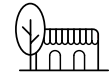


## 2.1.4 SUMMARY OF THE GROUP'S CSR ACHIEVEMENTS

### 2.1.4.1 SUMMARY OF THE GROUP'S CSR PERFORMANCE

#### – BETTER PLACES 2030

Note: this paragraph only includes the main targets of Better Places 2030. The sub-targets tied to the operational roll-out and progress against them are described in the next Sections (2.2 Better Spaces, 2.3 Better Communities and 2.4 Better Together).



**BETTER SPACES**

## Pillar 1 Better Spaces

Target	Performance
Cut carbon emissions across our value chain by -50% by 2030.	(tCO <sub>2</sub> eq – % variation vs baseline) 2015 Baseline 5,058,363 2019 <sup>(1)</sup> 4,399,469 -13% 2030 Target 2,529,182 -50% (1) 2019 value is calculated on 2015 comparable activity units.
<b>NEW</b> 100% development projects to integrate a circular economy design solution by 2025.	Several circular economy projects have been launched over the past few years, and the topic has been included in the new sustainability brief for development projects to scale it up across all development projects.
Reduce emissions from operations by -80% by 2030.	(kgCO <sub>2</sub> eq/sqm – % variation vs baseline) 2015 Baseline 95 2019 76 -20.5% 2030 Target 19 -80%
<b>NEW</b> Multiply the installed capacity of on-site renewable energy fivefold by 2025.	(MW – Capacity multiplier vs baseline) 2015 Baseline 1.37 2019 7.84 x5.7 2025 Target 6.86 x5.0

Target	Performance
Reduce emissions from construction by -35% by 2030.	(kgCO <sub>2</sub> eq/sqm – % variation vs baseline) 2015 Baseline 850 - EU, 1,294 - US 2019 806 - EU -5%, 1,294 - US 0% 2030 Target 553 - EU -35%, 841 - US -35%
<b>NEW</b> 100% development projects to include long-term climate risks, while minimising resource use and maintaining user comfort by 2025.	The requirement to study long-term climate change impacts has been included in the sustainability brief to be used by all development projects. Several projects have already launched relevant studies in 2019.
<b>NEW</b> Improve the energy efficiency of our assets by 30% by 2030.	(kWh/sqm – % variation vs baseline) 2015 Baseline 184 2018 183 -0.8% 2019 178 -3.3% 2030 Target 129 -30%
<b>NEW</b> 100% of our assets to include a climate change risk plan by 2022.	Based on the Group risk assessment of long-term climate change risks delivered in 2019, the Group will work on adaptation plans for its standing assets.



2.

Target	Performance									
<p><b>NEW</b></p> <p>Aim to send zero waste to landfill by 2025.</p>	<p>(Metric tonnes – % of total waste)</p> <table border="1"> <tr> <td>2018<sup>(1)</sup></td> <td>53,506</td> <td>37%</td> </tr> <tr> <td>2019</td> <td>52,025</td> <td>37%</td> </tr> <tr> <td>2025 Target</td> <td>0</td> <td>0%</td> </tr> </table>	2018 <sup>(1)</sup>	53,506	37%	2019	52,025	37%	2025 Target	0	0%
2018 <sup>(1)</sup>	53,506	37%								
2019	52,025	37%								
2025 Target	0	0%								
<p><b>NEW</b></p> <p>50% of visitors to access Group assets by sustainable means of transport by 2030.</p>	<p>(% of visitors)</p> <table border="1"> <tr> <td>2018</td> <td>36%</td> </tr> <tr> <td>2019</td> <td>38%</td> </tr> <tr> <td>2030 Target</td> <td>50%</td> </tr> </table> <p>(1) Electric vehicles are included in sustainable transport means for 2019 US figures only</p>	2018	36%	2019	38%	2030 Target	50%			
2018	36%									
2019	38%									
2030 Target	50%									
<p><b>NEW</b></p> <p>Develop a Group biodiversity strategy by 2020.</p>	<p>The Group biodiversity strategy will be published in 2020 based on returns of experiences from initiatives led for the last few years, external experts and best practices.</p>									
<p><b>NEW</b></p> <p>100% development projects to implement a biodiversity action plan by 2022.</p>	<p>In 2019, the Group engaged several biodiversity studies on development projects under BREEAM certification. Biodiversity has already been included in the new sustainability brief for development projects.</p>									

Target	Performance									
<p>Reduce emissions from transport by -40% by 2030.</p>	<p>(kgCO<sub>2</sub>e/visit – % variation vs baseline)</p> <table border="1"> <tr> <td>2015 Baseline</td> <td>3.0</td> <td></td> </tr> <tr> <td>2019</td> <td>2.8</td> <td>-7.7%</td> </tr> <tr> <td>2030 Target</td> <td>1.8</td> <td>-40%</td> </tr> </table>	2015 Baseline	3.0		2019	2.8	-7.7%	2030 Target	1.8	-40%
2015 Baseline	3.0									
2019	2.8	-7.7%								
2030 Target	1.8	-40%								
<p>100% development projects significantly connected to public transport solutions by 2025.</p>	<p>(% of projects)</p> <table border="1"> <tr> <td>2019</td> <td>100%</td> </tr> <tr> <td>2025 Target</td> <td>100%</td> </tr> </table>	2019	100%	2025 Target	100%					
2019	100%									
2025 Target	100%									
<p><b>NEW</b></p> <p>100% standing assets with high biodiversity stakes to implement a biodiversity action plan by 2022.</p>	<p>The new biodiversity strategy will be published in 2020. For standing assets, biodiversity action plans will be created by assets with high biodiversity stakes in order to reinforce existing initiatives.</p>									



BETTERCOMMUNITIES

## Pillar 2 Better Communities

Target	Performance								
<p><b>NEW</b></p> <p>100% of owned &amp; managed assets with a community resilience action plan by 2020.</p>	<p>In 2019, the methodology and tools were designed to help the Group's assets implement their Community Resilience Action plans.</p>								
<p>1,000 people to integrate a job or a qualifying training certification through the URW for Jobs programme by 2020.</p>	<p>(Number of people)</p> <table border="1"> <tr> <th>Year</th> <th>Number of people</th> </tr> <tr> <td>2018</td> <td>551</td> </tr> <tr> <td>2019</td> <td>758</td> </tr> <tr> <td>2020 Target</td> <td>1,000</td> </tr> </table>	Year	Number of people	2018	551	2019	758	2020 Target	1,000
Year	Number of people								
2018	551								
2019	758								
2020 Target	1,000								
<p><b>NEW</b></p> <p>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.</p>	<p>New sustainable brands (produced locally, produced without toxic chemicals, organic etc.) were integrated in the portfolio, while a concrete action plan has been defined to collaborate with retailers.</p>								

Target	Performance
<p><b>NEW</b></p> <p>100% of Flagship assets to support local entrepreneurship through commercial partnerships and regional networks by 2020</p>	<p>The Grand Prize Retail was conducted for the 13<sup>th</sup> time in France and initiated in Spain, while local initiatives such as "L'Ouvre-Boite" or La Place Ephémère" enabled retail entrepreneurs to conduct customer facing tests and develop their activities.</p>
<p><b>NEW</b></p> <p>100% of Flagship assets to support at least one local charity or NGO-sponsored long-term project (&gt;2 years) by 2022.</p>	<p>(2019 – % Flagships)</p> <p>34%</p>
<p><b>NEW</b></p> <p>100% of Flagship assets support and promote at least one sustainable consumption initiative by 2022.</p>	<p>Sustainability and responsible consumption initiatives were integrated in the 2020 marketing roadmap of each asset.</p>


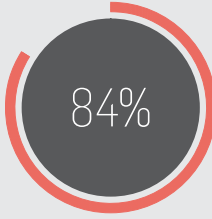


BETTER TOGETHER

Pillar 3 Better Together



Target	Performance
100% of Group employees with yearly individual CSR objectives by 2020.	(% of employees)  64%
<b>NEW</b> Improve employee engagement on Diversity & Inclusion.	In 2019, 169 employees participated in Unconscious Bias training and URW launched the Group's Gender Equality Action Plan. In 2020, URW will introduce a new Group Diversity & Inclusion Framework.
<b>NEW</b> 100% of Group employees to have participated in CSR training by 2022.	In 2019, the CSR ambition and related action plan were systematically introduced to newcomers in the "URW Fundamentals" training. In addition, dedicated technical trainings are offered to all relevant staff members including, for example, carbon footprint assessment methodology for development projects. URW has committed to train 100% of employees on CSR by 2022.
<b>NEW</b> 100% of our countries to implement Work Greener and employee well-being programmes by 2020.	(% of countries)  100%

Target	Performance
<b>NEW</b> Ensure full equal opportunities (e.g. gender, nationality, sexual orientation) in HR processes in 2019.	(2019 – % regions ensuring full equal opportunities)  100%
<b>NEW</b> Develop and roll-out Group-wide leadership & management programmes integrating CSR by 2022.	In 2019, foundations have been laid to redesign the Group senior leadership programme integrating CSR in 2020.
100% of Group employees take part in the URW Volunteering Programme annually by 2020.	(% of employees)  84%