

# APCOA UK

## ESG REPORT

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2022

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# FOREWORD

## KIM CHALLIS



In 2021 APCOA launched its 'Sustainability in Action' initiative to create structure around the multiple ESG activities in all our European businesses.

In our last UK ESG report, we outlined some of the investments APCOA has made since 2016 to drive meaningful change.

In the UK we initially focused on some targeted ESG initiatives and on setting up procedures to track our achievements. We have made significant progress on all three ESG pillars in the past year and I'm excited to share more detail about some of our achievements in this report.

### ENVIRONMENTAL

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 2022 is 43,051k tCo2e across the whole group. This is a reduction of 1,636 tCo2e from the baseline year 2021 which has been adjusted to include a UK acquisition. Our direct emissions (Scope 1 and 2) 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 2022 emissions.

Our carbon reduction plan specifically targets activities with high emissions. It also applies to our indirect emissions as we continue to engage and work with our supply chain and clients to reduce third-party emissions.

A core strand of APCOA's ESG strategy is to rapidly increase the provision of EV charging capability across our car parks. We have made some big announcements and initial investments to support the role we intend to play.

2022 saw significant progress in this area, resulting from investment in platform technology and the development of integrated parking and EV payment capability by our UK IT team.

Working with our supply chain partners Tesla, EVC, Osprey, Compleo and clients including Network Rail, London Borough of Bromley, New River Retail and Q Hotels. APCOA has already rolled out more than 750 AC and DC charging points in car parks we operate and this will increase significantly over the next 12 months.

Centrally located car parks already fulfil a vital primary purpose but with an increasing scrutiny on the value of urban sites and an essential focus on sustainability, there is an opportunity for them to offer more value to the local community as well as contributing towards environmental targets. Earlier this year, APCOA opened our first full Urban Mobility Hub in Carmarthen, Wales, working with a unique network of partner organisations to provide new, convenient services.



## SOCIAL

APCOA's social strategy in the UK is focused on ensuring we optimise our relationship with our workforce, supply chain and the communities in which we operate, and that we provide a safe environment for all.

Our long-term success is dependent on our sustainable business conduct, with good business ethics and integrity underpinning how we operate, now and in the future. To support this, we have developed a social framework with a defined responsibility structure, which we believe is essential to focus our social efforts and achieve our common goals.

One area I am particularly proud of is our focus on Diversity, Equity & Inclusion (DE&I). This is helping 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.

In 2022 we reviewed our entire recruitment process to attract, engage and hire people with diverse backgrounds and experience. Initial results have been very positive, with an increased number of candidates attending interviews and continuing through to employment. There are signs of improved retention too as a result of us offering more flexible and social working patterns.

We continue to monitor our total workforce, which at the end of 2022 was 2,100 colleagues. This helps us keep a check on ensuring we have representation from as many diverse groups as possible to ensure that each of our workplaces represent the local community it serves.

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. However, supported by our DE&I activity, APCOA is changing this and I am pleased to see that 36% of all our employees are female with 27.4% in leadership positions.

I am determined that we will continue to make good progress in all areas of our social strategy and build on the work done to-date.

## 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. All APCOA managers and supervisory staff are subject to APCOA's Code of Conduct and attend annual compliance training, which has recently been expanded to include IT security and unconscious bias.

I am passionate about ensuring APCOA delivers on the ambitious strategy we have set ourselves and am committed to further increasing the contribution made by our UK colleagues. I continue to be really excited about the opportunities ahead as we lead the UK parking and mobility sectors to a more sustainable future.

### Kim Challis

Regional Managing Director (UK & I)  
and Group ESG Director



# About APCOA





# COMPANY PROFILE

APCOA is Europe's leading parking operator with over 50 years of industry expertise across 13 countries. In the UK, with our 2,000+ employees, we manage more than 250,000 individual parking spaces at over 1,700 locations.

In the UK APCOA was founded in 1981 and so has more than 40 years of industry experience in the UK market.

APCOA delivers market-leading expertise across multiple sectors including:

 Airports

 Education/Universities

 Rail

 Local Government

 Health

 City & shopping centres

 Events

**40** years UK industry expertise

**250,000** parking spaces

**2,000+** employees in the UK

**1,700** locations

*“At APCOA we strive to be not just a mere service provider, but a reliable and trusted partner.”*

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.



*“Integrity and loyalty are  
indispensably part of our  
company philosophy.”*

We have 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.

We use our expertise to deliver value in four key areas:

**P Parking:**  
Delivering higher value and better experience with parking spaces

**⚡ Charging:**  
Advancing e-mobility with charging infrastructure

**🧠 Technology:**  
Creating value with tech and data

**🏙️ Urban Solutions:**  
Supporting sustainable communities with urban hubs.



# Sustainability in Action





# DELIVERING SUSTAINABILITY

*“In all we do, our goal is to contribute towards a more sustainable future.”*

At APCOA, we believe we can really make a difference by growing and developing in innovative and sustainable ways. As an integral part of the urban ecosystem, we are committed to cutting CO2 emissions, conserving resources and improving quality of life. Our ESG programme has been designed to 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. 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 introduced 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.

By focusing on each of these areas, we are committed to delivering changes that will benefit our colleagues, customers, clients, suppliers, and the wider communities in which we work.

APCOA has also joined the UN Global Compact which provides a framework for developing a more sustainable and responsible business.



# Environmental



## OUR COMMITMENT

With the challenges of climate change, we understand the role APCOA can play in helping to protect our environment. We have embarked on a comprehensive journey to address this.

**We have set a target to be Carbon Neutral for Scope 1 and 2 by 2025 and Net Zero Carbon by 2040.**

Our sustainability team works with a partner, First Climate, to measure our carbon emissions across the group. With over twenty years of 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.



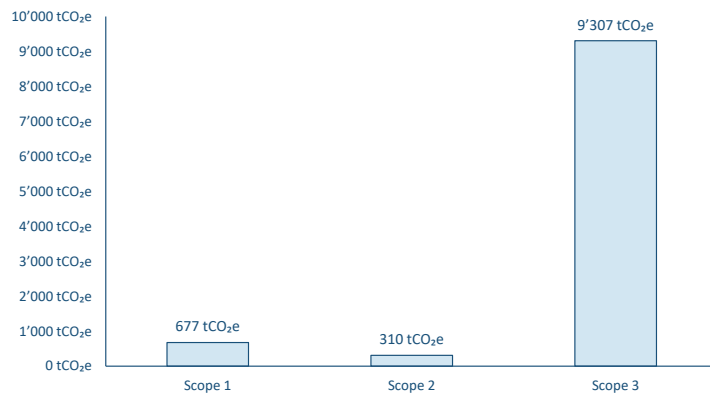
*“ We are dedicated to reducing the environmental footprint of our business. ”*



# 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.

GHG emissions per scope for APCOA UK



Overview of the breakdown of emissions by scope.

APCOA UK's total Carbon footprint for **2022 is 10,293.0 tCo2e**. Our direct emissions (scope 1 and 2) accounted for 9.6% of the total emissions whilst our indirect emissions accounted for 90.4%.

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 on 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 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

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## ELIMINATE

Our decisions will consider options to eliminate carbon emissions



## REDUCE

We will use resources efficiently to lower our carbon intensity



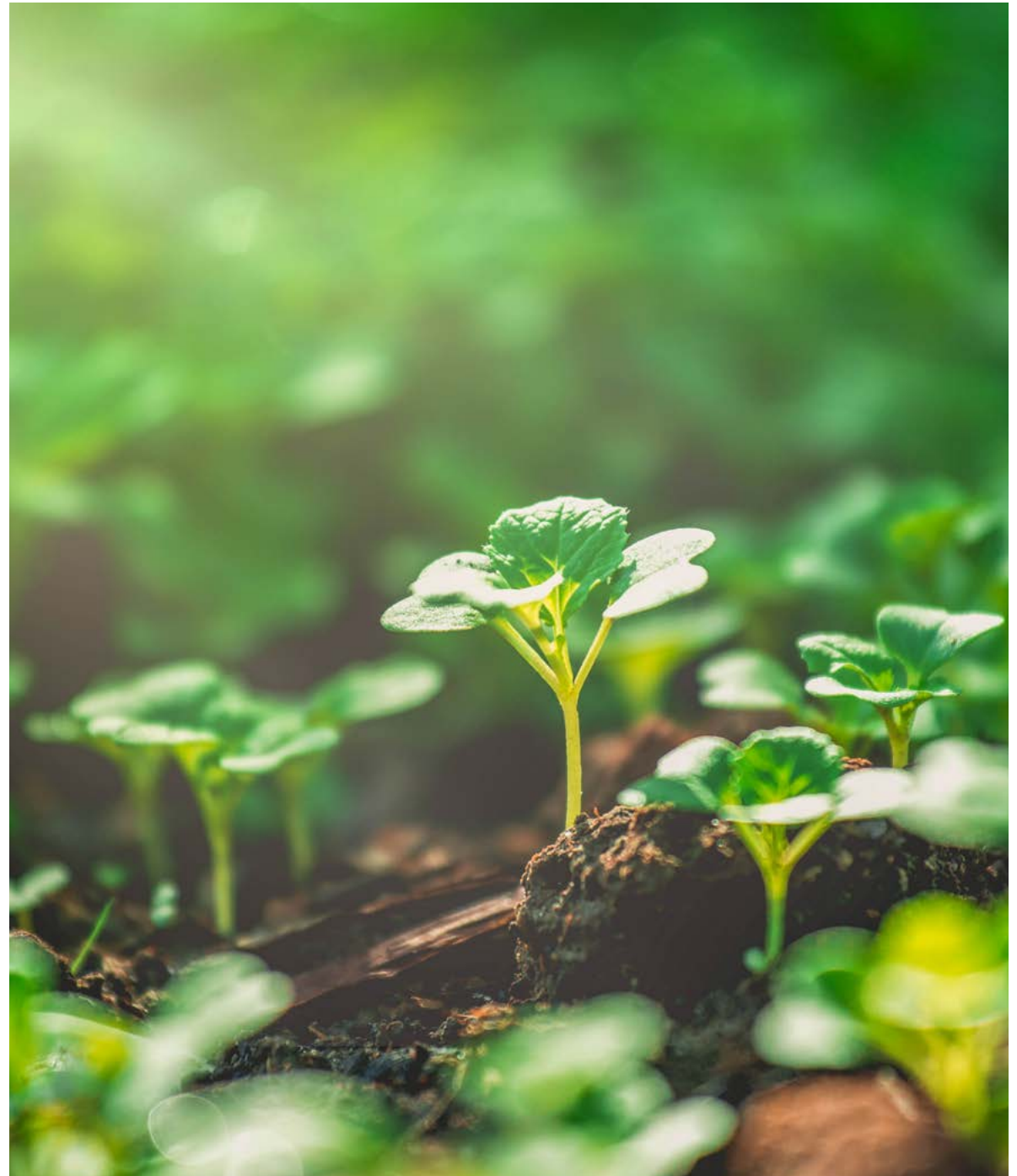
## SUBSTITUTE

We will adopt low carbon alternatives



## COMPENSATE

We will offset unavoidable emissions through environmental projects



# 1. DELIVERING SUSTAINABLE TRANSPORTATION

We have joined EV 100 which is global initiative for organisations who make a commitment to transition their vehicle fleet as far as possible to hybrid or full electric by 2030.

In addition, we have committed to substantially increasing the number of EV charging points at APCOA facilities and workplaces.



Fuel (diesel, gasoline, LPG) currently accounts for 11.4% of our direct emissions. Our 2022 consumption was 359,972 litres of fuel. In 2022, 22% of our total fleet was electric. We expect this number to increase to 30% by end of 2023.

Employee commuting contributes to 10.4% of our indirect emissions. Therefore in 2023 we will be reviewing our company car policy to ensure we incentivise more sustainable travel to and from work, including the promotion of hybrid and electric vehicles and car sharing.

Our policy states that where possible, all company cars and operational vehicles should have emissions no greater than 100 CO2/km.



We are also looking at other schemes, such as at Luton Airport where they have installed bike stands and staff are offered 50% off train travel, giving them alternative greener options to travel to work.

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.

## ECO-FRIENDLY JOURNEYS

APCOA have partnered with Bikeep, an award-winning global micro-mobility enabler, to introduce its secure cycle storage and e-bike charging solution to employees and customers.

Users can access Bikeep's individual smart bike racks for secure and convenient parking and charging whilst continuing their onward journey. The infrastructure supports those making environmentally friendly journeys to and from the car park and encourages more users to use this mode of transport.

*“ The trend towards sustainable transportation is growing fast. Partnering with Bikeep to introduce their secure storage and charging solution into the UK is an exciting step forward. ”*

# 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 2022 electricity consumption was 2,114,238 KW which produced 408.85 tCo2e

**In October 2022 we switched to 100% of electricity backed by renewable sources, including hydro, wind, solar, biomass and landfill gas.**

In addition to this we are implementing several reduction initiatives:

- ▶ **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.

We have also installed solar panels on the roofs of 11 major multi-storey car parks, and pump surplus generated energy back into the national grid.

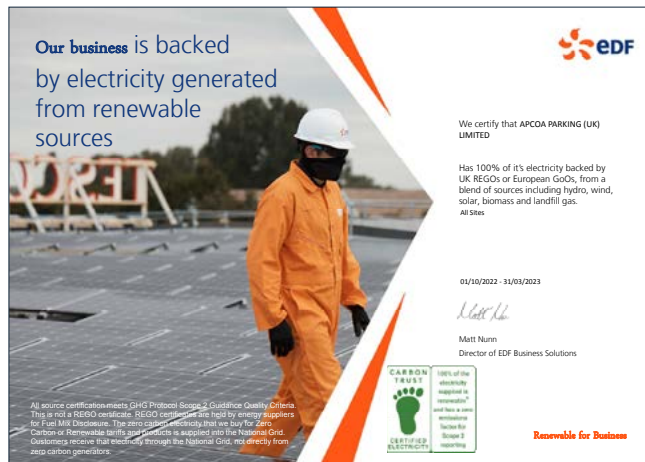
- ▶ **SOLAR CAR WASH AT HEATHROW** A 4kW solar panel canopy has been built on the existing car wash facility and will provide 3,667kWh pa, to support the car wash power needs. This will save 1.2t Co2e annually.

- ▶ **INTELLIGENT LED LIGHTING** Further installation of Intelligent LED Lighting systems across our larger car parks continues.

## LED LIGHTING CASE STUDY

Situated in Halifax, our Broad Street Plaza car park is an exemplary multi-storey facility, offering an impressive 430 parking spaces.

In 2019, we implemented substantial enhancements to the car park’s lighting system, transitioning to energy-efficient LED lights, and incorporating motion and light level-sensors. Building on this progress, in 2022, we successfully decommissioned 45% of the light fittings, while maintaining optimal light levels without any negative consequences. This remarkable initiative resulted in exceptional electricity savings, surpassing 21%.



## INTEGRATING ENERGY CENTRES INTO CAR PARKS

APCOA's client London North West University Healthcare NHS Trust needed additional, secure parking for staff members close to the hospital and to reduce its high energy costs.

APCOA's solution was to design and build a complex new 729-space multi-storey car park incorporating an integrated energy centre - the first combination of this kind. It both generates income for the Trust and supports their sustainability targets to achieve net-zero carbon emissions.

A sale of some land realised funds for future investment in staff and patients from the previously poorly utilised assets and provided an opportunity for the trust's housing partner to develop 1600 housing units, many of which are for low-income families in an area of acute housing shortage.

*“Integrating car parks with energy centres saves 2,500 tonnes of carbon annually at Northwick Park Hospital.”*



An 800m<sup>2</sup> energy centre, architecturally engineered into the footprint of the multi-storey car park, has enabled the hospital to dramatically reduce its energy spend. 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, also created a smart grid, producing a saving of 2,500 tonnes of carbon every year.

*“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.”*



# 3. IMPROVING AIR QUALITY

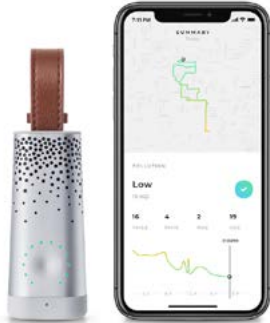
Emissions from road vehicles have a negative impact on air quality. These include particulates and nitrogen oxides. At APCOA we are working to develop a coherent strategy to address our contribution to improving air quality.

Our policies to minimise emissions include the following:

- ▶ **ANTI-IDLING CAMPAIGNS**  
We are working with Local Governments to implement no idling campaigns via on street enforcement. Throughout Lambeth Council, all CEO's have actively encouraged drivers to switch off their engines when stationary. Reporting around 120 per month for idling and generating information on affected locations
- ▶ **ELECTRIC VEHICLES**  
Our operational fleet is transitioning to both smaller, more economical vehicles such as e-bikes and scooters as well moving to fully electric by 2030.

- ▶ **AIR QUALITY MONITORING**  
We support our clients' air quality programmes through intuitive and innovative means. We have 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 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.

## 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.

This project has been rolled out to five Local Authorities in the UK and is now being trialled in Ireland.



### ▶ ZERO EMISSION ENFORCEMENT

APCOA has worked in partnership with local authority clients Swale Council and London Borough of Southwark to contribute to their carbon reduction targets by achieving Zero Emission Enforcement.

Evaluation of operational fleet use provided us with data on vehicle use, journey types, operational need and geographic coverage.

Linking that to an understanding of their climate policy and future ambitions, enabled us to identify specific targets for change - for example, replacing petrol cars with electric vehicles and increasing the cycle fleet. We have also utilised "smart" journey planning to minimise unnecessary mileage.

As a result, we have delivered zero emission enforcement throughout both local authorities by deploying APCOA colleagues by electric vehicle, cycle or foot only.

**Zero emission enforcement contributes to a reduction in 12,342kg of Co2 annually in Swale Council and London Borough of Southwark.**

In preparation for the change, we designed and delivered training to the teams covering:

- Impact of fossil fuelled vehicles
- Environmental benefits of EV car use on carbon emissions
- Defensive driving techniques
- Use of vehicle technology - regenerative braking
- EV vehicle driving lesson
- Safe vehicle charging/working
- Basic cycle maintenance
- Bikeability structured tuition and certification to level 3 standard
- Highway code core principles (for non-vehicle drivers)
- Familiarisation shift

Zero Emission Enforcement has delivered:

- Reduced energy consumption by 23,800 kwh pa - a reduction of 12,342KG of Co2 pa
- Significant reduction in travelled mileage
- Improved response from reported car park pay units faults from 17 minutes to 9 minutes
- An increase in beat coverage from an average of 8.5 miles per day on foot to 17 miles per day by cycle
- Focused area coverage
- Substantial fuel savings.



# 4. URBAN HUBS - REDUCING TRAVEL THROUGH LOCALISATION

APCOA offers more than 1,700 car parks across UK and Ireland as Urban Hubs to provide the physical and digital infrastructure for strategic partners in mobility, electrification, logistics and on-demand services.

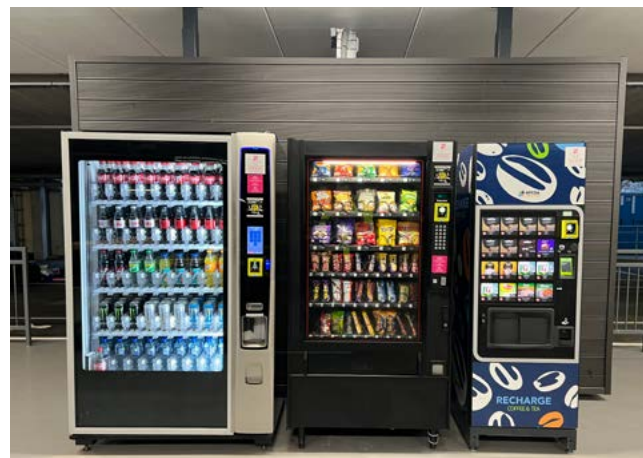
Customers benefit from innovative and convenient experiences provided by APCOA and our partners who use the car parks to deliver their services. The environment also benefits as the company actively contributes to the reduction of emissions in cities by decreasing the volume of traffic for logistics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



## APCOA'S FIRST URBAN MOBILITY HUB

In February, APCOA opened its first UK Urban Mobility Hub, welcoming the public at St Catherine's Walk Car Park in the Welsh town of Carmarthen. These innovative hubs are strategically located at central and easily accessible car parks, designed to provide a variety of convenient services all in one place.

Urban Mobility Hubs serve not only as a one-stop-shop for various accessible services but also as a hub for local information and a well-situated point for seamless transition between different modes of transport.



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.

Using our Parkway technology solution and open digital platform APCOA Connect, we connect on-street and off-street car parks with clients, partners, customers and their vehicles. This is enabling APCOA to transform our car parks into Urban Hubs, providing the physical and digital infrastructure for mobility, logistics, e-charging, and technology-based services.

St Catherine's Walk car park now contains:

- ▶ Five 22kW AC fast chargers and 12 V3 Tesla Superchargers, boasting peak charge rates up to 250 kW
- ▶ Five e-bike chargers accompanied with secure bike storage
- ▶ A comfortable seating area housing vending machines serving hot and cold drinks and snacks
- ▶ Three sets of delivery lockers covering every major courier
- ▶ A pre-bookable, heated, private office
- ▶ Pod, ideal for business and work needs
- ▶ Live transport screen showing real-time updates on local bus and train services
- ▶ Designated parking zones for blue badge holders, parent and child parking, and pre-bookable premium bays

Our next UK Urban Mobility Hubs will be opened in Sheffield and Manchester by Q1 2024, with a roll-out of 10 sites planned by 2028.

All will have services tailored to benefit their local communities and provide links to public transport which will contribute significantly to APCOA's ongoing commitment to sustainability.



*“APCOA's Urban Mobility Hub is at the heart of our strategy of combining parking with urban sustainable mobility, intelligently and conveniently. By transforming our parking space into an inter-modal mobility hub, we are creating a central platform for new mobility services.”*

## DELIVERING ENVIRONMENTAL BENEFITS WITH SELF-SERVICE LOCKERS

APCOA has partnered with Amazon, ByBox and InPost to offer an innovative self-service parcel locker service across more than 200 car parks nationwide. These lockers are designed to contribute to greener communities by minimising last mile journeys and alleviating congestion.

By consolidating deliveries to these lockers, 66% reduction of Co2 emissions in urban areas is achieved compared to home deliveries. As a result, a single parcel locker can save up to 14 tons of Co2 annually, making a significant positive impact on the environment.



**REAL ESTATE OWNERS** gain access to APCOA's exclusive network of partners.

**COMMUNITIES** benefit as the delivery of core services are provided locally significantly reducing the need for inner-city logistics travel.

*“ Our hubs combine parking with logistics and technology services, shared mobility platforms and charging infrastructure for electric vehicles - creating the Smart Cities of the future. ”*

In 2022 we have achieved:

- ▶ **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**  
Our 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 locations provide the basis for a wide variety of services. Our car parks serve as community centres for a wide array of services. They range from Covid vaccination centres to open air cinema, 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.



# 5. ACCELERATING ELECTRIFICATION

## ▶ ELECTRIC VEHICLE CHARGING

We have announced our ambitious plan to enhance the electric vehicle (EV) charging infrastructure. By 2035, we aim to install up to 8,000 new EV charging stations across our network of parking facilities. This initiative is part of our comprehensive EV strategy, which positions APCOA as a prominent EV charging operator.

To support this expanded charging infrastructure, APCOA has developed a state-of-the-art digital platform. This platform allows seamless integration with multiple partners and services, creating a robust and flexible charging ecosystem.

The contactless scan EV Connect will serve as the front-end to the parking customer. This user-friendly application serves as a comprehensive front-end solution for parking customers, offering features.

*“We firmly believe in the future of electric mobility, which stands to make an important contribution on the net zero journey.”*

*“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.”*

## ▶ EV FLEET

The company is part of the EV 100 initiative and we have started to replace our corporate fleet with electric vehicles. **22% of our total fleet** was electric. We expect this number to increase **30%** by end of 2023.

APCOA has installed over 750 EV charging points across the UK including it's first Ultra Rapid site with Tesla.

We provide 460 22kw AC fast EV chargers across seven Network Rail stations: Welwyn Garden City, Leeds, Manchester, Birmingham, Letchworth, Edinburgh, and Reading. A planned 12 month roll out will increase the total number of fast EV charging points at Network Rail sites to 750 and APCOA's customer focused capabilities mean that customers visiting these stations can pay for both their parking and EV charging in one transaction.

Through APCOA's state of the art analytics software we continuously monitor on site availability and utilisation which will allow us to expand at these sites if required.

In 2023, APCOA is looking to expand by a further 250 EV charge points, a combination of ultra rapids and fast EV charge points including key locations such as Banstead, Bromley Civic Centre, Sheffield, Manchester and Hillingdon.



## 6. LEVERAGING DIGITAL - SUSTAINABLE OPERATIONS



Over the last half-decade, the utilisation of the internet has undergone a remarkable surge across all industries. The power of digital has been wholeheartedly embraced by families from diverse socio-economic backgrounds and age groups. In our day-to-day lives, various aspects such as communication, idea sharing, news consumption, and entertainment heavily rely on digital services.

At APCOA, we have been at the forefront of developing numerous digital services that prioritise customer convenience. Our offerings encompass a wide array of payment solutions, including APCOA Connect, Prebooking, ScanPay and online Season Tickets.

Through these digital services, APCOA strives to enhance customer experiences and meet the evolving demands of an increasingly interconnected world. We recognise the importance of leveraging technology to provide seamless and user-friendly solutions that cater to the needs of our valued customers. The use of digital technologies also allows us to optimise our operations, significantly reducing our carbon footprint further.

All our operations are now moving to:

### ▶ ANPR TECHNOLOGY

The use of Automated Number Plate Recognition reduces the need for permanent physical staffing (Scope 3).

Parkway - Europe's most connected and customer-centric digital parking solution, developed by APCOA's UK development centre to enhance customer journeys, and support sustainable operations. The integrated services platform reduces dwell times by leveraging ANPR, expanding barrierless journeys and helps understand car emissions and usage.

Parkway reduces overall power demand by removing physical assets and embracing more sustainable power solutions such as solar power, and hybrid power solutions.

### ▶ CASHLESS TECHNOLOGY

The APCOA Connect platform and App provide a range of convenient cashless services to help drivers alleviate the hassle of paying for parking. These services include reserving a parking space, paying up to 24 hours later with APCOA 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.

In addition, our pre-booking and season ticket 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).



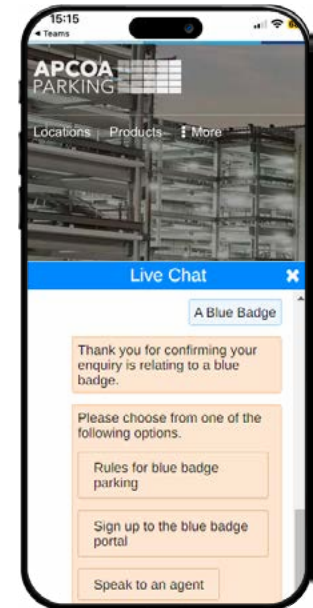
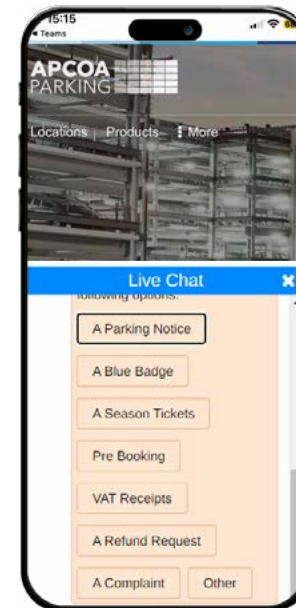
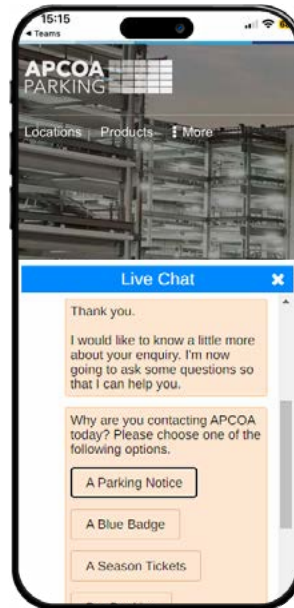
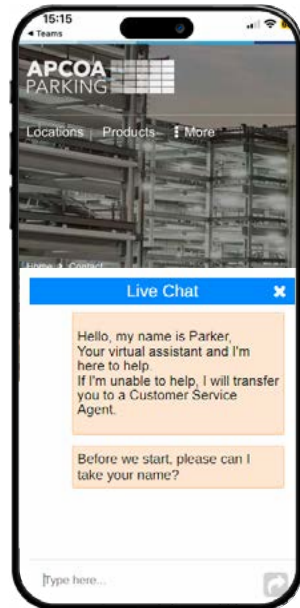
► **DIGITAL CUSTOMER SERVICE**

The use of webchats, agent assisted payments (PCI compliant) and call routing systems increase efficiency in handling customer inquiries.

## AUTOMATIC CUSTOMER ENGAGEMENT WITH 'PARKER' – APCOA'S CHATBOT

Parker allows us to:

- Automate answers to common questions
- Redirect customers to websites and portals
- Triage enquiries
- Qualify an enquiry and gather info
- Escalate to a human agent





- ▶ **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

ScanPay® offers a quick solution for individuals who don't want to walk to a kiosk or download an APP.

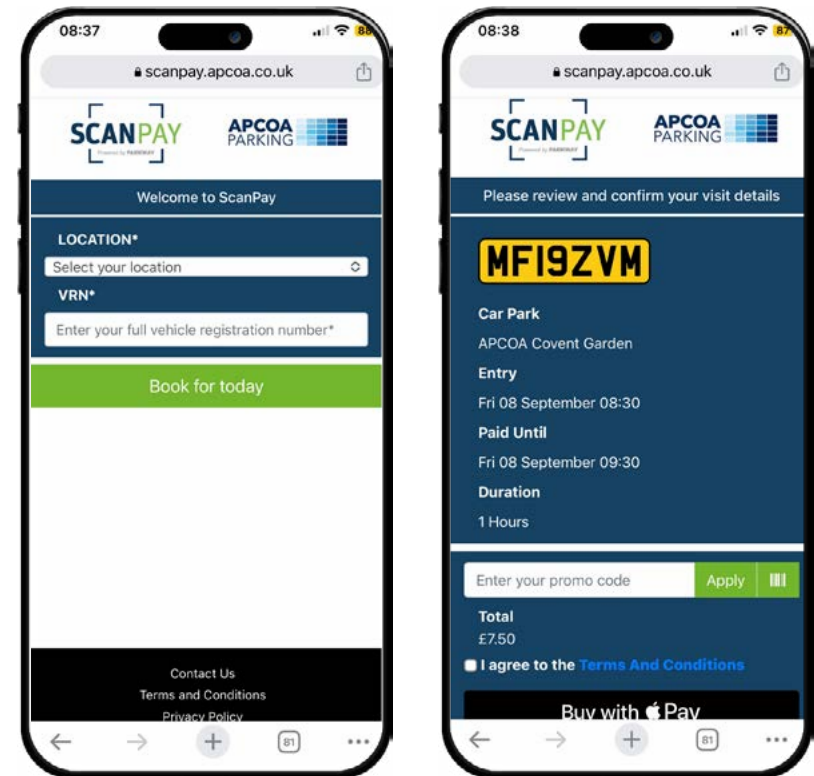
Using a QR code for payment via ApplePay or GooglePay, no user registration is needed, which provides a quick and convenient payment option.



ScanPay® can be configured to deliver bespoke client requirements and is easily integrated with existing and new car park equipment.

Launched in 2022, it is already being used across 500 car parks by APCOA customers across UK and Ireland with further expansion planned in 2023.

ScanPay® helps our clients reduce the cost of cash collection and associated processing costs.



# 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 2022 we continued to work with the following projects:

## Efficient household cookstoves PROJECT IN MALAWI, AFRICA

The project aims to disseminate over 8,000 improved energy efficient cookstoves to homes in Malawi. Malawi is classed by the United Nations as a Least Developed Country (LDC). The economy is heavily based on agriculture, and it has a largely rural and rapidly growing population.

The project promotes improved kitchen and firewood management practices e.g. use of less firewood, use of dry firewood, using a pot lid while cooking and soaking legumes before cooking to households in the Northern, Central and Southern Districts of Malawi. The improved technology and practices are intended to replace less efficient technologies and practices and result in biomass conservation and a reduction of greenhouse gas emissions into the atmosphere from the burning of solid biomass.



Ancillary benefits include reduced smoke during cooking, which reduces exposure to health damaging pollutants and reduced time and effort procuring wood fuel. The stoves are attractive to end-users and can result in quicker cooking times. The stoves are locally made using local materials wherever possible, resulting in local income generation and the acquisition of new skills for local people.

**The project will result in approximately 10,000 tCO<sub>2</sub>e emissions being saved per year.**

### Project standards



- Our projects meet the requirements of recognized quality standards such as the Clean Development Mechanism, Verified Carbon Standard and Gold Standard.
- Transactions are conducted in respective registries.

### Geography



- The majority of these projects are located in less developed countries and emerging markets (China, India, Southeast Asia, Brazil, Africa, for example)
- Few European countries to date, and usually at relatively higher costs

### Project technologies



- **Renewable energy:** Wind, Solar, Hydro power, Biogas, Biomass
- **Small-scale energy efficiency (EE):** Efficient cook stoves, water filter
- **Industrial EE:** Fuel conversion (energy switch), waste heat utilization
- **Forestry:** Reforestation, avoided deforestation, Improved Forest Management (IFM)

# Tree Planting and Reducing Deforestation

This project provides an opportunity to plant trees in the UK whilst also helping to protect the Amazon Rainforest – the largest remaining rainforest in the world. The Amazon is known for its amazing biodiversity; containing 10% of all species, including many endangered species.

For each tCO2e offset, one tree is planted in the UK in the region of choice and an additional tCO2e is offset through the Brazilian Amazon Verified Carbon Standard (VCS) Reduced Emissions from Deforestation and Degradation (REDD) project to guarantee the emission reductions.

**In October 2022 APCOA planted 500 trees at Crane Park Primary School in Feltham to offset 500 tCO2e of carbon emissions, helping prevent climate change and creating space for wildlife**



In the UK, the trees are typically planted across school grounds, parks, farms, woodlands and other biodiversity sites, providing wildlife habitats and often bringing educational and community benefits.

## Sustainable corporate wear and uniform

We source our uniform from one of the leading sustainable corporate wear company uniform suppliers in the UK, Keltic Clothing. We know that every garment supplied has an impact on the person who wears it, the person that made it, and on the planet.

The polyester yarn used to manufacture uniforms is made from recycled plastic bottles, instead of crude oil like most polyesters. Corporate shirts are made with Fair Trade cotton, this helps small farmers get a fair guaranteed price for their cotton.

Another example is the Sorona Fabric in patrol trousers, these are made with bio-based ingredients instead of chemicals, which reduces dependence on fossil fuels.

**The life cycle benefits mean 30% less non-renewable energy used and a 63% reduction in greenhouse gas emissions.**

**What are we doing at the moment?**

**Garments made from recycled materials**

Our Patrol Softshells are made from fabric that is 100% recycled (8 recycled plastic bottles in one softshell)

Our Patrol Shirts are made from 100% recycled fabric (5 recycled plastic bottles in one shirt)

Our Patrol Trousers are made from Sorona, which comes partly from plant-based renewable sources

## 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.



# SOCIAL



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

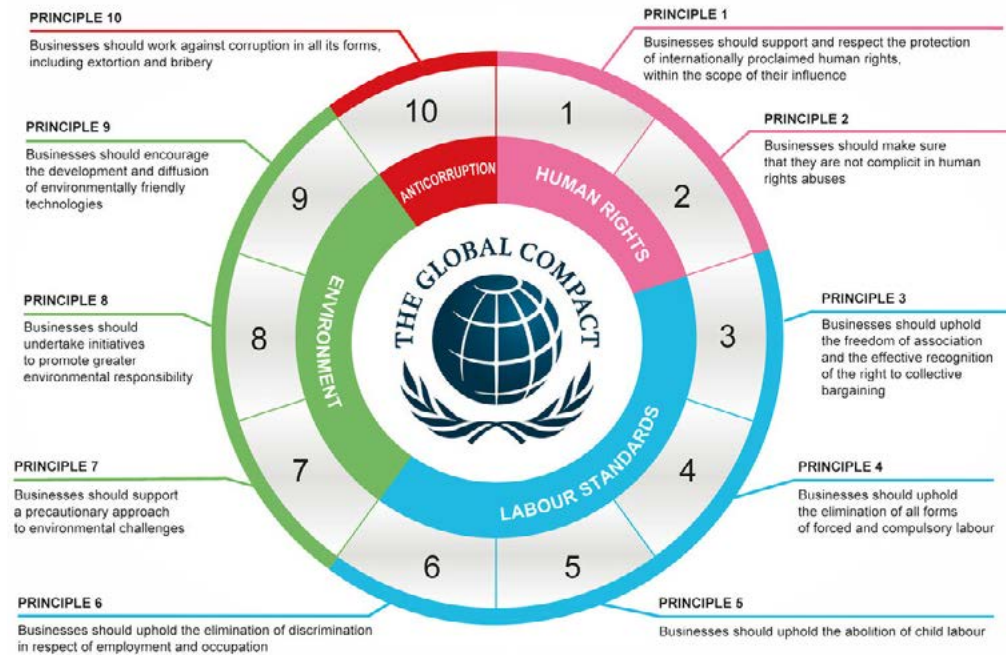
## OUR MAIN FOCUS AREAS

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.

“Our social strategy is focused on ensuring we optimise our relationship with our workforce, supply chain and the communities in 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. We have established 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, it gives each country subsidiary the scope to act independently and the necessary flexibility to tailor measures and actions to local circumstances.



Within the Social framework we have the following six pillars:

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

# 1. HUMAN RIGHTS

APCOA values and upholds the principles of international human rights and we prioritise the protection of these rights for our colleagues in both their professional and personal lives. Honesty and integrity are fundamental to our culture and we promote the right to life and liberty.

APCOA also recognises the importance of diversity, equity and inclusion, considering them crucial to our success. We encourage freedom of speech and expression among our colleagues, fostering an environment where they can freely express their professional views, opinions and personal diversity without fear of consequences.



## 2. MODERN SALVERY

APCOA is committed to eliminating modern slavery and human trafficking. This commitment is fully embedded in our Code of Conduct. We make every effort to ensure that these practices are not present in our supply chains or any part of our business. By actively addressing this issue, we are taking important steps to uphold human rights and contribute to a more ethical and responsible business environment.



**“As a member of Sedex, we operate under the highest ethical principles.”**

We do not support the recruitment, transfer, harbouring, or receipt of children, women or men through force, coercion, deception, or any other means for the purpose of exploitation. APCOA strictly dissociates itself from actions that violate these rights and does not participate in such activities.

This commitment extends to APCOA's business partners, suppliers, and clients, as the entire APCOA group mandates compliance with these principles.

To ensure consistent implementation, APCOA has created a Supplier Management Policy, which includes checking new clients and business partners/suppliers for compliance. This demonstrates our dedication to upholding human rights and preventing exploitation in all aspects of our business operations.





# 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.

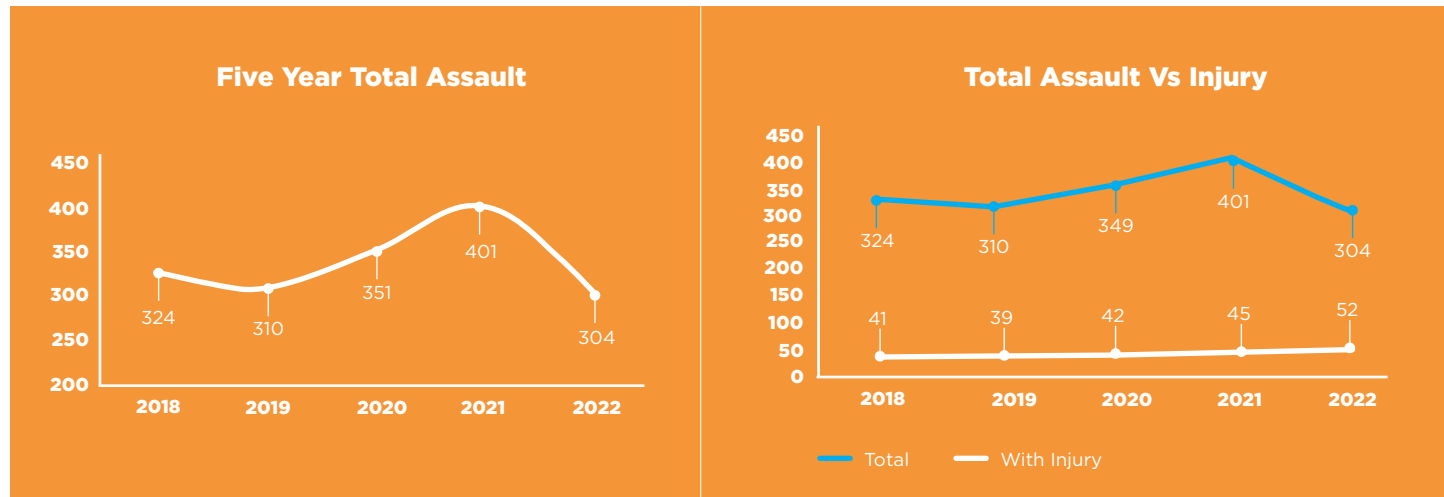
In 2022 APCOA implemented an incident management system where all Priority 1 incidents are reported to the immediately with detailed information on the incident, actions being taken, and lessons learnt. Priority 1 incidents are defined as any incident which has resulted in death, serious injury to a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

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

## ASSAULT

In 2022 we saw a reduction in the overall number of assaults on colleagues with a year-on-year reduction of almost 25%, returning to pre-pandemic numbers and continuing the downward trend we experienced 2018 to 2019.

However, although the total number of assaults on APCOA colleagues reduced, there was an increase in the number of assaults that resulted in a colleague being injured.



In 2022 we began working with the British Parking Association (BPA) on their Frontline Officer Welfare group. This is a panel of professionals from the wider parking and enforcement sector aiming to develop ways to reduce the likelihood and severity of assaults on public facing parking colleagues and provide support if they are assaulted. The panel is also lobbying government to include front-line parking and enforcement workers in the Assaults on Emergency Workers (Offences) Act 2018 to protect colleagues further and to deter would-be offenders..



We categorise assaults in three ways:

- ▶ **ASSAULT - CONFRONTATION**  
When a member of the public is abusive and uses threatening language directed toward an APCOA colleague, but no physical contact is made.
- ▶ **ASSAULT - NO INJURY**  
When a member of the public, jostles or makes other physical contact with and APCOA colleague, but no injury is caused.
- ▶ **ASSAULT - WITH INJURY**  
When an APCOA colleague receives an injury because of an assault.

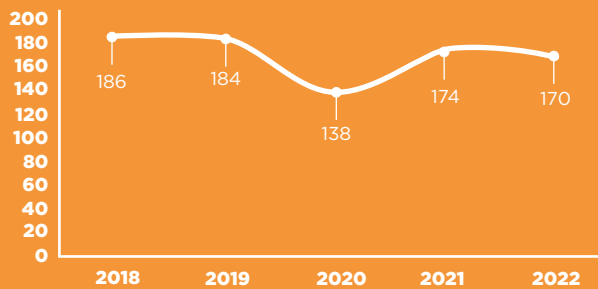
2022 continued the return to pre-pandemic numbers, but still an overall downward trend, with a year -on - year reduction in the total number of injuries.

From an injury to colleague perspective, we experienced a 9% reduction, dropping from 157 in 2021 to 143 in 2022.

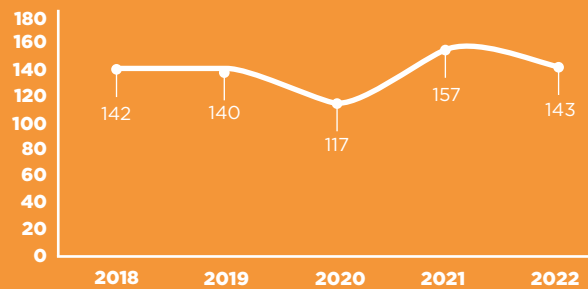
We did, however, have a significant rise in the number of injuries involving a member of the public / customer, which rose from 17 in 2021 to 27 in 2022. The largest increase was in our Airport sector as it returned to pre-pandemic passenger numbers. At Heathrow, APCOA has approximately 20m car park users per year.

“ In 2022 we saw a reduction in the overall number of assaults on colleagues with a year-on-year reduction of almost 25%. ”

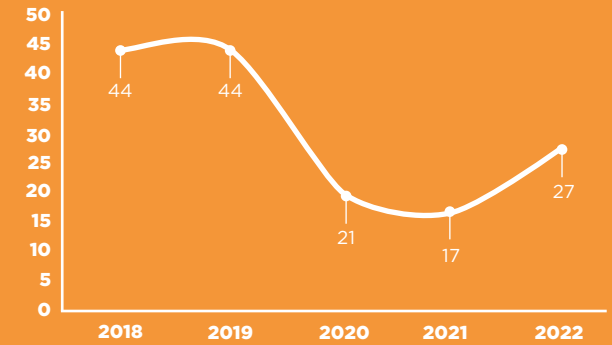
Five Year Total Accidents



Five Year Injury - APCOA Employee



Five Year Injury to Public



## CODE BLUE

We have also introduced our “Code Blue” reporting process.

A Code Blue is an incident whereby an APCOA colleague is called a name or has an offensive (non-racial or sexist) comment made toward them. Whilst these comments etc. may not cause any physical harm, continued exposure to critical and diminishing comments will eventually influence a person’s self-esteem and mental health in a negative way.

Furthermore, if a member of the public is happy to call an officer an unpleasant name or otherwise say something derogatory to them, they may be more likely to threaten or physically attack them.



Collecting and collating this data helps us to identify times and locations where a code blue is more likely and therefore devise a more strategic approach to enforcement activities at those times and in those areas, thereby taking preventative action before an incident occurs as part of a wider risk management approach.

Code blue data collection also helps managers to identify colleagues who are experiencing high numbers of objectionable comments (although even one is unacceptable) and offer support to those colleagues.



**MAKE** *Safety Personal*

In 2015 we launched our overarching safety philosophy “Make Safety Personal” and colleague engagement in this has directly contributed toward our injury incident reduction success.

On their first day with APCOA all new colleagues are asked to sign their Safety Promise, committing them to considering safety in everything they do. The Safety Promise has been countersigned by our Managing Director, Kim Challis, demonstrating top level commitment to health and safety.

By engaging with new colleagues on their first day with us, we bring health and safety front and centre and clearly demonstrate that we take H&S seriously and so should they.

### My Personal Safety Promise

**MAKE** *Safety Personal*

---

**What I am going to do...**

1. I am going to take care of myself and not take unnecessary risks.
2. I shall consider the safety of others that may be affected by what I do, or what I fail to do.
3. I will challenge unsafe acts or behaviour and take swift appropriate action to remedy unsafe conditions.
4. I will always set a good example – to think safe, act safe and work safe.

**What this means...**

1. You will work safely and comply with all relevant safe working instructions. If an unusual situation arises, you will always consider your safety before doing anything else. If you do not feel comfortable or if you think that there are risks to your personal safety which are not controlled, you will not continue and will seek help and advice from others.
2. In addition to you taking care of yourself, you need to make sure that you do not do anything (or forget to do something) that could lead to anyone else being harmed. This includes both your colleagues and anyone else who visits the site. You need to make sure you leave any area where you have been working in a safe condition and you should not do anything that could or might create a situation where someone else could be hurt.
3. If you see a colleague working dangerously or anyone behaving in an unsafe way, you will do what you can to stop them. You will do whatever you can to remedy an unsafe condition, provided that by doing so, you do not put yourself at risk. If you discover or become aware of anything which could affect safety but cannot do anything about, you will swiftly inform your Manager.
4. Your behaviour and attitude toward safe working will have an effect on your colleagues, especially those less experienced. Therefore you will make sure that you abide by all the safety procedures for the work that you do. You will not take shortcuts which could affect your safety or the safety of others. You will not engage in work, or use equipment or substances you have not been trained to, unless you are being supervised by someone who is competent; nor will you ask anyone else to. You will always use any personal protective equipment you have been given and report any damage or defect you find with it as well as any other problem you may find.

SIGNED \_\_\_\_\_

KIM CHALLIS  
REGIONAL MANAGING DIRECTOR APCOA PARKING UK&I

SIGNED \_\_\_\_\_

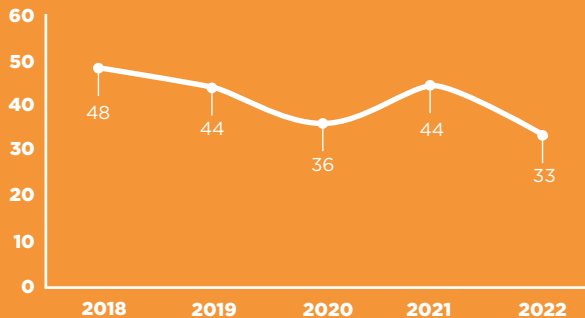
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## OTHER CAMPAIGNS

Our **SEE IT - SORT IT** campaign is specifically targeted at reducing the number of slip and trip incidents across all APCOA sites. Slip and trip incidents remain the greatest cause of injury accident across our business.

Our campaign seeks to raise awareness of slip and trip hazards and encourages colleagues to take appropriate action we saw another year-on-year reduction in the number of injuries caused by a slip or trip. Despite a “blip” in 2022, we continued our downward trend and over the last five years there has been a total reduction of 31%.

### Five Year Slip / Trip Incident



## STAND UP FOR YOUR HEALTH!

This wellbeing campaign is targeted at APCOA colleagues who spend the majority of their working lives sitting down. This includes our Customer Service Centre colleagues, CCTV Control Room operators, administrative colleagues, and managers.

There is increasing evidence which links a sedentary lifestyle to chronic health conditions such as type 2 diabetes, lower back pain and cardiovascular disease. These risks can be significantly reduced by making sure that for a proportion of the day a person is standing and moving around.

These colleagues are encouraged to be more “active” whilst they do their job by standing to take phone calls, drinking more and by placing the refuse bin distant from their workstation so they have to walk to use it.

### IT'S ABOUT KEEPING YOU SAFE...

It's About Keeping You Safe, is our ongoing vehicle for health and safety information and instruction. Updates are sent regularly from the Health and Safety Manager to all site managers who then disseminate the bulletin to their teams. This is done via team briefings and using the site's H&S Noticeboard.

In 2022 bulletins ranging from e-bike safety, to working in the hot weather and changes to the Highway Code were published.

**APCOA PARKING**  
MAKE Safety Personal

## Stand up for our Health!

**Prolonged sitting significantly increases the risk of :**

	Lower back pain		Poor circulation
	Cardiovascular disease		Colon Cancer
	Type 2 diabetes		High Cholesterol
	Obesity		Early mortality

**Here are some tips to help you reduce your risk and sit less at work**

- Take **Regular Breaks** from sitting and try to stand up every **30 Minutes**
- Take **the stairs** instead of using the lift
- Stand Up or Pace** whilst on the phone
- Walk over** to speak to a colleague instead of sending an email
- Hold **Standing or Walking Meetings**
- Move your Rubbish Bin Away** from your desk
- Drink** lots of fresh **Water** for frequent toilet trips

**Remember - Sit Less & Move More**



## MENTAL HEALTH & WELLBEING

In 2019 we launched our mental health and wellbeing campaign, beginning with the training of eight colleagues as Mental Health First Aiders.

A bespoke Mental Health awareness course has been devised which will be delivered to Supervisors and Managers to help colleagues are affected by the negative aspects of working in the sector.

In addition, every colleague and those who join APCOA are provided with our Mental Health Awareness & Wellbeing booklet.

In 2020, we began working with The Skills Network, an on-line training provider who offer a Level 1 Certificate in Mental Health Awareness. The first tranche of participants was the Senior Management Team and once they have completed the course, it will be rolled out to every Contract and Operational Manager across the business.

## LIFE SAVING EQUIPMENT

APCOA have supplied Zoll AED 3 Adult Paediatric defibrillators at seven of our key sites across the UK.

Our high footfall sites have been selected as the initial priority as defibrillators located here will be accessible to the highest numbers of both employees and members of the public.

Careful siting of these lifesaving units is important as statistics from The British Heart Foundation reveal that the chance of surviving a cardiac arrest jump from 6% to 74% if the casualty is in a shockable rhythm and a defibrillator is deployed within 3 minutes.



## 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.

APCOA is committed to promoting Diversity, Equity & Inclusion (DE&I) through a comprehensive framework. This framework ensures the fair implementation of equal opportunities across all aspects of our organisation, encompassing recruitment, colleague management, and overall business operations. Our primary objective is to achieve parity within the company, granting all individuals the same opportunities and privileges ensuring that all groups:

- Are afforded equal opportunities for development and progression.
- Have parity in remuneration and benefits for their roles.
- Are represented at all levels in the organisation.

To further strengthen our commitment to DE&I, we have established clear targets aimed at fostering diversity, inclusion, and representation.

Our diversity plan specifically focuses on six key identifiable groups:

- women
- individuals under 25
- individuals over 55
- ex-service personnel
- long-term unemployed
- persons with disabilities

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.

### ► RECRUITMENT

Our ability to target these groups begins with recruitment. Our centralised Recruitment Team manage our vacancies centrally. We target specific DE&I groups through making the role attractive to as wide an audience as possible. We do this by using adverts which

- Use inclusive wording to encourage people from all walks of life to apply for our roles
- Use words that make it clear that we consider adaptations to any role
- Offer shifts and hours with flexibility
- Have fixed shifts – to attract households looking for a second income.
- Offer term-time only contracts – attractive to mums back to work
- Weekend work – to appeal to Under 25s who may be students
- Private medical benefits – the over 55s



To support recruitment, we use APCOA’s digital Applicant Tracking System “e-employ” to manage the end-to-end process, posting job vacancies, shortlisting candidates, arranging interviews, and ensuring timely offers and rejections are made. We have been able to identify the right candidates, their individual training needs and support them on their application journey. We have a proven, inclusive, recruitment process that makes it easier for people from all backgrounds to find the right opportunity for them.

### ► TRAINING

All colleagues with line manager responsibilities receive training to give them the skills to create a working environment that promotes a diverse workforce. Training modules delivered are: DE&I in the workplace, Hidden Disability Awareness, Managing Mental Health, and Unconscious Bias training, which enables managers to make choices without their own bias affecting their decision-making.

▶ **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 on an ED&I programme which specifically focuses on attracting women into the organisation Our flexible working, term-time and school friendly shift patterns approach has proved to be key in making our company more attractive to women.

“ **36% of all our employees are female. Our objective is to further increase this to 40% by the end of 2023. ”**

**ATHENA - SUSTAINABLE EMPLOYMENT**

We work with local agencies such as Athena, who we commit to employing at least 3 new colleagues from per annum. Athena’s work is of great importance as it is there to protect and support women who face gender-based violence. Their work gives women the ability to become self-sufficient and part of that journey is helping them find employment. Something which we sustainable can offer.

▶ **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. Our target is to increase this to **20%** by the end of 2023.

▶ **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. We offer health benefits, pension advice and retirement planning support. We are pleased to share that 12.5% of our entire workforce is represented by Mature Personnel in all functions.

**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%**

▶ **LONG TERM UNEMPLOYED**

We 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. We attend Job Centre fairs where we meet LTU people looking for sustainable employment, additionally we have engaged Ex-Armed Forces agencies.

APCOA’s DE&I approach is focused on further developing our identified target sectors - looking at ways in which we can attract, recruit, develop and retain people in these groups.



▶ **EMPLOYEE RECOGNITION**

At APCOA we enjoy being able to celebrate the important work that our colleagues do, and by doing this we know that we will bring the very best out of our people, which in turn gives our customers, clients, and our business a world class service. We provide colleagues with an Employee of the Month recognition scheme and celebrate together with an annual event for the employees recognised throughout the year.

▶ **LONDON LIVING WAGE**

APCOA is committed to inclusion of opportunity for all colleagues, fair working practices, and a fair rate of pay for our workers.

APCOA's Fair & Equal Pay policy consists of four elements, the Living Wage (LW), Avoiding Zero Hour Contracts, the Gender Pay Gap and Equal Pay for colleagues carrying out the same role.

**1 Fair & Equal Pay - Living Wage**

APCOA's Fair & Equal Pay policy consists of four elements, the Living Wage (LW), Avoiding Zero Hour Contracts, the Gender Pay Gap and Equal Pay for colleagues carrying out the same role.



“ We saw an increase in the number of colleagues we pay the London Living Wage (LLW) who work on our inner London contracts to over 96%. ”

**2 Fair & Equal Pay: Providing Contractual Stability - Avoiding Zero Hour Contracts**

In 2018 we had over 350 colleagues on zero-hour contracts. We decided that it was not fair to have colleagues on these contracts as they are not guaranteed work on week-by-week basis. We transitioned them all to guaranteed hours over a 12-month period. We now employ approximately 15 colleagues on zero-hour contracts. This is where it is a secondary income for these colleagues.

**3 Fair & Equal Pay - Gender Pay Gap**

It's important to reward all our employees fairly. Women in APCOA earn £1.03 for every £1 earned by men. This does not mean we pay men less for the same roles, we pay each grade of role the same irrespective of any characteristic, it means that women are on average in roles that attract a higher pay rate.

**4 Equal Pay for colleagues carrying out the same role**

Unless there are exceptional circumstances, all colleagues carrying out the same role are paid equally. All our roles are advertised without bias toward any of the 9 protected characteristics (Age, Gender, Race, Disability, Religion or belief, Sexual orientation, Gender reassignment, Marriage or civil partnerships, Pregnancy and maternity).

**CASE STUDY**

On contract start with London Borough of Lambeth there were 14 people being paid less than the rest of their colleagues who were carrying out a similar role. This had been highlighted by the TUPE data we had received prior to transfer. The affected colleagues were also aware of this fact, and it had created some resentment in the team.

Once all colleagues transferred to APCOA we met the affected 14 collectively, and then individually, to confirm that we were aware of this matter and that we were proposing to harmonise their salaries with those being paid more.

On month 2 of the contract, we had remedied the situation by increasing the pay rate of those affected staff members. This helped us gain the trust of the team and improve relations amongst all the colleagues.

Four years later, all 14 staff are still employed by APCOA.



# 5. COLLEAGUE DEVELOPMENT

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

▶ **E-CAMPUS**

Our e-learning tool eCampus provides our colleagues with fingertip access to a wide range of learning and development material, to aid both their personal development and give them the latest knowledge to best perform their role. Since its' launch in 2022 we have more than doubled the training modules available to all our people.

▶ **APPRENTICESHIPS**

We have now established Apprenticeship and NVQ programmes that provide development opportunities that support colleagues on their APCOA journey.

**“ In 2022 we supported 50 colleagues development through apprenticeship and NVQ programmes. ”**

We provide our colleagues with opportunities to acquire qualifications in various course subjects, including:

- Human Resources
- Digital Marketing
- IT
- Project Management
- Customer Services
- Management and Team Leader
- Data Analyst
- Business Administration
- Health & Safety and First Aid

This has also helped to drive down attrition as colleagues can see that we can offer them opportunities to progress through the business as they gain confidence and formal qualifications. Our apprenticeship programme is a real success and year on year it continues to grow as do the number of relevant courses do.

▶ **LEADERSHIP UPDATES**

The senior management team provide colleagues with quarterly progress updates on all activities 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 creates a better understanding about how every talent can contribute to the success of our company.

By the end of 2022, more than 15 colleagues had participated from the UK.

## 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 countries. 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 throughout UK and Ireland.

We also actively seek opportunities to work together with our clients to support local causes and charities that benefit the local community and businesses.

- We have initiated several community development programs including liaising with the police for safer neighbourhoods.
- We work together with our clients to support local causes and charities that benefit the local community and businesses
- Local apprenticeships
- APCOA's Quality Management system has a reporting function which is used to capture activities of a charitable or community nature.

### ▶ 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 bringing 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

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.



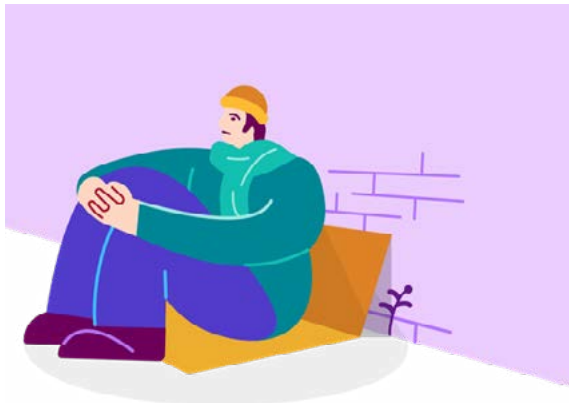
- ▶ **SUPPORTING LOCAL FOOTBALL TEAMS**  
APCOA sponsors local football teams by funding their football kits and equipment purchases, allowing them to play their summer tournaments.



- ▶ **SUPPORTING THE HOMELESS WITH StreetLink**  
APCOA is proud to continue working with StreetLink during 2022 to support their essential work. StreetLink, the national referral service managed by St Mungo's in partnership with Homeless Link, is the main service the public can use to connect people rough sleeping to local support.

By using StreetLink, 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.

APCOA's civil enforcement officers patrol the streets and car parks as part of their jobs, whether it be in parking enforcement or supporting local authorities in other ways. In London, if they come across someone sleeping rough, they use a mobile app to provide a direct alert to StreetLink, who can then connect those people with vital local services as swiftly as possible.



**Over the past decade StreetLink has put 90,000 people in touch with support to help them end their rough sleeping.**

- ▶ **CYCLE RECYCLING**  
When our cycles used for patrol duties within Maidstone Council become worn and beyond repair, they are recycled via Kent County Council and donated to the CIC Cycle Community.

Cycle repair instructors work in conjunction with school pupils and refurbish cycles using new parts. This enables school pupils to learn new skills and allows the cycles to have a new life. Cycles are then sold to those in need at a nominal cost (to cover newly fitted parts) via a local cycle sales event.

We are proud that the scheme has enabled us to recycle 1500 cycles to date. Our donations ensure that we recycle rather than scrap and support the local community by contributing to skills training and allowing mobility for those in need, allowing children and adults to travel to and from school or work.

ReCycle is an award-winning Bicycle Recycling Programme run by Cycle Community CIC a Community Interest Company based at Goldwyn School (TN23 3BT) in Ashford. Who are supported by Kent County Council as part of their Star Programme.

- ▶ **LIVING STREETS**  
Living Streets is a UK charity campaigning to create a walking nation where people enjoy the benefits that this simple act brings, on streets fit for walking.

APCOA is already working in partnership with Living Streets to support this aim by transforming streets into safe, attractive, enjoyable places.



► **SUPPORTING CHARITIES**

**Nordoff Robbins** is the UK's largest Music Therapy Charity, using music to enrich the lives of people with life-limiting illness, disabilities or feelings of isolation.

APCOA has been proud to support the work of this inspirational charity for some years now. This year we organised a group of 10 UK business women to attend one of the largest fundraising events,

*“ raising more than £10,000 for the charity. ”*



**Derian House Childrens Hospice**

Derian House help children and young people whose lives are too short to make happy memories in an environment of fun, respect and above all, high quality care.

They provide respite and end-of-life care to more than 400 children and young people across the North West.

The care Derian House provide is free for families, but services cost £6 million to run every year with under 30% of the funding needed coming from the government.

This hit the heart of APCOA's Customer Service Centre and we wanted to help. APCOA's team decided to do a fancy dress or dress down day within the centre where people could win gifts and treats, in return of a small donation.

*“ We raised £177 within the Centre and this was kindly matched by APCOA's Managing Director, Kim Challis, giving us a total of £355! ”*

We went to visit the Hospice and to meet the team and had the delight to meet some incredible children and some upset visiting the Sunflower Corridor which the team found very moving.

The team have now decided to raise even more for this amazing charity and do a sky dive, jumping from 11,000 feet!

**Event Sponsorships**



APCOA was the proud sponsor for the Hull University Teaching Hospitals NHS Trust Golden Hearts awards.

The 14 Golden Hearts Awards celebrate the hard work and dedication of their NHS staff.



# Governance





## AREAS OF ACTION

APCOA places great importance on good and organised corporate governance. For us, governance extends beyond mere compliance with legal requirements and group-wide guidelines. It encompasses a commitment to ethical action.

APCOA is guided by the principles of good and responsible corporate governance, ensuring that ethical considerations are integrated into our business practices. By prioritising these standards, we demonstrate a commitment to transparency, accountability, and responsible decision-making.

### 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 counsellor to senior management and ultimately monitors its performance.

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. ”

### 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:



Chief Executive Officer  
**Philippe Op de Beek**



Direct  
APCOA Advisory Board  
**Bernd Gieseken**



Group ESG Director  
**Kim Challis**



Chief Operations Officer  
**Maximilian Winterling**



Chief Financial Officer  
**Sam Groves**

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

## WHISTLEBLOWER HOTLINE

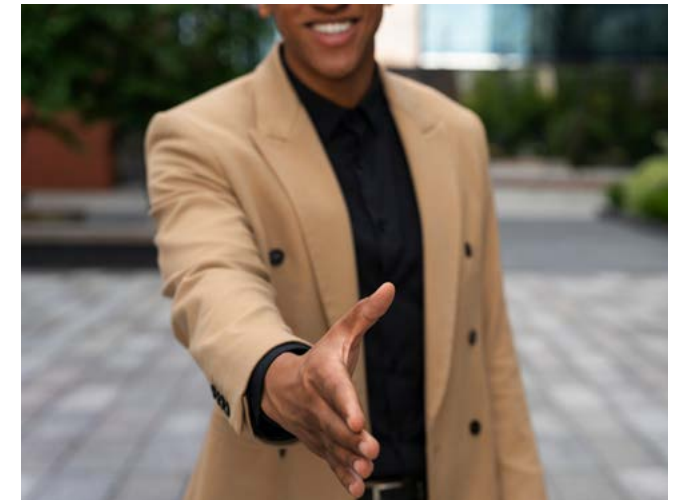
The whistleblower hotline managed by a independent third-party provider is available to all employees and partners across the APCOA group. They can anonymously report any known or suspected breaches either through local phone number, web, or e-mail.



## ANNUAL COMPLIANCE TRAINING

All APCOA 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. 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 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.

### PROMPT PAYMENT

APCOA are signed up to the Prompt Payment Code, which gives our suppliers confidence that they will be paid within clearly defined terms, and that we have a process in place for dealing with any payments that are in dispute, ensuring best practice is being followed.



# 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.

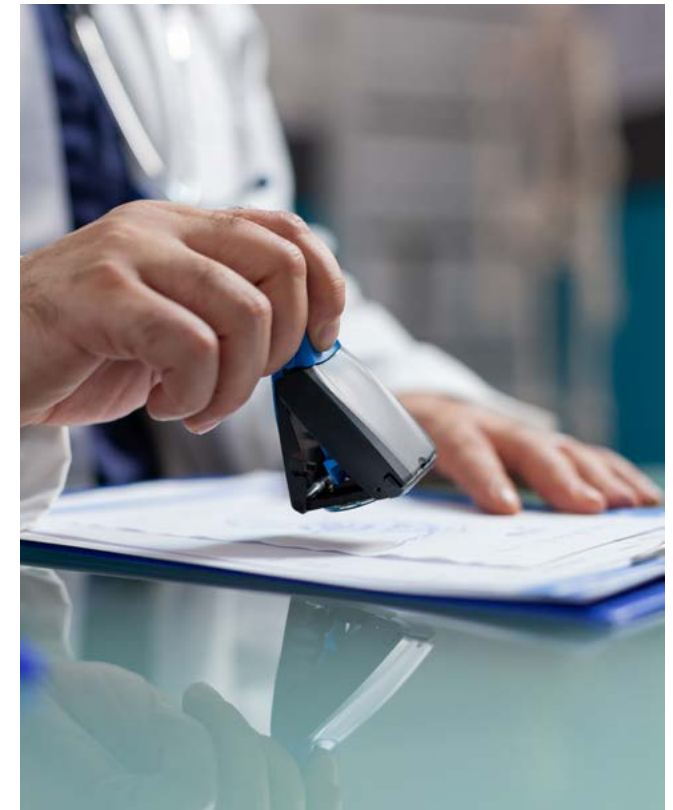


We hold certifications in:

- ISO 9001:2015 (Quality Management Systems)
- ISO 14001 (Environmental Management Systems)
- ISO 45001 (Occupational: Health & Safety Management)
- ISO 27001 (Information Security Management) certified.
- ISO 22301 (Business continuity Management)
- Cyber Essentials



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.



# Performance



# ENVIRONMENTAL

Carbon Emission Measurement	2021 (tCO2)	2022 (tCO2)
Total emissions 2021	8,992.8	10,293.0

GHC Scope 1 (tCO2)		
Total refrigerant	0	0
Total fuel combustion mobile & stationary	1,022.9	676.8
<b>Total</b>	<b>1,022.9</b>	<b>676.8</b>

GHC Scope 2 (tCO2)		
<b>Total</b>	<b>280.3</b>	<b>309.7</b>

Our carbon emissions experienced a notable increase from 2021 to 2022, primarily attributable to the acquisition of Gemini Parking Solutions.



GHC Scope 3 (tCO2)		
Category 1: Purchased goods and services	8,992.8	10,293.0
Category 2: Capital goods	114.8	350.0
Category 3:	123.1	387.5
Fuel- and energy-related activities	315.1	289.2
Category 5: Waste	53.0	26.0
Category 6: Business travel	96.0	152.6
Category 7: Employee commuting	931.4	1,426.0
Category 8: Upstream leased assets	6,056.2	6,675.3
<b>Total</b>	<b>7,689.6</b>	<b>9,306.5</b>

Carbon footprint kg CO2 per parking space	25.83	23.82
Carbon footprint tCO2 per parking Lot	3.65	3.36

Number of countries with 100% renewable energy	-	YES
Percentage of fleet which is electric	-	22%
Number of car parks with LED lighting	-	11
Number of EV chargepoints installed	-	900
Number of car parks with cycle parks	0	0
Number of car parks with solar panels	0	0

# SOCIAL

	2021	2022
Number of employees (Oct 2022)	1998	2,100
Carbon footprint tCO2 per employee	4.3	5.15

Safety Measure		
Lost time injury frequency rate	6.2	5
Incident management system	Yes	Yes

Diversity & Inclusion		
<25 year old (Young Talent)	9.5%	10.8%
25 to 40 year old	41.5%	43.3%
41 to 60 year old	37.6%	33.4%
>60 year old (Mature Personnel)	11.4%	12.5%

Number of different ethnic origins	49	49
Percentage of women in the workforce	33%	36%
Percentage of staff part-time working	29%	33.5%
Percentage of staff receiving training	100%	100%



# GOVERNANCE

Accreditations	2021	2022
ISO14001 (Environmental)	Yes	Yes
ISO27001 (IT Security)	No	Yes
ISO45001 (Health & Safety)	Yes	Yes
ISO22301 (BCP)	Yes	Yes
Cyber Essentials	Yes	Yes

Corporate Governance		
Whistleblower hotline	Yes	Yes
Annual compliance training	No	Yes
Incident Management	Yes	No
Code of Conduct	Yes	Yes
Supplier Management Policy	Yes	Yes

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

Incident Management system to go live in Q2 2023 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



# ESG Goals



# VISION 2030 & BEYOND

Incident Management system to go live in Q2 2023 LTIFR will be published in next annual report April 2023 Car parks include complete estate managed or lease LED lighting excludes 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.

More specifically, 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.



## Environmental

Responding to climate change and managing the impact on the environment.

- Achieve our science based carbon reduction targets on the path to Net Zero
- Carbon neutral

- 100% green energy
- 100% electric fleet EV100

- Achieve Net Zero



## Social

Improving the prosperity and well being of individuals and communities.

- Implementation of diversity plan focused on 5 key identifiable groups
- Inclusion increased employee engagement - KPIs

- 50% increase in each of the selected diversity groups



## Governance

Making the right choices via a robust transparent governance framework.

- Implementation of full framework across group
- Annual compliance training
- Safety first culture

**2025**

**2030**

**2040**



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Learn more about APCOA's ESG initiatives at  
[www.apcoa.com/about-apcoa/apcoa-sustainability](http://www.apcoa.com/about-apcoa/apcoa-sustainability)