicles in Berlin alone.

***“Our partnership with the BVG is a perfect fit with APCOA’s strategy of combining parking with urban sustainable mobility, intelligently and conveniently. By transforming our parking space into an intermodal mobility hub, we are creating a central platform for new mobility services.”***

explains Philippe Op de Beeck, CEO of APCOA. *“In Berlin, we combine APCOA FLOW with the resources of a public transportation company and thus put our platform to public use”.*



## 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 2021 group electricity consumption was 32 MWh.

In 2021 Norway, Sweden, Austria and Switzerland purchased 100% of their electricity from renewable sources. By the end of 2022 we expect to see Italy, UK and Germany also switch to 100% renewable sources.

In addition to this we are implementing a number of reduction initiatives including

- ➔ Further Implementation of **Intelligent LED Lighting** systems across larger car parks. In 2022 this is now in place in many of our countries.
- ➔ Implementation and use of **solar panels** – specifically for powering ANPR cameras, car park pay & display machines and ancillary operational activities such as car washing, lockers and other payment solutions.



### Integrating Energy Centres into Car Parks – Case Study

We are excited to have managed the complex design and build of a new 729-space multistorey car park at a major UK hospital which includes an integrated energy centre – the first combination of this kind. The 5-storey MSCP, which replaces a low-density surface car park in the grounds of the hospital, has been designed with a Vertical Circulation Module steel frame and was built in less than a year.

To improve environmental sustainability, 30 EV charging points were installed, with the capacity to increase in future as required.

An 800m<sup>2</sup> energy centre, architecturally engineered into the footprint of the multi-storey car park



will enable the hospital to reduce its current energy spend by £1.9m a year.

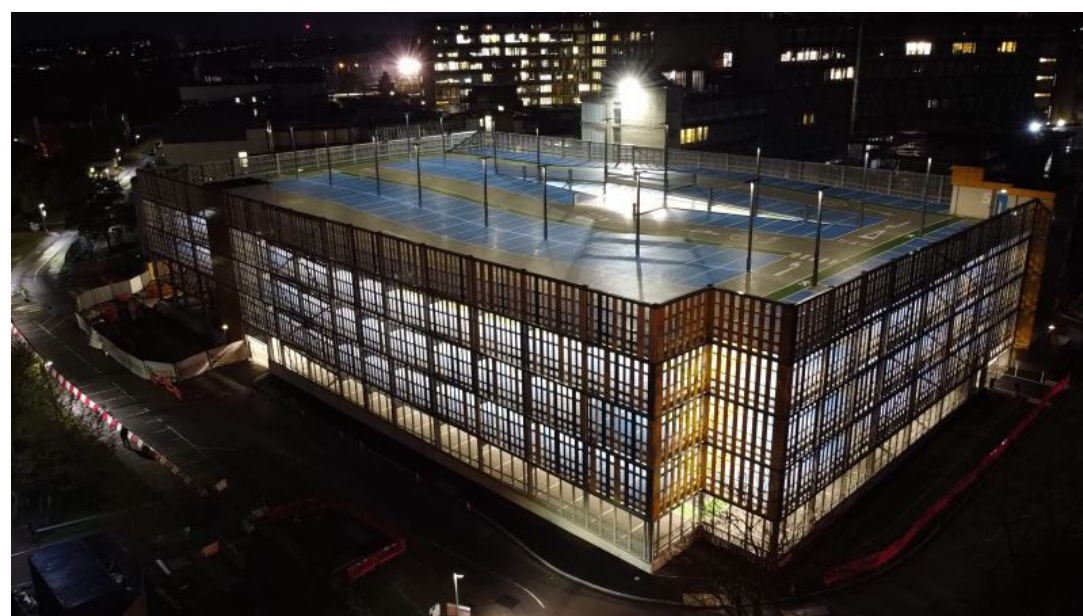
The combination of a state-of-the-art CHP system enhanced by innovative combined air and water sourced heat pumps along with a battery storage system, will also create a smart grid, producing a saving of 2,500 tonnes of carbon every year.

Gary Munn, Head of Property and Commercial for London North West University Healthcare NHS Trust said:

*“This regeneration project has solved a number of problems that were facing the Trust. The new MSCP provides much needed additional, secure parking for staff members, conveniently close to the hospital. The energy centre will*

*both generate income and support our sustainability targets to achieve net-zero carbon emissions. The land sale has realised funds for future investment in our staff and patients from the previously poorly utilised assets and provided an opportunity for our housing partner to develop 1600 housing units, many of which are for low-income families in an area of acute housing shortage. The APCOA team have been great to work with, providing a full package of expertise and on-site skills to successfully guide the project from conception to completion in an extremely short time window that will maximise our downstream benefits.”*

This best practice is now being shared so we can provide this capability across a number of our countries.



### 3 ■ Improving Air Quality

Emissions from road vehicles have a negative impact on air quality. These include particulates and nitrogen oxides in particular. At APCOA we are working with our UK & Scandinavian teams to develop a coherent strategy to address our contribution to improving air quality.

**Our policies to minimise emissions in 2021/2022 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.



#### Electric Vehicles

Our operational fleet is transitioning to both smaller, more economical vehicles such as e-bikes and scooters as well a moving to fully electric by 2030.



#### Air Quality Monitoring

We support our clients' air quality programmes through intuitive and innovative means. We sourced and deployed wearable 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, we are able to 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 being trialled in Ireland and Sweden during 2022.



## 4 ■ Urban Hubs - Reducing Travel Through Localization

In 2021 we launched our Urban Hub strategy which creates an integrated ecosystem for the future-ready and sustainable alternative use of parking spaces.

APCOA offers more than 12,000 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, ÖBB, Mercedes-Benz, HERE Technologies, Sixt,

TIER, Uberall, InPost, UFO Drive and UPS amongst many others.

***“Our hubs combine parking with logistics and technology services, shared mobility platforms and charging infrastructure for electric vehicles – and are already making a major contribution to creating the Smart Cities of the future”***

Real estate owners benefit from embedding their properties in the digital urban ecosystem and gain access to APCOA's exclusive network of partners.

Communities profit from the strategy as the delivery of core services is provided locally: parcel lockers, last mile logistics, ecommerce operations or car wash and car servicing. They all significantly reduce the need for extended travel, reduce inner-city logistics traffic whilst providing job opportunities for local people in the community.

In 2022 we have achieved across the group:



### Logistics

Partners use our sites as micro logistic hubs for sorting and last mile delivery of parcels as well as for fleet parking, charging and maintenance. This results in reduced inner city traffic volumes and emissions.



### Charging

Mobility providers such as scooter companies or car rental companies charge their fleets in our car parks. The charging infrastructure is also offered to parking customers, supporting the transition to electric mobility.



### Mobility

APCOA locations provide the basis for a wide variety of shared mobility offerings such as rental cars and shared mobility vehicles including cars, mopeds, bikes, and scooters. These serve as an alternative to privately owned vehicles.



### Technology & Services

Our car parks serve as community centers for a wide array of services. They range from Corona test and vaccination stations to open air cinema and concert locations to sport sites, thus helping to improve life quality locally.

Urban Hubs is APCOA's answer to some of the greatest trends of this day and age: the significant growth of online and on-demand commerce which drives demand for inner-city logistics space, increasing urbanisation and the rise of electric mobility.

### Case Study

MEWA, the largest full-service textile manager in Germany, uses APCOA sites in inner city locations for the handling of its goods. The textiles are delivered by hydrogen truck or electric vans to the micro hub and loaded on to electric cargo pedelecs for last mile delivery.



UPS, one of the world's largest shipping couriers utilizes APCOA multi-storey car parks in Hamburg and Cologne, Germany as micro depots for the handling of parcels.



From there, parcels are delivered via electric cargo bikes. This co-operation reduces CO 2 emissions, traffic noise and traffic jams.

“By partnering with UPS, we are providing the infrastructure for sustainable urban logistics services. The use of our parking areas as transshipment points, contributes to the reduction in traffic, noise, and CO2 emissions. At the same time, we improve utilization of our space capacities. With that, we are making a contribution to climate protection and higher quality of life in urban areas.” Niels Christ, Group Director Urban Hubs at APCOA.

## 5 Accelerating Electrification

We have recently announced plans to deploy up to 100,000 new EV charging stations in APCOA parking facilities by 2035. As part of our new 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 firmly believe in the future of electric mobility, which stands to make an important contribution on the net zero journey.”*

A new digital platform developed by APCOA will support the charging infrastructure which will be ready for non-proprietary hardware and can be operated independent of charge point ownership. This open and compatible setup allows the integration of multiple partners and services. The APCOA FLOW and APCOA Connect apps will serve as the front-end to the parking customer including locating, booking and payment. To date, around 2,500 EV charging stations are available in car parks operated by APCOA.

“Therefore, we are creating the necessary infrastructure to play our part in meeting the international



decarbonisation targets. As a company, we strive to shape our growth sustainably to create a liveable and green future”, says Frank van der Sant. In keeping with our commitment to carbon neutral solutions, APCOA's charging infrastructure will run primarily on green energy.

### ➔ Electric charging

APCOA plans to invest in building its own AC charging infrastructure with up to 100,000 charge points. This will be complimented by additional 1,000 DC chargers installed by partners.

### ➔ EV fleet

The company is part of the EV 100 initiative and we have started to replace our corporate fleet with electric vehicles.

## Case Study

APCOA has been working with Network Rail and EV charging equipment provider Compleo to simplify life for EV-driving car parks users at a number of railway stations which APCOA operates on behalf of Network Rail.

Our UK payment system, APCOA Connect, has been fully integrated with 450 EV fast-charging points

to enable users to make either one single payment to cover both their EV and parking charge combined, or individual payments for Parking or EV Charging. All utilisation data for both parking and EV charging is provided to Network Rail via the APCOA Analytics dashboard suite.



The solution is already live at a number of key railway stations across the UK.

The system has also been installed in disabled parking bays, making the service available to Blue Badge holders. All EV charging points are also visible on Zap Map.

A core strand of APCOA's ESG strategy is to rapidly increase the provision of EV charging capability across our car park estate and this new solution for Network Rail is a valuable contribution.



## 6 ■ Leveraging Digital - Sustainable Operations

In the past five years we have seen an explosion in all sectors in the use of the internet. Covid-19 accelerated this even further. Families from all socio-economic backgrounds and age groups have embraced the power of digital. A world without the internet is now unimaginable. Our daily life tasks, communication, and enjoyment depend chiefly on the internet. The sharing and exchanging of ideas, information, and news all need an internet connection. The internet connects customers, clients, colleagues and businesses, government schemes, lives, and stories worldwide.



At APCOA the use of digital technologies also allows us to optimise our operations, significantly reducing our carbon footprint further.

**In all countries our operations are now moving to:**

- ➔ **ANPR Technology**  
The use of Automated Number Plate Recognition reduces the need of permanent physical staffing (Scope 3).
- ➔ **Cashless Technology**  
Technology – 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. In addition, 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 (Scope 2).
- ➔ **Digital Customer Service**  
The use of webchats, agent assisted payments (PCI compliant) and call routing systems increase efficiency in handling customer inquiries.

- ➔ **E-learning Platform E Campus**  
Compliance, management and frontline training is offered via our e-learning platform. This reduces travel and paper usage (Scope 3).

- ➔ **Digital Technology**  
Removal of the need for paper (Scope 3) through online recruitment, online HR and Payroll, internal and external online communication and electronic tendering for new business.

- ➔ **LED Signage**  
Helps to provide a safe environment in our car parks as well clear guidance and saves electricity.

## Case Study

The digital platform APCOA FLOW and the according consumer app help drivers to lighten the burden of parking with a variety of services. They range from making firm reservations for a parking space, navigation to and contactless entry into the parking garage up to fully automated payment, invoicing, and contactless exit. In combination with automated number plate recognition (ANPR), the system recognizes the customer's vehicle, and the barriers open automatically, making pulling a ticket and the trip to the ticket machine redundant.





## 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.

**For 2021 Scope 1 and 2 emissions we selected the following two 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.



Moreover, the area is home to hundreds of species threatened by forest exploitation. The project is dedicated to the protection and preservation of many endangered species, most notably, the endangered Bornean orangutan whose population has declined over 95% in the last century. Rimba Raya was the first REDD project to earn Triple Gold Validation under the CCB Standard.

### Climate Projects in Germany




The Bergwaldprojekt e.V. has been committed for 30 years with thousands of volunteers every year to the protection, preservation, care and maintenance of the forest, in particular the mountain forest and the cultural landscapes.

It also focuses on developing an understanding of the interrelationships in nature, the concerns of the forest and the dependence of humans on these bases of life. To this end, the Bergwaldprojekt works annually in approx. 150 project weeks with volunteers in forests, peatlands and open-air biotopes at various locations in Germany. The aim of the work assignments is

- to preserve the manifold functions of the ecosystems,

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

The forest conservation project Rimba Raya Biodiversity Reserve REDD+ 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.

Project standards	Geography	Project technologies
 <ul style="list-style-type: none"> <li>Our projects meet the requirements of recognized quality standards such as the Clean Development Mechanism, Verified Carbon Standard and Gold Standard.</li> <li>Transactions are conducted in respective registries.</li> </ul>	 <ul style="list-style-type: none"> <li>The majority of these projects are located in less developed countries and emerging markets (China, India, Southeast Asia, Brazil, Africa, for example)</li> <li>Few European countries to date, and usually at relatively higher costs</li> </ul>	 <ul style="list-style-type: none"> <li><b>Renewable energy:</b> Wind, Solar, Hydro power, Biogas, Biomass</li> <li><b>Small-scale energy efficiency (EE):</b> Efficient cook stoves, water filter</li> <li><b>Industrial EE:</b> Fuel conversion (energy switch), waste heat utilization</li> <li><b>Forestry:</b> Reforestation, avoided deforestation, Improved Forest Management (IFM)</li> </ul>



- to make the participants aware of the importance and the threat to our natural resources and
- to motivate the general public to use natural resources in a way that is compatible with nature.

### Projects

Under expert guidance, e. g. planting and maintenance measures, erosion control measures, construction of paths, biotope maintenance and also peatland and stream renaturation are carried out. The charitable work takes place exclusively in public forests and nature reserves in cooperation with the local forester and nature conservation authorities.

### Results (Status: 2020)

- Nearly 4 million local trees planted (approx. 1,300 ha of forest area)
- 350 km of footpaths laid out in the mountains
- More than 400 ha of biotopes for capercaillie, birch and hazel game maintained
- Over 190 ha of peatlands rewetted
- Approx. 1,000 ha of mountain forest maintained
- Over 300 km of game protection fences dismantled
- Participants so far: 40.000

#### Sustainable Development

By supporting this project, you'll contribute to the following Sustainable Development Goals:



### Work plan going forward

In Q3 2022, First Climate began helping APCOA to define climate targets. This includes 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, First Climate 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 2023 and 2024 and provide tailored offset portfolios to ensure APCOA maintains carbon neutrality.



# 4 SOCIAL



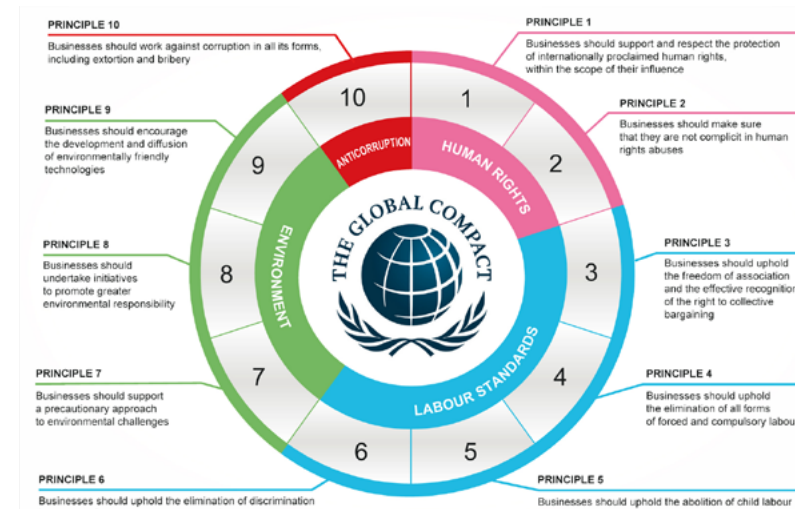
## OUR MAIN FOCUS AREAS

Business ethics and integrity ensure our credibility and thus our long-term success and sustainable business conduct. Our actions not only affect our business, but also our customers, our colleagues, their families, our natural environment, and the local regions and communities within which we operate. It is therefore our responsibility to focus on these areas in our business to ensure they are stable and secure and that our efforts and the consequences are aligned for the future.

*“Our social strategy is focused on ensuring we optimise our relationship with our workforce, supply chain and the communities in which we operate.”*

We have therefore decided to establish a social framework for the entire APCOA group. This framework provides the countries with a responsibility structure, which we believe is essential to focus our social efforts and achieve our common goal. At the same time, this framework also gives each country subsidiary the scope to act independently and the necessary flexibility to tailor measures and actions to local circumstances.

Our social framework is based on the **United Nations Global Compact Agreement** which we committed to in December 2021.



Within the Social framework we have the following 6 pillars:

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



# 1 ■ Human Rights

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.



# 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 we have created a Supplier Management Policy which was rolled out in April 2022 across the group.

In the UK we are 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 in regard to 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 both our customers and employees.

As such, we make sure health and safety is 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.

In 2022 APCOA has 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.

We also measure Lost Time Injury Frequency Rate (the number of lost time injuries occurring in a workplace per 1 million hours worked).

# 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.”***

With businesses across all sectors facing a shortage in talent, rapid advancements in technology and changes in workforce demographics, initiatives that drive diversity, equity,





## ➔ Diversity

We continue to monitor our total workforce (4847 full time equivalents) to ensure we have representation from as many diverse groups as possible to ensure that each of our workplaces represent the local community it serves.

## ➔ Ethnicity

Based on voluntary information provided, we employ more than 55 different nationalities.

## ➔ 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.



We are working to address this imbalance and we have seen the number of female workers grow steadily during 2022. Our flexible working approach has proved to be key in making our our company more attractive to women.

***“24.9% of all our employees are female with 27% females in leadership positions. Our objective is to further increase this by the end of 2023”***

## ➔ 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 **10% of our entire workforce is represented by Young Talent** in all functions across our group.

## ➔ Mature 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.

Therefore, 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. At APCOA we are pleased to share that 13% of our entire workforce is represented by Mature Personnel in all functions across our group.

**Organisation for Economic Co-operation and Development** – 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 will actively look 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 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.

**This approach 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.

During Q4 2022 and 2023 we will develop detailed plans and targets for each of these groups supported by clear measurement to track success.



### 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 organization. Our Code of Conduct ensures colleagues understand the high standards of behavior expected by everyone in the workplace.

*“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”*

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.

Furthermore, we 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 we introduced our anonymous whistleblowing hotline provided by “SafeCall” which allow any employee to report concerns which they feel they cannot raise via their line manager.

Group Audit monitor all enquiries to “SafeCall” to ensure they are followed up in a satisfactory manner.

### 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 gives our customers, clients, and our business a world class service. All countries provide colleagues with an Employee of the Month recognition scheme.

## 5 Colleague Development – “Passport to Success”

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. The tool provides in local languages a range of training courses ranging from compliance (GDPR, anti-fraud policy) through to IT and management training

### ➔ Leadership Updates

The Group C Suite provides the leadership teams of each country 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. Mixed groups of around 15 selected colleagues and talents from various countries and functions are invited to spend a full day and evening with the CEO and other senior management members to discuss and exchange views, mainly on vision, mission, strategy, ESG and the topic of leadership and collaboration. This builds new networks amongst APCOA colleagues and creates a better understanding about how every talent can contribute to the success of our company.

By the end of 2022 we will have over 150 colleagues who will have participated.



## 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 we work in, we encourage charitable fundraising by colleagues across the country. From toy drives, cycle rides and bake sales, to donating a portion of our revenue to local hospices, we strive to support sustainable giving and community focused support.

### ➔ Helping Schools Fund Development of Young Talent

The Duke of Edinburgh (DofE) award scheme has a well-deserved reputation for transforming young people's lives. Open to all backgrounds, cultures and abilities, a DofE Award can be a game-changer, raising young people's aspirations and opening doors to employment going together communities across the UK. However, even with available

grants, it can be a challenge for schools, especially in deprived areas, to fund a large DofE programme because of the equipment needed for activities and outdoor events. This year APCOA became aware of the plight of a school in Peterborough who were struggling to offer the DofE experience to a wide group of pupils. APCOA raised over £10,000 via its supply chain partners and colleagues to support this initiative.

### ➔ Supporting Local Football Teams (UK and Germany)



APCOA sponsors local football teams by funding their football kits and equipment purchases allowing them to play their summer tournaments. APCOA has worked with the Gardaí to support the Little Blue Heroes.

### ➔ Community Engagement (Ireland)

Our business in Ireland has worked with a foundation which aims to help families in need from local communities in Ireland who have children undergoing long-term medical treatment for serious illness. The APCOA team across Ireland fundraised to purchase two mini motorcycles for the children - bringing big smiles to their little faces.





# 5 GOVERNANCE

## CORPORATE GOVERNANCE

APCOA has taken precautions to achieve and ensure good and organized 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.

In fulfilling that responsibility, the directors may reasonably rely on the honesty and integrity of the Company'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.”***

### Advisory Board

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

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.

***“The fundamental role of the directors is to exercise their business judgment to act in what they reasonably believe to be the best interests of the Company and its stakeholders.”***



## 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:

**Chief Executive Officer**  
Philippe Op de Beeck



**Group ESG Director**  
Kim Challis



**Direct**  
APCOA Advisory Board  
Bernd Giesecken



**Chief Financial Officer**  
Sam Groves



**Chief Operations Officer**  
Maximilian Winterling



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.

## Code of Conduct

The Advisory Board has also adopted the Code of Conduct, including 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 sponsoring
- Anti-money-laundering
- Rejection of child and forced labour
- Equality and prohibition of discrimination
- Observance of antitrust and competition rules, etc.

*"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."*

## Whistleblower Hotline

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



## Annual Compliance Training

All APCOA employees undertake annual compliance training focused on understanding of the principles of the APCOA Code of Conduct and Corporate Anti-Fraud Policy. The training is mandatory for all employees of the APCOA group and is conducted via our internal e-learning platform.



## WORKING WITH OUR SUPPLIERS

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

*“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 directly to our whistleblower hotline.



## CERTIFICATIONS

APCOA has established a system of processes, and certifications, to ensure a transparent company climate and a high work ethic to also strengthen the trust of customers and public. This system is mainly based on three pillars:

- ISO 9001:2015
- ISO 14001
- ISO 45001

ISO certifications for the individual countries - most of the countries hold the ISO 9001:2015 (Quality Management Systems) and ISO 14001 (Environmental Management Systems) certifications. There are two countries (UK and Italy) which held ISO 45001 certification (Occupational Health & Safety Management) and three countries (UK, Sweden and Ireland) who are ISO 27001 (Information Security Management) certified.



APCOA has made a group-wide company commitment to EV 100 - 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**

## WE SUPPORT





# 6 PERFORMANCE



## ENVIRONMENTAL

Carbon Emission Measurement	2021 (tCO2)	2022 (tCO2)
Total emissions 2021	44,687.90	—
<b>GHC Scope 1 (tCO2)</b>		
Total refrigerant	79.1	—
Total fuel combustion mobile & stationery	3,844.3	—
<b>Total</b>	<b>3,923.4</b>	<b>—</b>
<b>GHC Scope 2 (tCO2)</b>		
<b>Total</b>	<b>4,065.8</b>	<b>—</b>
<b>GHC Scope 3 (tCO2)</b>		
Category 1: Purchased goods and services	1,192.3	—
Category 2: Capital goods	1,710.3	—
Category 3: Fuel- and energy-related activities	2,980.1	—
Category 5: Waste	113.4	—
Category 6: Business travel	606.3	—
Category 7: Employee commuting	3,760.2	—
Category 8: Upstream leased assets	26,335.9	—
<b>Total</b>	<b>36,698.7</b>	<b>—</b>
Carbon footprint kg CO2 per parking space	<b>25.83</b>	—
Carbon footprint tCO2 per parking Lot	<b>3.65</b>	—
Number of countries with 100% renewable energy	—	7
Percentage of fleet which is electric	—	14%
Number of car parks with LED Lighting	—	316
Number of EV chargepoints installed	—	2,501
Number of car parks with cycle parks	—	1,005
Number of car parks with solar panels	—	11



## SOCIAL

	2021	2022
Number of employees (Oct 2022)	4,627	–
Carbon footprint tCO2 per employee	9.66	–
<b>Safety Measure</b>		
Lost time injury frequency rate	–	in progress
Incident management system across group	–	Yes
<b>Diversity &amp; Inclusion</b>		
<25 year old (Young Talent)	–	10%
25 to 40 year old	–	34%
41 to 60 year old	–	44%
>60 year old (Mature Personnel)	–	13%
Number of different ethnic origins	–	55
Percentage of women in the workforce	–	24.9%
Percentage of staff part-time working	–	23.2%
Percentage of staff receiving training	–	21.9%

## GOVERNANCE

Accreditations (Number of Countries)	2021	2022
ISO14001 (Environmental)	3	5
ISO27001 (IT Security)	1	3
ISO45001 (Health & Safety)	1	2
<b>Corporate Governance</b>		
Whistleblower hotline across group	Yes	Yes
Annual compliance training across group	No	Yes

### Key Notes

Carbon Emission for Calender Year 2021  
 KPIs measured at end of September 2022  
 LTIFR will be published in next annual report April 2023  
 Car parks include complete estate managed or lease  
 LED lighting excludes all surface car parks

# 7

## ESG GOALS



### Vision 2030 & Beyond




At APCOA we have set ourselves ambitious targets for our future ESG journey. In all three areas – Environmental, Social and Governance – we have set clear milestones and specific plans on how to achieve them.

#### Joint responsibility

We are fully aware that the expectations of our stakeholders are growing. As a company we are ready to step up our contribution to improve quality of life for town and city-dwellers and quality of work for

our colleagues across APCOA's 13 European markets.

More specifically, as a group we see the many opportunities in our locations and business models to make a sustainable impact for society. Reducing stress, traffic, emissions, and noise through a seamless mobility for people and goods is at the heart of it. That includes our contribution to support the transition to electric mobility through the expansion of charging infrastructure as well as the provision of spaces for micro-logistic, shared mobility and community services.

	 <b>Environmental</b> Responding to climate change and managing the impact on the environment.	 <b>Social</b> Improving the prosperity and well being of individuals and communities.	 <b>Governance</b> Making the right choices via a robust transparent governance framework.
2025	<ul style="list-style-type: none"> <li>Achieve our science based carbon reduction targets on the path to Net Zero.</li> <li>Carbon neutral</li> </ul>	<ul style="list-style-type: none"> <li>Implementation of diversity plan focused on 5 key identifiable groups.</li> <li>Inclusion increased employee engagement - KPIs</li> </ul>	<ul style="list-style-type: none"> <li>Implementation of full framework across group.</li> <li>Annual compliance training</li> <li>Safety first culture</li> </ul>
2030	<ul style="list-style-type: none"> <li>100% green energy</li> <li>100% electric fleet EV100</li> </ul>	<ul style="list-style-type: none"> <li>50% increase in each of the selected diversity groups</li> </ul>	<ul style="list-style-type: none"> <li>ISO45001, 9001 and 14001 across the group</li> </ul>
2040	<ul style="list-style-type: none"> <li>Achieve Net Zero</li> </ul>		



Learn more about APCOA's ESG initiatives at  
[www.apcoa.com/about-apcoa/apcoa-sustainability](http://www.apcoa.com/about-apcoa/apcoa-sustainability)  
and read our news in our press section.

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