CHAPTER 2.

Sustainability

"URW is committed to supporting the environmental transition of cities to carbon neutrality through creating and operating sustainable places that Reinvent Being Together. To achieve this, our Better Places 2030 plan places ambitious environmental, social and governance objectives at the heart of our business strategy, decision-making and remuneration criteria. These commitments cover our entire value chain.

Reflecting the comprehensiveness of this ambition and performance, URW is consistently recognised by external analysts and certification bodies for its sustainability performance – in both real estate-specific and all-sector ratings. In addition, our greenhouse gas emission reduction targets are approved by the Science Based Targets initiative, aligning us with the 1.5°C limit set out in the Paris Agreement.

We are on track to meet all of our targets, including cutting carbon emissions across our entire value chain by 50% and energy intensity by 30% by 2030. In 2022, URW also took decisive additional actions to achieve an increased temporary reduction in its energy intensity to support wider government and private sector efforts to address the European energy crisis.

Our consumers, retailers, investors and our own teams inspire us to do more and move faster in response to challenges such as climate change, biodiversity loss and inclusion. In the second half of 2023, we will announce an update to our sustainability strategy – including our own path to carbon neutrality."

JEAN-MARIE TRITANT
Chief Executive Officer

2.1 GROUP SUSTAINABILITY STRATEGY

2.1.1 BUSINESS MODEL

The Unibail-Rodamco-Westfield ("URW") business model is presented in sections 1.3 Strategy and business model and 1.4 Business overview.

2.1.2 SUSTAINABILITY CHALLENGES AND OPPORTUNITIES

URW's current approach to sustainability has been structured on solid grounds, going way beyond regulation. In order to define its sustainability strategy, the Group has identified key areas of work, representing challenges and opportunities related to its activities. 2 complementary approaches were used to that end:

- A materiality analysis, which is a mapping tool used to identify and prioritise the important sustainability issues for the Group from an internal as well as an external stakeholder perspective; and
- A risk analysis, which is a framework used to highlight the sustainability issues likely to negatively impact the Group.

In 2022, the wording "CSR" (corporate social responsibility) has been replaced by "sustainability" in the whole document to reflect URW's holistic approach. This change in semantics continues to cover all the environmental, social and societal topics.

2.1.2.1 MATERIALITY MATRIX

In 2022, URW updated its materiality matrix, previously updated in 2018, to identify its sustainability-related priorities. An external advisory firm supported the Group in this process to ensure the robustness and neutrality of the methodology.

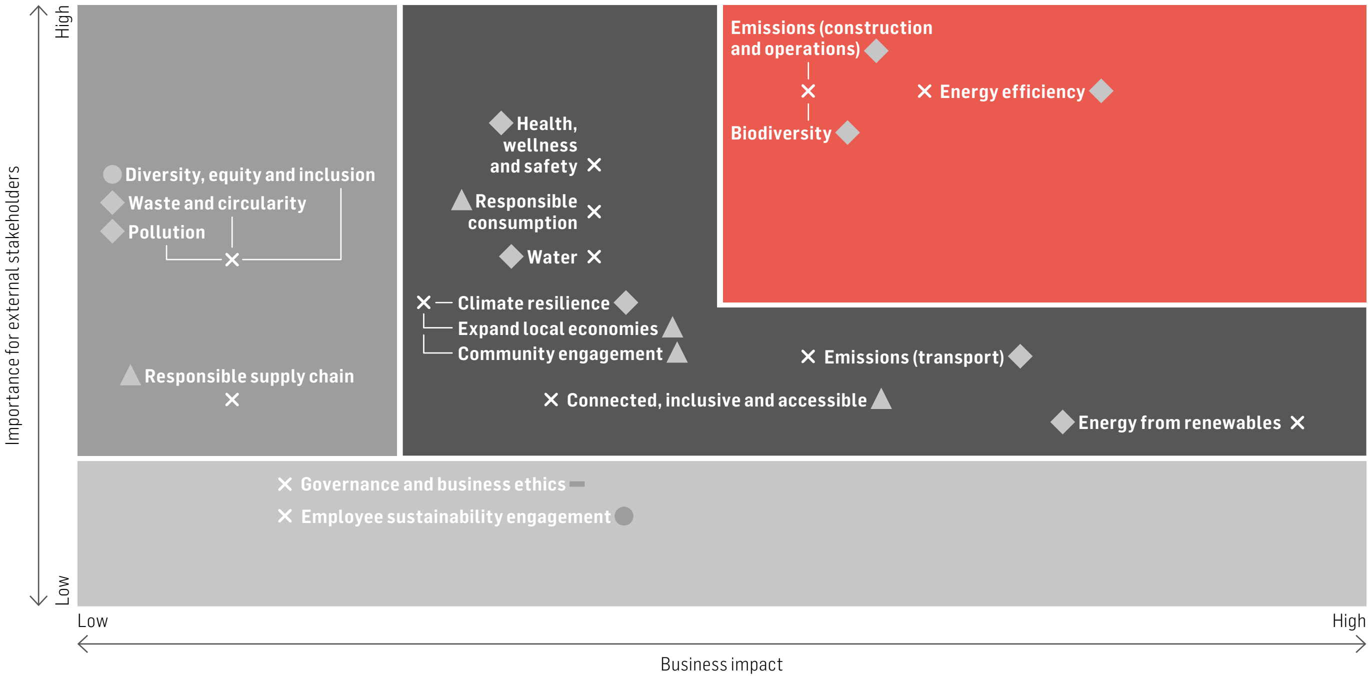
This work was done on the basis of the previous materiality matrix, the current sustainability strategy (Better Places 2030), industry frameworks (such as various third-party frameworks across industry bodies and ratings agencies[1]) and Environmental Social and Governance ("ESG") trends.

The business impact of each ESG topic has been assessed across 6 value levers (value protection, revenue increase, cost reductions, improved valuation, preferred financing and new revenue sources) and by appraising the magnitude of the impact. The importance for external stakeholders (regulator, investor and consumer expectations) takes into account the current or upcoming regulation and the following market trends used as proxies: core focus on climate and sustainability, rise of people-centric destinations, shifting role of the store given omni-channel surge and other real estate trends such as future of mobility, PropTech/CleanTech, etc.

The Executive Committee ("EC") validated the updated materiality matrix, which confirmed the main priorities identified through the previous analysis. These priorities, in line with the parallel work done on risks (see section 2.1.2.2 Sustainability risks and opportunities), resulted in 3 focus areas for the Group sustainability strategy (see section 2.1.3 Priorities of the Group sustainability strategy).

(1) MSCI, ECORE, SASB and Global Reporting Initiative ("GRI").

URW'S MATERIALITY MATRIX



Key

◆ Pillar 1 – Better Spaces ▲ Pillar 2 – Better Communities ● Pillar 3 – Better Together — Transversal

Top priority issues
- Energy efficiency
- Emissions (construction and operations)
- Biodiversity

Important issues
- Health, wellness and safety
- Responsible consumption
- Water
- Climate resilience
- Expand local economies
- Community engagement
- Connected, inclusive and accessible
- Emissions (transport)
- Energy from renewables

Key issues for external stakeholders
- Diversity, equity and inclusion
- Waste and circularity
- Pollution
- Responsible supply chain

Less material issues
- Governance and business ethics
- Employee sustainability engagement

2.1.2.2 SUSTAINABILITY RISKS AND OPPORTUNITIES

In 2018, in response to the Directive related to the disclosure of non-financial information[1], URW identified and assessed its main sustainability risks, using the Group risk assessment methodology taking into account 3 impact criteria: financial, legal and reputational. In line with the spirit of the regulation, the analysis provided below presents gross risks (before the implementation of management measures).

The Group sustainability risk universe was defined on the basis of both the sustainability priorities highlighted by the Group's materiality analysis (see section 2.1.2.1 Materiality matrix) in its 2018 version and the sector-based sustainability risk universe established by the work done in 2018 in partnership with the French Council of shopping centres ("CNCC").

In total, 30 risks were identified and classified into 11 categories, among which 20 were identified as main sustainability risks due to their level of impact.

The risk analysis and rating work was undertaken jointly by the Group's Sustainability team and Group Risk Management department, with the involvement of the local teams. The results were shared with the member of the Group Management Board overseeing Group resources and sustainability.

The following table summarises the main sustainability risks, and the policies, action plans, performance indicators and opportunities associated with their management. The results of the performance indicators for each action plan are presented either directly within this table, or within the body of this document (see references in the 'risks' column of the table).

Climate change risks for the Group (physical and transitional) form a core part of the sustainability risks analysis and are integrated in the following summary of main sustainability risks and their management policies. A more detailed overview of climate risk management and, in particular, of the resilience of assets to physical climate risks is provided

(1) European Directive no. 2014/95/UE as regards disclosure of non-financial information.

in section 2.2.1.3 Climate risk management and adaptation to climate change. Sustainability risks are integrated in the global Group Enterprise Risk Management ("ERM") Framework, which provides a specific risk governance and control framework (see section 6.1.2 Group Enterprise Risk Management framework for more details).

Related policies and action plans described hereafter reflect the latest updates made by the Group to mitigate these risks, as do all associated performance indicators disclosed.

Themes	Risks	Summary of associated policies and actions plans	Associated main performance indicators (2022 results)	Opportunities
Business ethics	• **Corruption, agreements or fraud (business relationships, relationships with public officials)** • **Money laundering and financing of terrorism** • **Non-compliance with anti-trust regulation** References: *3.4.1 Ethics and compliance: a daily and essential requirement 6.2.2.5 B. Corruption, money laundering and fraud risks 6.2.2.1 B. Mergers & Acquisitions, Investment and Divestment 6.2.2.5 A. Legal and Regulatory*	• Anti-corruption programme ("ACP") in compliance with Sapin II law (France), the Foreign Corrupt Practices Act ("FCPA") (US) or the UK Bribery Act ("UKBA") (UK); • Group Code of Ethics with a compulsory yearly e-learning module for all employees; • Procedure for screening of business partners; • Whistleblowing procedure accessible 24/7 to all employees and suppliers, with a guarantee against retaliation; • Appointment of Local Compliance Correspondents to support the coordination of the ACP; • Insider Trading Rules procedure; • Part of the due diligence process in case of acquisitions; and • Close monitoring of Viparis activities in relation with the French General Directorate for Fair Trading, Consumer Affairs and Fraud Control ("DGCCRF").	• Number (A) and monetary value (B) of sanctions imposed by regulators in 2022 linked to corruption incidents: 0 (A); €0 (B); and • Percentage of employees trained on the Group Code of Ethics and corruption prevention: 83%.	**Promote and embed trust and transparency as a core part of the business relationship**
	• **Non-transparency in the reporting of lobbying activities** References: *3.4.1 Ethics and compliance within the URW Group*	• Annual reporting of lobbying activities to the French High Authority for Transparency in Public Affairs; and • Internal policy on interest representatives.	• Lobbying activities declared annually and available on the French High Authority for Transparency in Public Affairs ("HATVP") platform.	
	• **Breach of customers' personal data** References: *6.2.2.5 A. Legal and Regulatory 6.2.2.1 D. Information Technology system and data: continuity and integrity*	• Data Privacy Protection programme compliant with EU and US regulations; • Data protection governance network at corporate and local levels; • Preventive and alert internal processes; • Group-wide employees and specific business population trainings on data protection awareness and cybersecurity; • Signature of data processing agreements with major IT contracts service providers; and • Information systems security strategy.	• Percentage of employees trained on IT security awareness: 100%.	
Health and safety (H&S), security and wellbeing of people in properties	• **Threats or attacks on sites** References: *6.2.2.4 A. Terrorism and major security incident 2.2.3.7 Health and safety, security and environmental risk and pollution*	• Dedicated Group organisation for security and crisis management; • Global security and crisis governance, policies and guidelines implemented at all locations; • Crisis response plan, training and exercises; • Frequent interactions with police authorities, regional authorities and intelligence agencies; • Training of shopping centre management and security teams, as well as all URW employees; and • Raising awareness of tenants on security and crisis framework and evacuation plans.	• Percentage of employees trained on security: 45%[1]. • Total number of crisis exercises completed for the training campaign at regional headquarters and centres: 101.	**Lead the industry in health, safety and security to reduce incident levels**

(1) The coverage of this figure excludes Viparis employees.

Themes	Risks	Summary of associated policies and actions plans	Associated main performance indicators (2022 results)	Opportunities
Health and safety (H&S), security and wellbeing of people in properties *(continued)*	• **Failure to provide a safe and healthy environment for employees, tenants, contractors and visitors/ occupants** References: *6.2.2.4 B. Health and Safety (including pandemic and natural disasters) 2.2.3.7 Health and safety, security and environmental risk and pollution 2.2.2.1 Environmental Management Systems ("EMS") - health and safety on work sites*	Operations: • Dedicated Group organisation for H&S risk management, supplemented procedures that comply with local regulations at local level; • Maintenance and inspection conducted for all relevant equipment subject to regulation; • Annual third-party audits of H&S risks conducted at asset level on the European portfolio and associated action plans; • Routine property tours to identify hazardous conditions and implement corrective actions in the US; and • Strong sanitation and hygiene standards implemented at all of the Group's venues to answer to the global COVID-19 pandemic, in partnership with an external certification partner. Developments: • Worksites monitored by a H&S Coordinator; and • Contractual requirement for construction contractors overseen by the construction management contractor to make the necessary provisions for site safety and comply with the relevant H&S legislation.	• Number of sanctions for non-compliance related to building H&S and monetary value of associated fines; and • Percentage of assets in operation that obtained an A or B annual score in their H&S and environmental third-party risk assessment.	**Lead the industry in health, safety and security to reduce incident levels**
	• **Non-resilience of assets facing physical climate risks (acute and chronic events)** References: *2.2.1.3 Climate risk management and adaptation to climate change* *6.2.2.4 B. Health and safety (including pandemic and natural disasters)* *2.2.2.2 Environmental certifications of buildings under development* *2.2.3.2 Environmental certifications of buildings during the operation phase* *6.3 Transferring risk to insurers*	• Group forward-looking climate change risk assessment covering all standing assets and the development pipeline, in line with Task Force on Climate-related Financial Disclosures ("TCFD") recommendations, covering both transitional and physical risks; • Global map of future risks of climate change for the Group portfolio, to design relevant climate change adaptation plans; • Focused update of the Group climate change risk assessment on the European portfolio aligned with the latest Intergovernmental Panel on Climate Change ("IPCC") scenarios and Taxonomy requirements, including site visits and tailored mitigation action planning; • Target for development projects and standing assets in the portfolio to integrate long-term climate risks; • Assessment of assets most exposed to natural disasters and of their prevention/protection plans; • Insurance cover for natural disasters for all assets in Europe, the UK and the US subject to sub-limits; • Annual emergency preparedness drills for all assets in a natural catastrophe zone; • Compliance with regulatory requirements in each region regarding flooding risks, water management, and drainage systems for exceptionally heavy rainfall; • Due diligence process for acquisitions and new development projects also covers the risks associated with climate change; and • Environmental certification policy for all assets in both development and operation phases: BREEAM, or LEED and BREEAM In-Use certifications schemes covering among others physical resilience and energy aspects.	• Coverage of BREEAM In-Use environmental certification of the Group's standing assets (shopping centres and offices) – in floor area; • Percentage of retail and office assets in the standing portfolio that obtained an environmental certification in development phase (in number); • Percentage of development projects that are in an environmental building certification process; and • Conditions of asset insurance for natural disasters.	**Enhance resilience of buildings facing climate change impacts**

Themes	Risks	Summary of associated policies and actions plans	Associated main performance indicators (2022 results)	Opportunities
"Green"/ sustainable value of assets and the Group	• **Loss of access to green financing instruments and low ESG ratings** References: *2.1.4.2 Results of non-financial ratings and indices* *2.1.5.4 Relations with investors and professional organisations* *2.5. Green financing of the Group activities* *6.2.2.2 A Access to Capital and Financial Markets Disruption* *2.5.1 EU Taxonomy regulation*	• Issuance of a new Green Financing Framework integrating best market practices and second party opinion; • Establishment of a dedicated Green Financing Committee to ensure framework alignment with the market; • Contractualisation of sustainability-linked loans and sustainability-linked revolving credit facilities with margins dependent on the achievement of strong sustainability-linked covenants; • Answering to the most recognised non-financial rating agencies, monitoring questionnaire evolutions and benchmarking of scores; • Organisation of ESG roadshows and meetings with investors, and direct dialogue on sustainability issues with investors; • Environmental EU Taxonomy annual disclosure and active monitoring of the evolutions on the EU Taxonomy regulation and ESG ratings; and • Regular back-testing of asset eligibility to Green Bond criteria and monitoring of green loan KPIs' performance levels.	• Public and externally verified reporting on Green Bonds allocation sustainability criteria (KPIs) and amount of Green Bonds allocated (monetary value); • Supply to lenders of annual external audit reports on Sustainability-linked covenants; and • Scores of extra-financial ratings (e.g. Carbon Disclosure Project (CDP), Global Real Estate Sustainability Benchmark (GRESB), etc.).	**Obtain access to green financing instruments. Improve and demonstrate the environmental quality of assets (environmental certifications, carbon footprint, accessibility, etc.)**
Responsible supply chain	• **Non-compliance of Group supply chain actors (tier 1 or beyond) with environmental or social regulations and standards of their profession** References: *2.3.3.3 Supply chain management* *2.2.2 Design sustainable buildings - Sustainable construction* *2.2.2.3 Construction materials - A responsible supply chain*	• Identification and quotation of environmental, social and ethical risks inherent to all the Group purchasing categories (Group supply chain sustainability risk mapping), to design tailored mitigation action plans; • Development of a supplier responsible purchasing charter • Procedure for screening business partners; • Group Code of Ethics applicable to all contractors; • Whistleblowing procedure made accessible to all contractors; • Onboarding process of main service providers on the Group's sustainability engagements; • Group purchasing conditions and standard contracts, including environmental and social terms, such as complying with International Labour Organisation ("ILO") conventions and local labour laws in Europe; • Group Considerate Construction Charter applicable for all development projects describing the Group's requirements and recommendations to optimise worksites' environmental quality; • For development projects, compliance of providers to professional standards ensured through the tender process, the contract documents, and the monitoring of compliance by the operations supervisor, with sanctions in case of non-compliance, according to severity (formal notice, penalties or dismissal); and • Policy to use 100% timber from certified, sustainably managed forests with the Forest Stewardship Council ("FSC") or the Programme for the Endorsement of Forest Certification ("PEFC") certifications in development, extension and renovation projects, for both works and building structure.	• Direct information to all the Group's main service providers on its Better Places 2030 sustainability strategy, to kickstart an onboarding process; and • Number and percentage of development projects that implement a Considerate Construction Charter.	**Onboard stakeholders along the Group's value chain in its sustainability strategy**

Themes	Risks	Summary of associated policies and actions plans	Associated main performance indicators (2022 results)	Opportunities
Responsible supply chain *(continued)*	• **Sustainability-related controversies related to tenants affecting asset, Group or brand image** References: *2.3.4.2 Open dialogue with tenants and visitors* *2.3.5 Promote responsible consumption* *2.3.3.2 Support local entrepreneurship* *2.2.3.3 Green leases and tenant commitments*	• Strengthen communication with tenants and visitors (e.g. sustainability meetings with tenants, satisfaction surveys, sustainability customer satisfaction surveys conducted and analysed in shopping centres to improve their sustainability perception, etc.); • Reflecting consumer trends in tenanting mix, and notably increasing sustainable and healthy alternatives in the shopping centres; • Support entrepreneurship and local/innovative concepts; • Signing voluntary and contractual agreements on sustainability issues with tenants; and • Initiatives led in collaboration with tenants to raise visitors' awareness of the environmental and social impact of consumption choices.	• Percentage of Green leases signed among new leases and active leases.	**Onboard stakeholders along the Group's value chain in its sustainability strategy**
Human capital	• **Non-engagement of employees and employee turnover rate increase** References: *2.4.1.1 Talent development and career management 2.4.1.2 Training 2.4.1.4 Compensation and benefits 2.4.2 Working Together 2.4.3.1 Employee commitments and sustainability 2.4.3.2 Wellbeing 6.2.2.3 B. Recruitment, retention and succession plan*	• Frequent employee consultations and engagement surveys to design and implement action plans to make URW a great place to work; • Ambitious people-oriented policies on work-life balance, wellbeing, diversity and inclusion, and a sustainable work environment ("Work Greener"); • Enhanced Group policy for flexibility at work (up to 2 days homeworking, flexi work and family friendly policies); • Structured and comprehensive benefits policy (stock-options and performance shares, Company Saving Plan, health plans) in line with market practice; • Monitoring continued attractiveness of compensation and benefit packages; • Global people Performance review, including yearly 360° feedback for all employees; • Providing permanent learning and development opportunities (e.g. URW Academy learning platform, international mobility, cross-functional mobility); • Shared "Together at URW" corporate values embedding the Group's culture; • "Be You at URW" corporate framework and regional networks embedding the Group's commitment to diversity and inclusion; and • Roll-out of "Your Wellbeing" framework to all employees supporting healthy culture, minds and bodies.	• Turnover rate; • Percentage of employees who were promoted; • Percentage of employees who made a lateral career move; • Percentage of URW countries that implement employee wellbeing and Work Greener programmes; and • Employee engagement rate in the Group URW volunteering programme.	**Engage employees in the Group's strategy**
	• **Lack of attractiveness for employees/loss of key competencies for the execution of the Group's strategy** References: *2.4.1.2 Training* *2.4.1.1 Talent development and career management* *6.2.2.3 A. Recruitment, retention and succession plan*	• Developing and supporting URW's "employer brand"; • Highly successful International Graduate Programme ("IGP"); • Global People Performance review including yearly 360° feedback for all employees; • Global succession planning process; • Strong co-optation programme and partnering with the best head-hunting firms to regularly map best external talent; • Providing permanent learning and development opportunities (e.g, URW Academy learning platform, international mobility, cross-functional mobility); and • Leadership and management programmes.	• Average number of training hours per employee; • Employee recruitment rate; and • Percentage of employees that conducted an international mobility assignment.	**Attract the best talent for the Company**

Themes	Risks	Summary of associated policies and actions plans	Associated main performance indicators (2022 results)	Opportunities
Human capital *(continued)*	• **Lack of profile diversity (innovation, long-term management and decision making)** References: *2.4.2.2 Diversity and Inclusion* *2.4.2.1 Together at URW* *2.4.1.2 Training* *2.4.1.4 Compensation and benefits* *6.2.2.3 A. Recruitment, retention and succession plan*	• Enhanced diversity and inclusion in URW senior management, with a minimum 40% share of women target by 2025; • URW's equal opportunity statement included in ptimizati HR policies relating to recruitment practices, compensation and benefits, talent review, and learning and development; • Group 'Be You at URW' framework to embed the Group commitment to increase diversity and inclusion; • 'Be You at URW' networks represented in all regions, raising awareness and engaging employees on diversity and inclusion; • Shared 'Together at URW' corporate values supporting the ambition to unite diverse teams; • Group-wide 'Supporting Inclusion at URW' unconscious bias training rolled out to employees in all regions including newcomer learning path; • Development of international Group culture (e.g. international, mobility, cross-functional mobility, IGP programme); and • Group Code of Ethics and whistleblowing procedure with a zero-tolerance principle for discrimination or harassment; • Promotion of a European Diversity Charter to fight all forms of discrimination; and • Disability inclusion awareness training offered to employees in some regions.	• Percentage of women in employee headcount; • Proportion of senior management level positions held by women; and • Percentage of conversion of apprenticeships to permanent contracts.	**Diversify skills and competency profiles in the Company**
Local acceptability	• **Slowing local economic development and affecting local jobs (local acceptability)** References: *2.3.2 Promoting community resilience 2.3.3.1 Socio-economic impact* *2.3.3.2 Support local entrepreneurship* *2.3.4 Engaging with local stakeholders*	• Extensive public consultations held for all development and extension projects; • Community resilience framework rolled out and action plans designed in all assets; • Building long-term partnerships with local stakeholders (residents, public authorities, and associations); • Measurement and enhancement of the direct and indirect socio-economic impact of the Group's assets; • Supporting employment through the URW for Jobs programme, rolled out in all locations where the Group operates and through specific initiatives organized in partnership with local institutional employment agencies, industries, and schools; and • Empowering entrepreneurship, supporting business creation and retail innovation (e.g. space provision, exposure to customers, long-term partnerships, financial support, participation to entrepreneurship networks, mentorship, etc.).	• Percentage of assets with a Community Resilience Action Plan; • Percentage of Flagship assets that support local entrepreneurship; • Number of people that integrated a job or a qualifying training certification through the URW for Jobs programme; • Total hosted jobs by the Group and its stakeholders (socio-economic footprint study); • Amount of local taxes and social contributions paid by the Group by region; and • Percentage of Flagship assets that had a partnership with a charity or NGO (non-governmental organisation) for at least 2 years.	**Create local jobs** **Foster local economic development** **Create social link**

Themes	Risks	Summary of associated policies and actions plans	Associated main performance indicators (2022 results)	Opportunities
Environmental pollution	• **Water, soil and air pollution linked with the development and operation of assets** References: *2.2.3.7 Health and safety, security and environmental risk and pollution* *2.2.2.1 Environmental Management System (EMS) - Sustainable construction*	• Soil decontamination when relevant during works on development and existing sites; • Group Considerate Construction Charter applicable to all new development, renovation and extension projects, with requirements to minimise pollution for the contractors working on site, the neighbouring area and the natural environment; • Inspection and continuous maintenance and improvement of existing buildings and technical equipment liable to have an impact on the environment or on personal safety (including air and water quality, soil and air pollution); and • Annual third-party audits of health, safety and environmental risks conducted at asset level on the European portfolio and associated action plans.	• Monetary value of fines for environmental breaches (operations) (€); • Total number of non-monetary sanctions for environmental breaches (operations); and • Percentage of assets in operation that obtained an A or B annual score in their Health and Safety and Environmental third-party risk assessment.	**Contribute to optimising the exploitation of material flows in operations and developments**
	• **Not identifying/controlling existing pollutions in development projects** References: *2.2.2.1 Environmental Management System (EMS) - Pollution and environmental risk management* *2.2.2.1 Environmental Management System (EMS) - Pollution Prevention*	• Pre-acquisition due diligence process, including environmental risks and soil pollution; and • Soil decontamination for works on development and existing sites.	• Expenses in site controlling decontamination (€) and volumes of soil concerned (m^3).	
Energy and greenhouse gases	• **Limited availability and increase in prices of fossil fuels** References: *2.2.3.4 Energy management* *2.2.1.2 Carbon assessment - Focus on Scopes 1 and 2 emissions from the operation of buildings* *2.2.3.3 Green leases and tenant commitments* *2.2.3.1 Environmental Management System (EMS) - EMS for existing assets* *2.2.2.1 Environmental Management System (EMS) - Energy and Carbon* *2.2.2.3 Construction materials*	• Energy efficiency targets and energy management action plans in all standing assets, involving daily energy optimisation actions as well as investments in energy efficient equipment, including specific targets and actions to face the energy crisis in 2022; • Environmental management system to improve environmental performance of assets; • Shift towards electricity supply from renewable energy sources for all assets; • Development of on-site renewable energy production capacity; • Lifecycle assessments of development projects to reduce the amount of materials used and their carbon footprint; and • Engaging with stakeholders to improve energy efficiency and source renewable energy: tenants and suppliers (e.g. Green leases, PPA contracts, and energy performance contracts with maintenance providers).	• Energy intensity per area or use (KWh/sqm and KWh/sqmDOCC); and • Carbon intensity linked with energy consumption of standing assets (Scopes 1 & 2 emissions) per area or use ($kgCO_2$ eq/sqm and gCO_2 eq/sqm DOCC)	**Improve energy efficiency and develop renewable energy use**

Themes	Risks	Summary of associated policies and actions plans	Associated main performance indicators (2022 results)	Opportunities
Energy and greenhouse gases *(continued)*	• **Increased regulation of building energy efficiency** References: *2.2.3.4 Energy management* *2.2.3.3 Green leases and tenant commitments* *2.2.3.1 Environmental Management System (EMS) - EMS for existing assets* *2.2.2.1 Environmental Management System (EMS) - Energy and Carbon* *2.3.3.3 Supply chain management*	• Energy efficiency targets and energy management action plans in all standing assets, involving daily energy optimisation actions as well as investments in energy efficient equipment; • Environmental management system to improve environmental performance of assets; and • Engaging with stakeholders to improve energy efficiency: tenants and service providers (e.g. Green leases, and energy performance contracts with maintenance providers).	• Energy intensity per area or use (KWh/sqm and KWh/sqm DOCC); • Financial impact resulting from variations in energy consumption (€); and • Percentage of Green leases signed among new leases and active leases.	**Increase operational efficiency through improved energy efficiency**
Governance	• **Lack of resources/ownership for managing sustainability risks and strategy** References: *2.4.3 Inspiring our people* *2.1.5 Governance of sustainability* *2.1.4.4 External assurance* *2.2.2.2 Environmental certifications of buildings under development* *2.2.3.2 Environmental certifications of buildings during the operation phase*	• Sustainability agenda defined and overviewed at the highest governance levels: Group Executive Officer (CEO), Management Board (MB) and Group Executive Committee, and the Supervisory Board (SB); • Integration of the sustainability agenda in core business processes: due diligence process, environmental management system for both development projects and existing assets, sustainability information integrated in asset budget reviews, sustainability objectives set for all employees in the assessment process of individual performance, sustainability training module rolled out to all employees; • Alignment of initiatives, action plans and targets with the sustainability programme in all departments (leasing, HR, development, operations, etc.); • Dedicated sustainability team responsible for overseeing and supporting the implementation of the Group sustainability strategy; • Specific Group sustainability governance with committees involving top management and operational managers in all business lines; and • Effective implementation verified through external audits and certification schemes.	• Percentage of Group employees with annual sustainability individual objectives.	**Enhance the Group's reputation as a trusted and responsible partner, and seize sustainability opportunities**

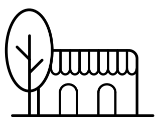
2.1.3 PRIORITIES OF THE GROUP SUSTAINABILITY STRATEGY

2.1.3.1 BETTER PLACES 2030

Since 2007, URW has defined an ambitious sustainability strategy. Between 2006 and 2015, URW had already achieved a cumulative reduction of 33.8% of its energy intensity and 65.1% of its carbon intensity. In 2016, the Group took up a new long-term challenge, with its Better Places 2030 programme. In doing so, the Group was the first listed real estate company to incorporate sustainability in its entire value chain and address the wide scope of indirect carbon emissions resulting from construction works, transportation of visitors and employees, and energy consumption by tenants.

In 2019, the Group's sustainability strategy, Better Places 2030, was extended to the new regions of the Group and to a broader scope of topics. While URW's agenda on fighting climate change remains central, Better Places 2030 also onboarded new environmental and societal challenges like responsible consumption and the circular economy, but also critical social responsibilities on diversity and inclusion, and employee wellbeing. Better Places 2030 relies on an efficient sustainability governance structure allowing decision making at the appropriate level within the organisation and covering all geographies (presented in section 2.1.5.2 Governance of sustainability and of the Better Places 2030 programme), and sustainability-related risks are included into the Group Risk Management Framework. Better Places 2030 builds on the conclusions of the materiality analysis, market trends to 2030 and the analysis of sustainability risks. It addresses the main challenges facing commercial real estate: moving towards a low carbon economy and sustainable mobility, fully integrating the Group's business activities within local communities, and empowering teams on sustainability and diversity.

Better Places 2030 rests on 3 pillars as outlined below:



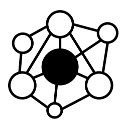
BETTERSPACES

CUT CARBON EMISSIONS ACROSS OUR VALUE CHAIN BY -50%

-50%

CARBON EMISSIONS ACROSS OUR VALUE CHAIN BY 2030[(1)]

(1) Baseline 2015.

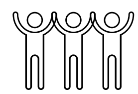


BETTERCOMMUNITIES

BE A CATALYST FOR GROWTH WITHIN THE COMMUNITIES IN WHICH WE OPERATE

€20Mn

OF SOCIAL VALUE GENERATED BY URW COMMUNITY-ORIENTED PROGRAMMES IN 2022



BETTERTOGETHER

EMPOWER OUR PEOPLE TO BECOME SUSTAINABILITY & DIVERSITY CHANGE–MAKERS

100%

GROUP EMPLOYEES WITH YEARLY INDIVIDUAL SUSTAINABILITY OBJECTIVES FROM 2020 ONWARDS

In order to lead this transformation, Better Places 2030 is structured in a detailed and actionable set of sub-targets, detailed in the sustainability section of URW's website[(1)]. The 2022 performance results linked with these targets are presented in section 2.1.4.1 Summary of the Group's sustainability performance. Better Places 2030 and its associated performance indicators have been recognised by key non-financial rating agencies, which rank the Group among the most sustainable companies in commercial real estate (see section 2.1.4.2 Results of non-financial ratings and indices).

(1) See the Better Places 2030 brochure at https://www.urw.com/en/csr/csr-documents

Better Places 2030 contributes to the United Nations' Sustainable Development Goals (SDGs) as outlined below:

– CONTRIBUTION OF BETTER PLACES 2030 TO THE UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS

Pillars	Ambitions	SDGs
BETTER SPACES Cut carbon emissions across our value chain by -50%	**Design sustainable buildings** Minimise the environmental impact through innovative design and construction	9 Industry, innovation and infrastructure; 11 Sustainable cities and communities; 13 Climate action
	Improve eco-efficiency Collaborate with our tenants and contractors for efficient resource use	7 Affordable and clean energy; 9 Industry, innovation and infrastructure; 12 Responsible consumption and production; 13 Climate action
	Develop connectivity and sustainable mobility Ensure access to public transport and sustainable mobility	9 Industry, innovation and infrastructure; 11 Sustainable cities and communities
	Integrate nature and biodiversity Contribute to greener cities by protecting biodiversity	11 Sustainable cities and communities; 15 Life on land
BETTER COMMUNITIES Be a catalyst for growth within the communities in which we operate	**Expand local economies** Foster sustainable local economic development	8 Decent work and economic growth
	Engage with local stakeholders Support local partners	8 Decent work and economic growth
	Promote responsible consumption Promote healthier and more responsible consumption	12 Responsible consumption and production
BETTER TOGETHER Empower our people to become sustainability and diversity change-makers	**Bring together** Promote diversity and inclusion throughout the organisation	5 Gender equality; 10 Reduced inequalities
	Empower Develop and train talent	4 Quality education
	Inspire Make Sustainability a core part of our corporate culture	12 Responsible consumption and production

2.1.3.2 BETTER EVENTS 2030 – VIPARIS SUSTAINABILITY STRATEGY

Viparis is a real estate venues and services company owned jointly with the Chamber of Commerce and Industry of Paris Île-de-France ("CCIR"), and which is fully consolidated by URW. This activity is exclusively located in France and operates the Group's Convention & Exhibition venues (See section 1.4 Business overview).

With more than 10 million visitors annually, 800 events and 12 sites[1], Viparis integrates sustainable development in its values and strategy. This commitment is acknowledged in its ISO 20121 certification, the leading international standard for the events sector, which has been enforced at all its sites since 2014. In 2017, in line with the Better Places 2030 programme, Viparis decided to step up its sustainability policy by launching its "Better Events Viparis 2030" strategic plan. This sustainability policy has been revised in 2021, outlining Viparis' major issues and commitments for the coming years and revolves around 3 pillars referring to the pillars of sustainability:

1. Better for the Environment: With a target of reducing both its carbon and ecological footprints, Viparis aims to build and operate sustainable buildings that respect nature and its resources, and supports the accessibility of its sites via sustainable transport means and optimised logistics solutions;
2. Better Heritage: Viparis ensures that each event leaves a positive legacy by offering an increasing number of sustainable services as it joins forces with local and like-minded partners; and
3. Better at Heart: Viparis is committed to cultivating and valuing its employees, but also to embracing diversity. Viparis' sustainability initiative also engages all employees.

With this ambition, Viparis aims, as an industry leader, to play a key role in transforming industry practices to achieve greater sustainability. These commitments allow Viparis to participate in the UN's SDGs and to do its part on its own scale. The Viparis sustainability policy is set out in a dedicated document, available on Viparis' website's sustainable development section: www.viparis.com.

(1) Carrousel du Louvre and the CNIT are mixed-use assets with both Convention & Exhibition and Retail areas, which reporting figures have all been reported under the retail category; and there are 2 marketing sites (La Serre and Paris Convention Centre) which are part of the Paris Porte de Versailles asset and included in its reported data (see section 2.6.1 Unibail-Rodamco-Westfield's reporting methodology).

2.1.4 SUMMARY OF THE GROUP'S SUSTAINABILITY ACHIEVEMENTS

2.1.4.1 SUMMARY OF THE GROUP'S SUSTAINABILITY PERFORMANCE

– BETTER PLACES 2030

This section includes the main targets of Better Places 2030 only. The sub-targets tied to the operational roll-out and their associated progress are described in the next sections (2.2 Better Spaces, 2.3 Better Communities and 2.4 Better Together).

Pillar 1 BETTER**SPACES**

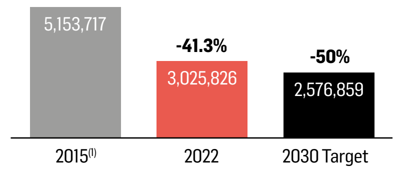
Performance Progress
- ●●● Achieved
- ●●○ In progress
- ●○○ Not achieved

KEY TARGET

Cut carbon emissions across our value chain by **-50% by 2030.**

●●○

PERFORMANCE

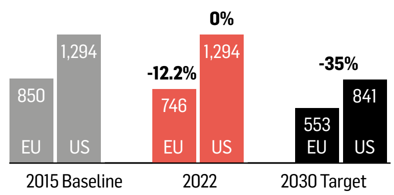


TCO_2eq – % variation vs. baseline

TARGET | **PERFORMANCE**

Reduce emissions from construction by **-35% by 2030.**

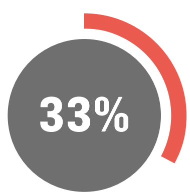
●●○



$kgCO_2eq$/sqm – % variation vs. baseline

100% development projects to include long-term climate risks, while minimising resource use and maintaining user comfort by **2025.**

●●○

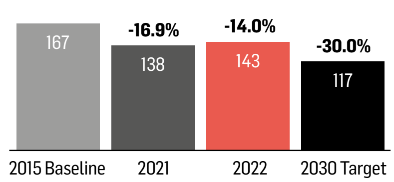


% development projects

The requirement for the study of climate risks faced by development projects has been added in the Group sustainability brief in 2020 and will be closely monitored through a dedicated assessment tool.

Improve the energy efficiency of our assets by **30% by 2030.**

●●○



kWh/sqm – % variation vs. baseline(1)

TARGET | **PERFORMANCE**

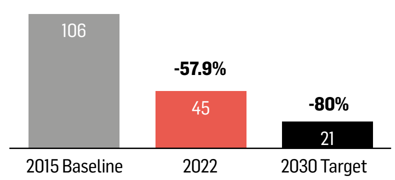
100% development projects to integrate a circular economy design solution by **2025.**

●●○

The requirement for the integration of circular economy design solutions in the development projects has been added in the Group Sustainability Brief in 2020 and will be closely monitored through a dedicated assessment tool.

Reduce emissions from operations by **-80% by 2030.**

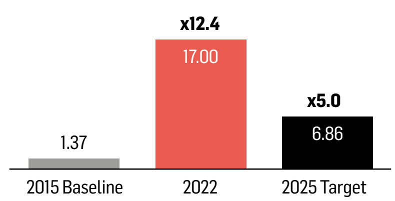
●●○



$kgCO_2eq$/sqm – % variation vs. baseline

Multiply the installed capacity of on-site renewable energy **five-fold by 2025.**

●●●



MW – Capacity multiplier vs. baseline

(1) Corrections have been made to the 2015 baseline and 2030 targets figures (for more details: 2.6.1.5 Continuous improvement of definitions and data quality improvement).

Performance Progress

- Achieved
- In progress
- Not achieved

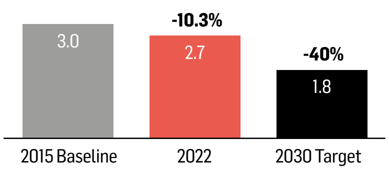
TARGET	PERFORMANCE

100% of our assets to include a climate change risk plan by **2022.**

% of assets

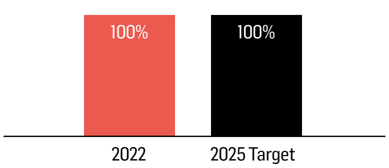
Based on the Group risk assessment of long-term climate change risks delivered in 2022, 100% of the Group most exposed assets have done specific climate change adaptation plans.

Reduce emissions from transport by **-40% by 2030.**



kgCO$_2$eq/visit - % variation vs baseline

100% development projects significantly connected to public transport solutions by **2025.**



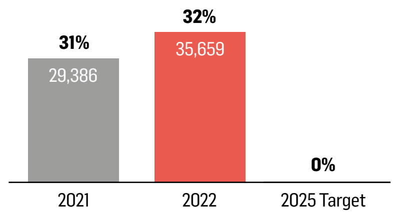
% of projects

100% standing assets with high biodiversity stakes to implement a biodiversity action plan by **2022**.

% of standing assets

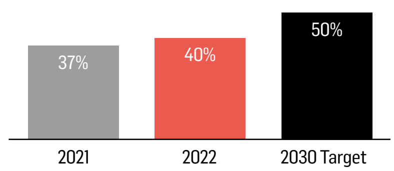
TARGET	PERFORMANCE

Aim to send **zero waste** to landfill by **2025.**



Metric tonnes - % of total waste

50% of visitors to access Group assets by sustainable means of transport by **2030.**



% of visitors

Develop a Group Biodiversity Strategy by **2020.**

The Group Biodiversity Strategy has been developed in 2020 with, in addition to the two existing commitments, a new one on having 100% new development projects to achieve a biodiversity net gain by 2022.

100% development projects to implement a biodiversity action plan by **2022.**

% of development projects

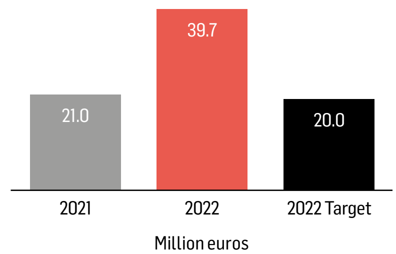
Performance Progress

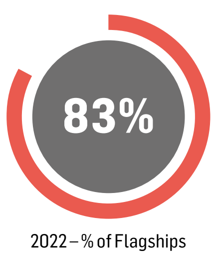
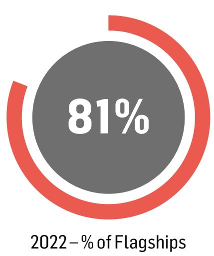
Achieved

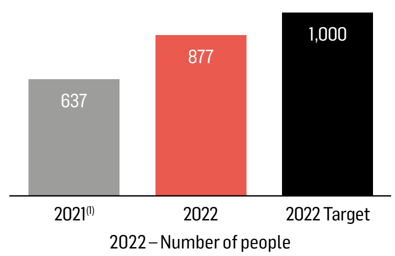
In progress

Not achieved

Pillar 2 BETTERCOMMUNITIES

KEY TARGET	PERFORMANCE
At least **€20 Mn** of social value generated through community oriented programmes each year.	NEW 

TARGET	PERFORMANCE
100% of Flagship assets to support local entrepreneurship through commercial partnerships and regional networks by **2022**.	
100% of Flagship assets to support at least one local charity or NGO-sponsored long-term project (>two years) by **2022.**	
100% of Flagship assets support and promote at least one sustainable consumption initiative by **2022.**	

TARGET	PERFORMANCE
1,000 people to integrate a job or a qualifying training certification through the URW for Jobs programme from **2020** onwards.	
Collaborate with tenants to increase transparency of brands on health and sustainability, and to expand healthy and sustainable alternatives in **100%** of Flagship assets by **2025.**	The Group pursued the integration of sustainable brands (brands integrating sustainability as heart of their processes and products) in its portfolio to enrich its alternative sustainable offer. In parallel, concrete discussions with retailers were undertaken (Viparis) on their sustainability policies, for the Group to engage and support their efforts when relevant.

(1) Several shopping centres did not conduct URW for Jobs in 2021 due to the COVID-19 pandemic (closures and cancelled job events in line with governmental health and safety restrictions).

Performance Progress

- ●●● Achieved
- ●●○ In progress
- ●○○ Not achieved

Pillar 3 BETTERTOGETHER

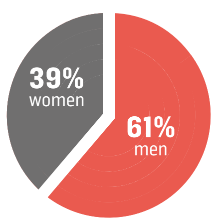
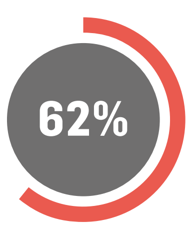
KEY TARGET

100% of Group employees with individual sustainability objectives.

●●●

PERFORMANCE

2022(1) – % of employees

TARGET	PERFORMANCE
Achieve a **60/40** gender balance by **2025** in senior management roles. ●●○	 2022 – % of women and men in senior management roles
Develop and roll-out Group-wide leadership and management programmes integrating sustainability by **2022.** ●●●	In 2022, URW hosted a Leadership Working Session for the Top 100 Senior Leader population. This full 2-day programme focused on sustainability and included a deep dive into the impact of climate change, carbon net zero, sustainable design and construction, and sustainable consumption.
100% of Group employees take part in the URW Volunteering Programme annually from **2020** onwards. ●○○	 2022 – % of employees

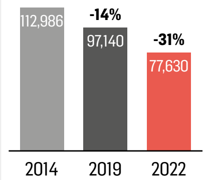
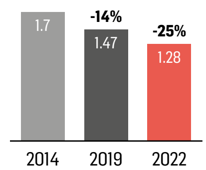
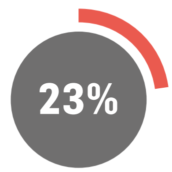
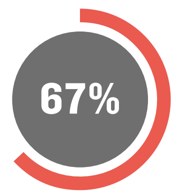
TARGET	PERFORMANCE
Improve employee engagement on Diversity and Inclusion. ●●○	The Group Employee Pulse Survey was rolled out to all employees, with **65%** of respondents strongly stating that URW is committed to diversity and inclusion. The survey is rolled out each year.
100% of Group employees to have participated in sustainability training by **2022.** ●●●	 In 2022, 99% of employees participated in sustainability training, including a new e-learning on the Group's "Better Places 2030" sustainability strategy, and sustainability training on specific topics including Construction Carbon Footprint.
100% of our countries to implement Work Greener and employee Well-being programmes from **2020** onwards. ●●●	 2022 – % of countries

(1) All employees having formalised objectives in the Group Human Resources performance assessment tool.

– BETTER EVENTS 2030 (VIPARIS)

BETTER FOR THE ENVIRONMENT

TARGET	PERFORMANCE
Reduction of GHG emissions.	Signatory of the **Net Zero Carbon Events** Pledge. Accompaniment on a mission to determine carbon objectives in line with the SBTi methodology.
Build and operate sustainable buildings. **-35%** in the carbon footprint for the construction of new development projects in 2030 compared to 2016. **100%** of new buildings being environmentally certified.	Baseline currently being revised. Hall 3 Paris Le Bourget: **786 $kgCO_2eq./sqm$**[3] according to an end-of-construction life-cycle analysis. **2 new hotels** certified HQE (excellent level) and Effinergie+ in 2022.
Respect nature and its resources. Fight against food waste.	**100%** of catering partners and food outlet concessionaires with a solution to redistribute consumable food products and biowaste management included in their contract.
Support green mobility. Reduction of logistics carbon footprint.	Off-site logistics[5]: In 2022, **20 events** with full off-site logistics. **546 light vehicles** were grouped into **66 semis**, i.e. 1 semi for 8 light vehicles on average. **480 fewer vehicles** arriving at the Palais des Congrès de Paris.

TARGET	PERFORMANCE
Build and operate sustainable buildings. **30%** reduction in energy intensity in 2025 compared to 2014[1]. **-15%** reduction of the off-production energy consumption in 2025 compared to 2019.	 Energy consumption (MWh)  Energy intensity (kWh/sqm DOCC) % variation vs baseline[2] Definition of an energy sobriety plan, under deployment.
Respect nature and its resources. Reduce and valorize waste (**70%** recycling rate in 2030 on the perimeter managed by Viparis).	 Rate of material waste recovery  Rate of global waste recovery 2022 – % of waste[4] In 2022, the rate of energy recovery (excluding waste to landfill with energy recovery) is 44% compared to 11% in 2019.
Respect nature and its resources. Re-introduce biodiversity.	Signatory in 2022 of the **Paris Climate Action Biodiversity Pact**. **100%** of venues with a biodiversity stake implementing Viparis' Biodiversity charter (including 0 phytosanitary products).
Support green mobility. Reduction of visitors' mobility carbon footprint with **80%** of visitors arriving via sustainable transport means.	 Visitors coming by sustainable transport[6] WiFi questionnaire on visitor transportation: 114,193 respondents between Sept 22 and Dec 22.

(1) The energy intensity ratio indicator is more relevant with the event sector activity back to normal in 2022.
(2) The energy intensity ratio indicator and energy consumption indicator are calculated based on energy consumption and square meters per day of occupation of a calendar year (from January to December). Espace Grande Arche has been removed from this calculation due to its operation by a lessee for a long period of time.
(3) Floor area.
(4) Considering the 2020-2021 context, recycling rates were not very representative. Therefore, they are not mentioned here. Excluding Le Bourget venue.
(5) Off-site logistics implemented at The Palais des Congrès de Paris allowing grouped shipments and cleaner transport between the off-site storage facility and our venue.
(6) Metro, public transport, bicycle, pedestrian, shuttle.

BETTER HERITAGE

TARGET	PERFORMANCE
Offer sustainable services.	Definition of the **"IMPACT programme"** to develop new sustainable services. Elaboration of a document **"Accompanying the responsible event"** listing the sustainability solutions of our sites and services for our clients and training of **100%** of the sales teams, project managers and exhibitor service team.
Work with responsible partners.	**Evolution** of the weighting of sustainability in the evaluation of tenders (15% weighting in notation). Mission carried out to **develop purchasing in protected sectors** and structures for integration. **One buyer** trained in responsible purchasing, and **100% of buyers** trained internally in 2023 targeted. **50%** of our tenders in 2022 have integrated sustainability clauses. **100%** of referenced caterers certified ISO 20121.
Involve local stakeholders.	**3** venues in partnership with associations for the reception of Ukrainian refugees and the collection of food(1). **6** leisure centres participated for biodiversity awareness (Paris Nord Villepinte); 50 children(2). **9** new startups at the French Event Booster (incubator at Paris Expo Porte de Versailles) in 2022.

BETTER AT HEART

TARGET	PERFORMANCE
Enrich the employee experience.	**85%** of the new employees trained in sustainable development in 2022. **43** participants in World Cleanup Day 2022. **95** participants in the Sustainable Development challenge; **90** participants in the "All Equals" challenge. Creation of a **conviviality space** at Paris Expo Porte de Versailles and deployment of canteens. **Happy Trainees** label: fourth consecutive year (rating 4.45/5).
Cultivate our talents.	Implementation of a co-optation programme. New partnership with schools. Implementation of a monthly **meeting with the CEO** for newcomers. **More salary transparency** with a grading system. Creation of a new managerial community **"Viparis Management Team"**.
Embrace diversity. Promote gender equality. Welcome intergenerational experience. Develop inclusion of people with disabilities.	French equality index: **94/100** in 2022. **100%** of new employees under 30 years old mentored through an internal mentoring system. Signature of a disability agreement, approved by local administration, with a defined action plan. **26** participants in disability cooking workshops, as well as participation in a VivreFM radio with accompaniment by trainees with disabilities. Recruitment of a disabled athlete.

(1) Paris Nord Villepinte; Paris Expo Porte de Versailles; Palais des Congrès de Paris; Paris Le Bourget.
(2) Awareness-raising on biodiversity and insect hotels building.

2.1.4.2 RESULTS OF NON-FINANCIAL RATING AND INDICES

URW again features in recognised extra-financial (ESG) performance indices. The Group's strong ESG ratings and assessments confirm and strengthen its position as an ESG leader in the industry in 2022.

– NON-FINANCIAL EVALUATIONS

The Group's ESG assessments by extra-financial rating agencies were updated in 2022:

- **GRESB:** in 2022, with a score of 90/100, the Group received a '5 Star' rating which recognises entities with the highest performance levels in the GRESB benchmark and placed in the top 20% of the benchmark.
- **CDP (formerly the Climate Disclosure Project):** URW was highlighted as a global leader on corporate climate action by global environmental impact non-profit CDP:
  - Achieving a place on the CDP Climate Change A List (score on a scale of A to D-) in 2022 for the fifth year in a row[(1)];
  - Being awarded a position in the Supplier Engagement Leaderboard in 2022 recognising the Group as a global leader for engaging with its suppliers on climate change (more details in section 2.3.3.3 Supply chain management);
- **MCSI ESG ratings:** In 2022, and for the ninth year in a row, URW obtained the highest rating of AAA (on a scale of AAA to CCC) in the MSCI ESG ratings assessment (last update in December 2022);
- **ISS ESG Corporate rating:** URW reconfirmed its B rating in November 2022 and received again the Prime status awarded to companies with an ESG performance above the sector-specific Prime threshold. URW also conserved its leader position in the first decile rank comparing its performance relatively with its industry peers;
- **Sustainalytics:** URW received an ESG Risk Rating of 4.7 and was assessed by Sustainalytics to be at "Negligible" risk of experiencing material financial impacts from ESG factors. URW's ESG Risk Rating by Sustainalytics places the Group at the second rank and in the first percentile of the Real Estate Industry group assessed by Sustainalytics, as well as at the seventh rank in the global rated universe (15,000+ companies). URW's management score of ESG issues assessed by Sustainalytics is strong (81.9/100) (last update in October 2021). URW has also been included in Sustainalytics' 2023 Top-Rated ESG Companies List across all segments (Global 50 Rated; ESG Industry Top-Rated and ESG Regional Top-Rated);
- **Moody's ESG solutions (formerly Vigeo Eiris):** In 2022, URW was rated 67/100 for its global ESG performance, positioning the Group at an advanced performance level, and ranked third in its sector (Financial Services – Real Estate);

– NON-FINANCIAL INDICES

In 2022, URW again features in a number of renowned ESG indices, including:

- **Euronext ESG indices**, among which: World 120, Europe 120, Eurozone 120, France 20, CAC 40 ESG, Euronext CDP Environment ESG Eurozone, Euronext Green Planet France, Euronext Equileap Gender Equality Eurozone 100 (as confirmed in November 2022, for more details please see Euronext's website[(2)]);
- **The FTSE4Good Index series** (since 2005, updated FTSE4Good Index Review in June 2022);
- **The Solactive Europe Corporate Social Responsibility Index** and **the Solactive Global Corporate Social Responsibility Index** (formerly the Ethibel Sustainability Index Excellence Europe and the Ethibel Sustainability Index Excellence Global of which URW is part since 2011);
- The list of 'Top 10 Performers' of the **CAC 40® Governance index** (since the creation of the index in 2017, confirmed in December 2022);
- **ECPI® indices:** ECPI EMU Ethical Price Index, ECPI Euro ESG Index, ECPI Global ESG Gender Equality Index, ECPI World ESG Index (reconfirmed as of December 2022); and
- **MSCI indexes:** MSCI Global Green Building, MSCI World ESG Leaders, MSCI Europe ESG Leaders, MSCI France ESG Universal, and MSCI World Low Carbon leaders (confirmed in December 2022).

2.1.4.3 ALIGNMENT WITH SUSTAINABILITY REPORTING STANDARDS AND FRAMEWORKS

Since 2018, the Group issues its non-financial statement (French *Déclaration de Performance extra-financière,* ("DPEF")), in compliance with the transposition into French law (via decree no. 2017-1265 of August 9, 2017) of the European Directive of October 22, 2014, related to the disclosure of non-financial information.

URW's 2022 non-financial statement consists mainly of the present Chapter 2 "Sustainability" of the Group's 2022 Universal Registration Document (URD), completed with elements in Chapters 1 and 3 (business model and business ethics policies). Detailed components of the non-financial statement as required by the regulation are presented in a correspondence table in section 8.6.3 Cross-reference table of the management report.

In 2022, in compliance with the EU "Taxonomy" regulation, URW has published the share of its eligible and aligned activities. The European Taxonomy aims to establish a unified classification system for economic activities to determine whether these activities can be considered "environmentally sustainable" (or "green"). The eligible and aligned share of turnover, CAPEX and OPEX from URW activities are presented in section 2.5.1 EU Taxonomy regulation.

(1) https://cdn.urw.com/-/media/Corporate~o~Sites/Unibail-Rodamco-Corporate/Nasdaq/2022-12-1320221213-CDP-Press-release.ashx?revision=cea0aef0-b435-481c-9571-cb968bb7d0e4
(2) https://live.euronext.com/en/product/equities/FR0013326246-XAMS/market-information#index-weight-off-canvas

Since 2018, the Group ensures its alignment with the latest industry guidelines for reporting non-financial information, updated by the CNCC the same year to ensure that the reporting done by commercial real estate companies complies with the regulatory requirements on non-financial disclosure and is comparable from one company to another.

The 2022 URW URD also complies with the Best Practices Recommendations on Sustainability Reporting ("sBPR") established by the European Public Real Estate Association ("EPRA"). For the eleventh time in a row, URW received the EPRA Gold Award in 2022 for completing its 2021 reporting in accordance with the EPRA Sustainability BPR.

Since 2013, URW follows the GRI guidelines. The 2022 URD has been prepared in accordance with the GRI Standards: Core option. URW's sustainability reporting also follows the Sustainability Accounting Standards Board (SASB) dedicated sustainability accounting standard for Real estate.

The 2022 Group's non-financial statement is also in line with the recommendations of the TCFD. URW is an official supporter of the Financial Stability Board's ("FSB") TCFD since 2020, recognising the importance of increasing transparency of climate-related risks and opportunities, promoting more informed financial decision-marking and building a more resilient financial system.

Cross-references tables of the Group's 2022 sustainability reporting with EPRA, GRI and SASB frameworks, as well as with the TCFD's core elements of climate-related financial disclosures, are available in the sustainability section of the Group's website (https://www.urw.com/en/csr/csr-documents).

The Group's Better Places 2030 sustainability strategy is furthermore aligned with the UN's SDGs. Its contributions to the SDGs are detailed in section 2.1.3 Priorities of the Group sustainability strategy.

2.1.4.4 EXTERNAL ASSURANCE

In compliance with the applicable regulation on the disclosure of non-financial information (see section 2.1.4.3 Alignment with sustainability reporting standards and frameworks), the data and key performance indicators of the Group's non-financial statement are audited by an independent third-party verifier; see the assurance report in section 2.6.2 Independent third-party's report on consolidated non-financial statement.

In 2022, the audit included a comprehensive review of the data reported by a sample of 7 assets, representative of the Group's portfolio: Donau Zentrum, Metropole Ziclin, Bonaire, Centrum Chodov, Galeria Mokotow, Paunsdorf Center, and Ruhr Park. The indicators were audited with a limited level of assurance. A list of the indicators audited can be found in the auditors' report (section 2.6.2 Independent third-party report on consolidated non-financial statement).

The third-party verifier was also commissioned to carry out an audit on the annual reporting for the Green Bonds issued by the Group. This audit consists of verifying the compliance of funded assets with the set of eligibility criteria, concerning both their development and operation phases, which are defined in the Green Bonds Use of Proceeds (see section 2.5.3 Green financing (bonds)). The detailed reporting and assurance report are disclosed in section 2.5.3 Green financing (bonds).

2.1.5 GOVERNANCE OF SUSTAINABILITY

2.1.5.1 ETHICS AND INTEGRITY

URW's corporate governance, ethical conduct and risk management policies provide the necessary stability and reliability required for sustainable growth and performance. As a signatory to the UN Global Compact since 2004, the Group is committed to adopting, upholding and enacting within its sphere of influence the 10 universally recognised principles relating to human rights, labour laws, environmental protection and anti-corruption.

URW's governance structure is presented in Chapter 3 Corporate governance and remuneration. URW's Compliance policy, Code of Ethics and Anti-corruption programme are presented in section 3.4.1 Ethics and Compliance within the URW Group.

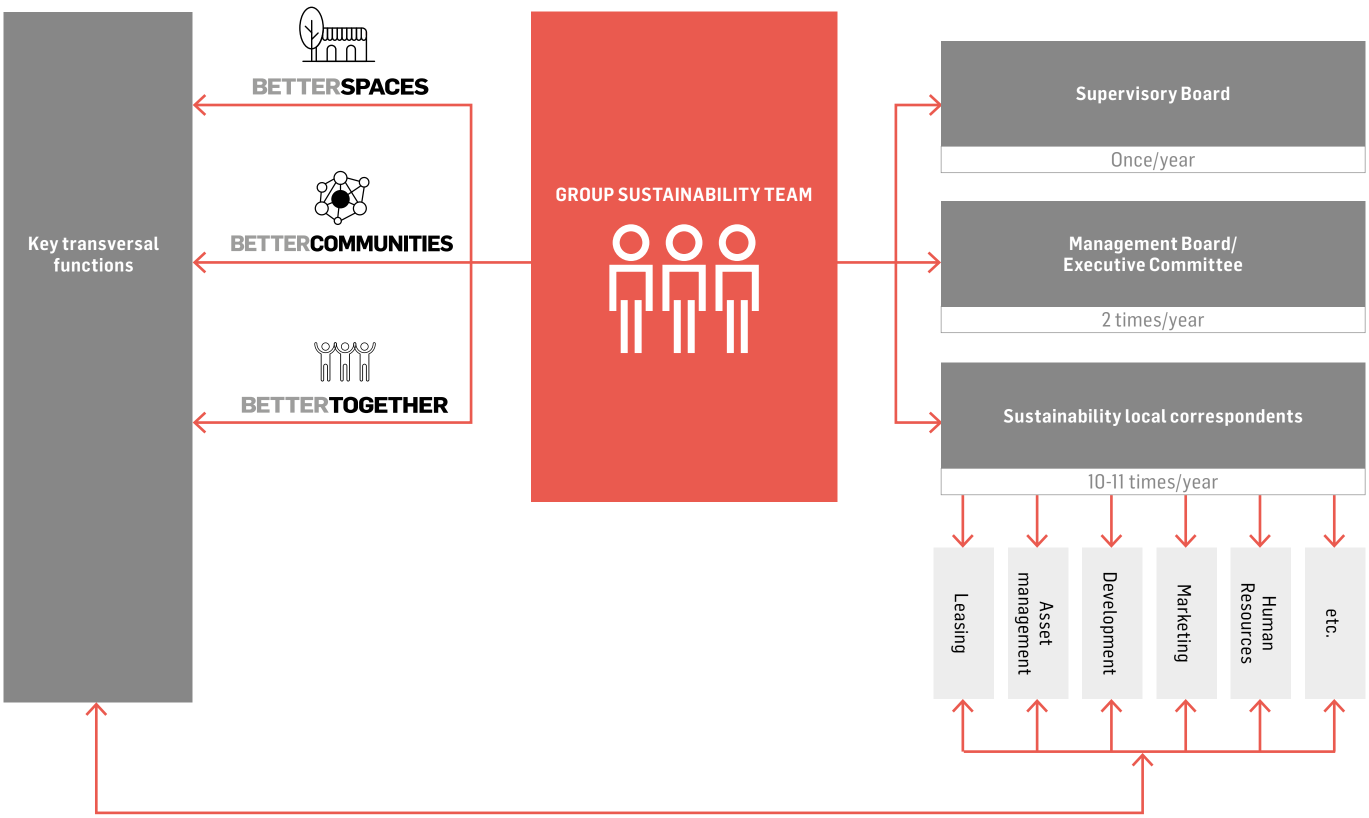
2.1.5.2 GOVERNANCE OF SUSTAINABILITY AND OF THE BETTER PLACES 2030 PROGRAMME

The sustainability governance and the Better Places 2030 programme are built around 2 priorities:

- Monitoring sustainability performance by ensuring that the objectives of the Better Places 2030 programme are fully integrated into the Group's business and decision-making processes; and
- Engaging all stakeholders and employees of the Group in order to collectively achieve the objectives of the Better Places 2030 programme.

As a key topic of Better Places 2030, climate change is fully integrated in the sustainability governance described hereafter.

OVERVIEW OF URW SUSTAINABILITY GOVERNANCE IN 2022



The sustainability governance is structured around the following bodies:

The Supervisory Board (SB), including its 2 committees (the Audit Committee and the Governance, Nomination and Remuneration Committee, GNRC) oversees the sustainability programme as part of its regular business reviews and discusses the sustainability strategy during its strategy sessions. In addition, the Audit Committee monitors sustainability as part of the Group risk management approach, as a non-financial risk factor (see section 6.1.2 Group Enterprise Risk Management framework).

The Management Board (MB) and the Executive Committee (EC) act as the Group Sustainability Steering Committee by defining the strategy and key Group policies, and by monitoring the implementation of the sustainability programme. They report on progress and results to the SB. The MB and EC are chaired by the CEO.

A dedicated sustainability team is responsible for overseeing and supporting the implementation of the Group's sustainability strategy across the organisation. This team develops tools and methodologies, and supports and trains Corporate and EU teams as well as the country/regional teams. It shares best practices and measures sustainability performance to regularly report on results and progress achieved. The team is led by Clément Jeannin, Group Director of Sustainability, and is overseen by Sylvain Montcouquiol[(1)], Chief Resources and Sustainability Officer ("CRSO") and member of the Management Board.

(1) Reports directly to the CEO.

The sustainability team leverages 2 key components of the Group organisation to deliver its mission:

- The Chief Operating Officers (COOs) of each region, in charge of coordinating the implementation of Better Places 2030 at regional level. COOs are allocated specific sustainability objectives at country level on all the pillars of the Better Places 2030 programme. They rely on sustainability local correspondents in each country to help following country sustainability performance and coordinate with the Group sustainability team; and
- Key transversal functions, in charge of providing relevant guidelines and functional support to regions and countries to implement areas of the sustainability programme, like the risk management and compliance team.

2.1.5.3 INTEGRATION WITHIN CORE PROCESSES

The sustainability approach is fully embedded into the key processes of URW, in line with the Group's strategic priorities and operational concerns. Relevant management processes have been set up at each stage of the business cycle, along with appropriate key performance indicators. For example:

- The URW due diligence process for asset acquisitions includes a complete audit of technical, regulatory, environmental and H&S risks, including soil contamination;
- The Group Enterprise Risk Management Framework ("ERM") includes climate change and sustainability risks: identified among the main risk factors, they are integrated in the risk management programme overviewed by the Group Risk Committee, which reports regularly to the Management Board and Supervisory Board (see section 6.1.2 Group Enterprise Risk Management framework for more details);
- Development projects are regularly reviewed in light of the Better Places 2030 targets;
- Managed assets have an environmental action plan, with annual performance reviews;
- The Internal Audit Department conducts regular assessments of the management and compliance processes in accordance with the rules set by URW within each business unit;
- All HR processes ensure the promotion of diversity and inclusion and well-being, and learning and development opportunities for employees are a top priority.
- The training path of all employees including new joiners includes relevant sustainability content and specific functions receive in-depth sustainability-related training tailored to their needs (see section 2.4.1.2 Training);
- Individual objectives of Group employees include sustainability objectives (see section 2.4.3 Inspiring our people for more details);
- The short-term incentive plan ("STIP") of the Management Board and Executive Committee as well as the long-term incentive plan ("LTIP") of all eligible Group employees specifically integrate sustainability-related performance criteria (see section 2.4.3.1 Employee commitments and sustainability for more details); and
- Standing assets and development projects 5-year business plans integrate sustainability components to ensure alignment with the Better Places 2030 targets.

2.1.5.4 RELATIONS WITH INVESTORS AND PROFESSIONAL ORGANISATIONS

– RELATIONS WITH INVESTORS

URW reports to investors on its ESG strategy and achievements via regular publications (annual results, periodical publications and news), direct answers to information requests, annual interactions with a targeted list of ESG rating and ranking providers, and through dedicated meetings. These meetings also enable URW to learn more on key areas of interest for investors on ESG topics. The Group's position in the various ESG indices and evaluations is outlined in section 2.1.4.2 Results of non-financial ratings and indices.

– RELATIONS WITH PROFESSIONAL ORGANISATIONS

As one of the leading listed commercial real estate companies worldwide, URW has the responsibility to encourage the industry as a whole to adopt more sustainable practices. The Group is a member of the European Public Real Estate Association ("EPRA"), and its Sustainability Committee. The mission of the EPRA Sustainability Committee is to "support the publicly listed real estate sector, through the EPRA platform, in playing its part in the global transition to an environmentally, socially and economically sustainable economy". URW's CEO is a member of the EPRA Board of Directors. URW is also a member of the EPRA Reporting & Accounting, as well as Regulatory & Taxation Committees. At Group level, URW is a founding member of the European Council of Shopping Places ("ECSP") since 2020 and a member of its Sustainability Working Group.

At regional or country level, the Group is a member of professional organisations such as, in France, the Council of shopping centres ("CNCC") and its sustainability group. URW is also a member of the French Association of Private Businesses ("AFEP"), and of the Sustainable Development Committee of the French listed property federation (Fédération des Entreprises Immobilières ("FEI")).

2.2 BETTER SPACES

2.2.1 ADDRESS CLIMATE CHANGE

2.2.1.1 CLIMATE CHANGE STRATEGY

As part of its sustainability strategy, Better Places 2030, the Group commits to cutting carbon emissions across its value chain by -50% between 2015 and 2030. This strong commitment marked a first in the listed commercial property industry by covering, in addition to its Scopes 1 and 2 emissions, the Group's Scope 3 emissions, including:

- Greenhouse gas (GHG) emissions generated in the construction of its development projects;
- GHG emissions due to the private energy consumption of its tenants; and
- Emissions due to transport of building occupants and especially visitors to the Group's shopping centres.

The Group's carbon reduction target between 2015 and 2030 breaks down into the following 3 complementary objectives:

- Reduce emissions from construction by -35% by 2030;
- Reduce emissions from operations by -80% by 2030; and
- Reduce emissions from transport by -40% by 2030.

The carbon reduction targets of the Group cover all its activities (except airports and exhibition centres), and all countries where the Group operates.

In 2020, the Group's GHG emissions reduction targets (except the one for construction, which has not been submitted) have been approved by the Science Based Targets initiative (SBTi) as consistent with levels required to meet the goals of the Paris Agreement:

- The targets covering GHG emissions from the Group's operations (Scopes 1 and 2) are consistent with reductions required to limit warming to 1.5°C, the most ambitious goal of the Paris Agreement; and
- The targets for the emissions from the Group's value chain (Scope 3) meet the SBTi's criteria for ambitious value chain goals, meaning they are in line with current best practices.

Science-based targets are emissions reduction targets in line with what the latest climate science says is needed to meet the goals of the Paris Agreement: to limit global warming to well-below 2°C above preindustrial levels and pursue efforts to limit warming to 1.5°C.

WE'VE HAD OUR
SCIENCE-BASED TARGET APPROVED

In 2020, the Group also elevated its commitment to cutting carbon emissions across its value chain by -50% between 2015 and 2030, by switching it to an absolute target that measures the contraction of absolute emissions, instead of the "comparable value" relative approach used until 2019.

Achieving these objectives involves the active participation of all the Group's employees within their areas of responsibility and the contribution of the Group's stakeholders in driving change, mainly tenants, suppliers and service providers. It also relies on strong partnerships with large corporates and start-ups in order to accelerate the pace of transformation, particularly in the fields of low-carbon construction and new sustainable mobility solutions.

In 2022, the Group has been working on updating and securing all its carbon reduction trajectories and associated levers to consider, among other topics, both the latest internal methodologies and processes for carbon emissions calculations, and external decarbonation hypotheses (for transport, construction and operations). This work has been supported by external experts.

Changes in carbon performance with regard to the targets is presented in section 2.1.4.1 Summary of the Group's sustainability performance.

– REDUCE EMISSIONS FROM CONSTRUCTION BY -35% BY 2030

URW was the first company in commercial real estate to commit to significantly reducing its carbon emissions from construction on a broad scope. In concrete terms, reducing its carbon intensity by -35% between 2015 and 2030 means dropping from an average:

- In Europe (including the UK), of 850 kgCO_2eq[(1)]/sqm constructed[(2)] in 2015 to 552.5 kgCO_2eq/sqm on average by the end of 2030. The 2015 baseline has been built on the carbon intensity of greenfield/brownfield projects under construction or delivered between 2012 and 2015; and
- In the US, of 1,294 kgCO_2eq/sqm constructed in 2015 to 841 kgCO_2eq/sqm on average by the end of 2030. This baseline for the US has been calculated in 2019 following the carbon assessments conducted on 4 different projects.

The main levers to achieve the Group's low-carbon target on construction are the following:

- A "lean building" approach from the design phase using fewer materials, through optimised design choices: structure, fixtures and fittings, façades, suspended ceilings, reduced number of parking spaces, etc.;
- Using new solutions for construction and choosing alternative and low-carbon materials, such as low-carbon concrete and cement, wood and recycled products, as well as selecting suppliers and products based on their location and place of manufacture, respectively; and
- Developing targeted partnerships with construction firms and manufacturers of building materials for the implementation of innovative solutions.

(1) CO_2eq: carbon dioxide equivalent, meaning the number of metric tonnes of CO_2 emissions with the same global warming potential as 1 metric tonne of another GHG.
(2) Square metres constructed correspond to gross floor area (excluding gross floor area of car parks).

In order to secure the Better Places 2030 commitments regarding construction activities, the Group has created the Sustainability guidelines for development projects, to lead the development teams from the very beginning of the design phase to the delivery of development projects. The document is split into 2 parts:

- The Group Sustainability Brief, gathering all the specific requirements for development projects (brownfield, greenfield, refurbishments, renovations and extensions) to be in line with Better Places 2030; and
- The 10 Golden Rules for sustainable construction, which set the right mindset and directions for the development teams to integrate sustainability topics in projects.

The Sustainability guidelines for development projects, approved in 2019, have been rolled out in 2020 throughout the Group. The sustainability performance of the development projects is closely monitored during key project reviews thanks to a dedicated assessment tool also created in 2020, based on the requirements of the Sustainability Brief. In 2022, the content of the guidelines has been updated to integrate and reflect, among others, the acceleration of the Group towards low-carbon construction and the compliance with the EU Taxonomy criteria for building development (see section 2.5.1.4 URW Share of aligned activities).

The Group also offers specific trainings for the development and construction managers to help them better understand the technical requirements of the Group's Sustainability guidelines and new regulations around low-carbon buildings (ex. training in France for the new RE2020 regulation).

URW's carbon performance with regard to the construction target is presented in section 2.1.4.1 Summary of the Group's sustainability performance.

– REDUCE EMISSIONS FROM OPERATIONS BY -80% BY 2030

When it comes to standing assets, URW's carbon footprint consists mainly of GHG emissions from energy consumed as part of the operation of its buildings. Achieving its ambitious target of reducing carbon emissions from operations by 80% between 2015 and 2030 draws on 2 levers simultaneously:

- Improving energy efficiency both in common and private areas of the Group's assets. The Group pursues the objective of improving the energy efficiency of its assets by 30% (in kWh/sqm) between 2015 and 2030. To reach this ambitious target, all of the Group's assets are to design and implement an energy efficiency action plan (see section 2.2.3.4 Energy management); and
- Completing a fast transition to renewable energies. URW is committed to using 100% electricity from renewable energy sources ("green electricity") for the consumption of the common areas of its assets (including shared facilities) and push for an equivalent transition for the private electricity consumption of its tenants.

Achieving this target, which has been approved by the SBTi in 2020, requires strong involvement of tenants: in 2022, 76% of the carbon footprint from energy consumption of asset operations were from tenant areas. To accomplish this, the 2 levers of improving energy efficiency and transitioning to low-carbon energy sources are also implemented in the private areas of the assets, in cooperation with the tenants (specific green terms are added in lease contracts – see section 2.2.3.3 Green leases and tenant commitments).

URW's carbon performance with regard to the operations target is presented in section 2.1.4.1 Summary of the Group's sustainability performance.

– REDUCE EMISSIONS FROM TRANSPORT BY -40% BY 2030

The Group's GHG emissions from the transportation of visitors or occupants are significantly higher than emissions from the operation of the buildings themselves. They represent over two-thirds of the Group's total carbon footprint (see section 2.2.1.2 Carbon assessment). URW is committed to improving sustainable mobility and has set itself an ambitious target, that has been approved by the SBTi in 2020, to cut its carbon footprint from visitor transport by -40% between 2015 and 2030.

This reduction target is supported by the availability and promotion of sustainable mobility solutions for users of standing assets and the requirement for greenfield/brownfield projects under development to have good public transport connections. Overall, the Group targets a maximum car modal share (excluding electric vehicles) of 50% for both its standing assets and development projects (see section 2.2.4 Develop connectivity and sustainable mobility).

URW's carbon performance with regard to the transport target is presented in section 2.1.4.1 Summary of the Group's sustainability performance.

– REDUCE SCOPES 1 AND 2 EMISSIONS BY -80% BY 2030

The target to reduce absolute GHG emissions from Scopes 1 and 2 (emissions from operations under the Group's control) by -65% between 2015 and 2030 has been raised in 2022 to a -80% reduction objective between 2015 and 2030, to reflect the Group's ambition to decarbonate its direct operations.

This new target is still approved by the SBTi with a 1.5°C pathway alignment, the most ambitious goal of the Paris Agreement (minimum 4.2% linear annual reduction from 2015 to 2030), in connection with the Group's target to reduce its absolute Scopes 1, 2 and 3 GHG emissions by -50% between 2015 and 2030.

The levers identified to reach the Group's carbon reduction target from operations described previously (see paragraph "Reduce emissions from operations by -80% by 2030") will actively participate in the achievement of this new target (which focuses on a sub-part of the Group's operations: common areas and shared services)).

URW's carbon performance with regard to the Scopes 1 and 2 target is presented in section 2.2.1.2 Carbon assessment.

– URW CONTRIBUTES TO GLOBAL CARBON NEUTRALITY

In addition to the Group's ambitious science-based targets, URW is committed to contributing to global carbon neutrality with an ultimate ambition for URW to reach net zero. The Group is working on a number of initiatives to achieve this objective, like exploring ways to do more to support decarbonisation across its value chain, specifically through quantifying and increasing "avoided emissions" for its partners, and also developing high-quality carbon removals as close as possible to the Group's business. The full scope of URW's contribution to global carbon neutrality will be announced in 2023.

– REDUCE EMISSIONS FROM EVENTS BY -50% BY 2030 (VIPARIS)

In line with its sustainability strategy, Better Events 2030, Viparis took a new commitment during the COP 26 in Glasgow in 2021 by signing the Net Zero Carbon Events initiative. Through this initiative, launched by the Joint Meetings Industry Council, all stakeholders in the events industry commit to halve their GHG emissions by 2030 and to achieve net zero GHG emissions by 2050.

In line with the Paris Climate agreements, this commitment enhances Viparis' ambition to reduce its carbon footprint with the 4 following engagements:

- By the end of 2023, to define a trajectory to achieve an intermediate target of -50% reduction in global GHG emissions by 2030, before reaching net zero emissions by 2050, according to the methodology to be defined in future workshops under the initiative;
- Work with the entire value chain (partners, suppliers and customers) to achieve these targets;
- Measure and track GHG emissions in line with industry best practice; and
- Report on progress at least every 2 years.

In 2022, Viparis has worked on defining a trajectory towards net zero carbon emissions by 2050 and setting new medium and long-term goals. Moreover, Viparis renewed its commitment to the City of Paris by signing the new "Paris Action Climat Biodiversité" pledge, supporting the City of Paris in its fight against global warming.

Viparis' sustainability strategy Better Events 2030 is presented in section 2.1.3.2 Better Events 2030 – Viparis sustainability strategy.

2.2.1.2 CARBON ASSESSMENT

– METHODOLOGY

The method used for quantifying Group emissions is in line with the ISO 14064-1 standard, the GHG protocol guidelines and the Bilan Carbone® methodology of ADEME (*Agence de l'Environnement et de la Maîtrise de l'Énergie*, or French Environment and Energy Management Agency), and is subject to specific methodological guidelines (see section 2.6.1 URW's reporting methodology).

The sources of emissions included in the Group's total carbon footprint are broken down per Scope and influence level in the table hereafter.

The Group calculates its carbon footprint on an extended Scope 3 basis, which is outlined in this table, measuring the major indirect emissions across its entire value chain. To reflect the Group's business activities in the most accurate manner, including the interactions between the company and its stakeholders, Scope 3 has been further broken down into 2 categories:

- Scope 3 managed: URW's operational control; and
- Scope 3 related: Responsibility of stakeholders that URW can influence but does not control directly.

– SCOPES 1 AND 2

Scope 1	Direct emissions from stationary combustion: gas and fuel consumption in common areas
	Direct emissions from mobile combustion: fuel used for company vehicles
	Direct fugitive emissions: leaks of refrigerant gas/fluid
Scope 2	Indirect emissions linked to electricity consumption in common areas (linked to production only)
	Indirect emissions from cold or hot steam consumption (centralised cooling and heating provided by district heating and cooling networks)

– SCOPE 3

Scope 3 managed URW's operational control	Emissions from energy production not included in Scopes 1 and 2 (extraction, production and transport of fuel, electricity, hot and cold steam): Upstream emissions and transport and distribution losses of energy consumed by common areas
	Purchased products and services: expenses for daily operation of sites, such as cleaning, maintenance, security, waste management, energy and fluid provision, marketing expenses (OPEX), office supplies (headquarters)
	Capital equipment: IT equipment on site, company vehicles
	Waste: on-site waste management
	Employee commuting: URW employees' transportation from home to work
	Business travel: URW employees' business travel by plane and train
	Investments: Expenses related to development projects
Scope 3 related Stakeholders' responsibilities	Visitor and customer transport: upstream and downstream travel of visitors, customers and/or occupants to the Group's shopping centres and offices
	Downstream leased assets: electricity consumption of private areas (production, transportation and distribution)

The following items are excluded from the Group carbon footprint, either because they do not apply to the Group's business, or because the Group cannot influence them significantly: direct emissions from processes excluding energy; biomass emissions (soil and forests); upstream transport of goods (emissions included for Viparis only); upstream leased assets; downstream transport of goods; use of sold products; end of life of sold products; downstream franchised assets; and other indirect emissions.

– RESULTS: GROUP CARBON FOOTPRINT EXCLUDING VIPARIS

Unless otherwise stated, the GHG emissions figures used in this chapter are expressed according to the "Market-based" method in order in order to highlight the efforts made in selecting the Group's energy suppliers.

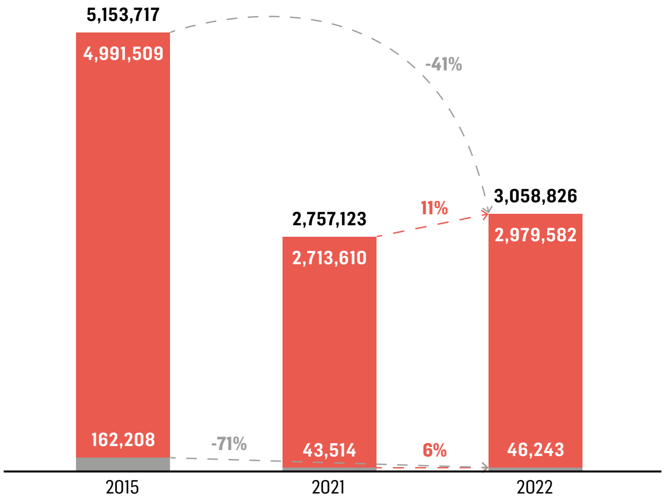
However, to take into account the expectations of various stakeholders, results are also expressed according to the "Location-based" approach (countries' emissions factors) in this section.

The carbon footprint for 2015 is the baseline for tracking the carbon related objectives of the Better Places 2030 strategy. The 2015 Group carbon footprint baseline and the Group carbon footprint evolution in 2021 and 2022 are presented hereafter. The 2021 results were still heavily impacted by the COVID-19 health crisis (average closure period for the Group's assets of 62 days in 2021). In 2022, no closure linked to the COVID-19 health crisis has been undertaken throughout the portfolio.

– 2015, 2021 AND 2022 GROUP CARBON FOOTPRINT FOLLOWING "MARKET-BASED" AND "LOCATION-BASED" METHODS

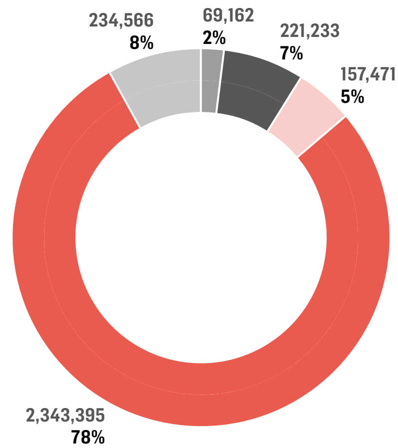
	Carbon footprint (TCO_2eq)	
	"Market-based" method	"Location-based" method
2015 - Scope 1	26,868	26,868
2015 - Scope 2	135,340	168,927
Sub-total 2015 - Scopes 1 and 2	**162,208**	**195,796**
2015 - Scope 3	4,991,509	4,991,764
TOTAL 2015 (baseline)	**5,153,717**	**5,187,559**
2021 - Scope 1	22,597	22,597
2021 - Scope 2	20,916	114,547
Sub-total 2021 - Scopes 1 and 2	**43,514**	**137,144**
2021 - Scope 3	2,713,610	2,745,721
TOTAL 2021	**2,757,123**	**2,882,865**
2022 - Scope 1	20,737	20,737
2022 - Scope 2	25,507	134,749
Sub-total 2022 - Scopes 1 and 2	**46,243**	**155,485**
2022 - Scope 3	2,979,582	3,069,137
Of which Scope 3 managed	414,955	420,313
Of which Scope 3 related	2,564,628	2,648,824
TOTAL 2022	**3,025,826**	**3,224,622**
2022/2015 CHANGE (%)	**-41%**	**-38%**

GROUP CARBON FOOTPRINT EVOLUTION – MARKET BASED (TCO_2EQ)



Scopes 1 and 2
Scope 3

BREAKDOWN OF THE 2022 GROUP CARBON FOOTPRINT BY ACTIVITY (TCO_2EQ/%)



Managed energy (including Scope 3 indirect energy emissions)
Tenants' energy
Construction
Shopping centres' visitors transportation
Others

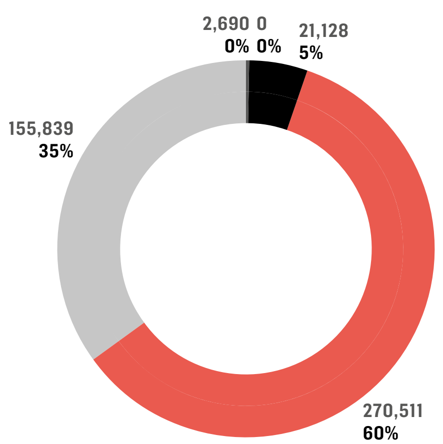
– RESULTS: VIPARIS CARBON FOOTPRINT

The carbon footprint of Viparis is presented below on Scopes 1, 2 and 3, following the "Market-based" and "Location-based" methods.

2022 VIPARIS CARBON FOOTPRINT FOLLOWING "MARKET-BASED" AND "LOCATION-BASED" METHODS

	Carbon footprint (TCO_2eq)	
	"Market-based" method	"Location-based" method
2022 - Scope 1	704	704
2022 - Scope 2	1,663	3,017
2022 - Scope 3	447,801	674,311
TOTAL 2022	**450,168**	**678,032**

BREAKDOWN OF THE 2022 VIPARIS CARBON FOOTPRINT BY ACTIVITY (TCO_2EQ/%)



Managed energy (including Scope 3 indirect energy emissions)
Tenants' energy
Construction
Shopping centres' visitors transportation
Others

– FOCUS ON SCOPES 1 AND 2 EMISSIONS FROM THE OPERATIONS OF BUILDINGS

As part of its proactive policy on efficient building operation, the Group is monitoring GHG emissions from the energy consumption of the operations of its owned and managed buildings (common areas and common equipment). This contributes to the Group target of reducing GHG emissions from its operations by 80% between 2015 and 2030.

To manage the carbon performance of its operational activities, the Group has set indicators to measure the intensity of GHG emissions per area (sqm) for each of its operated shopping centres and offices, and per area occupied per days of occupancy (sqm DOCC) for its operated Convention & Exhibition venues. This makes it possible to analyse a building's overall carbon efficiency on a comparable basis, depending on its purpose and scope.

– GHG EMISSIONS FROM ENERGY CONSUMPTION OF STANDING ASSETS (SCOPES 1 AND 2) (TONNES OF CO_2 EQ)(1)

GHG emissions generated by the energy purchased and managed by the site manager over the year (Scope 1: natural gas, Scope 2: electricity, district heating and cooling networks).

	Retail	Office	Convention & Exhibition
2022 Total	**41,097**	**278**	**2,592**
of which direct emissions - Scope 1	*15,869*	*0*	*954*
of which indirect emissions - Scope 2	*25,229*	*278*	*1,638*
2021 Like-for-like	**33,569**	**469**	**548**
2022 Like-for-like	**36,089**	**223**	**2,592**
2022/2021 change (%)	8%	-52%	373%

The Group policy regarding renewable electricity purchase enables it to reduce its operations' carbon footprint year on year. It also allows the Group to encourage producers to invest in the development of clean technologies by increasing market demand for these energy sources.

– CARBON INTENSITY LINKED TO THE ENERGY CONSUMPTION OF STANDING ASSETS (SCOPES 1 AND 2) BY AREA FOR SHOPPING CENTRES AND OFFICES (kgCO_2 EQ/SQM/YEAR), AND BY USAGE FOR CONVENTION & EXHIBITION VENUES (gCO_2 EQ/SQM DOCC(2)/YEAR)

	Retail (kgCO_2eq/sqm)	Office (kgCO_2eq/sqm)	Convention & Exhibition (gCO_2eq/sqm DOCC)
2022 Total	**8.9**	**3.1**	**92.879**
2021 Like-for-like	**8.2**	**9.6**	**74.5**
2022 Like for-like	**8.9**	**5.4**	**92.9**
2022/2021 Change (%)	**9%**	**-43%**	**25%**

Other than GHG emissions from the energy consumption of its buildings, the main item of the Group's direct GHG emissions related to the operation of its buildings is from the leak of refrigerants from cooling appliances maintained by the property managers of sites owned and managed by the Group.

– GHG EMISSIONS GENERATED BY LEAKS OF REFRIGERANT FLUIDS (TONNES OF CO_2 EQ)

	Total (all assets)
2022 GHG emissions linked with refrigerants leaks	4,703

(1) These emissions are expressed based on emission factors for each source of energy using the "market-based" method of the GHG protocol, according to which these factors depend on the type of energy consumed (electricity, natural gas, etc.), the country, the supplier and the nature of the energy product (energy from fossil fuels or renewable sources). These are specific factors associated with the contractual commitments between the supplier and property manager which do not necessarily reflect emissions from energy delivered by the grid but valorise and focus on the production and purchase of energy that is certified as generated from renewable sources.
(2) Areas occupied per days of occupancy.

In 2022, the carbon intensity linked to the energy consumption (Scopes 1 and 2) of the Group's shopping centre portfolio (CO_2eq/sqm) increased by 9% compared to 2021 on a like-for like basis. This increase was mainly due to the reopening of 100% of the Group's shopping centres in 2022 compared to 2021. Nevertheless, this increase was limited thanks to:

- A continued improvement in the energy efficiency level of the owned and managed shopping centres portfolio between 2021 and 2022; and
- The accomplished transition towards electricity from renewable sources under the Better Places 2030 programme, which largely contributed to this reduction: in 2022, shopping centres and offices in Europe, UK and in the US are 100% powered by electricity from renewable sources (see section 2.2.3.4 Energy management).

2.2.1.3 CLIMATE RISK MANAGEMENT AND ADAPTATION TO CLIMATE CHANGE

The Group's Risk Management Framework is presented in Chapter 6 "Risk factors and internal control". Sustainability risks were analysed at Group level (see section 2.1.2.2 Sustainability risks and opportunities); this section presents a detailed analysis of the climate change risks for the Group.

On top of addressing climate change mitigation (see section 2.2.1.1 Climate change strategy), Better Places 2030 also addresses climate change adaptation through the resilience of URW assets to climate change. The Group targets for 100% of its development projects to include long-term climate risks, while minimising resource use and maintaining user comfort by 2025, and for 100% of its standing assets to include a climate change risk plan by 2022.

The effects of climate change on URW's portfolio will vary depending on the region and the asset. The scale and severity of changes will determine the extent of the impact, as will factors such as age, location, construction methods, asset operational efficiency, local infrastructure quality and capacity.

In 2019, the Group commissioned its first climate change risk assessment study covering all standing assets as well as the development pipeline. In line with TCFD recommendations, this study covered both transitional (policy and legal, technology, market) and physical risks (chronic ones: precipitation, temperature, drought and sea level rise) and was based upon IPCC scenarios RCP4.5 and RCP8.5, with different time horizons: Short term 2030, Medium term 2050 and Long term 2100. The methodology for physical risks was based on assessing each existing asset with exposure, sensitivity and adaptive capacity grades to end up with a final physical vulnerability score. The methodology for transition risks was based on local surveys and data collection from specific asset locations.

In 2022, the Group updated this study with a new one covering both standing assets and development projects in Europe (incl. UK) and using a new methodology from AXA Climate to assess exposure to physical risks. The study is compliant with the EU Taxonomy requirements (see "Adaptation to climate change" paragraph in section 2.5.1.4 URW Share of aligned activities) and brought to the Group an updated vision of the risk level, relying on state-of-the-art climate modelling. In addition, assets' visits have been conducted on the most exposed assets to evaluate more precisely the impact curves of the potential risks considering the details of the asset (topography, localisation of the technical equipment, existing resilience solutions already in place, etc.).

This update of the climate change risk assessment enabled URW to have a clear global view on the future risks of climate change for its portfolio. Following this assessment, the highest risks assets were selected to perform specific climate change adaptation plans, as the Group committed in Better Places 2030.

In addition, URW performed its update of the CRREM study (Carbon Risk Real Estate Monitor) in 2022 to analyse stranding risks across its portfolio. The analysis was done on the European portfolio, only for shopping centres and offices, using 2021 data. Results are encouraging, with approximatively only 50% of assets (in number of buildings) are considered as stranded assets in 2050 (using the "market-based" method with both common areas and private areas energy consumptions with a 2°C scenario). It must be noted that this is a purely theoretical approach that does not integrate any further reduction measures that are planned in the next 10 to 30 years and that was based on 2021 energy consumptions.

Furthermore, and on a shorter time horizon, the Group complies with regulatory requirements in each region with regard to flooding risks, water management, and drainage systems for exceptionally heavy rainfall.

Regarding development projects, specific requirements including the realisation of a study on adaptation to climate change covering physical risks, comfort and energy efficiency topics are already integrated in the Sustainability Brief (see section 2.2.2.1 Environmental Management System ("EMS")).

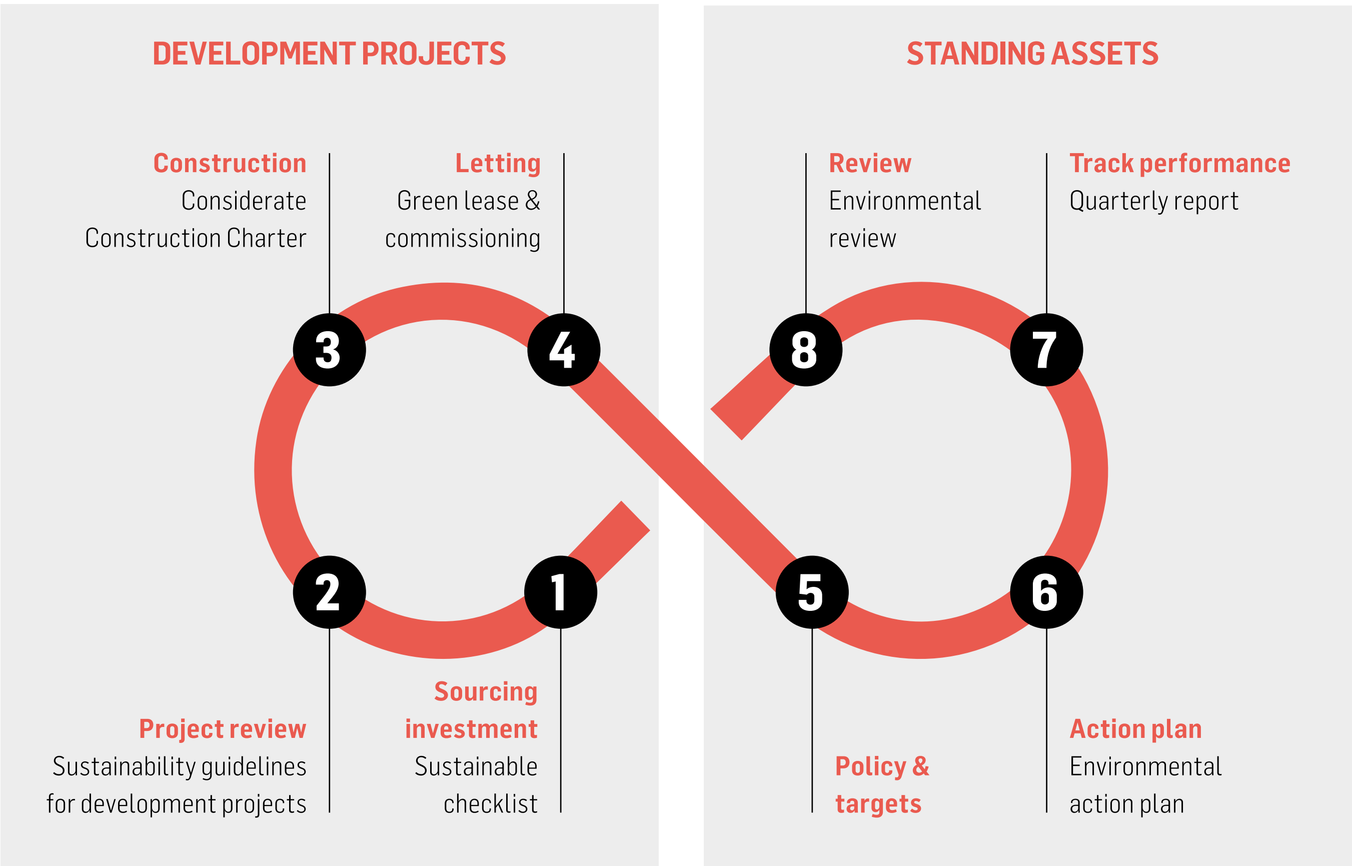
URW's due diligence process for acquisitions and greenfield/brownfield development projects covers the analysis of risks and opportunities related to financial and operational issues. For example, the process includes a complete audit of technical, regulatory, environmental and health and safety performance. The potential financial impact of identified risks is taken into account during the due diligence phase. Issues covered include risks associated with climate change, soil pollution, protection of wetlands, asbestos, legionella and electromagnetic radiation.

2.2.2 DESIGN SUSTAINABLE BUILDINGS

2.2.2.1 ENVIRONMENTAL MANAGEMENT SYSTEM

The Group's environmental strategy relies on an EMS, aiming at reducing the environmental impacts of its assets from initial design through to daily operation.

GROUP ENVIRONMENTAL MANAGEMENT SYSTEM



The Group has defined and monitors several indicators to manage the environmental performance of its standing assets and development projects, in line with the objectives of its sustainability strategy. Some of them are incorporated into 5-year budget review processes for standing assets and development projects to ensure alignment between sustainability objectives and business decisions.

– EMS FOR DEVELOPMENT PROJECTS

The EMS ensures that all development projects, whatever their size or type, are designed in the most sustainable way in the long term and in accordance with the Group sustainability strategy in order to minimise their environmental impact. For each project, the EMS covers all 4 stages of the development process and involves several departments, notably Development, Security, Technical, Operations, Leasing and on-site shopping centre management teams:

- Acquisition audit: Sustainability and risks related to climate change are analysed and evaluated during the Group's due diligence process;
- Project reviews: At key milestones during the design of the project, the latter is assessed using the Group's Sustainability Brief to ensure compliance with the Group sustainability strategy;
- Construction: The project contractor agrees to abide by the Group's Considerate Construction Charter, which is designed to limit the social and environmental effects of the construction process; and
- Commissioning: A commissioning process is followed to ensure that buildings' technical installations perform efficiently (settings and operating instructions), and that maintenance suppliers in charge of operations and running technical installations as well as shopping centre management teams are properly trained.

As part of the EMS, a Group-wide community of "sustainability champions" in the development teams was created in 2019 to ensure best practice sharing across countries. The community is led by the Group corporate sustainability team (see section 2.1.5.2 Governance of Sustainability and of the Better Places 2030 programme). In 2022, the community shared experiences and good practices regarding the sustainability performance of their development projects, reviewed and adapted the Group's guidelines (sustainability guidelines for development projects) to increase its ambition, visited the Group best performing development projects in terms of sustainability and presented to the others the best environmental innovations they implemented in their respective projects. The animation around sustainability objectives is key in progress towards the 2030 objectives.

– PROJECT DESIGN AND REVIEW STAGE

In 2022, the Sustainability Brief was updated in collaboration with the development teams. The Sustainability Brief applies to new developments and extension & renovation projects Group-wide. It sets minimum requirements applicable to all projects and additional specific requirements for large projects[1]. Requirements for all projects include, among others:

- Zero waste to landfill for future operation;
- 100% of timber with FSC (Forest Stewardship Council) or PEFC certification (Programme for the Endorsement of Forest Certification) for both works and the building itself; and
- Divert demolition, strip-out and construction waste from landfill with at least a 70% waste recovery rate.

Requirements for large projects include, among others:

- Minimum environmental certification level (covering the construction or refurbishment) to obtain: BREEAM "Excellent" for projects in Europe or LEED Gold in the US;
- Passive and/or renewable energy solutions to be studied (technical economic study) in order to cover a minimum 10% reduction in conventional energy consumption or carbon reduction on the project;
- Undertake a feasibility assessment of bio-sourced materials for structural elements;
- Undertake a long-term climate risks analysis, while minimising resource use and maintaining user comfort;
- Integrate at least two circular economy "concepts" from the Group's Circular Economy Framework, based on a technical economic study; and
- Alignment with new EU Taxonomy criteria for our construction projects (new development and refurbishment).

During key milestones in the design phase of the project, sustainability reviews are made:

- To ensure all projects are working on their own sustainability strategy;
- To ensure that all the minimum requirements of the Sustainability Brief are included in the project brief; and
- To study variants to improve the environmental performance of the project in line with Better Places 2030 objectives.

A specific assessment tool has been created to ensure that specific requirements are handled by project teams at the project phase. The Sustainability Brief and the assessment tool have been updated in 2022 to take into account also the feedbacks received by the Group's employees and sustainability champions.

CIRCULAR ECONOMY

As part of its Better Places 2030 strategy, the Group commits to having 100% of its development projects to integrate a circular economy design solution by 2025.

In answer to this commitment, a specific requirement to "integrate at least two circular economy "concepts" from the Group Circular Economy Framework, based on a technical economic study" has been added to the Group's Sustainability Brief in 2020, and is now closely monitored during project reviews among other topics.

Since 2020, the Group adopted a Circular Economy Framework to guide the development teams in the incorporation of circular economy design solutions in their projects. This practical framework allows the teams to better understand and apply the right circular economy solution for their projects. The development project Lightwell (France) is considered as a pilot for the Group to test its Circular Economy Framework. This project has undertaken a resource audit prior to its refurbishment to identify the materials that could be reused on site or off site, and some of them have been sold online for a second life. Thanks to the reuse of materials in the Lightwell project, 30 tonnes of equivalent CO_2 emissions and 21 tonnes of waste were saved. The same principles have been used for the refurbishment and extension of the projects Les Ateliers Gaîté and La Part-Dieu, where it has been chosen to keep as much as possible the existing structure to reduce the overall embodied carbon footprint of the project (see section 2.2.2.3 construction materials).

The adaptability and flexibility of the Triangle project (Paris region) will allow the tower to change its use from office to residential or hotel in order to match future needs. In 2022, several initiatives led in France on existing shopping centres allowed the reuse or recycle of tenants' furniture after their departure.

In 2022, the Group also participated the new French circular economy digital platform created by AFEP, to share objectives and best practices around circular economy with the public.

ENERGY AND CARBON

URW was the first commercial real estate company to commit to wide-scale reduction of its carbon footprint, including development projects. As part of its Better Places 2030 strategy, from 2017, the Group systematised the assessment of the carbon footprint of its large development projects from the design phase via a dynamic approach, based on a Life Cycle Assessment ("LCA") combined with the thermal simulations that have historically been performed on the projects. This is also fully incorporated in the Group's Sustainability Brief as a requirement for large projects to perform a LCA at early design stage and update it until delivery. Due to the lack of specific worldwide guidelines, with the assistance of an independent expert, the Group created a customised methodology and tools to assess the carbon footprint of its development projects, which was based on existing standards and adapted to correspond to the specific attributes of the shopping centres and offices developed by the Group.

Since 2017, the Group's development teams have been trained in using this methodology and applying these targets to ensure that the carbon performance of projects is fully taken into account at design stage.

(1) Europe retail: Total investment cost (TIC) > €50 Mn or GLA > 10,000 sqm; US retail: TIC > $100 Mn or GLA > 20,000 sqm; Others: TIC>$/€40 Mn.

In this respect, 100% of development projects[1] had conducted an LCA analysis in the concept design stage or the feasibility phase (equivalent RIBA stage 2) as at 2022-year end.

This comprehensive approach to assessing projects throughout different project stages (construction and operation) supports the policy of reducing the carbon footprint of the Group's projects and helps in making the best construction, technical and energy choices through a multi-criteria approach (capital expenditures, costs, carbon emissions in construction and in operation, aesthetics and sustainability).

As an illustration, the Triangle project (France) fully embodies the Group's ambitious environmental performance goals, guaranteed by "Exceptional" HQE, "Excellent" minimum BREEAM, and Effinergie certifications and labels. In 2021, and updated in 2022, a specific study was conducted, to analyse the full carbon impact of the project, considering both the construction and operational phases. This approach is going to be progressively generalised within the Group to highlight and limit the future impact of transport during the operational phase, at the earliest stages of development projects.

In addition to our GHG emissions' reduction commitments, URW is also working on avoiding emissions through the retrofit of buildings. In 2022, a few development projects have calculated the amount of carbon emissions avoided during their future operational phase thanks to their refurbishments. For the Lightwell project, the avoided emissions compared to the initial state of the building have been estimated at 85 TCO_2eq/year (energy-related avoided emissions).

WATER AND WASTE

The Group's development projects are built in line with the Sustainability Brief, the Considerate Construction Charter and the BREEAM and LEED certifications water and waste management requirements.

In particular, these recommendations include:

- Good practice and clear technical steps on how to achieve water efficiency right from the design stage, in particular, in the choice of equipment installed (toilets, urinals, fire extinguishers, sprinkler systems, cooling systems, etc.);
- Integration of zero waste to landfill requirements for future operations, mandatory by 2025 as per Better Places 2030; and
- A feasibility study at an early stage for on-site treatment of waste needs to be undertaken (e.g. through composting).

POLLUTION AND ENVIRONMENTAL RISK MANAGEMENT

The Group complies with all applicable environmental legislation across all its activities. The Group's acquisitions and developments are covered by the policy of risk management and subject to Health and Safety (H&S) and environmental risk analysis.

As such, the Group's acquisition process incorporates an assessment of technical, regulatory H&S and environmental risks, including soil pollution, wetland protection and climate change, as part of its preacquisition due diligence. For all its development projects, the Group complies with all applicable regulation regarding health, safety and environmental matters. An assessment of the environmental impact of each project (following applicable regulation) is carried out at a very early stage.

There is no provision for environmental risk in the Group's accounting in 2022.

– SUSTAINABLE CONSTRUCTION

Since 2011, the Group's Considerate Construction Charter is applied to all greenfield/brownfield construction, renovation and extension projects in Continental Europe. It describes the Group's requirements and recommendations intended to optimise its worksites' environmental quality while minimising pollution for the contractors working on site, the neighbouring area and the natural environment. The application of the charter to all construction contractors has been a specific requirement of the Sustainability Brief since 2020, and is therefore enforced throughout the Group.

The Considerate Construction Charter includes the following requirements:

- Using 100% of timber for development, extension and renovation projects from certified, sustainably managed forests with FSC or PEFC certification, including for works;
- Providing information to people living nearby and limiting traffic disruptions;
- Training and informing employees of construction companies;
- Ensuring proper management of risk and hazardous product handling;
- Ensuring at least 70% of waste recycling (material recovery) by weight, and clear traceability of all waste managed;
- Managing and limiting noise and visual pollution, as well as the risk of soil, water and air pollution; and
- Monitoring resources in order to reduce resource consumption.

NUMBER AND SHARE OF DEVELOPMENT PROJECTS THAT IMPLEMENT A CONSIDERATE CONSTRUCTION CHARTER

	2022
Number of development projects that implement a Considerate Construction Charter	9
Share of development projects that implement a Considerate Construction Charter	100%

(1) Committed development projects as at January 1, 2022 over sustainability guidelines area and investment cost thresholds.

– POLLUTION PREVENTION

Moreover, the Group ensures that the action plans and preventive measures are implemented by contractors during construction.

SOIL POLLUTION AND SITE REMEDIATION

Annual monetary expenses for soil decontamination/site remediation and volumes that have been detoxified.

	2022
Monetary expenses in soil decontamination (*k€*)	2,113
Volumes concerned (*m^3*)	33,998

HEALTH AND SAFETY ON WORK SITES

The construction contractors overseen by the Construction Management Contractor are contractually required to make the necessary provisions for site safety and comply with the relevant H&S legislation.

The Management Contractor's teams develop the technical requirements provided to contractors within the tendering process. These include specific safety requirements, as well as the applicable H&S standard a successful bidder must comply with. Tender submissions that do not comply with the technical requirements and the applicable H&S standards are disqualified from the tendering process.

During the construction phase, site health, safety and security is continuously monitored by the Management Contractor's teams.

H&S Coordinators are appointed in various countries where the Group is active. They are employed by the Construction Manager, with a principal function to coordinate health and safety matters between the various stakeholders.

2.2.2.2 ENVIRONMENTAL CERTIFICATIONS OF BUILDINGS UNDER DEVELOPMENT

URW, as part of its strategy for development projects set up in the Sustainability Brief, targets an environmental certification for all of its large new greenfield/brownfield construction, refurbishment and extension projects: BREEAM in Europe and LEED in the US. URW aims to achieve a minimum level of "Excellent" (BREEAM) or "Gold" (LEED) for its large development projects (with a certification covering the construction or the refurbishment).

Other environmental certifications are obtained, when relevant to the real estate leasing or investment markets, such as HQE certification in France (High Environmental Quality, the French standard certification scheme for sustainable constructions) or DGNB (Deutsche Gesellschaft für Nachhaltiges Bauen) in Germany for the Offices portfolio.

In 2022, the Group confirmed its leading position in terms of environmental certification by obtaining a BREEAM post-construction stage certificate for Mall of The Netherlands.

In addition to securing the "Excellent"/"Gold" level under BREEAM/LEED respectively, all large projects need to undertake a technical and economic feasibility study to reach the BREEAM "Outstanding" or LEED "Platinum" level, as applicable, as mentioned in the Sustainability Brief.

SHARE OF DEVELOPMENT PROJECTS THAT ARE IN AN ENVIRONMENTAL BUILDING CERTIFICATION PROCESS

	2022
Share of development projects that are in an environmental building certification process	100%

NUMBER OF DEVELOPMENT PROJECTS THAT OBTAINED A DESIGN STAGE ENVIRONMENTAL CERTIFICATE

	2022
Number of development projects that obtained a design stage BREEAM/LEED certificate	4
Share of development projects that obtained a design stage BREEAM/LEED certificate	44%

2.2.2.3 CONSTRUCTION MATERIALS

– REDUCING CARBON IMPACT OF CONSTRUCTION MATERIALS

As part of its pioneering commitment to reducing its construction carbon footprint by -35% between 2015 and 2030, the Group focuses on the choice and use of the materials for its development projects. Specifically, it involves:

- Adopting a "lean material construction" approach right from the design phase (structure, façade, false ceilings, fixtures and fittings, etc.);
- Using new solutions and optimised low-carbon materials (low-carbon cement and concrete, bio-sourced materials, recycled materials, etc.);
- Asking subcontractors to put forward alternative solutions with low carbon content; and
- Adopting a purchasing policy that includes criteria for the carbon content of products and construction materials (requiring environmental and Health and Safety certification – Environmental Product Declarations).

In 2019, the Group also developed guidelines on low-carbon interior design to help from the very beginning the interior architect design teams to choose the best material options for interior design of shopping centres based on their carbon performance.

The Group's priority is to work towards reducing the carbon impact of the most significant items, beginning with the structure and foundations of the building. The Group studies the use of low-carbon concrete for all current development projects. Here are a few examples:

- Les Ateliers Gaîté, delivered in 2022, URW has been working closely with Hoffman Green Cement Technologies to incorporate an innovative cement which has a carbon footprint reduction of more than 75% compared with traditional cement. The project also includes a residential property using timber construction and using bio-sourced materials to reduce indirect construction-related emissions;
- Westfield Hamburg focused on reducing the use of trucks during the construction phase. For this purpose, a concrete mixing plant was installed on site and ships were used to evacuate 20% of the excavated soil. In addition, low-carbon concrete was used for most of the project;
- Trinity projects used a large part of low-carbon concrete; and
- The Triangle project is currently studying how to maximise the use of low-carbon concrete.

The use of wood in our development projects is always studied to both reduce the embodied carbon emission of our projects and increase the carbon sinks through the lifetime of the projects thanks to the wood's capability to store CO_2 (following the principle of the French *Label bas Carbone* methodology for buildings, published in 2022).

Circular economy solutions can also lead to carbon savings, through material reuse for example (see section Circular Economy in 2.2.2.1 Environmental Management System (EMS)).

– A RESPONSIBLE SUPPLY CHAIN

URW is committed to ensuring responsibility in its upstream supply chain (development activities).

The Sustainability Brief and the Considerate Construction Charter specify that 100% of timber used in development, extension and renovation projects must be from certified, sustainably managed forests with FSC or PEFC certification. Besides, as part of the certification process (prerequisite for BREEAM and optional for LEED), the sourcing of wood used during construction is verified and validated. The Group aims to obtain "post-construction" final certification according to the BREEAM or LEED standards for as many projects as possible.

The Sustainability Brief requirements are specified in tender documents for construction projects and all contractors are asked to abide by its terms. Also, in all its European contracts, the Group requires from the contractors to do their best efforts to reduce the carbon footprint of the project and the design project managers are asked to pay close attention to this contractual requirement.

2.2.2.4 COMFORT, HEALTH, WELLBEING AND PRODUCTIVITY FOR USERS OF BUILDINGS

Comfort and wellbeing issues are a determining factor in the Group's technical and architectural choices for development, refurbishment and extension projects (e.g. façades, glass roofs, interior finishes, heating, ventilation and air-conditioning equipment, lighting, occupant control methods, etc.). The Group's technical specifications for new developments, renovation and extension projects provide clear steps on how to achieve comfortable and safe spaces, based on thermal, visual and acoustic, and interior air quality.

In new development projects, façades are designed to achieve a balance between thermal performance rating (insulation value, solar factor), carbon performance and visual comfort (daylight illumination, glare control).

The acoustics of spaces are also designed to provide the best solutions to reduce technical equipment noise levels, to reduce noise levels passing through façades, and to improve interior sound absorption and insulation between premises. Interior surfaces are selected on the basis of their volatile organic compound emissions thresholds, as set by BREEAM or LEED certifications, which require the use of construction products that abide by the best practices in each country, (for example, A and A+ labelling in France). These recommendations also appear in the specifications for developing stores in shopping centres.

Moreover, during the design phase of large new development projects, comfort and wellbeing are evaluated using dynamic thermal simulation to ensure best levels of comfort during operation. In order to assess the climate change resilience of projects, the same simulations are also done using future climate change scenarios. Projects must be adapted (or explain how they can easily adapt) to the expected levels of comfort.

The Group works in close cooperation with tenants to provide comfortable and safe spaces. Green leases and Sustainable Development Committees set up with tenants raise awareness of issues among the various stakeholders, and set out tenants' responsibilities for the final fitting-out of the spaces provided by the landlord.

2.2.3 IMPROVE ECO-EFFICIENCY

2.2.3.1 ENVIRONMENTAL MANAGEMENT SYSTEM (EMS)

– EMS FOR EXISTING ASSETS

The EMS is implemented across the whole owned and managed portfolio. This pragmatic and dynamic EMS, based on an environmental continuous improvement approach (ISO 14001), ensures that the Group is able to meet its annual and long-term targets, and supports URW's continuous improvement for each area covered by the Group's sustainability policy.

This includes climate change and resource use. It completes the development projects' EMS, as part of the overall policy of managing the environmental quality of the Group's assets throughout their life cycle (see section 2.2.2.1 Environmental Management System (EMS) – EMS for development projects).

The EMS system is based on 4 steps of the environmental performance management process: target setting, establishing an environmental action plan, measuring results and reviewing the performance:

- Group policy and targets: Targets are set each year for every owned and managed asset in line with the Group's long-term targets and with the specific characteristics of each individual site;
- Environmental action plan: An action plan covering key topics such as energy, GHG emissions, water, waste, transport and stakeholders is implemented and challenged for each managed site. On a daily basis, asset technical managers ensure the environmental performance and monitoring of operations and implement the rollout of the asset environmental action plans. Additional external technical reviews commissioned by technical teams may also be conducted at asset level when a specific expertise is required, for example, waste or energy audits;
- Measuring results: Performance is measured and assessed on a monthly basis by each asset team (using Deepki and specific energy dashboards) and asset teams have access all year round to a live dashboard with monthly, quarterly and annual performance; and
- Review: At asset level, the Group conducts internal environmental performance reviews. These reviews are conducted at least on an annual basis by the teams in charge of environmental sustainability at platform levels and with the Group sustainability team. Achievements against targets are reviewed on these occasions. A corrective action plan is implemented in case of deviation.

The Group sets itself ambitious targets in terms of asset certification under the BREEAM In-Use standard (see section 2.2.3.2 Environmental certifications of buildings during the operation phase). This international standard was applied to the Group's assets in 2011 to promote the quality of their environmental management and related performances for visitors, tenants and local communities.

Additionally, two of the Group's shopping centres in the UK, Westfield Stratford City and Westfield London, have been certified under the ISO 14001 environmental management standard since 2013 and 2015, respectively.

Regarding Convention & Exhibition venues, the Viparis subsidiary is ISO20121 certified, recognising its Social and Environmental Responsibility management system, specific to events businesses. Viparis' ISO 20121 certification, obtained for the first time in 2014 for all of its sites and all of its business activities, illustrates the Group's trailblazing and proactive sustainability commitment: Viparis became one of the first global players in the events industry to win this stringent certification, which constitutes a distinctive competitive advantage, ensuring transparent and improved business practices. In January 2021, Viparis' ISO 20121 certification was renewed by Bureau Veritas for another three years.

2.2.3.2 ENVIRONMENTAL CERTIFICATIONS OF BUILDINGS DURING THE OPERATION PHASE

URW aims to obtain operational environmental building certifications for 100% of its owned and managed shopping centres and offices worldwide, and maintain the high level of the certifications obtained.

Following the best industry standards, the Group started in 2021 to certify its assets (certification renewals and new certifications) under the latest version of the BREEAM In-Use framework: this "version 6" comes with improved features for driving environmental performance and occupant health and wellbeing, with added emphasis on resilience to climate change, social value and circular economy principles. During fall 2022, as part of its continuous workflow improvement, the Group updated its collection process with a new electronic document management system which ease up validation and progress monitoring over the portfolio.

The Group continued its certification strategy in 2022 and now reaches a total of 52 assets BREEAM In-Use certified on Building Management (Part 2). Among those 52 certified assets, there are 50 Shopping Centres and 2 Office buildings, accounting for a total certified area of over 5 million sqm. This represents a share of 72% of the Group's standing portfolio in number of assets (retail and office assets), and a coverage of 77% in surface area.

– RETAIL

In the US, the Group started to roll out the BREEAM In-Use certification (version 6) in its shopping centres in 2020, with 2 shopping centres certified: Westfield Century City (Good), Westfield Valley Fair (Good). Two new shopping centres obtained their BREEAM In-Use certification in 2021: Westfield Garden State Plaza (Very Good), Westfield UTC (Very Good). In 2022, while the certification process is still ongoing, no new certifications were obtained in the course of the year.

As at December 31st 2022, the Group had 50 owned and managed shopping centres certified under BREEAM In-Use, of which 13 were rated "Outstanding" for Building Management (Part 2).

Certified shopping centres account for over 4.2 million sqm consolidated GLA and correspond to 74% of the Group owned and managed Shopping Centres portfolio in number of buildings, and to a 65% BREEAM In-Use certification coverage in surface area. In 2022, 94% of the Group's European shopping centres and 21% of the Group's US shopping centres are certified, in number of buildings.

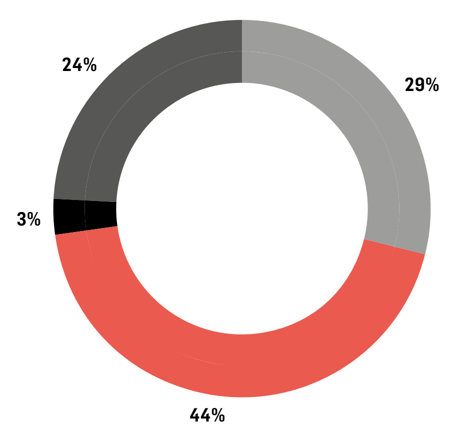
In terms of European comparison, 78% of the BREEAM In-Use certificates awarded to the Group's shopping centres in Europe achieved the "Excellent" or "Outstanding" level for Building Management (Part 2), compared to an average of just 28% for the European Retail Real Estate market[1], confirming the superior environmental performance of the Group's assets despite the diversity of the portfolio in terms of size, age and location.

(1) Source: BRE Global "BREEAM In-Use" data – Retail assets certified under Part 2 under BRE Global (International), ITG (Spain), NGBC (Netherlands) & TUV (Austria & Germany), as at December 31, 2022 – Retail assets certified under BREEAM In-Use International 2015 and version 6 (Part 2).

COVERAGE OF BREEAM IN-USE ENVIRONMENTAL CERTIFICATION OF THE GROUP'S STANDING ASSETS IN NUMBER OF ASSETS AND FLOOR AREA – SHOPPING CENTRES

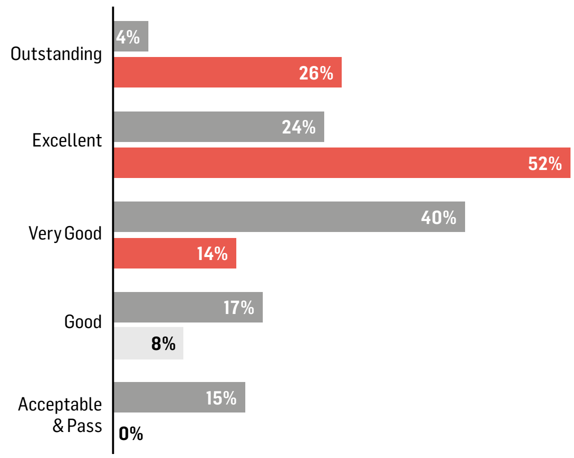
	Number of assets certified	Surface area certified (sqm GLA)	Certification coverage	
			% (in number)	% (in sqm GLA)
Total certified Retail assets	50	4,179,321	74%	65%
Of which outstanding (Part 2)	*13.0*	*1,354,363.0*	26%	32%
Of which excellent (Part 2)	*26*	*2,676,243*	52%	64%

COVERAGE OF ENVIRONMENTAL CERTIFICATIONS IN OPERATION AND DEVELOPMENT WITHIN THE TOTAL GROUP STANDING SHOPPING CENTRE PORTFOLIO (IN NUMBER) (%)



- Assets both certified in development (BREEAM, DGNB or LEED) and operation (BREEAM In-Use[(a)])
- Assets certified in operation only (BREEAM In-Use[(a)])
- Assets certified in development only (BREEAM, DGNB or LEED)
- Non-certified assets

BREAKDOWN OF GROUP SHOPPING CENTRES' BREEAM IN-USE CERTIFICATIONS BY LEVEL (IN NUMBER OF ASSETS) IN COMPARISON WITH THE EUROPEAN RETAIL REAL ESTATE SECTOR[(b)]



- European Real Estate sector (including the UK) – update 2022
- URW (Europe)

(a) Building Management (Part 2).
(b) Source: BRE Global "BREEAM In-Use" data - Retail assets certified under Part 2 under BRE Global (International), ITG (Spain), NGBC (Netherlands) & TUV (Austria & Germany), as at December 31, 2022 - Retail assets certified under BREEAM In-Use International 2015 and V6 (Part 2).

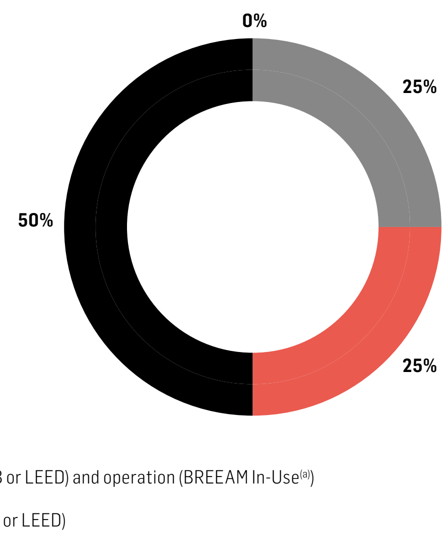
– OFFICES

As at December 31, 2022, 50% of the owned and managed Office portfolio was certified.

COVERAGE OF BREEAM IN-USE ENVIRONMENTAL CERTIFICATION OF THE GROUP'S STANDING ASSETS IN NUMBER OF ASSETS AND FLOOR AREA – OFFICES

2022	Number of assets certified	Surface area certified (sqm)	Certification coverage % (in number)	Certification coverage % (in sqm)
Total certified Office assets	2	26,200	50%	29%
Of which Excellent or above (Part 2)	0	0.00	0%	0%

COVERAGE OF ENVIRONMENTAL CERTIFICATIONS IN OPERATION AND DEVELOPMENT WITHIN THE TOTAL GROUP STANDING OFFICE PORTFOLIO (IN NUMBER) (%)



(a) Building Management (Part 2).

– CONVENTIONS & EXHIBITION VENUES

Regarding Convention & Exhibition venues, apart from the current ISO 20121 certification of all the Group's Convention & Exhibition assets in activity (see section 2.2.3.1 Environmental Management System (EMS)), in 2021 le Palais des Congrès de Paris obtained a BREEAM In-Use re-certification (Asset Performance - Part 1 - and Building Management - Part 2 - both rated "Excellent").

2.2.3.3 GREEN LEASES AND TENANT COMMITMENTS

Since 2009, the Group has been committed to an active "Green leases" policy. Green leases aim at improving tenants' sustainability performance during the operation phase through a set of requirements, including fit-out, operation and reporting requirements.

This approach, based on dialogue, information, and sharing of best practices, encourages the tenants to play a role in the environmental performance of the assets that they occupy. As well as contributing to lower common and private service charges through decreasing energy and utilities consumption and improving waste management, this change in behaviours is helping the Group and its stakeholders to prepare for increased constraints on resource management (regulation, availability, etc.).

In that respect, since 2010 and ahead of all existing regulations, all new leases and renewals signed with Retail and Office tenants have had environmental clauses. These first versions of Green leases cover those aspects that are most relevant to improve tenants' environmental behaviours and performances, such as commitment to sharing energy consumption data, technical specifications for fitting-out tenant spaces (especially maximum power for private lighting), and various measures to save energy and water and sort waste.

As part of the Better Places 2030 commitments, this environmental appendix on leases was strengthened in 2017 to reflect the Group's new ambitions in terms of environmental performance and contributions to the community. Indeed, meeting the Group's reduction target of its carbon footprint from operations requires strong involvement of tenants, given the scale of their energy use (see section 2.2.1.2 Carbon assessment). To accomplish this, the two Group levers of improving energy efficiency and transitioning to renewable energy sources are also implemented in the private areas of the assets, in cooperation with the tenants. Clauses have been added to the first version of Green leases and include, in particular, the obligation to install LED lighting solutions for any new fit-out works performed in private tenant spaces and the obligation to sign a supply contract guaranteeing that electricity is procured from renewable sources. To support the Group's engagement with its communities, a clause has also been added to invite the tenants to participate in initiatives organised by the Group to promote local employment. This constitutes the second version of the Group's Green lease ("Green Lease Version 2").

Following the acquisition of Westfield in June 2018, the Group has been working on Green lease templates applicable to the US and the UK. In 2021, these Green lease templates have been rolled out in the UK. In the US, the provisions contained in the Green lease template are progressively integrated through other documents such as the tenant handbook or fit-out guides, and will be rolled out in the US in 2023 (initial timeline has been postponed due to the global COVID-19 pandemic).

The tables hereafter show the penetration rates of the latest applicable Green lease version across the Group assets, both for standing assets and pipeline projects. In shopping centres, the penetration rate of Green leases signed in 2022 is 60% Group-wide, which breaks down into a penetration rate of up to 79% in Continental Europe and of 22% in the US and in the UK. Regarding offices, Version 2 Green leases were implemented since the start of 2018 and reached a penetration rate of 100% of leases signed in 2022.

2022 NUMBER AND PERCENTAGE OF GREEN LEASES AMONG IN-YEAR SIGNED LEASES AND ACTIVE LEASES (SHOPPING CENTRES AND OFFICES)

	Retail			Office
	Total	Continental Europe	US and UK	Total
Number of Green leases signed during the year	1,890	1,652	238	15
% of Green leases signed among leases signed during the year	60%	79%	22%	100%
% of Green leases among total active leases at year end	46%	65%	12%	42%

In Continental Europe, to support tenant adoption of energy efficient lighting technologies and electricity from renewable sources, Memorandums of Understanding covering LED and green electricity topics have been signed until 2019, these topics now being covered by the Green Lease Version 2.

The topics of responsible resource consumption, environmental performances, behavioural changes or implementation of operational improvements are often discussed through the regular operation of the shopping centres.

2.2.3.4 ENERGY MANAGEMENT

The Group targets, in its Better Places 2030 strategy, to improve the energy efficiency of its shopping centres by 30% (kWh/sqm) by 2030, compared with a 2015 baseline. As part of its Better Events strategy, Viparis revised in 2022 its initial target of reducing the energy intensity of its convention and exhibition venues from 25% to 30% (kWh/sqm DOCC) by 2025, while keeping its target of reducing the baseload energy intensity of its Convention & Exhibition venues by 15% by 2025, compared with 2014 levels. In accordance to French "*Decret Tertiaire*", both URW and Viparis French assets aim to achieve a -40% energy intensity reduction (kWh/sqm or kWh/sqm DOCC) by 2030.

As part of its operational management process of environmental performance, the Group measures improvements in its energy efficiency by asset type against these targets: progress and results are disclosed in section 2.1.4.1 Summary of the Group's sustainability performance.

To reach its ambitious targets in terms of energy efficiency, the Group has formalised a dedicated Energy Management Policy, whereby assets are required to define their energy management action plan, setting the operational path towards reaching the objective, with levers identified at asset level to improve energy efficiency, their associated budget, and their gradual implementation schedule. This policy also underlines energy optimisation best practices and sets the approach to define renewable energies action plans as well as sets requirements on green electricity purchasing.

In the wake of energy crisis in summer 2022, URW has announced an increase of its energy efficiency ambition in Europe by an additional -15% for the year 2022. This includes a -20% reduction for France, beyond governmental expectations. Thus, in addition to the long-term energy action plan (updated in 2022 as every year), an Emergency Energy Plan was developed in each asset and consolidated at European level to match the Group short-term energy efficiency objectives.

In 2022, the energy action plan process (including emergency and management actions) was improved in two ways: first, a 2-day seminar was organised for the internal energy expert community to share feedback and expertise, as well as to commit on priorities for each country. Second, the asset-level energy action plans were reviewed with country management teams to raise awareness of URW leaders on energy topics and validate budget integration. These improvements also resulted in shaping the next Group-wide and strategic roll-out projects, like energy submetering and photovoltaic plants.

In Europe, since 2021, the energy action plans are built directly into a new custom tool for monitoring and reporting, called "Operational Data Portal". This new process has allowed the Group to easily benchmark and compare energy actions proposed by the Group's regions and to allocate resources efficiently on the most impactful actions to reduce the energy impact. Based on the reporting in “Operational Data Portal”, the actions implemented in 2022 are estimated to annually save approximately 11.5 GWh across European assets.

In the US, an Energy Management Policy has been adopted in 2020 with the same content as in Europe. Comprehensive energy efficiency action plans at asset level were rolled out in 2022, in order to identify appropriate levers to achieve the Group’s energy efficiency objectives.

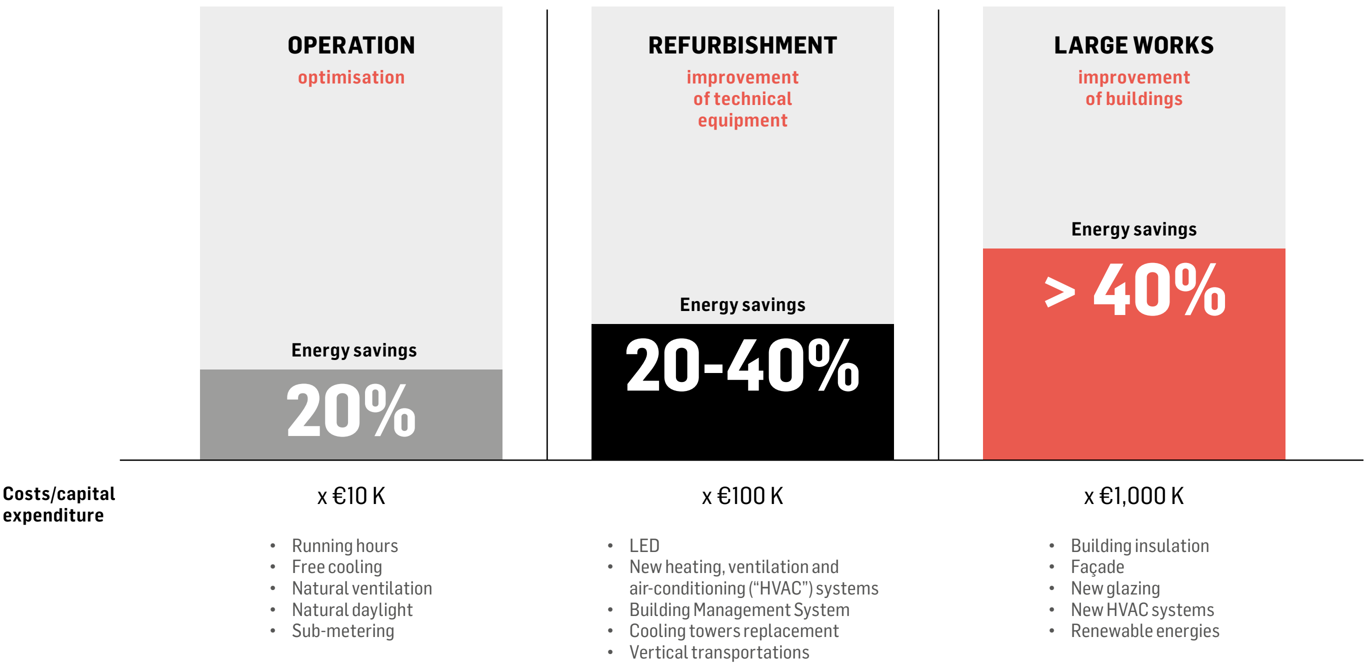
Regarding the Convention and Exhibition activity, Viparis rolled out an energy sobriety plan in order to participate to the event sector’s efforts to reduce energy consumption during the energy crisis. In accordance with an on-going “Performance 2025” energy plan based on investments, energy audits, improving energy management and measurements, reducing off-activity consumption, Viparis’ sobriety plan integrates implementation of best practices regarding temperature setpoint or lighting programme, energy-saving practices, nomination of energy experts on each venue, or supporting clients in putting their own energy sobriety plan into action during events.

– ENERGY CONSUMPTION

Energy efficiency is embedded in all existing processes relating to the technical management of each asset, by gradually ensuring:

- Daily optimisation of the operation and supervision of technical equipment;
- Technical improvements of equipment’s efficiency through nonrecurring annual maintenance works; and
- Intrinsic building structural works synchronised with the Group’s long-term value creation strategy (large works).

A GRADUAL AND PRAGMATIC APPROACH TO ENERGY SAVINGS



OPTIMISATION

In order to get the best return on energy efficiency solutions, the Group sets daily energy optimisation as its priority. Actions to optimise operations in order to improve energy efficiency are being undertaken in all the assets owned and managed by the Group, thanks to the strong commitment of the Group’s on-site teams, tenants and maintenance suppliers.

Standard practices include: daily monitoring of each asset’s energy consumption; identification of factors that affect energy consumption; optimisation of the running hours for each piece of equipment; seasonal action plans to adjust temperatures in line with weather conditions; strong focus on behavioural changes (for example turning out lights and using natural ventilation); and regular checks to ensure that technical equipment is working properly.

As an example, shopping centre night audits of tenant and common area energy use are conducted by operational teams in Europe to identify potential energy savings during the night shift and rationalise the functioning of energy-consumptive equipment to a minimum when the assets are closed to the public. In France, these night audits have been reinforced in 2022 with direct communication channel between the shopping centre management team and the security teams systematically touring centres at night. Optimisation of energy consumption was also permitted with daily energy management, combined with the implementation of an additional submetering structure. Indeed, submeters allow a greater responsiveness to misuse or overconsumption and makes it possible for URW to prevent these situations by interacting with its tenants and thus support them in their energy efficiency. In 2022, the Group launched a European programme to continue the roll-out of energy submetering and to ensure a minimum standard across the portfolio, starting by auditing existing submetering features in each asset and designing full submetering specifications in 2023.

In 2022, 5 assets (CNIT, Lyon Confluence, So Ouest, Carrousel du Louvre and Westfield Forum des Halles) owned and managed by the Group in Europe had an Energy Performance Contract (EPC). In December 2021, a tender for an EPC for the Spanish portfolio has been awarded. These EPCs are contractual agreements between URW and the energy contractor, with the scope of energy supply, maintenance and energy management under which the latter commits to improve the energy efficiency of an asset. These contracts, underpinned by bonus-malus incentive clauses, encourage the supplier to contribute to the Group objective of reducing on-site energy consumption and manage the associated costs.

The Group implements automated energy monitoring systems to improve the daily management of its energy consumption. In 2021, the US started the rollout of a real-time energy metering and fault detection platform to better streamline operations by providing real-time insights, alerts, and analytics that actively reduce of consumption. URW finalised installation of this system across the US flagship portfolio in 2022. In addition to this, in 2022, the US began the pilot of a whole-building analytics and active monitoring commissioning system. The initial results of this pilot have been very successful from energy and emissions savings perspectives, and the pilot is poised for strategic expansion in 2023. In Europe, the Group started to work with Deepki in 2018 to roll out energy consumption monitoring in its shopping centres and Convention & Exhibition venues. In 2022, Deepki was rolled out in Austria and Poland, and process has also started in the UK (in addition to Sweden, Denmark, Germany, Czech Republic, Spain, France and The Netherlands), covering a total of 9 European countries at 2022 year end. This proves to be a helpful tool to control energy and fluid consumption at the level of each shopping centre and each country, thanks to dashboards based on the data collected. The data from submeters are also integrated in the Deepki tool.

IMPROVEMENT OF TECHNICAL EQUIPMENT

With regard to technical equipment, the Group is systematically outfitting its assets with Building Management Systems, which are regularly upgraded, so on-site teams can easily monitor and manage energy performance. Energy efficiency is also a crucial factor when it comes to replacing technical equipment, especially in the context of regular maintenance works related to lighting, heating, cooling and ventilation: low-consumption energy-effective alternatives are systematically considered in the multi-annual planning process.

When refurbishing old equipment, the Group's assets are to comply with minimal energy efficiency standards, such as replacing fixed speed units with variable speed units, implementing sensor-regulated equipment and introducing systems with energy recovery or limiting energy losses, such as shifting to LED light bulbs.

The renovation of systems such as cooling towers, chillers, pumping systems or ventilations filters on kitchen extract units lead to a higher energy-effectiveness. In Europe, based on the reporting in the "Operational Data Portal", the actions for renovating systems implemented in 2022 are estimated to have saved approximately 5.7 GWh (49% of the total estimated annual energy savings planned for all 2022 energy-related actions implemented in Europe). Works on HVAC brought large savings. For example, Clima Project in Westfield Taby Centrum is a long-term project running from 2017 to 2026, and aims at deeply refurbishing the whole technical systems.

As part of its Better Places 2030 strategy, URW aims to systematically implement LED lighting solutions in the common areas of its owned and managed shopping centres. At the end of 2022, 69% of the Group's shopping centres were equipped with full LED lighting in their common areas. In Europe (including the UK), as of December 31, 2022, 84% of lighting fixtures in common areas of the Group shopping centres are based on LED technology, compared with 95% in the US.

The Group implements LED lighting technology across its standing portfolio (common and private areas) through two levers:

- The planning and rollout of LED refurbishment projects through the identification of specific budgets lines in the Group assets' 5-year budget plans supporting the gradual replacement of existing light sources with LED equipment; and
- The onboarding of retailers in the Group's LED installation programme, through Green leases provisions requiring the setup of LED lighting when refurbishing or opening stores (see section 2.2.3.3 Green leases and tenant commitments).

In Europe, based on the reporting in the "Operational Data Portal", the actions for lighting optimisation implemented in 2021 are estimated to have saved approximately 3.9 GWh (33% of the total estimated annual energy optimisation planned for all 2021 energy-related actions implemented in Europe). This lighting optimisation concerns areas such as malls, façades, car parks or back-of-house spaces. For instance, Wroclavia saved an estimated 330 MWh installing LED lightings in 2022. The largest LED project in 2022 across Europe was achieved in Westfield London, where approximately 1750 MWh were saved in 2022.

IMPROVEMENT OF BUILDINGS

The main improvements in the core building efficiency (e.g. thermal insulation, light shafts, etc.) are synchronised with major extension and renovation development projects, for which the Group targets an environmental certification of the highest level (see section 2.2.2 Design sustainable buildings).

RESULTS

In 2022, shopping centres owned & managed by the Group achieved a 4% increase in energy intensity (kWh/sqm) on a like-for-like basis, compared with 2021. Regarding the office portfolio, the energy intensity increase reached 9%. Convention and exhibition venues reduced their energy intensity by 52% over the same period.

The 2015 to 2022 evolution results against strategic targets are disclosed in section 2.1.4.1 Summary of the Group's sustainability performance.

This increase in energy intensity is closely linked to the reopening of our shopping centres with zero closure in 2022 compared to an average closure period for the Group's shopping centres of 62 days in 2021.

ENERGY CONSUMPTION (MWh)

Final energy consumed by the assets in common areas and by common equipment, and provided to tenants for heating and/or cooling. Individual tenant energy consumption is not included. Energy consumption includes both energy purchased from the grid (produced off site) and energy produced on site and self-consumed by the Group's assets.

	Retail	Office	Convention & Exhibition
2022 TOTAL	**671,784.4**	**9,630.3**	**41,683.2**
of which natural gas (Scope 1)	*77,219.1*	*-*	*4,642.2*
of which electricity (Scope 2)	*407,355.0*	*4,979.0*	*26,122.0*
of which district heating & cooling (Scope 2)	*187,210.2*	*4,651.3*	*10,919.0*
Of which on-site production (%)	2%	0%	0%
Of which off-site purchase (%)	98%	100%	100%

LIKE-FOR-LIKE EVOLUTION IN ENERGY CONSUMPTION (MWh AND %)

	Retail	Office	Convention & Exhibition
2022 like-for-like (MWh)	588,231.6	4,610.8	41,683.2
of which natural gas (Scope 1)	*62,712.6*	*-*	*4,642.2*
of which electricity (Scope 2)	*359,008.0*	*2,224.0*	*26,122.0*
of which district heating & cooling (Scope 2)	*166,511.0*	*2,386.8*	*10,919.0*
2021 like-for-like (MWh)	568,215.1	5,050.7	22,809.1
of which natural gas (Scope 1)	*66,425.6*	*-*	*1,171.0*
of which electricity (Scope 2)	*357,673.0*	*2,192.0*	*15,469.0*
of which district heating & cooling (Scope 2)	*144,116.5*	*2,858.7*	*6,169.2*
2022/2021 change (%)	**4%**	**-9%**	**83%**
of which natural gas (Scope 1)	*-6%*	*-*	*296%*
of which electricity (Scope 2)	*0%*	*1%*	*69%*
of which district heating & cooling (Scope 2)	*16%*	*-17%*	*77%*

FINANCIAL IMPACT RESULTING FROM VARIATIONS IN ENERGY CONSUMPTION (€)

Total cost saved due to the reduction of energy consumption, estimated on a like-for-like basis.

	Retail
2022/2021 change in energy consumption (MWh)	18,240
Estimated financial extra costs 2022/2021 (€)	3,074,196

ENERGY EFFICIENCY OF STANDING ASSETS, PER AREA FOR SHOPPING CENTRES AND OFFICES (kWh/SQM) AND PER USAGE FOR CONVENTION & EXHIBITION VENUES (kWh/SQM DOCC[(1)])

Energy efficiency is calculated on the scope of final energy purchased from the grid. Energy self-consumed from on-site production is excluded.

	Retail (kWh/sqm)	Office (kWh/sqm)	Convention & Exhibition (kWh/sqm DOCC)
2022 TOTAL	**143.37**	**106.6**	**1.494**
2021 like-for-like	137.06	103.1	3.1
2022 like-for-like	142.98	112.2	1.494
2022/2021 change (%)	**4%**	**9%**	**-52%**

(1) Areas occupied per days of occupancy.

– ENERGY MIX

URW works at reducing the environmental impact of the energy it consumes by purchasing renewable energy from suppliers and generating low-carbon or renewable energy on site. As such, the Group targets, as part of its Better Places 2030 strategy, to:

- Multiply its installed capacity of on-site renewable energy fivefold by 2025, compared with 2015 (see results in section 2.1.4.1 Summary of the Group's sustainability performance); and
- Source 100% electricity from renewable sources for its owned and managed assets.

PURCHASING OF RENEWABLE ENERGY

In this context, the Group has accelerated its transition towards sourcing electricity derived from renewable sources ("green electricity"). In Europe, the Group started to sign green electricity contracts with energy suppliers since 2009, and 100% of assets (shopping centres, offices, and Convention & Exhibition centres) have been running entirely on green electricity since 2018. This green electricity is covered by mechanisms of Guarantee of Origin as defined by the 2009/28/ EC European Directive. In the US, URW rolled out an equivalent green electricity certificate mechanism in 2021 for its portfolio and maintained full coverage since, with 100% of the US annual electricity consumption covered by Renewable Energy Certificates. The Group has maintained its objective of sourcing 100% of its portfolio's electricity consumption from renewable sources in 2022.

The Group also purchases renewable electricity directly from renewable energy production plants in the form of Power Purchase Agreements ("PPA"). A PPA (15-years contract with a 132 kW system) covers the supply of Westfield Culver City (US). The Group also increased the part of PPA in 2022 in its electricity supply, covering approximately 19% of the French portfolio's annual electricity consumption. The electricity generated under this PPA comes from a wind farm located in France.

Beyond the purchase of certified green electricity, the energy mix of the Group's assets is a key focus. For example, the Group chooses district systems rather than natural gas to heat its buildings wherever possible. In Minto (Germany) and Spain, the natural gas suppliers of the Group's shopping centres are committed to compensate the GHG emissions linked to this energy supply to the Group.

The Group's policy of purchasing renewable energy from its suppliers offers two key benefits. First, it reduces the carbon intensity of the Group's operations. Second, it encourages producers to invest in "green" power-generation technologies by contributing to build market demand for renewable energies.

The Group is committed to extend this measure to shopping centre tenants as well, through a contractual requirement to source green electricity in private areas (see section 2.2.3.3 Green leases and tenant commitments).

PRODUCTION OF RENEWABLE ENERGY

For many years now, the Group has been rolling out a solar photovoltaic installation programme across its portfolio to generate electricity on site. The installed capacity of the Group's systems has continued to increase. In 2022, new PV plants were notably finalised in Slovakia (Aupark, 496 kWp), Sweden (467 kWp in Westfield Taby Centrum) and the largest photovoltaic plant on a shopping centre roof in Europe was completed in Westfield Shopping City Süd (Austria) to reach 2,6 MWp installed. In addition, the Group launched in 2022 a European programme to continue the roll-out of PV plants across the whole portfolio, starting by identifying PV potential in all assets.

In total, there are 7 solar panel installations across 6 US assets, 21 across the Group's Europe assets (in France, Spain, Austria, Sweden, Poland and The Netherlands), and a wind turbine installed in Westfield Carré Sénart Shopping Centre (France). In France, Aéroville shopping centre also uses geothermal energy to meet its heating and cooling needs. A solid pipeline of future projects is maintained throughout the Group, such as photovoltaic self-consumption plants.

The total installed renewable energy capacity of the Group's assets in 2021 is **17 MW**.

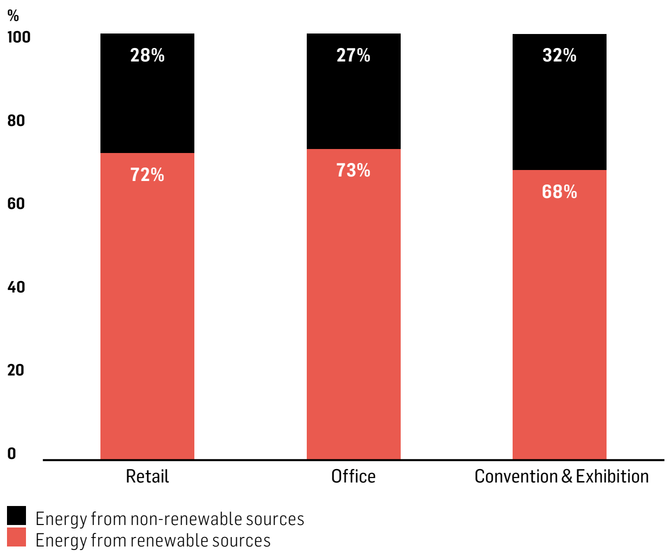
The renewable electricity produced by the Group is either self-consumed to meet an asset's energy needs, or sold to the grid. The total on-site production of renewable electricity at the Group's assets and breakdown between energy sold and self-consumed is as follows:

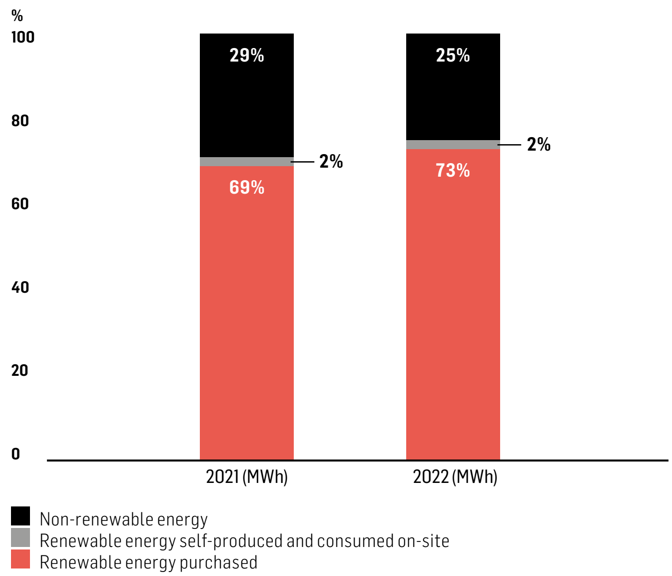
2022 RENEWABLE ELECTRICITY PRODUCED ON SITE (MWh), WITH BREAKDOWN BETWEEN SALES AND SELF-CONSUMPTION (%)

	Retail	Office	Convention & Exhibition
Total renewable electricity produced on site (MWh)	13,122.8	-	-
of which self-consumed (%)	95%	-	-
of which sold (%)	5%	-	-

RESULTS

2022 ENERGY MIX AND ITS EVOLUTION (ALL OWNED AND MANAGED ASSETS)





The Group's energy mix varies from country to country and is mainly influenced by the Group's voluntary low-carbon energy production and renewable energy purchasing policy, which increased the share of renewable energy in the final energy mix consumed by the assets owned and managed by the Group to reach 74% in 2022.

SHARE OF TOTAL ENERGY CONSUMPTION DERIVED FROM RENEWABLE SOURCES PER ENERGY SOURCE: ELECTRICITY, DISTRICT HEATING AND COOLING, AND DIRECT ENERGY CONSUMPTION (%)

	Retail	Office	Convention & Exhibition
2022 total electricity consumption (MWh)	407,355	4,979	26,122
of which green electricity (%)	**100%**	**100%**	**99%**
2022 total district heating & cooling consumption (MWh)	187,210	4,651	10,919
of which renewable energy (%)	**39%**	**44%**	**23%**
2022 total fuels direct energy consumption (MWh)	77,219	-	4,642
of which renewable energy (%)	**0%**	**-**	**0%**

2.2.3.5 WATER MANAGEMENT

The non-financial risk assessment pointed out that water is not a key environmental issue for URW. Indeed, the assets of the Group's portfolio are not considered as being significant water consumers.

Nevertheless, URW acknowledges water as a fundamental resource and upholds the right for everyone to have fair and equitable access to it. Reducing water consumption is an operational target at all sites as part of the Group's resource efficiency policy and is closely tracked and managed at asset and Group levels. Based on environmental best practice, the Group is taking active steps to limit water consumption, reduce water waste and maintain water quality.

Water consumption at the Group's assets is mostly driven by their number of visitors. Special efforts are made to install water-efficient equipment, optimise operating practices, and ensure that leaks are detected and repaired rapidly. For example in the Nordics, the Group continued the roll-out of real-time water monitoring system called "Smartvatten". In 2022, this water leakage detection system started being deployed in Fisketorvet and Westfield Taby Centrum. Water monitoring is a key focus for the Group, which also started rolling out water connected submeters in some assets in France. Northern Europe assets also kept on installing hourly controlled valves that allow systematically turns off water supply in some areas out of the opening hours to reduce leak risks. Additionally, aerators and other low-flowrates water features are implemented in assets in accordance to BREEAM requirements. In 2022, the US continued the rollout of a real-time water monitoring platform to better streamline operations by providing real-time insights, alerts, and analytics that actively drive the reduction of consumption. This system is currently active at 14 US assets. As a result, several leaks from pipes, valves, irrigation lines and sanitary equipment were identified and repaired, and significant water and cost savings were achieved. In addition to this impactful programme, a pilot of smart irrigation systems was installed at 4 US centres, and traditional turf at Galleria at Roseville was converted to drought tolerant landscaping.

To optimise water use and leverage-associated cost savings, the Group also prioritises the use of non-drinkable or reused water over drinkable water wherever possible. In 2022, 12 shopping centres collected 201,930 m^3 of rainwater and groundwater or of greywater on site, which were used for cleaning and for watering green spaces. Projects are also planned in the environmental actions plans of some of the Group's assets to increase water reuse, using underground water for cooling towers or extending roof rainwater harvesting systems for landscape areas with additional water tanks.

At existing assets, the Group relies on a close cooperation with tenants to reduce water consumption. Green leases (see section 2.2.3.3 Green leases and tenant commitments) and tenants' discussions on site are used to help raise awareness among tenants about water use and to get them on board with water management.

In terms of preventing environmental pollution, run-off water collected from car parks is treated before being disposed of through municipal wastewater networks.

In 2022, water consumption at owned and managed shopping centres increased by 1% compared with 2021 on a like-for-like basis. The continued distribution of hydroalcoholic gel in common areas also contributes to limiting water consumption.

In 2022, water intensity in litres/visit at owned and managed shopping centres decreased by -22% compared with 2021 on a like-for-like basis.

– WATER CONSUMPTION (M^3) BROKEN DOWN BY SOURCE (%)

Water purchased from the district network (municipal water) and water withdrawals from other sources for use in common and private areas of standing assets.

	Retail	Office	Convention & Exhibition
2022 TOTAL WATER CONSUMPTION	**5,568,313**	**12,273**	**206,593**
of which municipal water (%)	*94%*	*100%*	*100%*
of which rainwater (%)	*3%*	*0%*	*0%*
of which groundwater (%)	*1%*	*0%*	*0%*
of which surface water (%)	*3%*	*0%*	*0%*
of which wastewater from another organisation (grey water) (%)	*0%*	*0%*	*0%*
2021 Like-for-like	5,451,056	8,289	160,141
2022 Like-for-like	5,531,613	6,451	206,593
2022/2021 CHANGE (%)	**1%**	**-22%**	**29%**

– WATER INTENSITY OF STANDING ASSETS PER USAGE FOR SHOPPING CENTRES (LITRE/VISIT/YEAR), FOR OFFICES (LITRE/OCCUPANT/YEAR), AND FOR CONVENTION & EXHIBITION VENUES (LITRE/SQM DOCC/YEAR)

	Retail (Litre/visit)	Offices (Litre/occupant)	Convention & Exhibition (Litre/sqm DOCC[(1)])
2022 TOTAL	**6.34**	**1,995.66**	**3.46**
2021 like-for-like	8.14	1,935	8.91
2022 like-for-like	6.36	1,491	3.46
2022/2021 change (%)	**-22%**	**-23%**	**-61%**

(1) Areas occupied per days of occupancy.

2.2.3.6 WASTE MANAGEMENT

The Group has set itself the target of sending no waste to landfill by 2025 in its Better Places 2030 strategy (see progress in section 2.1.4.1 Summary of the Group's sustainability performance). URW's waste management approach is consequently designed to maximise recycling and minimise disposal to landfill.

The total volume of waste generated in a building, whatever its use, is mostly dependent on the level of activity of the tenants, i.e. sales for shopping centres and occupancy for office buildings. This means that the Group has a limited impact on the total volume of waste generated on site. Nevertheless, the Group is committed to waste management efficiency measures, such as increasing waste sorting, and raising awareness among tenants, as well as incentivising them to reduce the amount of waste disposed, and implementing innovative waste management solutions.

– IMPROVING WASTE SORTING IN COLLABORATION WITH TENANTS AND WASTE SERVICE PROVIDERS

Suitable waste segregation facilities are in place in all assets and most assets are equipped with specific sorting facilities and treatment solutions for organic waste, which represents a significant share of the total amount of waste generated by the Group.

Tenants are regularly informed and made aware of local on-site waste management policies and processes and of the importance of sorting waste. This is via, for example, tenants' on-site discussions, and the development of site-level waste sorting guidelines reminding tenants of what to do with different types of waste. Both supplier purchasing contracts and tenant Green leases establish the minimum requirements to be met for waste sorting and recycling. Waste management service providers must monitor and submit a monthly progress report, with details of tonnages collected by type of waste and recycling percentages achieved. Furthermore, they are asked to regularly submit a waste management improvement plan or propose available opportunities, such as upgrades in material recovery facilities, or modified equipment when the tenant mix changes to site management teams, to ensure the efficient management of each location's waste streams. Shopping centre technical managers meet with waste management service providers on a frequent basis to monitor progress and performance. The waste solution providers' remits, however, extend beyond just management and reporting, also focusing heavily on tenant engagement and communications.

Tenant education includes delivering tenant-level waste sorting guidelines to the retailers' teams, updating and adding signage on waste bins, sharing best practices, highlighting the importance of properly sorting material, and outlining the legal requirements associated with the waste management programme. For example, in the UK, educational sessions with retailers are held regularly via the waste contractor's "Green Academy" programme. In the US, assets with organic waste food-service programmes are provided additional assistance for the set up and ongoing management of diverting pre-consumer food waste. All the Group's shopping centres also hold yearly meetings with their stakeholders (tenants and waste treatment providers), with a detailed account of the site's waste management outcomes. In the US, additional education is provided to tenants on an ongoing basis when and where there are opportunities to improve performance.

Tenants are also being incentivised through the implementation of individual reinvoicing of waste charges. An increasing number of shopping centres are equipped with an advanced waste management system, which consists of weighing the waste of each tenant separately to invoice them on the actual tonnage they generate. This encourages better waste sorting, enabling tenants to reduce the tonnage of residual waste for which the final disposal is more expensive. This system contributes efficiently to improving the asset's recycling rate. Waste awareness among tenants was also enhanced with waste ambassadors in each asset in Spain.

– DEVELOPING INNOVATIVE WASTE MANAGEMENT SOLUTIONS

On-site innovative waste treatment solutions are also installed in several of the Group's assets to increase the amount of valorised waste and reduce waste management costs, such as eco-digesters turning organic waste into inert greywater which can then be flushed into a standard drain and composters producing fertiliser for green spaces out of organic waste.

The Group also worked on improving waste service providers contracts, by integrating requirements for higher rates of recycling and 0% waste to landfill in new tenders signed in Spain and France for example. In addition, reverse vending machines available to visitors have been tested in the UK to foster recycling of coffee cups and other small food packaging.

The Group has also built and nurtured a sustainable partnership with the start-up Too Good To Go since 2018. The solution helps retailers prevent wastage of unsold food at the end of the day, by putting them in touch with consumers through an application offering baskets of unsold products at a discount price. After the success of an initial pilot project launched at the Westfield Euralille shopping centre (France), the Group launched the large-scale roll-out of this partnership across all of its French shopping centres in early 2019. Then, in 2020, the Group expanded the partnership across all of Europe, and in 2021 in the US. In 2022, 309,000 meals (+28% compared with 2021) were saved across URW's portfolio thanks to this initiative.

Westfield Old Orchard is the new home of the Skokie Spring Greening event, which allows the community to drop off and properly recycle environmentally sensitive items such as electronics, paints, medications, textiles, batteries, fire extinguishers, holiday lights/wiring, and paper for shredding. This event has been ongoing for 13 years, and 2022 was the second year it was hosted at Westfield Old Orchard and had its highest turnout ever, with 1,250 vehicles arriving to properly dispose of 30K-50K pounds of these sensitive materials.

As part of its Better Events 2030 strategy, Viparis has created a new dynamic in the events industry by focusing on the circular economy and initiating joint discussions with various stakeholders such as event operators, event organisers, standholders and cleaning services. This led to three tests at three different-sized exhibitions at the Paris Nord Villepinte convention site. The initial results of these tests were encouraging, with up to 65% of waste sorting for one of the exhibitions tested. In 2022, a partnership between a cleaning and waste provider and Viparis at Porte de Versailles venue leaded to the set-up of an on-site sorting centre, increasing so the part of event wastes being recycled. In addition to waste flow management and figures, issues relating to waste valorisation streams and eco-design were discussed. This circular economy work will give rise to new common goals among the stakeholders of the French Union of the event industry (Union Française des Métiers de l'Événement, "UNIMEV"). A "Green Growth Commitment" (French ECV), was signed between the industry stakeholders and four Ministries of the French Government to find practical solutions to tackle the waste issue and reach concrete recycling objectives. In addition, following a technical and economic study of event's waste management initiated in 2020 by UNIMEV, in partnership with the eco-organisation Valdelia, a more exhaustive study was launched in November 2021, also piloted by UNIMEV, to complete its results. This study is still ongoing. A food-waste diversion programme implemented at Palais des Congrès de Paris with Moulinot, a company from social and solidarity economy, resulted in 5.8 tonnes of food-waste methanised.

– RESULTS

In 2022, 32% of the waste generated by the Group's owned and managed shopping centres was sent to landfill, of which 8% valorised with energy recovery. A total of 41% of waste was recycled (including reuse, material and bio-waste recycling), compared with 43% in 2021. In total, 70% of waste was valorised in 2022, through recycling or energy recovery.

The increase in total waste generated by the Group in 2022 compared with 2021 is directly linked to the activity recovery following the 2021 closures due to the COVID-19 health crisis.

TOTAL WASTE GENERATED (METRIC TONNES), AND BREAKDOWN BY DISPOSAL ROUTES (%)

Total waste[(1)] collected on site, generated from shopping centre operations (common areas and tenants) and associated waste treatment streams.

	Retail
2022 Total waste (metric tonnes)	**112,748**
of which recycled waste (%)	*41%*
of which recovered waste: waste-to-energy (%)	*29%*
of which not recovered (%)	*30%*
2021 Like-for-like (metric tonnes)	**89,022**
of which recycled waste (%)	*43%*
of which recovered waste: waste-to-energy (%)	*29%*
of which not recovered (%)	*28%*
2022 Like-for-like (metric tonnes)	**112,328**
of which recycled waste (%)	*41%*
of which recovered waste: waste-to-energy (%)	*29%*
of which not recovered (%)	*30%*
2022/2021 CHANGE (%)	**26%**

(1) Waste for which URW has the legal management responsibility. The Group's waste management responsibilities and reporting scopes are guided by specific national requirements. At some assets, local authorities are responsible for waste management: in this case the Group does not control the final destination of the waste produced at these assets. The disposal of hazardous waste falls outside the Group's legal responsibility as it is managed directly by the maintenance contractors who are responsible for it, using the appropriate disposal route. Offices & Others and Convention and exhibition business units are excluded from the scope of waste indicators. At Convention and exhibition venues (business operated by the Viparis subsidiary), waste is indeed managed by exhibition planners. At Offices, waste collection services, whether ensured by a private company or the local authority, are shared with other buildings and owners. Therefore, separate data tracking for the Group is not available.

2.2.3.7 HEALTH AND SAFETY, SECURITY AND ENVIRONMENTAL RISK, AND POLLUTION

The prevention of health, safety and security risks for people (employees, customers, tenants, suppliers, subcontractors and local communities) and of environmental risks linked with the operation of its assets forms an integral part of the Group's risk management policy.

The Group complies with all applicable legislation in this regard and often exceeds minimum standards required by laws to ensure a higher standard of health, safety and security at its assets.

The Health, Safety and Environment ("HSE") and security management systems enable the Group to monitor and assess its performance regarding risk prevention on a day-to-day basis, and maintain a strong risk management culture embedded within operating and management teams.

– HEALTH, SAFETY AND ENVIRONMENT RISK MANAGEMENT

The Group has drawn up an appropriate HSE risk management policy which includes rules and guiding principles at Group level, supplemented at a local level by procedures that comply with local regulations. The main areas covered by the Group's HSE risk management policy are air and water quality, asbestos, air pollution, Legionnaires' disease, technical and safety installations, and fire extinguishing and alarm systems. In the context of the COVID-19 global health crisis, the Group has reinforced these risk management topics with a focus on pandemic risk since 2020, implementing strong sanitation and hygiene standards at all of its venues.

This Group policy includes, in particular, an annual review of HSE risks at standing assets for both European and US platforms by the Group Risk Committee, and the inspection and continuous improvement of these buildings and their technical equipment liable to have an impact on the environment or on personal safety. Technical documentation on regulatory maintenance and testing is also kept up-to-date and made available at each site. Policy monitoring is conducted by on site teams and checked every year by external auditors or internal management.

URW has worked with Bureau Veritas, one of the world's most distinguished leaders in testing, inspection, and certification services, since 2012 to attest to the implementation of very strict standards regarding health and safety within its assets. In Europe, an independent third-party audit was thus carried out in 2022, as it is every year, to assess HSE risks for building visitors and occupants at all the Group's assets (shopping centres, offices, and Convention & Exhibition centres)[1] in all countries in which the Group operates, based on a framework that incorporates both external regulations and Group policies. This audit awards the site one of four overall scores which reflect the extent to which HSE risks are being controlled:

A. Satisfactory risk management and control;
B. Satisfactory risk management and control, with improvements still needed for certain indicators;
C. Records of areas of non-compliance requiring the implementation of corrective actions; or
D. Unsatisfactory risk management and control.

A personalised action plan, monitored on a daily basis by operational teams, is systematically updated following each assessment in order to improve the quality of risk control as part of a process of continuous improvement. If a "D" rating is given, a second assessment is carried out in the month following the audit to check that all corrective actions identified have been implemented.

The Group's target is to obtain at least a "B" ranking for all its European owned and managed assets for the assessment of these risks. In 2022, 74% assets were audited Group-wide: 98% in Europe and none in the US. 100% of audited sites obtained an "A" or "B" rating level, no asset obtained a "C" rating. No "D" rating has been given for the last 10 years.

(1) Except for Gropius Passagen in which URW is holds a minority share.

ANNUAL HEALTH, SAFETY, AND ENVIRONMENTAL RISK MANAGEMENT ASSESSMENT

	Group total	Retail	Office	Convention & Exhibition
2022 HSE external assessment coverage (%)	74%	70%	100%	100%
% of which audited sites obtaining an A or B annual score	100%	100%	100%	100%

Internal reviews are also being held Group-wide, at asset level, to ensure the enforcement of HSE regulations and procedures, identifying actions that have been rolled out, new action plans to be implemented and associated budget. For example, in order to reduce its exposure to the risk of Legionnaires' disease, the Group is progressively replacing "open" cooling towers with systems permanently eradicating this risk on the sites in question.

One of the keystones of the Group's risk prevention approach is staff training. As such, local teams get the necessary HSE training under the supervision of regional technical teams according to their needs, and all new employees of relevant departments attend an introductory course to review HSE policies, encompassing risk control policies and tools. On-site teams are trained in first aid techniques and maintain close relationships with local emergency services (fire brigade, paramedics and police) as well as with the relevant administrative departments. For more details, see section 6.2.2.4 Security, Health and Safety risks – B. Health and Safety (H&S) (including pandemic and natural disasters).

Since 2020, the Group reinforced its HSE practices through the implementation of a third-party label in partnership with Bureau Veritas to certify its shopping centre practices are based on the latest recommendations of health authorities: the Group's guide to Hygiene, Safety and Environment practices has been updated with a team of experts and epidemiologists. As a result of this work, 100% of the Group's European shopping centres have been granted the "Safe & Healthy Places" label in 2022. This is issued by Bureau Veritas to attest to the excellence of their hygiene, safety and environmental practices in compliance with the latest safety recommendations.

In addition to the certification of European centres, Bureau Veritas conducted a review and audit of URW's COVID-19-related Health and Safety practices, policies and procedures in the US: all US shopping centers continue to rely on stringent cleaning protocols conducted by the on-site janitorial contractors.

The progressive reopening of shopping centres following the COVID-19 crisis has also been accompanied with the creation of a charter emphasising common efforts between URW and its retailers and service providers to ensure health and safety in the assets and inform visitors of operational measures. Co-signed by all these stakeholders, this charter demonstrates the collective readiness to welcome visitors in the best possible way, around the following commitments:

- To ensure customers and partners are well informed;
- To ensure everyone is protected;
- To ensure compliance with the most strict hygiene rules; and
- To ensure compliance with social distancing rules.

The full Working Together Charter is publicly available on the Group's website[1]. For more information on the welcoming of visitors and the collaborative work with retailers, please refer to section 2.3.4.2 Open dialogue with tenants and visitors.

Regarding Convention & Exhibition venues, Viparis has drawn up H&S guidelines for event venues as a top priority for employees, event organisers, exhibitors, service providers and visitors alike. Every point of contact between Viparis and its stakeholders has been identified to define a fully comprehensive safety protocol, which Bureau Veritas has validated based on the latest recommendations of health authorities. In 2020, a specific Hygiene Security Environment label has been developed, entitled "SAFE V", encompassing general and venue-specific measures, as well as measures for employees, service providers and organisers, to complement national health protocols. The "SAFE V" label has been attributed to all Convention & Exhibition venues except for one, in compliance with this full audit grid developed by Viparis and Bureau Veritas.

(1) https://www.urw.com/en/press/press-news/2020/our-commitment-to-you

COMPLIANCE WITH HEALTH AND SAFETY REGULATION

Penalties for non-compliance related to building H&S.

	2022
2022 number of sanctions for non-compliance related to building H&S	0
2022 monetary value of associated fines (€)	0

COMPLIANCE WITH ENVIRONMENTAL REGULATION

Penalties for non-compliance with environmental legislation and regulations.

	2022
2022 monetary value of fines for environmental breaches (€)	2,855
2022 total number of non-monetary sanctions for environmental breaches	0

– SECURITY AND CRISIS MANAGEMENT

Mastering the security risk is key for the Group's portfolio, comprising public places welcoming a high number of visitors. In 2018, a complete department was created to cover terrorism threat, criminal activities and cyber-protection of the assets.

Monitored and managed through a Group Security Committee, the Security policy and strategy are overseen at Management Board level for the whole portfolio. A regional Security Action Plan, challenged by corporate teams, assesses the security threats and directs the security measures to align them with local specificities. A security audit is performed to check the minimum required protection level is achieved and to monitor the continuous enhancement of the Group's assets. All Group employees have also been invited to complete a complementary e-learning session on the Group Security Policy.

In addition to the prevention of security-related situations, in 2019 the Group finalised the implementation of the Crisis Management Framework and the related crisis training organisation (see section 6.2.2.4 Security, Health and Safety risks – A. Terrorism and major security incident).

Finally, the critical risk of terrorist attacks faced by several countries has prompted the Group to develop a resolute, responsible policy for providing protection and preventing the risk of attacks, with the chief aim being to reassure the tenants' and service providers' employees who work at sites managed by the Group as well as providing a safe environment for customers and visitors. These plans, worked out in close cooperation with local authorities and the enforcement authorities, combine surveillance and detection equipment, heightened security measures, information sharing and the training of tenants' staff in order to increase the vigilance of all site personnel and to react effectively in case of a threat.

URW's Crisis Management Framework ensures consistently high standards of preparedness and response to emergency incidents across all of its regions, with comprehensive policies, procedures and training programmes in place.

2.2.4 DEVELOP CONNECTIVITY AND SUSTAINABLE MOBILITY

As part of its Better Places 2030 programme, URW aims at ensuring access to public transport and sustainable mobility to the visitors of its assets. The Group is committed to reduce by -40% its Scope 3 carbon emissions linked with visitor transportation from a 2015 baseline (see section 2.2.1 Address climate change) and to achieve the target of having 50% of visitors accessing Group assets by sustainable means of transport by 2030. This engagement cascades down through the Group's development pipeline, in which the Group aims at 100% development projects significantly connected to public transport solutions by 2025. See section 2.1.4.1 Summary of the Group's sustainability performance for a summary of the Group results against these strategic targets.

By making these commitments, the Group is setting a long-term view on the evolution of mobility trends by working both on asset attractivity and actively encouraging new sustainable transport solutions and behaviours.

To strengthen the internal mobility expert community created in 2021 in Europe, a 2-day seminar was organised in 2022 to share best practice and discuss further synergies across countries. The two main focuses of the seminar were electric vehicle (how to structure and support local rollouts) and green mobility (current trends and feedback on possible actions to implement in our shopping centres). See section 2.2.4.1 Connectivity to transportation.

2.2.4.1 CONNECTIVITY TO TRANSPORTATION

The Group is focusing on assets that are well connected to public transport networks and are located within major cities. The Group's selection, investment and development processes look at connected projects and sustainable mobility solutions that have a strong positive impact on the surrounding territories. Indicators such as number of electric vehicle charging spaces, bicycle spaces, connection to public transport and projected car modal share are being assessed for each project in the Group pipeline. In particular, the Group has set minimal requirements regarding these mobility indicators for all its development projects in its Sustainability Brief for development projects. These requirements are to be reviewed at each key milestone of a project's development.

At 2022 year end, **100%** of the Group's development projects are connected to significant public transport solutions.

For standing assets, URW is committed to systematically providing its visitors, retailers and employees with an extended offer of sustainable transportation, such as short-distance carpooling, car-sharing solutions, charging stations for electric vehicles, adapted bicycle infrastructures and innovative autonomous electric transportation when available. For all the Group's shopping centres located in a bike-friendly area, continuous improvements are done regarding the on-site bike facilities in the frame of the "Come by Bike" project. This involves increasing the size of bicycle parks, installing electric bicycle chargers, repair tools and pumps, creating dedicated lanes, etc. In addition, bike events are organised across the portfolio, like those that took place in Wroclavia (Poland) in 2022, with bike checking & repair services, bike challenge leading to NGO donation and bike security marking to prevent thefts.

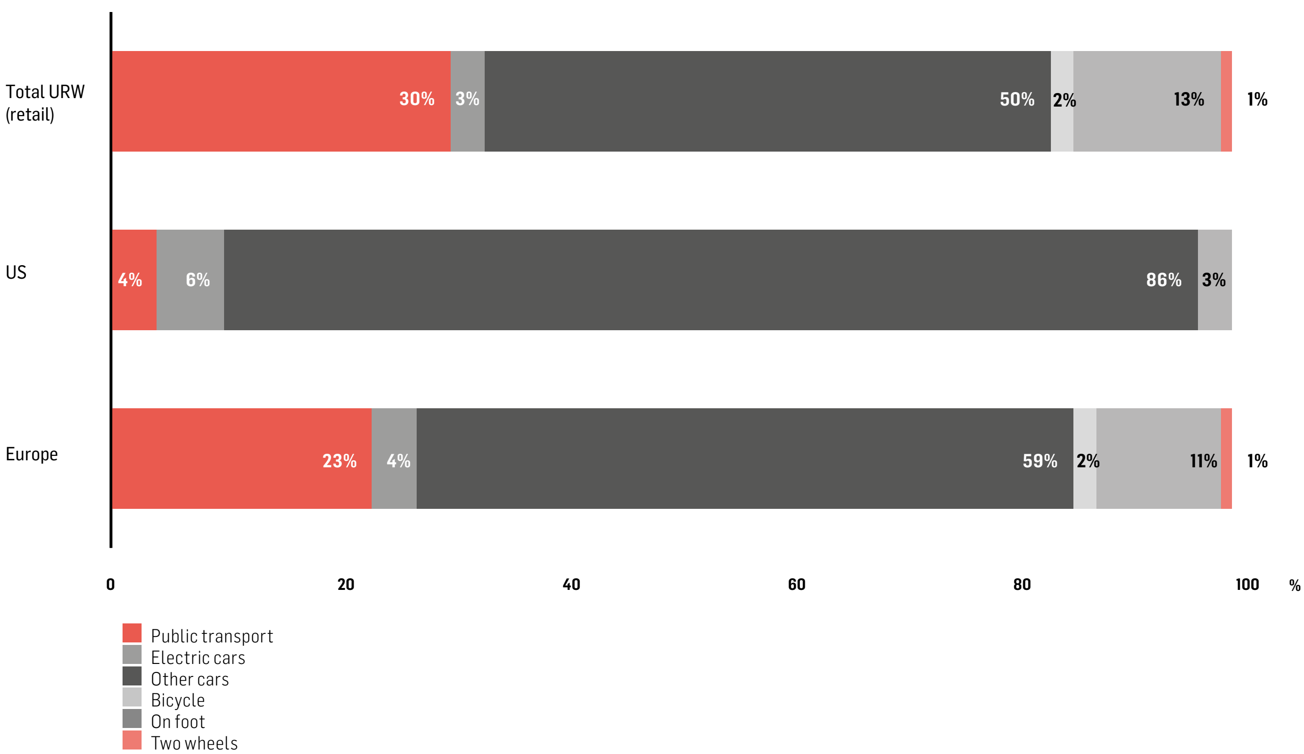
Assets are also working in close conjunction with local authorities to improve their connectivity with public transport services. For example, in Westfield Rosny 2 (France), the asset is preparing for the arrival of the metro: a part of URW ground was given to RATP (local public network operator) to build the entrance of the metro station and host 900 bike spots; the current walkway connecting the shopping centre entrance and the existing transportation hub, impacted by the ongoing works, got a new shine with a 1000 sqm colourful fresco. In CNIT (France), huge works are currently ongoing below the shopping centre where the new station of RER Eole (Parisian suburban trains) will open in with a direct connection to the mall.

A pilot programme to incentive clients coming by sustainable means of transport is currently ongoing in Confluence (France), with expected results in 2023.

As a result, **40%** of visitors travelled by sustainable means of transport (public transport, bicycle, on foot and electric vehicles) to the Group's shopping centres in 2022.

Regarding Convention & Exhibition venues, since September 2022, Viparis has implemented a transportation questionnaire for visitors when they connect to free Wi-Fi. An analysis of the results will lead to an appropriate action plan to support greener mobility.

BREAKDOWN OF GROUP SHOPPING CENTRES' VISITS BY TRANSPORT MEANS AND BY REGION (%)



– MOBILITY ACTION PLANS

In order to improve every aspect of its customers' mobility experience (time taken, cost, environmental impact, etc.) and to reach the ambitious mobility targets of its Better Places 2030 strategy, the Group has developed an internal tool: the Mobility Action Plan ("MOBAP"). This 360° tool starts with a diagnosis of transport methods offered by a shopping centre and used by its visitors, and leads to the design of an action plan with a two-fold objective:

1. Improve the centre's mobility experience; and
2. Deploy "soft" transport solutions to reduce the carbon footprint of visitors.

Some short-/medium-term actions that can be directly implemented are identified as part of MOBAPs, such as adding dynamic signage on shopping centre approaches to improve traffic management, as well as more long-term measures involving relations and partnerships with local authorities, such as developing shopping centres connectivity with planned bicycle lanes or public transport.

In 2021, the MOBAP update and follow-up process was digitalised in Europe and is now fully implemented in the "Operational Data Portal" tool. This makes it easier to monitor the progress of mobility actions at asset and corporate levels, allocate the right resources to their implementation, and enables to share mobility project ideas and practical details across assets.

Since its introduction in 2017, this MOBAPs tool was widely rolled out across the European assets: in 2022, 98% of the shopping centres owned and managed by the Group in Europe have completed and/or updated a MOBAP. Furthermore, each site has implemented one or more green mobility actions (better welcoming of cyclists, adding electric vehicle (EV) charging stations, improving the connection with public transport, etc.). In the US, the COVID-19 crisis hampered the complete rollout initially planned in 2021. As at year end 2022, 70% of the shopping centres owned and managed by the Group had successfully implemented their own MOBAP.

2.2.4.2 INNOVATIVE SUSTAINABLE TRANSPORT SOLUTIONS

– PROMOTION OF ELECTRIC TRANSPORT

As part of its commitment to foster sustainable mobility, the Group is encouraging the use of EVs by installing charging stations at its assets.

In 2018, the Group launched a 3-year plan to introduce EV semi-fast-charging stations in its European shopping centres.

The Group plans to deploy even more chargers in the years to come. In France and the UK, site-specific studies have been realised, clarifying the charging needs in the future, and setting the rollouts roadmap. Local partnerships have also been established, with car-sharing operators who can take advantage of the Group's EV charging stations to recharge their fleets at night. The Group has also initiated exchanges with B2B charging services operators who contracted with car-sharing, logistics, company and taxi fleets to continue to electrify the car parks beyond the use of the customers.

In the US, a partnership with the EV charging operator Electrify America is underway and recharging stations are installed at 6 URW assets: Westfield Century City, Westfield Galleria at Roseville, Westfield Old Orchard, Westfield Culver City, Westfield Valley Fair, and Westfield Santa Anita. To date, 45 charging stations are installed across the URW's US portfolio. Electrify America has the ability to provide electric vehicle charging to all EVs (including Tesla), allowing all customers to charge their cars at URW centres. Additionally, Electrify America has signed partnerships with a number of EV manufacturers (such as Audi, Porsche, Ford, Fisker, Byton, Harley Davidson and Lucid) to provide special rates or bundle costs of charging (with Electrify America only) into the vehicle purchase price. Partnerships like the one with Electrify America allow URW to continue to attract the top brands and clientele to its centres around the world. In the US, there are currently 347 total charging stations available across 19 assets (including Electrify America, ChargePoint, Blink, and Volta).

Discussions surrounding fast-charging installations are continuously evolving with different providers. Local partnerships with Tesla led to the installation of their brand-specific, DC fast-charging solution called "Tesla Superchargers" in many assets throughout the Group. For example, these chargers are available in Westfield Parly 2 (France), Westfield Vélizy 2 (France), Westfield London (England), Pasing Arcaden (Germany) Westfield Culver City (US), Westfield Galleria at Roseville (US), Westfield Oakridge (US).

As a result, EV charging is well embedded in the Group's asset operations: in 2022, 85% of the Group's assets were equipped with EV charging facilities in Europe, and 75% in the US.

PROPORTION OF STANDING ASSETS EQUIPPED WITH CHARGING FACILITIES FOR ELECTRIC VEHICLES

Charging facilities for electric vehicles include EV charging areas (semi-fast or fast), stations and car park spaces that are accessible to all visitors (operators allowing for interoperability).

	Group total	Retail	Office	Convention & Exhibition
2022 Share of assets equipped with charging facilities for electric vehicles	83%	90%	50%	29%
2022 associated number of car park spaces with EV charging points	1,523	1,478	20	25

– LOGISTICS SOLUTIONS FOR RETAILERS

Even though it is considered outside its Scope 3 GHG emissions, URW is aiming to reduce the impact of deliveries to retailers in urban centres by developing pooled logistics, optimising the load factor of delivery vehicles, reducing the number of round trips and using low emission vehicles.

Discussions are also in progress for the installation of a hydrogen production and distribution station at the Porte de Versailles convention site in Paris. This station would supply taxi fleets but also, in the long term, be the source of fuel for the site's logistics vehicles and handling equipment.

2.2.5 PROTECT AND IMPROVE BIODIVERSITY

As part of its Better Places 2030 strategy, the Group developed its Group biodiversity strategy in 2020 in collaboration with a specialised consulting firm. As part of this process, 21 key internal stakeholders from different departments of the Group were individually interviewed in order to collect information on biodiversity and their expectations for the new Group strategy. A complete study of the impacts and dependencies of the Group against biodiversity was also led in order to focus the Group strategy on appropriate actions. As a consequence, the Group biodiversity strategy lays now in the three following commitments:

- 100% new development projects to achieve a biodiversity net gain by 2022;
- 100% development projects to implement a biodiversity action plan by 2022; and
- 100% standing assets with high biodiversity stakes to implement a biodiversity action plan by 2022.

Each commitment is detailed in the following sections.

In 2021, URW's commitments for biodiversity have been recognised as "SMART" by the Act4nature international multi-stakeholders steering committee. This committee gathers the 14 partner organisations of Act4nature international (business networks, environmental NGOs and scientific bodies), the member companies of the French Association of Companies for the Environment (EpE) and the committed members of the funding networks.

– 100% NEW DEVELOPMENT PROJECTS TO ACHIEVE A BIODIVERSITY NET GAIN BY 2022

The preliminary studies of the Group biodiversity strategy showed that one of the main drivers of biodiversity loss, according to the 2019 Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services ("IPBES") report, is the change in land use. It also showed that real estate companies play a major role in this driver due to the artificialisation, degradation and fragmentation of land operated in greenfield projects. In the context of its biodiversity strategy, URW decided to commit to fighting these impacts by aiming to achieve a biodiversity net gain between the state of the site before and after the construction in all large projects[1].

In order to reach this target, all concerned projects starting in 2022 will have to use the methodology "Biodiversity Metric 2.0", created by the Department for Environment, Food and Rural Affairs in the UK ("Defra"). This methodology was created to "calculate a biodiversity baseline and to forecast biodiversity losses and gains (on site or off site) resulting from development or land management changes", DEFRA claims. The Group will also make its best efforts to apply this target for its ongoing projects where it is possible.

The Biodiversity Metric 2.0 uses simple calculations to model the biodiversity state of the site, taking into account each habitat location, size and ecological condition, as well as their connections with other nearby green spaces. For each habitat of a site, the user needs to enter the value of each parameter before and after the project. As a result, the tool provides an amount of "Biodiversity Units" present on site before and after modification. This methodology has been used by several real estate companies in the past, it is recognised as reliable and was chosen by the Group for its scientific relevance and its scalability to all the countries of the Group.

With its biodiversity net gain target, URW commits to reach more Biodiversity Units at project delivery than there were before the transformation of the site. In case of loss of Biodiversity Units, the Group will have the possibility to finance compensation projects creating enough Biodiversity Units off site to raise the project's balance to a biodiversity net gain.

In 2021, the first calculation using the "Biodiversity Metric 2.0" was performed on the Lightwell renovation project located in La Défense, France. The results were a gain in biodiversity thanks to the creation of 1,000 sqm of green terraces.

In 2022, the Group also performed a calculation for the USQ project in Hamburg and the results were also a gain in biodiversity with multiple habitat units that will be created.

Since 2022, all the new development projects that start their design will include the biodiversity net gain as part of their objective. The requirements has been added in the update of the sustainability guidelines for the development projects.

– 100% DEVELOPMENT PROJECTS TO IMPLEMENT A BIODIVERSITY ACTION PLAN BY 2022

In addition to the biodiversity net gain target, all large development projects need to implement a biodiversity action plan by 2022. This action plan should be made by a qualified ecologist after the assessment of the characteristics of the local biodiversity. The purpose of this document is to first avoid and reduce all impacts of the project on the local nature, and second to implement on each project a list of Group recommendations like the use of environmentally certified aggregates for the concrete or bird-friendly designs for the *façades*.

The new commitments and recommendations for the integration of biodiversity in development projects were integrated in the Group's design process through the Sustainability guidelines (see section Project design and review stage in 2.2.2 Design sustainable buildings).

(1) Europe retail: Total investment cost (TIC) > €50 Mn or GLA > 10,000 sqm; US retail: TIC > $100 Mn or GLA > 20,000 sqm; Others: TIC>$/€40 Mn.

Some projects also do an Environmental Impact Assessment, which includes an environmental/biodiversity component, as it is a prerequisite for obtaining a building permit and commercial planning permission in some countries like France. A public consultation may also be carried out as part of this process.

Biodiversity is also addressed by the development projects through the "Land Use and Ecology" section in the BREEAM (new development) certification. For example, the project Westfield Mall of Scandinavia (Sweden) inaugurated in 2015 achieved 70% of the credits of that section, just like Westfield Carré Sénart, while Westfield Chodov reached 90% of the credits.

Some outstanding initiatives for biodiversity can also be noted in the recent project deliveries such as a biological trail devoted to education purposes outside of Garbera extension (Spain) or the creation of 3.5 hectares of green landscapes in the project Mall of Europe (Belgium).

– 100% STANDING ASSETS WITH HIGH BIODIVERSITY STAKES TO IMPLEMENT A BIODIVERSITY ACTION PLAN BY 2022

The Group applies a pragmatic approach on biodiversity to its standing assets. Even though the very dense urban locations of most assets severely limit the potential to enhance biodiversity, the Group's sites are committed to retaining and improving local biodiversity. This translates in the new biodiversity strategy in the implementation by 2022 of biodiversity action plans in all High Biodiversity Stake ("HBS") assets. Assets are considered HBS if located within 1.5 km from a protected area in Europe. These areas are composed of all the IUCN (management categories I to VI) and Bird Life International (Key Biodiversity Areas) protection areas. As it is required for the creation of the biodiversity action plans of development projects, these standing assets have to appoint a qualified ecologist to assess the on-site biodiversity and propose an adapted action plan to preserve and improve the state of local nature.

A list of recommendations has also been written by the Group as part of the biodiversity strategy and suggests actions like turning off building enhancement lights outside opening hours or creating urban meadows in the assets' green spaces.

In respect to this objective, in 2022, 16 biodiversity audits have been collected for our European high biodiversity stakes assets.

In addition to the biodiversity action plan, all HBS assets are encouraged to raise awareness about biodiversity towards tenants and visitors.

When possible, URW also focuses on creating "green" spaces, such as green roofs, green walls and green parking lots. For example, the two UK centres, Westfield London and Westfield Stratford City, exhibit over 1,500 sqm of living walls containing close to 50,000 individual plants of over 20 varying species. Westfield London planted 73 mature and semimature trees across the estate, as well as 27,000 mixed bulbs across the external shrub land. Westfield Stratford City installed 15 insect hotels to promote diverse ecology of the plant beds, and also erected internal plant displays to improve the inside air quality and add to the environment for the general public. In The Netherlands, Westfield Mall of the Netherlands and Zoetermeer have also installed green walls. Westfield Mall of the Netherlands wall contains around 25,000 plants, 12 birdhouses and 10 bat boxes to promote biodiversity.

In 2022, after a 12-month redevelopment, the shopping centre "Polygone Riviera" (France) inaugurated a nature park on October 12 at a ceremony attended by the Cagnes-sur-Mer mayor. Located along the banks of the Malvan River, this leafy open-air space offers a unique and biodiversity-friendly experience. At the same time URW also celebrated a new partnership with LPO, the French bird protection league.

Another example of the ambition of the Group to improve local nature is in the centre Westfield Parly 2 where 1,200 sqm outside the shopping centre were disartificialised with more than 250 trees and bushes planted around the area to let nature flourish on its own.

The Group also works across its shopping centres to raise awareness among its stakeholders about the importance of biodiversity:

- In 2022, in Polygone Riviera shopping centre, the new nature park raise awareness of environmental protection and ecological challenges by creating an educational journey highlighting biodiversity; and
- In 2021, in the Wroclavia shopping centre, a specific campaign was dedicated to biodiversity learning, starting with the organisation of an educational exhibition "Wild animals in the city". At the same time, Wroclavia sponsored virtual classes for primary school students that were led by Zoo experts about "Wild animals in the city" (what to do to support a wildlife in the city). 229 students from five primary schools located in Wroclaw participated in these classes. Additionally, Wroclavia supported bees that live in the Wroclaw Zoo by symbolic adoption.

The Group's BREEAM In-Use certification policy (see section 2.2.3.2 Environmental certifications of buildings during the operation phase) ensures that biodiversity issues are well addressed and promoted to achieve high standards. Once a project has been built and delivered, the Group's operating management team, particularly the on-site teams that manage each asset, are responsible for maintaining and monitoring biodiversity. The sustainability team monitors the application of the Group's biodiversity policy and provides operating teams with the necessary support.

As part of its sustainability strategy, Better Events 2030, Viparis carried out concrete actions in 2020 to preserve and reintroduce biodiversity, such as greening the terrace of Palais des Congrès d'Issy-les-Moulineaux, eco-grazing at the Paris Nord Villepinte exhibition centre, installing composters at the Hôtel Salomon de Rothschild and the Palais des Congrès d'Issy-les-Moulineaux, and banning the use of phytosanitary products for the maintenance of green spaces at all of its sites. In 2021, Viparis has complemented these actions with the setup of two nesting boxes for titmice in the Jardin aux Biches garden of the Hôtel Salomon de Rothschild. This choice was made to fight ecologically against the box tree borer, which the titmice feed on.

In May 2022, Paris Nord Villepinte venue hosted 48 children belonging to six leisures centres for an afternoon to raise their awareness about biodiversity: 20 insect hotels were setup, of which 7 were kept by the leisure centres and Villepinte city hall.

– URBAN FARMING AT URW

In keeping with its commitment to turn its assets into better places, the Group has begun research and development into urban agriculture and beekeeping projects at a number of its assets. Other than the benefits incurred from diversifying surface usage and influencing food consumption trends, this type of project also has a positive impact on promoting biodiversity in cities.

In June 2020, the Group opened "Nature Urbaine", the biggest urban farm in Europe (14,000 sqm) on the roof of Pavillon 6 in Paris Expo Porte de Versailles convention venue (France), in partnership with Agripolis and Cultures en Ville. On this farm, more than 20 market gardeners produce during the season over 1,000 fruit and vegetables per day, of 20 different species, using no pesticides, with the ambition to become a global model of sustainable production, increasing environmental and economic resilience of the cities of tomorrow. Additional services are offered with this urban farm space to the neighbouring communities: vegetable garden plots for rent offered to residents, educational visits and discovery workshops around urban farming.

These three projects have been contributing to the city of Paris target to revegetate 100 hectares in Paris by 2020, including 1/3 surfaces dedicated to urban farming, formalised in an engagement Charter "Objectif 100 hectares" which URW and Viparis have signed in 2016.

Since September 2021, Westfield La Part-Dieu's rooftop has become home to urban saffron farming. More than 45,000 organic bulbs were planted on two terraces with a total of 980 sqm of cultivation space. The first harvest took place in October, and the saffron has been dried and bagged by the workers of a centre providing care through employment (French ESAT labelled institution), or transformed and used in syrup. Distributed in short circuits, the saffron has been sold during workshops organised by the "Bien Elevée" urban agricultural house, but also within the centre during occasional sales to the general public and to the restaurant owners of the shopping centre Westfield la Part-Dieu.

Moreover, a number of the Group's shopping centres host beehives on their premises and produce their own honey. One such example is the shopping centre Westfield Shopping City Süd in Austria which hosts 10 beehives on its roofs with over 500,000 bees producing 120 kilograms of honey each year. Another is Westfield Arkadia in Poland, which uses beehives installed on the roof of the shopping centre to organise sensibilisation workshops with children about the importance of pollinators for the environment.

2.3 BETTER COMMUNITIES

URW acts as a catalyst for growth within the communities in which it operates.

The Group's economic success is based on a strong relationship and regular consultations with its stakeholders: tenants, customers, investors, local communities, suppliers and contractors, as well as employees. These strong relationships are critical to develop and operate assets meeting stakeholders' expectations in all respects. URW is also aware of the leading economic importance of its real estate properties: in addition to being an urban planner, providing public facilities and building unique, iconic and well-connected places, URW plays a key role in the local ecosystem:

- Economic driver: offering direct employment through construction and operational spending, indirect employment by tenants' sales and activities, suppliers' activities and local taxes; and
- Social integrator: services offered to visitors, charities, employment promotion initiatives, partnerships with local communities and non-profits, places for unique experiences (events, entertainment, shopping, etc.).

The COVID-19 crisis emphasised the importance of this social and economic mission. The Group's assets demonstrated new ways to support their communities, fighting and preventing the spread of the virus, strengthening local cohesion, and protecting the most vulnerable (see section 2.3.4.1 Supporting the community).

In 2022, as part of the Better Places 2030 strategy, URW made a new commitment to generate at least €20 Mn of social value through its community oriented programmes each year. This new commitment builds on the 2020 achievement of having 100% of its owned and managed assets with a Community Resilience Action Plan. These action plans updated in 2021 and are now part of the Group's processes. They aim to enhance the resilience of communities in which the Group operates thanks to a structured *"glocal"* approach, ensuring the implementation of the most relevant strategies according to the needs of local areas. The new target allows URW to measure and focus on the impact generated and marks a step ahead in our support to the local communities.

As part of this overarching commitment, the Group also pursued its engagements to:

- Foster local economic development: 100% of the Group Flagship assets support local entrepreneurship through commercial partnership and regional networks; and
- Support local partners:
  - The URW for Jobs programme aims to facilitate the recruitment of people cut off from the job market. Through this programme, the Group committed to have 1,000 people per year getting a job or joining a certifying training programme by 2020 and beyond; and
  - Local partners are also supported through locally tailored initiatives or events. Since 2018, almost all of the Group's assets organise at least one event each year with a non-profit organisation. To reinforce these partnerships, the Group commits to have 100% of its Flagship assets support at least one charity or NGO-sponsored long-term project by 2022.

URW also leverages the high number of visitors it hosts each year. This attractiveness gives URW a unique opportunity to support more responsible consumption patterns and the development of desirable sustainable consumption alternatives. Therefore, the Group committed to support and promote at least one sustainable consumption initiative in all its Flagship assets by 2022 and collaborate with tenants to increase transparency of brands on health and sustainability, while expanding healthy and sustainable alternatives in 100% of its Flagship assets by 2025.

A summary of the results achieved against these Group strategic targets is presented in the 2022 performance dashboard (see section 2.1.4.1 Summary of the Group's sustainability performance).

2.3.1 GENERATING SOCIAL VALUE

URW has developed a framework to account for the social value generated by the community-related programmes of the Group and released a target to annually achieve at least €20 Mn of social value through its community-oriented programmes each year as a way to encourage actions with positive social impact and demonstrate the value of its programmes. As the Group is convinced by the value of locally rooted partnerships and actions, most of the community-oriented programmes are decided and managed at asset level. Our social value target and results reflect the strong positive social impact generated by URW.

Following the development of the framework, we collaborated with external experts to develop a methodology and a tool to translate social impact into financial value in line with the principles of Social Value International. This work was based on:

- The identification of the 20 main social outcomes linked with our projects;
- The definition of the corresponding valuation methodology; and
- The definition of attribution factors and efficacy rates.

In 2022, the Group achieved €39.7 Mn of social value generated, demonstrating the high level of integration and support to the local communities. The results are presented in section 2.1.4.1 Summary of the Group's sustainability performance.

2.3.2 PROMOTING COMMUNITY RESILIENCE

"Community resilience" is the ability of a community to uphold a favourable socio-economic climate, anticipating incidents and unplanned events, as well as contributing to generate positive impact on the local area. It is based on building strong and long-term local relationships to understand challenges faced by the communities the assets belong to and coordinate common answers. By generating social capital and reducing risks in and from the community, resilience is a part of the business performance and essential for the long-term growth of the assets in their local areas.

The Community Resilience Action Plan is the yearly action plan arising from the long-term social strategy designed at asset level to contribute to the long-term development of the community and, thus, the asset itself.

In 2022, a majority of the Group's owned and managed shopping centres updated their Community Resilience Action Plan. Within the same framework, each asset management team updated the in-depth analysis of the key issues faced by the local community. They identified key stakeholders to work or partner with on these issues, and exchanged with them on their vision and strategies to tackle local community issues. The output of this analysis was formalised for each asset into a long-term strategy and translated into short-term co-constructed projects specifically tailored to the community's strengths and vulnerabilities.

In addition to reinforcing the dialogue with local stakeholders, this process enables the Group and each asset to improve the monitoring of its local involvement and enhance its positive impact for the communities. It also brought to light local innovative practices, which will be extended for a greater impact.

Examples of existing community resilience projects:

- Westfield Stratford City relaunched the "Future You" project to address youth disenfranchisement and work with key partners in the local community to a make positive change specifically targeting 12 to 24-year-olds. The teams worked with Newham Council Youth Engagement team to identify local organisations that could contribute, with an objective to support mental, emotional and physical wellbeing. Based on the demand from local organisations, 3 key themes were selected: sports & wellbeing, creative arts, and education & career goals. It takes form of a selection of free workshops and sessions for 12 to 24-year-olds, helping to develop young minds with useful financial advice, university support, sport sessions and art workshops. It engaged 500 beneficiaries in the course of October 2022 and received great feedback from both the local community and community partners;
- At Westfield Chodov, in the Czech Republic, the centre pursued the Óbejvak project with several non-profit organisations and the TV station OCKO. The project provided a dedicated space for children and young people to engage in several activities and games, under supervision. This space compensates for the lack of infrastructure in the local areas, thus avoiding youth disenfranchisement. It supports a long-term partnership with two social agencies, Proxima Sociale and YMCA, which provide advice to young people at a contact point in the centre, while communicating regularly with the shopping centre management teams to monitor more efficiently the issues of young children in the community; and
- Westifield Donau Zentrum was awarded as one of the top 5 nominees for the first Austrian Green Marketing Award for its unique co-operation with a social-oriented supermarket operated with "Arbeiter Samaritebund", a local affiliate of the Red Cross. The store offers a wide range of regular products, from fresh food to canned goods and hygiene items, sold at prices well below market to ensure affordability for beneficiaries. Most of its supplies are secured thanks to donations from other tenants of the mall.

URW is convinced that the locally tailored and co-constructed approach of the Community Resilience Action Plans will benefit communities and its assets. From 2020 onwards, Community Resilience Action Plans will be updated on a yearly basis.

2.3.3 EXPAND LOCAL ECONOMIES

Be it at a local or global level, having a clear understanding of the economic and social impacts of its activities is key for the Group.

URW assesses the social and economic impact of each development project, which includes both the temporary impacts of the construction phase, as well as the long-term contribution of the asset's operations to the prosperity of local communities. Throughout the development, the Group not only generates construction-related jobs, but also contributes to the development of transportation infrastructure and public realm, dynamising the communities in which it operates. Once completed, projects serve as catalysts of local employment (directly and indirectly), economic activity and tax income. The Group's developments play a key role in revitalising and regenerating areas, attracting additional investment and projects, and unlocking their growth potential. The assessment and enhancement of the socio-economic impact of development projects supports a constructive dialogue and collaboration with the local authorities.

Once assets are in operation, the consideration of the socio-economic impact is fully integrated as part of the decision-making procedures; social and economic criteria are systematically considered and addressed when entering in relationships with stakeholders, particularly with the supply chain during the purchasing process. On top of this, the Group and its assets design and implement relevant community programmes to be a catalyst for growth within the communities in which it operates.

2.3.3.1 SOCIO-ECONOMIC IMPACT

– BOOSTING OUR SOCIO-ECONOMIC FOOTPRINT

The Group started to work on quantifying the socio-economic footprint of its French assets in 2013. It worked on a Group-wide study in 2018, which encompassed all shopping centres in Continental Europe. Performed by external experts, it enabled the Group to measure economic[(1)]:

- Local impacts (ranging from the city to the region level): by estimating the total paid out salaries which are tied to activities of the shopping centres, the number of jobs created, as well as local taxes paid in relation to operational activities; and
- National impact: by estimating the Full Time Equivalents ("FTEs") associated with all jobs provided by the shopping centres. This includes URW employees, tenant employees, and those of on-site service providers.

The study found that 62,266 hosted jobs were created or maintained within the Group's shopping centres in Continental Europe (including retail spaces within those shopping centres not owned by the Group). Tenants' employees accounted for 95.5% of the Group's footprint in terms of direct employment in Continental Europe, with suppliers and sub-contractors accounting for 4% and on-site URW employees for 0.5%.

(1) For Continental Europe, employment, salaries and tax contribution figures were estimated using economic modelling techniques, data provided by URW and assessment methods and simulation based on national statistical databases. URW's total tax contribution was based on data provided by the Group. All results are expressed in terms of created or maintained jobs excluding "additional" effects; some jobs would have existed even in the absence of a shopping centre in the area.

In 2018, the Group published the results of the socio-economic footprint of its two assets located in London[1]. During their 10 years of operations, both Westfield London and Westfield Stratford City supported 25,000 jobs (FTE equivalent) in London, which account for approximately 12% of all jobs in two local boroughs: Hammersmith and Fulham, and Newham. In addition to encouraging local employment through several services to tenants, the study estimated that 24% of Westfield London employees were previously unemployed. Over 10 years, both assets have attracted 590 million visitors and generated over £16.7 Bn in sales. Through the creation of mixed-use developments, which feature the best in retail, dining and leisure alongside offices, hotels and residential, the Group's centres have acted as catalysts to further inward investment and have contributed to placemaking in key areas of London.

In 2020, the results of a similar study conducted on the socio-economic impact of the Group's activity in the Paris region (Île-de-France)[2] revealed that the Group's operations generated €9.5 Bn of direct economic benefits in the region in 2018 (€4.1 Bn from the retail activity of the Group's 14 shopping centres, €5.4 Bn from the Convention & Exhibition activities). Over a 10-year period (2009 to 2018), the Group has invested an average of €310 Mn every year to develop ambitious projects to contribute to increase the region attractiveness and dynamism. The study also confirmed the Group's major economic role in supporting employment. Overall, in the Paris region, the activities of the Group support, directly or indirectly, over 60,000 jobs, of which 1,000 being directly provided by the Group. These jobs are of all levels and qualification, offering a wide range of opportunities:

- The retail activity accounts for 21,000 jobs supported. Retail jobs are by nature impossible to de-localise and offer opportunities for unqualified individuals; 78% of the sales staff in France have qualifications below baccalaureate level, or no qualifications at all;
- The offices activity supports approximately 12,000 jobs, attracting the best international talents to the region; and finally
- The biggest driver of employment is the Group's Convention & Exhibition activity; 30,000 jobs are estimated to be supported by the events and tourism generated by Viparis' operations.

The results of these studies confirm the significant economic contribution of the Group, its retailers, and its suppliers in the economy of each region both at local and national levels.

In 2022, EPRA and the European Association for Investors in Non-listed Real Estate Vehicles ("INREV") updated their study on measures the contribution of real estate in the real economy and job creation. It shows the role and the importance of commercial real estate in the European economy:

- Contribution of €427 Bn to the EU economy in 2021 (significantly more than either automotive manufacturing or telecommunications sectors) i.e. 2.8% of the total European economy; and
- Employment of 4.2 million people (direct or indirect jobs); and Investment of €371 Bn each year in building refurbishment and development by the commercial property sector.

The contribution of the Group's activities to the development of local areas are not restricted to these measures of socio-economic footprint. The ambition of the Group of being a catalyst for growth is translated in a wide range of additional initiatives towards the communities, ranging from entrepreneurship projects to training programmes (see following sections). These additional engagements demonstrate the Group's commitment to go beyond the positive impact induced of its activities, but to proactively create value for the communities in which it operates.

– TAX FOOTPRINT

TAX TRANSPARENCY REGIMES

URW is a publicly traded Group dedicated to investing in commercial real estate across Europe and the US. Many countries have adopted laws on local tax transparency to encourage long-term investment in real estate. These regimes subject the Group to distribution obligations[3]. Based on the tax transparency regimes, the profits made are taxed at the shareholder level directly, instead of at the level of the Group. URW promotes the concept of a global real estate investment regime that would allow for mutual recognition and a fair share of tax revenues between the countries where the properties are located, through withholding tax payments, and the countries where shareholders are located, through income tax payments.

URW also believes that the tax transparency regimes for real estate contribute to a responsible and sustainable approach to taxation by creating conditions for long-term investment and win-win partnerships between local communities and the real estate industry.

Following the decision taken in 2020 and the Group's commitment to deleverage, the Group suspended the payment of a dividend for its fiscal years 2020, 2021 and 2022. This has no impact on the SIIC regime and other REIT regimes the Group benefits from due to cumulated negative statutory results.

The tax position of URW reflects the geographical location of its activities. The Group declares profits and pays taxes where its activities are carried out. This translates into payments to local or national tax authorities of corporate income tax, business taxes and taxes withheld on dividend payments[4].

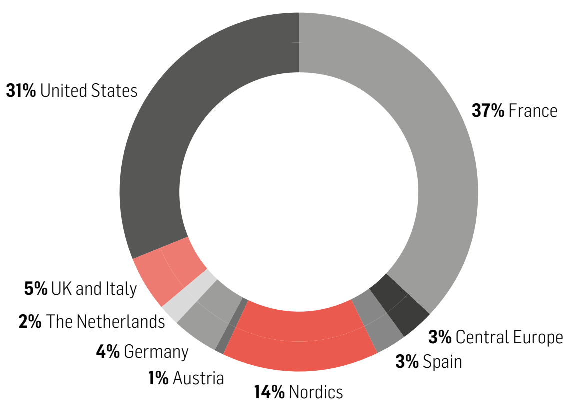
(1) 10 years in the Making – the socio-economic impact of Unibail-Rodamco-Westfield centres in London, by Volterra, published in November 2018: https://www.urw.com/en/portfolio/standing-assets/standing-portfolio/shopping-centres//-/media/Corporate~o~Sites/Unibail-Rodamco-Corporate/Files/Homepage/Portfolio/Standing-Portfolio/Shopping-Centre/Westfield-London/URW-10_Years_in_the_Making.ashx
(2) 10 ans d'impact positifs en Ile de France – Unibail-Rodamco-Westfield au service de la transformation du territoire francilien, published in 2020: https://cdn.urw.com/-/media/Corporate~o~Sites/Unibail-Rodamco-Corporate/Files/Homepage/PRESS-ROOM/Publication/20200817-URW-10-ans-d-impacts-positifs-en-ile-de-france_onlyFR.ashx?la=fr-FR&revision=be4c894e-2847-4d24-b55d-66d9f5970e6e
(3) See note 8 to the consolidated financial information in Chapter 5.2 Notes to the consolidated financial statements, section 8.1.3. Tax regimes, for an overview on these regimes.
(4) See note 8 to the consolidated financial information in Chapter 5.2 Notes to the consolidated financial statements, section 8.2. Income tax expenses.

TAXES AND SOCIAL SECURITY CONTRIBUTIONS PAID LOCALLY

The Group's tax position mirrors the location of its investments. Considering its €52.25 Bn portfolio and the fact that holding real estate assets requires it to pay property taxes, URW pays significant amounts of taxes. Significant tax payments are also made to local authorities upon investment and divestment transactions, although this will vary as it depends on the number and size of transactions completed during a particular year. In addition, URW and its tenants in the Group's shopping centres employ many people locally who contribute significant amounts in taxes and social charges.

In 2022, on a proportionate basis, the subsidiaries of the URW Group paid €300 Mn of local taxes and social contributions. The below geographic breakdown does not include income taxes, which are reported in note 8.2 in section 5.2 Notes to the consolidated financial statements.

GEOGRAPHIC BREAKDOWN OF TAXES AND SOCIAL CONTRIBUTIONS PAID IN 2022



COMBATTING TAX EVASION

The business strategy of URW consists of creating value with its real estate portfolio over the long term. The tax policy of the Group is completely integrated into this long-term plan and is consistent with the normal course of its business operations.

In 2022, the Group operated in 78 shopping centres in 10 different countries in Continental Europe, the UK and the US. The Group does not use investment routes through non-cooperative countries or territories[1] to locate income in low tax jurisdictions. As a matter of principle, URW complies with the letter and the spirit of tax laws and regulations. Tax risks are followed and monitored by a team of internal and external tax experts and discussed with an internal committee whose members include the Group Chief Executive Officer and the Chief Financial Officer, and the Group's auditors, Audit Committee and Supervisory Board.

URW complies with tax transparency regulations such as the European DAC 6 (Directive on Administrative Cooperation, as amended for the sixth time), the US FATCA (Foreign Account Tax Compliance Act) and CRS (Common Reporting Standard) and files its fiscal Country-By-Country Report with the French tax authorities.

Further information on URW's approach to tax is available on our website at the following link: https://www.urw.com/en/investors/taxation-information.

2.3.3.2 SUPPORT LOCAL ENTREPRENEURSHIP

The Group wishes to enhance the economic vitality of its community by fostering local economy and is committed to have 100% of its Flagship assets support local entrepreneurship through commercial partnerships and regional networks from 2020 onwards. In 2022, 56% of the Group's Flagship assets managed to empower entrepreneurs to create businesses and grow. The support provided took different formats, depending on the operational means available to the asset.

The Group assets offer entrepreneurs visibility and exposure to customers through marketing operations or space provision (e.g. shopping centre unit, temporary space in the common parts or during special events such as Christmas markets). The Group hosts several concept stores in its assets, promoting local young entrepreneurs or artisans.

Support to entrepreneurs is also conducted through the provision of financial support (long-term services partnerships, financial grants, etc.), or by engaging by being active in local entrepreneurship networks (financial support, mentoring, etc.). This is, for example, the case every year through the Westfield East Bank Creative Future Fund, part of the sponsorship programme of Westfield Stratford City. The US supported entrepreneurs at country or asset levels. For example in 2022, Westfield Garden State Plaza partnered with the New Jersey Economic Development Authority to create a customisable, low-cost investment to lease space. Also, offering them in-depth training on finances, guidance on business plans, and helping them succeed through the New Jersey Economic Development Authority.

(1) Non-cooperative countries or territories are usually defined as countries or territories refusing to adhere to international tax good governance standards.

In the Czech Republic, partnerships with local start-ups focusing on sustainable mobility like Hoppy Go (car sharing), Rekola (shared bike) and, since 2021, with BeRider (shared electric scooters) have been launched to encourage the shift towards more sustainable modes of transport.

In Spain, in collaboration with the Provincial Government, sponsor of the event, Garbera shopping centre made available a temporary space where 6 selected local designers can exhibit their spring/summer 2022 collections. All fashion designers are members of GK Green Fashion Cluster, and create sustainable and ethical shoes, bags, accessories, and more.

Besides local initiatives, several country-wide actions are initiated to empower entrepreneurs. URW organises the "*Grand Prix Commerce URW*" (Grand Prize Retail) to support retail innovation and business creation. The competition began in 2007 in France, and in Spain from 2019, and rewards bold innovative concepts with grants and the opportunity to develop in the Group's shopping centres. After a year's break, URW will relaunch it in 2023. It will cover new geographies and will be focused on sustainability. With its Grand Prix Commerce URW, the Group has already helped accelerate the development of over 38 young, daring retail entrepreneurs, while identifying the innovative concepts that will enhance future retail.

Regarding Convention & Exhibition activities, Viparis is co-founder of "French Event Booster", an innovation platform for event industry players, incubating solutions for the future of the event industry.

2.3.3.3 SUPPLY CHAIN MANAGEMENT

The sustainability strategy of the Group encompasses a much wider footprint than the Group itself. Being a substantial buyer, URW is aware of the importance of driving industry standards and works on integrating sustainability further in its supply chain.

Given the size of its portfolio, the Group works with a large number of suppliers and contractors, and ensures it is not exposed to the risk of depending on only a few strategic suppliers. The Group has designed a Responsible Procurement Roadmap, and performed a mapping of sustainability risks in its supply chain in 2021. URW became a signatory to the UN Global Compact in 2004, thus committing to adopting, upholding and enacting within its sphere of influence the 10 universally recognised principles relating to human rights, labour laws, environmental protection and anti-corruption.

In addition to this, URW issued in June 2021 a Modern Slavery statement available at https://modernslaveryregister.gov.au/.

– PURCHASING MAPPING

Purchases at URW can be split into 3 categories:

- Corporate overheads, including office management, business travel, consultancy and audit fees, corporate communication and public relations costs, ICT and other administrative costs. This covers all Group staff and regional headquarters;
- Operating costs, services provided to properties for daily on-site operations, such as cleaning, maintenance, security, waste management, energy and fluid provision, and marketing expenses (OPEX paid by the property owner and mostly passed onto tenants as service charges); and
- Capitalised construction works invested in properties for 3 main purposes: new development or enhancement works, maintenance works or reletting works (CAPEX paid by the property owner); these include mainly purchases from constructors, fees for architects, designers and engineering firms, and insurance premiums.

The varied nature of procurements and the diverse locations of the Group's properties result in having most of the supply chain being local companies or subsidiaries that support the local economy. In addition, wherever possible, the purchasing policy favours local purchases in the catchment area of the Group's assets in order to contribute to employment and local economic development.

Purchases consist principally of OPEX and CAPEX for the operation and development of properties (overheads being a small part of the overall expenses). Operating expenses are spent locally. OPEX and CAPEX costs mostly comprise labour-intensive services and to that extent are purchases that cannot be relocated. Capitalised construction works are non-recurring expenses depending on development activity.

– MAPPING OF SUSTAINABILITY RISKS IN THE SUPPLY CHAIN

URW is committed to protecting human rights, health, safety and the protection of the environment in its value chain. To strengthen its approach to responsible procurement, URW established a mapping of sustainability related risks mapping in its supply chain in 2021. This mapping allows URW to understand and identify key risks related to sustainability in its upstream value chain and will allow the Group to define and implement action plans to manage these risks. The mapping has been designed with specialised external consultants and involved key representatives of functions with high procurement volumes (such as development teams or technical teams) as well as the Group compliance team. The mapping covers approximately 10 key procurement categories under 11 risk categories (resources consumption, pollution, waste generation, climate change, biodiversity, illegal/forced work, discrimination/harassment, working time/salary, health and safety, data protection and corruption), with distinction between countries. This mapping includes mapping of the main existing risk management measures already in place within the Group.

– SUSTAINABLE PROCUREMENT

URW's procurement strategy is designed to comply with the following rules: fairness, focus on quality, long-term partnerships, reduced risk and the respect for applicable regulations. Moreover, the Group must honour the trust placed in it through property management contracts which aim to be transparent and cost-efficient.

In addition to the principles and rules detailed in the Group procedures and Compliance Book (and specifically in the Code of Ethics and the anti-corruption programme), all purchases must comply with the applicable local laws and regulations, especially labour and environmental laws. These local laws and regulations notably include the respect of the UK and Australian Modern Slavery Act or anti-discrimination clauses in the US.

To secure the proper application of these rules, in the case of a tender process and over the term of a contract, the supplier can contact the URW Compliance Officer at any time to raise and submit a complaint, in accordance with the Group's whistleblowing procedure. The URW Corporate Internal Audit team carries out regular audits across the Group to validate the thorough application of the Group's procurement policy.

The sustainability approach is fully integrated at each step of the supplier procurement and referencing process of URW in Continental Europe.

In 2022, URW was again identified as a global leader for engaging with its suppliers on climate change, being awarded a position on the 2022 Supplier Engagement Leaderboard by global environmental impact non-profit CDP. URW was recognised to be among the top 8% of organisations assessed by the CDP.

Also, in 2014, the Group signed the "Responsible Procurement Charter" in France, an initiative led by the French authorities. This Charter, structured around 10 commitments, aims to promote best practices for more responsible purchases and a more balanced and cooperative relationship between large companies towards their providers.

– SUPPLIER CODE OF CONDUCT/RESPONSIBLE PROCUREMENT CHARTER

In Sweden, since 2020, URW uses the Swedish property industry's Code of Conduct for suppliers, which is applied in its purchasing processes for its headquarters and standing assets to ensure a minimum level of sustainability and responsibility from its suppliers and their sub-contractors. Suppliers must sign and comply with the Code of Conduct, which includes requirements related to the preservation of the environment, the working environment and social conditions, and business ethics and compliance. Furthermore, suppliers must answer a self-evaluation questionnaire in order to show how compliance with the Code of Conduct takes place and must be updated once a year. An equivalent approach is followed for construction activities.

In the UK, URW deployed a scoring matrix based on a detailed questionnaire, to underpin its objectives towards the due diligence required by the Modern Slavery Act. The scoring matrix is made of different criteria weighted to provide a score and contribute to an early identification of at-risk suppliers. Additionally, URW is set to roll out a UK Supplier Code of Conduct to further monitor suppliers' commitment to a set of criteria when providing goods or services to URW.

At the Group scale, URW launched a process to design a Responsible Procurement Charter to clearly define its commitments and requirements to direct and indirect suppliers, in terms of human rights guarantees, sustainability criteria, fair competition and corruption prevention. The Charter aims to offer a framework to appropriately monitor URW's suppliers policies, commitments and, if needed, the corrective actions taken. The Charter is meant to be a contractually binding document between URW and its suppliers. More specifically on forced labour, understanding and awareness of this significant issue is critical. URW partnered with "Stronger Together" to develop high-level training to fight the risk of forced labour. Stronger Together is a not-for-profit organisation, working with businesses to reduce forced labour, labour trafficking and other hidden third-party exploitation of workers. The developed training was delivered for the first time to all Management Teams at Corporate level and within the Regions, as well as the more exposed departments within the Group in English, French and German in 2022.

Regarding Convention & Exhibition activities, one employee of Viparis' procurement department has been trained in responsible purchasing in 2022.

SELECTION OF SUPPLIERS

On top of the existing Supplier Code of Conducts/Responsible Procurement Charters, URW chooses its contractors with great care and ensures they comply with its procurement policy. The Group-wide Purchasing Procedure guarantees an optimised price for the best level of service while securing an equal treatment among providers/suppliers. It states that the suppliers of all goods and services must be selected fairly on the basis of objective, comparable criteria and, when relevant, according to procedures relating to invitations to tender.

Prospective business partners are screened in line with the "Know Your Partner" procedure of the Group. As part of this due diligence, the Group evaluates any violations with respect to environmental misconduct, corruption, illegal employment of migrant workers, child labour, human trafficking, modern slavery and any red flags identified are escalated with the Compliance department.

Before a new service provider joins the approved list, a substantial amount of information is required, including an overview of its sustainability strategy and practices. These environmental and social factors are of particular importance to the Group's information in its choice of suppliers and form part of the criteria considered in tender processes.

Each purchasing step is duly documented for traceability. In Continental Europe, a web-based solution for purchasing management was launched in 2017, focusing on services procurement in the standing portfolio. It makes the procedures of URW more robust, facilitates new and direct collaboration between all stakeholders, ensures the transparency required for all purchasing decisions, helps operational teams to select providers, and facilitates the sharing of best practices and risks mitigation. This solution secures the administrative management for the whole purchasing cycle.

INCLUSION OF SUSTAINABILITY CRITERIA IN CONTRACTUAL CLAUSES

General Purchasing Conditions (“GPC”) apply for all the countries in which URW operates, although they vary between Continental Europe, the UK and the US, according to local requirements. A clause is also automatically included in these conditions, requiring suppliers to abide by the Group’s Code of Ethics provisions, including complying with applicable laws and regulation, prevention of all forms of corruption and discrimination, respect for human dignity and for employees’ work, preservation of the environment and reporting practices that are in breach of these principles using the contact procedure provided by the Group.

In Continental Europe, for standing assets, service providers (particularly cleaning, multi-technical maintenance and security companies), are asked to sign the GPC attached to each contract. This includes a sustainability clause covering all environmental issues, notably improved energy efficiency, responsible waste management, and the use of environmentally friendly products and materials, and which ensure the protection of social and labour rights, including a commitment to comply with the conventions and standards of the ILO and with local employment legislation.

In the UK, the Standard Service Agreement includes a commitment to comply with all relevant safety, labour and environment (including but not restricted to waste and water management) legislation, with the site environmental management accreditation (ISO 14001) and with best practices in these areas.

In the US, clauses require the suppliers not to engage in any direct or indirect form of human trafficking, slavery, forced or involuntary labour.

In France, two addenda to the GPC reinforce the existing sustainability provisions, specifying the efforts and results expected in terms of environmental and social performance: an “environmental clauses addendum” and a “professional integration clauses addendum”. The latter, which was introduced in 2018, commits service providers to fostering the professional integration of people remote from the job market. It requires service providers to commit and make major efforts in this field when providing services within the Group’s assets. Specific targets are set in association with the Group, to adapt professional integration ambitions to the scope and business of each supplier, to secure genuine pathways leading to careers or qualifications and diversified recruitment channels. The ambitions are regularly reviewed. In this addendum, providers also agree to recruit most of their staff from communities located close to the place where the contract is being fulfilled, and to take part in the Group’s URW for Jobs recruitment events (see section 2.3.4 Engaging with local stakeholders). Finally, signatory providers agree to prepare and send to the Group a summary of the professional integration actions implemented, and results obtained in each of the Group assets in which they operate.

In Continental Europe, for projects under construction, the contracts signed with suppliers state that the Group and the companies it controls are committed to reducing the carbon footprint of their projects, particularly during the development phase of the assets.

A clause indicates that the construction companies involved in the Group’s projects must take the carbon impact into account when selecting construction techniques, materials and technical solutions. After each project review and at all project stages, an arbitration regarding the carbon footprint impact is to be taken for the proposed solution to be submitted to the Group. The principles and action plans used to select the most sustainable materials with a reduced carbon content are specified in section 2.2.2.3 Construction materials.

RAISING AWARENESS AMONG EXISTING SUPPLIERS

To encourage existing suppliers and contractors to improve sustainable operating practices and use environmentally sustainable materials, the Group shared its sustainability policy and related environmental and social targets with all its main service providers Group-wide through official communication letters. These included contents and ambitions of the Group sustainability strategy and the announcement of further supplier engagement on sustainability topics. The Group confirmed its willingness to work together with its supply chain in its Better Places 2030 journey.

As part of the Group’s Continental Europe “4 Star” label criteria, URW regularly conducts training in customer service skills for the security staff and cleaning suppliers at all shopping centres with the “4 Star” label. In France, maintenance suppliers are trained in the Group’s Environmental and H&S processes.

The Group has also introduced initiatives concerning incentives for energy savings and waste segregation performance (e.g. energy performance contracts – see section 2.2.3.4 Energy management) and contractual targets of percentage waste to landfill (see section 2.2.3.6 Waste management). These site-by-site practices challenge suppliers and serve as a basis to involve them in a process of continuous improvement for all managed assets.

ASSESSING THE SUSTAINABILITY PERFORMANCE OF SUPPLIERS

In Continental Europe, internal annual supplier assessment of compliance with environmental clauses, management modes and service quality are performed on key services (multi-technical, H&S, mechanical transport, cleaning and waste management).

The supplier assessment process allows for the evaluation of supplier compliance with contractual requirements and to anticipate tender needs. Data collected through these assessments, once consolidated, are also shared with contractors through Steering Committees.

Since 2020, in Sweden, compliance with the Swedish property industry's Code of Conduct for suppliers is monitored through a questionnaire sent to suppliers to assess their commitments to sustainability and updated annually (See section 2.3.3.3 Supply chain management for more details).

In 2020, Viparis launched an external evaluation campaign of its suppliers on sustainability criteria in partnership with EcoVadis. For suppliers outside the EcoVadis platform, Viparis has also updated its sustainability internal biennial assessment questionnaire in 2021. These assessments are used during annual meetings with contractors to define a plan of action regarding sustainability performance.

2.3.4 ENGAGING WITH LOCAL STAKEHOLDERS

2.3.4.1 SUPPORTING THE COMMUNITY

Each of the Group's assets is fully committed to creating social value for communities and contributing to the sustainable economic development of the areas in which it operates.

– SUPPORT TO UKRAINIAN COMMUNITIES

URW is focusing on mid-term and long-term humanitarian help and positioning as an umbrella company facilitating the orientation of those in need with the right NGOs and government bodies and to raise awareness among visitors.

Since the beginning of the war in Ukraine, URW has been actively supporting initiatives to help refugees through:

- Providing vacant spaces for non-governmental organisation's ("NGOs") actions in collaboration with local authorities to collect and distribute first necessity goods and services. In Poland, Galeria Wileńska reacted quickly and joined the aid for Ukraine action, allocating a vacant unit for Caritas as a place to collect food, clothes, hygienic, material gifts. In France, at Paris Expo Porte de Versailles, Viparis has opened its doors to welcome refugees arriving in France, creating in partnership with the NGO Coalia a refugee centre with the capacity to host 500 people; and
- Providing free services to refugees. In the Czech Republic, at Centrum Cerny, free educational support is provided for Ukrainian children. In Poland, in co-operation with Fikolki Kids' Club, free childcare has been made available for refugees at Westfield Arkadia and Wroclavia.

URW also financially supported NGOs dedicated to the support of Ukrainian refugees on the ground:

- Westfield London and Westfield Stratford City made a direct cash donation to enable our teams on the ground in Poland to purchase much-needed supplies, furniture and bedding for refuge centres on the Polish/Ukraine border. Besides monetary donations, our UK teams partnered with Choose Love to host pop-up kiosks in the shopping centres, where employees volunteered to sell merchandise for donations that supported refugee aid initiatives;
- In Poland, our destinations are covering the cost of care for an additional 15 children for 8 weeks at each shopping centre;
- In The Netherlands, the Amstelveen and Zoetermeer teams installed a display for visitors to scan a QR code and donate to the national relief fund "Giro 555";
- In the Nordics, the Group has initiated an extensive collaboration with Save the Children. This includes a fundraiser in each centre, as well as the provision of space for the organisation to raise awareness on the humanitarian crisis, both physically and online;
- Throughout Germany, logistics were put into place to receive both monetary donations and donations in kind, and sent to organisations such as Caritas, the Red Cross and others;
- In the US, URW have also launched financial donations going in this sense; and
- In Austria and Germany: both the Company and employees made monetary donations to Caritas, and donations in kind were also received on behalf of the organisation.

The Company provided media screen time, social & website, space and logistics services to support financial initiatives for refugees:

- In partnership with Ocean and JC Decaux, the UK supported the Red Cross fundraising campaign across all media screens at Westfield London and Westfield Stratford City with a media value package of approx. £800k per month.

The Group supported URW employees that are interested in hosting individuals/families or want to volunteer:

- In March 2022, URW initiated opportunities for employees to make financial donations to support a humanitarian NGO, matched by a URW donation; and
- URW employees had the opportunity through the URW volunteering programme in the Czech Republic to be volunteering in our co-ordination centres – co-ordination centres "Help to Ukraine!" are meant to gather the needs of those still in Ukraine and refugees through NGOs and state institutions (e.g., collecting essential goods, electronics and advising those in need or people offering help).

– URW FOR JOBS

URW for Jobs is one of the Group's major community initiatives. Its goal is to create job opportunities within the Group's assets for local people facing barriers to employment, for example due to economic, social or family issues.

The programme is designed for beneficiaries who have been unable to find sufficient employment, to receive free training support to meet the requirements of employers in the Group's value chain (for example, retailers, customer services, security and construction). At the end of this process, participants are introduced to tenants from the shopping centre and other employers through job interviews, job fairs and job applications. These actions are delivered in collaboration with local public employment services and charities with which the Group builds long-term partnerships.

The Group committed to support 1,000 local people to integrate a job or a qualifying training certification through the URW for Jobs programme from 2020 onwards. Since its inception in 2016, URW for Jobs has helped 3,239 people to find a job or a certified training programme.

In 2022, URW for Jobs was hosted at 38 shopping centres across the Group. Through nearly 17,400 training hours, the beneficiaries were able to rebuild self-confidence, crystallise their career plans and develop skills.

In 2022, 877 local people were hired in a job or completed a certified training course in the 2 months following the programme. This includes 638 candidates trained through the programme and a further 239 candidates who were able to gain entry to the initiative without prior training and found a job at events organised by the shopping centres.

In 2022, Westfield Rosny 2 launched a partnership with YOOKAN, a non-profit supported by Pole Emploi, the French, national agency responsible for supporting unemployed people, Adecco, Génération France and the city of Rosny-sous-Bois. More than 1,000 sqm of space is now dedicated to local jobseekers, with virtual services offered to promote new jobs and provide recruitment support to people facing difficulty accessing the job market.

– URW COMMUNITY DAY

The URW Community Day is designed to engage a large number of employees in volunteering for a local charity, involving all countries where the Group operates.

The Group's community-oriented activities in 2022 continued to focus on bolstering stronger and more inclusive communities, providing support to refugees, and contributing to sustaining the local environment. A total of 62% of Group employees delivered more than 8,278 volunteering hours in 2022.

Some of the 2022 volunteering initiatives:

- The Austria team volunteered to support Jugend Eine Welt, a humanitarian aid organisation that works to improve the future prospects of children and young people on the margins of society;
- In France, the team continued its partnership with the National Forests Office (Office national des forêts, "ONF") to help maintain local forests around the Paris region by clearing vegetation and planting trees;
- In Germany, employees partnered with organisations including Hanseatic Help e.V., which supports refugees, homeless people, and families in need by providing clothing and hygiene products;
- The Nordics team joined forces with Rena Mälaren to clean up the Fisksätra waters, removing 380kg of batteries and 2 tonnes of waste;
- In the UK, colleagues teamed up to transform three local areas near to Westfield London shopping centre, including improvements to biodiversity spaces and community gardens; and
- Teams in the US lent a hand to a number of non-profit organisations, including Interfaith Works and Baby2Baby, to collect and sort donations of essential items for emergency shelters and families living in poverty.

– LOCAL PARTNERSHIPS

Today more than ever, the Group aims to come together with communities and stakeholders building on each other's strengths to create shared value.

Anchored in the local areas where it operates, each of the Group's assets has built a strong network of local partnerships, working closely to identify and tackle the issues that are critical for local populations and businesses. By building these strong and long-term relationships with local stakeholders, the Group co-ordinates common answers, bringing its years of experience to connect people, commerce and the built environment.

In 2020, the Group made a step forward to better monitor and strengthen the positive impact of its community-oriented actions with the implementation of Community Resilience Action Plans in 100% of its owned and managed assets (see section 2.3.2 Promoting community resilience). As part of the Community Resilience Action Plans, and in addition to the URW for Jobs and URW Community Days initiatives, these local or national partnerships give rise to a wide range of additional initiatives, in which URW employees dedicate time and expertise.

The Group committed to 100% of Flagship assets supporting at least one local charity or NGO-sponsored long-term project (> 2 years) by 2022. In 2022, at least 83% of Flagship assets had partnerships with charities or NGOs for at least 2 years. In 2022, over 750 social and environmental initiatives were delivered by the Group's centres through the provision of spaces, donations, collection of materials or donations, and educational events. They benefited at 47% to non-profits, 25% to public community partners such as schools, nurseries and sports clubs, and 29% were private entities with a social or environmental purpose.

In total, including donations of the airports division and contributions made at national and corporate levels, philanthropic contributions from URW amount to €12.7 Mn Group-wide for 2022.

Examples of long-term projects with charities or NGOs:

- In France, Westfield Vélizy 2 launched a Social Inclusion Committee in 2020 to gather local non-profits and start-ups around social inclusion topics, including improvement of accessibility and possible dedicated services for people with disabilities. This collaboration led to the installation of electric scooters for people with reduced mobility and the launch of a partnership with a local social healthcare institution to advance the employability of disabled people. The centre also implemented a new service, together with the partnering organisations: one employee dedicated to welcome and accompany disabled customers in the centre based on preliminary appointments twice a week; and
- In Poland, pursuing the existing partnership with Brother Albert's Aid Society, the Wroclavia shopping centre opened a charity stand conducted by the Brother Albert Aid Society before Christmas where homeless people were selling their handcraft, not only to raise money but also to increase awareness about homelessness problems and promote the Brother Albert Aid Society. It follows a 2020 programme where the centre partnered with the Brother Albert's Aid Society to create a community garden looked after by homeless people.

These projects provide the charities and non-profits the support they need to have long-term visibility and develop impactful answers, while leaning on the stability, attractiveness and commitment of the Group's assets.

In parallel to these local partnerships, the Group pursued its long-term national engagement:

- Through its partnership with the *Ecole de la 2ème Chance (E2C)*, which has been renewed every year since 2008, URW supports the effort to achieve sustainable social, civic, and professional integration of young people in training. Each year, the E2C offers young adults, aged 16 to 25, with or without a first level of diploma, a new chance to develop skills and know-how, in order to integrate into the job market. In 2022, URW was honoured to welcome the former French Prime Minister, Edith Cresson, to sign the fourteenth Convention between the network of Écoles de la 2ème chance ("second-chance schools") (Réseau E2C France), the Edith Cresson Foundation and URW; and
- Since 2021, as industry leader, alongside the main stakeholders of the French real estate sector, URW is involved in promoting and driving forward education and research in the fields of real estate and urban planning. As a founding member of the Palladio Foundation, the Group has taken part in its annual programme of conferences sponsored by the former French Prime Minister, Édouard Philippe, on the topic of "Health & wellbeing in the City of tomorrow". This was aimed at identifying the major challenges of contemporary societies to invent the city of tomorrow. In addition to these working groups, the Foundation also finances the brightest students in the real estate field, helping them to continue their higher education or pursue research projects.

COMMUNITY ENGAGEMENT

Our centres create better communities

URWforJOBS by UNIBAIL-RODAMCO-WESTFIELD	LOCAL partnerships	URW community DAY by UNIBAIL-RODAMCO-WESTFIELD
Creating job opportunities for people seeking employment	Getting involved locally	Engaging a wide range of employees to support non-profits
17,400 Training hours provided in 2022	**750** Social or environmental initiatives delivered	**93** Volunteering initiatives
877 People secured a job or with a certifying training programme	**96%** of assets supported at least one local charity or NGO during the year	Led in each of the **11** **Group countries**
38 Shopping Centres involved		**8,278** Hours of volunteering

2.3.4.2 OPEN DIALOGUE WITH TENANTS AND VISITORS

After several years impacted by the COVID-19 crisis, consumers' new expectations and new habits require reinventing the business and challenging the offer to integrate more sustainable brands.

Since 2020, customer surveys with URW loyalty database are being conducted to understand sustainability perceptions, needs and expectations within our shopping centers. Starting in 2022, these surveys will be conducted on an annual basis across our assets. URW has also begun tracking, within Westfield Brand Tracker research platform, sustainability perceptions and expectations beginning in the third quarter of 2022. Key takeaways and results will be leveraged to strengthen the company's customer actions.

The collaboration between retailers is crucial to match customer needs on local production (consumers' attention is increasingly focused on the origin and place of manufacture), sustainable materials, local initiatives and partnerships with local associations or actors.

The yearly tenant satisfaction surveys in each shopping centre were pursued in 2021 in Continental Europe and the UK, to secure among other topics that the retailers are aware of the Group's strategy to keep them safe and feel supported through the crisis.

The URW "Connect" application importantly improves day-to-day relations between the centres, tenants and suppliers. The application is used regularly to engage and get feedback of tenants and their satisfaction regarding new services or events. Launched in 2016, the application is currently used in a great majority of European and US retail assets.

These intense exchanges and the continuous work to improve the relationship with tenants and visitors comes in addition to the "4 Star" label, which ensures a unique shopping experience through the quality of services provided and infrastructure summarised in a framework of 680 points. This "4 Star" label was maintained in Europe in 2022, while the corresponding label called "Service with style" was pursued in the US portfolio.

2.3.4.3 SOCIAL INCLUSION

URW also strives to ensure its assets are welcoming and accessible to all citizens, empowering the Group's teams to take action to translate this inclusive vision in the Group's daily operations. Social inclusion is a critical topic for the Group, and this has been reinforced by the COVID-19 crisis and its impact on pre-existing inequalities as well as by other major social events.

- The Group reiterated its commitment to the fight against racism and bias. In addition to diversity and inclusion initiatives led internally (see section 2.4.2.2 Diversity and Inclusion), a number of regions help strengthen support to the economic empowerment of people of colour through community-oriented initiatives, such as through URW for Jobs, corporate giving and programmes to support entrepreneurship;
- The URW Airports team in the US is committed to lowering the barriers of entry for minority groups, women, and disadvantaged businesses to help partners succeed and foster a more inclusive industry. In 2022, URW Airports launched the Supplier Diversity Network programme to help build the pipeline of disadvantaged businesses and connect them with bidding opportunities;
- A permanent Black Pound Day store was opened at Westfield London in 2022 following a successful temporary pop-up space in the asset the year before. Black Pound Day aims to support Black-owned homegrown brands and strengthen the UK economy.
- In Germany, Pasing Arcaden held the anniversary exhibition of *Hilfe von Mensch zu Mensch e. V.*, an organisation focusing on inclusion and integration of different people of all ages. Thanks to the activities organised, the exhibition space gave children a chance to express themselves creatively in a welcoming and inclusive environment for over a month; and
- In Austria, Westfield Donau Zentrum appointed the first-ever centre LGBT (lesbian, gay, bisexual, and transgender) ambassador and proudly displayed the rainbow colours during the month of June to celebrate its commitment to diversity and the inclusion of LGBT people. The centre also started a co-operation with the Austrian LGBT movement (HOSI) with donations made for every voucher card sold.

In 2020, the Group launched a dedicated training course across Europe to raise awareness of social inclusion among all customer facing staff. Created together with the French association ADAPEI, the learning programme helps Group employees and providers to better understand the diverse nature of disability (including hidden or invisible impairments), identify situations where specific assistance might be needed, devise suitable responses, and adopt appropriate behaviours. In parallel, in the US, various initiatives were launched in 2020, including dedicated e-training courses and awareness-raising workshops, alongside efforts to enhance the overall guest experience for people with disabilities.

In April 2022, URW is committed to an inclusive experience in shopping centres during the World Autism Awareness Day and highlighted the initiatives implemented to enhance the shopping experience for persons with autism all year round.

Three initiatives were launched to build a more inclusive environment for all in our destinations:

- A weekly silent hour is now observed in 10 centres in France (dimming the lights in traffic aisles and turning off ambient music and audible announcements);
- In the UK, Westfield London launched new sensory packs designed in partnership with Ethos Farm to support people living with a wide range of disabilities who are likely to benefit from sensory resources to make their shopping experience more enjoyable. The UK also supports the hidden disabilities Sunflower Campaign, which provides visitors with invisible disabilities, if they wish, a discreet lanyard that indicates to the centres' employees that the person wearing it needs additional support, help, or a little more time;

- In Paris, Westfield Forum des Halles hosted a large photography exhibition on autism in April titled "We are all different – 100 portraits to change the way we view autism", organised with the charity association *"Un pas vers la vie Autisme"*. The 100 black-and-white portraits of people affected by autism, shot by the artist JR, are full of life and accompanied by testimonies and statistics to encourage inclusion and raise visitors' awareness of autism is in everyday life.
- In December 2022, AlterMassage, an association approved as a "social utility enterprise", specialising in wellbeing and health prevention at work, opened a store in Westfield les 4 Temps. The company employs mainly people with disabilities and offers products made in France by ESATs (*Établissements d'Aide et Service par le Travail* – an organisation for the inclusion of people with disabilities) and companies that employ people with disabilities;
- Café Joyeux, a restaurant chain that employs and trains people with Down syndrome or cognitive disorders, has set up shop in Westfield Parly 2[1]. The aim is to make disability visible and to encourage encounters, by offering work in an ordinary environment to people who are far from employment; and
- In February 2022, Westfield Velizy 2 organised workshops and simulations of disabilities within the center's spaces, in order to allow visitors to better understand physical or mental disabilities, to raise awareness of disabilities and to encourage inclusion.

Multiple local disability inclusion initiatives are conducted throughout the Group, such as the Social Inclusion Committee of Westfield Vélizy 2 of its (see section 2.3.4.1 Supporting the community).

2.3.5 PROMOTE RESPONSIBLE CONSUMPTION

Household consumption is a major contributor to some of the most pressing environmental issues globally, such as anthropogenic climate change, waste generation or water pollution, requiring generalised short and long-term solutions and a massive market evolution towards more social and environmental responsibility.

As a leader of the industry and with the high number of visitors coming each year to its assets, the Group has a strong responsibility to foster change by promoting healthier and more responsible consumption. This responsibility was translated into concrete commitments within the Group's Better Places 2030 strategy, be it through the diversification of the retail offer or through non-retail initiatives such as services or events. This shift is indeed not only about having the right brands, but also adopt marketing practices and services in line with the Group's commitments.

By 2022, the Group has committed to have 100% of its Flagship assets support and promote at least one sustainable consumption initiative. These initiatives aim to encourage changes in consumer behaviours and lifestyle and encompass a large range of services, infrastructures, or events to ease customers' eco-gestures and enhance their awareness on the impact of their purchasing choices (see section 2.3.5.1 Fostering change in behaviours).

In 2022, 81% of the Group's Flagship assets supported and promoted at least one sustainable consumption initiative.

In the longer term, by 2025, the Group engaged to collaborate with tenants to increase transparency of brands on health and sustainability and to expand healthy and sustainable alternatives in 100% of its Flagship assets. This translates in increasing the presence of a sustainable offer through partnerships with existing tenants while integrating new sustainable brand leaders in the portfolio (see section 2.3.5.2 An attractive, distinctive and sustainable offering).

URW conducted its sustainability-oriented survey on its own customer base for the second year in a row on its European portfolio, confirming the importance of sustainability for consumers, giving clear orientations on the most appropriate answers to meet their expectations according, and confirmed the relevance of the Group's commitments.

2.3.5.1 FOSTERING CHANGE IN BEHAVIOURS

The Group's assets develop locally tailored initiatives to promote responsible consumption choices and sustainable behaviours with local partners. On top of mobility services (mentioned in section 2.2.4.2 Innovative sustainable transport solutions) and waste management solutions offered to visitors (mentioned in section 2.2.3.6 Waste management), each of the Group assets encourages sustainable behaviours with local awareness-raising activities and join Group or regional-wide initiatives.

Local initiatives take the form of enhancement of the available infrastructure such as the implementation of eco-citizen points of collect, urban gardening infrastructures or swapping corners. Locally, sustainable behaviours are also strongly encouraged by highlighting the sustainable features and initiative of the tenants and their offer, by incentivising responsible customer choices, by engaging the public through physical events such as workshops to upcycle, repair or extend the lifespan of products or TED talks.

The best local practices are then rolled out and monitored more closely at Group level. This is, for example, the case for the smart food waste solution deployed in Europe or the focus made on circularity in textiles.

– AWARENESS-RAISING INITIATIVES

Numerous initiatives are led to raise visitors' awareness of the environmental and social impact of their consumption choices and behaviours. These initiatives translate into events, long-term services or communication and address various consumption-related subjects such as:

- In 2022, Westfield CentrO (Germany) transformed the unused meadows in front of the shopping centre into natural greenland for bees to thrive. The installation of beehives also generated the production of 250 kg of locally harvested honey. While raising awareness about the importance of bees in our ecosystems and food systems, all the proceeds derived from the sale of the honey produced on-site were donated to Tafel Oberhausen, a local food bank supporting families and individuals in need.

(1) Opening in February 2023.

- In June 2022, Westfield La Maquinista and Westfield Glories (Spain) partnered with (R)Forest, a non-profit the that seeks to promote a fundamental change in life habits and advance responsible consumption practices. The non-profit core goals are focused on helping to keep forests clean of plastics or small infectious outbreaks, to support reforestation efforts. As (R)Forest is to broaden its scope to integrate underwater reforestation, the two assets aim to sponsor and publicise these outings to promote the protection of both forest and ocean ecosystems.
- In December 2022, Hofe am Bruhl (Germany) partnered with the Toys Company, a social project of the DEKRA Academy supported by the Leipzig Job Centre. The shopping centre launched a collection service of second-hand toys donations at the reception. All toys were cleaned and upcycled by the Toys Company to be donated to eligible families with children, completely free of charge. The initiative also aimed at making shoppers aware of the difficulties faced by families in a context of economic uncertainty.

Empowering customers to make the right purchasing decision also requires making sure that they have access to the relevant information. URW's team worked hand-in-hand with the tenants to highlight their sustainable offer or initiatives. For example, Taby Centrum organised several talks on sustainable fashion and beauty in partnership with Myrorna.

Making sustainability attractive through fashionable and desirable activations is fully integrated as part of the Marketing roadmap of each asset and will continue to be a focus for the Group in the future.

– CONNECTING PEOPLE TO NATURE

The urban gardening activities of the Group are enhanced year after year (see section 2.2.5 Protect and improve biodiversity). These spaces dedicated to increasing the local biodiversity are also used to connect the public with nature, deliver pedagogical messages and sustainable experience.

Westfield Rosny 2 started deploying re-vegetation efforts to develop more than 1200 sqm of green area within and by the centre, featuring 20 rare species of trees and bringing the opportunity for visitors to engage with nature while reinforcing the available space for biodiversity to thrive. A greenhouse built in the common areas is meant to provide restaurants in the centre with fresh fruits and vegetables, reinforcing the circularity options for local restaurants.

Polygone Riviera inaugurated its newly renovated nature park, providing visitors with a leafy open-air space that offers a biodiversity-friendly experience with an educational trail to raise awareness of environmental protection, ecological issues and the preservation of biodiversity. The inauguration consolidated a partnership with the LPO, a major French biodiversity protection NGO. The nature park aims at raising awareness of environmental protection and ecological challenges by creating an educational journey highlighting the importance of biodiversity.

When local urban farming activities are not taking place, centres still encourage the link between their visitors and nature such as in the partnership signed between Westfield Vélizy 2 and the ONF (French National Forest Office) organising workshops and encouraging visitors to co-finance the restoration of a degraded forest plot nearby.

Centres also regularly take part in environmental cleaning campaigns in their neighbourhoods.

Finally, the centre teams regularly participate in urban planning meetings with the local authorities, offering their support to increase the surface of green spaces available in the surroundings. This is notably the case in Centrum Cerny Most, which contributes to deliver the design of the Triangle Park in the close vicinity of the asset, in partnership with several other partners, including the municipality of Prague 14.

– LIMIT FOOD WASTE

Since 2018, the partnership with Too Good To Go, a platform where food retailers can sell their unsold products at a discount to customers at the end of the day, offers a turnkey solution to the Group's tenants while generating additional revenues and raising awareness among visitors.

In 2022, 435 stores in 62 different assets offer the solution to limit food waste. It enabled the saving of around 295,000 meals (see section 2.2.3.6 Waste management).

These results have been made possible thanks to the involvement of the URW teams who act as an intermediary for the food and beverage retailers and supermarkets, clarifying and facilitating their involvement, and for the customers, promoting the benefits of using the service.

Local initiatives in the Group's centers also include:

- In 2022, Westfield London and Westfield Stratford City partnered with the Felix Project, a London-based charity set up to help combat food poverty. Amid a crippling cost-of-living crisis in the UK, donations from the two London assets will now fund 90,000 winter meals for those living in poverty in the capital. The Felix Project collects fresh, nutritious food that cannot be sold and would otherwise go to waste and redistributes it to over 1,000 organisations and schools to help the most vulnerable members of the local community; and
- In April 2022, as the average amount of waste generated by Polish households is increasing, Westfield Mokotów launched an educational campaign to raise awareness about the right way of segregating and reducing different types of garbage – especially the products that are sold on-site. The campaign used information boards, sharing information on official guidelines and useful tips. The project was directly connected to Earth Day celebrations, including a challenge for schools and family teams to perform in a garbage collection and segregation's knowledge competition.

In June 2022, Garbera (Spain) partnered with the Kristina Enea foundation to improve the separation and segregation of waste at the source. First by reducing the amount of solid urban waste that is generated and destined for waste rejection through responsible attitudes, but also by minimizing the generation of any waste on-site. This project has been carried out in collaboration with all the new restaurants in the Dining Experience area.

– CIRCULARITY IN FASHION

Given the importance of the fashion sector in the Group's assets and the impact of the fashion industry on the environment, the Group made circularity in fashion one of its priorities.

This is addressed through the presence of containers in the assets' premises. Twenty of the Group's assets facilitate the recycling of used clothes in partnership with local companies or charities, which engage to provide them with a second life, reusing them through second-hand market or charity donations or recycling them. In 2022, the containers enabled the collection of 541 tonnes of textile.

Circularity-related events enabled an additional collection of 18 tonnes of textile products. Since 2021, at Westfield Forum des Halles, The Second Life company offers the possibility for visitors to sell fashion items against a gift card in the shopping centre. Items are being bought at a price set by The Second Life and resold with its partners, online or in physical second-hand pop-up stores. In total, nearly 1,500 unique clients participated in this initiative.

In March 2022, Taby Centrum hosted the Spring Festival of Sustainable Fashion and Beauty with the completion of a family craft workshop with Newbie and influencer Sofia "Mokkasin" Vusir Jansson to recreate a floral setting from old clothes and fabrics.

In October 2022, Stadshart Amstelveen launched the "Style Recycle Challenge", offering visitors the chance to donate old clothes in the interactive Holobox created for the challenge. The event helped collect more than one tonne of garments for the partnering organisation, Sympany, a textile recycling foundation. Visitors were incentivised to participate with awareness-raising spots, special prizes and vouchers.

In 2022, Metropole Zlicin organised a Sustainability Festival to inspire and educate visitors, providing them with information on how to change their approach towards the environment, and become more responsible. Visitors were encouraged to engage with topics such as "Circular fashion", "Life without waste", "Future on a plate" or "Composting in the city." These topics were presented by 4 local non-profit organisations: Potex, Zerowasters, ProVeg and Kokoza.

In December 2022, Westfield la Maquinista inaugurated a Circlow store, a pilot project in partnership with Wallapop, the leading app for buying and selling second-hand products in Spain. Circlow offers customers the chance to sell unwanted clothing items, providing support for the presentation, the display and the pricing of their items in the store. While directly supporting the purchasing power of local customers, Circlow encourages second-hand fashion.

In total, 560 tonnes of textile were collected to be given a second life through URW assets in 2022.

2.3.5.2 AN ATTRACTIVE, DISTINCTIVE AND SUSTAINABLE OFFERING

URW devotes considerable energy to create extraordinary and sustainable places where people live, work, shop, connect and are entertained. The Group constantly works to meet the increasing needs of its visitors and communities by offering a wider range of services, animating the community through tailored programmes of entertainment and events and providing a prime and relevant tenant mix.

To diversify its offer, and response to the growing demand for more responsible products and services, the Group mobilised its teams to engage with current tenants towards more collaboration on sustainability, and particularly to encourage a more sustainable offer in their premises. In the meantime, the Group also entered into relationships with new ecologically and/or socially positioned retailers to integrate more alternative offers in the portfolio.

– COLLABORATE WITH TENANTS TO INCREASE TRANSPARENCY OF BRANDS ON HEALTH AND SUSTAINABILITY

Many of the Group's retailers have implemented serious strategies to address climate change and decrease their social or environmental impact. URW strives to actively support its tenants' strategies on environmental and social performance, be it by launching partnerships to enhance their initiatives or promoting their existing sustainable alternatives towards customers.

Therefore, the Group has started several discussions with large retailers to identify synergies on sustainability, with the conviction that a partnership approach is the most efficient approach to make a significant impact. These partnerships materialise in collaborations on technical and real estate-related management of the stores (eco-efficiency, waste management, etc.), but also in the promotion of responsible consumption, be it ecological product lines, recycling programmes or information on raw material sourcing and transformation.

Several initiatives are running, such as the launch of the Nature Reserve, together with Timberland and Urban Planters at Westfield London since 2020. This accessible pioneer space at the heart of the capital hosts a hub for biodiversity with a variety of different areas, including a wildflower meadow, insect hotels, beehives, fruit trees, vegetable beds, herbs and a pond area. Located behind the Southern Terrace, this teaching place offers an opportunity to witness different methods for growing fruits and vegetables, and to learn about the importance of caring for the environment. It has also been designed to be a safe and accessible space for visitors, which will mostly be students from local specialist schools supporting young people with severe learning disabilities and autism. This three-year partnership with Timberland is a great example of how working together can help local communities and the environment flourish.

– EXPAND HEALTHY AND SUSTAINABLE ALTERNATIVES

The Group also has a key role to play in attracting sustainable brands: innovative retail formats that convey sustainability benefits and have a positive impact on consumption behaviour.

The Group is convinced that its assets offer the best place for change and welcomed several new sustainable fashion brands. In May 2022, Garbera (Spain) partnered with the Environment Department of the Gipuzkoa Provincial Council in opening a commercial space for the GK Green Fashion brands within the centre. GK Green Fashion Pop-Up Store, is an initiative occurring twice a year, in May and November. The initiative aims to make sustainable fashion more accessible and to broaden their purchasing options. Likewise, the GK Green Fashion store helps bring local brands and sustainable fashion closer together.

In December 2022, Westfield Euralille (France) inaugurated Emmaüs Village, a solidarity shop offering second-hand items refurbished by the organisation's workshops by Emmaüs "companions", mostly people that have been excluded from the job market or are in a difficult economic condition. The shop also displays new items that come from partner brands or donations from the centre's tenants. The shop is exclusively run by volunteers and people in a situation of professional reintegration.

In 2022, Westfield London launched an "I do handmade" pop-up mini maker's market for two 6-week periods with more than 450 brands including 150 sustainable brands. The aim is supporting independent, handmade and local businesses.

In the food and beverage sector, URW signed a lease with Café Joyeux, a socially responsible restaurant with the purpose of training and employing people with cognitive disabilities such as Down Syndrome and autism opened in France at Westfield Parly 2 (See 2.3.4.3 Social inclusion). In Nacka Forum, Eat for Change is a food truck created to help people in the suburbs who, for various reasons, have had trouble finding a job, but who have a great interest in cooking and food culture. In Fisketorvet, URW signed a lease in October 2022 with Veganland, a restaurant that offers 100% vegan and vegetarian food.

More recently Marquette, a concept-store showcasing more than 45 digitally native brands chose la Toison d'Or to deploy their newest concept. The store offers visitors with multiple sustainable brands options, such as the sustainable clothing brand Faguo, the eco-friendly personal care brand Lamazuna, N'Go offering sneakers made of recycled plastics or Endro Cosmétique, a plastic-free cosmetic brand.

The transformation of the offer and the increase of healthy and sustainable alternatives will not be achieved in a day. But the Group is committed to pursue its effort, test and learn from the new concepts and models implemented with a rich variety of partnerships in order to progressively become a recognised platform of sustainable content for visitors and retail partners.

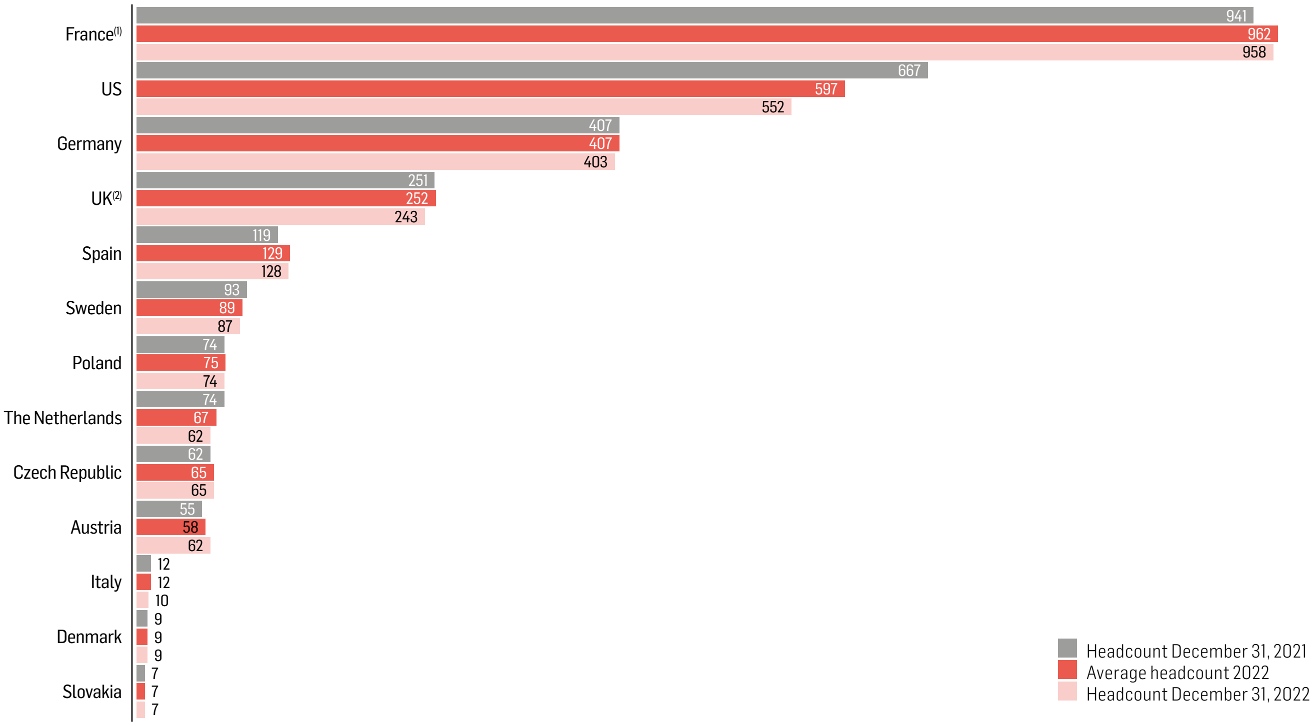
2.4 BETTER TOGETHER

KEY FIGURES

The Group has 2,660 employees as at December 31, 2022, and an average of 2,728 monthly headcount(1) for 2022.

EMPLOYMENT BY COUNTRY

Workforce as at December 31.



EMPLOYMENT BY ACTIVITY

Workforce as of December 31, 2022.

30% On-site

23% Operations

12% Convention & Exhibition venues

35% Support functions

(1) This figure includes VIPARIS employees (336 on December 31, 2022, 336 average headcount in 2022).
(2) This figure includes 1 CAML employee on December 31, 2022.

EMPLOYMENT CONTRACTS

Workforce as of December 31, 2022.

2.4.1 EMPOWERING OUR PEOPLE

2.4.1.1 TALENT DEVELOPMENT AND CAREER MANAGEMENT

– ATTRACTING THE BEST TALENT

Unibail-Rodamco-Westfield has always been committed to attracting the best talent by fostering professional development, promoting cross-functional and international mobilities and offering exciting career opportunities at all levels, be it for graduates or professionals. The Group's International Graduate Programme has been a long-standing proof of this promise, a key lever in terms of external attractiveness and an efficient onboarding and learning path for newcomers. As we focus on recruiting the best graduates from top European and American schools for the International Graduate Programme, we also continue our efforts in recruiting experienced profiles. Bringing new sets of capabilities and diversifying our leadership and management styles are key success factors for the Group.

Apprentices are also key to the group's onboarding of talents strategy with 20.0% of them having been offered a permanent employment contract in 2022 at the end of their apprenticeships.

INTERNATIONAL GRADUATE PROGRAMME (IGP)

The International Graduate Programme ("IGP") allows recent graduates to discover our unique approach to commercial real estate. They get to acquire first-hand knowledge of the company's business fundamentals, build a strong network, as well as access a springboard to a promising career shaping the future of the company. Graduates gain unparalleled exposure to diverse areas of the Group's business functions, completing at least 3 assignments in different departments, one of them being abroad.

Highlights of the Programme:
- A 12-month international programme with a tailored development plan;
- A chance to work with company leaders & top management;
- A unique opportunity to make a difference in shaping our places of tomorrow.

In 2022, 51 graduates from 15 different nationalities and 30 international schools joined the Programme.

2022 was a key year to enhance the International Graduate Programme experience. Each of the graduates did at least one assignment abroad (except for US graduates).

A mobility policy was put in place to improve graduates' experience and integration.

With the easing of COVID-19 rules, 3 different cohorts of graduates (87 participants) were reunited for a 3-day seminar in Paris in June 2022. They participated in Q&A sessions with the top management, visited the Group's iconic assets, and were trained through pitching sessions and business games.

URW reinforced its presence with European business schools by participating in the CEMS (The Global Alliance in Management Education) forum held in Barcelona in November 2022, including the organisation of interviews to recruit for the IGP programme, a skill seminar on negotiating skills, and a URW stand at the fair to meet with the 800 participants attending the event.

URW also intensified its communication around the programme with the release of a new presentation video on social media.

To support the transformation of the Finance function, with the creation of a Controlling & Performance Management practice, the Group launched a Finance Track whose goal is to attract finance profiles for assignments in Controlling, Audit, Treasury, Performance Management and prepare for future CFO functions. 2 recruits have been onboarded as part of this programme in France in 2022.

WeHIRE

URW considers its employees as the Group's best ambassadors and has developed the global programme WeHIRE to foster employee referral initiatives across the Group. WeHIRE offers our employees the opportunity to refer someone from their professional or personal network for open positions in the Group. If the recommended person is hired, the referring employee receives a bonus, with an additional amount given to a charity of her/his choice. In 2022, 66 new recruits were hired thanks to WeHIRE across the Group. €42,000 were donated all over Europe to charities.

LINKEDIN

The URW Corporate LinkedIn page allows us to maintain our strong digital presence. Its audience grew by 8,000+ in 2022 to reach over 102,000 followers by December 2022. Besides stories on our business activities and our People, among others, here the Group showcases content labelled #ReinventBeingTogether and #ReinventRetail to promote our unique experiences and #BetterPlaces2030 to highlight our sustainability initiatives and initiatives to support the communities we are a part of. URW continues to grow its reach on LinkedIn thanks to its network of regional pages with locally specific content (US, Germany, Austria, Poland and the Nordics) as well as via development project showcase pages such as Westfield Hamburg-Überseequartier or Lightwell.

– TALENT DEVELOPMENT

URW's talents development programmes are designed to develop the best Talent in the market. The Group is committed to offering employees a working environment that fosters diversity and equal opportunities, as well as the opportunity to build an exciting career.

Employees receive regular support and advice on career development. They meet with their managers once a year for year-end evaluations, can provide and receive ongoing feedback throughout the year, which gives them the opportunity to discuss their performance, objectives, career advancement and training needs.

INTERNAL MOBILITY AND CAREER EVOLUTION

Career evolution in the Company is strongly linked with the Group's competency model. The latter is based on the six corporate values of Boldness, Excellence, Teamwork, Ethics, Passion, and Ownership common to the Group (see section 2.4.2 Working Together). The competency model not only enhances communication, consistency, and transparency in managing mobility across the Group, it also recognises the experience and expertise employees are developing in their position. It is as well embedded in the annual performance evaluation review. Internal mobility between functions is strongly encouraged and is conceived as a collaborative process involving employees, managers, and the HR department. It gives employees a more in-depth understanding of the Group's various activities and priorities. International mobility also helps employees to build and consolidate networks and share best practices among the various regions.

The international mobility policy covers all mobility schemes, increases awareness of the related benefits and provides full support to expatriate employees and their families. In 2022, 3.68% of employees made a lateral career move within the Group, 15% of employees were promoted and 1.2% of employees conducted an international mobility assignment.

A comprehensive Succession Planning programme is rolled out every year for executive and leadership positions in the Group, both in Europe and in the US, with a focus on Corporate and regional functions. 126 leadership positions and their identified successors were reviewed by the Management Board at a dedicated Group Succession Planning review, preceded by in-depth reviews done in every country, led by HR Directors and Chief Operating Officers. The Succession Planning programme contributes to building a strong talent pool, clarifying development opportunities for the identified successors, and foreseeing possible career paths for them.

At the same time as Succession Planning review, Top Talents reviews are being carried out. All functions and all levels of experience are considered. The objective of the review is to get a comprehensive view of the talent pool for development and retention purposes and work further to match talents with key positions in the long run. 211 employees have been identified with potential to grow either in a business role (operating management, development, leasing) or central function role.

The Group largely enhanced its career and development planning processes thanks to the Succession Planning and People Performance Review.

In 2022, adjustments to the People Performance Review have been made, aiming at fostering regular feedback within the company and encouraging self-development and objective thinking all year long. The cornerstone of the programme remains a 360-degree feedback approach, now happening in June, where every employee can benefit from the evaluation of their annual performance by their direct manager and receive feedback from colleagues, direct reports (if any) and functional managers/reports (if any). End of the year reviews are carried out in a committee setting with presence of key leaders in the organisation to ensure fairness and consistency in evaluating performance cross-functionally. The programme results in an in-depth discussion of employees' annual performance, potential for professional growth and retention. 2,137 employees have been reviewed within the People Performance Programme at the end of 2022 (scope: employees hired before September 30 on a long-term contracts).

The Group continued to address talent development actions in 2022, with a focus on job learning, individual coaching as well as learning and development initiatives provided by the Group and local URW Academy. In 2022, 23 High Potentials benefitted from a customised Mentoring Programme, with mentors and mentees being paired and supported by HR and external coach all along the year. A newly defined High Potential cohort of 27 participants has been identified in 2022, who will benefit in 2023 from high-level and customised experience to accelerate their professional development (digital coaching, Seminar, networking).

In addition to that, multiple local initiatives have been launched to ensure talent onboarding and development.

RECRUITMENT

Overall recruitment rate for the Group was 21.6%, with the following details:

Employees by contract type	2021	2022
Permanent contracts	383	572
Fixed-term contracts	77	79
Apprenticeships[1]	37	52
TOTAL	**497**	**703**

(1) Excluding internships.

DEPARTURES

Total number of departures (excluding trainees).

Reasons for departure	2021	2022
Resignations	487	462
Dismissals	151	139
Mutual agreements	74	81
Retirements	12	13
Departures during probation period	10	21
Expiry of fixed-term contracts	77	97
Outsourcing	15	0
Death	0	1
TOTAL	**826**	**814**

TURNOVER

Employee turnover in 2022, as measured by dividing the total number of resignations, dismissals, departures under mutual agreement, retirements, departures during trial periods and deaths by the number of permanent employees at the end of 2021, stood at 27.0% (compared to 24.5% in 2021).

2.4.1.2 TRAINING

The role of the URW Academy has evolved from creating a stimulating environment enabling learning to happen anytime, anyplace, anywhere, to reconnecting people across functions and countries to foster a sense of belonging. 2022 marked the return to in-person learning experiences, bringing our employees together to discover and connect, and complementing our virtual and digital offer for all. The focus for the year remained on creating meaningful learning experiences designed to sharpen business acumen and enhance personal development.

The year began with the iconic “URW Fundamentals” newcomer onboarding event, which took place from February 1 to 17 in a virtual format, and included sessions focused on key strategic and cultural topics presented by business experts and leaders. This programme reached more than 210 attendees from across all regions over a period of 2 weeks.

The Group launched its first Global Learning Week from March 21st to 25th in all regions. Dedicated to professional and personal growth, this special period included a unique line-up of sessions hosted by our in-house experts and designed to boost business acumen and leadership skills. In addition to global sessions, local training tailored to regional business needs was offered throughout the week. More than 250 employees attended at least one session during the Learning Week.

To support the ongoing development of our people managers, a new, in-house designed Manager programme was launched in June. Composed of 4 modules, fully delivered internally, and customised in each country, the programme has been deployed across the Group. In addition, new learning experiences focused on leadership skills in Diversity and Inclusion, Sustainability and Wellbeing topics were offered.

A Senior Leadership Development experience, Perspectives 2022, took place from May 3 to May 5, bringing together our top 100 leaders. This interactive 2.5-day programme was designed with an external partner, to further develop the critical skills necessary to help our leaders transform our business. The programme focused on enhancing leadership skills, strengthening connections and collaborations across the business, and exploring new ways of thinking that inspire fresh approaches to navigating our changing and complex business.

As fostering a diverse and inclusive working environment is a top priority for the Group, a custom-designed global inclusion learning curriculum was launched for all employees in August. In addition, specific manager workshops, focused on inclusive leadership, were created.

Priority was also given to sustainability this year. To raise awareness on the impact of climate change, learning by playing was the choice made by the company. Sessions of the Climate Fresk, a card game, were launched across the entire Group; 37 sessions took place, engaging and training 1,656 employees (see Sustainability Training and Education section for more details).

Alongside our programmes, virtual webinars and trainings, the URW Academy concentrated efforts to increase the visibility of its digital offer of more than 4,800 "off-the-shelf" online courses on topics ranging from personal development to professional skills. With our common Learning Management System ("LMS") providing unified access across all countries, learning is easily accessible via laptop or mobile device.

– SUSTAINABILITY TRAINING AND EDUCATION

Group and regional trainings are regularly organised to reinforce the Group's sustainability strategy, sustainability processes and to empower and encourage employees to deliver sustainable actions.

The sustainability ambition and related action plans are systematically introduced to newcomers in the "URW Fundamentals" training. Dedicated technical training is offered to all relevant staff members, covering topics such as sustainable consumption and the carbon footprint assessment methodology for development project teams. Manuals and training materials related to new sustainability topics are also drafted regularly, shared with the relevant teams, and made accessible on the Group's training platform (for example "Carbon Footprint" and "Reporting of Green Leases" guidelines).

In May 2022, the Group launched its first global Sustainability Week, presenting an opportunity for employees to deepen understanding of climate change related challenges and develop more sustainable mindsets. Group and regional initiatives included climate change awareness workshops, a virtual guest speaker keynote – "Climate Action – Why to Act Now?" – and promotion of the Group's e-learning on the latest URW sustainability targets, actions and resources, which form the basis for the Group's "Better Places 2030" sustainability strategy.

URW committed to Group-wide leadership and management programmes to integrate sustainability by 2022. In September 2022, URW hosted a Leadership Working Session for the Top 100 Senior Leader population. This full 2-day programme focused on sustainability and included a deep dive into the impact of climate change, carbon net zero, sustainable design and construction, and sustainable consumption. The roll-out of the programme was then replicated in every country, for all employees. In total 1,433 employees participated in a Climate Fresk (climate change training) from October through December 2022. 44 employees also completed additional comprehensive training on content and animation techniques to become certified Climate Fresk facilitators (including the CRSO).

The third pillar of the Better Places 2030 sustainability strategy – Better Together – focuses on people topics including diversity and inclusion and employee well-being. To further embed the Group's Diversity and Inclusion Framework in 2022, Supporting Inclusion unconscious bias training sessions continued to be rolled out to the Group as part of the newcomer learning path. To date, inclusion training has been delivered to 1,802 URW employees. In 2022, a new Global Inclusion Learning curriculum was launched with a focus on themes such as Intent versus Impact (exploring how unexamined bias shows up in the workplace) and Courageous Conversations (prioritising impact and finding ways to engage with colleagues in difficult moments). Additionally, all URW people managers were invited to participate in virtual inclusion workshops on 3 topics: Inclusion in Hiring, Creating Accountability & Belonging at Work, and Supporting the Well-being of Teams.

URW has committed to 100% of Group employees[(1)] to have participated in sustainability training by 2022. Results with regard to this target are presented in section 2.1.4.1 Summary of the Group's sustainability performance.

– TRAINING HOURS

Total training hours attended by employees on permanent and fixed-term contracts.

	2020	2021	2022
Total hours attended	34,705	42,472	42,730
Average number of hours per employee[(1)]	10.3	14.7	15.7
TOTAL PEOPLE TRAINED	**3,312**	**3,722**	**3,134**

(1) Based on average headcount for the year.

(1) Excluding Viparis.

2.4.1.3 AWARDS

In recognition of the quality of the Group's career opportunities and attractiveness, Unibail-Rodamco-Westfield received a number of awards in 2022:

- URW is committed to training young talents and was selected among more than 600 companies to receive the Happy Trainees Label for France: 92% of our trainees and apprentices recommend URW, giving the company an overall score of 4.27/5 with regards to their experience in the group. This corresponds to one of the highest scores in the support of trainees and apprentices in France;
- URW was named Top Employer in Germany, Poland, and the Czech Republic in 2022 by the Top Employer Institute. This award, granted by the Top Employer Institute identifies companies worldwide that place their employees at the centre of their business activities;
- URW Germany also received an award for the Fair Trainee programme 2021;
- In Poland, URW was recognised by Responsible Business Forum and placed among companies that are the most involved in progressing diversity and inclusion in the country;
- In the UK, URW won the Working Families 2022 Top 30 Employers award for Family Friendly Workplace for the sixth year running, and Working Families Best for All Families award; and
- In the US, URW Airports won the AMAC Catalyst Award for Inclusive Leadership, recognising URW's efforts to boost opportunities for minority, women, and disadvantaged businesses, specifically in the areas of supplier diversity.

2.4.1.4 COMPENSATION AND BENEFITS

URW provides a decent salary to enable employees to fulfil their essential and social needs without feeling excluded. This implies affording necessity goods and services (food, housing, health care, clothing) but also education, transport, leisure and savings. URW trusts local Human Resources teams who are fully aware of local economic and legal context to determine as fairly as possible what a decent salary means. Our remuneration policy is defined at Group level, considering the specificities of local markets.

It is designed to encourage individual achievements and contribution to collective results, supporting the long-term growth of the Group.

It aims to attract, motivate, reward, and retain the best Talent in the market, with strong drive, engagement and loyalty. The founding principles of Unibail-Rodamco-Westfield's Remuneration Policy are:

COMPETITIVENESS

based on a global approach, combining fixed salary, Short-Term Incentive ("STI"), Long-Term Incentive ("LTI") and benefits

DIFFERENTIATION AND SELECTION

approach based on merit and individual performance

FAIR AND STRUCTURED PROCESS

common to all regions to ensure fairness and accurate comparisons

EQUAL OPPORTUNITIES

(race, gender, nationality or any other personal criteria)

– COMPETITIVE TOTAL REMUNERATION

The Group Compensation and Benefits team and Regional Human Resources Directors use benchmarks from recognised external consulting firms and ad hoc studies to ensure the URW remuneration competitiveness against relevant markets.

	2020/2021	2021/2022
Like-for-like increase in average salary, including Short-Term Incentive	-3.5%	7.39%

In the COVID-19 pandemic context, Short-Term Incentives paid in 2021 with regards to 2020 performance were reduced by 30% on average for all Group employees.

– DIFFERENTIATED AND SELECTIVE INCENTIVES

The STI (Short-Term Incentive) rewards individual annual performance, personal engagement, team spirit, and adherence to the Group's values. The LTI (Long-Term Incentive) aims to attract, reward, and retain key talent for the future of the Group, engaging participants with Group long-term performance.

	2021	2022
Proportion of employees receiving STI[(1)]	76.4%	81.3%
Proportion of employees receiving LTI	**16.9%**	**20.2%**

(1) STI paid in year Y to employees on the payroll at December 31 of year Y-1.

– COLLEGIAL DECISION-MAKING PROCESS

Fixed salaries and STI are decided at year end for all employees. Every decision carefully balances the role, seniority, performance and contribution to Group initiatives and the Group's values. The Group assesses achievements, as well as how they are carried out.

URW's remuneration policy is applied consistently, through a comprehensive process, with no compensation decision taken by only one person. Once a year, a 360-degree review provides employees and managers with feedback on their strengths, development areas, training needs and career planning (see section 2.4.1.1 Talent development and career management). Employees also have the opportunity to discuss contributions made to Group initiatives and projects outside their direct scope of responsibility. Each employee's performance is reviewed annually by a Talent Review Committee in the presence of HR teams, managers across functions, and for a large proportion, by members of the Management Board and the Executive Committee.

2.4.2 WORKING TOGETHER

2.4.2.1 TOGETHER AT URW

The Company values - *Together at URW* - represent the excellence in the Group's standards as a high-performance company and culture. *Together at URW* values support the Better Places 2030 ambition to empower URW employees to work together to become sustainability and diversity change-makers. In the context of the company transformation, the descriptions of Together at URW values were updated to better reflect on the evolution of the company working culture, humanistic and community-oriented approach, and the entrepreneurial spirit necessary to capture opportunity going forward.

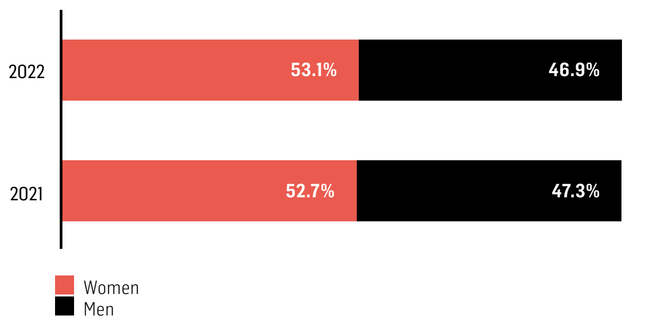
Employee performance continue to be measured against each value in annual Performance Reviews.

- BOLDNESS - We operate with an ambitious vision
- EXCELLENCE - We deliver positive and sustainable impact
- TEAMWORK - We unite diverse talent to succeed
- ETHICS - We build on trust and transparency
- PASSION - We love what we achieve together
- OWNERSHIP - We are action-oriented and accountable.

2.4.2.2 DIVERSITY AND INCLUSION

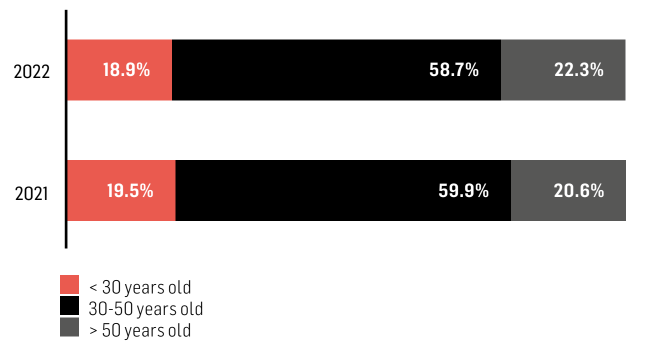
EMPLOYMENT BY GENDER

Workforce at December 31, 2022.



EMPLOYMENT BY AGE

Workforce at December 31, 2022.



– PROPORTION OF MANAGEMENT LEVEL POSITIONS HELD BY WOMEN

Workforce as at December 31,2022:

	2021	2022
Proportion of senior management level positions held by women[(1)]	34%	39%
Proportion of middle management level positions held by women[(2)]	44%	45%

(1) From 2020 onwards, a senior management level position in URW is defined as those positions with level 15 and above, plus any member of a country (or regional) management team below level 15. For the purpose of the table above, MB members of URW SE and URW NV are included.
(2) From 2022 onwards, a middle management level position in URW is defined as those positions from level 12 to 14, less any member of a country (or regional) management team already included in the senior management group.

– RATIO AVERAGE COMPENSATION MEN/WOMEN

Workforce as at December 31, 2022:

	2022
Senior Management Level	138.5%
Middle management level	111.1%
Other levels	109.5%

The Group stands for a fair overall outcome that rewards individual and collective performance and does not discriminate on race, gender, nationality or any other personal criteria.

The differences in average compensation can be explained by the structure (presence of more males at the highest responsibility levels), not by company remuneration policy or practices. When analysed by job level, using the URW levelling system, the average ratio across all grades is 101.8%. These ratios are being monitored, and talent management and remuneration policies are in place to keep reducing these gaps.

Diversity and Inclusion forms a key part of the Group's Better Places 2030 strategy. With a representation in 12 countries and 2-continents, URW welcomes employees from different parts of the world, from diverse cultures and backgrounds to build successful and inclusive teams.

URW commits to ensuring full equal opportunities in HR practices and processes Group-wide. This target has been achieved as 100% of URW regions ensure full equal opportunities in their HR practices and processes since 2019 by having the URW Equal Opportunity statement included in formalised HR policies relating to Recruitment practices, Compensation & Benefits, Talent Review and Learning & Development. The URW Equal Opportunities statement ensures that HR policy and processes are applied without discrimination on the basis of race, colour, religion, sex, sexual orientation, gender identity, marital status, age, disability, national or ethnic origin, military service status, citizenship, or other protected characteristics.

BEYOU ATURW

The *Be* You at *URW* framework aims to fully embed the Group's commitment to drive even greater Diversity & Inclusion across the business. The *Be You at URW* approach focuses on 4 key areas:

1 LEADERSHIP AND COMMITMENT

2 INCLUSION POLICIES AND PERFORMANCE

3 EMPLOYEE DEVELOPMENT AND LEARNING

4 CULTURE AND EMPLOYEE ENGAGEMENT

The Group's Diversity & Inclusion framework – Be You at URW – is embedded through the *Be You at URW* Charter, signed by all Management Board and Executive Committee members, which includes a commitment for 40% or more of senior positions occupied by women by 2025, and Diversity & Inclusion objectives in the Short-Term Incentive and Long-Term Incentive plans for all Management Board and Executive Committee members. In 2022, the Group progressed towards its gender diversity goals, with 39% share of women in senior roles in 2022 compared to 34% in 2021.

In line with recognising the importance of Diversity, Equity and Inclusion (DEI) Governance, URW has a dedicated employee for whom DEI is a core responsibility, and a decision-maker at Management Board level accountable for DEI. Senior decision-makers are informed of URW's Diversity and Inclusion performance through frequent progress meetings, and annual DEI updates to the GNRC and Supervisory Board.

In every region where URW operates, active *Be You at URW* Networks help to strengthen the focus on Diversity & Inclusion by organising and delivering activities to raise awareness on diversity and champion inclusive actions, behaviours and mindsets. In 2022, a Be You at URW Network framework was launched to empower Regional 2023 Diversity & Inclusion roadmaps.

In 2022, the Group Employee Pulse Survey was rolled out to all employees, including a focus and measure on Diversity & Inclusion. 1,690 employees participated in the survey, representing 70% of the global workforce, with approximately two-thirds of respondents strongly stating that URW is committed to diversity and inclusion. A Group survey is rolled out each year to check in with the global employee community and help shape effective plans to create an even more inclusive working culture.

Group and regional 2022 achievements across the 4 pillars of *Be You at URW* framework are outlined below:

1. LEADERSHIP AND COMMITMENT

- *Be You at URW* Charter embedded by all members of the Management Board and Executive Committee with a commitment for 40% or more of leadership positions occupied by women by 2025;
- Sustainability and Diversity & Inclusion objectives in place for Management Board and Executive Committee (10% of STI; 20% of LTI);
- A European Diversity Charter has been promoted throughout the Group since 2012 to fight all forms of discrimination and harassment;
- Group partnership with the LGBTQ+ inclusion charity Stonewall;
- URW is a signatory of the #StOpE initiative to raise awareness against sexism within companies;
- Commitments in the UK with Real Estate Balance and the Race at Work Charter to support gender and racial equality in the workplace; and
- Dutch diversity charter signatory in The Netherlands.

2. INCLUSION POLICIES AND PERFORMANCE

- Gender balance succession planning in all countries (including discussions on high potentials to improve gender balance in Top Management);
- Group policy for flexibility at work (up to 2 days weekly homeworking, flexi work, family-friendly policies);
- Inclusion of URW equal opportunity statement on all job descriptions, job adverts and all HR people practices, and Group HR policies reviewed for language bias;
- Gender pay gap/workplace equality analysis results published in France, the UK and the US - updated annually. URW scored 91/100 in the French Index for Workplace Equality for 2022;
- Parental leave support in all URW Regions. This includes Shared Parental Leave in the UK and extended second parent parental leave beyond legal requirements in France;
- US Talent Acquisition commitment to present a diverse candidate slate to business for each open position; and
- Top Employer awards in Germany and Central Europe:
  - URW diverse practices recognised by the Responsible Business Forum in Poland;
  - ‘Best for Families’ and Top 30 Employer awards by Working Families Association (UK); and
  - Inclusive Leadership Award by Airport Minority Advisory Council in the US.

3. EMPLOYEE DEVELOPMENT AND LEARNING

- Action plans involving monitoring of Key Performance Indicators have been designed to increase the share of women in senior management positions and diverse succession pipeline across the group;
- Group-wide “Supporting Inclusion at URW” unconscious bias training for employees in all regions including newcomer onboarding;
- International Graduate Programme (“IGP”) partnership with Historically Black Colleges & Universities in the US and partnership with Sponsorship Educational Opportunities (“SEO”) London to attract diverse IGP candidates in the UK and in France; and
- Advanced global inclusion learning offer including mandatory modules for all employees, inclusion practice workshops as part of Manager Programme, and Regional specific inclusion learning content curated by all *Be You at URW* Networks.

4. CULTURE AND EMPLOYEE ENGAGEMENT

- Active Regional *Be You at URW* networks in place to promote Diversity and Inclusion;
- Group Employee Pulse Survey including Diversity & Inclusion focus and measure;
- Compelling ‘Be You at URW Conversations’ webcast series launched with key sponsorship by Management Board & Executive Committee
- Group webcast for International Women’s Day and gender equality activities in all URW regions;
- Solidarité Femmes (domestic violence conference) and StOpe (anti-sexism) initiatives in France;
- LGBTQ+ Pride activities in Austria, France, Germany, Spain, UK and US;
- URW France is a signatory of the Manifesto for the Inclusion of Disabled People into Economic life. For more information on disability initiatives from URW assets, see section 2.3.3.2 Open dialogue with tenants and visitors; and
- Race equality initiatives from *Be You at URW* Networks in UK and US, with a focus in France from 2022.

– SALARY INCREASES AND STI BENEFICIARIES

	2020/2021		2021/2022	
	Female	Male	Female	Male
Salary increase beneficiaries[(a)]	16.6%	14.3%	66.2%	62.0%
STI beneficiaries[(b)]	75.9%	76.9%	82.6%	79.9%

(a) Based on like-for-like headcount.
(b) STI paid in year Y to employees on the payroll at December 31 of year Y-1.

In the COVID-19 pandemic context, salary increases in 2020 and 2021 were kept to exceptional cases only. In applying these restrictive measures, a particular attention was taken to avoid any gender discrimination.

2.4.3 INSPIRING OUR PEOPLE

2.4.3.1 EMPLOYEE COMMITMENTS AND SUSTAINABILITY

– INDIVIDUAL SUSTAINABILITY OBJECTIVES

The Group has committed to 100% of employees[(1)] having yearly individual sustainability objectives from 2020 onwards to help make all employees accountable for the collective success of the sustainability ambition. In 2022, 100% of Group employees[(1)] set at least one individual sustainability objective, integrated as part of the objectives used to determine their annual Short-Term Incentive.

Appropriate initiatives and targets aligned with Better Places 2030 were identified in close cooperation with each department within the Group: Investment, Development, Finance, Operations, Technical Management, Marketing, Leasing, Legal and Human Resources. A toolkit with key examples of general and functional sustainability targets is shared with URW employees Group-wide.

In 2022, quantifiable sustainability and Diversity & Inclusion targets were included in the Short-Term Incentives of members of the Group's Management Board and Executive Committee. Further details are presented in section 3.3.2 Corporate Officers' remuneration. In 2022 the proportion of ESG related performance conditions increased from 10% to 20% to include both Diversity & Inclusion and sustainability performance conditions (see section 3.3.1.1 Management board remuneration policy – Long-term incentive ("LTI")).

THE GROUP VOLUNTEERING PROGRAMME

The URW Volunteering Programme offers all employees the opportunity to dedicate at least one workday per year to support social initiatives developed by the Group including support for local people facing barriers to the job market through the *URW for Jobs* programme or supporting local non-profits through *URW Community Days* and local partnership activities. The Group has committed to 100% of Group employees taking part in the URW Volunteering Programme annually.

The Group's community-oriented activities in 2022 were focused on bolstering stronger and more inclusive communities, providing support to refugees, and contributing to sustaining the local environment. The Group's 2 major yearly social initiatives, *URW for Jobs* and *URW Community Days* continued to be supported by the commitment of Group employees. More information on the results of these initiatives is included in section 2.3.3.1 Supporting the community.

In 2022, 62% of Group employees[(2)] were able to volunteer to support local communities where the Group operates. This represents 8,278 volunteering hours delivered by URW employees. During the year, regional teams dedicated time to climate change awareness workshops to help propel an even greater positive impact in the countries and communities where URW operates (see section 2.4.1.2 Training).

In addition to volunteering participation hours, 6,886 hours were donated by shopping centre management teams across the Group to organise philanthropic initiatives during the year including supporting the most vulnerable communities. More information on the results of these initiatives is included in section 2.3.4.1 Supporting the community.

Volunteering initiatives will continue to be rolled out in 2023 with the target of 100% of Group employees participating in the URW Volunteering Programme annually.

– BUSINESS TRAVEL OF EMPLOYEES

The Group travel policy aims to reduce its associated carbon footprint. Employees are encouraged to travel by train when possible and give preference to videoconferencing rather than physical meetings involving travel.

CO_2 EMISSIONS FROM EMPLOYEES' BUSINESS TRAVEL BY TRAIN AND PLANE (TONNES CO_2 EQ)

The indicator is given both as an absolute value and as the ratio between CO_2 emissions from business travel and the average number of employees in 2022. Data and methodology are provided by referenced travel agencies for each region.

	Total
Total emissions (TCO_2eq)	2,504
kg CO_2eq/employee	1,077

Since October 2016, all new Company vehicles must either be hybrid or electric. At the end of 2022, 95% of the Group's vehicle fleet was hybrid or electric.

(1) All employees having formalised objectives in the Group Human Resources performance assessment tool.
(2) All employees excluding employees on leave of more than 6 months, newcomers (joining after 01/10/2022) and Viparis employees.

– WORK GREENER

The Group has committed to 100% of URW's countries implementing Work Greener programmes from 2020 onwards. Work Greener programmes offer employees the work environment and tools to reduce the environmental impact of their day-to-day work. The programme enables employees to make URW offices more sustainable and environmentally friendly, implementing eco-friendly initiatives such as tackling waste management, promoting responsible consumption, or sustainable mobility. Since 2019, 100% of our countries have delivered at least one Work Greener initiative.

Initiatives from the programme to date have resulted in:

- **An improved waste management:**
  - Improved waste sorting infrastructure in office kitchens;
  - Getting rid of single use plastic with the installation of filter taps, glass bottles or other options;
  - Reusing old IT equipment through donations to non-profit organisations and local schools;
  - Replacing "waste producing" fittings like paper towels with hand dryers;
  - France introduced communal office food containers exclusively in glass (yoghurt, sugar), and a weekly redistribution of office food surpluses to charities; and
  - In Germany, coffee grounds from office coffee machines are used as fertiliser.
- **More eco-friendly mobility:**
  - Electrical vehicle charging points in our car parks;
  - A bicycle allowance in France available for employees using bikes for commuting to and from work. Additionally, a *"vélotafeurs"* (employees cycling to work) community is set up in France to share tips on routes and bike safety;
  - Electric bicycle sharing programmes; and
  - High quality bicycle facilities with lockers and showers available for employees in some Regions.
- **Towards better energy and water efficiency in our offices:**
  - Lighting equipment is being progressively replaced by LED lighting and intelligent detectors; and
  - Reducing water consumption, for example by reducing flush volumes in the office toilets.
- **Reducing paper:**
  - Digitisation and e-invoicing continued in 2022 as well as other processes such as electronic pre-paid lunch cards, electronic pay slips and e-signature processes; and
  - In the US, several printers across the centres are energy efficient models.
- **Sustainability awareness programmes:**
  - In 2022, the Group launched 2 new sustainability awareness programmes: the global Sustainability Week and the Leadership Working Session with a focus on sustainability (see 2.4.1.2 Sustainability Training and Education section);
  - In the face of the European energy crisis, URW established actions in the corporate office focused on responsible energy consumption. This included a maximum heating setting of 19 degrees in all workspaces, lowered to 8 degrees when the office building was less occupied, and stopping hot water supply to the sinks. Additionally, Groupwide guidance was rolled out to optimise use of technology, for example unplugging devices at the end of the workday, optimising idle settings for workstations and screens when not in use, and using sharing links rather than attachments;
  - "Work Greener" ambassadors actively champion eco-friendly practices in our offices;
  - In Spain, an internal newsletter with topics and opinion articles on sustainability is regularly sent to employees; and
  - In the UK, reusable water bottles made from plant-based materials were purchased for all UK employees. This initiative is in conjunction with our valued Brand Partner, Virgin Pure, who provides both centres with free distilled water, and effectively aligns with our Better Places 2030 strategy through decreasing single use plastic across the centres.

2.4.3.2 WELL-BEING

Employee well-being is a key part of the Better Places 2030 strategy and Group HR strategy. Unibail-Rodamco-Westfield works to support a healthy working environment with a structured focus on well-being to help employees thrive. The Group committed to 100% of its countries implementing employee well-being programmes since 2020.

The Group's "Your Well-being" framework focuses on 3 key areas: Healthy Culture, Healthy Minds and Healthy Bodies. Each country is targeted to roll out a minimum of 5 well-being initiatives relating to all 3 of these areas of focus. This target has been achieved since 2019.

In 2022 the mental and physical well-being of employees continued to be a key URW priority. As part of a new global Manager leadership skills programme, the Group rolled out workshops offering managers the tools to help guide well-being check-in conversations with their teams; this training will continue to be delivered in 2023. The delivery of the "Your Well-Being" framework, and global and local initiatives fostering a healthy working culture, ensures support is given to employees (see examples below).

– HEALTHY CULTURE

- Work-life balance: the Group's policy for flexibility at work allows up to 2 days homeworking weekly, in addition to flexi work and family-friendly policies in all regions. In some regions, URW encourages informal flexible working hours arrangements, and elsewhere formal agreements on flexible start and finish times are in place;
- Since 2019, the topic of work-life balance has been included in Performance Reviews to encourage conversations with managers;
- 1,690 employees participated in the Group Employee Pulse Survey, which allows all employees to easily give feedback on topics such as well-being support and improving ways of working. An Employee survey with a well-being focus will be rolled out each year to help shape effective plans to create an even better working culture; and
- Best practice and policies to support a positive and healthy work environment: the Group signed the parenthood charter in 2013. Working parents training takes place in The Netherlands, Spain, France, the UK and the US. The UK team was ranked Top 30 employers for Family Friendly Workplaces in 2022 for the sixth year running.

– HEALTHY MINDS

- Mental health resilience, mindfulness and flexible thinking: mental well-being support is offered in all regions including training sessions, crisis support and Employee Assistance Programmes, with plans to improve the offer in all countries;
- In 2022, well-being webinars were delivered in some regions including topics on Mindfulness, Menopause awareness and Mental Health first aid training; and
- Subscriptions to the leading meditation and mental health app - Calm - were offered to employees in some Regions.

– HEALTHY BODIES

- Most countries in which the Group operates offer their employees fresh fruit and complimentary drinks;
- Healthcare benefits: health insurance is offered to all employees, with a number of regions also offering flu vaccinations, eye examinations and full health screenings; and
- Walking challenges took place for teams in Germany, the UK and the US.

2.4.3.3 OCCUPATIONAL HEALTH AND SAFETY

The Group pursued its risk prevention training strategy in 2022, with a focus on "HR management" training. These sessions raise new managers' awareness of collaborative management and of internal HR processes. These sessions are provided by the HR team and aim to develop a common learning culture. Training on psychosocial risks have also been provided to new managers throughout the year.

- Absenteeism is monitored in each region and information is sent to management on a regular basis; and
- Causes of work-related accidents are analysed and measures are taken to prevent them recurring. Injury frequency and severity rates in 2022 were 1.49% and 0.05%, respectively.

In 2022, sick leave represented 13,157 working days (2.1% of total working days) and days of absence for work-related/commuting accidents or illness represented 278 working days (0.05% of total working days):

– ACCIDENTS

Accident type	2021 Number of incidents	**2022 Number of incidents**
Work-related accidents causing injury	10	**11**
Work-related/commuting accidents causing death	0	**0**

– ABSENTEEISM

	2021 Number of working days	2021 Ratio(1)	**2022 Number of working days**	**2022 Ratio(1)**
Lost days for work-related/commuting accidents	535	0.1%	278	0.0%
Lost days for work-related illness	0	0.0%	0	0.0%
Lost days for sick leave	11,644	1.8%	13,157	2.1%
Lost days for personal/family events	3,471	0.5%	4,752	0.8%
TOTAL	**15,650**	**2.42%**	**18,187**	**2.96%**

(1) The absenteeism ratio is calculated in working days: total number of days absent divided by the average number of working days in multiplied by average headcount in the considered year.

2.4.3.4 HUMAN RIGHTS AND LABOUR CONDITIONS

URW complies with the core conventions and labour standards set by the International Labour Organisation ("ILO"). The Group only operates in countries where social regulations are well developed through democratic frameworks. Internally, specific frameworks set up by the Group define and manage additional regulations that reinforce employee rights and strongly endorse respect and ethical conduct in business dealings (collective agreements, Code of Ethics, Compliance Book, Anti-corruption programme, etc.).

Since 2004, URW has been a member of the UN's Global Compact, which promotes ethical conduct and fundamental moral values in business. URW strives to adopt, support and apply in its sphere of influence the ten principles of the Global Compact concerning human rights, labour, environment and anti-corruption. URW complies with the respective Australian and UK Modern Slavery Act. URW's commitment to adhere to the principles laid down by both legislations is reminded in the Group Code of Ethics.

URW works with employee representatives in each of the European countries in which it operates and respects local labour laws. In 2009, Unibail-Rodamco became a European company following the creation of a European representative body, the European Employees Committee ("EEC"). The EEC meets at least twice a year and is provided annually with information regarding the market at large and the Group's economic situation (presentation of the Group's financial results, development and investment projects, etc.). This committee also discusses all issues regarding the Group's employees with implication at EU level. Through workshops, it regularly contributes to the exchange of best practices related to employment issues. The Group also organised various meetings on different topics with the Social and Economic Committee (in France), and the trade union organisations representing each region. This year, staff representatives have been closely involved in decisions relating to the Group's economic activity and the work organisation especially on, well-being digitalization and purchasing power. A total of 738 agreements are currently signed or in force with trade unions in France (including Viparis). These agreements cover a variety of topics like gender equality, senior and youth employment, working time flexibility and mandatory annual collective bargaining. As of December 31, 2022, 47% of employees were covered by a collective agreement.

2.5 GREEN FINANCING OF THE GROUP ACTIVITIES

2.5.1 EU TAXONOMY REGULATION

2.5.1.1 CONTEXT

Since 1 January, 2021, URW is subject to the EU Environmental Taxonomy Regulation 2020/852 (the "Taxonomy"). The Taxonomy Regulation introduces a unified classification system to determine the sustainability level of investments, in order to drive capital towards financing the EU environmental transition. The sustainability of a financial vehicle is determined by the share of sustainable economic activities it finances in its portfolio. Consequently, all economic activities listed in the scope of the Taxonomy Regulation (i.e. "eligible" activities) are to be screened for their environmental impacts, based on the environmental criteria ("Technical Screening Criteria") defined in the Taxonomy Delegated Acts.

To be considered environmentally sustainable, an economic activity has to substantially contribute to at least one out of the six following "environmental objectives", while not causing harm to the others and complying with "minimal safeguards" related social and ethical standards:

- Climate change mitigation;
- Climate change adaptation;
- The sustainable use and protection of water and marine resources;
- The transition to a circular economy;
- Pollution prevention and control; and
- The protection and restoration of biodiversity and ecosystems.

As at year-end 2022, Delegated Acts have been established for the environmental objectives of climate change mitigation and climate change adaptation. The Taxonomy Regulation represents an important step towards the EU's objective of becoming climate neutral by 2050. The real estate sector is considered eligible to the Taxonomy for both of these environmental objectives. This means that the real estate sector, which plays a vital part in the economy, also has a key role to play in the transition towards a low carbon and climate resilient future.

2.5.1.2 APPLICATION TO URW ACTIVITIES

As a real estate player, URW is committed to meeting the requirements set by this new Taxonomy Regulation and improving its performance in the coming years to contribute to the broader EU environmental transition. As a developer and operator of assets, URW's main eligible activities can be split in the following 3 categories:

- **7.1: Construction of new buildings:** buildings that URW develops for third parties only. Example: Cherry Park residential project in the UK;
- **7.2: Renovation of existing buildings:** buildings that URW redevelops exceeding "major renovation" thresholds according to local building regulations implementing Directive 2010/31/EU (works amounting to at least 25% of total asset value – excluding land – or affecting over 25% of the surface of the building envelope). Example: Lightwell project in France; and
- **7.7: Acquisition and ownership of buildings:** buildings that URW owns and operates for its own account, including those under development or redevelopment that do not exceed "major renovation" thresholds. Example: Westfield La Maquinista in Spain.

In addition to the above categories, URW purchases equipment and services relating to the following categories, that enable its activities to reduce their GHG emissions:

- **7.3:** Installation, maintenance and repair of energy efficiency equipment;
- **7.4:** Installation, maintenance and repair of charging stations for electric vehicles in buildings (and parking spaces attached to buildings);
- **7.5:** Installation, maintenance and repair of instruments and devices for measuring, regulation and controlling energy performance of buildings; and
- **7.6:** Installation, maintenance and repair of renewable energy technologies.

These activities, qualified as "individual measures" are further described in the paragraph "Individual measures" of section 2.5.1.4 URW Share of aligned activities.

The Commission Delegated Regulation (EU) 2021/2178 of July 6, 2021 supplementing the Taxonomy Regulation specifies the scope, methodology and disclosure requirements for financial and non-financial undertakings concerning the proportion of environmentally sustainable economic activities in their business, investments or lending activities. The work done by URW to establish its eligibility and alignment KPIs is based on this regulation, and the associated methodology is presented hereafter.

In addition to the regulatory review performed by the statutory auditors of URW's Taxonomy disclosure, the Taxonomy methodology and main assumptions have been submitted by URW to the independent third party for examination on a voluntary basis in 2021 (eligibility) and in 2022 (alignment).

2.5.1.3 URW SHARE OF ELIGIBLE ACTIVITIES

As the first step of the Taxonomy application, companies are to determine which of their activities are "eligible", i.e. covered by the Taxonomy Delegated Acts. Three KPIs are to be disclosed to that end: the share of eligible activities in the company's Turnover, Capital expenditures ("CAPEX") and Operational expenditures ("OPEX").

2022 RESULTS OF URW SHARES OF ELIGIBLE ACTIVITIES

TURNOVER (k€)	Eligible activities	Non-eligible activities	Total
Gross rental income ("GRI")	2,178,803	52,499	2,231,302
Service charge income	320,536	0	320,536
Property development and project management revenue	162,053	0	162,053
Property services and other activities revenues	0	289,886	289,886
Total Turnover	**2,661,393**	**342,385**	**3,003,778**
% Total turnover	**88.6%**	**11.4%**	**100.0%**
% Turnover excluding service charge income	**87.2%**	**12.8%**	**100.0%**

CAPEX (k€)	Eligible activities	Non-eligible activities	Total
CAPEX on investment properties	716,198	11,995	728,193
Scope movements on investment properties	0	0	0
CAPEX on tangible assets	0	17,160	17,160
CAPEX on intangible assets	0	5,195	5,195
Total	**716,198**	**34,349**	**750,548**
% CAPEX	**95.4%**	**4.6%**	**100.0%**

OPEX (k€)	Eligible activities	Non-eligible activities	Total
% OPEX	**96.8%**	**3.2%**	**100.0%**

The slight decrease in the share of eligible activities between 2021 (figures published in URD 2021) and 2022 is explained by the following factors:

- **For eligible revenues:** the higher increase in non-eligible revenues (from property services and other activities) over eligible revenues, especially driven by a strong recovery in 2022 of the Convention & Exhibition activity, characterised by a back-to-normal trend post COVID-19 crisis impacts; and
- **For eligible CAPEX:** the decrease of eligible CAPEX on investment properties mainly linked to the measures taken by the Group to control capital expenditures in the context of its deleveraging plan, deliveries of projects in 2021 and 2022 and delays of certain projects, coupled to the slight increase of non-eligible CAPEX linked to reinforced spending in the Airport division.

– METHODOLOGY OF KPI CALCULATION

ALLOCATION RULES TO THE DENOMINATORS

- As defined in the aforementioned Delegated Regulation, total turnover and total CAPEX have been determined in accordance with International Financial Reporting Standards (IFRS) applied to URW activities and in line with financial statements:
  - Total turnover = GRI + property development and project management revenue + property services and other activities revenues + service charge income;
  - Total CAPEX = CAPEX on investment properties + scope movements on investment properties + CAPEX on tangible assets + CAPEX on intangible assets; and
  - Only fully consolidated companies are included in the scope, and KPIs are reported on IFRS bases (not under proportionate consolidation).
- The Delegated Regulation requires reported OPEX in the denominator to be limited to costs related to building renovation, maintenance and repair, short-term lease, and research and development. URW's OPEX are consolidated in different categories than the ones defined in the scope of this regulation. For this reason, calculating total OPEX required a bottom-up approach that was not based on consolidated financial statements:
  - URW identified the eligible OPEX categories from its annual country/asset level budgets in which analytical breakdowns of operational costs are available;
  - 4 OPEX categories were selected in the denominator scope: Total OPEX = OPEX on cleaning + OPEX on maintenance + OPEX on vertical transportation + Works OPEX[1]; and
  - OPEX were reported applying similar consolidation rules as for Turnover and CAPEX: looking at assets fully consolidated in financial statements and reporting KPIs based on IFRS bases (not under proportionate consolidation).

(1) This OPEX category includes a non-significant amount of expenses linked to various assignment fees, among which audits (e.g. energy, sprinklers), environmental certification, or H&S-specific assistance, which are not included in the scope of costs addressed in the Delegated Regulation.

ALLOCATION RULES TO THE NUMERATORS: DETERMINING ELIGIBLE ACTIVITIES

- To determine the eligible share of Turnover (numerator), a screening of URW revenue categories has been performed according to the Delegated Acts' qualitative definitions of activities covered: among the revenue categories listed above, only GRI (revenues from acquisition & ownership of buildings) and revenues from property development and project management (revenues from construction of new buildings) are considered eligible to the Taxonomy. Revenues from property services and other activities (mainly linked to property management services and services provided by the Viparis entity) are excluded from the eligibility scope;
- To determine the eligible share of CAPEX (numerator), a screening of URW investment categories has been performed according to the Delegated Acts' qualitative definitions of activities covered: among the investment categories listed above, only CAPEX on investment properties and scope movements on investment properties are considered eligible for the Taxonomy. CAPEX on technical installations, equipment, furniture and intangible assets are excluded from the eligibility scope.
- The eligible share of OPEX (numerator) is considered to cover the same scope of OPEX categories as for the OPEX denominator, these being specifically listed in the Delegated Regulation scoping the expenses to consider; and
- The last step for calculating the Turnover, CAPEX and OPEX numerators has been to identify, among all URW activities, asset types or legal entities that would not be considered in the Delegated Acts' scopes. A preliminary screening of all URW entities based on NACE codes and an analysis of specific business lines has been performed. As a conclusion of this analysis, a conservative approach has been taken, deciding to include all of URW activities in the eligibility numerators except for the airport activity in the US, on the grounds that URW only operates some very specific areas in these assets (shops in terminals) and does not manage the whole buildings. As a result, Turnover, CAPEX and OPEX associated to the US airports activities have been excluded from the numerators of URW Taxonomy-eligible activities.

2.5.1.4 URW SHARE OF ALIGNED ACTIVITIES

The second part of the Taxonomy application consists of the screening and disclosure of the share of environmentally sustainable or "aligned" activities. Three KPIs are to be disclosed to that end: the share of aligned activities in the company's Turnover, CAPEX and OPEX. Financial year 2022 corresponds to the first year of application for which URW reports alignment figures.

– 2022 RESULTS OF URW SHARES OF ALIGNED ACTIVITIES

Taxonomy alignment figures calculated in accordance with the templates set by the European Commission: based on total activity (including non-eligible activities) and including service charge income lines, in compliance with the IFRS accounting standards, are presented in section 2.5.1.5 URW Share of aligned activities - European Commission reporting templates, given their size and complexity.

Taxonomy alignment figures presented in the summary table below have been calculated on the basis of eligible activities only, presented in section 2.5.1.3 URW share of eligible activities. Two consolidation methodologies have been applied: assets consolidated in compliance with the IFRS accounting standards using the equity method, and assets consolidated in the proportionate methodology including also joint-controlled entities, in order to valorise the alignment of assets in URW's portfolio that are not accounted for in the IFRS methodology as well. In this specific table, revenue lines corresponding to charges reinvoiced to the tenants (service charges income) have been excluded from numerators and denominators as they are balanced by charges in URW accounts. All URW activities aligned presented here below contribute substantially to the objective of climate change mitigation.

	Alignment figures (among eligible activities) – IFRS			Alignment figures (among eligible activities) – Proportionate		
URW activity (Taxonomy code)	% Turnover	% CAPEX	% OPEX	% Turnover	% CAPEX	% OPEX
Standing assets (7.7)	20.8%	12.4%	22.5%	23.1%	15.5%	25.5%
Development projects (7.7)	0.43%	42.1%	0%	0.34%	34.7%	0%
Major renovations (7.2)	/	8.3%	0%	/	6.8%	0%
Developments for third parties (7.1)	5.9%	0%	0%	4.7%	4.0%	0%
Individual measures (7.3 to 7.6)	/	1.4%	0%	/	1.2%	0%
TOTAL	**27.1%**	**64.2%**	**22.5%**	**28.1%**	**62.2%**	**25.5%**

Alignment figures show that URW already has nearly two thirds of its CAPEX and over a quarter of its revenues considered as aligned with the EU Taxonomy environmental objectives although the alignment criteria are very stringent and 2022 is the first year of their application.

URW's CAPEX alignment share is mainly driven by its development projects, which is due to the fact that investments are structurally higher in the pipeline than in the standing portfolio. Development projects in URW's pipeline are already highly contributing to climate change mitigation with regard to Taxonomy criteria as over 95% of CAPEX from buildings developed after 31.12.2020, and over 99% of CAPEX from major renovations are already aligned with this objective.

URW's Turnover alignment share is both driven by its standing assets and development for third parties. Indeed, 22% of gross rental revenues and 85% of revenues from buildings developed for third parties are already aligned with the climate change mitigation objective.

Nevertheless, the Taxonomy alignment figures need to be analysed carefully in light of the applicable alignment criteria and do not necessarily reflect the absolute environmental performance of URW's portfolio.

For example, in terms of energy efficiency performance, which is the main criteria for analysing the substantial contribution of standing assets to climate change mitigation according to the Taxonomy regulation, it is important to note that many European assets that are reported as not aligned are effectively performing better than some assets in the US which are reported as aligned. This is due to the fact that the assessment of alignment is to be based on relative comparisons to local regulations and benchmarks, which are more stringent in some countries than in others, rather than on absolute terms of performance values.

In addition, around 16% of URW's turnover could not be screened due to the lack of operational availability of the required criteria. This concerns for example the absence of sectorial benchmarks for the whole Convention & Exhibition centres portfolio, which has been considered as not aligned by default, or the lack of data and absence of levers to report the criteria for assets that URW owns but does not manage such as hotel assets.

Similarly, the projects that have been considered not aligned are mainly projects in the US where there are no equivalents to the Taxonomy technical screening criteria which are based exclusively on EU regulations and standards.

More information on the translation of the Taxonomy screening criteria to URW's portfolio and its limitations is given in the next section.

NB: URW has not issued any environmentally sustainable bonds with the purpose of financing Taxonomy-aligned activities in 2022. Therefore, URW is not concerned by the disclosure of adjusted turnover and CAPEX KPIs reflecting such bonds.

– ENVIRONMENTAL TECHNICAL SCREENING CRITERIA

The Annexes I and II to the Commission Delegated Regulation (EU) 2020/852 of 4 June, 2021 supplementing the Taxonomy Regulation lay down the environmental Technical Screening Criteria ("TSC") to be complied with for each eligible activity to be considered aligned with Climate Change Mitigation (Objective 1) and Climate Change Adaptation (Objective 2) Objectives. These criteria are twofold: criteria for checking the substantial contribution of activities to each environmental objective, and criteria for making sure these activities do no significant harm to all the other environmental objectives.

Since the Delegated Acts have been published, URW teams have worked intensively to translate the regulatory criteria into applicable elements for its own operations and for all its geographical locations, in close coordination with industry groups (EPRA, FEI, CNCC etc.).

Taxonomy-eligible activities indeed cover a very broad scope of URW activities, but this does not presume the relevance or practicability of the TSC to be applied to all these activities. For example, many of them cannot be screened based on the current published TSC without having recourse to additional information sources (local regulation, industry benchmarks from sectorial private organisations, …) or using proxies. Many examples of this situation can be given such as:

- The application to the Group US portfolio of shopping centres, the TSC being based exclusively on EU regulations and standards;
- The lack of availability of some standard elements mentioned by the TSC, such as locally endorsed benchmarks to determine the top 15% of the building stock for commercial properties, and sectorial benchmarks to determine the top 15% of the building stock for asset types in URW's portfolio like Convention & Exhibition centres; or
- The lack of data and absence of levers to report and improve on TSC for part of the required scope, such as for assets that URW owns but does not manage (e.g. hotel assets) or for the assets that URW operates but does not own (e.g. concession contracts) or partially owns.

Below is a summary of the TSC criteria for substantial contribution applied by URW for each category of its eligible activities, across all its portfolio:

SUBSTANTIAL CONTRIBUTION TO CLIMATE CHANGE MITIGATION

CONSTRUCTION OF NEW BUILDINGS (7.1)

Primary Energy Demand ("PED") 10% lower than national Nearly Zero Energy Building ("NZEB") requirements

- Applicable to all URW projects subject to thermal regulation
- -10% compared with the PED threshold contained in the national energy regulation at the time of the building permit application
- Exception in countries with advanced national energy regulation where the simple respect of the regulation is enough, as in France with RE2020, following discussions with the relevant ministry

AND

Testing for air-tightness and thermal integrity and disclosure of deviations

- Based on effective studies for projects in the construction phase or upon completion
- Based on contractual commitment for projects in the design phase (projects not mature enough for implementing these tests)

AND

Calculation of lifecycle Global Warming Potential (GWP) of the building for each stage

- Application of URW internal Life Cycle Assessment methodology aligned with EN 15978

RENOVATION OF EXISTING BUILDINGS (7.2)

Compliance with requirements for major renovations set in the Energy Performance of Buildings Directive ("EPBD")

- Compliance with local regulation

OR

Reduction of PED of at least 30% (in max. 3 years)

- -30% compared with the initial PED based on an energy audit

ACQUISITION & OWNERSHIP OF BUILDINGS (7.7)

For buildings built before 31 December, 2020: Energy Performance Certificate ("EPC") class A

- Applicable to all countries of URW's portfolio except for Germany, Poland (no letter-based grade levels available in local regulation) and the US (no applicable equivalent in local regulation)

OR

For buildings built before 31 December, 2020: Building is within the top 15% of the national or regional building stock expressed as operational PED

- Application of locally endorsed benchmarks in France, Denmark and the US (provided mainly by local real estate associations)
- Application of a publicly released European-wide coverage benchmark for other countries: using country-level values where they exist (in the UK, Germany, Spain, and Benelux) and a European-level value for the remaining countries

For buildings built after 31 December 2020, same criteria as defined for "Construction"

- Cf. 7.1

AND

For large non-residential building (HVAC systems' rated output of over 290 kW): efficiently operated through energy performance monitoring and assessment

- Screening performed for all aligned assets in URW's portfolio
- Covered through energy consumption monitoring tools, Building Management Systems, and maintenance contacts including energy management

SUBSTANTIAL CONTRIBUTION TO CLIMATE CHANGE ADAPTATION

In application of the specifications mentioned in FAQ 2022/C 385/01 of the European Commission, URW has taken a conservative approach in the screening of its substantial contribution to the objective of climate change adaptation, considering as eligible and aligned with that objective only the CAPEX linked to the adaptation plans to reduce the most important physical climate risks that are material to its assets. These plans are implemented as a result of the climate risk and vulnerability assessment conducted on its assets in compliance with Appendix A of the Taxonomy Delegated Acts, which is described hereafter. No such CAPEX have been reported in 2022.

DOES NO SIGNIFICANT HARM CRITERIA

ADAPTATION TO CLIMATE CHANGE

Pursuant to the release of the Climate Delegated Act specifying DNSH (Do No Significant Harm) criteria on adaptation to climate change, URW has updated in 2022 its climate risk assessment study covering all of the Group's standing assets and development pipeline in Europe and the UK in addition to the assessment previously made in 2019 (covering Europe, UK and US assets, and development pipeline) (see section 2.2.1.3 Climate risk management and adaptation to climate change). Those 2 studies confirmed that URW is compliant with the DNSH criteria of the Taxonomy. The following steps have been followed during latest 2022 climate risk assessment:

1. The climate experts (external consultants) first performed a screening of the climate-related perils among the ones listed in Appendix A to the Annex I of the Climate Delegated Act to identify the ones most material to the business, based on the type of activities, equipment, materials and the geographical footprint of the portfolio. Risk engineers and industry experts were consulted for feedback on this screening. As a result, the following perils were considered applicable: frost and cold waves, extreme heat, apparent temperature, wildfire, cooling/heating needs, lightning, non-cyclonic wind gusts and tornados, riverine flood, coastal flood, extreme precipitations, hail, earthquake and landslide;
2. For the climate-related perils considered as material, the experts identified the most representative climate indicators from a proprietary database of over 130 indicators. Climate indicator values were retrieved for each asset, based on their location. Climate models were then used by scientists to estimate the evolution of such values due to climate change, according to different scenarios aligned with the latest IPCC projections (see below). The climate indicator values were then translated into an impact/damage result ranging from 0% to 100%; and
3. As a follow-up to the risk and vulnerability assessment, risk engineers have performed field visits aimed at assessing the adequacy of adaptation measures already in place and at identifying new measures to be implemented. 5 assets identified as the ones potentially most at risk from a climate change and business perspective – considering both their multi-peril score and business performances– have been selected for the field visits. The measures identified for these assets could then be extended to the other assets facing similar risks. For each of those 5 assets, adaptation plans have been designed by risk engineers following the site visits and each solution has been associated with a proposed timeframe of implementation depending of the evaluation of the risks. Following those reports, URW has included the proposed solutions in the environmental action plans of each asset to monitor the implementation of the identified measures over time.

The climate scenarios selected by the experts to perform the climate change related risk analysis up to mid-century (2050) are the SSP2-4.5 ("Middle of the Road") and SSP5-8.5 ("pessimistic") scenarios:

- SSP2-4.5 is in line with today's climate policies and 2030 Nationally Determined Contributions targets; and
- SSP5-8.5 is the most pessimistic scenario which was selected to avoid any unanticipated event impacting the Group's assets.

3 timeframes have been considered for the analysis, consistently with the expected lifetime of the activity and the indications of the EU Taxonomy:

- Baseline: average between 1981 and 2010 values;
- 2030: average between 2015 and 2044 values; and
- 2050: average between 2035 and 2064 values.

OTHER DNSH CRITERIA

For development projects classified in ownership of buildings (7.7), there are no additional applicable DNSH criteria other than the one on climate change adaptation (see previous section). For refurbishments and construction of new buildings for third parties (7.1 and 7.2), the analysis of the compliance with other DNSH criteria than climate change adaptation has been done at project-level with 2 separated workstreams depending on the status of the project:

- **For ongoing projects:** projects were screened and analysed in their current development stage and, when possible, the technical criteria and/or studies related to the DNSH on water, circular economy and pollution prevention were added to the design specifications of the project to ensure its future compliance. When the projects were too advanced to change their design features, they have been considered as "not aligned" with the EU Taxonomy DNSH criteria if these criteria were not secured; and
- **For new projects:** an update of the Group design guidelines adding the DNSH criteria on water, circular economy and pollution prevention has been performed.

As no CAPEX have been reported to substantially contribute to the objective of climate-change adaptation, the DNSH for climate-change mitigation have not been screened in 2022.

– INDIVIDUAL MEASURES

The Commission Delegated Regulation (EU) 2021/2178 of July 6th, 2021 translating Article 8 of the Taxonomy Regulation provides for the integration of purchased "Individual measures" in CAPEX and OPEX alignment figures of non-aligned assets. Individual measures correspond to activities purchased that enable the target activities to become low carbon or to lead to GHG reductions, notably activities listed in points 7.3 to 7.6 of Annex I to the Climate Delegated Act, such as the installation of solar panels on a building rooftop. As part of its Better Places 2030 strategy and asset-level environmental action plans, URW plans investments in all the aforementioned categories: energy efficiency equipment, charging stations for EVs in buildings, instruments for measuring and controlling energy performance of buildings, and renewable energy technologies (see sections 2.2.3 Improve eco-efficiency and 2.2.4 Develop connectivity and sustainable mobility). Related CAPEX spent in 2022 have been isolated and screened in accordance with the TSC of Annex I to the Climate Delegated Act for substantial contribution and DNSH where applicable.

- **Substantial contribution:** the compliance of the activities disclosed in the category 7.3 with the minimum requirements set for individual components and systems in the applicable national measures implementing Directive 2010/31/EU and the energy labels of energy efficiency equipment have been checked where applicable (in the US the regulatory equivalents have been looked at, and no label screening has been performed as no such regulation exists); and
- **DNSH:** for individual measures installed in assets identified as most vulnerable to physical climate risks (cf. previous "Do No Significant Harm" section), the materiality of the risk for that measure has been assessed (based on equipment location, etc.) as well as the coverage by the mitigation action plan where necessary. For energy efficiency equipment (7.3), the compliance with the criteria of Appendix C to Annex I to the Climate Delegated Act regarding pollution prevention has been verified. In particular, for insulation materials, the compliance of local regulation regarding asbestos with Taxonomy criteria has been checked.

In 2022, URW's individual measures stand for 1.4% of the Group eligible CAPEX, as presented in the alignment table at the top of this section.

– MINIMUM SAFEGUARDS

In addition to engaging in activities that are eligible and aligned with the European Taxonomy based on the environmental TSC, URW strictly complies with the 4 aspects of the Minimum Safeguards (MS), as described in the Article 3 (c) and Article 18 of the Taxonomy Regulation and further specified in the Final Report on Minimum Safeguards published in October 2022 by the EU Platform on Sustainable Finance.

HUMAN RIGHTS

Regarding human rights guarantees and due diligence **in its own workforce**, ethics and respect for human rights are among the core values of the Group. URW is strictly committed to upholding all fundamental individual rights and labour rights protections (see section 2.4.3.4 Human Rights and Labour Conditions), as well as safeguarding the H&S and the wellbeing of its employees through enforced internal frameworks such as a dedicated Group framework for health and safety risk management and the Group's Your Wellbeing framework (see sections 2.4.3.2 Well-being, 2.4.3.3 Occupational health and safety and 2.2.3.7 Health and safety, security and environmental risk, and pollution).

URW only operates in countries with high standards of human rights protections and the infringement of human rights in its own workforce has not been identified as a material risk factor in the Group's risk assessment (see section 6.2.1 Ratings of the main specific risk factors). Yet, and as a safeguard, internal procedures are in place to anticipate, identify and prevent any infringement on employees' human rights and freedoms. These include, for instance, clear rules against any form of discrimination along with anti-harassment and anti-bullying practices including a whistleblowing hotline accessible 24/7 to all employees. The Group indeed stands against racism, discrimination, and bias of any kind, striving to ensure that everyone feels equally welcome and embraced. These principles are clearly stated in the Group Code of Ethics applicable to all employees[1]. The Group has a zero-tolerance principle for violations of these rules (see section 3.4.1 Ethics and compliance: a daily and essential requirement). URW makes sure to cultivate a sound work environment in which employees thrive (see section 2.4.2.1 Together at URW). In particular, the Group's Be You at URW framework aims to fully embed URW's commitment to ensure equal opportunities and greater diversity and inclusion across the business (see section 2.4.2.2 Diversity & Inclusion).

URW also cares about the protection of human rights **in its value chain**, and tackles this issue through the implementation of a due diligence process that identifies sustainability risks (including social and human rights risks) across its different purchasing categories and addresses them through mitigation actions. For example, main tenders are subject to a "Know your partner" screening process, and all contracts require the acceptance of the Group's General Purchasing Conditions, including provisions on human rights and labour standards based on the ILO conventions and international human rights standards. Additionally , in the UK, URW developed a scoring matrix as part of its modern slavery due diligence, as well as a Code of Conduct for suppliers and a dedicated questionnaire to assess suppliers against multiple criteria related to sub-contractors, modern slavery and labour rights. The Group aims to continuously raise the level of vigilance and strengthen its procedures to identify, prevent, mitigate, and remedy any human right impact in its supply chain. For further information on the Group's policies and actions to uphold human rights in its supply chain, please refer to sections "Responsible supply chain" of the risk table in 2.1.2.2. Sustainability risks and opportunities and 2.3.3.3 Supply chain management.

BRIBERY/CORRUPTION

The Group has implemented robust internal mechanisms to anticipate, monitor and counter any risks of engaging in practices that could amount to corruption or bribery, such as the Anti-Corruption Programme, the Anti-Money Laundering Programme, and the Group Code of Ethics. Additionally, all employees are trained to identify and distinguish situations that could be associated with corruption, with a clear communication of our zero-tolerance principle for any violation. For further information on the Group's policies and commitments against corruption, bribery and fraud, please refer to sections "Business Ethics" of the risk table in 2.1.2.2. Sustainability risks and opportunities, 3.4 Ethics and compliance within the URW Group, 6.2.2.5 B. Corruption, money laundering and fraud risks.

(1) https://cdn.urw.com/-/media/Corporate~o~Sites/Unibail-Rodamco-Corporate/Files/Homepage/GROUP/Corporate-Governance/Code-of-Ethics/Code-of-Ethics/202201-Code-of-ethics_EN.ashx?revision=c1dd3ab1-a7a4-4074-8c67-8d6b090b2e39

TAXATION

The Group complies with the spirit and the letter of tax law and regulations. The Group's tax policy, which is published on its website[(1)] and is regularly updated, describes the principles governing URW's approach to tax and the processes in place to ensure efficiency of these principles. These principles are also summarized in section 2.3.3.1 Tax Footprint. In essence, the tax position of URW reflects the geographical location of its real estate portfolio and is consistent with the normal course of its business operations. The tax strategy and tax risks are followed and monitored by a team of internal and external experts and discussed with an internal committee whose members include the CEO and the CFO, the Group's auditors, the Group's AC and SB.The aim of the Group is to operate the business with low levels of tax risks. This is being done by ensuring that the tax consequences of arrangements entered into are being understood, including the way those arrangements will likely be viewed by relevant tax authorities. Only arrangements *that are considered as acceptable to the relevant tax authorities are entered into.*

FAIR COMPETITION

The Group implements policies to anticipate and avoid engaging in any practice that could amount to a violation of fair competition and anti-trust regulations (See section 6.2.2.5 A. Legal and Regulatory). Most exposed employees are educated and are expected to comply with all the competition and anti-trust laws as well as internal policies such as the Code of Ethics. Potential anti-trust violations and competition-related risks are identified through a dedicated process involving legal and compliance teams before and during any acquisition procedure of an asset (see section 6.2.2.1 B Mergers & Acquisitions, Investment and Divestment). URW fully co-operates with local authorities to preserve market integrity. 2 situations requiring special attention are still monitored by local legal teams: Viparis subsidiary in France exercising a significant leadership on exhibition centres in the Greater Paris area, with a strict supervision process by the French General Directorate for Fair Trading, Consumer Affairs and Fraud Control ("DGCCRF") (See section "Business Ethics" of the risk table in 2.1.2.2. Sustainability risks and opportunities), and the Zlote Tarasy Complex in Poland which asset URW does not directly manage because of the restrictions imposed by Polish authorities to preserve fair competition in the Warsaw area (see "Zlote Tarasy complex" paragraph in section 6.4.1 Description of the main associates accounted for using the equity method).

URW LIABILITY AND ABSENCE OF CONVICTIONS

URW has developed an internal tracking methodology to scan news outlets and relevant platforms to identify whether the Group is involved in any ongoing litigation or proceeding. URW has not been assigned or convicted for human rights violations or any offence related anti-trust regulations or corruption. URW has never been found guilty of tax evasion in any of the countries it operates in.

2.5.1.5 URW SHARE OF ALIGNED ACTIVITIES – EUROPEAN COMMISSION REPORTING TEMPLATES

The tables hereafter present taxonomy alignment figures based on total activity denominators (including non-eligible activities), in IFRS methodology only, and including service charge income lines in numerators and denominators, in the format set by the European Commission.

To calculate the share of alignment of service charge income (charges refunded to the tenants) in the Turnover table, a pro rata methodology has been used because their consolidated ventilation asset per asset was not available to screen the aligned lines: the share of gross rental income from aligned assets among the total portfolio of eligible standing assets has been applied to the total of service charge income to report the amount of aligned service charges reinvoiced to the tenants.

(1) https://cdn.urw.com/-/media/Corporate~o~Sites/Unibail-Rodamco-Corporate/Files/Homepage/INVESTORS/Taxation-Information/Other-taxation-document/20220728-Unibail-Rodamco-Westfields-approach-to-tax_EN.ashx?revision=6d75f81c-f6f3-4e52-bbc9-7543c23dca5d

TURNOVER

				Substantial contribution criteria						DNSH criteria (Do No Significant Harm)									
Economic activities (1)	Codes(s) (2)	Absolute turnover (3) k EUR	Proportion of turnover (4) %	Climate change mitigation (5) %	Climate change adaptation (6) %	Water and marine resources (7) %	Circular economy (8) %	Pollution (9) %	Biodiversity and ecosystems (10) %	Climate change mitigation (11) Y/N	Climate change adaptation (12) Y/N	Water and marine resources (13) Y/N	Circular economy (14) Y/N	Pollution (15) Y/N	Biodiversity and ecosystems (16) Y/N	Minimum safeguards (17) Y/N	**Taxonomy aligned proportion of turnover, year N (18) %**	Taxonomy aligned proportion of turnover, year N-1 (19) %	Category (enabling activity/ transitional activity) (20 and 21) E/T
A. TAXONOMY-ELIGIBLE ACTIVITIES																			
A.1 Environmentally sustainable activities (Taxonomy-aligned)																			
Construction of new buildings	7.1	137,375	4.6%	100.0%	0%	0%	0%	0%	0%	Y	Y	Y	Y	Y	Y	Y	4.6%	NA	
Acquisition and ownership of buildings	7.7	567,471	18.9%	100.0%	0%	0%	0%	0%	0%	Y	Y	Y	Y	Y	Y	Y	18.9%	NA	
Turnover of environmentally sustainable activities (Taxonomy-aligned) (A.1)		704,846	23.5%	100.0%	0%	0%	0%	0%	0%								23.5%	NA	
A.2 Taxonomy-Eligible but not environmentally sustainable activities (not Taxonomy-aligned activities)																			
Construction of new buildings	7.1	24,678	0.8%																
Acquisition and ownership of buildings	7.7	1,931,869	64.3%																
Turnover of Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned activities) (A.2)		1,956,547	65.1%																
Total (A.1 + A.2)		2,661,393	88.6%																
B. TAXONOMY-NON-ELIGIBLE ACTIVITIES																			
Turnover of Taxonomy-non-eligible activities (B)		342,385	11.4%																
TOTAL (A + B)		3,003,778	100.0%																

CAPEX

Economic activities (1)	Codes(s) (2)	Absolute CAPEX (3) k EUR	Proportion of CAPEX (4) %	Substantial contribution criteria: Climate change mitigation (5) %	Climate change adaptation (6) %	Water and marine resources (7) %	Circular economy (8) %	Pollution (9) %	Biodiversity and ecosystems (10) %	DNSH criteria (Do No Significant Harm): Climate change mitigation (11) Y/N	Climate change adaptation (12) Y/N	Water and marine resources (13) Y/N	Circular economy (14) Y/N	Pollution (15) Y/N	Biodiversity and ecosystems (16) Y/N	Minimum safeguards (17) Y/N	Taxonomy aligned proportion of CAPEX, year N (18) %	Taxonomy aligned proportion of CAPEX, year N-1 (19) %	Category (enabling activity/ transitional activity) (20 and 21) E/T
A. TAXONOMY-ELIGIBLE ACTIVITIES																			
A.1 Environmentally sustainable activities (Taxonomy-aligned)																			
Construction of new buildings	7.1	-	0%	0%	0%	0%	0%	0%	0%	Y	Y	Y	Y	Y	Y	Y	0.0%	NA	
Renovation of existing buildings	7.2	59,438	7.9%	100.0%	0%	0%	0%	0%	0%	Y	Y	Y	Y	Y	Y	Y	7.9%	NA	T
Installation, maintenance and repair of energy efficiency equipment	7.3	7,325	1.0%	100.0%	0%	0%	0%	0%	0%	Y	Y	Y	Y	Y	Y	Y	1.0%	NA	E
Installation, maintenance and repair of charging stations for electric vehicles in buildings (and parking spaces attached to buildings)	7.4	-	0%	0%	0%	0%	0%	0%	0%	Y	Y	Y	Y	Y	Y	Y	0.0%	NA	E
Installation, maintenance and repair of instruments and devices for measuring, regulation and controlling energy performance of buildings	7.5	1,227	0.2%	100.0%	0%	0%	0%	0%	0%	Y	Y	Y	Y	Y	Y	Y	0.2%	NA	E
Installation, maintenance and repair of renewable energy technologies	7.6	1,630	0.2%	100.0%	0%	0%	0%	0%	0%	Y	Y	Y	Y	Y	Y	Y	0.2%	NA	E
Acquisition and ownership of buildings	7.7	390,447	52.0%	100.0%	0%	0%	0%	0%	0%	Y	Y	Y	Y	Y	Y	Y	52.0%	NA	
CAPEX of environmentally sustainable activities (Taxonomy-aligned) (A.1)		**460,068**	**61.3%**	**100.0%**	**0%**	**0%**	**0%**	**0%**	**0%**								**61.3%**	**NA**	
A.2 Taxonomy-Eligible but not environmentally sustainable activities (not Taxonomy-aligned activities)																			
Construction of new buildings	7.1	-	0.0%																
Renovation of existing buildings	7.2	263	0.0%																
Installation, maintenance and repair of energy efficiency equipment	7.3	-	0.0%																
Installation, maintenance and repair of charging stations for electric vehicles in buildings (and parking spaces attached to buildings)	7.4	-	0.0%																
Installation, maintenance and repair of instruments and devices for measuring, regulation and controlling energy performance of buildings	7.5	-	0.0%																
Installation, maintenance and repair of renewable energy technologies	7.6	-	0.0%																
Acquisition and ownership of buildings	7.7	263,915	35.2%																
CAPEX of eligible not Taxonomy-aligned activities (A.2)		**264,178**	**35.2%**																
Total (A.1 + A.2)		**724,246**	**96.5%**																
B. TAXONOMY-NON-ELIGIBLE ACTIVITIES																			
CAPEX of Taxonomy-non-eligible activities (B)		**26,302**	**3.5%**																
TOTAL (A + B)		**750,548**	**100.0%**																

OPEX

Economic activities (1)	Codes(s) (2)	Absolute OPEX (3) k EUR	Proportion of OPEX (4) %	Substantial contribution criteria: Climate change mitigatio (5) %	Climate change adaptation (6) %	Water and marine resources (7) %	Circular economy (8) %	Pollution (9) %	Biodiversity and ecosystems (10) %	DNSH criteria (Do No Significant Harm): Climate change mitigation (11) Y/N	Climate change adaptation (12) Y/N	Water and marine resources (13) Y/N	Circular economy (14) Y/N	Pollution (15) Y/N	Biodiversity and ecosystems (16) Y/N	Minimum safeguards (17) Y/N	**Taxonomy aligned proportion of OPEX, year N (18) %**	Taxonomy aligned proportion of OPEX, year N-1 (19) %	Category (enabling activity/ transitional activity) (20 and 21) E/T
A. TAXONOMY-ELIGIBLE ACTIVITIES																			
A.1 Environmentally sustainable activities (Taxonomy-aligned)																			
Acquisition and ownership of buildings	7.7	26,555	21.7%	100%	0%	0%	0%	0%	0%	Y	Y	Y	Y	Y	Y	Y	21.7%	NA	
OPEX of environmentally sustainable activities (Taxonomy-aligned) (A.1)		**26,555**	**21.7%**	**100%**	**0%**	**0%**	**0%**	**0%**	**0%**								**21.7%**	**NA**	
A.2 Taxonomy-Eligible but not environmentally sustainable activities (not Taxonomy-aligned activities)		-																	
Acquisition and ownership of buildings	7.7	91,690	75.1%																
OPEX of Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned activities) (A.2)		**91,690**	**75.1%**																
Total (A.1 + A.2)		**118,245**	**96.8%**																
B. TAXONOMY-NON-ELIGIBLE ACTIVITIES																			
OPEX		**3,848**	**3.2%**																
TOTAL (A + B)		**122,094**	**100.0%**																

2.5.2 SUSTAINABILITY-LINKED FINANCING (LOANS, CREDIT FACILITIES AND MORTGAGE FINANCINGS)

URW has a strong track record in the sustainable finance market. Since 2017, the Group has demonstrated its leadership and commitment to sustainability through the raising of sustainability-linked financing, specifically:

- €650 Mn sustainability-linked credit facility in April 2017 - the 1st sustainability-linked syndicated credit facility in Europe;
- €400 Mn sustainability-linked credit facility in May 2018;
- €3.1 Bn sustainability-linked syndicated credit facility in April 2021 – the largest(1) sustainability-linked credit facility for a REIT in Europe.
- €1.6 Bn of sustainability-linked term loans, credit facilities and mortgage financings(2) in 2022.

These sustainability-linked financings incorporate sustainability indicators (e.g. energy intensity, carbon emission reductions, the percentage of assets with BREEAM In-Use certification and the percentage of URW employees that have participated in sustainability training) to be evaluated annually over the contract duration. The achievement of such KPIs entail an obligation of transparency for the Group or the entity holding the asset (in the case of a mortgage financing), as monitoring indicators for these commitments must be externally audited. Based on the Group's fulfillment of these commitments, the sustainability-linked financings include either an innovative margin adjustment mechanism and/or a "sustainable" account on which the Group has pledged to invest the equivalent amount of the potential savings from these facilities in internal sustainability projects within the Group.

As at December 31, 2022, the total sustainability-linked credit lines represent 45% of undrawn credit lines.

2.5.3 GREEN FINANCING (BONDS)

2.5.3.1 URW GREEN FINANCING FRAMEWORKS

The Group currently has two frameworks for its green financing:

- A green bond framework, launched in 2014, and under which two green bonds issued in February 2014 and April 2015 are still outstanding (€1.25 Bn issued of which €1.14 Bn outstanding as at December 31st, 2022)("Green Bond" and together "Green Bonds"). This framework is still used for the reporting and reallocation rules of these bonds proceeds; and
- A green financing framework ("Framework"), launched in November 2022, which will apply for all new green financing issuances going forward.

– 2014 GREEN BOND FRAMEWORK

The Group originally launched its first Green Bond framework in 2014, approved by Vigeo. It was back then (i) aligned with the "Green Bond Principles" ("GBP"); and (ii) consistent with the Group's sustainability strategy. The funds raised from Green Bond issuances were used to finance new development projects, and/or standing assets meeting all social and environmental criteria for the construction and operational phases defined in the "Use of Proceeds" procedure, and specified hereafter. Green Bonds were only used to finance resilient "best in class" assets, in line with a clear procedure for allocating funds ("Procedure for asset analysis, selection and monitoring under the "Green Bonds" system"). The following criteria were used to define "eligible assets":

i Greenfield/brownfield project or reconstruction project (redevelopment and/or extension/renovation project) and/or standing asset managed by URW S.E. or its subsidiaries which:
  a. Achieved BREEAM certification (or any other equivalent certification) at a level of "Very Good" or higher in the design phase; and
  b. Have been awarded a BREEAM In-Use certification (or any other equivalent certification) for Asset Performance (Part 1) and Building Management (Part 2) according to the BREEAM evaluation framework, at a level of "Very Good" or above within a reasonable time after the start of operation.

ii. In addition to the certification (which is a prerequisite), eligible assets had to meet additional criteria structured into 5 principles: respect for human rights, contribution to local development, monitoring of environmental impacts, promotion of responsible relationships with tenants and visitors, and promotion of responsible relationships (including social and environmental aspects) with suppliers. In total, 17 sub-criteria were analysed for the construction phase, and 13 sub-criteria were analysed for the operating phase.

Additional criteria and indicators for eligible assets of this framework are published on the issuer's website at the following link: https://www.urw.com/en/investors/financing-activity/Sustainable-financing.

– 2022 UPDATED GREEN FINANCING FRAMEWORK

In November 2022, URW introduced the Framework, establishing clear requirements for the financing and/or re-financing of eligible new development projects and the regeneration of standing assets. With this update, URW imposes higher standards on energy performance and raises the eligibility criteria to require standing assets and development projects to meet a BREEAM certification level of at least "Excellent" and be closely connected to public transport. The new eligibility criteria also include EU Taxonomy requirements and carbon emission thresholds (based on the CRREM decarbonation pathways).

The Framework specifies the eligibility criteria, as well as the allocation and the reporting process to make it easier for investors to understand and track commitments. URW has also formed in 2022 a Green Financing Committee that will rule on the Use of Proceeds and support future Green Financing allocations.

(1) As at January 1st, 2022.
(2) Four sustainability linked term loans, two sustainability-linked credit facilities and one sustainability-linked mortgage financing backed by Westfield Centro (at 100%).

This framework is aligned with best market practices, including the most recent updates of the International Capital Market Association (ICMA) Green Bond Principles as well as the Loan Market Association (LMA) Green Loan Principles, while taking into account the EU Taxonomy TSC. ISS ESG has issued a second party opinion ("SPO") on the Framework confirming this alignment.

Additional criteria and indicators to be monitored for eligible assets are published on the issuer's website at the following link: https://www.urw.com/en/investors/financing-activity/Sustainable-financing.

2.5.3.2 OUTSTANDING GREEN BONDS

URW issued the industry's first Green Bond on the euro market in February 2014, and was the first international non-Swedish corporate to issue a Green Bond on the SEK market in May 2014. In April 2015, the Group issued its second Green Bond on the euro market.

In 2022, the outstanding bonds issuances under the 2014 framework amount to €1.14 Bn as presented in the table below.

No Green Bond under the new 2022 framework has yet been issued in 2022.

OUTSTANDING GREEN BONDS ISSUED BY URW(1)

	Green bond I (Euro)	Green Bond III (Euro)
Issuer (legal entity name)	Unibail-Rodamco S.E.	Unibail-Rodamco S.E.
Date	February 19, 2014	April 8, 2015
Size	€750 Mn - €106 Mn = €644 Mn	€500 Mn
Maturity	10 years	10 years
Coupon	2.5%	1%

2.5.3.3 CURRENT ALLOCATION OF GREEN BOND PROCEEDS ISSUED UNDER THE 2014 FRAMEWORK

In line with the Group's internal Green Bond analysis, selection and monitoring procedure, the funds generated by Green Bonds issuances are allocated to the selected assets based on a previously defined list of "eligible assets" (criteria presented in the previous paragraph). In the case of an asset disposal during the funding period (i.e. prior to the bond issue maturity), the proceeds initially allocated to the disposed asset shall be reallocated to another "eligible asset" held by the Group, based on the same process. This was the case in 2022: following the sale of 45% of Westfield Carré Sénart, the proceeds have been reallocated to 2 eligible assets, Gaîté Montparnasse and Trinity. Part of the amount allocated to Westfield Chodov has also been reallocated to these two assets.

The 2022 allocation of the proceeds from the 2 outstanding Green Bonds is illustrated below:

	Green Bond I €643.748 Mn				Green Bond III €500 Mn				
	Westfield Mall of the Netherlands	Trinity	Galerie Gaîté (retail)	Gaîté Montparnasse (offices)	Trinity	Galerie Gaîté (retail)	Gaîté Montparnasse (offices)	Westfield Chodov extension	Wroclavia
Business	Shopping Centre	Offices	Shopping Centre	Offices	Offices	Shopping Centre	Offices	Shopping Centre	Shopping Centre
Proceeds allocated to projects(1)	30%	44%	20%	6%	12%	16%	7%	25%	40%
Gross Lettable Area ("GLA") scope of consolidation (sqm)	114,700	49,200	29,200	13,100	49,200	29,200	13,100	39,000(2)	65,200(3)
Opening date to public		November 13, 2020	October 19, 2022	September 26, 2022	November 13, 2020	October 19, 2022	September 26, 2022	October 10, 2017	October 17, 2017

(1) Allocation carried out through internal loans.
(2) GLA as at December 31, 2017.
(3) Including a bus station of 7,200 sqm.

2.5.3.4 AUDITED CRITERIA

URW engaged an independent auditor to verify that the assets financed meet the eligibility criteria. The reporting on these criteria and the independent auditor's report on the information related to the allocation of funds are presented in section 2.5.3.5 Annual reporting on Green Bonds in compliance with the environmental and social criteria of the Use of Proceeds and section 2.5.3.6 Independent third party's report on Green Bond criteria and indicators.

In 2022, the audit covered: Westfield Mall of the Netherlands, Trinity, Galerie Gaîté (retail), Gaîté Montparnasse (offices), Westfield Chodov extension and Wroclavia.

(1) Green Bond issuances and the allocation of funds are approved by the Group's ALM Committee (see section 6.2.2.2.A. Access to capital and financial market disruption), using a specific procedure formalised internally.

2.5.3.5 ANNUAL REPORTING ON GREEN BONDS IN COMPLIANCE WITH THE ENVIRONMENTAL AND SOCIAL CRITERIA OF THE USE OF PROCEEDS (FOR THE 2 OUTSTANDING ISSUANCES OF URW)

– CONSTRUCTION PHASE CRITERIA

PREREQUISITE: MINIMUM BREEAM RATING OF "VERY GOOD"

Green Bond I				Green Bond III		
Westfield Mall of the Netherlands	Trinity	Galerie Gaîté (retail)	Gaîté Montparnasse (offices)	Galerie Gaîté Gaîté Montparnasse (offices) Trinity	Westfield Chodov extension	Wroclavia
Very good(1)	Excellent(2)	Excellent(3)	Excellent(4)	Excellent (see ratings for those assets in the left columns)	Excellent(5)	Excellent(6)

(1) Achieved an interim overall score of 63.5% and a BREEAM rating of "Very Good" under the 2011 version of BREEAM NL: Nieuwbouw Ontwerpfase 2011 v1.0.
(2) Achieved a final overall score of 72.6% and a BREEAM rating of "Excellent" under the 2009 version of BREEAM Europe commercial office framework.
(3) Achieved an interim overall score of 81.9% and a BREEAM rating of "Excellent" under the 2013 version of BREEAM Europe commercial retail framework
(4) Achieved an interim overall score of 80.6% and a BREEAM rating of "Excellent" under the 2013 version of BREEAM Europe commercial office framework.
(5) Achieved a final overall score of 71.9% and a BREEAM rating of "Excellent" under the 2013 version of BREEAM International retail framework.
(6) Achieved a final overall score of 77.1% and a BREEAM rating of "Excellent" under the 2013 version of BREEAM International new construction retail framework.

17 SUB-CRITERIA

		Green Bond I				Green Bond III		
Commitments/ supporting elements	Criteria	Westfield Mall of the Netherlands	Trinity	Galerie Gaîté (retail)	Gaîté Montparnasse (offices)	Galerie Gaîté Gaîté (retail) Montparnasse (offices) Trinity	Westfield Chodov extension	Wroclavia
Select the countries in which eligible assets are located based on human rights and governance	Integration, signature or ratification of conventions related to human rights, and labour rights. **KPI: country score Vigeo (out of 100)**	**NL 95.34/100(1)**	**FR 96.53/100(1)**	**FR 96.53/100(1)**	**FR 96.53/100(1)**	**See criteria for those assets in the left columns**	**CZ 93.97/100(1)**	**PL 93.10/100(1)**
	Press freedom, stability and political freedom; corruption prevention, independence of the judiciary system and legal certainty. **KPI: country score Vigeo (out of 100)**	**NL 95.17/100(1)**	**FR 97.89/100(1)**	**FR 97.89/100(1)**	**FR 97.89/100(1)**		**CZ 87.98/100(1)**	**PL 79.80/100(1)**
Contribution of the eligible assets to the development and wellbeing of communities in which they are located	Existence of information on projects to neighbours	✓	✓	✓	✓		✓	✓
	Absence of material public recourse on the project preventing the completion of the project	✓	✓	✓	✓		✓	✓
	Accessibility of the asset by public transport (within 500 metres) **KPI: Distance to a public transport mode (m)**	**10m** Tramway	**150m** Metro line	**0m** Metro line	**20m** Metro line		**20m** Metro line	**0m** Bus terminal **35m** Railway station
	Promote the potential use of alternative transport solution and sustainable mobility	✓	✓	✓	✓		✓	✓

Commitments/ supporting elements	Criteria	Green Bond I				Green Bond III		
		Westfield Mall of the Netherlands	Trinity	Galerie Gaîté (retail)	Gaîté Montparnasse (offices)	Galerie Gaîté Gaîté (retail) Montparnasse (offices) Trinity	Westfield Chodov extension	Wroclavia
Monitoring the environmental impacts of eligible assets	Involvement of an external environmental consultant	✓	✓	✓	✓	**See criteria for those assets in the left columns**	✓	✓
	Commissioning Report	✓	✓	✓	✓		✓	✓
	Environmental impact assessment and implementation of appropriate measures if necessary	✓	✓	✓	✓		✓	✓
	Promote applicable Considerate Construction Charter to minimise environmental impact of building sites during construction phase	✓	✓	✓	✓		✓	✓
	Optimise intrinsic energy performance of the asset in view of applicable regulatory constraints **KPI: Percentage improvement over national standard building energy performance (%)**	**-31%**[4]	**-28%**[2]	**-41.6%**[2]	**-28.5%**[2]		**-9%**[3]	**-14%**[4]
	Involvement of an ecologist during the project phase	✓	✓	✓	✓		✓	✓
Promoting sustainable and enduring relationships with tenants and visitors	Promote "Green leases" signature before opening **KPI: Percentage of Green leases signed (%)**	**92%**[5]	**100%**[5]	**100%**[5]	**100%**[5]		**90%**	**99%**
Promote social and environmental factors with suppliers/ service providers	Promote, if possible, a Health and Safety coordinator contract (or equivalent)	✓	✓	✓	✓		✓	✓
	Promote access control to building site	✓	✓	✓	✓		✓	✓
	Promote the application of the Considerate Construction Charter or equivalent to minimise environmental impact of building sites	✓	✓	✓	✓		✓	✓
	E-learning for URW's employees on its Code of Ethics	✓	✓	✓	✓		✓	✓

(1) Source: Vigeo country score - February 2021.
(2) According to dynamic thermal simulation aligned with RT 2012 requirements or regulatory RT 2012 calculation.
(3) According to dynamic thermal simulation aligned with ASHRAE Energy Standard 3 and local standards 78/2013Sb and ČSN 730540.
(4) According to dynamic thermal simulation aligned with local regulation.
(5) Green leases V1 and V2 signed as at December 31, 2020.

– OPERATION PHASE CRITERIA

PREREQUISITE: MINIMUM BREEAM IN-USE SCORE “VERY GOOD” FOR ASSET PERFORMANCE (P1) AND BUILDING MANAGEMENT (P2)

Green Bond I				Green Bond III		
Westfield Mall of the Netherlands	Trinity	Galerie Gaîté (retail)	Gaîté Montparnasse (offices)	Galerie Gaîté Gaîté Montparnasse (offices) Trinity	Westfield Chodov extension	Wroclavia
Expected in Universal Registration Document 2023	Expected in Universal Registration Document 2024(3)	Expected in Universal Registration Document 2023	Expected in Universal Registration Document 2023	**See criteria for those assets in the left columns**	Obtained: 12/21/2018(1) Re-certified: 01/19/2022(2) (P1): Excellent (P2): Excellent	Obtained: 12/22/2020(1) (P2): Excellent (P1): Excellent

(1) According to BREEAM-In-Use International 2015 scheme.
(2) According to BREEAM International In-Use: Commercial Version 6.
(3) The deadline for certifying Trinity has been pushed back due the curb of its leasing rate during the COVID-19 crisis. Indeed, the BREEAM In-Use certification rules require less than 20% of vacancy and at least 12 months of occupation by the tenants to reflect the true performance of the building in operation.

13 SUB-CRITERIA

		Green Bond I				Green Bond III		
Commitments/ supporting elements	Criteria	Westfield Mall of the Netherlands	Trinity	Galerie Gaîté (retail)	Gaîté Montparnasse (offices)	Galerie Gaîté Gaîté (retail) Montparnasse (offices) Trinity	Westfield Chodov extension	Wroclavia
Contribution of the eligible assets to the development and wellbeing of the communities in which they are located	Assess local employment through tenants’ activities (e.g. follow-up of number of jobs created in the catchment area) **KPI: Total tenants supported job (FTE)**	**5,693**(1)	N/A	Expected in URD 2023	N/A		**1,896**(1)	**1,484**(1)
Monitor the environmental impacts of eligible assets	Environmental action plan and follow-up with regular reporting (from 1 year after opening)	✓	✓	Expected in URD 2023	Expected in URD 2023		✓	✓
	Annual audit of health and safety risks (from 2 years after opening) **Indicator: annual risk audit (Rating from A to D)**	Expected in URD 2023	**A**(2)	Expected in URD 2024	Expected in URD 2024	**See criteria for those assets in the left columns**	**A**(2)	**A**(2)
	Assess energy consumption and CO_2 emissions with potential action plan if needed **Indicator: energy intensity** (kWh/visit) **since measured baseline** **Indicator: carbon intensity** (gCO_2 eq/visit) **since measured baseline**	Expected in URD 2024	Expected in URD 2023	Expected in URD 2024	Expected in URD 2025		**-4.1% kWh/ visit** **-8.0% gCO_2e/ visit** (2022/2018)	**7.5% kWh/ visit** **5.0%g CO_2e/ visit** (2022/2018)

Commitments/ supporting elements	Criteria	Green Bond I				Green Bond III		
		Westfield Mall of the Netherlands	Trinity	Galerie Gaîté (retail)	Gaîté Montparnasse (offices)	Galerie Gaîté Gaîté (retail) Montparnasse (offices) Trinity	Westfield Chodov extension	Wroclavia
Promote sustainable and enduring relationships with tenants and visitors	Organise on-site Sustainability Committee	✓	N/A	Expected in URD 2023	N/A	See criteria for those assets in the left columns	✓	✓
	Conduct satisfaction survey with retailers **KPI: Overall satisfaction score (out of 100)**	**70/100**	N/A	Expected in URD 2023	N/A		**83/100**	**74/100**
	4-Star labelling or equivalent if applicable	✓	N/A	Expected in URD 2023	N/A		✓	✓
	Conduct satisfaction survey with visitors **KPI: Overall satisfaction score (out of 100)**	**29/100**	N/A	Expected in URD 2023	N/A		**54/100**	**47/100**
	Relevant safety management (e.g. video protection plan)	✓	N/A	✓	N/A		✓	✓
Promote social and environmental factors with suppliers	Promote labour rights to suppliers via contractual documentation	✓	✓	✓	N/A[3]		✓	✓
	Promote environmental and social factors to suppliers via contractual documentation	✓	✓	✓	N/A[3]		✓	✓
	Promote ethics to suppliers via contractual documentation	✓	✓	✓	N/A[3]		✓	✓
	Assess regularly compliance with contractual clauses by the main suppliers	✓	✓	Expected in URD 2023	N/A[3]		✓	✓

(1) Source: Shopping centre retailer survey performed by shopping centre management.
(2) Source: HSE risk audit performed by an external third party - see methodology in section 2.2.3.7 Health & Safety, security and environmental risks and pollution.
(3) This criteria is not applicable because URW does not have a contractual relationship with providers on that asset: the only tenant owns the contractual relationships with maintenance, safety and cleaning providers.

2.5.3.6 INDEPENDENT THIRD PARTY'S REPORT ON GREEN BOND CRITERIA AND INDICATORS

URW has commissioned Deloitte as a third-party auditor to check the compliance of the financed assets with the eligibility criteria set and reported above. This check includes an in-depth review of the documentary evidence for each domain and criteria (for each phase). The report on the information related to the allocation of funds from Deloitte is available hereafter.

– LIMITED ASSURANCE REPORT FROM ONE OF THE STATUTORY AUDITORS ON THE INFORMATION RELATED TO THE ALLOCATION, AS OF 31 DECEMBER 2022, OF FUNDS RAISED THROUGH THE GREEN BONDS ISSUED ON FEBRUARY 26, 2014 AND APRIL 15, 2015

This is a free translation into English of the original report issued in the French language and is provided solely for the convenience of English-speaking users. This report should be read in conjunction, and construed in accordance, with French law and regulations applicable in France.

YEAR ENDED DECEMBER 31, 2022

To the Chairman of the Management Board,

In our capacity as statutory auditor of Unibail-Rodamco-Westfield SE (the "Company") and in accordance with your request, we have undertaken a limited assurance engagement on the following information (the "Information"):

- the allocation, as of December 31, 2022, of funds raised through the green bonds issued under number XS1038708522 on February 26, 2014 and under number XS1218319702 on April 15, 2015 (the "Issuing"), which amount to €750m and €500m respectively (of which €1.14bn outstanding as of December 31, 2022), contained in the attached green bonds document[(1)] (the "Attached Document");
- the projects financed by the Issuing and identified as eligible by the Company (the "Eligible Projects") contained in the Attached Document.

The Information has been prepared in the context of the green bonds offering dated on February 19, 2014 and April 8, 2015 (the "Green Bonds Offerings") and the green bonds framework defined by the Company (the "Green Bonds Framework").

OUR LIMITED ASSURANCE CONCLUSION

Based on the procedures we have performed as described under the section "Summary of the work we performed as the basis for our assurance conclusion" and the evidence we have obtained, nothing has come to our attention that causes us to believe that the Information is not prepared, in all material respects, in accordance with the Company's Green Bonds Framework used and the basis of preparation set out under the section *"Understanding how Unibail-Rodamco-Westfield has prepared the Information"*.

We do not express an assurance conclusion on information in respect of earlier periods not covered by the Attached Document or on any other information not included in the Attached Document. We have not reviewed and do not provide any assurance over other individual project information reported.

UNDERSTANDING HOW UNIBAIL-RODAMCO-WESTFIELD SE HAS PREPARED THE INFORMATION

The absence of a commonly used generally accepted reporting framework or a significant body of established practices on which to draw to evaluate and measure the sustainability information allows for different, but acceptable, measurement techniques that can affect comparability between entities and over time.

Consequently, the Information needs to be read and understood together with the Green Bonds Offerings and the Green Bonds Framework available on the internet site or on demand.

UNIBAIL-RODAMCO-WESTFIELD SE'S RESPONSIBILITIES

Management of Unibail-Rodamco-Westfield SE are responsible for:

- Selecting or establishing suitable criteria for preparing the Information;
- Selecting the Eligible Projects regarding the eligible criteria;
- Preparation of the Information in compliance with the Green Bonds Offerings and the Green Bonds Framework;
- Designing, implementing and maintaining internal control over information relevant to the preparation of the Information that is free from material misstatement, whether due to fraud or error.

OUR RESPONSIBILITIES

We are responsible for:

- Planning and performing the engagement to obtain limited assurance about whether the Information is free from material misstatement, whether due to fraud or error;
- Forming an independent conclusion, based on the procedures we have performed and the evidence we have obtained; and
- Reporting our conclusion to the Directors of Unibail-Rodamco-Westfield SE.

As we are engaged to form an independent conclusion on the Information as prepared by management, we are not permitted to be involved in the preparation of the Information as doing so may compromise our independence.

However we have no responsibility for:

- challenging the eligibility criteria, and in particular we give no interpretation on the final terms;
- forming an opinion on the effective use of the funds allocated to the Eligible Projects after such funds have been allocated.

PROFESSIONAL STANDARDS APPLIED

We performed our limited assurance engagement in accordance with the professional guidance issued by the French Institute of Statutory Auditors (*Compagnie nationale des commissaires aux comptes "CNCC"*) applicable to such engagement and International Standard on Assurance Engagements 3000 (Revised) « *Assurance Engagements other than Audits and Reviews of Historical Financial Information* ».

(1) Refer to section 2.5.3 of the Universal Registration document 2022.

OUR INDEPENDENCE AND QUALITY CONTROL

We have complied with the independence and other ethical requirements of the French Code of Ethics for Statutory Auditors (*code de déontologie*) as well as the provisions set forth in Article L.822-11 of the French Commercial Code (*code de commerce*) and the *International Code of Ethics for Professional Accountants (including International Independence Standards) issued by the International Ethics Standards Board for Accountants* (IESBA Code).

In addition, we have implemented a system of quality control including documented policies and procedures regarding compliance with applicable legal and regulatory requirements, the ethical requirements, professional standards and French professional guidance.

Our work was carried out by an independent and multidisciplinary team with experience in sustainability reporting and assurance.

SUMMARY OF THE WORK WE PERFORMED AS THE BASIS FOR OUR ASSURANCE CONCLUSION

We are required to plan and perform our work to address the areas where we have identified a material misstatement of the Information is likely to arise. The procedures we performed were based on our professional judgment.

In carrying out our limited assurance engagement on the Information we:

- Obtained an understanding of the procedures implemented by the Company for producing the Information contained in the Attached Document;
- Assessed the compliance, in all material respects, of the Eligible Projects with the eligibility criteria by performing substantive testing on a sample basis;
- Verified the appropriate segregation of the funds raised from the Issuing and their exclusive allocation to Eligible Projects;
- Performed the necessary reconciliations between the Information and the underlying accounting records;
- Verified that the Information agrees with the data used to prepare the consolidated financial statements for the year ended 31 December 2022;
- Verified the reallocation of the funds raised from the Issuing in prior years for assets disposed in 2022 to other Eligible Projects;
- Verified that the internal loans or financing contracts signed in prior years with the Company's subsidiaries owning Eligible Projects are still in force as of December 31, 2022.

The procedures performed in a limited assurance engagement vary in nature and timing from, and are less in extent than for, a reasonable assurance engagement. Consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had we performed a reasonable assurance engagement.

This report has been prepared within the context described above and may not be used, distributed or referred to for any other purpose.

Paris-La Défense, March 24, 2023

One of the Statutory Auditors,

Deloitte & Associés

French original signed by :

Emmanuel Gadret
Partner, Audit

2.6 APPENDICES

2.6.1 URW'S REPORTING METHODOLOGY

URW uses a variety of tools, processes and indicators to monitor the performance of the assets owned and managed by the Group. These methods are used to structure an environmental, social and societal management approach, track results and to inform its stakeholders about performance.

The Group continuously improves its reporting tools and processes in order to fine-tune the quality and accuracy of its consolidated data. This enables the Group to manage its data collection processes more efficiently, track and analyse performance at all levels (site, region, Group) on a regular basis, assess results against targets, and implement suitable corrective measures.

The Group sustainability reporting framework, which tracks performance against each of its Better Places 2030 commitments, was co-constructed by teams representing all regions and all departments concerned by the operational implementation of the sustainability agenda to ensure its applicability. It is reviewed and updated every year to fine-tune its accuracy.

2.6.1.1. DEFINITIONS AND REPORTING VALUES

Indicators are expressed in absolute value or in the form of ratios to express efficiency and comparable trends. Intensity ratios are calculated using different types of denominators, depending on the type of information:

- Denominators related to floor area (sqm):
  - Square metres operated served with energy: the area of common and private spaces supplied with asset-level managed energy. This denominator is used to calculate the energy efficiency of assets in operation (see section 2.2.3.4 Energy management) and the energy-related Scopes 1 and 2 carbon intensity of operations (see section 2.2.1.2 Carbon assessment) for shopping centres and offices;
  - Total operated area: total standing asset floor area, including both private and common areas. This denominator is used to calculate energy-related Scopes 1, 2 and 3 carbon intensity of operations, including tenant emissions (see section 2.2.1.2 Carbon assessment); and
  - Consolidated building area, corresponding to:
    - The GLA of the property-owning companies for shopping centres;
    - The total floor space according to consolidation for offices; and
    - The total floor space according to consolidation for Convention & Exhibition venues.

  This area is used to calculate data coverages.

- Denominators related to intensity of use, adapted to each business unit:
  - Footfall for shopping centres: The annual number of visitors coming to an asset;
  - Occupants for offices: The number of occupants during the period, corresponding to the maximum office capacity multiplied by the asset occupancy rate; and
  - Areas occupied per days of occupancy (sqm DOCC) for Convention & Exhibition venues: The annual total cumulative surface occupied by the tenants when the venues are open (including assembly, exhibition and disassembly phases of a fair).

To be noted: in the disclosed tables or graphics, totals may not add up due to rounding.

2.6.1.2 REPORTING SCOPE

The information presented in section 2.1.4 Summary of the Group's sustainability achievements and in sections 2.2 Better Spaces, 2.3 Better Communities and 2.4 Better Together cover URW's consolidated scope – unless explicitly stated otherwise. 2022 is the fourth year following the acquisition by Unibail-Rodamco of the Westfield company that a complete report on sustainability performance is being released, covering the Group consolidated scope: France, Germany, Spain, Austria, The Netherlands, the Nordics (including Sweden and Denmark), Central Europe (including Czech Republic, Poland and Slovak Republic), the UK, Italy and the US.

Detailed scoping rules per indicator family are presented in the next paragraphs. Exclusions from the reporting scope are specified in the description of each indicator or in footnotes where applicable.

– REPORTING SCOPE FOR ENVIRONMENTAL AND SOCIETAL INDICATORS OF STANDING ASSETS

The environmental and societal indicators relating to operations cover the scope of assets in the Group's standing portfolio, which are owned and managed by the Group, and that have been in the Group portfolio for at least one-and-a-half (1.5) fiscal years at the reporting date. By default, this information covers all of the Group's asset categories in its core business units: shopping centres (Retail), Offices (Office Business Unit in France) and Convention & Exhibition venues (Viparis subsidiary in France). When an indicator covers a narrower scope, this is specified in its description. This sustainability reporting scope represents 90% of the total Group portfolio of standing assets in area (sqm) in 2022.

– SCOPING EXCEPTIONS FOR ENERGY-RELATED INDICATORS AND BREEAM IN-USE CERTIFICATIONS:

Energy-related indicators include the following types of information: energy consumption, energy intensity, Scopes 1 and 2 GHG emissions, and share of renewable energy. Assets that are under significant works (net impacted GLA > 1,000 sqm) during the reporting period are excluded from the sustainability reporting scope of energy-related indicators and of BREEAM In-Use certifications, due to the fact that works may affect the energy consumption of an asset in an unusual way that is not representative of normal operations and compromise data reliability and comparability. Assets under significant works are re-integrated in the sustainability reporting scope of energy-related indicators 1.5 years after the works have stopped. The reporting scope for energy-related indicators represents 83% of the total Group portfolio of standing assets in area (sqm) in 2022.

In practice, in 2022, CH Ursynow is excluded from the reported data, while the office parts of Nacka Forum, Taby Centrum, Solna Centrum, Stadshart Zoetermeer, Stadshart Amstelveen, and the hotel part of the CNIT (Hilton) have been included in the reported data.

Resulting overall sustainability and energy-related reporting scopes coverages represent respectively 91% and 83% of the total Group portfolio of standing assets in area (sqm) in 2022.

– STANDING ASSETS INCLUDED IN THE 2022 OVERALL REPORTING SCOPE FOR ENVIRONMENTAL AND SOCIETAL KPIS

Asset type	Regions	Number of assets	Assets	Reporting floor areas for standard energy and carbon intensity indicators(1)	Denominators for intensity of use indicators(2)	Consolidated building area(3)
	Austria	2	Donau Zentrum (including Dux), Shopping City Sud (including Mux)	305,044 sqm	30,244,751 visits	266,700 sqm
	Central Europe	8	Aupark, Centrum Cerny Most, Westfield Chodov, Metropole Zlicin, Westfield Arkadia, Galeria Mokotow, Galeria Wilenska, Wroclavia	1,547,473 sqm	198,111,238 visits	1,576,100 sqm
	France	17	Aéroville, Westfield Carré Sénart (including Shopping Parc), Carrousel du Louvre (including convention areas), CNIT (including CNIT offices and CNIT convention), Westfield Euralille, Westfield La Part-Dieu (including Cours Oxygène), Westfield Forum des Halles, Westfield Les 4 Temps, Confluence, Westfield Parly 2, Polygone Riviera, Rennes Alma, Westfield Rosny 2, So Ouest, La Toison d'Or, Ulis 2, Westfield Vélizy 2	1,172,479 sqm	237,522,288 visits	1,242,121 sqm
	Germany	8	Hofe am Bruhl, Pasing Arcaden, Paunsdorf Center, Ruhr Park, Minto, Palais Vest, CentrO, Gropius Passagen	571,142 sqm	72,716,145 visits	754,900 sqm
Retail	The Netherlands	3	Stadshart Amstelveen, Stadshart Zoetermeer, Westfield Mall of the Netherlands	234,036 sqm	31,473,210 visits	226,900 sqm
	Nordics	4	Fisketorvet, Nacka Forum, Westfield Mall of Scandinavia, Taby Centrum	606,303 sqm	67,896,316 visits	535,400 sqm
	Spain	7	Bonaire, Equinoccio, Garbera, La Maquinista, Glòries, Parquesur, Splau	243,061 sqm	73,002,247 visits	432,802 sqm
	UK	2	Westfield London, Westfield Stratford City	462,672 sqm	75,453,452 visits	419,300 sqm
	US	20	Westfield Garden State Plaza, Westfield Topanga, Westfield Southcenter, Westfield Old Orchard, Westfield Valley Fair, Westfield UTC, Westfield Annapolis, Westfield Century City, Westfield Galleria at Roseville, Westfield San Francisco Centre, Westfield Culver City, Westfield Montgomery, Westfield Fashion Square (Westfield Wheaton, Westfield North County, Westfield Mission Valley, Westfield Brandon, Westfield Plaza Bonita, Westfield Valencia Town Centre, Westfield Oakridge	732,695 sqm	226,178,286 visits	1,388,851 sqm
Offices	France	4	Le Sextant, Les Villages de l'Arche, Versailles Chantiers, Trinity	90,300 sqm	6,666 occupants	90,300 sqm
Convention & Exhibitions	France	7	Espace Champerret, Le Palais des Congrès de Paris (including Les Boutiques du Palais), Paris Nord Villepinte, Paris Le Bourget, Paris Porte de Versailles (including Paris Convention Centre and la Serre), Palais des Congrès d'Issy-les-Moulineaux, Hôtel Salomon de Rothschild	59,677,639 sqm DOCC	59,677,639 sqm DOCC	622,800 sqm

(1) Shopping centres and offices: see the definition of square metres operated served with energy in section 2.6.1.1 Definitions and reporting values. Square metres served with energy only include assets in the energy-related scope.
(2) See the definition of denominators related to intensity of use per business unit in section 2.6.1.1 Definitions and reporting values.
(3) See the definition of consolidated building area in section 2.6.1.1 Definitions and reporting values.

– REPORTING SCOPE FOR SOCIAL INDICATORS

Social indicators regarding HR cover all Group employees with a direct employment contract with the Group, in all regions where the Group operates, and in all of the Group's business units and subsidiaries, regardless of whether they are located in head-offices or on-site: shopping centres (Retail), Offices (Office Business Unit in France), Convention & Exhibition (Viparis subsidiary in France), and Airports.

– REPORTING SCOPE FOR SUSTAINABILITY INDICATORS OF DEVELOPMENT PROJECTS

As part of its Better Places 2030 strategy, the Group is committed to track its sustainability performance beyond the scope of its direct operations. This includes measuring its sustainability performance from the design stage of projects under development.

The sustainability reporting of development-related KPIs covers all projects in the Group pipeline whatever their type (greenfield and brownfield projects, extension and renovation projects) which have reached a mature enough development stage to have implemented the Group sustainability strategy (committed projects[(1)]) and that exceed the following thresholds in terms of minimal net impacted GLA and Total investment cost ("TIC"):

- For Europe:
  - Retail projects of over €50 Mn TIC or over 10,000 sqm GLA; and
  - All other projects (Offices, Convention & Exhibition centres) of over €/$40 Mn TIC.
- For the US:
  - All projects of over $100 Mn TIC or over 20,000 sqm GLA.

In 2022, the reporting scope of development-related KPIs covered 10 projects.

– REPORTING SCOPE OF THE GROUP CARBON FOOTPRINT

As part of its Better Places 2030 strategy, the Group is committed to track its sustainability performance beyond the scope of its direct operations, and this encompasses the Group carbon footprint calculation approach, which covers an extended reporting scope.

To calculate its total carbon footprint, URW has chosen the "operational control" approach for its entire value chain: consolidation of all the GHG emissions linked with the operations over which the Group has the full authority to implement its operational policies.

The method used for quantifying Group emissions is in line with the ISO 14064-1 standard, the GHG Protocol guidelines and the Bilan Carbone® methodology of ADEME (Agence de l'Environnement et de la Maîtrise de l'Énergie, or French Environment and Energy Management Agency). The Group's carbon footprint measure includes the emissions of the following 6 greenhouse gases designated by the Kyoto protocol: carbon dioxide ("CO_2"), methane ("CH_4"), nitrous oxide ("N_2O"), sulphur hexafluoride ("SF_6"), hydrofluorocarbons ("HFC") and perfluorinated hydrocarbons ("PFC").

These GHG emissions are expressed in carbon equivalent ("CO_2eq"), meaning the number of metric tonnes of CO_2 emissions with the same global warming potential as one metric tonne of another GHG.

The scope of the Group's carbon footprint is defined as follows:

- Organisational scope:
  - Owned and managed standing assets: shopping centres, offices and Convention & Exhibition venues (selection rules identical to aforementioned reporting scope for environmental and societal indicators in standing assets);
  - Development projects: all greenfield/brownfield, extensions and renovation projects whatever their size and development stage (broader scope than the reporting scope for sustainability indicators in development projects described above); and
  - Group employees and headquarters: all employees with a direct employment contract with the Group (selection rules identical to aforementioned reporting scope for social indicators);
- Operational scope: all the activities over which the Group has direct operational control or that it can influence.

The detailed emission sources accounted for in the Group carbon footprint are presented in section 2.2.1.2 Carbon assessment.

2.6.1.3 CHANGES IN REPORTING SCOPE AND CALCULATION OF EVOLUTIONS

In 2019, the scoping rules for reporting sustainability -related information (presented in section 2.6.1.2 Reporting scope) were reviewed in order to integrate changes linked with the Westfield acquisition. In order to enable data comparability, these updated scoping rules have been applied retroactively to portfolio compositions of previous years: in particular, the 2015 baseline year figures have been recalculated accordingly.

Changes in reporting scope may also occur as a result of the start or end of a management mandate; acquisitions or disposals of assets; development of new assets or major renovations and extensions. To compare data from one year to another, a "like-for-like" scope is used when calculating data evolutions: the like-for-like scope corresponds to a restricted scope of assets that are both present in the sustainability reporting scope (as defined in section 2.6.1.2 Reporting scope) of the year 2022, and of that of the year 2021. It is used to assess an indicator's evolution over time, based on a comparable portfolio. The 2021-2022 like-for-like scope represents 88% of the total 2022 standing portfolio area (sqm).

(1) Since 2020, the reporting scope of development-related KPIs has changed to only cover the "committed" projects (as defined in section 4.1.3.2 Pipeline projects as at December 31, 2022), to better align the reporting with the projects' schedule for implementing sustainability levers in a secured manner. Carbon footprint related reporting on development projects however still covers the bulk of "committed" and "controlled" project to grasp the complete perimeter of Scope 3.

2.6.1.4 REPORTING PERIOD AND REFERENCE YEAR

Most environmental, social and societal data are reported as at December 31 of the reporting year ended, for one calendar year. However, given the scheduling requirements for the release of the Group URD, some environmental data are reported on a rolling 12-month period (Q4 of the previous financial year and Q1, Q2 and Q3 of the reporting year ended): energy consumption, energy-related Scopes 1 and 2 GHG emissions, and water consumption.

The sustainability strategy Better Places 2030 sets 2015 as its reference year for measuring progress against energy and carbon-related objectives. The 2015 baseline data has been recalculated in 2019 to take into account the new Group consolidated scope, including the UK and the US regions. Plaisir, Zlote Tarasy, Jumbo, Hôtel Salomon de Rothschild and CH Ursynow assets are excluded from the calculation of the 2015 baseline.

In 2022, some updates were made to the 2015 baseline to correct methodological errors, leading to a 6% increase in the energy intensity value: the common areas of four German assets (Hofe am Bruhl, Palais Vest Pasing Arcaden and Paunsdorf Center) have been updated to remove the emergency exit corridors that should have been excluded according to the sustainability reporting protocol. Similarly, the energy consumption value from district heating and cooling of Westfield Stratford City (UK) was corrected to reinclude the energy served to the tenants by common energy equipment in accordance with the sustainability reporting protocol for. These updates have been validated during the 2022 external audit review.

2.6.1.5 CONTINUOUS IMPROVEMENT OF DEFINITIONS AND DATA QUALITY

URW continues to improve the quality and comparability of its data, align with emerging external reporting standards and frameworks, develop internal benchmarks, introduce sub-metering to collect information for environmental data, and fine-tune the accuracy of the data analysis.

As a consequence, adjustments may occur on data calculation methodologies and previously reported data whenever relevant.

– UPDATES ON KPI REPORTING METHODOLOGIES

BREEAM-IN-USE REPORTING

Regarding the BREAM-In-Use environmental certification KPIs, the scope under which these KPIs are reported has been updated in 2021. This update has been made to take into account the fact that development projects (with ongoing works or recently delivered) are unable to report a realistic energy consumption because of their status (under works and/or tenants that have not arrived yet and/or energy commissioning of the building not finished yet). In this regard, and because the BREEAM-In-Use certification considers energy consumption within its evaluation, all BREEAM-In-Use KPIs are now reported under the reporting scope for energy-related indicators and no longer under the overall sustainability reporting scope (see section 2.6.1.2 Reporting scope).

SCOPE 3 OF CARBON EMISSIONS' REPORTING

The methodologies for calculating carbon emissions related to the shopping centre waste generation and shopping centre energy consumption from private areas were updated in 2021.

- For carbon emissions related to waste, the emission factors have been simplified to match the treatment categories at Group level.
- For carbon emissions related to the shopping centre energy consumption from private areas, only rented areas are now taken into account (this change better reflects the reality).

– IDENTIFYING UNCERTAINTY AS REGARDS THE GROUP CARBON FOOTPRINT

SCOPES 1 AND 2 EMISSIONS

Regarding Scope 1 and 2 emissions, the reporting methodology developed by the Group, the sources of the data used for calculation (invoices for energy consumption and published supplier data and country data for emissions factors) as well as the long history track of Group data published ensure a high level of reliability of the presented results.

Small margins of error may remain, linked to:
- The estimation of energy consumption in some invoices from energy suppliers, which may result in under or over-estimations. These are usually resolved during the following year; and
- The carbon emission factors provided by energy providers based on their energy mix: these factors are usually verified and made public but may be released after URW reporting closure date. In that case, the emission factor from the previous year is used, which ensures data consistency in the long term.

SCOPE 3 EMISSIONS

Regarding Scope 3 emissions, processed information can only be partially managed. A qualitative analysis of margins of error is therefore presented hereunder for the 3 main areas of construction, operation and mobility.

CONSTRUCTION

Margins of error may be related to:

- The quality of the environmental data used (Environmental Product Declaration);
- The quantities of materials used for each new development project; and
- The tracking of construction cost trends over time (economic ratios) based on a like-for-like approach.

In order to reduce uncertainty, quantities of materials used are questioned by construction managers during product reviews (to optimise construction costs and carbon impact).

OPERATIONS

Margins of error for energy sources non-managed by the Group (energy directly purchased and managed by the tenants) may be linked to energy consumption or to the carbon emission factors:

- Private energy consumptions are calculated by using ratios from the Group's portfolio, where the landlord provides electricity directly to the tenants. To limit uncertainty, the sample is built with private electricity data from at least 5 shopping centres across Europe and the US; and
- The exact energy mix each tenant is using is not known by the Group.

To address this issue, the carbon emission factors are calculated based on conservative assumptions (residual emissions factors).

MOBILITY

Margins of error may be related to the number of visitors to each site, to the assessment of modal shares, to the assessment of the distances covered by each mode of transport (catchment areas), to the occupancy rate for cars and finally to the emission factors used for each mode of transport.

To strengthen the reliability of the data inputs, the Group has updated its reporting methodology and tools in 2019: evolutions of over 5% in the data are being tracked and verified. Furthermore, to limit the sources of errors on data evolution, 3 of the 4 above parameters listed above have been fixed, to focus only on the annual data collection and verification of modal shares reported through customer marketing surveys. Other parameters are being updated on a lower frequency basis.

2.6.2 INDEPENDENT THIRD PARTY'S REPORT ON CONSOLIDATED NON-FINANCIAL STATEMENT

This is a free translation into English of the original report issued in the French language and it is provided solely for the convenience of English-speaking users. This report should be read in conjunction with, and construed in accordance with, French law and professional standards applicable in France.

– REPORT OF ONE OF THE STATUTORY AUDITORS, APPOINTED AS INDEPENDENT THIRD PARTY, ON THE VERIFICATION OF THE CONSOLIDATED NON-FINANCIAL PERFORMANCE STATEMENT

YEAR ENDED DECEMBER 31, 2022

To the Shareholders' Meeting,

In our capacity as Statutory Auditor of Unibail-Rodamco-Westfield SE (hereinafter the "Company"), appointed as independent third party ("third party") and accredited by the French Accreditation Committee (Cofrac), under number 3-1886 rév. 0 (Cofrac Inspection Accreditation, scope available at www.cofrac.fr), we have conducted procedures to express a limited assurance conclusion on the historical information (observed or extrapolated) in the consolidated non-financial performance statement, prepared in accordance with the Company's procedures (hereinafter the "Guidelines"), for the year ended December 31, 2022 (hereinafter the "Information" and the "Statement", respectively), presented in the Group management report pursuant to the legal and regulatory provisions of Articles L. 225-102-1, R. 225-105 and R. 225-105-1 of the French Commercial Code (*code de commerce*).

CONCLUSION

Based on our procedures as described in the section "Nature and scope of procedures" and the evidence we have obtained, no material misstatements have come to our attention that cause us to believe that the non-financial performance statement does not comply with the applicable regulatory provisions and that the Information, taken as a whole, is not fairly presented in accordance with the Guidelines.

PREPARATION OF THE NON-FINANCIAL PERFORMANCE STATEMENT

The absence of a generally accepted and commonly used reference framework or established practices on which to base the assessment and measurement of the Information enables the use of different but acceptable measurement techniques that may impact comparability between entities and over time.

Accordingly, the Information must be read and interpreted with reference to the Guidelines, summarised in the Statement and available on request from its headquarters.

LIMITS INHERENT IN THE PREPARATION OF THE INFORMATION RELATING TO THE STATEMENT

The Information may be subject to uncertainty inherent to the state of scientific and economic knowledge and the quality of external data used. Some information is sensitive to the choice of methodology and the assumptions or estimates used for its preparation and presented in the Statement.

RESPONSIBILITY OF THE COMPANY

Management is responsible for:

- selecting or determining the appropriate criteria for the preparation of the Information;
- preparing a Statement pursuant to legal and regulatory provisions, including a presentation of the business model, a description of the main non-financial risks, a presentation of the policies implemented with respect to these risks as well as the outcomes of these policies, including key performance indicators and the information set-out in Article 8 of Regulation (EU) 2020/852 (Green taxonomy);
- implementing such internal control as it determines is necessary to enable the preparation of Information that is free from material misstatement, whether due to fraud or error.

The Statement has been prepared by applying the Company's Guidelines as referred to above.

RESPONSIBILITY OF THE STATUTORY AUDITOR APPOINTED AS INDEPENDENT THIRD PARTY

Based on our work, our responsibility is to express a limited assurance conclusion on:

- the compliance of the Statement with the requirements of Article R. 225-105 of the French Commercial Code;
- the fairness of the information provided pursuant to part 3 of sections I and II of Article R. 225-105 of the French Commercial Code, i.e. the outcomes of policies, including key performance indicators, and measures relating to the main risks, hereinafter the "Information."

As it is our responsibility to issue an independent conclusion on the information prepared by management, we are not authorised to participate in the preparation of the Information, as this could compromise our independence.

It is not our responsibility to provide a conclusion on:

- the Company's compliance with other applicable legal and regulatory provisions (particularly with regard to the information set-out in Article 8 of Regulation (EU) 2020/852 (Green taxonomy), the duty of vigilance and the fight against corruption and tax evasion);
- the fairness of information set-out in Article 8 of Regulation (EU) 2020/852 (Green taxonomy);
- the compliance of products and services with the applicable regulations.

APPLICABLE REGULATORY PROVISIONS AND PROFESSIONAL GUIDANCE

We performed the work described below in accordance with our audit verification programme in application of Articles A. 225-1 et seq. of the French Commercial Code, the professional guidance issued by the French Institute of Statutory Auditors (*Compagnie Nationale des Commissaires aux Comptes*) relating to this engagement and with the international standard ISAE 3000 (revised – Assurance engagements other than audits or reviews of historical financial information).

INDEPENDENCE AND QUALITY CONTROL

Our independence is defined by Article L. 822-11-3 of the French Commercial Code and French Code of Ethics for Statutory Auditors (*Code de déontologie*). In addition, we have implemented a system of quality control including documented policies and procedures aimed at ensuring compliance with applicable legal and regulatory requirements, ethical requirements and the professional guidance issued by the French Institute of Statutory Auditors (*Compagnie Nationale des Commissaires aux Comptes*) relating to this engagement.

MEANS AND RESOURCES

Our work engaged the skills of five people between September 2022 and March 2023 and took a total of twenty-two weeks.

To assist us in conducting our work, we referred to our corporate social responsibility and sustainable development experts. We conducted around fifteen interviews with people responsible for preparing the Statement.

This work involved the use of information and communication technologies allowing the work and interviews to be carried out remotely, without hindering the good execution of the verification process.

NATURE AND SCOPE OF PROCEDURES

We planned and performed our work taking account of the risk of material misstatement of the Information.

We consider that the procedures conducted in exercising our professional judgement enable us to express a limited assurance conclusion:

- We familiarized ourselves with the activities of all companies in the consolidation scope and the description of the principal risks.
- We assessed the suitability of the Guidelines with respect to their relevance, completeness, reliability, neutrality, and clarity, taking into account, where appropriate, best practices within the sector.
- We verified that the Statement covers each category of information stipulated in section III of Article L. 225-102-1 governing social and environmental affairs, respect for human rights and the fight against corruption and tax evasion.
- We verified that the Statement provides the information required under Article R.225-105 II of the French Commercial Code where relevant with respect to the principal risks, and includes, where applicable, an explanation for the absence of the information required under Article L.225-102-1 III, paragraph 2 of the French Commercial Code.
- We verified that the Statement presents the business model and a description of the principal risks associated with the activities of all the consolidated entities, including where relevant and proportionate, the risks associated with their business relationships, their products, or services, as well as their policies, measures and the outcomes thereof, including key performance indicators associated to the principal risks.
- We referred to documentary sources and conducted interviews to:
  - assess the process used to identify and confirm the principal risks as well as the consistency of the outcomes, including the key performance indicators used, with respect to the principal risks and the policies presented; and
  - corroborate the qualitative information (measures and outcomes) that we considered to be the most important and listed in the Appendix; our work was carried out on the consolidating entity.
- We verified that the Statement covers the consolidated scope, i.e. all companies within the consolidation scope in accordance with Article L. 233-16, with the limits specified in the Statement.
- We obtained an understanding of internal control and risk management procedures implemented by the Company and assessed the data collection process aimed at ensuring the completeness and fairness of the Information.

- For the key performance indicators and other quantitative outcomes that we considered to be the most important, we implemented:
  - analytical procedures that consisted in verifying the correct consolidation of collected data as well as the consistency of changes thereto;
  - substantive tests, on a sample basis and using other selection methods, that consisted in verifying the proper application of definitions and procedures and reconciling data with supporting documents. These procedures were conducted for a selection of contributing entities[(1)] and covered 15% of the headcount and between 9% and 15% of the consolidated environmental data selected for these tests.
- We assessed the overall consistency of the Statement in relation to our knowledge of the entire Company.

The procedures conducted in a limited assurance review are substantially less in scope than those required to issue a reasonable assurance opinion in accordance with the professional guidelines of the French National Institute of Statutory Auditors (*Compagnie Nationale des Commissaires aux Comptes*); a higher level of assurance would have required us to carry out more extensive procedures.

Paris-La Défense, March 24, 2023

One of the Statutory Auditors,

Deloitte & Associés

Emmanuel Gadret
Partner, Audit

Catherine Saire
Partner, Sustainability Services

(1) Selected sites (environmental information): Ruhr Park (Bochum), Paunsdorf Center (Leipzig), Westfield Mokotow (Warsaw), Westfield Donau Zentrum (Vienna), Bonaire (Valencia), Metropole Zlicin (Praha), Westfield Chodov (Praha).
Selected countries (social information): United Kingdom and Northern Europe (Sweden, Denmark and The Netherlands).

APPENDIX 1: IMPORTANT INFORMATION

Social KPIs

Quantitative Topics	*Qualitative Topics*
• Total headcount • Percentage of women in employee headcount • Percentage of women in senior level management positions • Employee turnover rate • Share of employees trained to the Group Code of Ethics • Share of employees trained Anti-Corruption Programme • Share of employees that participated in a sustainability training	• Actions carried out as part of Community Day 2022 • Actions undertaken on Health, Safety and Environment risk management • Actions carried out to promote responsible consumption actions

Environnemental KPIs

Quantitative Topics	*Qualitative Topics*
• Carbon intensity linked to energy consumption of standing assets (Scope 1 & 2 emissions) per area (kgCO_2eq/sqm). • Energy intensity per area (KWh/sqm) • Carbon emissions from Scopes 1 & 2, using "market based" factors, for retail & offices (TCO_2eq) • Carbon emissions from Scope 3, excluding Viparis, using "market based" and "location based" factors (TCO_2eq) • Value and share of total energy consumption from renewable sources, with breakdown between onsite production and offsite purchase (in % and MWh) • Total quantity of waste generated (metric Tonnes) and breakdown by disposal routes, with focus on share of waste sent to landfill • Coverage of BREEAM In-Use environmental certification of the Group's standing assets and associated levels	• Climate change physical risks assessment conducted in 2022