



UNIBAIL-RODAMCO-WESTFIELD

BETTERPLACES

**SUSTAINABILITY
ROADMAP & SCORECARD**

OCTOBER 2023

“

Better Places drives our vision to power urban regeneration and the sustainable evolution of retail, making our places catalysts of vitality for **cities, people** and **our partners**.

”





JEAN-MARIE TRITANT
Chief Executive Officer



Creating
**UNIQUE, DYNAMIC
PLACES**
that are a catalyst for
**SOCIAL, ECONOMIC
& ENVIRONMENTAL**
vitality.

Unibail-Rodamco-Westfield is committed to the role we play in the environmental transition, creating unique, dynamic places that are a catalyst for social, economic and environmental vitality.

For more than 15 years, the company has advanced ambitious sustainability objectives, starting with our first sustainability report in 2007, and accelerating in 2016 with the launch of our **Better Places** strategy.

That strategy is now embedded within our business, driving us forward in our commitment to sustainable operations, and as we unlock value as a partner to cities in urban regeneration and retrofitting projects, as well as through the mixed-use densification of our existing assets.

Better Places now also leverages our unique position to act as a catalyst for the evolution of the retail industry, setting ambitious targets and bringing greater transparency to the environmental performance of our shopping centres, while innovatively expanding their retail mix.

I am tremendously proud to lead an organisation which is creating opportunities and value for all of our stakeholders through the impact that we can have, and which is aligned with our vision to create sustainable places that Reinvent Being Together.





SYLVAIN MONTCOUQUIOL

Chief Resources
& Sustainability Officer



Better Places creates a roadmap which is a unique commitment to the impact Unibail-Rodamco-Westfield can have on the

**ENVIRONMENTAL TRANSITION
OF CITIES**

Our evolution of **Better Places** creates a robust science-based roadmap which is a unique commitment to the impact Unibail-Rodamco-Westfield can have on the environmental transition of cities.

With ambitious targets that cover our entire value chain, the company has made a step-change – leveraging our historical reduction in carbon emissions to go even further and accelerate even faster.

Clear and detailed, **Better Places** includes a net-zero commitment that covers Scopes 1, 2 & 3, which has already been approved by the Science Based Targets initiative, and key objectives on biodiversity, water and waste management, the transition to a more sustainable retail, and community impact.

Comprising three pillars – **Environmental Transition, Sustainable Experiences and Thriving Communities** – the plan is embedded across the Group at an asset, portfolio and corporate level. It provides clear governance and is being implemented with support from external stakeholders and recognised key partners such as Good On You, Bureau Veritas and WWF France.

Better Places propels our company forward on a truly transformative journey, creating value for people, our partners and cities, and making impactful progress towards our collective future.



UNIBAIL-RODAMCO-WESTFIELD

Accelerating our **SUSTAINABILITY COMMITMENTS**

URW is a committed partner to the environmental transition of cities. Since 2007, with our first environmental impact report, and speeding up with the creation of Better Places in 2016, the company has already achieved significant progress in reducing our carbon emissions and limiting the impact of our activities on the environment.

With the comprehensive evolution of our Better Places roadmap, we aim to accelerate, setting ambitious new targets in terms of carbon emissions reduction and environmental performance, and to develop and operate places that provide sustainable experiences and contribute to thriving communities.

Our roadmap sets a clear science-based net-zero target on Scopes 1 & 2 by 2030 and introduces a new 2050 net-zero target on Scopes 1, 2 & 3, making us the first retail real estate company in the European Union and the sixth CAC 40 company to obtain the approval of the Science Based Targets initiative on its net-zero targets. These Better Places climate targets are also aligned with the UN's Intergovernmental Panel on Climate Change scientific consensus.

As part of this evolved roadmap, we are also expanding environmental targets with a focus on biodiversity, water, waste, climate adaptation and community impact.

Our new **Better Places** certification and Sustainable Retail Index will meaningfully support the sustainable evolution of the retail industry, and we will continue to increase our contribution to the social and economic vitality of the communities we serve.

BETTERPLACES

We believe that with this science-based approach to sustainability, combined with our teams' expertise in sustainable development and operations, we will help cities face the challenges posed by climate change and their environmental transition. It will also power the sustainable evolution of retail and unlock significant value for our company and all of our stakeholders.

A track record as a recognised sustainability leader

URW has a solid track record, demonstrated through the fulfilment of the targets set by its previous sustainability strategy (2015-2022). This foundation leads us to commit to do more and accelerate.

FROM 2015 TO 2022,

we implemented a **corporate social responsibility strategy** that addressed the main challenges facing commercial real estate. Along the way, we had concrete results:

GHG EMISSIONS REDUCTION

-41% achieved since 2015 on Scopes 1, 2 & 3

-71% achieved since 2015 on Scopes 1 & 2

OUR SUSTAINABILITY STRATEGY

contributes to the world's most significant challenges, outlined by:



SCIENCE
BASED
TARGETS

URW's climate targets **approved** by the Science Based Targets initiative (SBTi)

We support the United Nations Sustainable Development Goals (UNSDGs), directly contributing to 10 out of 17 UNSDGs:



OUR PERFORMANCE

has been verified and validated by:



A List
5th year in a row



4th in Real Estate
Negligible risk



GRESB
★★★★★ 2023

5-star rating
90/100 in 2023



B rating / Prime status
1st decile in the industry

A clear **VISION** driving our ambition

We believe, faced with the urgency of climate change, URW has a vital role to play in the regeneration of cities and the way we live in them.

We strive for urban environmental transformation and the regeneration of cities, by creating and operating unique sustainable places that will connect people through extraordinary and meaningful shared experiences.

Our success will leverage our significant expertise and world-class platform, maximising our impact by putting people at the heart of everything we do and partnering with all stakeholders to generate value.

**CREATING
SUSTAINABLE PLACES THAT
REINVENT
BEING TOGETHER**

A comprehensive and action-oriented sustainability roadmap supporting our ambition.

SUSTAINABILITY AT THE CORE OF OUR AMBITION

A clear vision	driving our ambition
Creating sustainable places that Reinvent Being Together	Develop & operate BETTERPLACES that have a positive impact on people, partners & cities

BETTERPLACES SUSTAINABILITY ROADMAP SUPPORTING 3 CORE COMMITMENTS



ENVIRONMENTAL
TRANSITION



SUSTAINABLE
EXPERIENCE



THRIVING
COMMUNITIES

ACTIONS & KPIs CLEARLY GOVERNED & EXECUTED

Aligned with **key frameworks** including SBTi

Embedded across the Group and asset level **through Better Places certification**

Supported by **clear governance, annual reporting** and audits by statutory auditors

Developed with **strong independent partners** such as Good On You, Bureau Veritas, WWF France

Our BETTERPLACES commitments



We develop and operate places that advance the environmental transition of cities.



ENVIRONMENTAL TRANSITION

We aim to be **the preferred partner of cities in their environmental transition**, by improving the carbon footprint and environmental efficiency of our assets and operations.

- Contribute to global **carbon neutrality**, with SBTi approved targets that aim at achieving **net zero** on Scopes 1 & 2 by 2030 and Scopes 1, 2 & 3 by 2050, with a clear priority towards reduction of our GHG emissions
- Operate an **efficient and resilient portfolio** that minimises negative impact on resources and the environment
- Accelerate **urban regeneration** by designing and retrofitting low-carbon, connected and inclusive urban places



SUSTAINABLE EXPERIENCE

We partner with our visitors and all stakeholders of the retail industry **to accelerate the transition towards more sustainable experiences**.

- Increase and promote to our partners and visitors **the sustainability performance of our places**
- Support **the sustainable evolution of retail** through an innovative and dynamic approach providing insights into retailers' sustainability journey
- Integrate **sustainability-driven initiatives** at the core of the customer journey



THRIVING COMMUNITIES

We put **people at the heart of what we do**, bolstering economic and social vitality for local communities, and driving a sustainable and impact-oriented company culture.

- Drive **positive economic and social impact** within our communities through employment, training and social inclusion
- Grow a **diverse, skilled and engaged community** of employees to lead sustainable change





Partnering with cities in their ENVIRONMENTAL TRANSITION



Challenges such as climate change, scarcity of resources and social cohesion have an increasingly direct impact on the places where we live. Environmental transition has become the number one priority of cities, implementing major programmes around energy efficiency, climate adaptation, biodiversity, mobility and human-centred design.

Transforming existing real estate, creating heart-of-city sustainable districts, and delivering and operating low-carbon, smart buildings is the core of our ambition. **At URW, we are committed to accelerate urban regeneration, by developing and operating efficient and resilient destinations that have a positive impact on the environment.**

With our evolved **Better Places** roadmap, we are going further in our net-zero trajectory, committing to reduce GHG emissions by 90% for Scopes 1 & 2 by 2030 and to cut total emissions across our entire value chain including Scope 3 by 90% by 2050.

These targets have been approved by the Science Based Targets initiative as a pathway to achieving net zero on all scopes by 2050 and are aligned with the UN's Intergovernmental Panel on Climate Change (IPCC) scientific consensus.

Through building-retrofit projects and new business opportunities in renewable electricity production and EV charging, the Group will be able to generate additional avoided emissions.

We are also working with retailers to help them reduce their energy consumption, while developing a comprehensive mobility action plan ensuring our destinations are well connected to public transport and have the infrastructure to support electric mobility.

We also have to transform the way we live in a way that protects our shared natural resources. Therefore, we're also making new, ambitious commitments around biodiversity, water and waste – all designed to **make our destinations active agents of urban regeneration and the environmental transition.**





Environmental transition

We aim to contribute to global **carbon neutrality**, with SBTi-approved **net-zero targets** on Scopes 1 & 2 by 2030 and Scopes 1, 2 & 3 by 2050, with a clear priority towards reduction of our GHG emissions.

OUR NET-ZERO PATHWAY



SHORT-TERM TARGETS

-90% GHG emissions reduction (Scopes 1 & 2)*¹

-50% GHG emissions reduction (Scopes 1, 2 & 3)*¹

LONG-TERM TARGET

-90% GHG carbon emissions reduction (Scopes 1, 2 & 3)*¹

* SBTi approved targets

1. In absolute value, from a 2015 baseline
2. Reduction in kWh/sqm of the energy consumption for common areas and common equipment divided per the total areas served with energy from a 2015 baseline
3. In kgCO₂e/sqm built, from a 2015 baseline
4. In kgCO₂e/sqm, from a 2015 baseline
5. In kgCO₂e/visit, from a 2015 baseline
6. Residual emissions are emissions sources that remain unabated at the end of our reduction plan

How do we meet these targets?

KEY ACTIONS

Reduce our direct emissions (Scopes 1 & 2)

ENERGY REDUCTION – We aim to reduce the energy needs of our assets through costless measures such as adjusted temperature setpoints in common areas, reduced artificial and decorative lighting, and optimised escalator operating hours.

ENERGY EFFICIENCY – We aim to improve the energy intensity² of our portfolio by -50% through projects such as roof insulation, BMS optimisation, LED lighting and replaced HVAC systems.

ENERGY MIX – We aim to phase out fossil fuels within our assets by replacing gas boilers and, when relevant and possible, district networks with efficient heat pumps.

FUGITIVE EMISSIONS – We aim to prevent these emissions through leak detection systems and the replacement of high global-warming-potential fluids and gases by lower ones.

Reduce the main sources of our indirect emissions (Scope 3)

LOW CARBON CONSTRUCTION – We will optimise the programme and design of our projects relying on low carbon and circular economy solutions, as well as bio-sourced materials, to reach -35% GHG emissions reduction related to construction³.

TENANTS' TRANSITION – We will engage with our tenants to achieve a -25% improvement of their energy intensity and ensure 80% of their electricity consumption is covered by renewable energy. Those actions will contribute to our target of reducing by -80% the carbon emissions related to operations⁴.

SUSTAINABLE MOBILITY – We target -40% GHG emissions reduction related to transport⁵, mostly by increasing the connectivity of our assets to sustainable means of transport and by reaching 4,000+ EV charging points within our European portfolio.

Neutralise residual emissions and reductions beyond our value chain

DEVELOP NATURE PROTECTION AND RESTORATION PROJECTS to neutralise residual emissions⁶ on Scopes 1 & 2 by 2030 and develop an approach to neutralise any residual emissions by 2050. This will be achieved through nature-based projects that protect nature at scale with high co-benefits for local communities.

AVOIDED EMISSIONS – We commit to track, account for and increase the level of avoided emissions generated over the years through projects such as energy retrofits and EV charging solutions.





Environmental transition

We operate an **efficient and resilient portfolio** that minimises negative impact on resources and its environment.



WASTE

ZERO waste to landfill **by 2025**

Engage tenants into reducing waste by **15% by 2030**¹

Reach **70%** recycling rate **by 2030**



WATER

100% of assets in water stressed areas² will water reuse solutions³ **by 2025**, and **100%** of our portfolio **by 2030**

Reduce water consumption intensity by **-20%** by footfall **by 2030**⁴



BIODIVERSITY

100% of our portfolio implements renaturation projects⁵ **by 2030**

Achieve biodiversity **net gain**⁶ for all development projects



CLIMATE ADAPTATION

100% of our exposed assets to implement risk mitigation measures **by 2030**

1. From a 2019 baseline, including waste from common and private areas of the shopping centres
2. Water stressed areas as defined by the WWF in the Water risk filter with the KPI Water scarcity risk
3. Appliance or management solution within the shopping centre that allow to limit water consumption from the public network through the reuse of water and/or use of grey/rainwater
4. In L/visit from a 2019 baseline
5. Renaturation projects are defined as any project related to the improvement of biodiversity and biophilia in and outside the shopping centres
6. The Biodiversity Net gain calculation will be done using the Biodiversity metric released by DEFRA

How do we meet these targets?

KEY ACTIONS



We are working with our waste contractors to build and enhance waste recovery channels and incentivise tenants to limit their waste production.

We partner with operators to limit food waste.

We prioritise the recycling of waste over waste-to-energy solutions, when possible.



We aim to implement a targeted set of actions to reduce the water consumption within our assets, including metering of water sub-systems, water collectors for rain/grey water, leak detection systems, reduction of water flow rate and avoiding the use of main water for outdoor green spaces.



We engage with WWF France for the Science Based Targets for nature evaluation and certification of our activities. We will monitor the implementation of biodiversity measures following our biodiversity audits, including renaturation of standing assets, and assess the improvement through a biodiversity metric. We prioritise urban regeneration development projects to avoid artificialisation.



We perform and regularly update our Group risk assessment study on the level of exposure of our assets and have risk engineers suggest relevant mitigation measures. Our trained asset teams track their implementation.

Our development projects fully integrate resilience actions on climate adaptation.





Environmental transition

Programme focus



SOLAR PANEL INSTALLATIONS

Centrum Černý Most took its sustainability commitment one step further in 2023 by installing a solar power plant on its roof. The installation covers around 5,500 square meters and helps produce over 400 MWh of emissions-free electricity annually, enough to cover the annual consumption of about 120 households.



WATER CONSUMPTION

In Spain, new installations aim to help reduce and optimise water consumption at four of our destinations. Rainwater collection systems are now in place at Westfield Parquesur and Splau, allowing an optimised reuse onsite. Two new installations allow Westfield La Maquinista to reuse water produced by the air conditioning system, and Westfield Glóries to reuse excess groundwater.

Since 2021, 100% of URW's electricity has come from renewable energy sources. Under the evolved Better Places roadmap, we will increase our renewable electricity production capacity to 50 MWp of on-site capacity by 2030 in Europe. We already have 27 MWp of solar projects underway in 24 shopping centres across 10 countries, including rooftop photovoltaic projects at Westfield La Maquinista in Spain and Ruhr Park in Germany.

All URW retail assets in water-stressed areas will implement water reuse solutions by 2025, and in all other areas by 2030. URW will also reduce water consumption intensity by footfall by 20% in common areas by 2030.



Acting as a change agent for a SUSTAINABLE EXPERIENCE

With 900 million visits to our centres each year globally, we have the unique ability to support the sustainable evolution of retail while meeting the changing needs of consumers.

Our Better Places certification will offer visitors a comprehensive view of the sustainability performance of each asset.

To create the certification, we partnered with Bureau Veritas Solutions and WWF France to outline 94 key criteria covering a broad range of environmental and social dimensions including Health & Safety, Energy & Climate, Water, Communities, Mobility, Biodiversity and Waste.

Not only focused on our own performance, **we also want to continue to be the preferred partner of brands and tenants who are themselves committed to the environmental transition.** Co-developed with Good On You, a global sustainable-brand ratings company, and the critical expertise of WWF France, the Sustainable Retail Index is an innovative and dynamic approach that will support the sustainable evolution of retail providing insights into retailers' sustainability journey.

These programmes help us meet the needs of consumers, ensuring our offer corresponds to their ever-increasing expectation for sustainable places and products. To complement that demand, we also have dynamic programmes throughout the Westfield platform that support a wide array of onsite experiences, such as the **Westfield Good Festival**. A flagship event, the initiative connects consumers around sustainability-driven experiences and provides a forum for brands and retailers to share their sustainable journeys.



UNIBAIL-RODAMCO-WESTFIELD



Sustainable experience

We partner with our visitors and all stakeholders of the retail industry to **accelerate the transition towards more sustainable experiences.**



BETTER PLACES CERTIFICATION

100% of our assets¹ certified by 2027



SUSTAINABLE RETAIL INDEX

Rolled out on 100% of eligible URW revenues^{1,2} by 2027



SUSTAINABILITY-DRIVEN CUSTOMER JOURNEY

100% of assets¹ to organise a **Westfield Good Festival** or at least 1 annual campaign or event to raise sustainable awareness by 2025

1. Standing European retail assets

2. EU scope only; Revenues in Minimum Guaranteed Rents; Eligible revenues in the following categories: Fashion Apparel, Sport Apparel, Jewelry, Bags & Footwear & Accessories, Health & Beauty, Home, Culture & Tech, Food & Beverage

How do we meet these targets?

KEY ACTIONS

→ **Assess and monitor the sustainable performance of our assets** using the **Better Places certification's** sustainable standards and criteria, developed in partnership with Bureau Veritas Solutions and WWF France

→ **Roll-out the Certification in our shopping centres**, including communication to customers and tenants

→ **Provide transparency and support the sustainable evolution of retail** using a sustainability rating standard co-developed with Good On You and the critical expertise of WWF France. The Sustainable Retail Index provides a dynamic view on retailers' sustainability commitments, ambitions and performance at a company, product and store-operations level. Ratings will be shared annually at a Group and asset level and integrated into the overall grade for each shopping centre, as part of the Better Places Certification.

→ **Leverage the Westfield Grand Prix** to source and support best-in-class or innovative sustainability-driven new concepts and businesses in our centres

→ **Integrate sustainability information** at every step of the customer journey

→ **Support the development and promotion** of the sustainable offer of tenants, to help customers make better-informed choices

→ **Engage customers through sustainability-driven experiences**, such as the **Westfield Good Festival**





Sustainable experience

Programme focus



BETTER PLACES CERTIFICATION

To assess and promote the sustainable performance of URW's retail assets, the Group announces its **Better Places Certification**, developed with the support of Bureau Veritas Solutions, which encompasses current core industry ratings such as BREEAM In-Use and Energy Performance Certificates (EPC) while adding significant additional key criteria.

This five-level assessment covers a broad range of environmental and social dimensions including Health & Safety, Energy & Climate, Water, Communities, Mobility, Biodiversity and Waste.

URW has also worked with WWF France, which shared its expertise and critical-friend vision on the biodiversity, water, mobility, energy, sustainable consumption and climate aspects of the criteria.

Working with Bureau Veritas Solutions, URW will certify 10 assets by 2024, and 100% of its European retail portfolio in the next three years.



WESTFIELD GOOD FESTIVAL

In 2023, 22 Westfield-branded centres in Europe held the first edition of the **Westfield Good Festival**, a flagship annual event designed to help customers embrace circularity and sustainable consumption by combining guest experiences, thought leadership conversations and other activations with NGOs and local community groups. It provides a forum for brands and retailers to share their sustainable journeys.



WESTFIELD GRAND PRIX

In 2023, we expanded the **Westfield Grand Prix**, an annual competition taking place in the UK, France, Spain and Germany-Austria, which will recognise and reward the sustainable retail champions of tomorrow. Each year, we will call for entries from young businesses and start-ups across retail, leisure, dining, entertainment, health & wellbeing and services, whose solutions facilitate responsible consumption and sustainable living.





Delivering value together to support THRIVING COMMUNITIES

As welcoming and inclusive places where people of all backgrounds connect, our destinations are **catalysts for economic and social vitality, supporting social cohesion.**

Our people-centric destinations help to regenerate urban districts and have a tremendously positive impact on how their surrounding communities live. In Paris, London, Hamburg and New York, our destinations are central to people's lives, offering an innovative mix of stores, restaurants, entertainment and services – as well as greenspaces and public facilities, services, office space and coworking outposts, and housing.

Whether by regenerating industrial land in the heart of a city or by attracting investment to an existing commercial area, **our projects create thousands of direct and indirect jobs, bringing new life and economic vigour to the city.**

We also actively work on maximising our impact by developing meaningful community projects and partnerships that support jobs, offer training, promote social inclusion, and increase access to health and culture.

This philosophy is based on a corporate culture firmly rooted in sustainability, in which employees have the tools to become engaged sustainability and diversity change-makers. To achieve this, we provide sustainability training, maintain a uniting culture that integrates sustainability objectives, and promote meaningful community volunteering experiences. Dedicated to being more diverse and inclusive, URW is a place where all team members can have a positive impact on the environmental transition of cities and our communities.

TROUVEZ LE JOB DE VOS RÊVES !
REJOIGNEZ LES ÉQUIPES DES BOUTIQUES DU CENTRE
EN POSTULANT À L'UNE DE NOS OFFRES D'EMPLOI





Thriving communities

We put people at the heart of what we do, bolstering economic and social vitality for local communities and driving a sustainable and impact-oriented company culture.



A CATALYST FOR ECONOMIC & SOCIAL IMPACT

15,000 people supported annually through training, social inclusion and employment opportunities



AN INTERNAL COMMUNITY OF SUSTAINABILITY & DIVERSITY CHANGE-MAKERS

100% of URW employees have at least **one annual sustainable business transformation objective**

A minimum of **95%** of URW employees complete a sustainability course annually

Maintain **40%** of senior management positions held by women

Above 80% of employees engaged in meaningful community volunteering programmes **by 2025**

1. Based on employees with objectives (of those who set objectives)

How do we meet these targets?

KEY ACTIONS

Continue implementing Community Resilience Action Plans for our assets

Monitor the economic, social and environmental impact of URW shopping centres through a dedicated impact assessment



Organise upskilling programmes and recruitment events (e.g. URW for Jobs) in our assets

Work with partners specialised in social inclusion and health programmes, including support for charities and NGOs



Enable every employee to meaningfully contribute to our sustainable ambition through customised sustainability learning paths, including sustainability trainings for newcomers as part of onboarding

Implement community volunteering initiatives for employees in line with our community programmes

Develop D&I processes, programmes and systems to continue momentum and maintain current progress

Strong ESG component in **STI and LTI** of Management Board members





Thriving communities

Programme focus



URW COMMUNITY DAYS

URW is committed to supporting the communities in which we operate, so every year we host a company-wide, volunteering initiative designed to support our global sustainability purpose, promote social inclusion and preserve biodiversity around our shopping centres. Our 2023 edition took place in May, with teams from across Europe and the US donating a day of their time to help out great causes and support people in need in our communities. In all, more than 1,100 URW staff volunteered over 8,000 hours of their time.



URW FOR JOBS

Conducted on a yearly basis, the URW for Jobs programme aims to bridge the gap between local unemployed young people and job opportunities offered by retailers in the Group's shopping centres. In partnership with NGOs and public agencies, these young people are trained and coached by Unibail-Rodamco-Westfield employees and introduced to retailers during job fairs. In 2022, we provided over 17,400 training hours to members of our communities, helping 877 people secure a job at our destinations or achieve a training certificate through our URW for Jobs programme.

BETTERPLACES SCORECARD



UNIBAIL-RODAMCO-WESTFIELD



SCORECARD – ENVIRONMENTAL TRANSITION 1/2

PERFORMANCE PROGRESS AGAINST TARGETS
 ●●● ACHIEVED ●●○ IN PROGRESS ●○○ NOT ACHIEVED

COMMITMENTS

Contribute to global **carbon neutrality**, with SBTi approved **net-zero targets** on Scopes 1 & 2 by 2030 and Scopes 1, 2 & 3 from 2050 onward, with a clear priority towards reduction of our GHG emissions

KEY TARGETS

2030 NET-ZERO TARGETS FOR GHG EMISSION REDUCTION

-90% GHG emissions reduction (Scopes 1 & 2)*¹

-71.5% ●●○

-50% GHG emissions reduction (Scopes 1, 2 & 3)*¹

-41.3% ●●○

-50% energy-intensity reduction²

-14.0% ●●○

Develop on-site renewable energy with a 50 MWp plan for EU by 2030

NEW

6.4 MWp ●○○

NET ZERO BY 2050 ACROSS THE WHOLE VALUE CHAIN

-90% GHG emissions reduction (Scopes 1, 2 & 3)*¹

-41.3% ●●○

RESIDUAL EMISSIONS NEUTRALISATION

Develop nature protection and restoration projects to neutralise residual emissions³ on Scopes 1 & 2 by 2030

NEW

— ○○○

* SBTi-approved targets

1. In absolute value, from a 2015 baseline
2. In kWh/sqm of the energy consumption for common areas and common equipment's divided by the total area served with energy from a 2015 baseline
3. Residual emissions are emissions sources that remain unabated at the end of our reduction plan



SCORECARD – ENVIRONMENTAL TRANSITION 2/2

PERFORMANCE PROGRESS AGAINST TARGETS
 ●●● ACHIEVED ●●○ IN PROGRESS ●○○ NOT ACHIEVED

COMMITMENTS

Operate an **efficient and resilient portfolio** that minimises negative impact on resources and on its environment

Accelerate **urban regeneration** by designing and retrofitting low-carbon, connected and inclusive urban places

KEY TARGETS

WASTE

Zero waste to landfill by 2025		32%	●●○
Engage tenants to reduce waste by -15% by 2030 ¹	NEW	10%	○○○
Reach 70% recycling rate by 2030		41%	●●○

WATER

100% of assets in water stressed areas ³ to implement water reuse solutions ² by 2025, and 100% of our portfolio by 2030	NEW	—	○○○
Reduce water consumption intensity by -20% per footfall by 2030 ⁴		-12%	●○○

BIODIVERSITY

100% of our portfolio implements renaturation projects ⁵ by 2030	NEW	—	○○○
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CLIMATE RISK

100% of exposed assets implement risk mitigation measures by 2030 ⁶	NEW	—	○○○
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DEVELOPMENT

-35% GHG emissions reduction related to construction ⁷		-12.2% (EU) 0% (US)	●●○
100% of our major development projects to be certified at least BREEAM Excellent (or equivalent ⁸)		100%	●●●
Achieve biodiversity net gain for all our development projects ⁹		100%	●●●

MOBILITY

URW as a catalyst for accelerating low-carbon mobility, including a 4,000+ EV charger plan in the EU		1,300	●○○
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1. From a 2019 reference, including waste from common and private areas of the shopping centres, Like for Like.
 2. Appliance or management solution within the shopping centre that allow to limit water consumption from the public network through the reuse of water and/or use of grey/rain water
 3. Water stressed areas as defined by the WWF in the Water risk filter with the KPI Water scarcity risk
 4. In L/visit from a 2019 baseline
 5. Renaturation projects are defined as any project related to the improvement of biodiversity and biophilia in and outside the shopping centres

6. Exposed assets are defined following a group study identifying the exposure of our assets to climate risks and their materiality for URW
 7. In kgCO₂e/sqm built, from a 2015 baseline
 8. Equivalent environmental certification related to development projects including LEED
 9. The Biodiversity Net gain calculation will be done using the Biodiversity metric released by DEFRA



SCORECARD – SUSTAINABLE EXPERIENCE

PERFORMANCE PROGRESS AGAINST TARGETS
●●● ACHIEVED ●●○ IN PROGRESS ●○○ NOT ACHIEVED

COMMITMENTS

Increase and promote to our partners and visitors **the sustainability performance of our places**

Evaluate, to actively monitor and grow the share of **sustainable offer and sustainability-driven brands** in our assets

Integrate **sustainability-driven initiatives** at the core of the customer journey

KEY TARGETS

BETTER PLACES CERTIFICATION

10 assets¹ certified by end of 2024

100% of assets¹ certified by 2027

SUSTAINABLE RETAIL INDEX

Rolled out on 70% of eligible URW revenues^{1,2} by end of 2024

Rolled out on 100% of eligible URW revenues^{1,2} by 2027

SUSTAINABILITY-DRIVEN CUSTOMER JOURNEY

100% of assets¹ to organise a **Westfield Good Festival** or at least one annual campaign or event to raise sustainable awareness by 2025

PROGRESS: 2022 PERFORMANCE

NEW



NEW



NEW



1. Standing European Retail assets
2. Revenues in Minimum Guaranteed Rents; Eligible revenues in the following categories: Fashion Apparel, Sport Apparel, Jewelry, Bags & Footwear & Accessories, Health and Beauty, Home, Culture & Tech, Food & Beverage



SCORECARD – THRIVING COMMUNITIES

PERFORMANCE PROGRESS AGAINST TARGETS

●●● ACHIEVED ●●○ IN PROGRESS ●○○ NOT ACHIEVED

COMMITMENTS

Driving **positive economic and social impact** within our communities through employment, training and social inclusion

Grow a **diverse, skilled and engaged community** of employees to lead sustainable change

KEY TARGETS

A CATALYST FOR ECONOMIC & SOCIAL IMPACT

15,000 people supported annually through training, social inclusion and employment opportunities

PROGRESS 2022 PERFORMANCE

NEW



AN INTERNAL COMMUNITY OF SUSTAINABILITY & DIVERSITY CHANGE-MAKERS

100% URW employees¹ have at least one annual sustainable business transformation objective

100%



A minimum of 95% of URW employees complete a sustainability course annually

99%



Maintain 40% of senior management positions held by women

39%



80%+ of employees engaged in meaningful community volunteering programmes by 2025

62%



1. Based on employees with objectives (of those who set objectives)



UNIBAIL-RODAMCO-WESTFIELD

WWW.URW.COM/CSR/BETTER-PLACES