

URW Learning Policy

Unibail-Rodamco-Westfield (“URW” or “The Group”) is steadfast in its commitment to fostering a culture of continuous learning and development. We believe that education and training are the cornerstones of personal and professional growth and are indispensable for the overall success and sustainability of our organisation.

Purpose

The purpose of this **Learning Policy** (“the Policy”) is to provide a comprehensive framework for our approach to learning.

The Policy ensures that all employees have access to multi-faceted learning opportunities, designed to build critical skills, knowledge, and competencies and empower effective job performance by meaningfully contributing to URW’s strategic objectives and upholding our commitment to sustainability and social responsibility.

By making all reasonable endeavours to uphold the Policy, **the Group aims to nurture a workforce that is skilled, knowledgeable, adaptable, and prepared for the future**. This not only benefits our employees but also contributes to the company’s resilience as well as the long-term success and sustainability objectives of URW.

Scope

This policy applies to **all URW’s employees** (including part-time employees), irrespective of their role, level, or location within the organisation, as well as internal contractors¹ to the extent applicable to their mission.

1) Principles and Processes

Commitment to Learning

Embodied by the URW Academy, the Group is committed to fostering a culture of ongoing learning within URW. The Group encourages and supports all employees to engage in continuous learning and professional development activities that align with their career aspirations, internal mobility opportunities and URW’s strategic goals.

Training Opportunities

The Group endeavours to provide a wide array of training opportunities tailored to the diverse needs of our employees. These include on-the-job training, workshops, seminars, conferences, e-learning courses, further education programmes, and leadership development initiatives.

Partnerships with External Entities

By partnering with academic institutions, industry leaders, community organisations, or any other relevant provider, URW aims to provide a diverse range of perspectives and real-world insights to employees. On top of all internally developed and delivered trainings, these partnerships enable the Group to offer a rich and comprehensive curriculum, keeping pace with the latest trends and developments in various fields to emulate industry best practices.

Customised Learning

Training programmes are developed with the unique needs of different functions or positions in mind. By collaborating with industry experts and leveraging the latest educational resources, employees receive the most relevant and up-to-date training. The Group not only strives to upskill its employees but also to ensure that they are well-equipped to excel in their respective roles.

Learner Engagement

Education and training are critical high performance and culture enablers. URW routinely monitors learner satisfaction, consistently reviewing and updating training programmes to deliver experiences that are dynamic and engaging. The URW Academy curriculum is regularly assessed, to ensure the group’s training offer is aligned with strategic objectives, performance goals, and evolving industry trends.

Career Development

Our People Performance Programme is a vital part of our strategy and paves the way for individual and collective success. At the start of the year, employees define and set individual objectives in alignment with company goals and functional roadmaps, and prioritise learning and development activities. A mid-year 360° process enables a clear view of strengths and opportunity areas, as employees give and receive feedback from peers, direct reports and managers. This key moment is an opportunity for employees to focus on future actions and shape career development for the rest of the year.

¹ The term ‘Internal Contractors’ refers to contractors who, although employed by external companies, work with URW employees and are registered in internal systems.

Equal Opportunities

URW is committed to providing equal opportunities for learning and development. All employees have equal access to learning opportunities, regardless of their role, seniority, background, or other factors. URW strives to create an inclusive learning environment that respects diversity and promotes equality and inclusive practices.

2) Content

Leadership Development

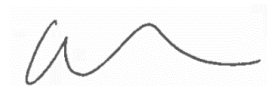
URW strives to foster an environment that encourages continuous learning and growth, enabling managers to drive innovation and excellence while leading with confidence and integrity. The URW Manager Programme includes interactive and practical learning experiences focused on sharpening key managerial skills to ensure the success of our teams. In addition, annual development programming for URW's top senior executives is designed to evolve transformational skills and amplify leadership impact.

Compliance and Ethics

Compliance trainings include specific content on URW's Code of Ethics and Anti-Corruption Programme and aim to provide guidance on day-to-day activities and decision-making situations. This mandatory training is jointly prepared by the Compliance Department and updated as necessary on a yearly basis. In addition to the e-learning modules, in-person trainings are also conducted in each country. These additional trainings are handled by the Local Compliance Correspondent in their respective countries and target 'highly sensitive positions' as defined by URW.

Cybersecurity and Privacy

As data privacy and security are priorities at URW, we provide our workforce with the necessary knowledge to identify threats and ensure the protection of our data and systems. URW data protection trainings focus on respecting privacy rights and keeping information secure. These trainings are specially built by internal experts and updated as necessary to meet regulations.



Christy Karandikar
Group People Officer



Alexandra Hoskins
Group Director, Learning,
Inclusion & Engagement

Diversity and Inclusion

Our global Be You at URW commitment to Diversity & Inclusion is built on fostering an inclusive workplace. All group newcomers participate in 'Supporting Inclusion,' an interactive unconscious bias workshop designed to promote an inclusive mindset and challenge preconceived notions. Inclusion workshops are part of the URW Manager Programme and diversity and inclusion topics are regularly embedded within global learning events and curricula. In addition, local 'Be You at URW' employee networks organise and deliver learning and activities to raise awareness about diversity and champion inclusive actions, behaviours, and mindsets.

Sustainability and Social Responsibility

In line with our commitment to sustainability and social responsibility, annual trainings directly support the three pillars of URW's Better Places roadmap: Environmental Transition, Sustainable Experience and Thriving Communities. URW strongly encourages its employees to further develop their understanding of sustainability through a comprehensive array of topical trainings. The learning offer includes workshops, classroom trainings and interactive and gamified experiences sponsored by the URW Academy, as well as access to the Climate School, which hosts in-depth educational videos about global sustainability issues.

Human Rights and Modern Slavery

In support of the URW's Human Rights Policy and Anti-Slavery and Human Trafficking Policy, dedicated training sessions and awareness-raising initiatives on Modern Slavery and Human Rights are offered on a yearly basis, for teams with a risk of exposure.

3) Implementation and review

Implementation

The URW Academy is responsible for implementing the Policy in collaboration with department managers. Managers are responsible for identifying training needs within their teams and ensuring their team members participate in relevant training programmes.

Review

The Policy will be reviewed regularly, as needed, to ensure it remains relevant, effective, and aligned with URW's strategic objectives and industry best practices.